

## Cabinet Agenda

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**Date:** Tuesday, 9th July, 2019  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and 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 paragraph 3.33 of the Cabinet Procedure Rules, 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 Cabinet. 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 - 16)

To approve the minutes of the meeting held on 11<sup>th</sup> June 2019.

6. **Notice of Motion - Online Betting Advertisements** (Pages 17 - 22)

To consider a report in response to a Notice of Motion on online betting advertisements.

7. **Notice of Motion - Children with Special Educational Needs** (Pages 23 - 30)

To consider a report in response to a Notice of Motion on children with special educational needs.

8. **Middlewich Eastern Bypass - Approval to Proceed with the Acquisition of Land Required to Deliver the Scheme** (Pages 31 - 54)

To consider a report which seeks approval to authorise the use compulsory purchase powers to undertake the acquisition of land and new rights required for the construction of the Middlewich Eastern Bypass.

9. **A500 Dualling - Approval to Acquire Land Required to Deliver the Scheme** (Pages 55 - 78)

To consider a report which seeks approval to authorise the use of compulsory purchase powers to undertake the acquisition of land and new rights required for the construction of the A500 Dualling Scheme.

10. **Cheshire East Draft Economic Strategy** (Pages 79 - 134)

To consider the draft Economic Strategy for Cheshire East.

11. **Proposed Expansion of Park Lane School, Macclesfield** (Pages 135 - 152)

To consider a report seeking approval for a proposed expansion of Park Lane School, Macclesfield.

12. **Next Generation Wide Area Network Contract** (Pages 153 - 162)

To consider a report which seeks approval to procure next generation WAN services.

13. **Outside Organisations Appointments 2019-2023** (Pages 163 - 168)

To consider a report on the appointment of representatives to category 1 outside organisations.

14. **Payment Services** (Pages 169 - 172)

To consider a report on the award of a contract for payment services which allow residents to pay local taxation and other Council invoices at Post Offices and local retail outlets.

**THERE ARE NO PART 2 ITEMS**

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**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Cabinet**  
held on Tuesday, 11th June, 2019 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor S Corcoran (Chairman)  
Councillor C Browne (Vice-Chairman)

Councillors D Flude, T Fox, L Jeuda, N Mannion, J Rhodes, B Roberts, A Stott  
and M Warren

**Councillors in attendance**

Councillors Q Abel, S Akers Smith, R Bailey, M Benson, J Buckley, J Clowes,  
A Critchley, B Evans, J P Findlow, R Fletcher, S Hogben, C Leach, D Marren,  
A Moran, B Murphy, J Nicholas, J Parry, B Puddicombe, J Saunders,  
R Vernon, L Wardlaw and P Williams

**Officers in Attendance**

Kath O'Dwyer, Acting Chief Executive  
Frank Jordan, Executive Director of Place/Acting Deputy Chief Executive  
Mark Palethorpe, Acting Executive Director of People  
Mark Taylor, Interim Executive Director of Corporate Services  
Linda Couchman, Acting Strategic Director Adult Social Care & Health  
Catherine Parkinson, Interim Director of Governance and Compliance  
Paul Goodwin, Finance Manager (Commercial and Project Accounting)  
Paul Mountford, Executive Democratic Services Officer

The Leader welcomed everyone to this first Cabinet meeting of the new Council.

The Leader announced the appointment of Councillor Suzie Akers Smith as the Council's Cycling and Walking Champion. Councillor Akers Smith introduced herself to the meeting and spoke briefly about her new role.

**1 DECLARATIONS OF INTEREST**

The Portfolio Holder for Environment and Regeneration, Councillor N Mannion, declared a non-pecuniary interest as a former member of the Parkside Bowling Club in Macclesfield in relation to a question on Parkside Cricket Pitch under agenda item 4: Questions to Cabinet Members.

The Leader, Councillor S Corcoran, declared a non-pecuniary interest as a member of Sandbach Town Council in relation to the transfer of assets to town and parish councils, which was discussed under agenda item 13: 2018/19 Financial Outturn and Review of Performance.

## 2 PUBLIC SPEAKING TIME/OPEN SESSION

The Chairman indicated that two individuals who had registered to speak, Carol Jones and Sue Helliwell, had been unable to attend the meeting. Sue Helliwell had submitted a question in advance and a written response would be sent to her.

Jo Dale asked if the Council would consider supporting a badger vaccination programme. The Portfolio Holder for Environment and Regeneration replied that the Council already worked with the Cheshire Badger Vaccination Programme to permit and facilitate vaccinating on areas of Cheshire East land. The Council supported and advocated good on-farm bio-security and would not engage in the culling of badgers on land under its direct control.

Andrew Needham asked whether the climate emergency target of being carbon neutral by 2025 would take account of the electricity consumption for HS2. The Deputy Leader replied that the carbon footprint of each phase of the proposed scheme, including that resulting from its electricity consumption, had been forecast by HS2 Limited on behalf of the Government. Although the Cheshire East target was for the Council and would not include HS2, the Council could through the planning process seek further assurances and undertakings from HS2 Ltd.

Mr Needham also asked about the transfer deck to be built over Crewe Station which appeared to be no longer in the Crewe hub scheme. The Deputy Leader replied that the proposals for an enhanced hub station at Crewe included investigating the option of a new central pedestrian transfer deck to provide better access to the station from Weston Road to support regeneration and with provision to extend this to Gresty Road in the future.

Michael Unett referred to the lack of burial provision in Alsager and asked if Cheshire East Council would work with Alsager Town Council to improve provision in the town. At the Leader's invitation, Councillor D Marren, as Chairman of Orbitas Limited, the Council's arms-length company providing burial services, spoke in support of Cheshire East Council's strategy to provide two strategic sites in Crewe and Macclesfield and suggested that town and parish councils should consider making their own provision. The Leader indicated that the Council would be prepared to work with Alsager Town Council on this matter and he undertook to provide a written response.

At the conclusion of public questions, the Leader reminded members of the public about the need for them to submit their questions by the Wednesday before the meeting.

### 3 QUESTIONS TO CABINET MEMBERS

Councillor R Bailey referred to Notice of Motion to Council on climate change and asked if the environment strategy was still scheduled to come to the July Cabinet meeting. The Portfolio Holder for Environment and Regeneration replied that work on the strategy was in progress and that it would be coming to Cabinet in September.

Councillor A Moran referred to an illegal encampment on the Barony, Nantwich and asked if the Everybody Leisure investment for the Barony would include fencing to prevent future occurrences. He also asked if the Council would look at providing a permanent transit site for travellers. The Portfolio Holder for Communities replied that it was his intention to work with the officers to provide solutions to address illegal encampments and to provide a permanent transit site.

Councillor S Akers Smith asked about the possibility of providing a cycle route alongside the HS2 railway line. The Deputy Leader replied that the Council could put the question to HS2 Ltd but it was not in the gift of the Council to determine the matter.

Councillor R Vernon referred to the Parkside cricket pitch which was used and maintained by Macclesfield Cricket Club but not owned by the Club. There had been discussions in the past between the Club, the landowner and the Council aimed at transferring ownership of the site to the Club but these had been inconclusive. The ownership issue was preventing the Club from making improvements to the site. The Portfolio Holder for Environment and Regeneration undertook to look into the matter and provide a written response.

Councillor J Parry asked when work would start on the Middlewich Eastern Bypass. The Portfolio Holder for Highways and Waste replied that based on programmes developed with Balfour Beatty, the main construction works were expected to start in January 2021 with the bypass open to traffic by October 2023. All dates remained subject to review until the Council had received final confirmation of Government funding for the scheme, which was expected at the end of 2020. The Portfolio Holder saw no reason why a quarterly project bulletin should not be made available to help local people keep abreast of the work programme.

Councillor Parry also asked, on behalf of Councillor S Brookfield, if the Council would consider making the Thomas Street Car Park in Crewe free of charge for users. The charges had presented a problem for local residents, workers and businesses in the town centre. At the request of the Portfolio Holder for Highways and Waste, the Executive Director of Place replied that he was looking at the matter following representations from Councillor Brookfield and would be advising the Portfolio Holder on an appropriate way forward.

Councillor A Critchley referred to the lack of a permanent transit site in the Borough which was letting down both travellers and local residents. The Portfolio Holder for Communities replied that he had made this a priority and was working with officers to address the issue.

Councillor P Williams referred to a situation in another part of the country whereby the change from the £2.30 allowance provided to children for school meals was being retained by the service provider rather than being put back into a fund to provide snacks for the children. He asked for an assurance that this did not happen in Cheshire East. The Portfolio Holder for Children and Families undertook to provide a written response.

Councillor R Fletcher indicated that he was still waiting for a written answer to a question he had asked at the December 2018 Council meeting. The Leader undertook to look into the matter.

Councillor Fletcher also said that he had been assured that he would receive details of the Council's road maintenance programme by April and he had still not received them. The Portfolio Holder for Highways and Waste undertook to provide a written response.

Councillor J Clowes said that she would welcome an indication as to whether ESAR had yet submitted a business case to Cabinet regarding their plans for the Barony. At the invitation of the Leader, Councillor A Moran as local ward member indicated that he had been informed by ESAR that they were ready to proceed and would be submitting their business case to the Portfolio Holder for consideration. The Portfolio Holder for Communities added that he was awaiting a briefing on ESAR and would be more than pleased to share that with her.

Councillor Clowes also referred to the lack of information on the new administration's financial priorities. The Leader replied that his party had provided fully costed proposals which had been available for inspection but had attracted little attention.

Councillor C Leach referred to an inquiry by the Environment, Food and Rural Affairs Committee into rural broadband and digital only services which required submissions to be made by midnight on 24<sup>th</sup> June 2019. She asked if the Council's rural team could respond to the inquiry by the deadline. At the Leader's request, the Executive Director Place indicated that the Council would be able to make a submission to the inquiry by the deadline.

#### **4 MINUTES OF PREVIOUS MEETING**

##### **RESOLVED**

That the minutes of the meeting held on 9<sup>th</sup> April 2019 be approved as a correct record.

**5 HIGH SPEED RAIL 2 PHASE 2A - QUALIFYING AUTHORITY**

Cabinet considered a report which sought approval for the Council to become a Qualifying Authority for the construction of phase 2a of High Speed Rail 2 (HS2).

The Deputy Leader indicated that nothing in this or the next following report would predetermine the Council's decision on whether to support phase 2b of the scheme.

Members emphasised the need for local communities affected by the scheme to be consulted on any proposals.

**RESOLVED**

That Cabinet recommends to Council that Cheshire East Council become a Qualifying Authority as specified in part 2 of Schedule 17 of the High Speed Rail (West Midlands - Crewe) Bill and authorises the Executive Director for Place in consultation with the Monitoring Officer to sign the Planning Memorandum to enable this to happen.

**6 CREWE STATION DEVELOPMENT**

Cabinet considered a report which sought approval to progress the work necessary to enable the delivery of the Crewe Hub Station and essential works in the surrounding area.

Again, members emphasised the need for public consultation on any proposals.

**RESOLVED**

That Cabinet

1. approves the continued project development works of Crewe Hub Station and the preparation and submission of a planning application by Summer 2020 to enable delivery of the scheme within the required timeframes;
2. authorises the Executive Director Place, subject to the required funding approvals being in place, to:
  - (a) approve and enter into any future Development Services Agreements (or other agreements required between the Council and Network Rail) to authorise Network Rail to continue to manage the remaining project development work for the Crewe Hub Station in partnership with the Council to meet the timetable and requirements of the Governance for Railway Investment projects (GRIP) process;

- (b) take all necessary actions to prepare and submit all necessary applications for planning permission, including jointly with Network Rail, and to implement any planning permission necessary to deliver the project;
  - (c) take all necessary actions to prepare and submit a listed building application and implementation of any listed building consent in relation to Crewe Hub Station;
  - (d) negotiate and seek to conclude terms to acquire land and rights (or extinguish the same) as are necessary to deliver the Crewe Hub Station scheme;
  - (e) make the Compulsory Purchase Order(s) to acquire the necessary land and interests to deliver the Crewe Hub Station and ancillary infrastructure;
  - (f) take all necessary actions to support the Local Enterprise Partnership to submit an Enterprise Zone or equivalent Tax Increment Financing application and supporting business case to Government, in consultation with the Section 151 Officer, to enable delivery the Crewe Hub Station; and
3. notes that a Full Council investment decision to progress with the scheme and approve any resulting Capital Contribution from the Council will be sought, recognising the ongoing financial risk with progressing this project.

**7 FORMATION OF A CHESHIRE AND WARRINGTON LEP URBAN DEVELOPMENT FUND**

Cabinet considered a report on the formation of a Cheshire and Warrington LEP Urban Development Fund.

**RESOLVED**

That Cabinet

- 1. approves the creation of a Special Purpose Vehicle (SPV) to act as General Partner for the proposed Urban Development Fund;
- 2. delegates authority to the Executive Director Place in consultation with the Section 151 Officer and Monitoring Officer to approve a Limited Partnership agreement between the Council and the General Partner and a Management Agreement between the General Partner and the Fund Manager and any ancillary legal agreements required to ensure the Urban Development Fund is correctly constituted;
- 3. delegates authority to the Executive Director - Place in consultation with the Section 151 Officer and Monitoring Officer to approve the

creation of a Board of Directors of the Urban Development Fund SPV, made up of representatives as deemed appropriate;

4. delegates authority to the Board of the Urban Development Fund SPV to act as the Investment Committee and approve investments, drawdowns and all matters relating to the Fund, and all steps necessary to comply with the Funding Agreement entered into with MHCLG;
5. approves entering into a Service Level Agreement with the LEP as the Council's delivery partner under the terms of the Funding Agreement, with regard to procurement of the Fund Manager and the management and operation of the Fund, to ensure appropriate input and oversight from the Council;
6. approves undertaking the procurement of a Fund Manager;
7. authorises the Executive Director Place in consultation with the Portfolio Holder for Finance, IT and Communication to approve the award of the contract to the Fund Manager; and
8. authorises the Executive Director Corporate Services to take all necessary actions to implement these proposals.

## **8 TATTON VISION 2 - STABLEYARD PROJECT**

Cabinet considered proposals for the development and improvement of the Stableyard facilities at Tatton Park.

### **RESOLVED**

That Cabinet delegates authority to the Executive Director Place, in consultation with the Portfolio Holder for Environment and Regeneration, to implement the Tatton Vision 2 Stableyard Project, including procuring and entering into all necessary contractual arrangements.

## **9 MALBANK SCHOOL AND SIXTH FORM COLLEGE - AUTHORITY TO ENTER INTO A CONTRACT**

Cabinet considered a report which sought approval to enter into a contract for the expansion of Malbank School and Sixth Form College.

### **RESOLVED**

That authority be delegated to the Executive Director of People to enter into a construction contract for additional places at Malbank School and Sixth Form College.

**10 RE-COMMISSIONING OF FOOD CONTRACTS FOR FRESH MEATS AND POULTRY IN SCHOOLS**

Cabinet considered a report a report on the re-commissioning of food contracts for fresh meats and poultry in schools.

**RESOLVED**

That Cabinet

1. approves the re-commissioning processes for food contracts for fresh meats and poultry in schools in line with Public Contract Regulations 2015; and
2. delegates authority to the Executive Director People in consultation with the Portfolio Holder for Children and Families to award contracts to the successful bidders by Lot.

**11 MOBBERLEY FARMS ESTATE - BLAKELEY FARM - DISPOSAL**

Cabinet considered a report on the disposal of the farmhouse, buildings and paddock land of Blakeley Farm on the Mobberley Farms Estate.

It was suggested that in future, such sites could be considered for the provision of rural housing. In this respect, the Portfolio Holder for Environment and Regeneration indicated that he would be bringing a report to a future meeting on proposals to increase the supply of rented social housing both in rural and urban areas.

**RESOLVED**

That Cabinet

1. approves the disposal of the Mobberley Farms Estate – Blakeley Farm; and
2. authorises the Executive Director Place in consultation with the Monitoring Officer and Section 151 officer to take all necessary actions and enter into all legal agreements required to enable the disposal of the property.

**12 2018/19 FINANCIAL OUTTURN AND REVIEW OF PERFORMANCE**

Cabinet considered a report on the financial outturn and review of performance for 2018/19.

It was noted that the figure for the performance and turnaround of major planning applications in paragraph 1.10 of the report should read 94% and not 74% against a target of 90%.



The Corporate Overview and Scrutiny Committee had considered the report at its meeting on 6<sup>th</sup> June 2019. Councillor J Clowes, Chairman of the Committee, reported the Committee's recommendations to Cabinet as follows:

That Cabinet be asked to consider the comments and recommendations raised by the Committee as follows:

- (a) Cabinet ensure that pragmatic actions are taken to resolve unexpected financial pressures that may impact on the Council's approved budget for 2019/20.
- (b) The Corporate Overview and Scrutiny Committee be involved in any consultation process undertaken for new, proposed ways that the Council may implement the New Homes Bonus (Phase 2).
- (c) Consideration be given to the air quality and pollution implications arising from motor traffic and highways, as part of any environmental improvement strategies.
- (d) The Corporate Overview and Scrutiny Committee be kept informed of any review undertaken of, or modification to, the Medium Term Financial Strategy Reserve (or central contingency.)

In response to a question from members, the Portfolio Holder for Highways and Waste indicated that he had asked officers to assess and report back on the financial implications of a review of car parking charges in Crewe.

### **RESOLVED**

That Cabinet

1. notes and accepts the recommendations of the Corporate Overview and Scrutiny Committee;
2. notes the balanced revenue position;
3. notes the capital outturn position;
4. notes the debt management position;
5. receives and notes the Treasury Management Annual Report for 2018/19 as detailed in Appendix 7 to the report; and
6. recommends that Council approve:
  - fully funded supplementary capital estimates above £1,000,000 in accordance with Financial Procedure Rules as detailed in Appendix 4, Table 6.

**13 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in 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.

**14 APPOINTMENT OF DIRECTORS TO ALTERNATIVE SERVICE DELIVERY VEHICLES**

The Portfolio Holder for Finance, IT and Communication, Councillor A Stott, declared a non-pecuniary interest as the partner of Councillor J Nicholas.

Councillors S Hogben, A Moran, J Nicholas and B Puddicombe declared pecuniary interests in this matter and left the meeting prior to its consideration.

Cabinet considered a report on the appointment of Directors to the Council's Alternative Service Delivery Vehicles.

Cabinet had regard to a decision taken by the Portfolio Holder for Finance and Communication on 18<sup>th</sup> March 2019 which had been reviewed by the Corporate Overview and Scrutiny Committee on 6<sup>th</sup> June 2019. The decision by the Portfolio Holder included the removal of the statutory Directors of two ASDVs and the appointment of a sole statutory Director in their place. The Corporate Overview and Scrutiny Committee had resolved to offer no advice on the decision which now stood to be implemented. The ASDVs in question were therefore excluded from consideration by Cabinet.

**RESOLVED**

That Cabinet

1. confirms the appointment/re-appointment of Directors to the Council's ASDVs as set out below:

Company	Directors
ANSA	Cllr Arthur Moran Cllr Steven Hogben
Orbitas	Cllr David Marren Cllr Penny Butterill Cllr Joy Bratherton
Tatton Park Enterprises	Cllr James Nicholas Cllr Kathryn Flavell
Transport Service Solutions	Cllr Laura Crane Cllr Jonathan Parry
Civicanace	Cllr Stewart Gardiner Cllr Marilyn Houston
ESAR	Cllr Andrew Kolker Cllr Suzie Akers-Smith
Cheshire Energy Network	Cllr David Brown Cllr Brian Puddicombe

- delegates authority to the Leader in consultation with the Deputy Leader to make any future appointments and/or remove Directors should the need arise.

The meeting commenced at 2.00 pm and concluded at 4.40 pm

Councillor S Corcoran (Chairman)

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## Cabinet

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**Date of Meeting:** 09 July 2019

**Report Title:** Notice of Motion – Online Betting Advertisements

**Portfolio Holder:** Cllr Jill Rhodes – Public Health and Corporate

**Senior Officer:** Mark Palethorpe- Acting Executive Director People

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### 1. Report Summary

- 1.1. The purpose of this report is to consider and respond to the following motion which had been moved by Cllr Ainsley Arnold and seconded by Cllr Liz Wardlaw at the Council meeting on 21<sup>st</sup> February 2019:

*“Cessation of On Line Betting Adverts Before the Water Shed*

*The gambling industry has confirmed plans to press ahead with a voluntary ban on betting adverts during sport programmes from next summer, amid mounting pressure to protect children from excessive exposure to gambling. Sport programs only does not go far enough. We would like to see a total ban on all online gambling pre watershed and the notice of motion is to lobby the government to adopt this as a policy. As it is now possible through phones, tablets and PC s to place bets.”*

### 2. Recommendation

- 2.1. That Cabinet support the notice of motion and highlight that new guidance from the Advertising Standards Agency came into effect on the 1<sup>st</sup> April 2019 that restricts the placement and style of online gambling advertising to provide greater protection for children and young people.

### 3. Reasons for Recommendation

- 3.1. Since The Gambling Act 2005 gambling advertising has increased in visibility both on television and in online spaces.
- 3.2. As a result of a range of reviews undertaken in recent years the Committees of Advertising Practice (CAP) have produced updated guidance on protecting under-18s from exposure to gambling advertising and the risks associated with it.

## 3.3. The new guidance:

- 3.3.1. builds on existing guidance resources on targeting covering all media (including social networks and other online platforms);
- 3.3.2. requires that gambling ads are not placed in media for under-18s and that under-18s comprise no more than 25% of an audience in other media;
- 3.3.3. prohibits targeting of groups of individuals who are likely to be under 18 based on data about their online interests and browsing behaviour;
- 3.3.4. includes an extensive list of unacceptable types of content, including certain types of animated characters, licensed characters from movies or TV and sportspeople and celebrities that are likely to be of particular appeal to children and references to youth culture;
- 3.3.5. prohibits the use in gambling advertisements of sportspersons, celebrities or other characters who are or appear to be under 25.

3.4. This Guidance brings together the evidence base and Advertising Standards Agency rulings to strengthen the regulatory framework.

3.5. Regulation of online gambling is the remit of the Advertising Standards Agency and although our internal licensing team provide licenses for betting shops have no powers or controls over online gambling advertising

## 4. Other Options Considered

- 4.1. Reject the Notice of Motion.

## 5. Background

5.1. A report Children's Exposure to Age-Restricted TV Ads published 1st February 2019 by the Advertising Standards Agency highlights:

- 5.1.1. Children's exposure to all TV ads reduced by 29.7% from a peak of 229.3 ads per week in 2013 to a low of 161.2 ads in 2017. Over the same period, children's exposure to gambling ads decreased by 37.3%.

5.2. In terms of television advertising the Advertising Standards Agency makes the following statement:

- 5.2.1. The following products may not be advertised in or adjacent to programmes commissioned for, principally directed at or likely to appeal particularly to audiences below the age of 18: gambling except lotteries,

football pools, equal-chance gaming (under a prize gaming permit or at a licensed family entertainment centre), prize gaming (at a non-licensed family entertainment centre or at a travelling fair) or Category D gaming machines.

5.2.2. The following products may not be advertised in or adjacent to programmes commissioned for, principally directed at or likely to appeal particularly to persons below the age of 16: lotteries, football pools, equal-chance gaming (under a prize gaming permit or at a licensed family entertainment centre), prize gaming (at a non-licensed family entertainment centre or at a travelling fair) or Category D gaming machines.

5.3. The number of children engaged in any gambling activity has fallen since 2011 and those participating under the age of 18 are not participating in gambling activities that are advertised with the most common being scratch cards, fruit machines and most commonly playing and betting on card games with friends.

5.4. The new Advertising Standards Agency guidance on protecting children and young people from gambling advertising online came into effect from 1<sup>st</sup> April 2019. <https://www.asa.org.uk/resource/protecting-children-and-young-people-gambling-guidance.html>

5.5. The internet does not have a watershed or equivalent therefore the guideline explicitly covers the placement of ads to prevent children being exposed to gambling ads.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

6.1.1. Whilst this does not impact directly on the Council, as we have no regulatory powers, if we become aware of issues affecting our residents we can escalate them to the Advertising Standards Agency if they are in violation of the newly published guidance.

### **6.2. Finance Implications**

6.2.1. We do not have either a regulatory or enforcement function around online gambling advertising locally therefore there will be no local financial impact for the council.

**6.3. Policy Implications**

6.3.1. Policy exists for enforcement of breeches in the guidance on online betting advertising at the national level and is therefore not required locally.

**6.4. Equality Implications**

6.4.1. It is unclear whether the reduction in exposure to advertising will reduce participation in gambling activities as the evidence is insufficient.

**6.5. Human Resources Implications**

6.5.1. We do not have either a regulatory or enforcement function around online gambling advertising locally therefore there will be no local human resources impact.

**6.6. Risk Management Implications**

6.6.1. We do not have either a regulatory or enforcement function around online gambling advertising locally therefore there will be no local risk management impact.

**6.7. Rural Communities Implications**

6.7.1. There are no direct implications for rural communities.

**6.8. Implications for Children & Young People/Cared for Children**

6.8.1. The new guidance is expected to reduce the exposure of children and young people to gambling advertisements online

6.8.2. There is insufficient evidence about the attributable harms of exposure to this type of gambling advertising to comment on any potential benefits or harms from the new guideline or on whether this will reduce gambling amongst children and young people as they move into adulthood

**6.9. Public Health Implications**

6.9.1. The new guidance is expected to reduce the exposure of children and young people to gambling advertisements online and may reduce the exposure of adults by proxy

6.9.2. There is insufficient evidence about the attributable harms of exposure to this type of gambling advertising to comment on any potential benefits or harms from the new guideline or on whether this will reduce gambling overall at the population level

**6.10. Climate Change Implications**

6.10.1. There are no direct implications for climate change



**7. Ward Members Affected**

7.1. Borough wide

**8. Consultation & Engagement**

8.1. Not applicable

**9. Access to Information**

9.1. <https://www.asa.org.uk/resource/protecting-children-and-young-people-gambling-guidance.html>

**10. Contact Information**

10.1. Any questions relating to this report should be directed to the following officer:

Name: Matt Tyrer

Job Title: Consultant in Public Health

Email: [matt.tyrer@cheshireeast.gov.uk](mailto:matt.tyrer@cheshireeast.gov.uk)

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## Cabinet

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**Date of Meeting:** 09 July 2019

**Report Title:** Notice of Motion - Children with Special Educational Needs

**Portfolio Holder:** Cllr Dorothy Flude, Portfolio Holder Children and Families

**Senior Officer:** Mark Palethorpe, Acting Executive Director People

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### 1. Report Summary

- 1.1. This report provides a response to the Notice of Motion in respect of Children with Special Educational Needs proposed by Councillor Laura Jeuda and seconded by Councillor Dorothy Flude at Council on the 21 February 2019 detailed below:

*"Article 7 and 24 of the UN Convention on the Rights of Persons with Disabilities places an obligation on Government and Local Authorities to promote, fund and develop capacity in mainstream schools to cater for the needs of disabled pupils.*

*At the heart of the 2014 Children and Families Act there is the 'presumption of mainstream education' for all our children, it places a duty on local authorities to support the provision of placements for all disabled children living in their catchment area.*

*The progress made towards inclusive education has stalled and increasingly disabled children are segregated in special schools. Ofsted's Annual Report 2017/18 highlighted concerns about the poor quality of Special Educational Need provision for Disabled pupils in mainstream education.*

*The Department of Education introduced the policy in 2013 which placed the responsibility on mainstream schools to fund the first £6000 for every pupil with special educational needs out of their own budget, this has done nothing to incentivise schools to accept these pupils.*

***This Council resolves to adopt a policy with a general presumption that children with Special Educational Needs will be integrated into***

***mainstream schools, with adequate resources to support the teaching staff and put an end to segregation.”***

1.2 Council resolved that the motion stand referred to Cabinet.

## **2. Recommendations**

2.1. That Cabinet accepts the notice of motion and notes that:

2.1.1. education, health and care plans name the school best placed to meet the needs of the young person following consultation with appropriate settings, which must include the parents preferred setting.

2.1.2. specialist provision is only considered when a mainstream setting is not appropriate to meet the needs of a child or to meet parental request.

2.1.3. appropriate provision to meet the assessed needs of children and young people is agreed in the education, health and care plan and funding is allocated accordingly.

2.1.4. The Cabinet Member for Children and Families will review the current policies for Children with Special Educational Needs and Disability (SEND) to ensure they are contemporary with all relevant legislation and reflect the needs of the children and young people of Cheshire East.

## **3. Reasons for Recommendations**

3.1. The Local Authority is required to comply with special educational needs and disability code of practice: 0 to 25 years

3.2. The Local Authority is required to consult with parental preference schools.

## **4. Other Options Considered**

4.1 The service has a comprehensive development plan including the actions proposed by Children and Families Overview and Scrutiny which already address the matters proposed in this motion.

## **5. Background**

5.1 Current arrangements encourage mainstream education where it is appropriate

5.1.1 Cheshire County Council had 14 Special Schools but only 4 of these were in the boundary of Cheshire East Council. Hence, Cheshire East does not have enough local SEN places. This is being addressed

through the 3 year provision plan which sets out plan to create 270 additional SEND places.

- 5.1.2 In fulfilling these duties the SEND team have introduced over the last twelve months an initial coproduction meeting with the family, this enables officers to ensure parents are informed of the different types of provision, through the local offer, understand the provision and curriculum offer that is provided at different settings and the likely outcomes children will achieve. Officers will encourage a local mainstream school where this type of setting can best meet need. However, there are some children for whom the support and provision offer through our resource provisions and special schools are best placed to meet their individual needs.
- 5.1.3 The service has also developed, led by SENCOs (Special Educational Needs Coordinator) from schools, a SEND toolkit which supports mainstream schools to meet need with suggested strategies . A team has been established to visit all mainstream settings to ensure that the toolkit is being embedded in practice. Currently approx 85% of schools have been visited and the toolkit is being utilised in all these settings.
- 5.1.4 This Council is proactive in ensuring that where a mainstream school is appropriate needs are met through this type of setting with appropriate support through the toolkit and inclusion review meetings.
- 5.1.5 The number and percentage of pupils attending different settings are detailed below.
- 5.1.6 The majority of pupils with special education needs are educated in our mainstream schools.
- 5.1.7 The number of pupils attending Cheshire East schools with either SEND support needs or with an education health and care plan are as follows:

	SEN* Support	%	EHCPs**	%	Total	%
Mainstream	4,352	99.80%	781	61%	5,133	91%
Resource Provision	1		103	8%	104	2%
Special	9		402	31%	411	7%
Total	4,362		1,286		5,648	

**Table 1: Children attending a Cheshire East School**

\*SEN - Special Educational Needs

\*\* EHCPs – Education, Health and Care Plans

5.1.8 If we consider the number of Cheshire East children that we support with an education, health and care plan, the numbers by type of setting are as follows:

	School within borough	School out of borough	Totals	%
Mainstream	873	33	<b>906</b>	<b>51%</b>
Resource Provision	104	2	<b>106</b>	<b>6%</b>
Local Authority Special	360	238	<b>598</b>	<b>33%</b>
Independent non-special	21	19	<b>40</b>	<b>2%</b>
Independent Special and Non-maintained Special	10	135	<b>145</b>	<b>8%</b>
Totals	1,368	427	<b>1,795</b>	<b>100%</b>

**Table 2: Children resident in Cheshire East**

## Funding

- 5.19 Schools are also funded for SEND pupils (requiring over £6,000 of support) in accordance with funding model which has been in place for a number of years. In addition schools forum has agreed exceptional funding for schools who have a significantly high proportion of children with education, health and care plans compared to the funding within the school allocation, and similarly for those schools with high percentage of children who are SEND support.
- 5.20 Schools forum has a current working group considering SEND funding and will be consulting on potential new funding arrangements in the summer.
- 5.21 The high needs block is currently overspending by £3.5m. The review of local SEND provision and the funding allocation model are part of

the measures to mitigate this pressure, by keeping children and funding local and reducing transport costs.

## **6.0 Implications of the Recommendations**

### **6.1 Legal Implications**

- 6.1.1 Article 7 and 24 of the UN Convention on the Rights of Persons with Disabilities places an obligation on Government and Local Authorities to promote, fund and develop capacity in mainstream schools to cater for the needs of disabled pupils.
- 6.1.2 Section 33(2) of the Children and Families Act 2014 places a duty on Local Authorities, where a child is in receipt of an Education Health and Care (EHC) Plan, to secure that the plan provides for the child or young person to be educated in a mainstream school, unless that is incompatible with the wishes of the child's parent or the young person; or the provision of efficient education of others.
- 6.1.3 Section 34 of the Children and Families Act 2014 applies where children or young people have special educational needs but no EHC Plan. Section 34(2) places a duty on Local Authorities to educate the child or young person in a mainstream school.
- 6.1.4 Section 35 of the Children and Families Act 2014 places a duty on Local Authorities to secure that a child with special educational needs, being educated in a mainstream school, engages in the activities of the school together with children who do not have special educational needs, so long as it is reasonably practicable and is compatible with the child receiving the special educational provision called for by his or her special educational needs; the provision of efficient education for the children with whom he or she will be educated; and the efficient use of resources.
- 6.1.5 The Special educational needs and disability code of practice: 0 to 25 years (the Code) sets out the statutory duties, policies and procedures of the local Authority relating to Part 3 of the Children and Families Act 2014. Paragraphs 9.78 – 9.87 of the Code deals with requests for a particular school, college or other institution to be named in an EHC Plan. 9.79 confirms that, where a child's parent or young person makes a request for a particular school, the Local Authority must comply with that preference and name the school or college in the EHC Plan, unless it would be unsuitable for the age, ability, aptitude or SEND of the child or young person; or the attendance of the child or

young person there would be incompatible with the efficient education of others, or the efficient use of resources. The Local Authority must consult the governing body, principal or proprietor of the school or college concerned.

- 6.1.6 Paragraph 9.88 of the Code confirms that, where a parent or young person does not make a request for a particular school or college, or does so and their request is not met, the Local Authority must specify mainstream provision in the EHC plan unless it would be against the wishes of the parent or young person; or incompatible with the efficient education of others.

## **6.2 Finance Implications**

- 6.2.1 The Council receives £35.7m in the high needs block as part of the Dedicated Schools Grant from the Department of Education. This is determined by a national funding formula.
- 6.2.2 Expenditure on out of borough and independent placements is placing a pressure on that funding of £3.5m.
- 6.2.3 It is necessary for the Council to ensure that high needs funding is used as effectively as possible through providing support that is appropriate to need, cost effective and focused on local provision.

## **6.3 Policy Implications**

- 6.3.1 The Special Educational Needs and Disability code of practice: 0 to 25 years sets out the statutory duties, policies and procedures of the local Authority relating to Part 3 of the Children and Families Act 2014. The Local Authority is required to comply with these arrangements.

## **6.4 Equality Implications**

- 6.4.1 The Special educational needs and disability code of practice: 0 to 25 years sets out the statutory duties, policies and procedures of the local Authority relating to Part 3 of the Children and Families Act 2014.

## **6.5 Human Resources Implications**

- 6.5.1 There are no direct HR implications

## **6.6 Risk Management Implications**

- 6.6.1 Cheshire East schools continue to be amongst the lowest funded. The National Funding formula has introduced a minimum funding per pupil but schools continue to face financial pressures. This council continues



to support schools through appropriate representations to the Department of Education.

### **6.7 Rural Communities Implications**

6.7.1 Small and rural schools continue to face increased pressure due to small pupil numbers. The funding formula does not recognise the rural nature of schools in Cheshire East.

### **6.8 Implications for Children & Young People/Cared for Children**

6.8.1 The lack of local specialist provision results in more children than we would want receiving an education outside Cheshire East.

### **6.9 Public Health Implications**

6.9.1 Schools are supported through a range of pupil health initiatives, and in particular the emotionally health schools project has been well received.

### **6.10 Climate Change Implications**

6.10.1 Placing children and young people in local schools reduces the need for long journeys to out of borough settings. This improves children's wellbeing and reduces excessive transport.

## **7 Ward Members Affected**

7.1 All Wards

## **8 Consultation & Engagement**

8.1 Schools Forum will be consulting in due course on a revised resource allocation model for high needs which proposes funding is distributed equitably and fairly through a model that better reflects the needs of children.

## **9 Access to Information**

9.1 The Special educational needs and disability code of practice

## **10 Contact Information**

10.1 Any questions relating to this report should be directed to the following officer:

Name: Jacky Forster

Job Title: Director of Education and Skills

Email: [jacky.forster@cheshireeast.gov.uk](mailto:jacky.forster@cheshireeast.gov.uk)

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*Working for a brighter future together*

## Cabinet

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**Date of Meeting:** 09 July 2019

**Report Title:** Middlewich Eastern Bypass – Approval to Proceed with the Acquisition of Land Required to Deliver the Scheme

**Portfolio Holder:** Cllr Craig Browne - Deputy Leader

**Senior Officer:** Frank Jordan - Executive Director Place

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### 1. Report Summary

- 1.1. It has been a long held ambition of the Council and Middlewich residents to secure the delivery of a bypass to relieve traffic congestion in Middlewich town centre.
- 1.2. Middlewich is identified in the Local Plan Strategy as a key service centre hosting four strategic sites for employment and housing. The Scheme supports economic growth and housing delivery in Middlewich and surrounding area, as well as relieving traffic congestion in Middlewich town centre.
- 1.3. Following a Cabinet resolution on 15<sup>th</sup> January 2019, the Council has entered into a 2-stage Delivery Agreement with Balfour Beatty Limited through the SCAPE Civil Engineering and Infrastructure framework to procure the Scheme. This Agreement is framed to allow the Council to commission Stage 1 (Pre-construction) without incurring a commitment to carry out Stage 2 (Construction).
- 1.4. The current programme (subject to planning and final funding approvals) is for the main works to start in 2021, with an estimated 30-month construction period.
- 1.5. This report seeks approval to authorise the use of the powers of compulsory purchase to undertake the acquisition of land and new rights required for the construction of Middlewich Eastern Bypass ("the Scheme").

## 2. Recommendations

That Cabinet

- 2.1. Authorise 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 Scheme as shown on the CPO Plan (Appendix A).
- 2.2. Authorise 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 Scheme;
- 2.3. Authorise the Executive Director Place, in consultation with the Director of Governance and Compliance Services, to make any amendments necessary to the contemplated Orders arising as a result of further design work or negotiations with landowners or affected parties or for any connected reasons in order to enable delivery of the Scheme.
- 2.4. Authorise the Executive Director Place, in consultation with the Director of Governance and Compliance Services, to take all appropriate actions to secure the confirmation of the contemplated orders including:
  - 2.4.1. Authority to take all necessary action to secure the making, submission to the Secretary of State for confirmation and (if confirmed) implementation, of the SRO and the CPO including the publication and service of all relevant notices and for the Director of Governance and Compliance 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;
  - 2.4.2. Authority to negotiate and enter into agreements and undertakings with the owners of any interest in the required land under the CPO and/or the SRO ("the Orders") and any objectors to the confirmation of the Orders setting out the terms for the withdrawal of objections to the Orders including where appropriate, the inclusion in and/or exclusion from the CPO of land or new rights or the amendments of the SRO and to authorise the Director of Governance and Compliance to agree, draw up, and to sign all necessary legal documents to record such agreements and undertakings;
  - 2.4.3. Authorise in the event that any question of compensation is referred to the Upper Tribunal (Lands Chamber) the Director of Governance and

Compliance Services to take all necessary steps in connection with the conduct and, if appropriate, settlement of such proceedings;

2.4.4. Authorise the Director of Governance and Compliance Services to appoint suitable counsel to advise and represent the Council at any Public Inquiry held in respect of the Orders and to provide legal support to the team through the process;

2.5. Authorise the Head of Estates to seek to acquire the land and rights (or extinguish the same) required for the Scheme by agreement and to instruct the Director of Governance and Compliance Services to negotiate and enter into the agreements necessary to complete such acquisitions.

2.6. Authorise the Head of Estates to negotiate and approve the payment of relevant and reasonable professional fees incurred by landowners and others with compensatable interests in taking professional advice in connection with the acquisition of their interests required for the scheme and related compensation claims and also in advancing the development or implementation of the Scheme.

### **3. Reasons for Recommendations**

3.1. The acquisition of this land enables the Council to proceed with the development and delivery of the Middlewich Eastern Bypass (the Scheme). This new road connection would provide a key strategic transport link to relieve congestion, and address road safety and air quality issues in Middlewich. The road is a strategic infrastructure project identified in the Council's adopted Local Plan strategy and Infrastructure Delivery Plan.

3.2. Acquiring the necessary land and rights by negotiation is preferable and the Council must be able to demonstrate by the time of the public inquiry that it has made reasonable efforts in this regard. Accordingly, negotiations with landowners have commenced and will continue through to any eventual CPO Inquiry date.

3.3. In addition to facilitating the eventual delivery of this scheme, initiating the CPO process over the entire land holding that is required to implement the scheme provides the legal framework for the compulsory acquisition of land necessary to deliver the scheme and requires that acquisition by agreement should be pursued as the use of compulsory purchase powers should be a last resort.

3.4. 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 a highway maintainable at the public expense and Section 239(3) which allows a highway authority to acquire land for the improvement of a highway being an improvement which the authority is authorised to make under the Act. Section 246 authorises the acquisition of land for the purpose of mitigating the adverse effects of the construction or improvement of highways. Section 250 authorises the compulsory acquisition of new rights over land and section 260 authorises the clearance of the title to land already held by the Council and required for the scheme and which might otherwise interfere with the Council's activities in exercising its statutory powers to construct the works.

- 3.5. The scheme will require the acquisition of full title to 12 hectares of land (or thereabouts) and a further 20 hectares of land over which new rights are to be created. The interests of some 8 owners and occupiers are affected. The map to accompany the CPO will be available for inspection by members at the meeting and a reduced size version is annexed to this report.
- 3.6. The land over which full title is to be acquired is predominantly agricultural land; it does not require the acquisition of land in any of the categories where land has to be provided in exchange, such as common land or public open space.
- 3.7. Some of the areas over which full title is to be acquired will not be required for the permanent works and, subject to negotiation, may be offered back to the current owners along with the payment of compensation in due course. The areas that may be subject to offers back to the owners are shown shaded green on the non-statutory land acquisition plans which will be available for inspection by members at the meeting.
- 3.8. The SRO will authorise the stopping-up, diversion and creation of new lengths of highway or reclassification of existing highways and the CPO will include land that is required to enable the works authorised by the SRO to be carried out.
- 3.9. In addition, the SRO makes provision for the stopping-up of any private means of access to premises and agricultural land that are affected by the Scheme. Where necessary, the CPO will make 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.
- 3.10. The plans of the works and alterations to be authorised by the Side Roads Order will be available for inspection by members at the meeting.

- 3.11. The land proposed to be acquired is the minimum considered to be reasonably required to achieve the selected design. 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.

#### **4. Other Options Considered**

- 4.1. Whilst negotiations with affected landowners have commenced, it may not be possible for voluntary acquisitions to be concluded with all affected parties and for all land title issues to be dealt within the funding window for this scheme. Accordingly, the authorisation of compulsory purchase action is sought at this stage to maintain the project programme and to demonstrate the Council's intent to proceed with the scheme subject to final confirmation of programme entry by the Department for Transport.

#### **5. Background**

- 5.1. At the meeting on 12 September 2017, Cabinet resolved to prepare a planning application for the Preferred Route option. Following the Cabinet resolution in September, technical work to prepare the planning application was completed, including;
- a) Detailed designs for the highway
  - b) Environmental surveys, impact assessments and proposed mitigation plans
  - c) Production of a transport assessment
  - d) Flood risk assessments and development of a drainage strategy
  - e) Geotechnical and ground condition studies
  - f) Engagement with Network Rail, Environmental Agency and the Canals & Rivers Trust
  - g) Pre-application discussions with Cheshire East and Cheshire West & Chester Council planning officers
  - h) Engagement with affected landholders and occupiers
- 5.2. In November 2018, a planning application for the bypass was submitted to both Cheshire East Council and Cheshire West & Chester Council, as the relevant local planning authorities, as a small part of the Scheme straddles the administrative boundary. Both planning authorities have now considered this application and have resolved to consent the scheme subject to conditions.

- 5.3. Development of the Scheme has proceeded through close engagement with the land interests and wider stakeholders. A full Statement of Community Engagement has been prepared to accompany the planning applications. In addition, the Council has appointed specialist land agents to proceed with landowner engagement with a view to acquiring all necessary land and rights by negotiation.
- 5.4. To continue to proceed with the project programme, the Council will need to undertake further work to ensure that the following matters are addressed:
  - 5.4.1. A market-tested cost estimate for the main works to be included in the Final Business Case to be submitted to DfT in order to draw down capital grant funding
  - 5.4.2. Necessary advance works are completed in sufficient time to ensure ecological mitigations and utilities diversions are completed without undue delays
  - 5.4.3. A suitably-qualified supply chain is put in place, including local companies as far as is possible, to ensure timely commencement of the main works.
- 5.5. The current programme (subject to planning and final funding approvals) is for the main works to start in 2021, with an estimated 30-month construction period.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

- 6.1.1. In resolving to make a Compulsory Purchase Order and a Side Roads Order for the Scheme the Council would be proceeding under its powers under the Highways Act 1980 authorising the compulsory purchase of land and the rights required to deliver the Scheme, together with improvements, stopping up of highways, rights of way and private means of access and providing replacement of private means of access.
- 6.1.2. Part XII of the Highways Act 1980 includes a number of CPO powers to support the delivery of highways. These include:
- 6.1.3. Section 239 of the 1980 Act pursuant to which the highway authority for the area may acquire land required for the construction of a highway, other than a trunk road, which is to become maintainable at the public expense, as well as any land required for the improvement of a highway.



- 6.1.4. Section 240 of the 1980 Act, pursuant to which the highway authority may acquire land required for use in connection with construction or improvement of a highway and the carrying out of a diversion or other works to watercourses
- 6.1.5. Section 246 of the 1980 Act pursuant to which the highway authority can acquire land for the purpose of mitigating any adverse effect which the existence or use of a highway constructed or improved by them has or will have on the surroundings of the highway.
- 6.1.6. Section 248 of the 1980 Act pursuant to which the highway authority can acquire land in advance of requirements
- 6.1.7. Section 249 of the 1980 Act prescribes distance limits from the highway for the acquisition of land for certain purposes.
- 6.1.8. Section 250 of the 1980 Act allows the highway authority to acquire rights over land, both by acquisition of those already in existence, and by the creation of new rights.
- 6.1.9. The delivery of the Scheme will require the Council to make a CPO using the powers set out above.
- 6.1.10. A compulsory purchase order should only be made where there is a compelling case in the public interest. Compulsory purchase powers are only to be used as a last resort and that the land proposed to be acquired must be the minimum considered to be reasonably required to achieve the selected design option.
- 6.1.11. In summary, the key public benefits are as follows:-
  - 6.1.11.1. Improved connectivity between Middlewich and the wider local economy, through reduced travel times
  - 6.1.11.2. Enhanced access for Non Motorised Users through the creation of new footpaths and cycleways
  - 6.1.11.3. Improved road safety and reduced environmental impacts of traffic as a result of traffic being required to use less suitable roads through the town centre
- 6.1.12. In submitting the CPO to the Secretary of State for Transport for confirmation the Council must demonstrate that there are no impediments to implementation of the CPO. To do so, the Council must provide substantive information as to the sources of funding available for both acquiring the land and implementing the Scheme for which the land is required.

- 6.1.13. The Council must also show that the Scheme is unlikely to be blocked by any physical or legal impediments to implementation including any need for planning permission or other consent or licence.
- 6.1.14. An order under section 14 of the 1980 Act authorises a highway authority to stop up, improve, raise, lower or otherwise alter a highway that crosses or enters the route of a classified road. It also provides for the construction of new highways for purposes concerned with any such alterations or related purposes. Section 125 of the 1980 Act provides that an SRO may authorise the highway authority to stop up private means of access to premises and to provide new means of access to premises. In all instances where stopping up of either highway or private means of access is proposed, the Secretary of State must be satisfied that either no access to premises is reasonably required or that other reasonably convenient means of access to the premises are available to the premises or will be provided.
- 6.1.15. Section 8 of the Highways Act 1980 gives a general power to local highway authorities to enter into agreements with each other providing for the specified functions of one authority to be exercised by another. in respect to the construction, reconstruction, alteration, maintenance or improvement of a highway for which any party to the Agreement are the Highway Authority . A Section 8 legal agreement would need to be drawn up between the authorities of Cheshire West and Chester Council and Cheshire East Borough Council to authorise Cheshire East Borough Council to exercise on its behalf all its functions as Highway Authority insofar as required for the purpose of the carrying out the Works to deliver the Middlewich Eastern Bypass.

## **6.2. Finance Implications**

- 6.2.1. The approved budget for Middlewich Eastern Bypass is £58.48m, subject to confirmation of DfT Local Majors grant funding to the value of £46.78m. The Council is in receipt of confirmation from Government that this capital grant, pending acceptance of a Final Business Case for the scheme. A pre-requisite for the final business case is confirmation that all necessary land is available for construction. Accordingly, this report makes provision to achieve this through reliance on CPO powers should this be necessary.
- 6.2.2. As the project proceeds, there is a requirement for the Council to continue to forward fund the scheme pending successful completion of the Final Business Case. The Council's Medium Term Financial

Strategy, as reported to Cabinet in February 2019, makes provision for this expenditure pending completion of the final business case.

- 6.2.3. As set out in the Outline Business Case approved by DfT the programme maximises reliance on local funding sources, referred to as the Local Contribution, from both Cheshire East Council and third party (developer) sources. To ensure that these funding sources are viable and to avoid adversely impacting on future development, the local funding contribution was set at 20% of total Scheme costs. Therefore, the funding mix, as endorsed by Cabinet in April 2017, is as follows.

6.2.4.

<b>Funding Source</b>	<b>Value £ (2017 Q1 prices)</b>
DfT Grant	£46.78m
Local Contribution	£11.70m
<b>Total Scheme costs</b>	<b>£58.48m</b>

- 6.2.5. At this stage, £4.7m of S106 developer contributions have been secured by a signed S106 agreement, with a further £1.4m expected from other developer contributions under S106 agreements. This leaves a requirement of £5.6m payable by the Council. The council will however be required to both forward fund and underwrite the estimated level of developer contributions to the scheme.
- 6.2.6. In September 2017, it was agreed that the Council would continue to seek additional funding sources including developer contributions, which could be used towards the local contribution of £11.7million. This approach will be retained, ensuring that any call on Council resources is minimised.
- 6.2.7. The Councils overall expenditure on Middlewich Eastern Bypass is expected to be £60.25m, which includes an approved budget of £5.8m for prior years which pre-dates the current proposed scheme and associated Outline Business Case.

### 6.3. Policy Implications

- 6.3.1. The need for the Scheme is clearly established in the Cheshire East Local Plan Strategy, identifying from the outset the need to improve transport connections to deliver the Plan, including the proposed Middlewich Eastern Bypass.
- 6.3.2. By providing additional highway capacity to cater for additional traffic from development, the Scheme would support the Local Plan Strategy and the objectives of the Constellation Partnership. The Scheme is thus considered to be in line with local policy and essential for the delivery of the future economic growth plans of Cheshire East.

### 6.4. Equality Implications

- 6.4.1. All public sector acquiring authorities are bound by the Public Sector Equality Duty as set out in section 149 of the Equality Act 2010. In exercising their compulsory purchase and related powers (eg powers of entry) these acquiring authorities must have regard to the effect of any differential impacts on groups with protected characteristics.
- 6.4.2. In deciding to proceed with the CPO and SRO the Council must pay due regard to its Public Sector Equality Duty (PSED) as set out in section 149 of the Equality Act 2010.
- 6.4.3. In summary, the Council must, in the exercise of its functions, have due regard to the need to:
  - (a) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
  - (b) advance equality of opportunity between people who share a protected characteristic and those who do not;
  - (c) foster good relations between people who share a protected characteristic and those who do not.
- 6.4.4. The protected characteristics are:
  - (d) Age
  - (e) Disability
  - (f) Gender reassignment
  - (g) Marriage and civil partnership
  - (h) Pregnancy and maternity
  - (i) Race
  - (j) Religion/belief (including non-belief)
  - (k) Sex
  - (l) Sexual orientation

- 6.4.5. It should be noted that a significant area of land close to, though not within, the CPO boundary is owned and occupied by members of the Gypsy & Traveller communities. In implementing this scheme and exercising the powers necessary for delivery it is not considered that any group with protected characteristics are adversely affected under the Equality Duty. An Equalities Impact Assessment was prepared and has been considered by both Local Planning Authorities during their consideration of the planning application.

## **6.5. Human Rights Implications**

- 6.5.1. In deciding whether to proceed with a Compulsory Purchase Order (CPO) and a Side Roads Order (SRO), 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.
- 6.5.2. There is a small area of garden relating to a property within the proposed CPO land. The Council is at an advanced stage of negotiations to acquire this property by voluntary agreement and it is not expected that CPO powers will be relied upon for this acquisition.
- 6.5.3. 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.
- 6.5.4. 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.
- 6.5.5. 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 the acquisition of land which will bring benefits to the residents and businesses that could not be achieved by agreement and this outweighs the loss that will be suffered by existing landowners. The CPO and SRO will follow existing legislative procedures.
- 6.5.6. All parties have the right to object to the making of the Orders and attend a public inquiry arranged by the Secretary of State. Parties not included in the CPO may be afforded that right to make representations to the inquiry if the inspector agrees.

- 6.5.7. 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 Lands Tribunal for independent and impartial adjudication.
- 6.5.8. 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.

## **6.6. Human Resources Implications**

- 6.6.1. 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.

## **6.7. Risk Management Implications**

- 6.7.1. Robust governance arrangements for the Scheme 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. Key risks to the Council relate to the affordability of the Scheme and this will be addressed through the continued development of the funding strategy.
- 6.7.2. The Council will be required to accept all responsibility for cost increases beyond the cost envelope stated in the Business Case that is approved for funding by DfT. This decision is at the Full Business Case stage, which is currently anticipated in late 2019 following confirmation of all statutory consents, land acquisition and definition of an affordable Target Cost for construction.
- 6.7.3. A risk register has been produced and is maintained through regular reviews during the pre-construction stage. This will continue to be reviewed and updated through the works programme. Capital cost risks are informed by a comprehensive Quantitative Risk Assessment, with a risk allowance of £7.7million included in the Scheme costs. For appraisal purposes, a level of Optimism Bias is applied to uplift estimated costs by 44%, in accordance with DfT guidance, to ensure that the value-for-money of the Scheme is not overstated.

6.7.4. This Scheme is close to the Cheshire Brine Compensation Board area and as such will need to be subject to additional Ground Investigations works than are typical for a Scheme of this nature. A programme of additional ground investigations has been included in the pre-construction delivery stage of the SCAPE contract.

6.7.5. A major risk for any highway scheme is land assembly. Any substantive delay to this is likely to adversely impact on the project programme and costs. A resolution to proceed with CPO preparations will act to mitigate this risk and provide the Council with further certainty on programme and costs.

6.7.6. The Council will be required to forward fund the whole of the local contribution and to underwrite all third party contributions expected through Section 106 (S106) agreements, as developer contributions may take many years to collect. The current estimate of funding from S106 agreements is in the range £3million to £6million, based on developments that could be released by Middlewich Eastern Bypass as set out in the Local Plan Strategy. The funding strategy for the scheme is to maximise the value of S106 contributions however, there is no guarantee that these developments will come forward or even if they do, that all predicted funding will be collected.

#### **6.8. Rural Communities Implications**

6.8.1. The planning application provides a comprehensive Environmental Assessment which will take into account the effect on the rural community. This assessment will include impacts such as noise, air quality, visual impact plus the Scheme's effects of Public Rights of Way and Non-motorised users i.e. pedestrians, cyclists and equestrians. Delivery of the Scheme will take full account of any conditions or licenses deemed necessary by the planning process.

#### **6.9. Implications for Children & Young People / Cared for Children**

6.9.1. The Delivery Agreement included a comprehensive framework to capture local Social and Community Value throughout the project. Opportunities to engage with local schools and colleges will arise as the Scheme progresses for education and training purposes. The means by which young people can be encouraged to participate in the consultation process will be considered as part of the Consultation & Engagement Plan.

## 6.10. Public Health Implications

6.10.1. The public health implication of the Scheme were considered during planning through preparation of an Environmental Assessment to accompany the planning application. Cheshire East Council's Environmental Health team were consulted and raised no objections in relation to Noise, Air Quality and Contaminated Land subject to conditions.

6.10.2. The noise assessment addressed both the construction phase and operational aspect in support of the application. Assessment has been completed in Department of Transport's (1988) Calculation of Road Traffic Noise (CRTN). This is an agreed methodology for assessing noise of this nature. The following planning conditions relate to noise impacts associated with the scheme;

- The mitigation recommended in the acoustic report shall be implemented in full prior to completion.
- The agreed mitigation scheme shall be maintained for the purpose originally intended throughout the use of the development.
- Appointed construction contractor will be required to undertake an updated construction assessment, once working methods, the plant and equipment to be used and the construction programme have been sufficiently finalised.

6.10.3. When assessing the impact of a development on Local Air Quality regard is had to (amongst other things) the Council's Air Quality Strategy, the Air Quality Action Plan, Local Monitoring Data and the EPUK Guidance "Land Use Planning & Development Control: Planning for Air Quality January 2017). Air Quality Impacts were considered within the Air Quality Assessment submitted in support of the planning application. The report considers whether the development will result in increased exposure to airborne pollutants, particularly as a result of additional traffic and changes to traffic flows. The assessment considered 106 sensitive receptors which may be impacted by the scheme. Of these receptors, 83 are predicted to experience either no perceptible change or an actual improvement in nitrogen dioxide (NO<sub>2</sub>) levels, whilst 76 are predicted to experience an improvement in PM<sub>10</sub> concentrations. For those receptors predicted to experience an increase in concentrations the magnitude of change is stated as being either imperceptible or small. Based on the information submitted in the air quality assessment, there were no concerns regarding the development of the scheme, subject to the



correct procedures surrounding dust being followed during construction.

6.10.4. The Council's Contaminated Land team were consulted and raised no objections to the planning application. As part of the Environmental Statement, submitted in support of the planning application, a Phase I Preliminary Risk Assessment for land contamination was appended (Report Ref: BRJ10403, 12 October 2018). A Phase II ground investigation has been proposed in order to further assess identified contaminant linkages. The proposal is acceptable to the planning authorities and appropriate sampling/monitoring will be undertaken. This could be undertaken once the Phase II ground investigation has been completed, and more information is known.

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

6.10.6. 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.

### **6.11. Climate Change Implications**

6.11.1. The proposed scheme has been subject to a comprehensive Environmental Appraisal as part of the statutory planning process. This has demonstrated the wider environmental and ecological impacts of the bypass. Both Cheshire East Council and Cheshire West & Chester Council, as the relevant local planning authorities, have resolved to consent the scheme subject to conditions.

6.11.2. The proposed scheme is embedded in the Local Plan Strategy, which has been subject to Examination in Public by the Planning Inspectorate. The Local Plan has been deemed to be robust plan for sustainable development across the borough. Middlewich Eastern Bypass contributes to this overall plan for sustainable growth in Cheshire East by enabling growth through improved connectivity and reducing the adverse impacts of traffic and travel.

## **7. Ward Members Affected**

7.1. Middlewich and Brereton Rural wards are affected;

- Cllr Mike Hunter

- Cllr Carol Bulman
- Cllr Jonathan Parry
- Cllr John Wray

7.2 In addition, the project team have provided periodic updates to both Middlewich Town Council and Moston Parish Council during development of the proposals.

## **8. Consultation & Engagement**

- 8.1. Public consultation on the Preferred Option for the Scheme has taken place between 19th March and 29th April 2018. A comprehensive report on the outcomes of this consultation has been prepared to support both the Planning Application and the Full Business Case to Government.
- 8.2. Statutory consultations with affected parties were completed early in 2019 as part of the planning determination by both Cheshire East and Cheshire West & Chester local planning authorities.

## **9. Access to Information**

- 9.1. The background papers relating to this report can be inspected by contacting the report writer.
- Appendix A – CPO Plan

## **10. Contact Information**

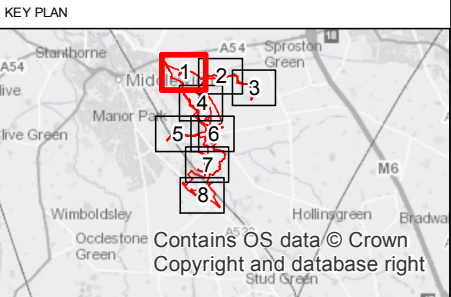
- 10.1. Any questions relating to this report should be directed to the following officer:

Name: Chris Hindle

Job Title: Head of Strategic Infrastructure

Email: [chris.hindle@cheshireeast.gov.uk](mailto:chris.hindle@cheshireeast.gov.uk)

APPENDIX



- Key
- Land subject to potential management agreements
  - Middlewich Eastern Bypass
  - Land to be permanently acquired
  - Land to be used temporarily
  - Land within limits but use not yet specified

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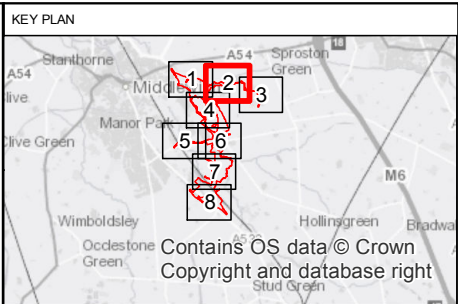
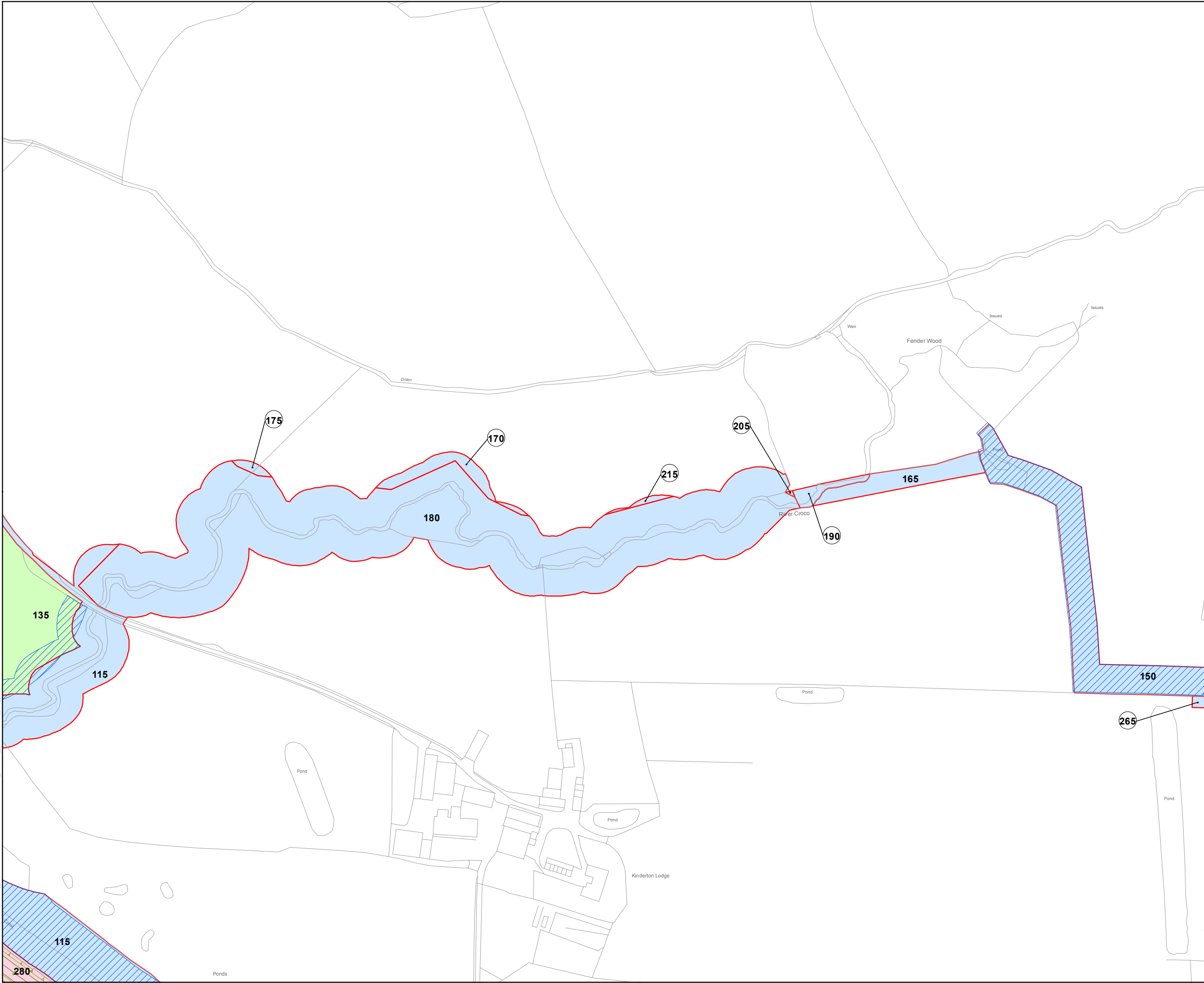
MIDDLEWICH EASTERN BYPASS

Drawing Title

THE PROPOSED MIDDLEWICH EASTERN BYPASS  
COMPULSORY PURCHASE ORDER 20XX  
CPO PLANS  
SHEET 1 OF 8

Status		Revision	
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J.SAMAOLI			
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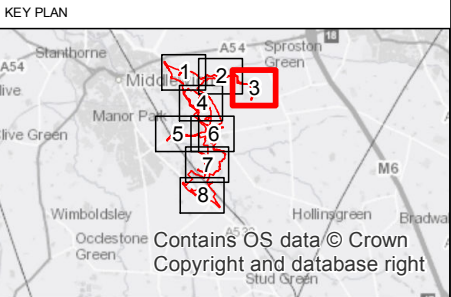
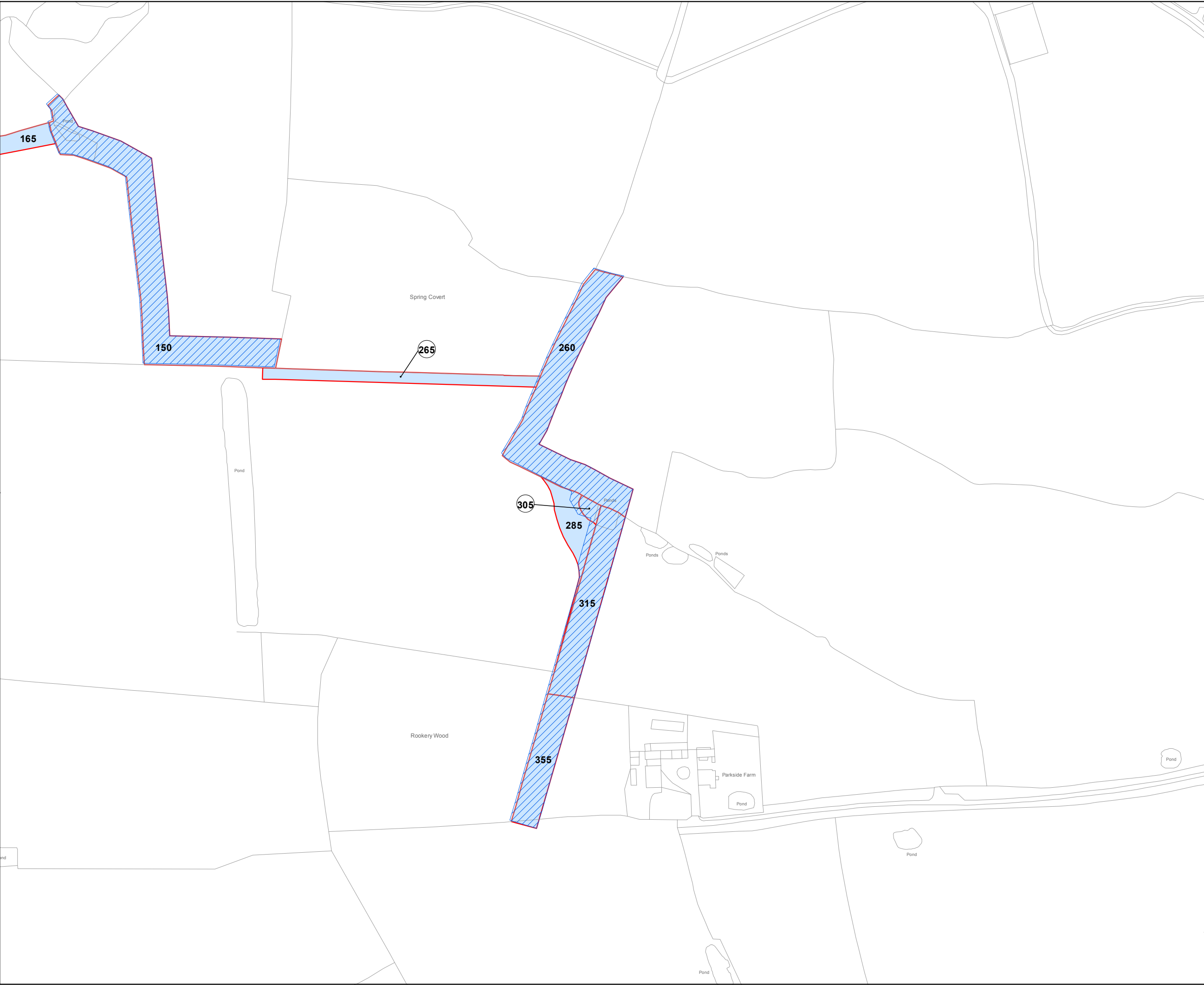
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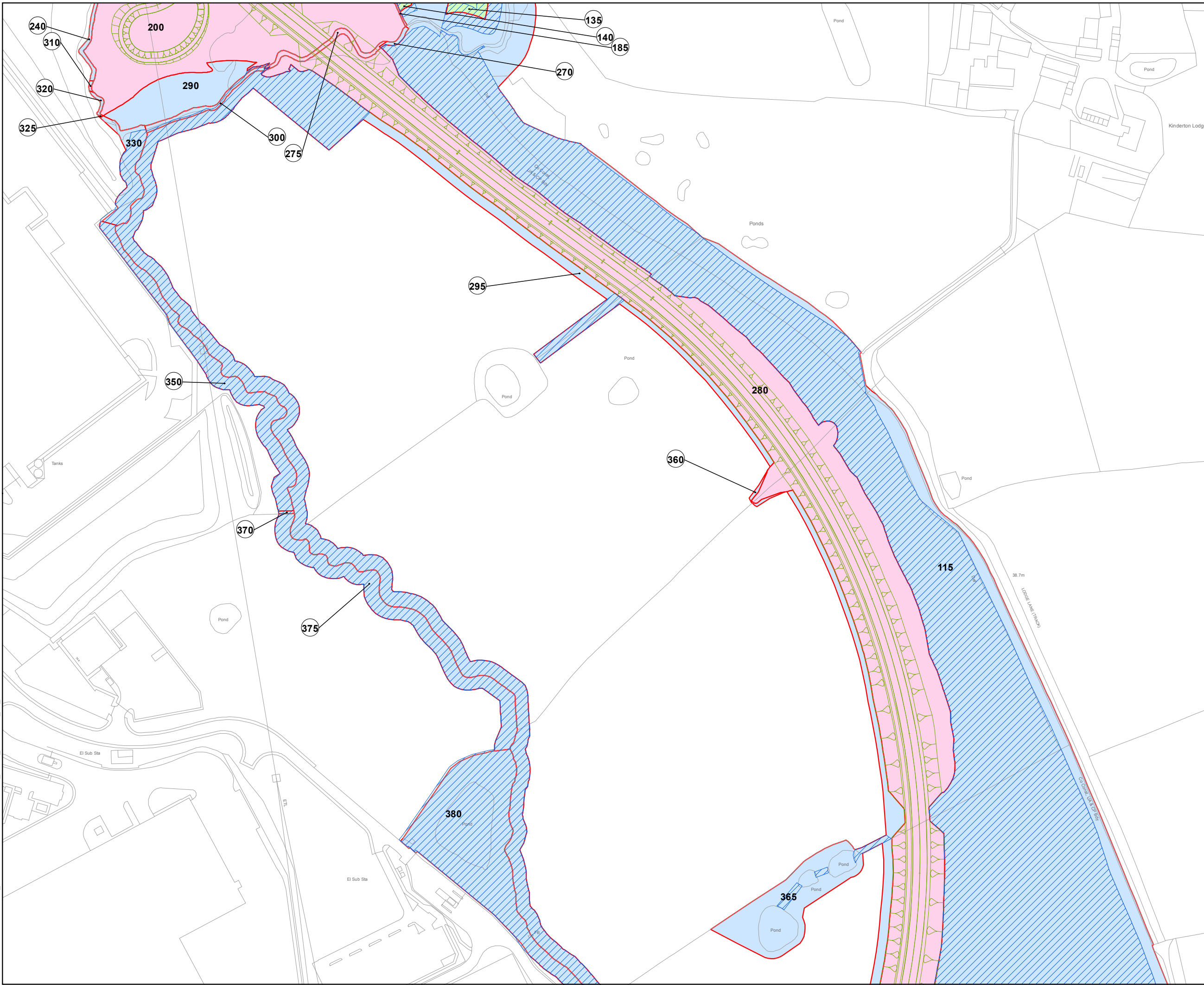
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**KEY PLAN**

**Key**

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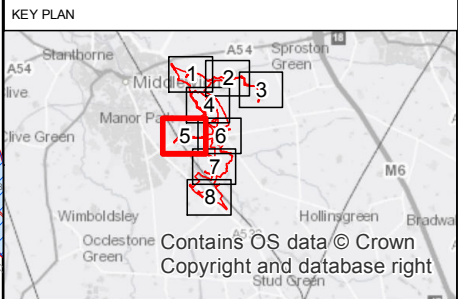
Designer

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MIDDLEWICH EASTERN BYPASS

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THE PROPOSED MIDDLEWICH EASTERN BYPASS  
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SHEET 4 OF 8

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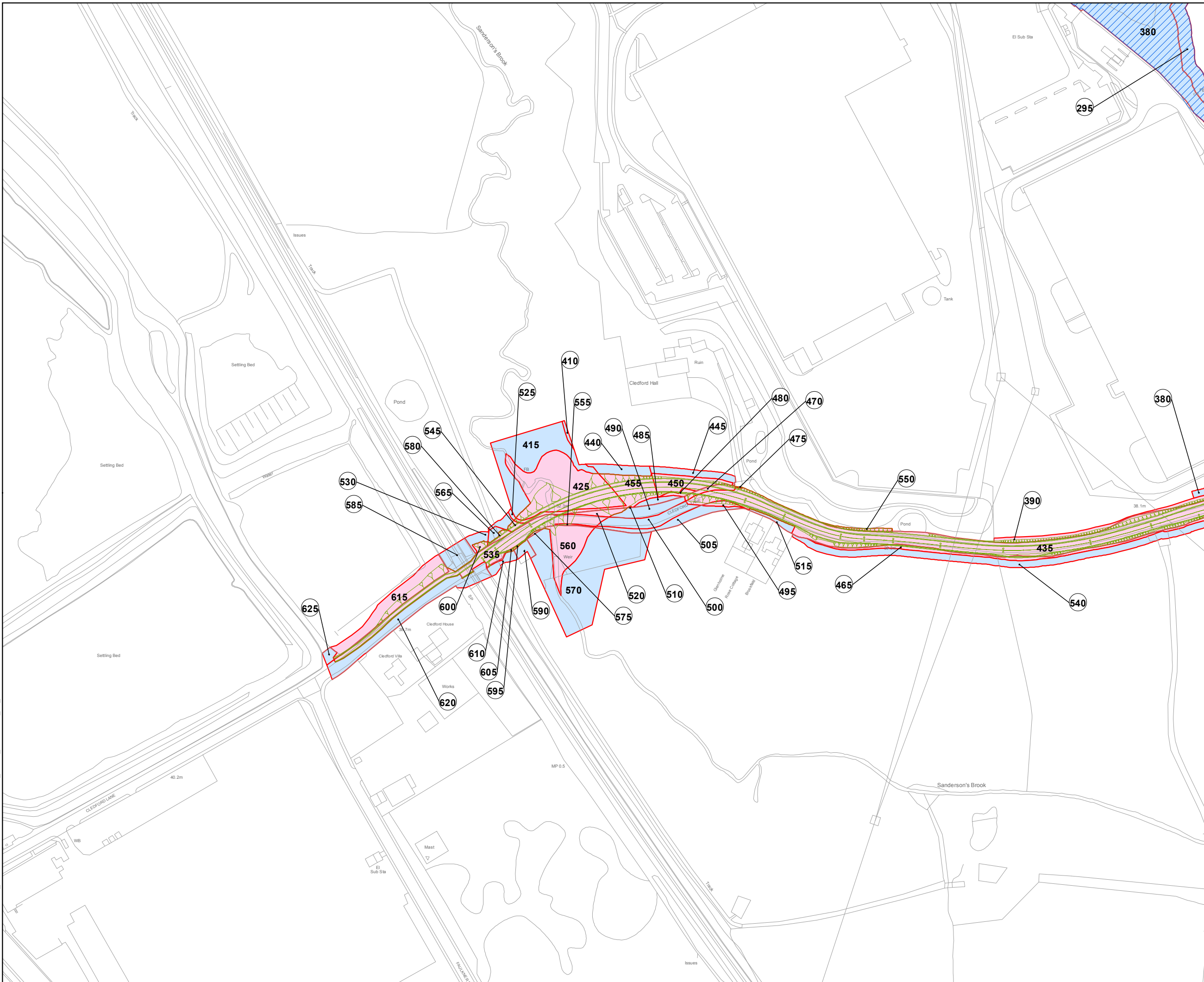
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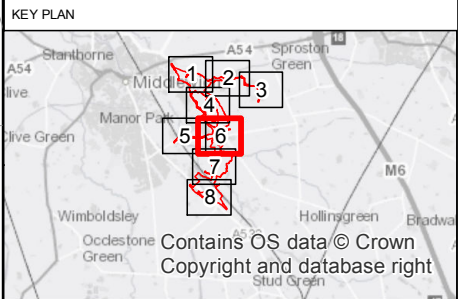
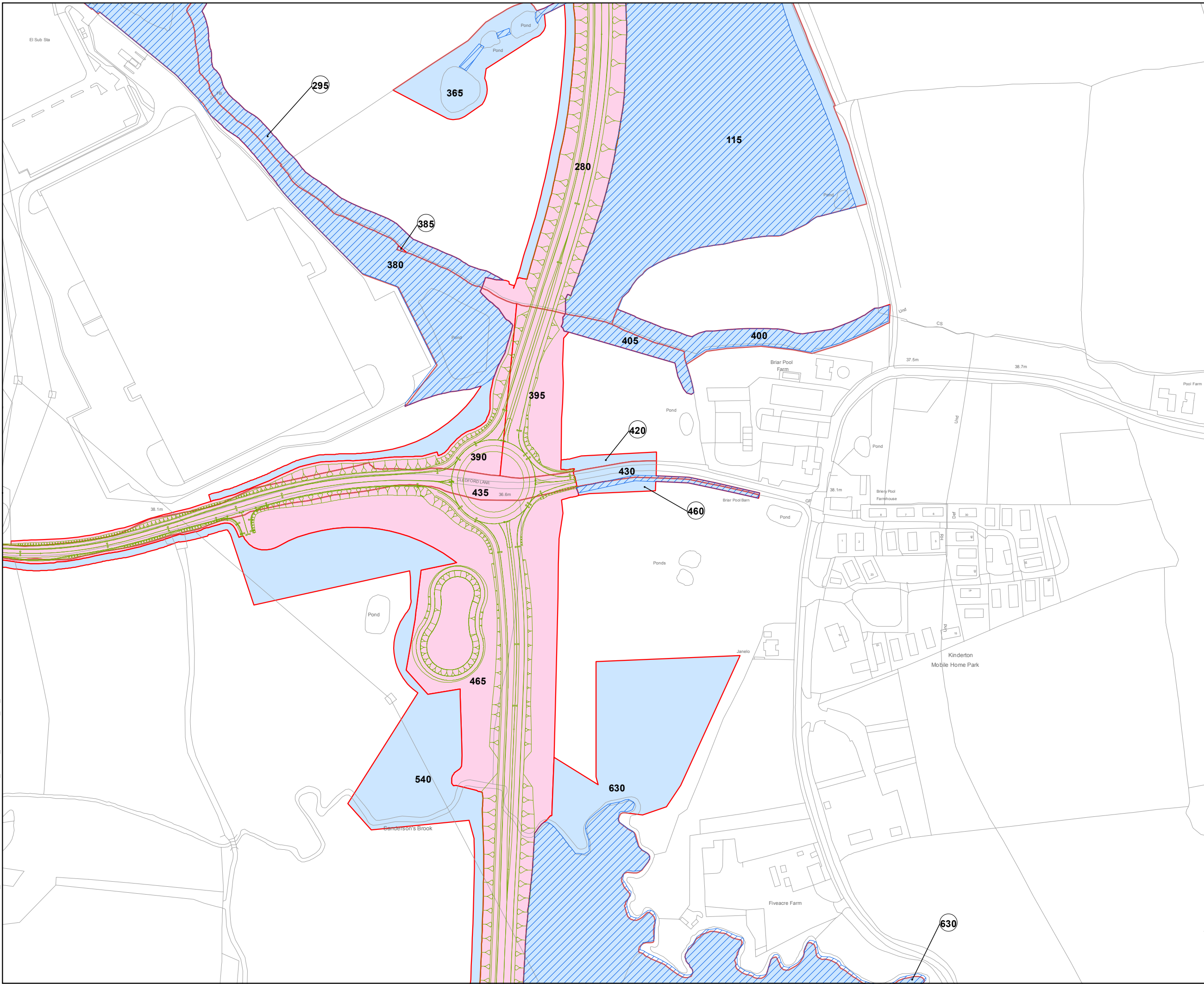
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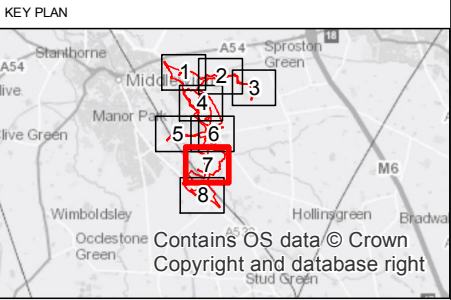


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Status DRAFT	Revision 000		Date 11/06/2019
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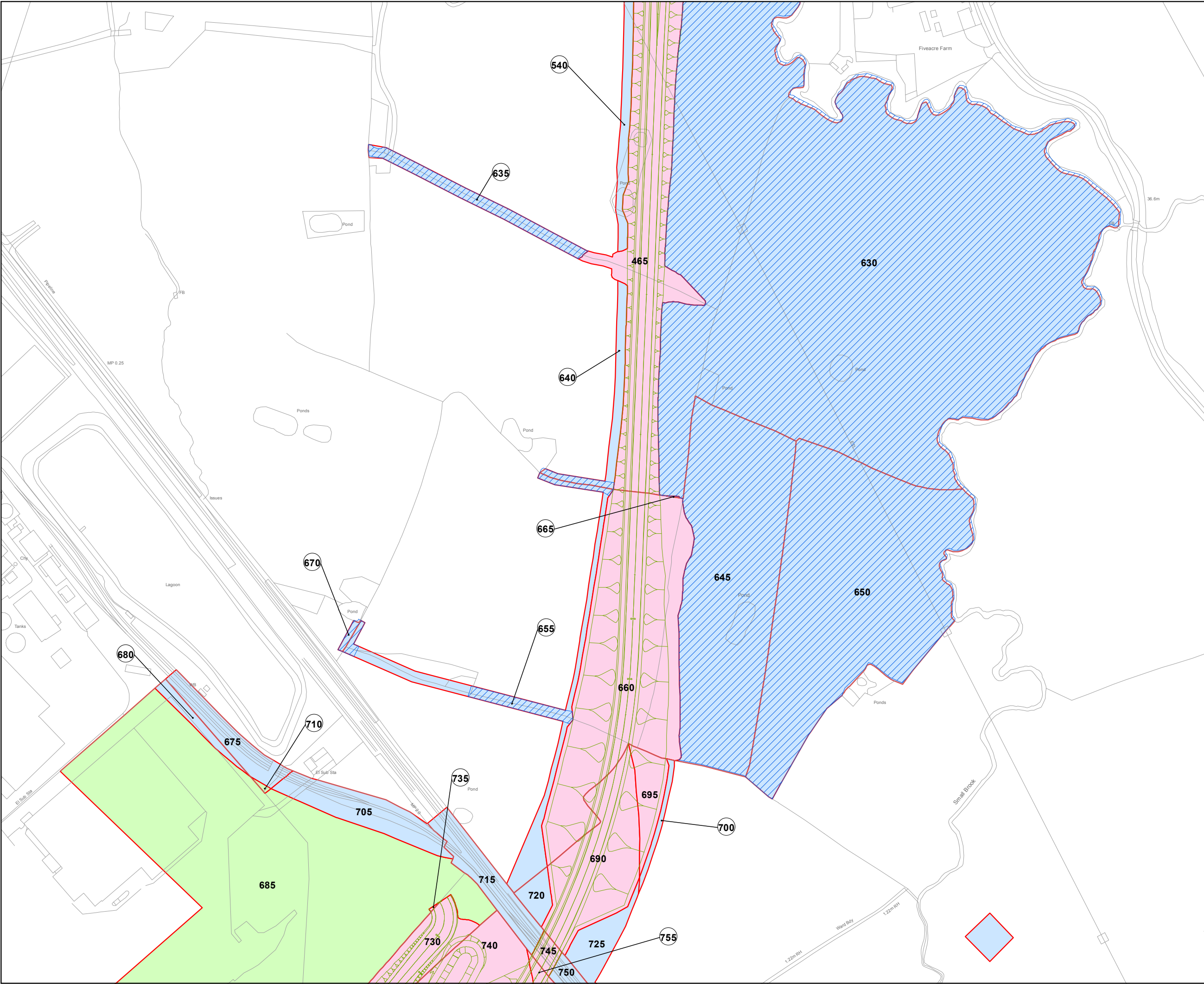
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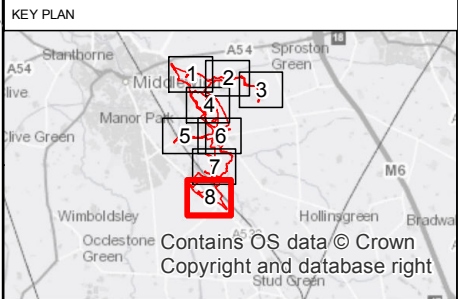
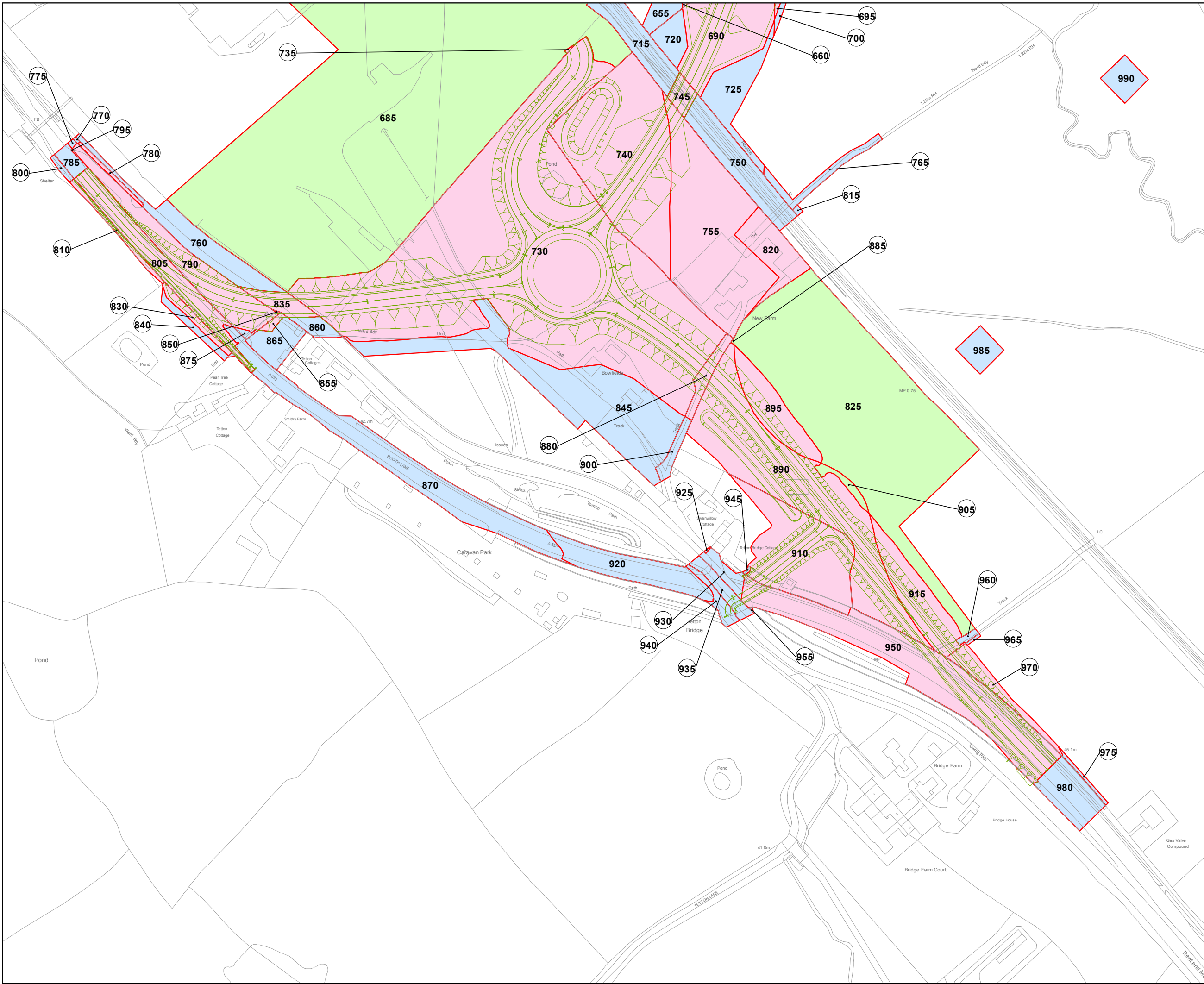
MIDDLEWICH EASTERN BYPASS

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SHEET 7 OF 8

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*Working for a brighter future together*

## Cabinet

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**Date of Meeting:** 09 July 2019

**Report Title:** A500 Dualling – Approval to Acquire Land Required to Deliver the Scheme

**Portfolio Holder:** Cllr Craig Browne – Deputy Leader

**Senior Officer:** Frank Jordan - Executive Director Place

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### 1. Report Summary

- 1.1. The A500 is a former national trunk road and a key route which connects Crewe and Nantwich to the M6 at Junction 16 and to Stoke and Staffordshire. The section of the A500 between Junction 16 and the junction with the A531 and B5472 at Mere Moss Roundabout is single carriageway and is the only section of the A500 corridor that isn't built to dual carriageway standard.
- 1.2. It has been a long held ambition to dual this section of road to improve connectivity and road safety and more recently the proposed A500 Dualling Scheme (planning application reference 18/3766N – "the Scheme") has become a key component of the Council's Local Plan Strategy to enable the planned delivery of 65 hectares of employment land and 7,700 new homes in Crewe during the Local Plan period whilst improving traffic flow.
- 1.3. Furthermore, it is a key infrastructure component in supporting the emerging ambitions centred on the delivery of a HS2 Hub Station at Crewe. The scheme will also be able to accommodate construction traffic, which will need to access the HS2 Phase 2a line of route south of Crewe and the proposed Crewe Hub station.
- 1.4. As well as promoting growth within Crewe, the A500 will also serve as the main route from the M6 and the wider region to the proposed HS2 hub station in Crewe, which is expected to open in 2027.
- 1.5. The Council has successfully entered into a 2-stage Delivery Agreement with Balfour Beatty Limited through the SCAPE Civil Engineering and Infrastructure framework as the procurement method for the Scheme. The Agreement utilises the NEC X23 clause whereby the Council can walk



away in Stage 1 (Pre-construction) without commitment to carry out Stage 2 (Construction).

- 1.6. The Outline Business Case has been resubmitted to Department for Transport (DfT) to reflect the increased scheme estimate which is now £68.7m. The DfT future spend contribution application has been increased from £42.6m to £53.3m.
- 1.7. The current programme (subject to final funding approvals) is for the main works to start in 2020, with an estimated 27-month construction period.
- 1.8. This report seeks approval for Cabinet to authorise the use of the powers of Compulsory Purchase to undertake the acquisition of land and new rights required for the construction of A500 Dualling Scheme.

## **2. Recommendations**

That Cabinet

- 2.1. Authorise 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 Scheme as shown on the CPO Plan (Appendix A).
- 2.2. Authorise 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 Scheme;
- 2.3. Authorise the Executive Director – Place in consultation with the Director of Governance and Compliance Services to make any amendments necessary to the contemplated Orders arising as a result of further design work or negotiations with landowners or affected parties or for any connected reasons in order to enable delivery of the Scheme.
- 2.4. Authorise the Executive Director – Place in consultation with the Director of Governance and Compliance Services to take all appropriate actions to secure the confirmation of the contemplated orders including:
  - 2.4.1. Authority to take all necessary action to secure the making, submission to the Secretary of State for confirmation and (if confirmed) implementation, of the Orders including the publication and service of all relevant notices and for the Director of Governance and Compliance 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;

- 2.4.2. Authority to negotiate and enter into agreements and undertakings with the owners of any interest in the required land under the CPO and/or the SRO (“the Orders”) and any objectors to the confirmation of the Orders setting out the terms for the withdrawal of objections to the Orders including where appropriate, the inclusion in and/or exclusion from the CPO of land or new rights or the amendments of the SRO and to authorise the Director of Governance and Compliance to agree, draw up, and to sign all necessary legal documents to record such agreements and undertakings;
- 2.4.3. Authorise in the event that any question of compensation is referred to the Upper Tribunal (Lands Chamber) the Director of Governance and Compliance to take all necessary steps in connection with the conduct and, if appropriate, settlement of such proceedings;
- 2.4.4. Authorise the Director of Governance and Compliance Services to appoint suitable counsel to advise and represent the Council at any Public Inquiry held in respect of the Orders and to provide legal support to the team through the process;
- 2.5. Authorise the Head of Estates to seek to acquire the land and rights (or extinguish the same) required for the Scheme by agreement and to instruct the Director of Governance and Compliance to negotiate and enter into the agreements necessary to complete such acquisitions.
- 2.6. Authorise the Head of Estates to negotiate and approve the payment of relevant and reasonable professional fees incurred by landowners and others with compensate able interests in taking professional advice in connection with the acquisition of their interests required for the scheme and related compensation claims and also in advancing the development or implementation of the Scheme.
- 2.7. Authorise entering into an agreement with Staffordshire County Council under powers in section 8 of the Highways Act 1980 facilitating the transfer of functions of Staffordshire’s highway powers and duties -in relation to that land which falls within the administrative boundary of Staffordshire County Council required for delivery of this scheme.

### **3. Reasons for Recommendations**

- 3.1. The acquisition of this land enables the Council to proceed with the development and delivery of the A500 Dualling scheme. This is a vital road connection as it provides a key strategic transport link between Crewe and Nantwich to the M6 at Junction 16.
- 3.2. Acquiring the necessary land and rights by negotiation is preferable and the Council must be able to demonstrate by the time of the public inquiry that it has made reasonable efforts in this regard. However it is not realistic to

assume that voluntary acquisitions could be concluded with all affected parties and for all land title issues to be dealt within the funding window for this scheme. Accordingly, the authorisation of compulsory purchase action is sought so that the project programme can be maintained and to demonstrate the Council's intent to proceed with the scheme.

- 3.3. In addition to facilitating the eventual delivery of this scheme, initiating the CPO process over the entire land holding, that is required to implement the scheme, provides the legal framework for the compulsory acquisition of land necessary to deliver the scheme. The CPO process requires that the acquisition of land should be pursued by agreement and the use of compulsory purchase powers should be a last resort.
- 3.4. In resolving to make a Compulsory Purchase Order for the A500 Dualling Scheme the Council would be proceeding under its powers under Sections 239, 240, 246, 250 and 260 of the Highways Act 1980 for the compulsory purchase of land and rights required. The principal power in the act is Section 239(1), which provides that a highway authority may acquire land required for the construction of a highway which is to be a highway maintainable at the public expense and Section 239(3) which allows a highway authority to acquire land for the improvement of a highway being an improvement which the authority is authorised to make under the Act. Section 246 authorises the acquisition of land for the purpose of mitigating the adverse effects of the construction or improvement of highways. Section 250 authorises the compulsory acquisition of new rights over land and section 260 authorises the clearance of the title to land already held by the Council and required for the scheme and which might otherwise interfere with the Council's activities in exercising its statutory powers to construct the works.
- 3.5. The scheme will require the acquisition of full title to c17 hectares of land (or thereabouts) and a further c2 hectares of land over which new rights are to be created. The interests of 6 owners, including the Duchy of Lancaster, are affected. The map to accompany the CPO will be available for inspection by members at the meeting and a reduced size version is annexed to this report.
- 3.6. The land over which full title is to be acquired is predominantly agricultural land and the scheme does not require the acquisition of any residential property; nor does it require the acquisition of land in any of the categories where land has to be provided in exchange, such as common land or public open space.
- 3.7. Some of the areas over which full title is to be acquired will not be required for the permanent works and, subject to negotiation, may be offered back to the current owners along with the payment of compensation in due course.

The areas that may be subject to offers back to the owners are shown shaded green, orange and yellow on the non-statutory land acquisition plans which will be available for inspection by members at the meeting.

- 3.8. The SRO will authorise the stopping-up, diversion and creation of new lengths of highway or reclassification of existing highways and the CPO will include land that is required to enable the works authorised by the SRO to be carried out.
- 3.9. In addition, the SRO makes provision for the stopping-up of numerous private means of access to premises and agricultural land and the CPO makes provision for the acquisition of land and new rights to enable new, replacement private means of access to be provided as part of the scheme.
- 3.10. The plans of the works and alterations to be authorised by the Side Roads Order will be available for inspection by members at the meeting.
- 3.11. The land that is proposed to be acquired is the minimum considered to be reasonably required to achieve the selected design option. 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.
- 3.12. As a small portion of the scheme lies within the Staffordshire County Council (SCC) area it has been agreed in principle with SCC that the authorities will enter into an agreement to allow Cheshire East to construct the part of the highway falling within the administrative boundary of SCC, promote the scheme and progress the CPO and SRO on behalf of both authorities. Section 8 of the Highways Act 1980 provides a legal mechanism to enable such schemes to be delivered by a neighbouring Authority promoting the Scheme. .
- 3.13. In the event that the scheme not be completed, the A500 will continue to be a congestion constraint for traffic travelling between the south of Crewe and the M6 and the wider Cheshire East, Stoke and Staffordshire region.

#### **4. Other Options Considered**

- 4.1. It is intended to acquire all the land required for the Scheme by agreement where possible and to use the powers under the Highway Act to compulsory purchase land and interests that cannot be acquired through agreement beforehand to ensure deliverability of the scheme within the programme.
- 4.2. If the development of the scheme is put on hold whilst waiting for DfT programme entry there will be a direct and immediate negative impact on the delivery programme. Some activities are seasonally dependent and short delays to these activities could quickly become very significant. As

well as delaying the delivery of the benefits of the scheme it is estimated that there will be a project cost increase amounting to £150k per month of delay. This cost will be the liability of the Council as it will be from the local contribution.

If a decision is made to cancel the scheme the Council will need to refund to the DfT the £1.8m grant received to date and there will be no benefit from the Local Contribution spent to date (£2.7m up to end May 2019). Furthermore, the benefits attributed to the scheme will not be delivered and the Council's reputation with the DfT and TfN will be seriously compromised.

### 5. Background

- 5.1. Preparation of the planning application and submission of the Outline Business Case was authorised by Cabinet at its May 2017 meeting.
- 5.2. Planning application reference 18/3766N was approved by the Strategic Planning Board on 19<sup>th</sup> December.
- 5.3. The Outline Business Case was submitted to the DfT in June 2018. The Outline Business Case (OBC) was revised and resubmitted to DfT in May 2019.
- 5.4. Subsequent to the OBC submission to the DfT in June 2018, due diligence in the ground investigation, discussions with National Grid and programme review with the SCAPE delivery team have led to a combined increase in the Scheme cost estimate, from £58.5m to £68.7m. The DfT future spend contribution application has been increased from £42.6m to £53.3m. The most significant cost increases are due to the following:
  - 5.4.1. Two National Grid gas mains cross the scheme. National Grid originally advised that these would not need diverting or significant protection works. The position now is that one of the gas mains needs to be diverted and the other needs upgraded protection.
  - 5.4.2. At the time of the original OBC submission it was known that there are two areas of very poor ground on the scheme. The design of the existing A500, which was built in 1987, indicates that the poor ground had been excavated up to depths of 10m deep and replaced with rock fill during the construction of the original road. Subsequent ground investigation analysis found that the actual extent of the rock fill is significantly less extensive than shown in the design. A much more robust geotechnical design for the new road is required than originally envisaged because of actual conditions encountered.



- 5.4.3. There is also increased inflation cost because of the increased scheme cost and because of the longer construction period associated with these additions.
- 5.5. To meet the programme for the Scheme, the Council will need to undertake further work i.e.:
  - 5.5.1. Negotiations with affected land owners to secure land required for the Scheme by agreement whilst proceeding with the making of a CPO and SRO should agreements fail and statutory powers of acquisition need to be used ;
  - 5.5.2. A market-tested cost estimate for the main works is required for inclusion in the Final Business Case to be submitted to DfT to obtain the Large Local Majors scheme grant funding;
  - 5.5.3. Advance works are required to be completed in sufficient time to ensure ecological mitigations and utilities diversions are completed to enable the main works to commence on time;
  - 5.5.4. A suitable supply chain is required, including local companies as far as is possible, to ensure timely commencement of the main works.
- 5.6. The majority of the land required for the Scheme is in the ownership of the Duchy of Lancaster. The Council cannot rely on powers of compulsory purchase to acquire crown land and must secure this land by agreement. Engagement with the Duchy's agents has already commenced.
- 5.7. The remainder of the land required to deliver the scheme can be acquired compulsorily but the Council are required to demonstrate that they have sought to engage with landholders to agree acquisition only relying on CPO powers as a last resort. If a CPO is required, and the Council makes a resolution to exercise its powers of compulsory purchase then those powers cannot be exercised until such time as an agreement is in place with the Duchy of Lancaster for its land as the Council must be able to demonstrate that there are no impediments to delivery of the Scheme.
- 5.8. The Council has appointed external solicitors to undertake preparatory work in drafting the Statutory Orders required to deliver the Scheme. Chartered surveyors have also been appointed to deal with negotiations on land acquisition by agreement with a view to securing all land necessary to deliver the Scheme by agreement. However, voluntary acquisitions of all of the land affected and rights required may not be possible.
- 5.9. Whilst acquisition by agreement will be pursued, initiating the CPO process over the third party land holdings required for the Scheme affords greater certainty that the Scheme will proceed in the event that negotiations break

down. This is in line with guidance should parallel negotiations to acquire the land and rights voluntarily not be successful.

- 5.10. If a CPO is required it is expected that it will be made in August 2019, subject to planning approval and confirmation of funding from DfT. Confirmation of the CPO may be subject to a public inquiry to deal with objections before it can be confirmed enabling compulsory acquisition of land and interests.
- 5.11. At the east end of the scheme, close to the M16 Junction 6 roundabout there is part of the proposed highway infrastructure (part of a permanent drainage attenuation pond and part of a proposed temporary site compound) that lie within the Staffordshire County Council (SCC) area. It has been agreed in principle with SCC that the authorities will enter into an agreement under Section 8 of the Highways Act 1980. This will enable Cheshire East to promote the scheme and progress the CPO and SRO on behalf of both authorities.
- 5.12. A Side Roads Order (SRO) will also be required as existing accesses directly onto the A500 will be stopped up on safety grounds. Alternative, replacement means of access will be provided and where existing public rights of way cross the A500, those rights of way will be diverted to maintain connectivity. Some lengths of public rights of way will be stopped up where they are no longer used by the public and/or more convenient alternative routes exist.
- 5.13. It is the intention that proposed developments in the local area that will benefit from the Scheme will provide a financial contribution to the overall cost of the Scheme. For example, the South Cheshire Growth Village, which is on Duchy of Lancaster land, is a strategic development which has been allocated in the Council's recently adopted Local Plan Strategy. The Local Plan Strategy contains a policy for the development to contribute to the improvement of the A500. It is therefore expected that contributions will be made to this Scheme (and others) by way of planning obligations secured in section 106 agreements if the associated development is consented.
- 5.14. The Duchy of Lancaster, as a major owner of the land required for the Scheme and of land which will benefit from the A500 works, has a mutual interest with the Council in the Scheme gaining approval. Accordingly, there is every prospect that the land that is not capable of being acquired compulsorily will be made available for the Scheme from the Duchy.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

- 6.1.1. In resolving to make a Compulsory Purchase Order and a Side Roads Order for the Scheme the Council would be proceeding under its powers under the Highways Act 1980 authorising the compulsory purchase of land and the rights required to deliver the Scheme, together with improvements, stopping up of highways, rights of way and private means of access and providing replacement of private means of access.
- 6.1.2. Part XII of the Highways Act 1980 includes a number of CPO powers to support the delivery of highways. These include:
- 6.1.3. Section 239 of the 1980 Act pursuant to which the highway authority for the area may acquire land required for the construction of a highway, other than a trunk road, which is to become maintainable at the public expense, as well as any land required for the improvement of a highway.
- 6.1.4. Section 240 of the 1980 Act, pursuant to which the highway authority may acquire land required for use in connection with construction or improvement of a highway and the carrying out of a diversion or other works to watercourses.
- 6.1.5. Section 246 of the 1980 Act pursuant to which the highway authority can acquire land for the purpose of mitigating any adverse effect which the existence or use of a highway constructed or improved by them has or will have on the surroundings of the highway.
- 6.1.6. Section 248 of the 1980 Act pursuant to which the highway authority can acquire land in advance of requirements.
- 6.1.7. Section 249 of the 1980 Act prescribes distance limits from the highway for the acquisition of land for certain purposes.
- 6.1.8. Section 250 of the 1980 Act allows the highway authority to acquire rights over land, both by acquisition of those that are already in existence, and by the creation of new rights.
- 6.1.9. The delivery of the Scheme will require the Council to make a CPO using the powers set out above.
- 6.1.10. A compulsory purchase order should only be made where there is a compelling case in the public interest. Compulsory purchase powers are only to be used as a last resort and that the land proposed to be acquired must be the minimum considered to be reasonably required to achieve the selected design option.

- 6.1.11. In submitting the CPO to the Secretary of State for Transport for confirmation, the Council must demonstrate that there are no impediments to implementation of the CPO. To do so, the Council must provide substantive information as to the sources of funding available for both acquiring the land and implementing the Scheme for which the land is required.
- 6.1.12. The Council must also show that the scheme is unlikely to be blocked by any physical or legal impediments to implementation; including any need for planning permission or any other consent or licence and completion of an Agreement with Staffordshire County Council to ensure that Cheshire East Council can exercise highway functions within the specified land within their area. .
- 6.1.13. An order under section 14 of the 1980 Act authorises a highway authority to stop up, improve, raise, lower or otherwise alter a highway that crosses or enters the route of a classified road. It also provides for the construction of new highways for purposes concerned with any such alterations or related purposes. Section 125 of the 1980 Act provides that an SRO may authorise the highway authority to stop up private means of access to premises and to provide new means of access to premises. In all instances where stopping up of either highway or private means of access is proposed, the Secretary of State must be satisfied that either no access to premises is reasonably required or that other reasonably convenient means of access to the premises are available to the premises or will be provided.
- 6.1.14. Section 8 of the Highways Act 1980 provides that local highway authorities may enter into agreements with an adjoining highway authority to transfer the functions of one highway authority to another and this includes the power to acquire land compulsorily.

## **6.2. Finance Implications**

- 6.2.1. In June 2018, Council approved a Supplementary Capital Estimate of £0.4m to increase the current budget of £4.1m to £4.5m to enable the scheme to progress whilst awaiting the outcome of DfT funding and Planning Application decisions.
- 6.2.2. In order to proceed with the development of the scheme while waiting on DfT Programme Entry, the Council has increased the approved budget from £4.5m to £6.5m in the main capital programme. This has been implemented in two stages:

- 6.2.2.1. In June 2019 there was a virement of £0.5m from the Alderley Edge Bypass Scheme, which is no longer required for Part 1 claims to the A500 Dualling Scheme.
- 6.2.2.2. A supplementary capital estimate of £1.5m was reported in the 2018/19 Financial Outturn and Review of Performance report to Cabinet on 11 June 2019 and will be recommended to Council for approval on 18 July 2019.
- 6.2.3. The £6.5m approved budget has been secured from £4.7m local contributions and £1.8m DfT contributions.
- 6.2.4. This budget will enable the project to proceed to October 2019 with key aspects of the preconstruction programme to safeguard the programme, progress land procurement and develop works cost certainty. If DfT decide not to include the scheme in the programme at any point during that period, expenditure can be stopped immediately and the contract with the delivery team through the SCAPE framework can be terminated at any time.
- 6.2.5. An Outline Business Case was submitted to the DfT in June 2018. By January 2019 the DfT had not confirmed DfT programme entry and by this time, as a result of ongoing scheme development and due diligence, additional scope and cost information had come to light that resulted in an increase to the scheme cost estimate to £68.7m. It was agreed with the DfT that a revised Outline Business Case would be submitted to reflect this change. The revised Outline Business Case was submitted to the DfT in May 2019.
- 6.2.6. The original Outline Business Case was submitted to DfT aligned to a total scheme cost of £57.8m based on the information that was available at that time. Subsequent ground investigations, further discussions with National Grid in relation to gas main protection and diversion requirements and a programme review with the appointed Design and Build contractor, have led to this increase in the scheme cost estimate.
- 6.2.7. Although the revised Outline Business Case is based on the increased total scheme cost of £68.7m, the total local contribution of £13.6 has not increased. This has been possible because DfT guidelines have changed and they now allow for an increased proportion of contribution from the DfT. The total requested contribution from the DfT is now £55.1m.
- 6.2.8. A detailed cost estimate has been prepared by specialist engineering and property consultants. The following table summarises the main cost elements for the Scheme.

<b>Scheme Element</b>	<b>Estimated Outturn Costs (2018 Q1 prices)</b>
Scheme expenditure up to end May 2019	£4.50m
Construction incl. Preliminary works	£38.60m
Supervision costs	£3.70m
Land acquisition	£2.40m
Part 1 Claims	£0.46
Statutory utilities	£6.50m
Preparation costs	£2.30m
Inflation allowance	£6.54m
Risk Allowance	£3.70m
<b>Total</b>	<b>£68.7m</b>

6.2.9. The Scheme funding relies on local funding sources, referred to as the Local Contribution, secured from both the Council and third party (developer) sources. The following table summarises the funding sources.

<b>Funding Source</b>	<b>Value £ (2018 Q1 prices)</b>
DfT Grant  (including £1.8m already received for scheme development and the future contribution £53.3m))	£55.1m
Whole scheme local contribution  This figure includes the end May 2019 sunk costs local contribution £2.685m and the future expected local contribution £10.9m (the January 19 Cabinet report stated that future local contribution was £11.39m, this is now reduced to £10.9m due to ongoing spend since January).	£13.6m
<b>Total Scheme costs</b>	<b>£68.7m</b>

6.2.10. At this stage, the current estimate of funding from S106 developer contributions is in the range of £2m to £6m based on developments that may be released by the Scheme as set out in the Local Plan Strategy. The funding strategy for the scheme is to maximise the value of S106 contributions however, there is no guarantee that these developments will come forward or even if they do, that all predicted funding will be collected.

6.2.11. Officers are continuing to pursue alternative funding sources, including developer contributions, which could be used towards the Local Contribution. This approach will be retained, ensuring that the call on Council resources is minimised. The total scheme cost will be revised in the Capital Programme in a future report to Cabinet following the outcome of the revised OBC submission to the DfT.

6.2.12. In the scenario where a Full Business Case is submitted but grant funding is not approved by DfT and the scheme cannot progress, the Council will be exposed to funding all the costs to that point of scheme development, excluding the £1.8m provided by DfT to develop the Outline Business Case.

### **6.3. Policy Implications**

6.3.1. The need for the Scheme is clearly established in the Cheshire East Local Plan Strategy, identifying from the outset the need to improve transport connections to deliver the Plan, including the Scheme.

6.3.2. By providing additional highway capacity to cater for additional traffic from development, the Scheme would support the Local Plan Strategy and the objectives of the Constellation Partnership. The Scheme is thus considered to be in line with local policy and essential for the delivery of the future economic growth plans of Cheshire East Council.

### **6.4. Equality Implications**

6.4.1. All public sector acquiring authorities are bound by the Public Sector Equality Duty as set out in section 149 of the Equality Act 2010. In exercising their compulsory purchase and related powers (e.g. powers of entry) these acquiring authorities must have regard to the effect of any differential impacts on groups with protected characteristics.

6.4.2. Equality implications have been considered in the options appraisal and are incorporated into the Outline Business Case. An Equalities Impact Assessment was prepared to accompany the planning application for the Scheme and considered in determining to grant planning permission.

6.4.3. 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.

### **6.5. Human Rights Implications**

6.5.1. In deciding whether to proceed with a Compulsory Purchase Order (CPO) and a Side Roads Order (SRO), 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.

- 6.5.2. 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.
- 6.5.3. 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.
- 6.5.4. 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 the acquisition of land which will bring benefits to the residents and businesses that could not be achieved by agreement and this outweighs the loss that will be suffered by existing landowners. The CPO and SRO will follow existing legislative procedures.
- 6.5.5. All parties have the right to object to the making of the Orders and attend a public inquiry arranged by the Secretary of State. Parties not included in the CPO may be afforded that right to make representations to the inquiry if the inspector agrees.
- 6.5.6. 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 Lands Tribunal for independent and impartial adjudication.
- 6.5.7. 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.

## **6.6. Human Resources Implications**

- 6.6.1. 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.



## **6.7. Risk Management Implications**

- 6.7.1. Key risks to the Council continue to relate to the affordability of the Scheme and this will be addressed through the continued development of the funding strategy.
- 6.7.2. A revised Outline Business Case was submitted to the DfT in May 2019 and the scheme has not yet been granted DfT programme entry. Although DfT programme entry is expected, it is not yet certain.
- 6.7.3. The Council will be required to accept all responsibility for cost increases beyond the cost envelope stated in the Business Case that is approved for funding by DfT. This decision is at the Full Business Case stage, which is currently anticipated mid- 2020.
- 6.7.4. For the purposes of the Financial Case, optimism bias has not been included due to the fact that the scheme costs have been derived based upon a well developed highways design and are inclusive of a risk allowance of £3.7m. For the purposes of economic appraisal, a level of Optimism Bias is applied to uplift estimated costs by 15%, in accordance with DfT guidance, to ensure that the value-for-money of the Scheme is not overstated.
- 6.7.5. Until the point at which DfT make their final investment decision based on the Final Business Case, any council funding of Scheme development is at risk, although this risk decreases significantly once the DfT approve the Outline Business Case.
- 6.7.6. A revised Outline Business Case was submitted to the DfT in May 2019 and the scheme has not yet been granted DfT programme entry. Although DfT programme entry is expected it is not yet certain.
- 6.7.7. Achievement of the programme is a risk. There are significant benefits of opening the road widening before construction of the proposed HS2 route and Hub Station in Crewe begins, because HS2 construction traffic will use the A500 as an access route. HS2 construction is currently programmed to begin in 2021. However, if there is a delay in the A500 Scheme, then construction of the road widening could take place at the same time as construction traffic is accessing the HS2 site.
- 6.7.8. The majority of land that would be required to widen the A500 is owned by the Duchy of Lancaster. The land cannot be subject to a CPO unless the Duchy agrees to it. Alternatively an agreement would have to be negotiated for the acquisition of their land. The Duchy has

however submitted a letter of support for the Scheme and has said that they will be a supportive partner as the Scheme takes shape.

- 6.7.9. There are some significant services that cross the Scheme, such as a Mainline Fuels oil pipeline, and high pressure gas mains. An initial cost estimate, including risk, is included in the overall Scheme Cost Estimate, but further work is required to confirm those estimates, and to understand the requirements of the utility companies as Statutory Undertakers.
- 6.7.10. The Council will be required to forward fund the whole of the local contribution and to underwrite all third party contributions expected through Section 106 (S106) agreements, as developer contributions may take many years to collect. The current estimate of funding from S106 agreements is in the range £2m to £6m, based on developments that could be released by the Scheme as set out in the Local Plan Strategy. The funding strategy for the scheme is to maximise the value of S106 contributions however, there is no guarantee that these developments will come forward or even if they do, that all predicted funding will be collected.
- 6.7.11. Should the scheme not be completed the A500 will continue to be a congestion constraint for traffic travelling between the south of Crewe and the M6 and the wider Cheshire East, Stoke and Staffordshire region.

### **6.8. Rural Communities Implications**

- 6.8.1. As the Scheme is a widening of an existing road, it will not introduce any new severance of existing farms or communities. There are some existing field gates that access directly on to the A500 and these will have to be closed once the road becomes a dual carriageway on safety grounds. However, the farm tenants have said that they already no longer use the gates because of the high volume of traffic on the A500. Appropriate alternative accesses will be provided, as required, as part of the Scheme.
- 6.8.2. Similarly, there are crossing points for public rights of way that will be closed. The Scheme includes diversions for these footpaths to maintain connectivity, and the stopping up of paths where they lead directly to the road.
- 6.8.3. There may be some impact during the construction phase, because the two bridges over the A500 will need to be demolished and replaced. Consideration will be given to how connectivity can be maintained during construction.

- 6.8.4. The planning application provided a comprehensive Environmental Assessment which took into account the effect on the rural community. This assessment will include impacts such as noise, air quality, visual impact plus the Scheme's effects of Public Rights of Way and non-motorised users i.e. pedestrians, cyclists and equestrians.

#### **6.9. Implications for Children & Young People**

- 6.9.1. The Delivery Agreement included a comprehensive framework to capture local Social and Community Value throughout the project. Opportunities to engage with local schools and colleges will arise as the Scheme progresses for education and training purposes. The means by which young people can be encouraged to participate in the consultation process will be considered as part of the Consultation and Engagement Plan.

#### **6.10. Public Health Implications**

- 6.10.1. The recommendations have no immediate impact on public health. Issues associated with noise and air quality will be assessed as part of the programme of works associated with preparing an Environmental Assessment to accompany the planning application.
- 6.10.2. 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.

#### **6.11. Climate Change Implications**

- 6.11.1. The proposed scheme has been subject to a comprehensive Environmental Appraisal as part of the statutory planning process. This has demonstrated the wider environmental and ecological impact of the bypass. The Council has resolved to consent the Scheme subject to conditions.
- 6.11.2. The proposed scheme is embedded in the Local Plan Strategy, which has been subject to Examination in the Public by the Planning Inspectorate. The Local Plan has been deemed to be a robust plan for sustainable development across the borough. The scheme contributes to this overall plan for sustainable growth in Cheshire East by enabling growth through improved connectivity and reducing adverse impacts of traffic and travel.

### **7. Ward Members Affected**

- 7.1. The strategic nature of the Scheme will mean that journeys from multiple wards will be affected.

7.2. The Scheme itself is situated in Haslington Ward. The local ward members for Haslington are Cllr Mary Addison and Cllr Steven Edgar.

### **8. Consultation & Engagement**

8.1. The Pre-Planning Application Consultation has been undertaken; the consultation report is available on request.

### **9. Access to Information**

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

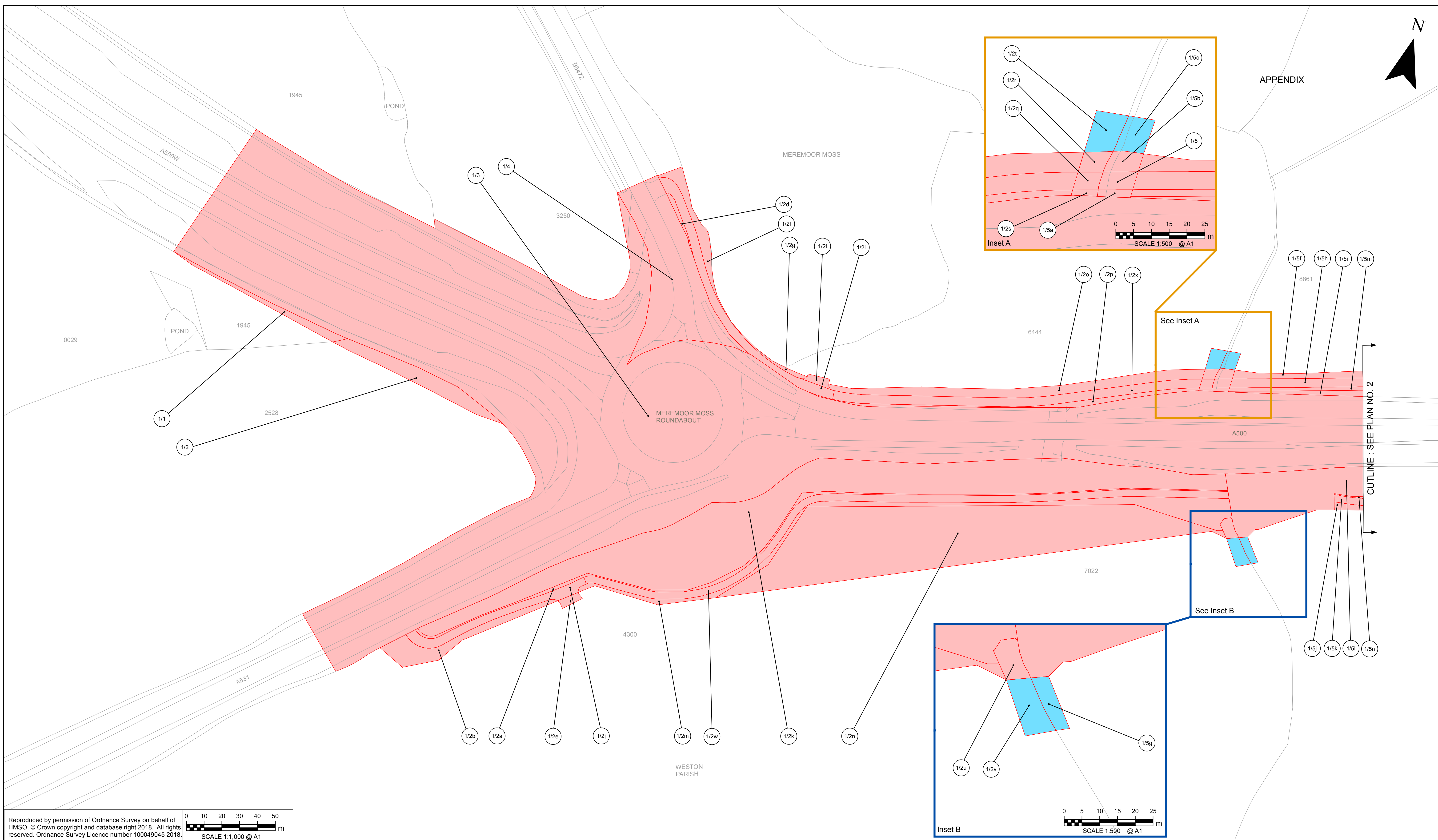
### **10. Contact Information**

10.1. Any questions relating to this report should be directed to the following officer:

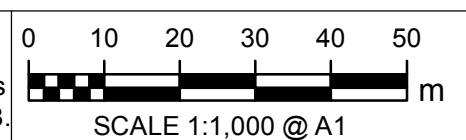
Name: Chris Hindle

Job Title: Head of Strategic Infrastructure

Email: [chris.hindle@cheshireeast.gov.uk](mailto:chris.hindle@cheshireeast.gov.uk)








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NOTES:

1. Order under sections 8, 239, 240, 246, 250 and 260 of the Highways Act 1980.
2. This plan does not show widths or construction details.

**KEY**

-  Title  
 S250 Right  
 Local authority boundary  
 Parish boundary  
 Public right of way  
0038 Ordnance Survey field numbers

The Common Seal of  
CHESHIRE EAST BOROUGH COUNCIL  
was hereunto affixed in the presence of

Dated this                      day of                      2019



Drawing No.	BRJ10412-CPO-001
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Revision	1
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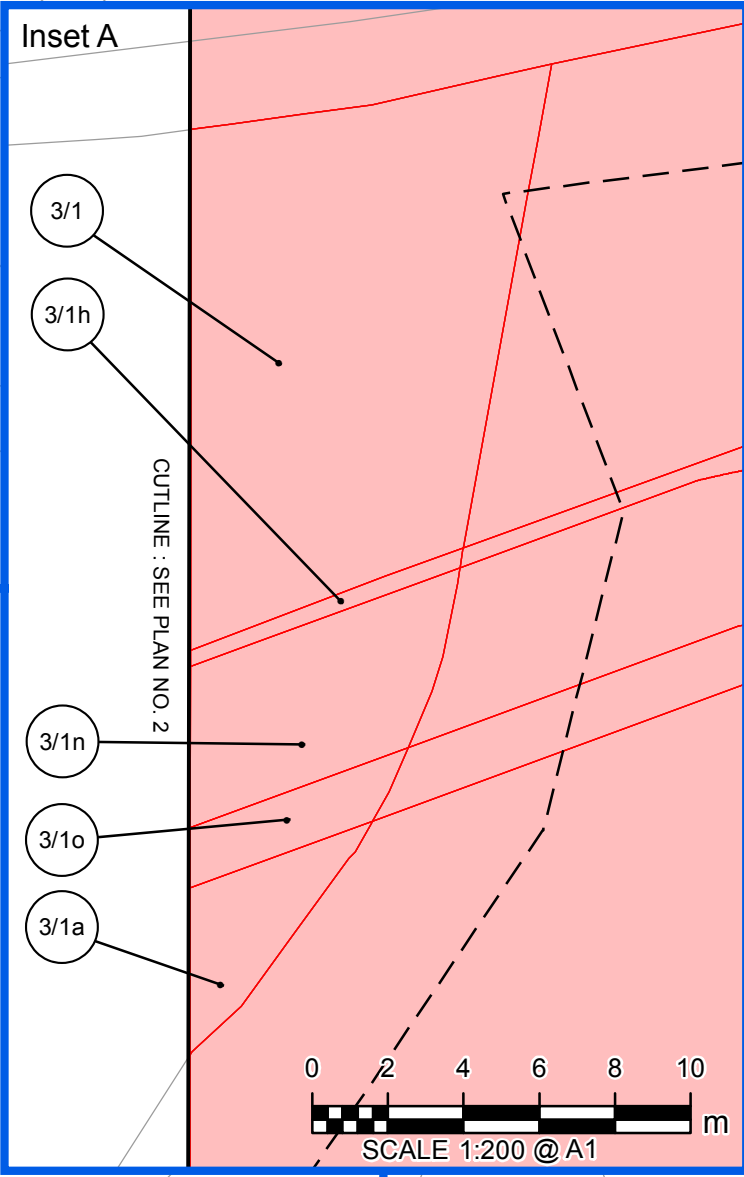
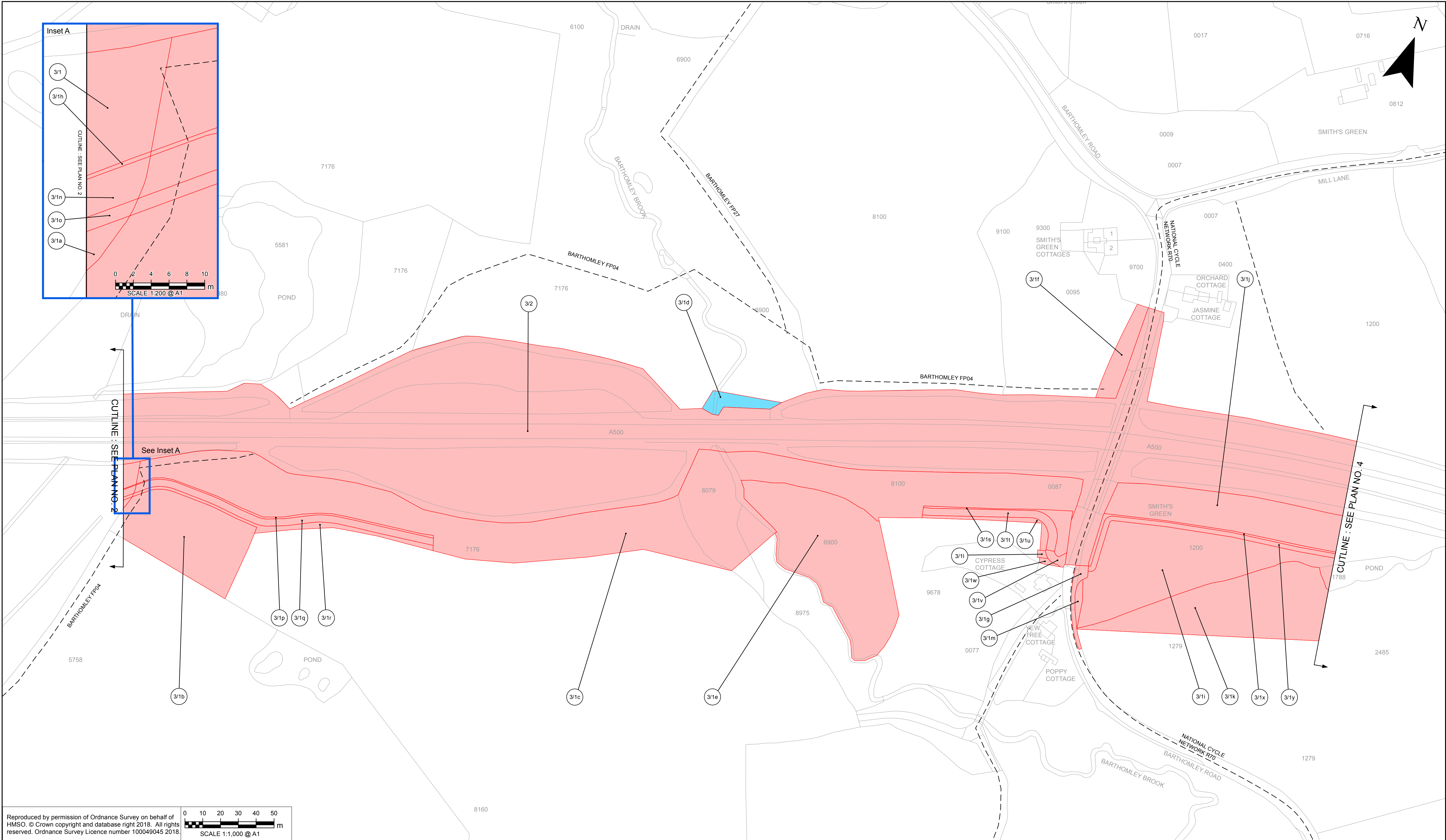
CHESHIRE EAST BOROUGH COUNCIL  
(A500 DUALLING)  
COMPULSORY PURCHASE ORDER  
PLAN 2019

MEREMOOR MOSS  
ROUNDBOUT AND  
OTHER ALTERATIONS  
SITE PLAN NO.1









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**KEY**

- Title
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- • • Local authority boundary
- Parish boundary
- - - - - Public right of way
- 0038 Ordnance Survey field numbers

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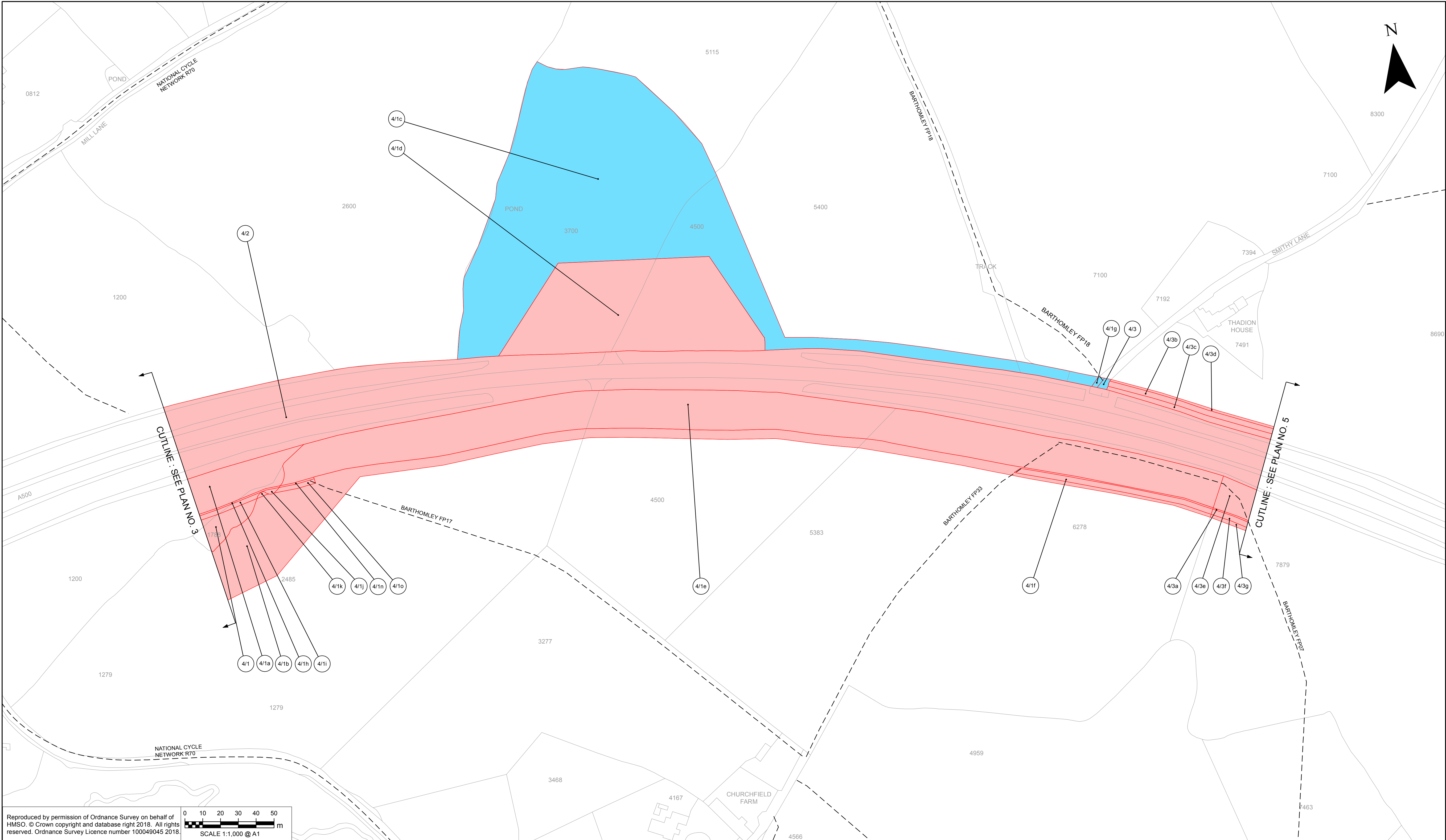
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CHESHIRE EAST BOROUGH COUNCIL  
(A500 DUALLING)  
COMPULSORY PURCHASE ORDER  
PLAN 2019

BARTHOMLEY BROOK,  
BARTHOMLEY ROAD AND  
OTHER ALTERATIONS  
SITE PLAN NO. 3

Drawing No.	BRJ10412-CPO-003	Revision	1
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**KEY**

	Title
	S250 Right
	Local authority boundary
	Parish boundary
	Public right of way
0038	Ordnance Survey field numbers

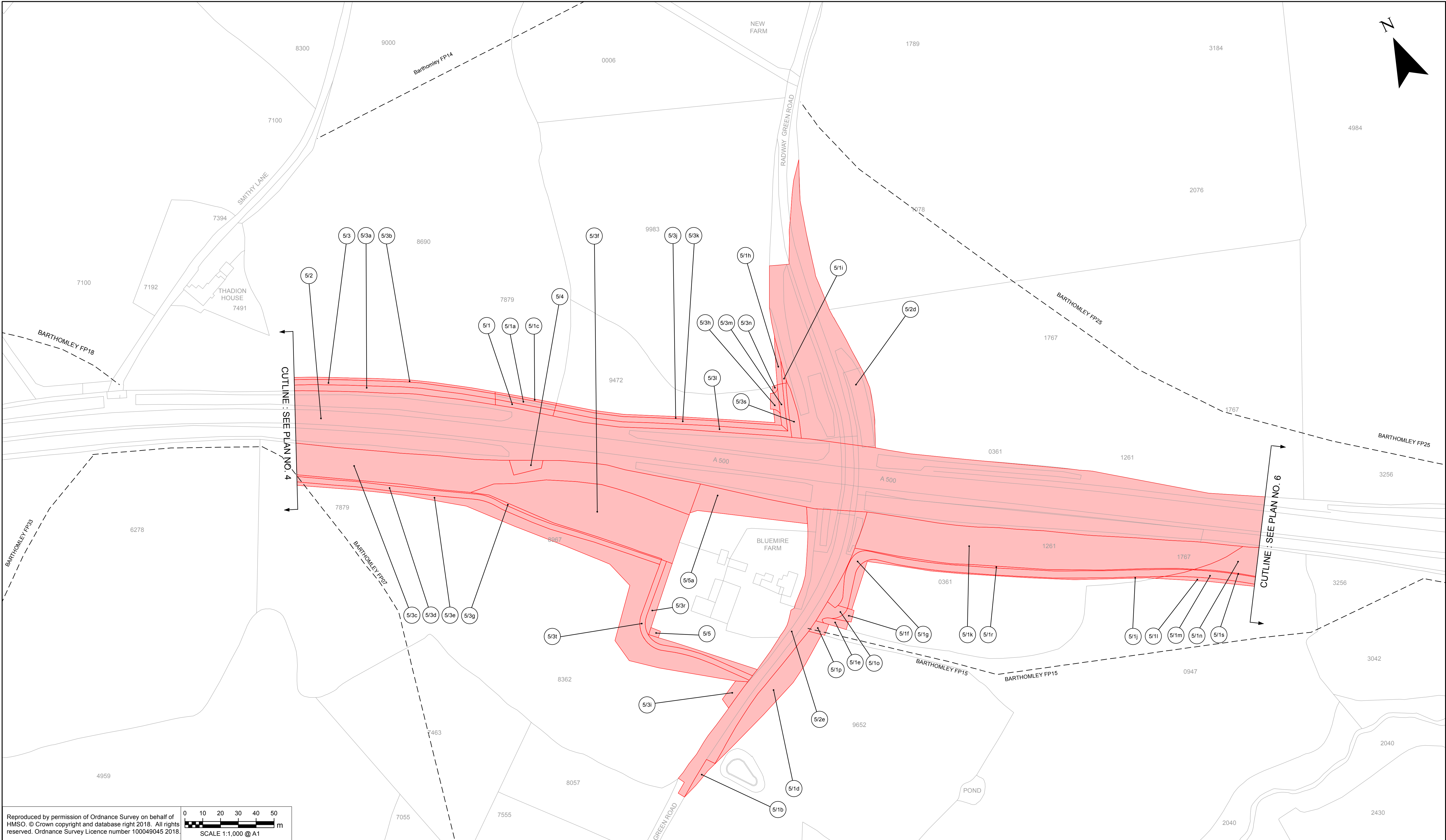
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Drawing No.	BRJ10412-CPO-004	Revision	1
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CHESHIRE EAST BOROUGH COUNCIL (A500 DUALLING) COMPULSORY PURCHASE ORDER PLAN 2019	LAND AT DAISY BANK FARM, SMITHY LANE AND OTHER ALTERATIONS SITE PLAN NO. 4
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**NOTES:**

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- KEY**
- Title
  - S250 Right
  - Local authority boundary
  - Parish boundary
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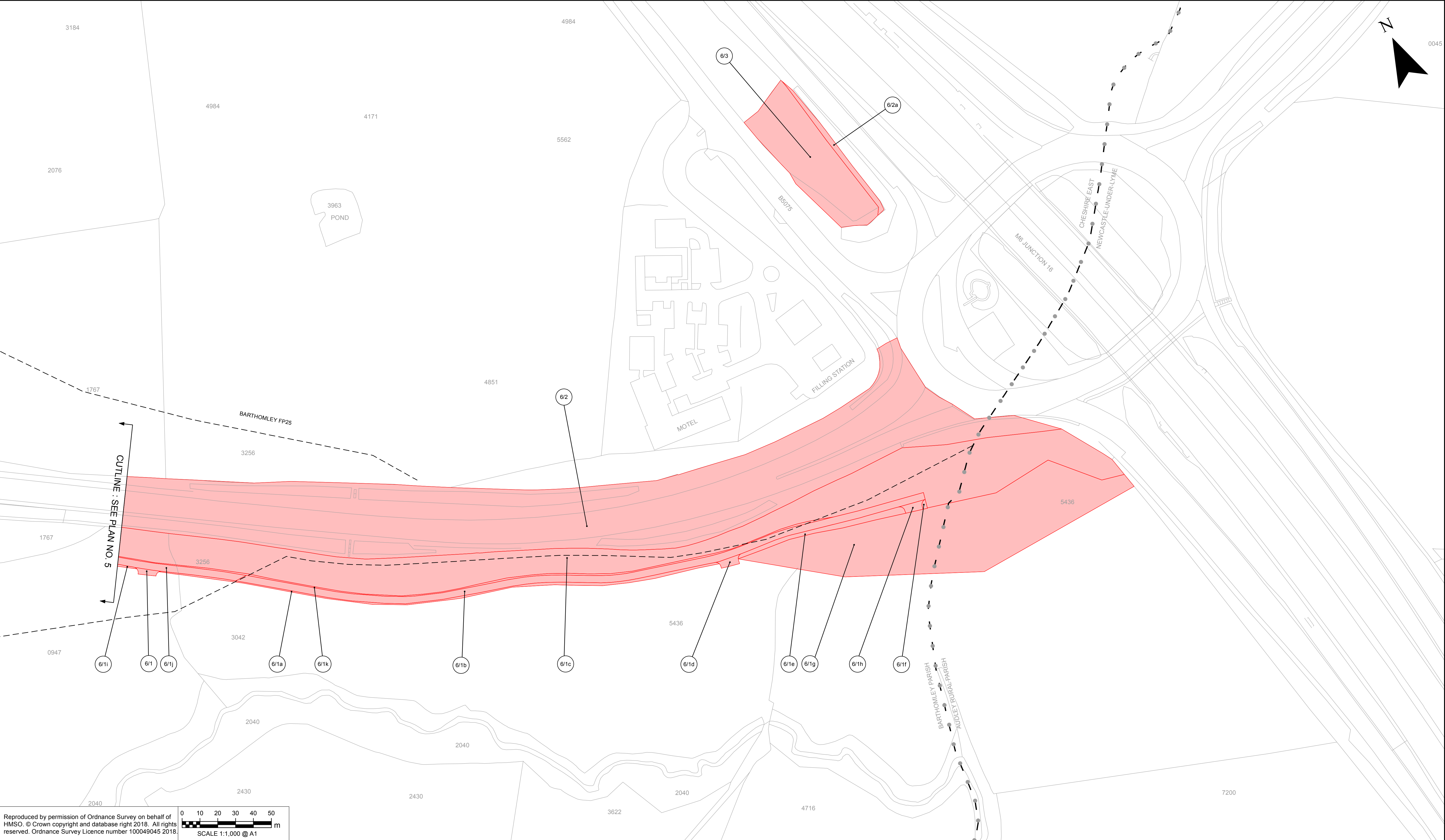
Dated this            day of            2019



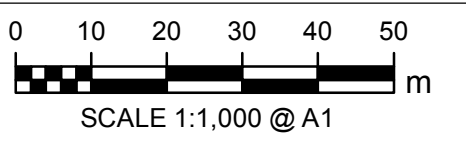
CHESHIRE EAST BOROUGH COUNCIL  
(A500 DUALLING)  
COMPULSORY PURCHASE ORDER  
PLAN 2019

BLUEMIRE FARM,  
RADWAY GREEN ROAD  
AND OTHER ALTERATIONS  
SITE PLAN NO. 5





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- NOTES:**
- Order under sections 8, 239, 240, 246, 250 and 260 of the Highways Act 1980.
  - This plan does not show widths or construction details.

- KEY**
- Title
  - S250 Right
  - Local authority boundary
  - Parish boundary
  - Public right of way
  - 0038 Ordnance Survey field numbers

The Common Seal of  
CHESHIRE EAST BOROUGH COUNCIL  
was hereunto affixed in the presence of

Dated this                      day of                      2019



Drawing No. BRJ10412-CPO-006      Revision      1

CHESHIRE EAST BOROUGH COUNCIL  
(A500 DUALLING)  
COMPULSORY PURCHASE ORDER  
PLAN 2019

M6 JUNCTION 16  
ROUNDABOUT AND  
OTHER ALTERATIONS  
SITE PLAN NO. 6



*Working for a brighter future together*

## Cabinet

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**Date of Meeting:** 09 July 2019

**Report Title:** Cheshire East Draft Economic Strategy

**Portfolio Holder:** Cllr Nick Mannion – Environment and Regeneration

**Senior Officer:** Frank Jordan – Executive Director - Place

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### 1. Report Summary

- 1.1. The Corporate Plan includes the outcome of delivering sustainable growth in the Borough's economy (Outcome 2). Securing continued economic growth is important for two key reasons. Firstly, improving the opportunities for local residents can support their social, economic and environmental well-being. Secondly, economic growth will support the revenue funding of the council enabling it to support the delivery of essential services.
- 1.2. Delivery of this aim will require the Council to continue to secure government funding and inward investment. It will also require these resources to be targeted effectively to achieve the maximum effect. This requires the Council to have a clear proposition regarding its approach to supporting economic growth that can be understood by the community, businesses, partners, government and investors.
- 1.3. There is therefore the need for the Council to have a clear Economic Strategy.
- 1.4. This report provides a summary of the draft Economic Strategy for Cabinet to consider.

## **2. Recommendations**

### **2.1. That Cabinet:**

- 2.1.1. Approves the draft Economic Strategy as outlined in Appendix A for the basis of consultation.
- 2.1.2. Delegates authority to the Portfolio Holder for Environment and Regeneration to consider the results of consultation, to make appropriate amendments and approve the final draft of the Economic Strategy.

## **3. Reasons for Recommendations**

- 3.1. The draft Economic Strategy for Cheshire East 2019 – 2024 sets out an ambition for sustainable growth and the key priorities for enabling the delivery of this. Once finalised and approved, the Economic Strategy will support the delivery of the Corporate Plan and support the Council in:
  - 3.1.1. Articulating our offer and opportunity to businesses, partners and potential investors.
  - 3.1.2. Framing our conversations with the Local Enterprise Partnership (LEP) and Government Departments.
  - 3.1.3. Informing any strategic bids submitted in the future for national programmes.

## **4. Other Options Considered**

- 4.1. There is no statutory requirement for Local Authorities to produce an Economic Strategy. However, the need for an Economic Strategy is outlined in Section 1 of this report.

## **5. Background**

- 5.1. Cheshire East sits in a strategically important position connecting the North to the Midlands and is a key player in delivering economic growth in the region and the UK.
- 5.2. Cheshire East is one of the UK's most successful places with our economic growth consistently and significantly outperforming both the regional and national average.
- 5.3. For the period of this strategy there is an ambition to:

- 5.3.1. Grow the Cheshire East Economy to at least £15 billion a year
- 5.3.2. Create an additional 7,000 jobs
- 5.3.3. Build up to 11,000 new homes
- 5.3.4. Be more productive than the UK average
- 5.4. However the analysis undertaken in the development of the draft economic strategy highlights the fact that growth in productivity (output per hour worked) in the Cheshire East economy is, in line with the UK, slowing down.
- 5.5. The analysis also suggests that there are a number of challenges that could affect our ambition to sustain this continued growth including:
  - 5.5.1. The total working age population is reducing
  - 5.5.2. The number of older people (aged 65 and above) is increasing
  - 5.5.3. The current housing offer in the Borough does not meet demand and does not meet the requirements to support our residents
  - 5.5.4. Large commuting flows in and out of the Borough place additional pressure on transport networks and infrastructure
  - 5.5.5. Difficulties in recruitment of skilled staff
- 5.6. To meet these challenges, the Council needs to be proactive and intervene where it makes sense to support this growth. The draft strategy therefore outlines five priority themes to make our vision for the economy a reality - together they will make Cheshire East *“The Place to Live, Connect, Work and Learn, Invest and Visit.”* The draft Economic Strategy is included at Appendix A.
- 5.7. In addition to the work on developing the draft Economic Strategy, the Government has asked the Local Enterprise Partnership (LEP) to develop a Local Industrial Strategy (LIS) for Cheshire and Warrington. This will provide a policy framework to boost productivity levels. This Local Industrial Strategy is expected to play an important role in the development and allocation of government funding streams in the future.
- 5.8. Furthermore, the LEP has asked for the development of a local area based Local Industrial Strategy for each Local Authority area in Cheshire and Warrington. These local area documents will examine the productivity and earning power potential of each area within the context of the Local



Industrial Strategy and demonstrate how they can contribute to the delivery of the Cheshire and Warrington LIS priorities at a local level in local places.

- 5.9. Local Authorities are responsible for the production of these place based strategies with support from the LEP. The Cheshire East LIS is being developed at the same time of the development of this draft economic strategy and it is proposed that this would be an appendix of the Economic Strategy with a particular focus on productivity and earning power
- 5.10. The LIS for Cheshire & Warrington is in development and scheduled for completion by September/October 2019 so the timing for production of the Economic Strategy and the Cheshire East LIS within this summer period is important. Not only will this save time and money in data collection and analysis, but also provide robust and consistent input ensuring that Cheshire East priorities and projects receive recognition and support.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

- 6.1.1. There is no statutory requirement to produce an Economic Strategy and there should not be any direct legal implications arising from its approval.

### **6.2. Finance Implications**

- 6.2.1. A specialist consultancy commission is providing supplementary bespoke analysis and editorial (£10,000 maximum funded from the Investment Sustainability Reserve) and there will be a small implication for the design and any printing required.
- 6.2.2. The LIS work is being funded through the Cheshire & Warrington LEP and the grant funding it has received from Central Government to deliver the Cheshire and Warrington LIS. Up to £25,000 is available for development of the Cheshire East LIS
- 6.2.3. There are benefits to the Council in the timing of this work i.e. in parallel with complimentary strategy development through accessing data and analytic resource which will inform our own work.
- 6.2.4. There may be future benefits through gaining access to funding as a result of having a clearly defined economic strategy for the Borough.

**6.3. Policy Implications**

6.3.1. The Corporate Plan highlights how the Council is striving to create sustainable growth in the local economy. Cheshire East is now developing an Economic Strategy to support our economic growth ambition, setting out our growth proposition and key priorities for delivery.

**6.4. Equality Implications**

6.4.1. An Equality Impact Assessment has not been required.

**6.5. Human Resources Implications**

6.5.1. There are no Human Resource implications for this work.

**6.6. Risk Management Implications**

6.6.1. There are no direct risks associated with this strategic work as it is an opportunity to provide support for the Council's economic growth ambition and help to allocate resource and generate funding opportunities.

**6.7. Rural Communities Implications**

6.7.1. The draft Economic Strategy contains actions that will support the economic development of rural areas.

**6.8. Implications for Children & Young People**

6.8.1. There are no direct implications for children and young people.

**6.9. Public Health Implications**

6.9.1. There are no direct implications for public health.

**6.10. Climate Change Implications**

6.10.1. The delivery of the actions outlined in the economic strategy will be done in a way that protects and enhances the environment. Moreover the environment and energy sector provides an opportunity for new business growth in the Borough.

## **7. Ward Members Affected**

- 7.1. The Economic Strategy applies to the whole of the Borough therefore covers all wards within it. As such all member briefing and engagement sessions will be included as part of the consultation process.

## **8. Consultation & Engagement**

- 8.1. The Cheshire East Place Board includes representation from local businesses, further education, housing providers and the chambers of commerce and has worked as a steering body for the development of this draft Economic Strategy. It has provided direction and suggested the priorities for the Strategy.
- 8.1. Subject to Cabinet agreement to the draft, the Economic Strategy will be published for public consultation for a period of 8 weeks. The consultation will seek feedback from residents, businesses, public service partners and other non-government agencies on the following themes:
- Agreement / disagreement with the aims identified in the Economic Strategy;
  - Views on the proposed priority actions;
  - How respondents can support the Council in the delivery of the strategy.

## **9. Access to Information**

- 9.1. The Draft Economic Strategy has been informed by a suite of strategies at national, sub regional and local levels including the Industrial Strategy, Strategic Economic Plan and Local Industrial Strategy work being carried out by the LEP:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf)

<http://www.871candwep.co.uk/strategic-economic-plan/>

<http://www.871candwep.co.uk/local-industrial-strategies/>

- 9.2. The strategy is also informed by ongoing borough profiling and performance monitoring and the set of economic data which sits behind it including the Economic Assessment and the Cheshire Business Survey:

[https://www.cheshireeast.gov.uk/business/business\\_information/local\\_economic\\_assessment.aspx](https://www.cheshireeast.gov.uk/business/business_information/local_economic_assessment.aspx)

[https://www.cheshireeast.gov.uk/business/business\\_information/cheshire-business-survey-2017.aspx](https://www.cheshireeast.gov.uk/business/business_information/cheshire-business-survey-2017.aspx)



## 10. Contact Information

10.1. Any questions relating to this report should be directed to the following officer:

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Job Title: Place Team

Email: [Carol.young@cheshireeast.gov.uk](mailto:Carol.young@cheshireeast.gov.uk)

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## APPENDIX A

# AN ECONOMIC STRATEGY FOR CHESHIRE EAST – 2019 to 2024

## DRAFT TEXT

JUN-2019

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# 1. INTRODUCTION

Cheshire East is the third largest local authority area in the North West, with a population of 378,800 covering 1,116 km<sup>2</sup>. With a strong economy and high employment rates, it has long been a highly desirable place to live. It has excellent connectivity with the rest of the UK which will be boosted by the arrival of HS2 at Crewe in 2027; business locations such as Alderley Park and Crewe Business Park that attract cutting edge international firms; and educational standards among the best in the country.

Its vibrant and successful economy, rich natural environment and strong sense of community, make Cheshire East one of the best places to be in the UK. The richness and diversity of the built environment, cultural heritage, attractive townscapes and landscapes provide Cheshire East with its own unique character and identity.

We sit in a strategically important position connecting the Northern Powerhouse to the Midlands Engine and are therefore a key player in delivering economic growth in the region and the UK. Our outward looking and innovative business base is well placed to respond to the challenge set by government through its Industrial Strategy, and we are creating a strong offer through our contribution to the Cheshire and Warrington Local Industrial Strategy.

**But we cannot be complacent; as a borough we need to be proactive and invest and intervene where it makes sense to:**

- **Protect and enhance the quality of place and environment that is so important to the character of Cheshire East, from its towns to its rural areas, from its cultural offer to its green infrastructure and also intervene in the housing market to deliver the right houses in the right places.**
- **Secure investment in strategic infrastructure such as rail hub stations and major roads to enable housing and employment growth to be delivered in a sustainable manner in line with the Local Plan, capitalising on the growth opportunity of HS2 and improving connectivity options, efficiency and sustainability.**
- **Develop the workforce to provide the right skills for our economy by supporting our residents to improve their skills levels and ensuring education provision meets the demands of our employers.**
- **Create the right conditions for business growth with a focus on our key businesses and growth sectors through tailored support, the provision of inward investment opportunities and place marketing.**
- **Increase the economic contribution of the cultural and visitor economy and position Cheshire East as a visitor destination.**

The five-year Cheshire East Economic Strategy 2019 – 2024 and associated Action Plan set out an ambition for sustainable growth and the key priorities to enable and drive forward delivery. This will support us in; articulating our offer and opportunity to investors; framing our conversations with the Local Enterprise Partnership (LEP) and Government Departments and any strategic bids we will be submitting in the future for national programmes; and ensuring we are prepared for the post Exit from the EU funding landscape and the UK Shared Prosperity Fund.

## 2. ECONOMIC CONTEXT

### **Building on our success**

Cheshire East is one of the UK's most successful places with our economic performance consistently and significantly exceeding both the regional and national average.

### **Addressing our challenges and barriers to growth**

We have made significant progress, with a programme of action for economic growth in place flowing from the Local Enterprise Partnership's Strategic Economic Plan and our growth proposals. However, there are a number of challenges that could affect our ambition to sustain this growth.

(See Appendix I)

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### 3. AMBITION FOR GROWTH

#### **Making Cheshire East ‘The Place to Be’**

We are ideally positioned for growth, with excellent connectivity, a strong economy with even greater potential and a pro-investment approach. Our ambition is to grow our economy through strong and consistent local leadership. This strategy sets a vision for the place and outlines how we will deliver this vision through its Action Plan. We aim to ensure that growth is balanced with quality and focussed on the right areas to improve productivity and boost economic growth to ensure that Cheshire East continues to provide the best ‘Place to Be’ for our residents, visitors, businesses and investors.

We will be a place that is attractive to a well-educated, skilled, adaptable workforce, delivers vibrant town centres and commercial spaces and offers high quality urban and rural places. Our vision for these places is not limited to infrastructure and commercial development but recognises the importance and contribution that culture, heritage, green and blue infrastructure, leisure and the visitor offer can bring to the quality of place.

In seeking growth we will also address measures that protect and improve our environment. This is set out in our Environment Strategy as we seek to become a carbon neutral borough, increase resilience, encourage more sustainable consumption and production, seek clean growth and deliver an outstanding natural environment.

Recognising the need to attract and retain businesses, the target age range and skills sets that we need to fulfil our ambitions for growth, quality of place will be an important part of our Economic Strategy along with Place Marketing, supporting locational decisions about where to live, work and invest.

As outlined in our Local Plan, we plan to support growth in the Borough, with 58,100 additional residents, 36,000 new homes (a 56% increase since 2010) and 31,000 new jobs being delivered by 2030. This is a bold, pro-growth agenda, which will build on our existing strong economy which delivers £12.5 billion annually<sup>1</sup> (around 44% of the Cheshire and Warrington output and 8% of the North West output). We will therefore be a driving force in delivering the LEP’s target to grow the sub-regional economy to £50 billion GVA by 2040.

**So for the period of this strategy by 2024 there is an ambition to:**

- **Grow the Cheshire East Economy to at least £15 billion**
- **Create an additional 7,000 jobs**
- **Build up to 11,000 new homes**
- **Be more productive than the UK average**

The majority of this growth is likely to be generated by major Council-led initiatives including the development of Crewe, Macclesfield and the Cheshire Science Corridor. HS2 will reach Crewe by 2027, six years earlier than originally planned, and will be a major catalyst for much of this growth, with the Constellation Partnership Growth Strategy in place to realise the full benefit of this opportunity.

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<sup>1</sup> Regional Gross Value Added (Income Approach) 1997-2016 data, ONS, December 2017

Our priorities here constitute a Cheshire East Council led programme of work. We recognise that much economic development is undertaken at the sub-regional level and in partnership with the Local Enterprise Partnership, Government and the private sector.

**We have five priority themes to make our vision a reality - together they will make Cheshire East the Place to Live, Connect, Work and Learn, Invest and Visit.**

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## 4. PRIORITY THEMES AND STRATEGIC OBJECTIVES

### **Theme 1- *The Place to Live***

Strategic Objective 1 - Improve quality of place, with a focus on regenerating our town centres

Strategic Objective 2 - Influence housing delivery to expand the variety of housing and tenure

Strategic Objective 3 – Protect and enhance the environment and economy in rural areas

### **Theme 2 – *The Place to Connect***

Strategic Objective 4 – Capitalise on the growth opportunity of HS2

Strategic Objective 5 - Improve connectivity options, efficiency and sustainability

### **Theme 3 – *The Place to Learn and Work***

Strategic Objective 6 – Support residents to improve their skills levels

Strategic Objective 7 - Ensure education provision meets employer demand

### **Theme 4 – *The Place to Invest***

Strategic Objective 8 - Strengthen business support, particularly for our key businesses

Strategic Objective 9 - Deliver and grow the Cheshire East Science Corridor

Strategic Objective 10 – Develop a clear Place Marketing Approach and Investment Plan

### **Theme 5 – *The Place to Visit***

Strategic Objective 11 – Increase the economic contribution of the cultural and visitor economy

Strategic Objective 12 – Position Cheshire East as a visitor destination

## 5. PRIORITY THEME 1 - *‘The Place to live’*

Cheshire East provides opportunities to enjoy a high quality of life with thriving market towns and village communities; a network of open space and waterways; major leisure and retail operators; plus visitor attractions including Jodrell Bank, Quarry Bank Mill and Tatton Park.

With a proven ‘Quality of Place’ Cheshire East has twice topped the Grant Thornton Vibrant Economy Index for the north west.<sup>2</sup> The Borough is renowned for its beautiful and uncluttered spaces, its vibrant economy, its magnificent countryside, its enviable living and educational standards and its seemingly endless list of things to see and do.

In delivering growth in the area’s economy, Cheshire East Council has ensured that culture, heritage and environmental improvements keep pace with its growth ambition but we need to protect and enhance the quality of place and environment that is so important to the character of Cheshire East, from its towns to its rural areas, from its cultural offer to its green infrastructure. We want to be a place that maximises the attraction and retention of the workforce demanded by our growing businesses and increases residential opportunities in town centres to support the economic offer.

### Strategic Objective 1 - Improve quality of place, with a focus on regenerating our town centres

A recent business survey<sup>3</sup> put ‘the overall attractiveness of the area’ as the most popular benefit of being located in Cheshire East (cited by 66%). Getting our quality of place right will mean that we support our existing and new businesses to grow, retain and attract highly skilled people and support local residents to be as successful as possible. Cheshire East Council’s Corporate Plan and the Local Enterprise Partnership’s sub-regional Strategic Economic Plan (SEP) support the joint ambition to ensure we have a place that is attractive to a well-educated, skilled, adaptable workforce; to deliver high quality vibrant town centres; and create an area offering high quality urban and rural places. Major town centre regeneration projects help to align our investment in infrastructure, housing and cultural and visitor economy activity and the right approach to town centre living linked with other measures that improve the vibrancy of towns whilst retaining the individual characteristics of town centres will form part of a strong place proposition to help attract or retain target groups and skills.

**Crewe Town Centre** - Crewe is a gateway with exceptional connections and a bright future evolving with the development HS2 high speed rail. In 2017, the CW postcode was named the second best place to live in the UK by Property Week’s Hot 100. The arrival of HS2 at Crewe in 2027 will be a major catalyst for regeneration in the south of the borough and the Hub Station will unlock the regeneration of Crewe. In order to derive optimum benefit from the new HS2 Hub rail station, Crewe must develop to provide an offer that can exceed the expectations of a rapidly growing and increasingly aspirational residential catchment area and an ambitious business community. It must also develop strong links with the HS2 Hub rail station delivered through; physical infrastructure changes, building development and innovative, vanguard urban design that enhances accessibility and key gateway sites.

<sup>2</sup> Vibrant Economy Index – A new way to measure economic success (Grant Thornton April 2018)

<sup>3</sup> Cheshire Business Survey 2017

**Strategic Masterplan for Crewe** - is being developed to help the town shape and evolve its future and to realise the benefits of the HS2 Crewe Hub linked to a Regeneration Framework for the short, medium and long term future of Crewe Town Centre and HS2 Hub Station plans. The Council is leading on the comprehensive regeneration of Crewe Town Centre with a £40 million programme of work including £10 million allocated from the Local Growth Fund for a flagship, mixed-use retail and leisure development. The town centre regeneration scheme plays a central role in kick starting preparations to make Crewe “HS2 Ready” and has already secured one of the UK’s leading independent cinema operators to anchor the development. A Cultural Strategy is being developed working with local organisations to support place culture led economic growth in Crewe and a proposal for a ‘History Centre’ is also being developed that will be central to realising the ‘cultural quarter’ proposals for the regeneration plan.

***ACTION: Deliver the redevelopment of the Royal Arcade site for a leisure-led mixed-use transformational scheme incorporating a new bus interchange, multi-storey car park, cinema and associated leisure (food and beverage), ancillary retail and other uses.***

***ACTION: Remodel the civic hub aligned to objectives for the Civic and Cultural Quarter.***

***ACTION: Deliver public realm enhancements particularly in pedestrianised areas and at key gateways to the town centre, utilising high quality design and materials, street furniture and public art to enhance quality of place, and improve legibility and the town centre experience for residents and visitors.***

***ACTION: Develop partnerships to bring forward development opportunities which will enhance the town centre offer and prepare the ground for Crewe’s role as the home to a major HS2 Hub station, ensuring that Crewe has a ‘High Speed-ready Heart’.***

***ACTION: To commission a comprehensive town centre car parking strategy integrated with a site options assessment which seeks to support town centre regeneration priorities and unlock development opportunities whilst enhancing overall parking facilities.***

**Macclesfield Town Centre** – Macclesfield enjoys a reputation as a creative/entrepreneurial place and for its combination of heritage and unique character, its access to the Peak district and transport connectivity. The revitalisation of Macclesfield town centre is also identified as a strategic priority with opportunities to support further regeneration and investment. The overriding objective is to create a quality of life and urban environment which is attractive for all those who want to live, work and shop in Macclesfield. To do this the focus must be on offering increased high quality retail provision, a varied and interesting entertainment centre, a mix of residential accommodation and high quality commercial space. Macclesfield is well connected with frequent trains to London and Manchester and in light of this connectivity there is a significant opportunity to create a ‘hub’ of activity built around the station with commercial, residential and leisure development.

**Strategic Regeneration Framework for Macclesfield** - The vision for this area is to showcase heritage and cultural assets, the links to stunning countryside and the town’s distinctive quirkiness, to address weaknesses and to sensitively diversify the town centre offer to maximise opportunities without detracting from the areas positive distinctive qualities. Work has already been undertaken to lay the foundations for future regeneration projects. A Heritage and Culture Strategy has been produced, a Heritage Assets Regeneration Plan

identifies key heritage buildings offering opportunities for regeneration and work is already well underway in bringing forward a public realm scheme for Castle Street in the Primary Shopping Area. A Strategic Regeneration Framework (SRF) for Macclesfield Town Centre has been commissioned which will set out a fresh vision for the town centre, identifying priority objectives if regeneration is to be delivered and outlining a route map for the Council and other stakeholders to unlock the potential of the town centre.

***ACTION: Subject to Cabinet approval, to adopt the Macclesfield Town Centre SRF as an overarching, holistic, cross service framework to ensure that the Council's ambitions for its regeneration and revitalisation are supported and pursued across the organisation.***

***ACTION: Work with partners to deliver and refresh the Cultural and Heritage Strategy for Macclesfield to support regeneration plans.***

***ACTION: To deliver the Castle Street public realm enhancements and to pursue further public realm schemes to enhance quality of place, support the 'greening' of the town centre, give greater priority to pedestrians and cyclists, improve legibility and enhance the town centre experience for residents and visitors.***

***ACTION: To commission a comprehensive car parking review and strategy for the town centre which seeks to enhance car parking provision in a manner which supports town centre regeneration and unlocks development opportunities in current inefficient surface car parks.***

***ACTION: To preserve and enhance townscape heritage, reviewing the Conservation areas and conservation related planning policies and the approach to enforcement of advertisements etc. by Planning and Highways to generally raise aspirations and quality of place.***

***ACTION: To develop potential partnerships to bring forward development opportunities which will enhance the existing town centre offer including opportunities for redevelopment of the station gateway to deliver a commercial, residential, leisure hub and enhanced public realm whilst ensuring appropriate parking provision is retained/re-provided.***

**Market Towns** - Set within a rural backdrop, yet close to Manchester, Chester and Liverpool, places like Knutsford, Wilmslow and Alderley Edge offer an enviable quality of life. We have a number of vibrant and historic towns located throughout the borough with attractive and varied townscapes, listed buildings and distinctive characters. They provide high quality living and working environments and are a key part of the borough's visitor economy. Many are also designated as conservation areas. A rich and historic environment provides the focus for vibrant and locally distinct communities, with a strong sense of place and self. The towns also provide a valuable link to rural communities, which are equally vital to the wider economy and local identity. Their conservation and enhancement is extremely important, to ensure that communities remain genuinely sustainable, retain their individual character and maintain their important economic function.

***ACTION: Prepare a programme for the production of Actions Plans for the Key Service Centres (Tier 2 Towns - Alsager, Congleton, Handforth, Knutsford, Middlewich, Nantwich, Poynton, Sandbach and Wilmslow) by 2019/20 across Cheshire East to include an analysis of the performance of each town, key attributes, strengths and challenges and recommendations for a vision, objectives and priority actions.***

***ACTION: Prepare a programme for the production of Actions Plans for Local Service Centres (Tier 3 Towns - Alderley Edge, Audlem, Bollington, Bunbury, Chelford, Disley, Goostrey, Haslington, Holmes Chapel, Mobberley, Prestbury, Shavington and Wrenbury) by 2020/22 across Cheshire East to include an analysis of the performance of each town, key attributes, strengths and challenges and recommendations for a vision, objectives and priority actions.***

## **Strategic Objective 2 - Influence housing delivery to expand the variety of housing and tenure**

Cheshire East has a strong ambition for jobs-led economic growth across all areas and housing is essential to support this continuous growth. If housing is considered in isolation to our planned investment and regeneration, then sustainable growth or successful outcomes are unlikely to be achieved. We want to influence the type and quality of new homes, ensuring that the right mix of housing tenure is delivered in the right place at the right time and in conjunction with employment development and infrastructure schemes. Where the market is not currently meeting housing need we will explore interventions to bring this forward.

To support growth and to ensure we continue to meet the challenging needs of our existing population, we need to provide high quality, market facing housing. Providing that choice will be essential to attract and retain the skilled and diverse workforce required by a growing economy. The new Cheshire East Housing Strategy addresses the Council's approach to new housing between 2018 and 2023 and reflects the changes to the local and national housing policy landscape.

Over the past 3 years we have successfully worked with our partners to deliver almost 1,400 affordable homes and brought 243 empty homes back into use. We have increased resident opportunities for homes through our Housing Options Team by providing homes for 5,400 people and families, preventing over 2,000 individuals and families becoming homeless. Furthermore the council is directly facilitating major developments at 3 of our strategic sites at Handforth, Leighton and South Macclesfield with £41.7 million of Housing Infrastructure Funding (HIF) to deliver 4,200 new units

**Accelerating delivery** – As our economy grows so too will our population. This requires a major step change in housing provision above previous construction levels and delivery rates. The Government's White Paper on Housing calls on all parties to 'up their game' in contributing to delivery of increased housing numbers and as a Council we are really pulling our weight on meeting the housing crisis. The newly adopted Local Plan allocates around 2,500 acres of land for housing, an area over 3 times the size of the city of London and large enough to lay out more than 1,400 football pitches; we currently have planning consent for over 20,000 units in place and 400 housing sites are under construction. 2,321 homes were built in Cheshire East in 2017/18; the 8<sup>th</sup> highest delivery rate in England. We want to build on our current successes and with government support we can do more and realise our potential. We have unlocked further capacity by ensuring that the infrastructure is in place to support new developments e.g. recent designation for a Garden Village in Handforth to provide 1600 homes in a high quality innovative environment. The focus going forward will be on accelerating the pace of delivery on the significant quantum of land currently identified; delivery of 30% affordable housing allocations; exploring the potential of interventions such as access to funding (a main constraint on delivery), use of modular construction methods and development of construction training schemes.

**Choice of tenure** - The borough has significant housing challenges that go beyond the quantum of housing provision with the need to meet affordable housing challenges in the north of the borough and to support regeneration in Crewe and Macclesfield. In order to meet these challenges the authority wants to work more closely with government on a shared basis to deliver housing and innovate in terms of housing products and delivery. Properties need to be a mix of tenures to provide affordable options and present opportunities for those who wish to access the housing ladder, but also provide a good quality rental sector. We are actively working with our Registered Providers to bring forward new affordable homes and show our commitment to delivering Government initiatives including the Starter Homes Programme and Local Development Orders.

**Demographic change** – Working with partners in the private and public sector we strive to create the right conditions (in relation to site availability, infrastructure and finance) that enable the housing market to respond effectively to demand and to support sustainable population and economic growth. Around 40 per cent of young adults cannot afford to buy one of the cheapest homes in their area even with a 10 per cent deposit, according to research by The Institute for Fiscal Studies which said house prices in England have risen by 173 per cent over two decades, while average pay for 25-34 year-olds has grown by just 19 per cent over the same period<sup>4</sup>. The housing offer needs to be responsive to demographic shifts, meeting the needs of an ageing population while providing for the formation of new households.

**Current housing stock** - Whilst concentrating on increasing the supply of new homes, we need to ensure that our current housing stock doesn't deteriorate. We do this by offering financial assistance via loans to residents who are not able to access alternative financial assistance via commercial lenders. We have increased our relationships with private rented landlords and provided direct support for our most vulnerable residents, for example we have completed almost 6,000 adaptations at a cost over £4 million, to enable occupants to live independently.

***ACTION: Deliver key strategic sites within the Borough e.g. Handforth Garden Village, South Macclesfield Development Area and North West Crewe.***

***ACTION: Develop an appropriate housing delivery model via a Joint Venture or Housing Company to support the right quality and tenure mix of housing that we need to support the housing market.***

***ACTION: Undertake strategic acquisitions in areas where the housing market needs major intervention to support economic growth.***

***ACTION: Engage with developers and housing providers to work strategically with the Council to develop the right type of housing.***

***ACTION: Support an Accelerated Construction Programme.***

***ACTION: Develop a Supplementary Planning Document on housing mix supported by a new housing study.***

***ACTION: Identify opportunities for the release of public sector land for housing delivery through One Public Estate.***

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<sup>4</sup> <https://www.ifs.org.uk/publications/13475>

## Strategic Objective 3 – Protect and enhance the environment and economy in rural areas

Cheshire East is defined by the Rural Services Network SPARSE classification as a council considered 'predominantly rural', while the Defra Rural Classification for the Borough is 'urban with significant rural'. Whatever the definition, the rural aspect of Cheshire East is significant in terms of population, economic impact and its contribution to the borough's quality of place. The conservation of our rural environment and support for the rural economy are key components of the Economic Strategy. An Environment Strategy along with related plans for green infrastructure, air quality and landscape will help set the direction for environmental protection, stewardship and enhancement of the Borough. Alongside the Economic Strategy, it will help to define how Cheshire East will build on its strengths to deliver quality of place and support a healthy, prosperous and sustainable community.

**The Rural Environment** - By the rural nature of Cheshire East there is an underlying value in the land-based and agri-food sectors to both the economy and the character of the place. The rural character can also be a differentiator, being a real attractor for high value businesses and offering distinctive venues in the business tourism market as well. The borough has a diverse and highly attractive landscape that provides Cheshire East with its own unique character and identity as well as rural communities, which are equally vital to the wider economy and local identity. The conservation and enhancement of the rural environment is extremely important, to ensure the wider contribution to Cheshire East's quality of place as an economic driver.

**Rural Economy** - Land management industries are important to Cheshire but the economy in rural areas reaches far beyond this in terms of jobs, enterprises and output. As well as traditional large scale dairy and land-based enterprises, the rural economy supports a diverse range of business sectors including tourism, creative and digital, distribution, science and technology. The rural areas are now home to a wide range of non land based businesses that appreciate the rural setting, including strategic employment sites such as Alderley Park, Radbrooke Hall, Waters (Wilmslow) and Jodrell Bank. Self-employment in the rural area (at 14.2%) is higher than in urban areas and higher than the national average and the area supports a diverse economy of SME's and micro businesses.

**Connectivity** - While a strength in many respects, the rural economy also has its challenges, particularly in relation to accessing the workforce, transport connections, digital connectivity and mobile phone coverage.

**Business Sectors** - Beyond the strategic sites, agri-food and the visitor economy remain the most visibly significant rural based sectors, but with the development of high-speed broadband coverage, professional, knowledge based, creative and digital businesses are also important. The agri-food sector in Cheshire East is well developed and diverse with a range of companies from large scale food manufacturers and animal feed businesses, to dairy operators, salad producers and small scale operations (including traditional cheese producers, farm shops, breweries and distilleries). Cheshire East's food and drink sector is recognised by the Cheshire and Warrington Local Enterprise Partnership (LEP) and identified through the Northern Powerhouse Independent Economic Review as having growth potential for Cheshire and Warrington. The rural tourism offer (and its related heritage) is a very important component of our visitor economy. Although representing a relatively small portion of the district's economic output (in terms of GVA), they both employ a high number of people and are important to the character of the area. The 'Science Corridor' in Cheshire East has many businesses based in rural locations with particular strengths in advanced scientific analysis and research, pharmaceuticals R&D, energy and radio-astronomy and astronomy.

**The Cheshire Brand** - Traditional land based businesses, the wider countryside, its rural tourism assets and events form an important part of the 'Cheshire' brand, adding to 'quality of place' and helping to define the character that supports many locational decisions by business, visitors and residents.

***ACTION: Deliver the Rural Action Plan to help inform strategic choices as part of meeting the Council's strategic outcomes and identify priorities regarding the rural area. The plan will address priority actions related to connectivity, economy, communities and environment.***

***ACTION: Deliver an Environment Strategy, along with related plans, such as for green Infrastructure, air quality and landscape, will help set the direction for environmental protection, stewardship and enhancement of the borough. Alongside the Economic Strategy it will help to define how Cheshire East will build on its strengths to deliver 'quality of place' and support a healthy, prosperous and sustainable community.***

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## 6. PRIORITY THEME 2 - *‘The Place to connect’*

Cheshire East is one of the best connected areas in the UK sitting at the heart of key arterial road and rail routes and within easy reach of three international airports and the Port of Liverpool. The M6 runs along the western side of the Borough, connecting the area to Staffordshire, Birmingham and the rest of the West Midlands conurbation, Lancashire and Cumbria, whilst the M56 provides access to Greater Manchester, Merseyside and North Wales. In terms of travel by train, Macclesfield and Crewe are at the hub of the North West rail network. The West Coast Mainline Service is the main arterial link between England, Wales and Scotland with more than 40 trains from Crewe to London each day and a travel time of 90 minutes. Opportunities for international travel and trade are enhanced by the area's proximity to two major airports; Manchester Airport (the UK's busiest outside London) and Liverpool John Lennon Airport. Businesses in the sub-region also have access to good quality maritime trade links via the Port of Liverpool and the Manchester Ship Canal.

Historic transport routes crisscross the borough in the form of canals, railways and historic roadways, further enriching the built heritage of the borough and influencing aspects of the townscape and development of towns and villages. A number of landmark structures are associated with the canals and railways, not least the viaducts across the Dane Valley to the east of Holmes Chapel and at Bollington. Many canal structures are listed, including bridges, locks and mileposts. The Trent and Mersey and Macclesfield canals are both designated as extensive, linear conservation areas. There is the opportunity to secure transformational benefits from significant new national investment especially the new High Speed rail network and Northern Powerhouse Rail. HS2 and HS3 will only cement this connectivity advantage by providing further north-south and east-west links.

However, the road network is already demonstrating reduced resilience while rail travel is hampered by a disjointed and complex network. Major upgrades are required to support productivity growth in the future coordinated with local growth priorities and housing development. Furthermore, the Northern Powerhouse Strategy presents connectivity in the North as a barrier to growth as commuting between towns and cities is constrained by the transport structure available holding back growth and productivity. Progress has been made in identifying the transport infrastructure required to support the growth aspirations of the sub-region through transport studies and the Cheshire East Local Transport Plan (LTP) considers the connectivity required at all spatial scales and interconnections and sets out the Council's approach to investment in transport and infrastructure between 2018 and 2023.

### **Strategic Objective 4 – Capitalise on the growth opportunity of HS2**

The rail network is accessible from 22 railway stations across the borough. Crewe and Macclesfield are on separate branches of the West Coast Main Line, giving access to Greater Manchester and London Euston. Central government has announced plans for a High Speed 2 rail route from London, through the borough and up to Manchester and beyond. The initial preferred route from the Department for Transport follows the West Coast Main Line, via Crewe, before passing to the west of Middlewich and through the High Legh area before splitting, with a line going north over the M56 to Manchester Airport and a separate line towards Wigan. Cheshire East Council is supportive of the economic impacts of High Speed Rail but is working with Government to keep environmental impacts to a minimum.

Whilst HS2 is a fantastic engineering project we see it as a more of a strategic growth project. The legacy of HS2 is not the railway and a station but the sustainable good growth and social benefits associated to it. For us it's less about shorter journey times and more about changing places and improving people's lives.

In the longer term, the arrival of HS2 in Crewe will transform connectivity; when Phase 2 opens in 2033 Crewe is expected to be the busiest HS2 station on the network. This will not only make Crewe and Macclesfield attractive bases for businesses and residents but also bring improvements to regional rail and bus services with it. HS2 will also be a catalyst for the regeneration of Crewe and the wider area and Master planning for Crewe and Macclesfield is ongoing.

**The Constellation Partnership** – We cannot work in isolation. Working in collaboration is vital and we have formed strategic partnerships to develop a clear narrative on how HS2 can support growth, not just in Crewe, not just in Cheshire East but across the whole of the Region. The Constellation Partnership is a ground-breaking alliance of 7 major local authorities and 2 Local Enterprise Partnerships described as 'the place where everything connects'. The geography includes four HS2 hubs (Crewe, Stoke, Stafford and Macclesfield) to form one of the largest and most vibrant economic areas linking the Northern Powerhouse to the Midlands Engine. The Partnership's Growth Strategy aims to capitalise on the arrival of HS2, building on existing infrastructure development to unlock development and drive growth across neighbouring economies and connecting the Northern Powerhouse to the Midlands Engine. This should help to deliver at least 120,000 new jobs and 100,000 new homes with £6 bn of GVA by 2040 across the partnership area and a 10-year delivery plan is being developed identifying priorities, including the Crewe HS2 enhanced station.

**Strong leadership** - We have created a strategic vision for how HS2 can support growth, developing a business case and leading an integrated programme between the Council, Network rail, HS2 and DfT. It is important to get the planning policy right to deliver the changes we want, engaging with local businesses and residents to discuss their concerns and to outline the benefits. We are actively engaged with the west coast partnership potential franchisees recognising their role in the future HS2 solution and we are working with DfT, HS2 and Network Rail. We are working effectively together to deliver the right rail solution with a shared vision for growth.

**Delivering Good Growth** - HS2 is the key to unlocking broader programmes for transport and housing to create 'The Place'. HS2 will deliver a step change in travel times, transforming access to labour, jobs, and housing markets, boosting skills, and increasing rail capacity for local services and freight. There is a shared ambition to deliver 'good growth' with a focus on quality of place; delivering sustainable communities with a choice of good quality housing providing a high quality living alternative to Manchester or Birmingham with all the connectivity benefits of a major city; reducing car journeys and supporting Integration with the local transport network; multi-modal onward travel, cycling and walking routes to improve 'the last mile'.

**Investment in Crewe** - Investment in Crewe is building on a firm foundation. The last investment in Crewe of this size was in the Victorian era. Generations later with a pedigree of innovation in R&D and engineering behind it, Crewe is well placed to capitalise on the new opportunities that HS2 can deliver. We believe the HS2 at Crewe will see the town become one of the best connected places in the UK delivering enhanced rail connectivity between Wales, Manchester, Midlands and the North.

In addition to this step-change in connectivity HS2, will offer an attractive location for new investment and businesses; 55 minutes from London and 20 minutes from both Manchester and Birmingham. We recognise the importance of the Crewe Hub in a post Brexit world in

creating the infrastructure that connects a vibrant economic area with the rest of the world; capitalising on Crewe's high speed links to GM, Manchester Airport, London, Birmingham. We are however not waiting for HS2 to arrive. Building on the positive market sentiment we are already working on delivering town centre improvements getting Crewe 'HS2 ready'. The Council is delivering an ambitious programme of major schemes and upgrades and has secured significant contributions from Central Government. We have a town centre regeneration plan for Crewe town centre underway and have recently secured a development partner to deliver a £40m leisure led scheme in the heart of the town centre.

**Investment in new enabling infrastructure** – Infrastructure development is essential for economic growth, 6% of GDP originates from construction, and 9% of the workforce is employed in this industry (Office for National Statistics 2016). A programme of over £300 million of new highways infrastructure to be delivered in Cheshire East to compliment the growth associated with the arrival of HS2, support the expansion of local businesses and commercial development opportunities, creating jobs and opening up strategic housing sites. Major schemes include Congleton Link Road which will unlock around 2,200 new homes and 20 ha of employment land while removing heavy through traffic from the town centre; Middlewich Eastern Bypass which is expected to deliver 1,950 new homes and 6,500 new jobs through land release; and the A500 duelling will remove a major pinch point at Junction 16, improve connectivity and ensure smooth passage for HS2 construction traffic. All three schemes are expected to be delivered over the next 3 to 4 years, easing serious congestion points and supporting economic growth. The North West Crewe Package identifies 2 development sites which offer the provision for 1,350 homes and a new local neighbourhood hub plus 5 ha of employment land supporting future development and significantly enhancing connectivity to HS2 from surrounding areas.

***ACTION: Develop Station Delivery Plans for rail hub stations at Crewe, Macclesfield and Manchester Airport.***

***ACTION: Deliver an Area Action Plan for Crewe Hub Station.***

***ACTION: Deliver a programme of key infrastructure development to support the growth associated with HS2 and be better coordinated with housing and skills development.***

## **Strategic Objective 5 – Improve connectivity options, efficiency and sustainability**

The economic performance of the Borough is closely linked to the ease of access and transport links connecting Cheshire East to the wider region, national centres and the global economy via international hubs. The quality and availability of the transport network connecting places and people and providing access to markets, services, education, employment and leisure is therefore of great significance to productivity.

Good connectivity will help us to increase productivity and improve access to centres of employment. It can improve access to markets, increasing the pool of workers available to work in higher productivity urban locations and connect our employment sites both around the borough and with our neighbours. The integration of different transport modes has the ability to increase efficiency and sustainability. A lack of integration between transport services results in significant increases in journey time and thus discourages greater use of bus and rail services. Connectivity also needs to take account of alternative modes of 'active' travel including walking and cycling.

In a recent business survey the most commonly cited disadvantage of being located in Cheshire East was traffic congestion (14%) followed by inadequate broadband coverage (7%) and dissatisfaction with broadband coverage is more prevalent in rural areas (20% as opposed to 7% in urban areas).<sup>5</sup> There is therefore a need to invest in transport services, infrastructure and maintenance; the transport network must get people and goods to where they need to be efficiently and sustainably and we need to find solutions to create and improve digital infrastructure across the whole Borough.

**Manchester Airport** - Manchester Airport sits on the northern border of the borough with parts located within the Borough. Cheshire East therefore benefits from close access to the worldwide air services that it offers. Passenger numbers continue to grow with more than 28.2 million passing through in 2018 as the airport celebrated its 80th birthday, progressed work on a £1bn transformation and added further long-haul connectivity with routes to Seattle, Mumbai and Addis Ababa. Cheshire East Council will continue to look to maximise the access to the airport for our residents and businesses by road and rail and work with Manchester Airport and Greater Manchester to support growth for Cheshire East as the airport undertakes its investment programme. However, whilst this growth provides opportunities for businesses and visitors, this should be balanced with environmental considerations.

**SEMMS** - 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 Airport City, Northern Powerhouse Rail/HS3 and the Greater Manchester Spatial Framework and will also have an impact on the sub-region promoting further growth. 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.

**Carbon management** – The biggest contributor to climate change and air pollution within Cheshire East is road transport. Macclesfield, Knutsford and Wilmslow have the highest emissions from road transport in the borough. This is indicative of a very car dominated area and low public transport use relative to other areas; 43% of households in Cheshire East have 2 or more cars against a UK average of 32%. This will be increasingly important considering an expected 16% growth in population over the Local Plan period (2010-30). Although significant activity to decarbonise will be led nationally, we have a role to play in aiming to minimise the carbon intensity of our growth ambitions.

**Digital connectivity** - Digital connectivity can have an impact upon business productivity, opportunities to trade, choices of where people live and social mobility. Since 2010, Cheshire East has led the Connecting Cheshire programme to deliver broadband infrastructure to the sub-region, addressing the many areas that were not priority – or commercial – to operators. This has helped us achieve 95% superfast broadband coverage (with speeds >24mbps), with take-up rates being in the top ten nationally, due to delivery of awareness campaigns and appropriate digital skills training. However, with increasing technological advances and demand for more data there is growing demand for gigabit (full fibre) capability where the UK has low coverage compared to other EU countries. A new government target to achieve 100% full fibre ultrafast technology (with speeds >1000mbps) by 2033 has already been set, and this reflects government's view that digital connectivity and the infrastructure necessary to make it happen is central to the future of the UK economy. Cheshire East's current full fibre coverage position is 3.4%. The new broadband target illustrates the pace of change we can expect from the telecoms sector over the

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<sup>5</sup> Cheshire Business Survey 2017

coming years, and it's a similar picture with mobile communications. A report by Rural England has found that a third of rural households are unable to make a mobile phone call indoors and more than half unable to access 4G mobile networks. Government's target of 5G for the majority of the population by 2027 seems ambitious to those in such areas, and again presents the risk that our remote localities will get left behind. Whilst government's Future Telecoms Infrastructure Review also anticipates a more converged telecoms sector with fixed fibre networks and 5G being complementary, certainly in rural areas, 5G is not likely to be a rural alternative and innovative solutions will be necessary. Government will be promoting competition and commercial investment from the telecoms market where possible, and Cheshire could play a more proactive role to facilitate deployment locally. Government acknowledges there will be geographic pockets that will remain uncommercial to operators, and with the current broadband infrastructure project in Cheshire having ended (in June 2019), this is true across Cheshire. To tackle connectivity 'not-spots', government has announced a new "Rural Gigabit Connectivity" programme which will continue investing in digital infrastructure to targeted public buildings in the immediate term, making surrounding areas commercial to operators, and then immediately adjacent areas viable to residents and business with subsidisation from a government voucher scheme. This intervention is very localised and piecemeal and local coordination would maximise its impact, as would another local infrastructure programme which could pilot and accelerate further interventions ahead of government's wider 'outside-in' solution for the most remote areas.

***ACTION: Delivery of the Strategic Infrastructure Programme.***

***ACTION: Effective Management of the Highway Network.***

***ACTION: Promoting and supporting Rural and Public Transport.***

***ACTION: Delivery of active travel plans through the cycling strategy, rights of way improvement plan and management of the related networks.***

***ACTION: Promoting sustainable transport options through the energy efficiency, clean growth innovation, adoption of cleaner smarter technologies and encouraging active travel e.g. Electric Vehicle Charging Points, provision for cycling.***

***ACTION: Develop bids /proposals to support Rural and Digital Connectivity and provide digital infrastructure investment to meet the needs of residents and businesses considering fixed line and wired technologies.***

***ACTION: Consider strategies to encourage commercial operators to promote innovative solutions including the use of mixed mobile and fixed technologies that will better serve rural communities, including defining a more pro-active digital champion role for the authority and at a sub-regional level.***

***ACTION: Support government's rural connectivity programme, identifying areas needing intervention to inform future delivery plans.***

***ACTION: Develop bids/proposals for accelerated infrastructure investment to those areas at-risk of being left behind in terms of digital connectivity, and for funds to provide the practical support residents and businesses need to maximise their digitalisation potential.***

## 7. PRIORITY THEME 3 - *'The Place to work and learn'*

Education and skills are key to growth and increasing productivity. Successful local economies need well-functioning local labour markets that are able to effectively match the skills of the local population with the labour requirements of local employers. Stronger alignment of the demand for, and supply of, skills in an area enables businesses to more easily access the talent required to grow while simultaneously enabling more local people to share in the benefits of growth via jobs and wages. Cheshire East has a strong knowledge based economy, which is expected to expand providing the conditions for growth and talent pipeline exist. This growth will be accelerated by the recently secured Enterprise Zone for the Cheshire Science Corridor and the wider economic benefits of the HS2 hub station in Crewe. However, there are some significant challenges relating to skills and employment which threaten to undermine the sub-region's growth ambitions.

One key challenge in Cheshire East relates to skills in our population. Recent analysis<sup>6</sup> reports that; a declining workforce and aging population; skills mis-matches with replacement demand; significant commuting flows both in and out of the Borough; health related worklessness; and low pay progression; are all contributing to reduced productivity. Whilst our population is highly qualified, with over 45% holding a level 4 or above qualification, there are parts of the Borough where qualification levels are much lower.<sup>7</sup> Addressing these challenges is of paramount importance if we are to support our businesses to grow and achieve our ambitious economic target to double the economy.

### **Strategic Objective 6 – Support residents to improve their skills levels**

Supporting residents to improve their skill levels can increase their job prospects and wage levels. There are clear concentrations of worklessness linking to low skills. The most deep rooted labour market challenges occur in the urban areas of Crewe and Macclesfield where some Lower Layer Super Output Areas (LSOAs) have over 30% of the working age population claiming out of work benefits. People living in these areas often face multiple barriers to accessing and sustaining employment which not only include a requirement for skills but also relate to health issues, disability, lack of affordable housing, transport, childcare provision or other care responsibilities. There is a need to more effectively align skills provision targeted at this cohort with local employment opportunities. It has been estimated that improving productivity and pay progression is likely to deliver a fiscal benefit of £2.89 for every £1 spent on it and moving from ESA (employment and support allowance, the benefit which has replaced incapacity benefit) to employment represents a saving of £12,568.

**Health related worklessness** - Unemployment has negative impacts on physical and mental health and being unemployed with a health problem carries a cost for both the individual and society. The Government's Green Paper on Health and Work focuses on support for severely disadvantaged groups to find/return to work. Having any sort of health issue or disability is a barrier to employment, but some have greater impact than others;

<sup>6</sup> Cheshire and Warrington SEP refresh March 2018

<sup>7</sup> Data from the 2011 census

Individuals with disabilities are less likely to be employed than those with a health condition, but people with mental health issues, and particularly those severe enough to be in secondary care, have the lowest rates of employment. A successful approach to health related worklessness will need to provide services that meet the needs of a range of individuals and needs. It will also need to work with employers to improve opportunities for work.

**Low pay progression** - Improving progression from low pay will mean either helping people to leave problem sectors or helping firms in those sectors to shift onto a higher value strategy. A sub-regional programme of activity has been developed to tackle the issues of worklessness and low pay progression, the Cheshire and Warrington Public Sector Transformation Programme. There is a huge amount of positive work happening across the sub-region and this approach focuses on collaboration, integration and efficiency to add value. Over £1m of innovation funding has already been secured for the area and further bids for supported employment provision are in process.

**Young people** – It is important for young people to have the opportunity to develop skills and pathways into work that showcase talent, creativity and potential and the value of supporting young people to develop practical skills and creative thinking has been recognised. Higher volumes of high quality degree level vocational activity should be delivered through local further education providers, including the development of infrastructure to deliver degree level apprenticeships. The 2018 Cheshire East annual 'YourSay' survey was completed by circa 800 young people aged 14-24, and the survey reported that 44% of young people did not receive sufficient information about apprenticeships and 61% did not receive sufficient information about the local labour market.

**Apprenticeship growth** – Cheshire East performs relatively well in terms of the number of apprentice starts in the area but the Government has set a high growth target of 3 million which is indicative of higher growth. There were nearly 7,000 apprentices in Cheshire East in 17/18, with almost half being new starts in that year. The four largest participation levels were in; Business, Administration and Law (24%); Health, Public Services and Care (24%); Retail and Commercial Enterprise (16%); and Engineering and Manufacturing Technologies (15%). Nationally, overall starts have declined between 16/17 and 17/18 by -24% and regionally by -27%, and although this is reflected in Cheshire East our overall starts decline is only -20%. The Apprenticeship Levy was introduced to encourage businesses to participate in apprenticeship programmes but the circa 150 levy paying businesses based in Cheshire East need to be supported to maximise spend and impact on their skills levels of their workforce. Levy paying employers can also now transfer up to 25% of their levy to non levy businesses to further support apprenticeship growth and opportunities.

**T-Levels** – T-Levels are new two-year level 3 technical programmes that will sit alongside apprenticeships and A Levels within a reformed skills training system, primarily aimed at 16-18 learners. The introduction of T-Levels aims to streamline technical education and focus on developing skills that sit within 15 industry routes. The first T-Levels will be introduced in September 2020 with full roll-out intended by September 2024. Currently, no Cheshire East schools or colleges are registered to be part of the first wave of T-Levels, one of the challenges being the requirement for extended placements.

**STEM skills** - The supply of STEM (science, technology, engineering and maths) and ICT skills are critical to the success of our key sectors and strategic initiatives e.g. the Science Corridor and HS2. Increasing the volume of STEM skills and transferable creative and digital skills secured by young people will have a positive impact on productivity levels and help to underpin the wider economy. In Cheshire East between 2016/17 and 2017/18, there was a decrease in apprenticeships of 2% in STEM subjects. However, whereas Engineering reported a drop of 15%, in contrast ICT grew by 38%.

**Graduate retention** - Of the 5,000 Cheshire and Warrington young people who secure University places each year, only a small proportion return to Cheshire east following their graduation. An attractive high quality Higher Education provision linked to local employment opportunities is paramount to strengthening our ability to attract and retain graduates and young professionals, including provision of degree and higher level apprenticeships and a stronger virtual higher education offer across the Borough.

***ACTION: Continue to drive forward the Public Sector Transformation Programme of activity to address the issues of worklessness and low pay progression across the Borough.***

***ACTION: Build local skills provision, career inspiration, work experience and apprenticeships into planning and procurement policies to ensure that investment in housing, commercial development and infrastructure is accompanied by funded employment and skills plans e.g. through Section 106 or Community Infrastructure Levy (CIL) within the planning process.***

***ACTION: Develop a programme of graduate placements, work experience and Apprenticeships for Cheshire East Council.***

***ACTION: Continue to support skills and education through libraries and culture provision and Life Long Learning.***

## **Strategic Objective 7 - Ensure education provision meets employer demand**

Our businesses continue to report they cannot source the skills that they need and that the skills system could be more responsive to these needs, particularly in terms of wider employability skills which currently sit outside mainstream funded provision. To support our businesses to thrive they require a strong and sustainable pipeline of talent, which responds to existing and future skills demands. We must ensure that young people, their parents and teachers fully understand the labour market opportunities available to them, and make education and training choices which provide the best opportunity to secure a sustainable and fulfilling career.

To fulfil our growth ambitions, the existing workforce is estimated to need to increase by 25% which will have a corresponding requirement for an increase in further education capacity by 25%, or at least have the capacity to grow to this level. Stronger alignment of the demand for and supply of, skills in an area enables businesses to more easily access the talent required to grow while simultaneously enabling more local people to share in the benefits of growth via jobs and wages.

**Skills gaps** - In Cheshire East whilst 45% of our residents are educated to degree level, there is a recognised mismatch between the skills and education demanded by young people and adults and the skills and education needs of employers. In a recent business survey, 45% of businesses experienced recruitment difficulties and 83% cited skills as an issue. A significant proportion of employers require digital and Science, Technology, Engineering and Maths or “STEM” skills yet we have relatively small numbers of people studying these subjects or taking up apprenticeships in these areas. This is of major concern as it is the employers in these particular sectors which tend to support the higher value jobs and are expected to experience high growth in the future and increase productivity.



**Importing labour** – Data from the last two Censuses shows that Cheshire East has shifted from being a net exporter of labour to an overall net importer. The most recent (2011) Census shows a net inflow of 25-34 year-olds which when coupled with a decrease in 25 to 34-year olds as a proportion of total population within Cheshire East, suggests that workers in this age range are not living within the Borough. However, there is some outflow of workers within this age implying that skills gaps are also an issue for this age range.

**Careers information** - Key to addressing this mismatch will be improving the quality of and access to education provision and putting employers at the forefront of inspiring and informing young people about new technologies and career opportunities so that they demand the appropriate training and education from providers. There is concern across the Borough that the quality of work experience and careers education, information, advice and guidance (CEIAG) is variable and is not always aligned to local labour market opportunities, career pathways and apprenticeships. Only by integrating the relationship between schools and local businesses will young people, parents/carers and teachers be truly aware of the variety and quality of careers opportunities available to young people in the Borough.

**Enterprise Adviser Network (EAN)** – Operated and part funded by the national Careers & Enterprise Company, the Cheshire East network was established in 2017 and connects secondary schools and colleges with employers and careers programme providers and supports them to work together to provide young people with effective and high quality encounters with the world of work. The Cheshire East Enterprise Coordinator supports a group of senior business volunteers, (Enterprise Advisers), who are matched with a school or college in the network. The EAN supports schools and colleges to meet the new Gatsby Benchmark framework of 8 guidelines that define the best careers provision underpinned by local employer encounters.

**Providers** – Whilst encouraging young people to take up careers suited to our employers' needs it is equally important to support providers in understanding the skills requirements across key sectors and collaborating effectively with employers to co design provision and projects accordingly. Local labour market information is now a feature of the new Ofsted Framework.

**Sectors** – Replacement demand from an ageing population is expected to be one of the main drivers of future labour requirements at circa 90,000 jobs by 2025, therefore it is important to increase the attractiveness and visibility of those sectors with an ageing demographic. This is a particular challenge for the following sectors; manufacturing, public administration, education and health and transport and communication. Work to support this is ongoing with the development of sectoral employer skills groups such as the Transport Infrastructure Board (rail, engineering and construction) and the establishment of the Crewe Engineering and Design University Technical College supporting the advanced manufacturing sector. Further opportunities to develop new quality higher education offers linked to the needs of our key sectors include developing a Sector Deal for Cheshire for one or more of our high growth sectors such as Life Sciences or Visitor Economy for example and creating a Virtual Institute of Technology network to address the skills needs of local businesses.

**Sub-Regional Programmes** – The Cheshire and Warrington LEP is leading on a number of projects to address skills issues across the sub-region. The Virtual Institute of Technology is using £14 million from the European Social Fund (ESF) to develop and deliver training packages bespoke to employers needs across C&W based on Science, Technology, Engineering and Maths (STEM) skills. £100,000 of funding has been identified from New Horizons and the Government's Careers and Enterprise Company to extend the existing capacity in Cheshire East with an additional team of Enterprise Co-ordinators working with

secondary schools across the sub-region, and the Local Growth Fund has allocated £5 million to invest in capital equipment to support STEM related skills development.

**Skills Advisory Panel** - Skills Advisory Panels are being set up by the Government to help LEPs in understanding the current and future skills needs and labour market challenges for their areas locally. Government guidance suggests that Skills Advisory Panels will be local partnerships aiming to strengthen the link between public and private sector employers, local authorities, colleges and universities and that local authorities should be included in the panel. In Cheshire and Warrington the existing Education and Skills Board will transition into a SAP and the LEP is currently reviewing and amending the structures, membership and powers to align to Government's SAP remit.

**The Pledge Partnership** – This model was developed here in Cheshire East through a local partnership and is now to be rolled out across the sub-region through a £1.1 million European Social Fund (ESF) project. The initiative supports young people in identifying and working towards their career ambitions and meeting local skills needs.

***ACTION: Work in close partnership with the LEP and other partners and providers on the development of skills strategy and programmes to ensure that the skills needs and priorities of Cheshire East employers and residents are recognised, acknowledged and supported.***

***ACTION: Ensure that Cheshire East is represented on the Board of the sub-regional Skills Advisory Panel to influence local skills strategy, activity and investment planning and operation.***

***ACTION: Support the LEP to develop a Local Digital Skills Partnership to bring together public, private and charity sector organisations to boost skills for a world-leading, inclusive digital economy, and to guarantee Cheshire East has appropriate representation on the Board to ensure our priorities are reflected and addressed.***

***ACTION: Work alongside the sub-regional Skills and Pledge team in order to enhance the careers service support to schools.***

## 8. PRIORITY THEME 4 - *‘The Place to invest’*

With a great location at the heart of the UK, outstanding connectivity and high quality living and working environments, it is no surprise that Cheshire East is a favoured location for many businesses. Companies that have already chosen to make their here include Bentley Motors Ltd, Astra Zeneca, Siemens, the Square Kilometre Array Organisation, Barclays Technology Centre and The Waters Corporation; their presence underpins key sectors.

The economic base in the Borough is diverse; principal contributions to GVA are production activities such as advanced manufacturing including automotive (4,000 jobs) and pharmaceuticals (3,000 jobs) and software development (1,250 jobs). Our business density is high compared to the UK, North West and our neighbouring authorities with 20,230 businesses within the Borough. More businesses are being created than closing and the number of jobs created continues to rise.

The following ‘growth sectors’ are the key economic areas where the evidence shows particular economic strengths in Cheshire East (in terms of employment size, level of specialisation or business presence), or areas with clear potential for future growth.

**Life Science and Pharma Sector** - Cheshire East has particular strengths in advanced scientific research and in pharmaceuticals R&D and manufacturing. AstraZeneca, Recipharm (formerly Sanofi), Waters Corporation and the BioHub at Alderley Park, are some examples of important businesses in these sectors. Cheshire East hosts an estimated 20.0% of the region’s and 1.6% of the UK’s scientific R&D jobs which account for 1.0% (2,000) of the Borough’s jobs; an employment share which is 2.5 times higher than the sector’s share in Great Britain as a whole (0.4%). The pharmaceutical production sector is even stronger hosting an estimated 37.5% of the region’s and 7.7% of the UK’s jobs, an employment share (1.5%) which is 15 times higher than the sector’s share in Great Britain as a whole (0.1%). CRO (Contract Research Organisations) are an integral part of the pharmaceutical, biotechnology and medical device industries. These independent research businesses are a key growth area and Cheshire East is home to 25 including Cyprotex, the world’s largest CRO specialising in ADME Tox and bioscience services, with its headquarters in Macclesfield and labs at the Alderley Park BioHub.

**Advanced Manufacturing** – Manufacturing continues to be an important sector to Cheshire East supporting around 23,000 jobs within the Borough with nationally significant contributions of activity particularly in the automotive sector and its supply chain. Manufacturing growth is clearly demonstrated by Bentley Motors’ growth programme and growth of an advanced manufacturing cluster including Autoliv, Siemens, Oliver Valves & BAE Systems. Instrumentation is another growing niche sub-sector. Digital technologies such as additive manufacturing, data analytics, ‘the internet of things’ (the extension of internet connectivity into physical devices and everyday objects), augmented and virtual reality are transforming manufacturing operations and improving productivity and there is growth potential in the application of these technologies within small and medium sized businesses.

**Creative & Digital** – Whilst Cheshire East has well established strengths in areas such as life sciences and manufacturing, one of the fastest growing sectors is creative and digital industries. At the heart of the North’s creative cluster, the Borough is home to over 2,000 companies employing around 7,500 people and generating a turnover in excess of £500 million a year. There are an estimated 1,250 jobs in software development with specialisms in gaming particularly. Although most are small businesses, there are a number of leading firms including Warner Bros owned TT Fusion makers of Lego Games in Wilmslow; Cloud

Imperium Games in Wilmslow; ThinkPositive's European Design Centre in Bollington; and McCann in Prestbury, the largest advertising agency outside London. It's viewed by the council as a key sector in terms of supporting growth and prosperity across the whole of its patch, particularly for rural areas. The Creative & Digital sector is also increasingly important to support other areas of the economy, including advanced manufacturing, life sciences and research, and financial technology or 'Fintech'. There is a particular strength in Medical Communications Agencies including; Ashfield Healthcare, McCann Health, Adelphi Group, Fishawack Group, Healthcare21 and Prime Global for example; and Cheshire East has significant financial technology companies such as Barclays Global Technology Centre in Knutsford, Fujitsu, Assurant, Royal London, Atos Origin and rapidly expanding Radius Payments Solutions, Quintessential Finance Group and Mobica employing around 5,000 skilled staff. The Creative and Digital sector is clearly growing but could be further enhanced through the development of wider networks, support systems and skills that provide the 'creative ecology' needed.

**Agri-tech** – The productivity of traditional sectors in food and agriculture has been transformed by technology through agri-tech initiatives and food chain innovations. Cheshire East has a strong agri-food sector, employing 7,500 workers (4% of all jobs in the Borough). Roughly two-thirds of these jobs are in agricultural activities which have a high level of specialisation and a share of employment that is 1.7 times higher than Great Britain. Moreover, the sector is growing in Cheshire East, contradicting the negative national growth trend. Manufacture of food is less specialised, but still above national average and employs 2,500 jobs indicating the presence of local supply chains in the broader agri-food industry. There are opportunities for growth in these activities, for instance developing automation and agri-tech (to increase productivity) or exploring synergies with the visitor economy recognised by engagement with the Agri-Tech West Alliance. The sector is also important for the preservation of landscape and the natural environment, to sustain the rural economy and to maintain the local identity of the place.

**Transport and Logistics** – Transport and Logistics is a large sector in Cheshire East, employing around 9,000 workers. Warehousing and road transport of freight are the two largest sectors, employing 3,000 to 4,000 jobs each and with high levels of specialisation. The employment share in the road transport of freight sector is about twice the Great Britain average. Transport of freight by rail is smaller in employment but is a sector of great concentration in Cheshire East. Transport and Logistics is a strategic sector for Cheshire East, given its geographical location (proximity to Greater Manchester and gateway to the Midlands), the forthcoming HS2 hub station in Crewe, and the future economic potential of this sector in growing higher value and skilled jobs related to automation and digital solutions. There might be further opportunities from HS2 related to engineering and construction, with the Borough already being home to major employers including Atkins, AECOM, Arup, CH2M Hill, Mott MacDonald, Bombardier, Unipart Rail Keltbray, Virgin Rail.

**Visitor Economy** – The visitor economy sectors<sup>8</sup> employ a very large number of workers (just under 20,000) which represents 10% of total employment in Cheshire East, making it an important area of activity. More than half of jobs in the visitor economy sectors are concentrated in food and beverage service activities (which includes pubs, restaurants, cafes, etc.). However, the most specialised sector is accommodation, which has also a high concentration of jobs (4,000). Both these sectors experienced significant job growth over the past 5 years. This means that, despite not being yet a clear area of strength in the Borough, there is potential to continue to grow the local visitor economy. This is also a strategically

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<sup>8</sup> Visitor economy is defined as a broad sector including accommodation (e.g. hotels), food and beverage services (e.g. bars and restaurants) and activities related to tourism and leisure (e.g. sports and recreation activities, travel agencies, etc).

important sector for its potential to contribute to the sustainability of the rural economy and to generate positive economic effects on place marketing and promoting inward investment.

**Clean Growth/Low Carbon** - The UK Industrial Strategy predicts that the clean growth/low carbon economy is estimated to grow by 11 per cent per year through to 2030 (four times faster than the rest of the economy) and could deliver between £60 billion and £170 billion of export sales of goods and services by 2030. The sector in Cheshire East is sizable with over 5,000 employees and £0.5bn in sales as far back as 2011. The Council will support the further development of this sector, working with the Local Enterprise Partnership to deliver the Energy Strategy and clean growth aspects of the Local Industrial Strategy, supporting innovation by all businesses, promoting energy and climate resilience, and accelerating market development of energy and low carbon technologies such as heat and power networks and smart technologies. This will help to realise an ambition to create a competitive and sustainable economy while reducing rather than increasing overall carbon emissions.

## **Strategic Objective 8 – Strengthen business support, particularly for the growth sectors**

Business support is an important mechanism to boost productivity and business resilience by providing companies (particularly SMEs) with the funding and expertise they need to improve efficiency and business practices, adopt automation and digital solutions, innovate and develop new products for higher-value markets, develop the appropriate skills and adjust to a higher-value and higher-pay economy. It is also increasingly relevant in the context of Exit from the EU, with companies requiring adequate support to address new administrative challenges and costs, particularly for small companies highly exposed to trade and EU workforce.

Funded business support across the UK remains limited and whilst information is still available on line through a range websites and some basic triage services, feedback from the business community tells us that they experience confusion and difficulty in accessing appropriate and most importantly impartial business support solutions so that only a small proportion of businesses, particularly from the SME community, have accessed any type of business support.

Support should not just cover advice and access to finance. The 2017 Cheshire Business Survey found that 16% of our businesses are likely to relocate within the next 5 years and 50% of those are looking for larger premises. The lack of premises and good quality sites is an issue not only for inward investors but for our indigenous medium sized high growth companies that are looking to grow. This is particularly prevalent in the North of the Borough where there is competition from our neighbouring authorities.

**Top 100 Strategic Investors** - Cheshire East's successful economic performance is due, in large part, to the presence of several very large, high GVA producing businesses. These 'strategic investors' need high quality 'account management' to ensure risk of disinvestment is reduced and new investment propositions are supported and we continue to develop the capability to provide high quality account management to our strategic investors.

**High Growth SMEs** – Smaller companies are statistically less likely to engage with support programmes and can be focussed on survival rather than development. Over 99.7% of our businesses are classified as small to medium sized enterprises; they are the backbone of our economy and a significant number have the potential for high growth. We continue to develop targeted support to boost business investment and productivity of the borough's high growth potential SMEs.

**Target Sectors** - Whilst a broad approach to business growth and support is needed for all SMEs, research and intelligence suggests that targeted support at growth sectors is more likely to generate increased Gross Value Added and productivity. We have defined the 'growth sectors' for Cheshire East in terms of employment size, level of specialisation or business presence.

**ACTION:** *To work with business-facing organisations such as The Cheshire & Warrington Business Growth Hub and Chambers of Commerce to provide a range of business support services and continue to develop the capability to engage and account manage our key companies and high growth SME's.*

**ACTION:** *Provide appropriate support and advice to help local businesses to prepare for EU Exit; to include help with access to finance for the administrative costs of implementing new trade arrangements, compliance with new standards and regulations and other potential new legal requirements, legal advice and support administrative costs of recruiting new EU citizens and reviewing the legal status of their current workers.*

**ACTION:** *Continue to develop the legacy of the SHIFT programme (a pilot digital innovation and creative thinking initiative from 2016-18), by working with others to develop flexible work space and maker spaces in Macclesfield and Crewe to support the sector, promoting the sector to further raise the profile of Cheshire East as a creative and digital hub and further develop skills through identifying Digital Ambassadors.*

**ACTION:** *Develop a programme to support productivity improvements in the Cheshire East growth sectors which have traditionally lower productivity levels (Agri-food, Visitor economy and Transport & logistics). This should include support for businesses (mainly SMEs) to access expert advice and appropriate funds to become more productive so they are prepared to adjust to economic change and to contribute to a higher-value and higher-pay economy.*

## **Strategic Objective 9 – Deliver and grow the Cheshire East Science Corridor**

The North West region has one of the strongest science and technology clusters in the UK and complementing the 'golden triangle' of Oxford, Cambridge and London is a Northern hub centred around the Cheshire Science Corridor. Cheshire East sits at the heart of it with some of the most significant science and innovation assets in the world. Collectively these assets form the North East Cheshire Science Corridor which with other science hubs across the sub-region forms the strategic priority of the Cheshire Science Corridor.

The Greater Manchester and Cheshire Life Sciences Fund is a seed and early stage venture capital fund investing in a range of life science businesses across all stages of development, from initial market research and concept development through to product/services launch and manufacturing. The £42m fund has been created by the Council in partnership with the Greater Manchester Combined Authority, Cheshire and Warrington LEP, and Manchester Science Partnerships. The Fund Manager, Catapult Ventures, has ambitions to increase the size of the fund to c.£60m through further private sector investment, creating one of the UK's largest early stage life science funds.

The Science Corridor area benefits from Enterprise Zone status which enables businesses relocating to or expanding within the Science Corridor to apply for business rates discounts. Forward fund investment based on future business rate income is possible through an Enterprise Zone Rate Reinvestment Fund which is currently supporting the development of 147,000m<sup>2</sup> of new office space to deliver an additional £1.2 million in business rates, 1,200 new jobs and a £120m GVA uplift per annum.

**Jodrell Bank Centre for Astrophysics** - The Jodrell Bank Observatory hosts a number of radio telescopes, and is part of the Jodrell Bank Centre for Astrophysics at the University of Manchester. It has been chosen to host the permanent headquarters for the world's largest network of radio telescopes, an observatory that aims to delve deep into the early history of the universe; the 'Square Kilometre Array' or SKA project to deliver an additional 200 jobs on site. Rather than employing one enormous dish, the SKA will draw on more than one hundred thousand dishes and antennae spread across Africa and Australia to create a collecting area of one square kilometre. The site is an important piece of our national heritage with many of the structures protected by Historic England as Grade I or II listed building and is currently the UK's nominee for UNESCO World Heritage Site status. The First Light Project at Jodrell bank is a £22.5m project supported by the Heritage Lottery Fund. It will deliver a new visitor facility formalising Jodrell Bank's arts programme and bringing together the arts, digital technology, science heritage and culture. It is estimated to be able to attract an additional 127,000 visitors per year initially rising to 350,000 to 400,000 within the first 3 to 5 years.

**Alderley Park** - As a major strategic employment site within Cheshire East, Alderley Park is of paramount importance to the local economy and plays a pivotal role in the wider North West science ecosystem. As part of the Cheshire Science Corridor Enterprise Zone it benefits from the opportunities associated to this status. The former AstraZeneca site was acquired by Manchester Science Parks in 2014 who have implemented a major redevelopment programme to repurpose existing buildings to make them suitable for multi-occupancy and invest in the improvement of key assets to retain the site's world class R&D capabilities. It is anticipated that this investment will secure 7000 jobs on the site. AstraZeneca will continue to retain around 500 staff on the site. Bruntwood and Legal & General Capital are investing £360m of capital, property and intellectual assets to establish a landmark 50:50 partnership to create a new company, Bruntwood SciTech. This will be the UK's largest property platform dedicated to driving science and technology growth in regional cities with a business plan designed to support the creation of more than 20,000 high-value jobs and Alderley Park is one of sites in the joint venture.

**BioHub** - At the heart of the site is the BioHub incubator which provides high quality lab and office incubation space to life science SMEs and is operated by BioCity, the UK's largest life science incubation business. Since its launch in 2013, the BioHub has become home to over 120 companies employing over 400 people. The key to success of these businesses is the support services provided including providing specialist workspace for growing life science companies, including access to high-end equipment, shared services and training, as well as business advice through its expert network. A new £5m Medicine Technologies Catapult Centre has been established to bring together business with researchers with the aim of helping start-ups bring ideas to market. Location of the AMR (anti-microbial resistance) Centre of Excellence at Alderley Park with an initial £4m investment is part of the global campaign to develop new drugs and antibiotics, discover more effective treatments and anti-infectives and develop new public policy and clinical practice.

**Macclesfield Science Opportunity Zone** - AstraZeneca currently occupies 100 acres at the Hurdsfield Industrial Estate on the eastern side of Macclesfield, as their second largest global manufacturing operation. 2,500 people are currently employed in activities including pharmaceutical development, manufacturing and packaging of tablets, syringes and other

products, and ICT; with a further 500 R&D staff due to relocate from Alderley Park. The site's significance in terms of high value employment and productivity makes it of both local and national importance. The company is currently investing £120m in high-technology manufacturing at the site, securing the future of a unique capability in aseptic manufacture. The site is the home of the \$1bn oncology product, Zoladex, which is supplied to all markets. Products from the site are distributed to 130 global markets and are estimated to account for 1% of the UK's exports.

**New Technologies** - The Government's Industrial Strategy positively encourages the development of business-led institutions around local expertise, to building on existing clusters where they exist and creating new ones where they are needed. This move to bring sectors and places together would see these institutions located where there are specific sector strengths; building up local trade bodies, creating new educational institutions, making it easier for businesses to access finance and getting a stronger business voice in local government. One of the Grand challenges sets out the opportunity for the use of Artificial Intelligence or AI to support improvements in productivity. Smart technologies to analyse great quantities of data quickly and with higher degree of accuracy are set to transform the prevention, early diagnosis and treatment of chronic diseases by 2030 and there is a whole new industry around AI in healthcare and medical research creating high value skilled science jobs.

***ACTION: Cheshire East Council will continue to work closely with the key businesses, institutions and sites of the Cheshire Science Corridor to understand their needs and challenges and provide administrative and political support as required, to ensure the continuous growth and prosperity of the Corridor, which is a strategic asset for the Borough.***

***ACTION: Aim to progress opportunities to develop and establish small business clusters and joint manufacturing facilities for smaller companies.***

## **Strategic Objective 10 – Develop a clear Place Marketing Approach and Inward Investment plan**

Cheshire East continues to demonstrate its appeal not only to local enterprises but to nationally recognised occupiers who have chosen to invest in the area by establishing themselves here as part of long-term plans. Investment deals in Cheshire East were consistently high in 2018 in terms of total spend (£69.73 million) and space exchanged (81,269 m<sup>2</sup>) which, aside from 2017, is the largest total on record since 2010. The retail sector accounted for most of the deals but industrial deals produced the most significant value (£37.39 million and 82% of all investment). The office market is buoyant across the borough with the highest number of deals taking place in the north of the Borough dominated by Alderley Park. Rents are strong reflecting the demand for inward investment and business growth in Cheshire East and the low supply of land and premises, particularly of higher quality based on these levels of take up. High profile developments include:

- ❖ Re development and major investment by Alderley Park Limited led by Bruntwood Scitech is set to provide 38,000 m<sup>2</sup> of laboratories, offices and light manufacturing space; 1,500 m<sup>2</sup> of retail space, with a café, pub, restaurant, crèche facilities; up to 275 new homes and a 100-bed hotel, amongst other high quality facilities which are intended to contribute £245 million of the economy annually.



- ❖ Luxury car manufacturer Bentley, based in Crewe, has produced a masterplan for the long-term development of its headquarters, with £40m investment in a 46,500 m<sup>2</sup> campus expansion, creating a world-class hub of design and engineering.
- ❖ Work commenced on the £16.5m Jodrell Bank extension in 2016 as part of plans to create a global headquarters for the Square Kilometre Array multi-radio telescope project. Plans have been approved to construct a single-storey research and administration building which will be able to hold up to 135 staff.

The Visitor Economy in Cheshire East already provides nearly £1 billion per year economic impact from visitors and plays an important role in raising the profile and attracting inward investment and new residents. Together with a strong narrative for the Borough and its different places, highlighting their distinct characteristics and capitalising on the good quality of life and connectivity to urban areas, this will be key to ensure the Cheshire East is open for business and attractive to new companies and residents.

**Ideally Positioned** - The borough's location and connectivity is one of its unique selling points. It looks outwards to Manchester, Northern Powerhouse, Midlands Engine, and London. We are fortunate to have strong international connectivity through Manchester Airport, which borders the borough. But a difficulty for Cheshire East is that, unlike a city, it is not a single place: it is a 'place of places' set within a wider geography. It has a number of propositions, some of which are set in a context with other places outside the Borough and we are in competition. This makes it particularly important to develop a clear vision and a strong strategy for place marketing and inward investment to raise the profile of Cheshire East and its distinctive attributes.

**Place Marketing** - We are developing a refreshed place marketing offer including a strategic approach to events and branding, building on the place's national and international gateway and recognising that propositions will need to be based on individual places or sector-specific opportunities. As Cheshire East is a 'place of places', marketing will need to draw out the strengths, opportunities and character of each place, the stories and personality relevant to their future or to particular audiences. This will include a clear and deliberate strategy to attract investment, visitors and businesses to the area and align our place-making strategies for regeneration and for rural areas with a successful proposition.

**Cultural Offer** – This is an important piece of place marketing. It is one of the elements that helps makes a place distinctive. Along with the environment of Cheshire East it helps provide an answer to the question, "Why should I invest in this place over another?" A strong cultural offer can attract high-skilled workers and retains graduates, this being a significant pull factor in the location decisions of businesses and particularly creative businesses. We will therefore develop and promote our cultural offer for both residents and local businesses. We will develop our cultural offer for both residents and local businesses and to attract more inward investors, particularly those with higher value jobs. There is a need to revitalise some of our urban areas and to support and develop our rural areas.

**Target Markets** - Place Marketing will be an important part of our strategy to attract and retain businesses, target age range and skills sets that we need to fulfil our ambitions for growth. The promotion of any proposition has to be followed through by ability to follow-up enquiries and engage with business along with having deliverable, tangible product: the development sites, serviced facilities, connectivity, skills, business engagement, lifestyles and qualities that are in demand. We will work with existing investors addressing indigenous growth, particularly SMEs, through facilitation and business engagement as well as communicating a competitive proposition for Cheshire East, providing marketing collateral to identify opportunities and equip businesses and other organisations to help articulate and promote the proposition.

***ACTION: Cheshire East to develop its free service that enables businesses to access information on commercial sites and independent advice and information to help organisations make considered choices on where they relocate.***

***ACTION: Continue to deliver a programme of promotional activity for key investment opportunities and employment sites to encourage and secure new investment from businesses looking to relocate.***

***ACTION: Develop a clear narrative about the benefits of Cheshire East as a destination for inward investment and the strengths of our key sectors and places.***

***ACTION: Develop a strategy for the acquisition/development of land for commercial employment uses to meet the needs of both inward and indigenous investors to support business growth and job creation linked to infrastructure and housing development.***

***ACTION: Develop distinctive investment plans for the different areas of the Borough, with holistic propositions to create desirable places to live, work and invest (e.g. Town Centre Action Plans).***

***ACTION: Develop a programme to focus on regeneration, culture and uplift of town centres and high streets across the Borough.***

***ACTION: Deliver destination marketing (linked to Visitor Economy Strategy and Destination Management Plan) to support economic outcomes, profile, 'distinctiveness' and positive image.***

## 9. PRIORITY THEME 5 - *‘The Place to visit’*

Cheshire East has a successful cultural and visitor economy sector based on its key attractions, including 14 National Trust properties, strategic events programme including RHS Tatton, Rewind Festival, Blue Dot Festival at Jodrell Bank and the Royal Cheshire County Show. As well as its rural offer, cultural assets and an extensive footpath, cycleway and bridleway network, it is also recognised for its strong wedding offer with over 70% of weddings from couples outside of the area. Delivery of rural, cultural & visitor economy activity can also support and add value to the wider proposition, growth initiatives and quality of place, providing a setting for people choosing to live, work and invest in the area.

Cheshire East is a rural and cultural destination that has many unique visitor experiences, with the likes of Jodrell Bank; the most iconic observatory in the world and the UK nominee for ‘World Heritage Site’ status, outdoor adventures in the Peak District National Park, cultural events and great heritage attractions like Quarry Bank and Tatton Park. Cheshire East provides local food offers, luxury hotels set in idyllic locations, award winning spas, historic houses and gardens, cultural and sporting events and outdoor experiences and smaller niche attractions, making this an active, vibrant place to be. It is ideally positioned to support a business tourism and meetings offer that has many distinctive, quality hotels and venues.

Figures for the value of the visitor economy in Cheshire East have again hit new records at £921m. The detailed analysis of the 2017 figures shows a 69.3% increase in the value of the visitor economy to Cheshire East since the Borough came into being in 2009. Overnight stays in 2017 injected over £200m into the economy; an increase of 6.3% on the previous year and an increase of 58.4% since 2009. Overall these figures show a slow down in visitor numbers, although more people are staying overnight than ever before meaning visitors to Cheshire East are spending more time and money in the Borough. 2017 figures also showed that 11,557 people were employed within the visitor economy sector in Cheshire East; this figure has grown consistently and since 2009 shows a growth rate of over 34.2%<sup>9</sup>. With continuing investment in the Borough’s heritage attractions and with HS2 on the horizon; this could lead to a further boost in numbers as the projects develop.

### **Strategic Objective 11 – Increase the economic contribution of the Cultural and Visitor Economy**

The Cheshire East Visitor Economy Strategy has aligned itself to the Visit England Strategic Framework for Tourism Report for 2010 to 2020 in setting out an ambition to grow the value of the Visitor Economy by 5% year on year so that the target value for Cheshire East in 2020 is £1.076 billion. Confidence in the sector continues to grow with major investments from premium hotels and marinas across the Borough and a 69.2% increase in location filming from 2012 stimulating interest in Cheshire East as a TV location including Home Fires, Peaky Blinders and Cold Feet.

There are sector-specific actions articulated through the existing Cheshire East Visitor Economy Strategy, Cultural Framework, Strategic Events Framework and the sub-regional

<sup>9</sup> Cheshire East STEAM Final Trend Report for 2009-17, Global Tourism Solutions (UK) Ltd, 2018 (monetary figures are in current prices, i.e. they include the effect of inflation)

Destination Marketing Plan. The potential of Business Tourism to Cheshire East is important, not just because it helps to keep venues and accommodation providers busy, but because it attracts key business decision makers to our region. Our offer complements the adjacent metropolitan areas, being in the main smaller unique/unusual locations, while Crewe is ideally positioned to become 'The place to meet' in the future because of its connectivity.

As a Local authority, Cheshire East has a key role in developing the visitor and cultural economy's local growth potential through playing a strong leadership role and catalyst for growth; creating the conditions for it to thrive, setting the planning context, investing in infrastructure, improving skills and incentivising inward investment. Cheshire East can help ensure there is a rich cultural offer to attract visitors, pulling in visitors through the area's events, arts and heritage and helping to support its value as a 'Cultural Destination' through both vibrant towns and the rural setting. The Council also has an important role, along with the Destination Management Organisation, in helping coordinate the activities of stakeholders across the destination and working with partners to achieve growth.

**Evening Economy** - The hospitality and evening leisure economy is not as strong in some towns as some comparable areas although the café, restaurant and bar offer is growing but there is a need to create more of this to encourage people to stay after working hours. Opportunities will therefore be sought to work with partners on the enhancement of the early evening offer, the cultural offer and to strengthen the hotel offer to meet the growing demand from both the visitor and business markets in key locations.

**Cultural offer** - There is a need to focus on our cultural offer as this is often a significant pull factor in the location decisions of businesses, but particularly in creating clusters of creative industries. In addition, a vibrant cultural offer attracts other forms of strategic investment, and integrates new neighbourhoods and infrastructure to maintain thriving and attractive places. Localised strategies to support and enhance the cultural offer can attract and integrate new development to create a cohesive sense of place. For example, cultural programming around new major infrastructure (e.g. HS2) can assist integration into the fabric of a place and help to build buy-in from communities as well as supporting positioning with visitors by developing a shared 'narrative' on what makes a place distinctive.

**Skills needs** - The visitor economy sector continues to grow, helping to support the vibrancy of places and brand positioning. However, an increase in economic contribution for the sector through skills support is a priority to help it realise its economic potential and profitability. The skills base plays a critical role in productivity given the number of businesses reporting that their staff lacks the sufficient skills to meet business needs. This is largely due to high levels of labour turnover which also diverts existing investment in training and development away from where it is needed most in addressing skills gaps. Considerable attention has been given to the recruitment challenges in the sector, but evidence suggests that paying more attention to staff retention would help to tackle recruitment problems, while also increasing the competency of the hospitality and tourism workforce. The visitor economy also plays an important role, especially for young people in providing 'pathways to work' equipping people with core skills in a vibrant and customer focussed sector. Added to this there is a requirement to 'change the perception' of tourism and hospitality as a low level seasonal job to that of a rewarding and quick progressing career.

***ACTION: Develop and refresh strategic approaches to culture and programming linked to the cultural framework priorities and development of a cultural destination.***

***ACTION: Support measures that help to nurture a 'creative ecology' that builds on current strengths leading to investment in culture and its economic contribution.***

***ACTION: Deliver the Visitor Economy Strategy and engage sub-regionally to seek improved productivity and economic impact from the sector.***

## Strategic Objective 12 – Position Cheshire East as a visitor destination

By the nature of the cultural and visitor economy, many visitor offers go beyond the borough boundaries and Cheshire East also form part of a wider offer due to its excellent connectivity both nationally and internationally and proximity to major visitor destinations of Manchester, Liverpool, Chester and the Peak District. Opportunities have been sought to develop these with partners and external funding, including Gateway marketing, the 'Cultural destinations' programme, Discover England funding and joint marketing initiatives. Working with destinations, travel trade and the tourism industry and targeting the US market, Marketing Manchester leads a partnership that includes Marketing Cheshire, to maximise the potential of the North of England as an international destination and the Airport as a gateway to the North.

**Business Tourism** – This is a difficult area for Cheshire East, with significant metropolitan competitors on the doorstep. However, previous research identifies that a focus on niche markets that support existing specialisms as well as the 'Associations' and meetings markets are worth developing further. The strategic connectivity of Crewe and other towns linked to HS2 will open up opportunities in these markets and the strength of rural-based (often heritage) attractions offer unique venues that larger areas struggle to match. Related to this, 'Brilliant Science' is a Visit England funded pilot that leveraged the UK's excellent international reputation as a world leader in science and engineering to develop the theme of science tourism; initially on developing a cluster between Cheshire, Manchester and Stoke-on-Trent. Brilliant Science has developed a range of thematic itineraries and packages to suit different interests and needs. It has helped to identify some business strengths in Science and generate a number of leads. A similar approach for other key sectors could have value in reaching the potential of the business tourism and meetings offer.

**Rural Tourism Sector** - By the nature of the area, a significant part of the visitor offer is rural-based, whether as attractions, events, hotels, walks or wedding venues. The development of a distinctive rural offer that takes advantage of these assets and attracts investment in them is therefore of importance in terms of economic output and image/profile.

**Strategic Events** – With an important role to play Strategic Events contribute to achieving 'distinctiveness', creating and communicating the 'identity' of a place as part of place marketing and creating pride in an area for residents and businesses alike. Events are identified within the Council's Visitor Economy Strategy (2016-2020) as an important driver with direct economic benefit. For example, by hosting the Cheshire East tour of Britain in 2016 the borough benefitted from £3.5m of economic activity on one day. Marketing Cheshire has also identified major events as a key economic driver for Cheshire overall: Their 2011 study of 6 major events in Cheshire concluded that they attract 500,000 visitors to Cheshire each year, generating circa £48m of visitor expenditure.

**Events and Festivals** – Can be positive economic and social drivers encouraging financial and social investment by a wide range of organisations and communities attracting sponsorship from private and public investors. Cultural events can also reinforce and communicate distinctiveness, supporting economic, social and marketing objectives. Realisation of the potential of strategic events to underpin and communicate the proposition requires capacity for research, support, bid development, sponsorship and project management. There is an important link to place making and a current need for small scale intervention to support, sustain and nurture some existing events and to realise their potential for growth. Events can make a valuable contribution to the visitor economy,

image/profile and community outcomes. The growth of events is supported by the Council's Cultural and Strategic Events Frameworks.

**Visitor Economy Strategy** – Supports an overall vision to maximise the contribution of the Visitor Economy to the productivity, employment and quality of life of Cheshire East. The strategy sets out an approach to achieving an increase in economic value to £1bn by 2020 and recognises that partnership working is at the core of delivery, including close working with business clusters, Marketing Cheshire, (the sub-regional tourism board), and attention to cross-boundary opportunities and cooperation.

***ACTION: Deliver the Visitor Economy Strategy in partnership with business clusters and Marketing Cheshire.***

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## 10. MEASURING SUCCESS

Data for the analysis of the strengths and issues within the local economy is provided by our ongoing economic monitoring which includes the Cheshire East Economic Profile (last updated August 2018) covering population, employment, housing, qualifications, the Cheshire Business Survey completed in 2017 and recent work carried out to produce a Borough Profile in spring 2019 covering a wide range of topics including education, skills, health and crime as well as economic and demographic indicators. We also have key economic performance indicators which are measured locally which together with the Economic Profile provide an introductory robust evidence base to illustrate the current economic position, inform economic projections and facilitate measuring our success.

Further analysis and interpretation of the data, future growth sector specialisms to target, measuring success and sharpening the priorities and framework was provided through a commission of professional support.

In addition to the performance monitoring of specific actions within the Strategic Objectives, the Economic Strategy will monitor its four key performance indicators which are directly linked to the LEP Performance Indicators and the Sub-Regional Prospectus and will be reviewed annually.

**So for the period of this strategy by 2024 there is an ambition to:**

- **Grow the Cheshire East Economy to at least £15 billion**
- **Create an additional 7,000 jobs**
- **Build up to 11,000 new homes**
- **Be more productive than the UK average**

## 11. GOVERNANCE

The Corporate Plan for Cheshire East highlights how the Council is striving to create sustainable growth in the local economy. The Economic Strategy provides the Council with a clear proposition regarding its approach to supporting economic growth that is shared with the community, businesses, partners, government and investors and sets out these key priorities for delivery.

It builds upon and supports strategy development at national, sub-regional and local levels including the sub-regional Strategic Economic Plan (SEP) for Cheshire and Warrington, the Cheshire and Warrington Local Industrial Strategy and a suite of local strategies which focus on strategic, spatial and sectoral priorities for economic growth within the Cheshire East area specifically.

The Cheshire East Place Board is a sub-set of the Cheshire East Leaders' Board. The Place Board includes representation from local businesses, further education, housing providers and chambers of commerce and has been established to provide strategic direction and leadership to the development and delivery of an Economic Strategy and associated Action Plan to support economic growth within the Borough.

This Economic Strategy, developed by the Place Board in consultation with the businesses and residents of Cheshire East, is intended to be owned by all of Cheshire East and should not be read in isolation; everyone has a role to play in the delivery of the Priority Themes and Strategic Objectives from improving productivity and earning power, creating the right conditions for business growth, protecting and enhancing the quality of place and environment, providing a strong cultural offer and keeping residents and businesses connected.

Cheshire East Council will monitor delivery through a range of success measures which build upon these objectives, some of which are strategic economic measures, and some more specific to the targeted programmes, including those within existing, related strategies. Performance will be fed back through the Cheshire East monitoring process and to the Place Board on a quarterly basis which will report back up to the Cheshire East Leaders' Board annually.



## 12. ACTION PLAN

THEME/ACTION	OUTPUT	TIMESCALE	LEAD
<b>Strategic Theme 1 – The Place to Live</b>			
Strategic Objective 1 – Improve quality of place with a focus on regenerating our town centres			
Strategic Objective 2 – Influence housing delivery to expand the variety of housing and tenure			
Strategic Objective 3 - Protect and enhance the environment and economy in rural areas			
<b>Strategic Theme 2 – The Place to Connect</b>			
Strategic Objective 4 – Capitalise on the growth opportunity of HS2			
Strategic Objective 5 – Improve connectivity options, efficiency and sustainability			
<b>Strategic Theme 3 – The Place to Work and Learn</b>			
Strategic Objective 6 – Support residents to improve their skills levels			
Strategic Objective 7 – Ensure education provision meets employer demand			
<b>Strategic Theme 4 – The Place to Invest</b>			
Strategic Objective 8 – Strengthen business support, particularly for our key businesses			
Strategic Objective 9 – Deliver and grow the Cheshire East Science Corridor			

Strategic Objective 10 – Develop a clear place marketing approach and investment plan			
<b>Strategic Theme 5 – The Place to Visit</b>			
Strategic Objective 11 – Increase the economic contribution of the cultural and visitor economy			
Strategic Objective 12 – Position Cheshire East as a visitor destination			

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## 13. APPENDIX I – ECONOMIC DATA

### Building on our success

**Cheshire East is one of the UK's most successful places with our economic performance consistently and significantly exceeding both the regional and national average.**

**A vibrant and resilient economy** - Cheshire East makes a significant contribution to the economy generating £12.5bn which accounts for 44% of the Cheshire & Warrington total (£28.5bn) and 8% of the North West's (£165.3bn) GVA (CW&C makes up 33% £9.4bn and Warrington 23% £6.6bn).<sup>10</sup> For the period 2011 to 2016 our Gross Value Added grew by 3.8% per year on average; faster than both the North West (1.9%) and the UK (2.2%).<sup>11</sup> <sup>12</sup>As of 2016, labour productivity (GVA per hour worked) was 4.1% higher in Cheshire and Warrington than in the UK<sup>13</sup> and between 2010 and 2015 our employment growth in Cheshire East was 11.2%, more than double the regional rate (NW 4.8%) and well above the national rate (GB 6.8%).<sup>14</sup>

**A strong and diverse business base** – We have 20,230 businesses in the Borough (as of 2016), the highest figure in recent years which is the highest of any NW authority (district or unitary) area apart from Manchester.<sup>15</sup> The business birth rate is well above the NW and UK averages (as of 2016) and business survival rates exceed the UK average with 91% of businesses surviving their first year in Cheshire East.<sup>16</sup> The Cheshire Business Survey carried out in 2017 found that over 40% of Cheshire East businesses intend to increase their staffing levels and capital investment and 26% intend to increase the scale of their exporting activities and research and development with 93% of businesses identifying at least one benefit of Cheshire East as a business location.<sup>17</sup>

**A set of key growth sectors** – The Borough also boasts significant company activity in high-value and high-skilled sectors such as scientific research and pharma, digital and creative, advanced manufacturing, financial and insurance and transport and logistics. This mix of high growth sectors and leading international brands, many of which are exporters, means that Cheshire East has a significant potential for growth.

<sup>10</sup> Regional Gross Value Added (Income Approach) 1997-2016 data, ONS, December 2017

<sup>11</sup> Regional Gross Value Added (Income Approach) UK 1997-2016 data, Office for National Statistics (ONS), December 2017.

<sup>12</sup> Data series ABML and ABMM, from the time series dataset released as part of the 'Quarterly National Accounts: Quarter 3 (July to Sept) 2017' ONS Statistical Bulletin, Dec 2017.

<sup>13</sup> Sub-regional Productivity: Labour Productivity (GVA per hour worked and GVA per filled job) indices by Local Enterprise Partnership, ONS, February 2018.

<sup>14</sup> Business Register and Employment Survey (BRES) open access data series for 2009-15, Office for National Statistics (ONS), NOMIS. Crown Copyright 2018. Notes: [1] Figures include self-employed people registered for VAT and PAYE schemes - as well as employees. Self employed people not registered for these schemes, along with HM Forces and Government supported trainees, are excluded. [2] Figures exclude farm-based agriculture.

<sup>15</sup> Business Demography – 2016: Enterprise Births, Deaths and Survivals, Office for National Statistics (ONS), November 2017.

<sup>16</sup> Business Demography – 2016: Enterprise Births, Deaths and Survivals, Office for National Statistics (ONS), November 2017. [2] ONS mid-year population estimates for 2016, including revised estimates for 2012-16 (March 2018 release). Crown Copyright 2018. ONS licensed under the Open Government Licence v. 3.0.

<sup>17</sup> Cheshire Business Survey 2017

**Quality of Place** – We have a number of vibrant and historic towns located throughout the borough with attractive and varied townscapes, listed buildings and distinctive characters. They provide high quality living and working environments and are a key part of the borough’s visitor economy. Many are also designated as conservation areas. A rich and historic environment provides the focus for vibrant and locally distinct communities, with a strong sense of place and self. The towns also provide a valuable link to rural communities, which are equally vital to the wider economy and local identity. Their conservation and enhancement is extremely important, to ensure that communities remain genuinely sustainable, retain their individual character and maintain their important economic function.

**Rural Economy and Environment** - The rural aspect of Cheshire East is significant in terms of population, economic impact and its contribution to the borough’s quality of place. It helps to define the character of the place, but brings with it both the constraints and opportunities that are peculiar to rural areas. We want to ensure we have a place that is attractive, delivering vibrant town centres and an area offering high quality in both urban and rural places. Maintaining a strong quality of place can help ensure that we attract and retain the inward investment, skilled workers and visitors we need to grow our economy.

**Education** - The borough has major educational assets, in terms of skills development and knowledge transfer, in the form of; 2 Further Education colleges, Cheshire College – South and West Crewe Campus and Macclesfield College; Reaseheath College, agricultural specialist and Centre of Excellence for Agri-tech with over 7000 students; Crewe University Technical College associated to local advanced manufacturing and engineering design businesses including Bentley Motors and Siemens; plus Jodrell Bank is of great scientific significance as a leading facility for radio-astronomy and scientific research in the UK.

**A skilled workforce** – Cheshire East’s population is amongst the most highly qualified in the country with attainment at all levels higher than the national average and over 45% educated to Level 4 and degree-level compared to 38% nationally.<sup>18</sup> Around 35% of current occupations in Cheshire East are either professional or managerial, and there is a future forecast need for 11,000 new managers and 27,000 professionals over the period from 2016 to 2025 (mainly to replace older workers as they retire).<sup>19</sup> With 15 higher education institutions including Manchester and Liverpool within a 50 mile radius providing access to around 40,000 new graduates each year, the area would seem to be well placed to capitalise on its growth potential.

**Unemployment** - has declined significantly over the last few years and overall the proportion of the working-age population in Cheshire East claiming out-of-work benefits has decreased between 2011 and 2016 from 8.3% to 5.9%.<sup>20</sup> There are also low and declining numbers of NEET (not in education, employment or training) young people; the 3 month average NEET figure has fallen by 22% from 412 in 2014/15 to 323 in 2015/16.

**Good neighbours** – The Cheshire East economy does not operate in isolation being influenced by interactions with the neighbouring economies of Manchester, Liverpool and the Midlands which provide employment and business opportunities and access to research and knowledge resources

<sup>18</sup> Annual Population Survey, January to December 2017, Office for National Statistics (ONS), NOMIS. Crown Copyright 2018.

<sup>19</sup> Baseline projections from the Cheshire & Warrington Econometric Model (CWEM). Projections were obtained using Cambridge Econometrics (CE)/IER LEFM software and are consistent with CE's UK Regional Forecast of August 2017. Additional data preparation and aggregation by Cheshire East Council.

<sup>20</sup> 'Benefit claimants - working age client group' data sets for November 2011 to November 2016, DWP Benefits data, ONS, NOMIS. Crown Copyright 2018.

and cultural facilities. Although it is predominantly a rural area, Cheshire East benefits from unrivalled access to the country's major land, air and sea routes.

**Connectivity** - Quick and easy travel throughout the region and the wider UK is possible thanks to convenient access to the national motorway and railway networks with more than 40 trains from Crewe to London each day and a travel time of 90 minutes. Opportunities for international travel and trade are enhanced by the area's proximity to two major airports; Manchester Airport (the UK's busiest outside London) and Liverpool John Lennon Airport. Businesses in the sub-region also have access to good quality maritime trade links via the Port of Liverpool and the Manchester Ship Canal.

**Housing delivery** – Housing completions in Cheshire East have been rising steadily for the past 5 years and we have exceeded our Local Plan target for housing delivery for 2017/18; delivering 2,321 new homes against a target of 1,800. We have also almost doubled the target of 355 affordable homes, providing 655; 28% of new households in the Borough. CEC achieved 183% in the National Housing Delivery Test and in 2017/18 was the 8th nationally for housing delivery – building more homes than major cities such as Sheffield and Leeds and more than any London Borough.

**Growing Cultural and Visitor Economy** – The visitor economy is an important contributor to the Cheshire East economy with over 11,000 jobs associated with the tourism industry. Cheshire East welcomes around 16 million visitors each year and figures reported in 2017 demonstrate that the Borough's visitor economy grew by 3.2% on the previous year in 2016 amounting to a sector total of £921 million with a forecast to grow to over £1bn by 2020.

## Addressing our challenges and barriers to growth

**We have made significant progress, with a programme of action for economic growth in place flowing from the Local Enterprise Partnership's Strategic Economic Plan and our growth proposals. However, there are a number of challenges that could affect our ambition to sustain this growth.**

**Productivity growth** - It has been well documented that growth in productivity (or output per hour worked) in Britain is lagging behind most leading western economies and whilst productivity growth in Cheshire is above both the regional and national average, it has still not recovered to 2007 levels. The overall GVA performance is driven by some very large, high value companies which mask any underperformance in other sectors and the wider SME population. The economy is therefore not as resilient as it may appear.

**A declining workforce and ageing demographic** - The total working age population has contracted in nearly every year between 2008 and 2017 with a marked decrease in 25 to 34 year olds as proportion of total population. The number of older people (aged 65 and above) has increased by 78.3% between 1981 and 2017 and in the last 6 years of this period, grew by 2.9% per year compared to an average growth rate of 0.4% for the Borough's total population. This not only implies that the demand for health and social care services will increase but will cause significant replacement demand for jobs. This replacement demand is estimated at 230,000 across Cheshire and Warrington for the period 2011 to 2025, around 90,000 jobs in Cheshire East.

**Skills mis-match** – Employers across Cheshire East continue to report that too many young people are not prepared adequately for the world of work and do not have the skills they require. Only 23% of employers report to have employed an apprentice during the 2012 to 2017 period and student enrolments are decreasing in the sectors predicted to grow i.e. high-value engineering and manufacturing technologies and critical public and private services in health and social care.

**Significant commuting flows both in and out of the Borough** – There is a net inward flow of workers in the 25 to 34 year old age range in particular commuting to employment opportunities within the Borough. This along with some significant outflows as well, not only puts pressure on transport networks and infrastructure but also implies that there are skills mis-matches for our residents and businesses. In a recent business survey 45% of businesses say they have experienced recruitment difficulties and 83% cited skills gaps as an issue. Interventions to address the mismatch could clearly improve productivity.

**Skills policy** – There is a challenge to the FE sector both nationally and locally to be as responsive and flexible as employers want/need due to funding policy, reduced capacity and reorganisation. Changes to post 16 policy and the impact of this, particularly the introduction of new T-Level qualifications in 2020<sup>21</sup> provide further challenge with no Cheshire East schools or colleges within Cheshire East set to deliver them.

**Apprenticeship growth** – Cheshire East performs relatively well in terms of the number of apprentice start-ups in the area but the Government target of 3 million apprenticeship starts is indicative of high growth. There has been little or no increase in learner take-up of science, technology, engineering and maths (STEM) subjects since 2011/12 with a continued decline in females in these subjects. Higher level / degree level apprenticeship provision is small with very few

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<sup>21</sup> T-Levels are new two-year level 3 technical programmes that will sit alongside apprenticeships and A Levels within a reformed skills training system, primarily aimed at 16-18 learners.

providers currently and the new Apprenticeship Levy has been difficult for employers to manage efficiently.

**Health related worklessness** - Across Cheshire East there are approximately 50,700 economically inactive residents of which over 10,000 are claiming employment support allowance or incapacity benefit. Recent research by the LEP suggests that there are high concentrations of those too sick to work within the sub-region including parts of Cheshire East. This represents a significant loss of potential that could be applied for the benefit of economic growth.

**Low pay progression** – Approximately 22% of the working age population in Cheshire East are experiencing either low pay i.e. earning less than 2/3 of the median wage, or short term employment with many cycling between the 2 with low productivity and unequal access to opportunity. Low paid jobs are often in areas of comparable wealth where workers are unlikely to be able to afford housing and need to commute. Low paid work is also strongly associated to insecurity of employment and non progression with only 25% of workers escaping the low pay ‘trap’ within 10 years.

**Significant pockets of acute deprivation exist within the Borough** – Whilst employment and incapacity benefits levels are on average better than the national figures, there is a more mixed picture at a local level. 18 of Cheshire East’s 234 Lower Layer Super Output Areas (LSOAs)<sup>22</sup> are among the 20% most deprived in England, according to the most recent (2015) Index of Multiple Deprivation (IMD), which is up from 16 in the previous (2010) IMD. Most (13) of these 18 areas are in Crewe, though there are others in Macclesfield (2) and in Alsager, Congleton and Wilmslow (1 each). 6 LSOAs, all of them in Crewe, rank among England’s top (most deprived) 10%. (Conversely, 98 of the 234 LSOAs in Cheshire East are amongst the 20% least deprived in England, including 63 that are amongst the 10% least deprived.)<sup>23</sup>

**Constraints on development** - The newly adopted Local Plan is supporting our growth ambitions with 2,500 acres of land allocated for housing, current planning consent for 20,000 units and 400 sites under construction. The delivery of strategic sites is important for growth and to support job creation and there is an immediate need for premises and good quality open ready sites, particularly in the North of the Borough. There are constraints around the delivery of brownfield sites, the cost, availability and resilience of infrastructure and also on utilities, especially power. Digital connectivity is a further issue and there is a need to develop full fibre capability and accelerate 5G deployment.

**Pressure on transport networks** – Whilst 60% of businesses identified access to road links as a benefit of Cheshire East as a business location, traffic congestion is the most commonly cited disadvantage. Cheshire East is predominantly rural in geography with limited public transport infrastructure which can lead to challenges including travel to work, travel to learn and access to basic economic infrastructure services (including broadband, telephone and gas services). The scale of the challenge in Cheshire East is evidenced by the recent growth in CO2 emissions from transport, which is 45% of the total (most of this from road transport) whereas other sources of carbon are being reduced.

**Graduate attraction and retention** - Larger firms report that retaining experienced graduates is a challenge with employees often seeking job opportunities in more established commercial centres and major cities. Each year over 5,000 young people go to University outside the sub-region and very

<sup>22</sup> LSOAs are sub-ward areas which the Office for National Statistics created for statistical purposes. They are intended to be of roughly equal size (in terms of population).

<sup>23</sup> English Indices of Deprivation 2015, Department for Communities and Local Government (DCLG) (now the Ministry of Housing, Communities and Local Government), September 2015.

few return. In considering these factors and the global trend of movement of people and businesses to cities, the region is challenged by attracting and retaining both businesses and workforce. The future of higher education is further challenged as Manchester Metropolitan University is to withdraw from its Crewe Campus in 2019.

**Housing offer does not match demand** - The current variety of housing mix and tenure does not meet our requirements considering rural geographies, an aging population and the need to support jobs led growth. The priority is to ensure that the right mix of housing tenure is delivered in the right places, where the jobs are, and at the right time in preparation for and along with development, not after development has taken place.

**Exit from the EU** – It is important that the Council fully understands the impacts of emerging changes as a result of the UK's Exit from the EU and that contingency plans are put in place and action is taken to ensure that it is continuously working to deliver public services as economically, efficiently and effectively as possible focusing on key risks and opportunities and areas of possible influence in the local area. Key challenges will be retaining a skilled workforce, appeal of the UK with reduced access to the single market and uncertainty undermining investment decisions.

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## 14. BIBLIOGRAPHY AND REFERENCES

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*Working for a brighter future together*

## Cabinet

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**Date of Meeting:** 09 July 2019

**Report Title:** Proposed Expansion of Park Lane School, Macclesfield

**Portfolio Holder:** Cllr Dorothy Flude, Portfolio Holder for Children and Families

**Senior Officer:** Mark Palethorpe, Acting Executive Director People

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### 1. Report Summary

- 1.1. As the Strategic Commissioner of school places, Cheshire East Council has a statutory duty to ensure that there are sufficient places in our schools to meet demands of the residents. Having the right educational placement for all children and young people is critical to supporting children and young people to achieve their potential and to develop the range of skills and experiences they need to equip them for adulthood.
- 1.2. The Council has undertaken and published its Children and Young People with Special Educational Needs and Disabilities Joint Strategy and Sufficiency Statement for Children and Young people with Special Educational Needs and Disability (SEND). These documents highlight a need to increase specialist provision in the Borough as the amount of provision currently available does not match the needs. The Sufficiency Statement has allowed the development of a 3 year plan allowing for the Council to strategically plan a programme of increased provision to meet its needs. (The documents can be viewed by following the links in Section 3.3). These data sets are under constant review and a reflection period will be undertaken following the completion of the phase 1 schemes which are identified within the Children & Families Capital Programme.
- 1.3. The proposal, and the findings in the Sufficiency Statement, has been discussed in workshops with schools, other settings and professionals in summer 2017. Schools who were interested in developing or expanding their current SEND provision were invited to express their interest in this work going forward.

- 1.4. The Sufficiency Statement indicated that in the Macclesfield locality 39% of pupils requiring specialist provision travel outside Cheshire East, with average journeys being over an hour away (28km). A further 20% of the pupils attend provision within another area of Cheshire East on average 21km away.
- 1.5. The Sufficiency Statement identified a significant need for the Council to increase its specialist provision in Borough as the amount of provision it has does not meet its needs. By increasing its capacity in Borough the Council can reduce placement and travel costs, make better use of its resources and provide more choice for families, reduce journey times and support pupils to be part of their local community.
- 1.6. Park Lane School expressed an interest in expanding its current provision and this paper reports on the outcome of the statutory public notice, and subsequent 4 week statutory representation period which ran for four weeks between 24<sup>th</sup> April 2019 and 22<sup>nd</sup> May 2019. There were 6 responses to the statutory proposal notice of which 5 were fully supportive of this option. Details of these responses are provided with this report for consideration (Appendix 1). Copies of the statutory notice and the full proposal are attached (See Appendix 2 and 3).
- 1.7. The Cabinet plans to bring forward a draft environment strategy in September which will outline the steps the council can take to improve its impact on climate change and the environment. Climate change and environmental sustainability will be taken into consideration as part of the school expansion.

## **2. Recommendations**

### **2.1. That Cabinet:**

- approve the proposed expansion of Park Lane School, Macclesfield from 82 places to 122 places over a phased period.
- delegate authority to the Executive Director People to implement all actions considered necessary or expedient, within budget allocation, to procure and deliver the construction of the proposed expansion.

## **3. Reasons for Recommendations**

- 3.1. This recommendation is made on the basis of the publication of a public notice and the outcomes of the subsequent statutory 4 week representation period. Feedback / objections have been received during the period of statutory notice and the Cabinet are required to consider the feedback and

appropriate due process in considering the recommendation to expand the school. The vast majority of the consultation responses were in support of the proposal to expand Park Lane School.

- 3.2. This scheme is included in the 3 year plan to develop our Specialist SEND provision within Cheshire East and is in response to our SEND Sufficiency Statement. The Sufficiency Statement highlights the need to increase specialist provision in our Borough as the amount of provision we have doesn't match our needs and too many pupils have very long journeys; one in five pupils attending specialist provision has a journey over 45 minutes each way. Half of those attending a specialist provision attend outside our Borough. All of our children and young people who attend independent schools or non maintained schools (more expensive placements) are attending specialist provision, so by increasing the specialist capacity within our Borough we can reduce placement and travel costs and make better uses of our resources, as well as increasing choice for families, reducing journey times and increasingly supporting pupils to be a part of their local community. An expansion of Springfield School in Crewe is currently under construction. In advance of this new build completing Springfield School admitted an additional 7 pupils in September 2018 which will offer savings of approximately £101,483 per annum and offer reduced travel times for pupils in the South of the Borough.

- 3.3. The following links provide the detailed documentation relating to Sufficiency Statement and 3 Year Plan referred to above.

<https://www.cheshireeast.gov.uk/pdf/livewell/local-offer-for-children-with-sen/sen-sufficiency-statement.pdf>

<https://www.cheshireeast.gov.uk/pdf/livewell/local-offer-for-children-with-sen/three-year-plan-for-developing-our-sen-provision.pdf>

- 3.4. Through developing our provision, we want to:

- Achieve the best possible outcomes for children and young people
- Ensure there are the right number and type of places to meet children and young peoples needs
- Ensure that children and young people can have their needs met within their local community wherever possible
- Make the best use of our resources

#### **4. Other Options Considered**

- 4.1. Expansion of other schools – Park Lane School is the only school in the North of the Borough providing for children with Severe Learning Difficulties

(SLD), Profound and Multiple Learning Difficulties (PMLD), Complex Needs including Language / Communication, Autism and a combination of these needs. The next nearest school providing similar provision within Cheshire East is Springfield School which is over 25 km away.

- 4.2. There is the option to continue accessing specialist provision out of Borough. However this means that children may have significant journey times to access this provision which is not always in their best interests and is also considerably more expensive and takes children out of their local area and community.
- 4.3. The proposal to expand Park Lane School forms part of a wider programme to provide additional SEND school places across Cheshire East examples of which include the expansion of Springfield School currently under construction and a new Resource Provision which has been provided at Shavington Primary School.

## **5. Background**

- 5.1. Park Lane School is a Cheshire East Community Special School rated “Outstanding” by Ofsted at the last published full inspection in October 2014. The School were subject to a short inspection in 2018 where there was no change to the schools rating.
- 5.2. A high proportion of children and young people with SEND access specialist provision. However, there are more children and young people travelling outside of the Borough to attend special schools than those who attend Cheshire East schools (365 attend outside the Borough against 344 attending Cheshire East schools). This demonstrates that there is a significant need for more specialist provision within Cheshire East alongside the mainstream provision.
- 5.3. The development of the scheme is currently underway and the proposal which includes a mixture of refurbishment and expansion will be subject to all of the necessary permissions including planning and building regulation approvals.
- 5.4. In accordance with the guidance issued by the Department for Education the statutory publication notice was published on the Councils website and in the Macclesfield Express on the 24 April 2019. The 4 week period concluded on 22 May 2019.
- 5.5. Key Stakeholders including Local Ward Members and the Diocese were notified of the proposal by email on 24<sup>th</sup> April 2019 and notification was sent to all schools via the schools bulletin.

- 5.6. The Council's 3 year plan to develop Specialist SEND provision in Cheshire East identified the need for an additional 41 Severe Learning Difficulties (SLD) & Autistic Spectrum Condition (ASC) places in the Macclesfield, Knutsford, Wilmslow and Poynton locality. The proposed 40 place increase at Park Lane School is therefore responding to this identified shortfall in provision.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

- 6.1.1. The DfE statutory guidance "Making prescribed alterations to maintained schools" applies to local authorities when exercising functions under the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013. Those regulations came into force on 28 January 2014. The Guidance provides information on the processes involved in making significant changes to maintained schools (e.g. expansion, changing of age range, transferring to a new site etc.).
- 6.1.2. The regulations include a provision that the local authority must have regard to any statutory guidance given from time to time by the Secretary of State when they take a decision on proposals. The most recent statutory guidance was published in October 2018.
- 6.1.3. Local authorities have a statutory duty to ensure sufficiency of school places in their area. They can propose an enlargement of the premises of community, foundation voluntary schools and special schools. When proposing an alteration to a special school, local authorities must follow the statutory process as set out in the 2013 Regulations.
- 6.1.4. The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 describe the procedures that must be followed when making prescribed alteration proposals and state that local authorities must make decisions about any expansions that they propose.
- 6.1.5. The statutory process for making significant changes to schools has four stages, described in the statutory guidance and as set out below:

<b>Stage 1</b>	<b>Publication</b>	Statutory proposal published
<b>Stage 2</b>	<b>Representation (formal consultation)</b>	4 weeks, as prescribed in the Regulations.
<b>Stage 3</b>	<b>Decision</b>	LA should decide a proposal within 2 months otherwise it will fall to the Schools Adjudicator.  Any appeal to the adjudicator must be made within 4 weeks of the decision.
<b>Stage 4</b>	<b>Implementation</b>	No prescribed timescale, but must be as specified in the published statutory notice, subject to any modifications agreed by the decision-maker.

6.1.6. The implementation timescale, and so any construction contract and programme, will need to allow sufficient time to obtain planning permission, factoring in a contingency in the event of a refusal, appeal or challenge by way of Judicial Review.

## 6.2. Finance Implications

6.2.1. The option to expand Park Lane School “in Borough” SEND placement capacity scheme features in the “Education and 14 – 19 Skills” Capital Programme.

6.2.2. The Business Case for the scheme received approval from the Head of Finance & Performance / Section 151 Officer on the 13 March 2019.

6.2.3. The scheme will be initially fully funded from the Children & Families Capital Programme 2019/20. An element of this funding will then be replaced utilising Section 106 funding.

6.2.4. Recent feasibility has resulted in an estimated figure in the region of £2,600,000 for the scheme. This includes for the acquisition of the premises from Macclesfield College for an agreed figure of £385,000.

6.2.5. At the time of writing the funding profile will consist of :-

- Section 106 contributions totalling £1,092,000 (subject to payment triggers being realised)
- CEC approved SEN funding to expand in Borough SEN placement capacity of £1,508,000

6.2.6. The Section 106 element of the project funding will be utilised to repay an element of the CEC approved funding when the developer payments are received into the Local Authority (payable via a phased payment mechanism).



### **6.3. Policy Implications**

- 6.3.1. In accordance with the Directorate's Policies and Procedures the proposed expansion of Park Lane School will allow more children access to an outstanding school with the intention of supporting children and young people in achieving the best possible outcomes.
- 6.3.2. An expansion of Park Lane School will provide more places for children within the Macclesfield locality keeping them within their local community, allowing them to build friendships with people who live close to them and spend less time travelling.
- 6.3.3. By providing more local schools places within Cheshire East the scheme will allow for some considerable savings when compared to educating children out of Borough, thus allowing the Council to make best use of its resources.
- 6.3.4. By providing additional places, the expansion will also provide more choice for families who would otherwise not find a place in borough.

### **6.4. Equality Implications**

- 6.4.1. The Council's Sufficiency Statement identified a shortage of provision in the Macclesfield, Knutsford, Wilmslow and Poynton locality and by providing these places at Park Lane School the Council will be supporting its aim to
- Achieve the best possible outcomes for children and young people
  - Ensure that there are the right number and types of places to meet children and young peoples needs
  - Ensure that children and young people can have their needs met within their local community wherever possible
  - Make the best use of our resources

### **6.5. Human Resources Implications**

- 6.5.1. There are no additional human resource implications for the Council but the school are aware that increased numbers on roll could require additional staffing costs which would be the responsibility of the school to fund through additional places at the school

### **6.6. Risk Management Implications**

- 6.6.1. The Section 106 funding identified towards the project is realised once developments achieve agreed trigger points. In the event that trigger

points are not achieved then the payments will not be forthcoming. The proposed expansion of Park Lane School is not dependant on Section 106 funding. Full funding for the scheme is identified within the Children and Families Capital Programme.

6.6.2. The proposed expansion is identified to address a basic need for specialist school places in the North of the Borough in order that the authority meets its statutory duty in providing sufficient school places.

6.6.3. The proposal will require a planning approval but is not subject to any application for Section 77 of the School Standards and Framework Act 1998. (Section 77 of the Schools Standards and Framework Act 1998 protects land on a school site that is designated for the purpose of playing field).

#### **6.7. Rural Communities Implications**

6.7.1. The proposed expansion of Park Lane School will bring benefit to the rural communities in that it will result in additional special school places which would be available to residents within a more reasonable travel distance.

#### **6.8. Implications for Children & Young People/Cared for Children**

6.8.1. Providing these additional places at Park Lane School will allow children resident within Cheshire East access to this much needed specialist provision

6.8.2. The savings made from the provision of better value school placements will allow for more effective budgeting by the Service which in turn will reduce the pressures on the ring fenced High Needs budget. This will ultimately benefit children by reducing the cost of school placements and allowing funding to focus on education.

#### **6.9. Public Health Implications**

6.9.1. Some children and young people travel significant distances which can have an impact on their emotional wellbeing and can significantly lengthen the school day. The proposal to provide additional places at Park Lane School will mean more children getting a placement in their local school thus keeping them in their local community.

6.9.2. By reducing the distances which children have to make to attend school the proposal will also reduce congestion on the roads and therefore emissions thus improving air quality and making a better environment to live in.

## **6.10. Climate Change Implications**

- 6.10.1. The internal works required to update the purchased building to make it fit for purpose will include a comprehensive review of the impact on climate factors. Significant changes will take place which will require full compliance with the latest building regulations relating to such factors as insulation/heat loss and energy efficiencies. Such factors will be key considerations as the scheme is progressed to contract award. The reduction in travel time/distance for the additional pupils will also impact in terms of a reduction in use of motorised vehicles and emissions.

## **7. Ward Members Affected**

- 7.1. The additional school places which are proposed at Park Lane School can influence pupils and their families across the Borough, this has the potential to influence all wards.

## **8. Consultation & Engagement**

- 8.1. In accordance with the guidance issued by the Department for Education, the statutory publication was published in the Macclesfield Express on the 24 April 2019 and the statutory four week period ran from 24 April to 22 May 2019. Cabinet members are advised that this statutory process provides the opportunity for any person with an interest to submit representations, which can be objections as well as expressions of support for the proposals. Cabinet members must take any views received into account when deciding whether to approve the proposal.
- 8.2. The consultation period was notified to key stakeholders including ward members, MP's, the Diocese and Parish Councils. Information was emailed to all local schools and an article was published in the Cheshire East School Bulletin. A public consultation event was held at Park Lane School on the 9 May 2019
- 8.3. Responses to consultation (See Appendix 1)

## **9. Access to Information**

- 9.1. Links included to specific documents within the report

## **10. Contact Information**

- 10.1. Any questions relating to this report should be directed to the following officer:

Name: Mark Bayley

Job Title: Head of Service - Education Infrastructure & Outcomes

Email: [mark.bayley@cheshireeast.gov.uk](mailto:mark.bayley@cheshireeast.gov.uk)

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Q1. Do you agree with the proposal to expand Park Lane School?		Q2.1. Parent of a child that attends:	Q2.2. School governor of:	Q2.3. School staff for:	Q2.4. Pupil at:	Q2.5. Other interested party, please specify:
Answer	Comments, if any:					
	<p>Re the proposal... why on earth do you not build a new school for all the special children ?? and the amount more that you will have in the near future? there WILL be many more...because just as numbers have risen over these 10 plus years, so they will again....autism went from 20 years ago 1 in 10,000 to 1 in 36 boys.....</p> <p>Also, will church lawton school for autism be making a class or 2 for the lower functioning children? As I asked the head master a year or so ago? Will they now be opening their doors to pupils slightly less able to pass exams like my son now? Church Lawton that lovely new school for Autism but only if they have high functioning Autism? Yet again the slightly lower functioning children get crammed into special schools that are not/ were not geared up for Autism...this autism we see now ( which is infact ALL vaccine injury )</p> <p>Where will park lane put all these new students? what age group will they be? does anyone at cheshire east for schools actually understand the implications of providing a classroom as small as those rooms are full of autistic and other special children means????</p> <p>Staff are stretched now? I asked for my son to have a one on one, which most of these children do in fact really need...but they have not enough staff I was told.....where will the resources of care come from for another 40 pupils???? will you build a new wing at least? because you CANNOT crowd autistic children in small spaces and expect it to work for them ( it is 1 in 36 boys now being diagnosed on the spectrum in the UK and that was a 2014/5 figure..If the numbers are rising ), these children DO NOT do well in chaotic situations..in crowds and with noise...some of them are already coping with extreme stress of a class of 10 or 12 children? This is not going to work for these children.</p> <p>And I for one will take my son out of park lane school if the numbers rise in his tiny class room..with 1 to 3 ratio.. staffing, I'll ( and that isn't always happening either ) and were I to remove my son cheshire east can pay his private tutor fee I can promise this much..and I will then write to the papers about the inadequate funding and resources for these children.... That school is full to the brim already, it is also special needs which makes it all the more important to not cause distress to the pupils, and this proposal will... Believe me as a mother of an autistic individual and a friend of 100 more parents with the same issues in life..if cheshire east cram more children into park lane you will be causing the suffering of so many young children who cannot cope with that sort of over crowding, pupil noise and under staffing..I</p> <p>Do the right thing..I BUILD A NEW PREMISES I either on the college carpark that is half empty half the time or build another wing that backs over that way.....or another site altogether.... It seems Kings school can devastate the countryside at Cheshire east's go ahead...but you cannot provide a caring, uncrowded and appropriate setting for the disabled children? shame on you I shame on you otherwise and I won't let these children suffer if I can do something about it.</p> <p>Provision is needed for school places near to a child's home, limiting the amount of travelling and importantly providing them with an education within their own community, not in a town miles away.</p>	N/A	N/A	N/A	Park lane special school	-
Yes		N/A	N/A	Park Lane School	N/A	N/A
	<p>This has been needed for some time, many local young people are being turned away and having to go out of county or attend educational settings which are not right for them. I would ask that the new building is equipped with ceiling tracking and hoisting equipment so that the most profoundly disabled children are able to move around easily and with dignity. The existing school building has no ceiling tracking and unwieldy portable hoists are used which limits the ability of children with PMLD to move about the school. I would also ask that some money is put aside to make good and decorate the existing school buildings which are, through no fault of the staff at the school, falling into disrepair (it's simply down to how they have to manage such a tight budget).</p> <p>In terms of how the overall, expanded building is used, I would suggest that the space is used sensibly based on pupils' physical abilities and that classrooms used to educate the most able bodied children need to be set out differently in terms of space available, equipment, etc to classrooms where profoundly disabled children need a calmer, more sensory-led environment. There is currently a class for primary age pupils with PMLD (Barnaby) and I would suggest, as increasing numbers of pupils come into school, that this provision will need to be expanded and hoisting equipment installed (which is why, perhaps, this class should be part of the new building where this lifting and sensory equipment can be installed from scratch).</p> <p>I would also plead with Cheshire East Council again not to develop a shiny new part of the building and ignore the maintenance needs of the existing building.</p> <p>Finally, we also need to make sure the new part of the building is joined up to the existing school building if possible, so that staff and pupils feel part of the overall school organisation and not separate.</p> <p>I would like to see plans as the 3 page consultation document has no detail at all. I would be very keen to take part in consultation with CEC planners / architects as a parent carer representative.</p>	N/A	N/A	N/A	N/A	-
Yes		Park Lane School	N/A	N/A	N/A	-
Yes		Park Lane School	N/A	N/A	N/A	-
Yes		Park lane	N/A	N/A	N/A	-
	<p>The children need to have outdoor areas specifically for them. Also an undercover outdoor area so they can still get fresh air and exercise when it rains.lunch tables outdoors A football pitch, swings,trees, a swimming pool for all the children to use.</p> <p>A cookery room, overnight accommodations like Green bank school, more after school clubs at school.</p>					
Yes		Park lane	N/A	N/A	N/A	-

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## STATUTORY NOTICE

### **PROPOSED EXPANSION OF PARK LANE SCHOOL, PARK LANE, MACCLESFIELD, CHESHIRE, SK11 8JR**

Notice is given in accordance with section 19(1) of the Education and Inspections Act 2006 that Cheshire East Council intends to make a prescribed alteration to Park Lane School, Park Lane, Macclesfield, SK11 8JR from September 2020.

The proposal is to expand the school to provide 40 additional pupil places for implementation by September 2020. The current capacity of the school is 82 and the proposed capacity will be 122. The current number of pupils on role at the school is 83.

This Notice is an extract from the complete proposal. Copies of the complete proposal can be obtained from the Council's website: [www.cheshireeast.gov.uk](http://www.cheshireeast.gov.uk) or can be obtained by writing to Simon Hodgkiss, Capital Development Officer, Children and Families, Organisation & Capital Strategy, Delamere House Floor 5, c/o Municipal Building, Earle Street, Crewe, CW1 2BJ.

Within four weeks from the date of publication of these proposals, any person may object to or make comments on the proposal by completing the electronic survey on the Council's web page at [www.cheshireeast.gov.uk](http://www.cheshireeast.gov.uk). Or post them to Children and Families, Organisation and Capital Strategy, Delamere House Floor 5, c/o Municipal Building, Earle Street, Crewe, CW1 2BJ. or by email to [SOCS@cheshireeast.gov.uk](mailto:SOCS@cheshireeast.gov.uk).

Signed: Mark Palethorpe

Acting Executive Director of People

**Publication Date: 24 April 2019**

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## STATUTORY PROPOSALS FOR PRESCRIBED ALTERATION TO MAINTAINED SCHOOL

### **Local Authority Proposal**

#### **1. School and local authority details**

Park Lane School  
Park Lane  
Macclesfield  
SK11 8JR

Park Lane School is maintained by  
Cheshire East Borough Council  
Westfields  
Sandbach  
Cheshire  
CW11 1HZ

#### **2. Implementation**

September 2020

#### **3. Proposed Alteration**

Park Lane School currently has a capacity of 82 places.

We are consulting on a proposal to expand Park Lane School by an additional 40 places.

The proposal, if agreed, would involve increasing the accommodation at Park Lane School by provision of additional classrooms along with ancillary space. This would involve a newly constructed block to the front of the school.

The Council has published online its Sufficiency Statement for Children and Young

People with Special Educational Needs. This document highlights the provision necessary within the Borough and led to the development of a 3 year plan to develop provision

<https://cheshireeast.gov.uk/livewell/local-offer-for-children-with-sen-and-disabilities/send-developments/assessing-our-local-send-sufficiency.aspx>

#### **4. Need or demand for additional places**

Park Lane School has a capacity of 82 places and currently has 83 children on its roll.

The Councils Sufficiency Statement and 3 year plan has identified a need for additional places to be available at Springfield School

#### **5. Objectives of the Proposal and Educational Standards**

The Council Sufficiency Statement for Children and Young People with Special Educational Needs states:-

We want all our children and young people to be happy, healthy, and safe, and to be able to live a life that is full of opportunities to learn and develop. We want all our children and young people to achieve to their full potential, and go into adulthood equipped with the skills they need to enjoy their adult lives.

Our Children and Young People's Plan is based on what children and young people told us was most important to them. It has six priority areas that we are working to achieve across the partnership to ensure that Cheshire East is a great place to be young. We want to ensure that all our children and young people:

1. Have a voice, and are actively involved in decisions that affect their lives and communities
2. Feel and are safe
3. Are happy and have good emotional and mental health
4. Are healthy and make positive choices
5. Leave school with the best skills and qualifications they can achieve, and the life skills they need to thrive into adulthood
6. Children and young people with additional needs have better chances in life

Having the right educational placement and support is key to ensuring that children and young people experience the best outcomes. As such, the statement contributes to the authorities work across all of these priorities, but it is particularly related to priority 6; ensuring that children and young people with additional needs have better chances in life.

To achieve the best outcomes for children, we need to plan and deliver our services with children and young people at the centre, involve them in decisions, and base our services on what children and young people need and how they tell us they want to be supported. Children, young people, parents and carers have been involved in developing this statement and will continue to be involved in developing our provision going forward.

We want to ensure that all our children and young people achieve the best possible outcomes.

It's also really important to us that we make the very best use of our resources so that we can provide the best quality service possible to all children and young people that need support. This means ensuring that we use our resources innovatively, match our services to the needs within our population, and also that we don't duplicate services. This also means reducing costs on any additional expenditure that doesn't contribute to children and young people's attainment or wellbeing, such as travel costs for long distance travel.

### **6. Effect on other Educational Establishments in the Area**

The next nearest Cheshire East School delivering similar provision to Park Lane School is Springfield School in Crewe..

This School is in the North of the Borough and is 15.8 miles (straight line distance) from Park Lane School.

### **7. Project costs and Value for Money**

The authority believes that to provide long term value for money it is right to expand schools with permanent accommodation where possible. Permanent expansion provides new facilities providing reassurance to parents and providing children with the most favourable good quality learning environment.

The proposed expansion at Park Lane is to increase specialist provision within the Borough by an additional 40 places and is being funded via Cheshire East Capital Programme and Section 106 contributions.

The works are anticipated to cost in the region of £2,500,000.

### **8. Objections and comments**

Within 4 weeks from the date of publication of this proposal i.e by 22 May 2019 any person may support, object to or make comments on the proposal by completing the electron survey on the Council's web page at [www.cheshireeast.gov.uk](http://www.cheshireeast.gov.uk) or sending them to:-

Children's Services  
School Organisation and Capital Strategy,  
Delamere House Floor 5  
c/o Municipal Buildings  
Earle Street  
Crewe  
CW1 2BJ

or via email to [SOCS@cheshireeast.gov.uk](mailto:SOCS@cheshireeast.gov.uk)

(School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013)

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*Working for a brighter future together*

## Cabinet

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**Date of Meeting:** 09 July 2019

**Report Title:** Next Generation Wide Area Network Contract

**Portfolio Holder:** Cllr Amanda Stott – Finance, IT and Communication

**Senior Officer:** Frank Jordan - Executive Director - Place

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### 1. Report Summary

- 1.1. A Wide Area Network (WAN) is a telecommunications network that extends over a large geographical distance for the primary purpose of allowing a business to effectively carry out its daily function regardless of location.
- 1.2. Next Generation WAN (NGW) is a comprehensive architecture developed for large enterprise and public sector entities, targeting large-scale routed WAN deployments.
- 1.3. Currently, Cheshire East Borough Council (CEC), Cheshire West and Chester Borough Council (CWaC), Cheshire Police and Cheshire Fire & Rescue depend on the Wide Area Network (WAN) to provide connectivity to all corporate buildings, Police Stations, Fire Stations and Schools.
- 1.4. The WAN delivers essential connectivity between buildings, data centres, the cloud and the internet, so that all parties can deliver essential services to residents.
- 1.5. This paper seeks approval to procure next generation WAN services (within existing budgets). The current contract for the WAN ends on 21st February 2021.
- 1.6. An alternative supplier needs to be procured and a contract put in place to complete the implementation of the NGW by the current contract end date.
- 1.7. In line with Council procedures, this report is also seeking delegated authority to be given to the Executive Director –Corporate Services in consultation with

the Portfolio Holder for Finance, IT and Communications, to spend over £1m with a single supplier for the provision of NGW services to Cheshire East Borough Council, Cheshire West and Chester Borough Council, and partners.

- 1.8. It is proposed that the NGW contract will also provide a framework to enable for the rapid mobilisation of future initiatives like 5G, Ultrafast and Local Full Fibre Networks (LFFN) with other local and regional partners. The proposal could support the creation of greater digital choice for all residents.

## **2. Recommendations**

### **2.1. That Cabinet**

2.1.1. Agrees to the procurement of next generation wide area network services using a Crown Commercial Services Framework.

2.1.2. Delegates Authority to the Executive Director – Corporate Services in consultation with the Portfolio Holder for Finance, IT and Communication to

2.1.2.1. Follow the prescribed procurement process to award a contract to a supplier for the provision of next generation wide area network services; and

2.1.2.2. Enter into a contract with the successful supplier, in consultation with the Director of Governance and Compliance and the Section 151 officer.

## **3. Reasons for Recommendations**

- 3.1. The next few years will see continuing changes across the entire public sector. The Council will continue to review the way it work and how it provides digital services. However the need to provide high levels of service to our residents will remain, and be set against a backdrop of financial austerity.
- 3.2. The broad direction of travel is to move to an increasingly flexible and agile way of working. This includes new delivery models for Council Services, reducing our carbon footprint, and delivering efficiencies
- 3.3. Within this context the Council needs to be able to deliver initiatives such as:
  - 5G/6G
  - Digitally enabled services
  - Local Full Fibre Network (LFFN) deployment

- 3.4. As a consequence we need a contractual framework that will enable:
- A “managed NGW service” where the supplier manages provision, performance, incident management and billing services.
  - The most cost-effective services as possible
  - Compliance with the Council’s Financial Regulations.
  - Compliance with the Council’s Contract Procedures and the Public Contracts Regulations 2015
- 3.5. Whilst challenging ourselves to enhance or develop our capabilities in the following areas:
- A location-independent core network
  - Flexibility in the provision of service in terms of location and bandwidth.
  - Enhancements to reciprocal wi-fi and GovRoam provision with other public sector organisations. (*GovRoam, which stands for 'government roaming', is an exclusive wireless/Wi-Fi roaming service for public services and governmental administrations, it allows users visiting other buildings connected to govroam to log on to the Wi-Fi using the same username and password they use at their home organisation*).
  - Data, voice and video services with an appropriate class of service and quality of service controls.
  - Mobile working as an extension of the WAN.
  - Commercial service level agreements (SLAs), service management and network management tools and processes that enable integrated, timely and comprehensive service planning, provisioning, monitoring, management and reporting.
- 3.6. With these challenges will come new opportunities. Information and communications technology (ICT) will be able to help the Council to achieve efficiencies, providing the mechanism to support service transformation, closer working with other partners and organisations including the Police and Health and most importantly, keep pace with residents’ changing needs and expectations.
- 3.7. Because of these expected changes it is envisaged that the Council’s ICT Shared Services will be able to support base operations with improved efficiency and focus more effort on delivering the changes needed for the Councils. Equally by delivering a WAN that provides the right level of connectivity, we can easily consume services from either in-house, the internet or cloud hosted solutions. ICT Shared Services will be better placed to support the Councils in reacting to changing circumstances and supporting the working partnerships with other Public and Private Sector organisations.

- 3.8. Improving access to, and take up of, good quality connectivity options by residents will also enable the Council and its partners to explore more widespread digital and telehealth solutions, initiatives to reduce social isolation, and enhanced use of sensors to support independent living.
- 3.9. The widespread proliferation of full fibre networks will allow for the greater use of environmental sensors to support work around traffic management and reduce pollution.
- 3.10. As large organisations, with significant connectivity requirements and a large asset base, the Council could also significantly influence the infrastructure position of the region. The amount of telecommunications network design, build and deployment work required to achieve a successful implementation of a gigabit fibre optic network, would provide an enabling backbone of fibre-optic broadband connectivity to parts of the region which have not previously benefitted from commercial investment programmes by incumbent operators.

#### **4. Other Options Considered**

- 4.1. The options we have considered are as follows:
  - 4.1.1. Do nothing – This option has been considered and discounted as doing nothing is not an option. If the contract expires, it is likely that the incumbent supplier will withdraw the WAN services under the current contract provision, leaving the Council without the ability to deliver essential services.
  - 4.1.2. Extension of WAN services with the incumbent supplier - This option has been considered and discounted as even though novation is built into the existing PSN contract, the existing network is built mainly using copper technology and needs a major refresh to use fibre technology so we can utilise greater bandwidth in future that will be required to consume internet and cloud hosted services efficiently. It should be noted that fibre technology is an essential pre-requisite for any future 5G wi-fi implementation.
  - 4.1.3. Procurement using a neighbouring authority OJEU compliant framework - This option has been considered and discounted as when reviewing available frameworks they do not deliver the full breadth of network services both Councils' require, providing only physical infrastructure.



## 4.2. Recommended option

- 4.2.1. Carry out a compliant procurement using a Crown Commercial Services Frameworks – this option will allow ICT Shared Services to procure a supplier to deliver our network services for our current and future needs, delivering a fully integrated, affordable, resilient and secure network between all public sector partners. It will also enable the Council to develop a strategic plan and platform for collaboration, leading to an enhanced experience for the residents of Cheshire East whilst providing value for money.
- 4.2.2. In order to continue to demonstrate and achieve value for money over the term of the contract, the procurement process will, in accordance with the framework, seek a commitment to:
- Transparent open book accounting
  - The benchmarking of services, prices and transparency of all public sector customer pricing
  - Reducing service prices year on year, and
  - A continuous service improvement programme to consistently ensure that service levels are higher than the norm for prices that are lower than the norm.
- 4.2.3. From initial softmarket testing, carried out with three leading WAN providers, along with the analysis of the implementation and running costs of the current WAN, a contract budget figure of £15m is estimated for both Councils based on capital delivery costs of £3m and running costs of £12m over 10 years (see section 6.2.1). It should be noted that the anticipated total contract value will be greater than £15m, as it will include directly rechargeable costs to Cheshire Police and Cheshire Fire & Rescue, plus any other partners who choose to be included.
- 4.2.4. Memorandums of Understanding (MOUs) will remain in place between the main named parties and be extended to any new partners as appropriate.
- 4.2.5. The contract will also include prices for additional service catalogue items to enable for the rapid mobilisation of future initiatives such as 5G, Smart Cities and LFFN (see 6.2.2) which have been estimated at an additional £10m but will only be procured should the business benefit be identified and full funding be secured.

## 5. Background

- 5.1. Cheshire East Borough Council, Cheshire West and Chester Borough Council, Cheshire Police and Cheshire Fire & Rescue depend on the Wide Area Network (WAN) to provide connectivity to all corporate buildings, Police Stations, Fire Stations and Schools. The WAN is required so staff can consume services including email, telephone, voice, video, applications and the internet.
- 5.2. The current WAN was procured by CWaC in 2013/14 resulting in the current contract being awarded to Udata under Crown Commercial Services PSN Connectivity Framework Agreement RM860. CWaC were named as the Customer under the contract and the following bodies were named as indirect customers:
- Cheshire East Borough Council;
  - Warrington Borough Council;
  - St. Helens Metropolitan Borough Council;
  - Knowsley Metropolitan Borough Council;
  - Wirral Metropolitan Borough Council;
  - Cheshire Constabulary including the Office of the Police and Crime Commissioner for Cheshire;
  - Merseyside Police including the Office of the Police and Crime Commissioner for Merseyside;
  - Cheshire & Wirral NHS Partnership Trust;
  - Cheshire and Mersey Commissioning Support Unit; and
  - Merseytravel
- 5.3. Of these listed public bodies with the right to choose to use the contract to procure network services, only CWaC, CEC, Cheshire Police and Cheshire Fire & Rescue exercised this option. A number of factors contributed to the poor take up of the contract.
- 5.4. From this experience and in order to manage expectations of the successful supplier in terms of volumes of work, in the new procurement process, the named parties will be initially restricted to those organisations that called off from the PSN contract i.e. CWaC, CEC, Cheshire Police and Cheshire Fire & Rescue, unless any other organisations give their express permission to be named by the end of June 2019.
- 5.5. Based on the experience gained as part of the original procurement and implementation, it is planned that the procurement will complete in October 2019, with an implementation timeline of at least 12 months.

- 5.6. CEC ICT Shared Services took over the provision of ICT to CEC and CWaC in April 2016. As such the NGW procurement will be led by CEC in collaboration with the other named partners. The delivery of ICT Services is governed by the Shared Services Joint Committee and is underpinned by a Shared Services Agreement.
- 5.7. Following a review of our high level requirements with all partners, Cheshire East Borough Council (CEC), Cheshire West and Chester Council (CWaC), Cheshire Police and Cheshire Fire & Rescue, we have compiled a NGW Strategy document which has been approved by the Joint ICT Strategic Board, chaired by CWaC Director of Public Service Transformation and CEC Head of ICT Service.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

- 6.1.1. The value of this procurement at over £1,000,000 requires that the procurement of the NGW complies with the Councils Contract Procedures and the Public Contracts Regulations 2015 (Public Contracts Regulations). The proposed procurement route using the Crown Commercial Service RM3808 provides a compliant route for procuring the NGW.
- 6.1.2. The Crown Commercial Service are conducting the procurement of the RM3808 Network Services 2 Framework under the Open procedure with the Framework due to be awarded in July 2019.
- 6.1.3. The Council's Contract Procedure Rules provide that, where a legally procured framework is used the Council is entitled to use the framework and that the Council's requirements are procured in accordance with the terms of the Framework Agreement and where applicable the relevant public procurement legislation.
- 6.1.4. The maximum duration of this framework agreement is 10 years a new procurement exercise will need to be carried out in sufficient time to enable a new agreement to be entered into before expiry of the proposed contract.

### **6.2. Finance Implications**

- 6.2.1. This procurement is primarily to replace a provision which already exists. The cost for this will be within the current revenue budget envelope of £1.2m per annum. This expenditure is accommodated in the current revenue budgets of both Councils. As set out in the Shared

Services Agreement it is expected that the costs will be shared by both Councils and where the provision is extended to schools those costs will be recovered through an annual charging mechanism. It is not anticipated that the overall budget will be in excess of the current level save for any rate of inflationary increases which may be specified in any eventual contract.

- 6.2.2. In addition, there may be a requirement for a further £10m over the period of the contract to provide new or upgraded connections to public buildings as part of the roll out of the national agenda for Local Full Fibre Network (LFFN) and 5G initiatives being funded through monies administered by the Department for Digital, Culture, Media and Sport. This additional spend is contingent upon receipt of funding from the Central Government or additional business case funding and associated benefits being approved by both councils to carry out these improvement works.

### **6.3. Policy Implications**

- 6.3.1. Will support the policy of carbon reduction through agile working reducing staff travel, commuter journeys and new hardware being more energy efficient.
- 6.3.2. No other implications identified, as this paper relates to the provision of NGW in order to enable the compliant delivery of WAN Infrastructure and services to our users.

### **6.4. Equality Implications**

- 6.4.1. An Equality Impact Assessment has been completed. The NGW infrastructure will enable all stakeholders equally and provide the benefits associated with flexible digital working.
- 6.4.2. A CEC digital inclusion strategy has been produced.

### **6.5. Human Resources Implications**

- 6.5.1. No implications identified.

### **6.6. Risk Management Implications**

- 6.6.1. If the proposals made in this paper are not approved at the Cabinet meeting on 9th July 2019, failure to commence the NGW procurement by July 2019 will mean both councils will be at risk of not completing the change out by February 2021. This will lead to non compliance with Contract Procedure Rules and potentially the incumbent supplier either

withdrawing or being unable to provide connectivity. This would lead to business service failure and reputational damage for both councils.

6.6.2. This paper relates to the procurement, contract and replacement of the WAN and the associated risks in the timely delivery of Crown Commercial Services Framework RM3808, commencement of procurement and contract award during 2019.

#### **6.7. Rural Communities Implications**

6.7.1. The proposal could support the creation of greater digital choice for those in rural communities. This is contingent on additional investment being secured and the geographical presence of buildings on the council WAN.

#### **6.8. Implications for Children & Young People/Cared for Children**

6.8.1. This procurement enables the Adults, Children's and Public Health Programme, Joint Health and Wellbeing Strategy, joint working arrangements with regional health colleagues, and the Digital Programme which enables residents online access to Council services.

#### **6.9. Public Health Implications**

6.9.1. This procurement will support the Joint Health and Wellbeing Strategy for the population of Cheshire East 2018-2021 to enable people (individuals and communities) to live well for longer; independently and enjoying the place where they live.

#### **6.10. Climate Change Implications**

6.10.1. Will support the policy of carbon reduction through agile working reducing staff travel, commuter journeys and new hardware being more energy efficient.

### **7. Ward Members Affected**

7.1. All wards and members will be affected by this proposal.

### **8. Consultation & Engagement**

8.1. Consultation with CEC and CWaC client engagement has been established through ICT Shared Services governance arrangements.

8.2. A WAN strategy document has been produced by ICT Shared Services to capture high level requirements and document the strategic direction of

both Councils and was approved by the Joint ICT Strategic Board in May 2019, jointly chaired by CWaC Director of Public Service Transformation and CEC Head of ICT Services.

- 8.3. Cheshire Police collaboration was undertaken and NGW procurement approval was given by the Chief Officer Group.
- 8.4. Cheshire Fire & Rescue collaboration was undertaken and approved by Cheshire Fire Senior Management Team.

## **9. Access to Information**

- 9.1. Equality Impact Assessment has been completed.

## **10. Contact Information**

- 10.1. Any questions relating to this report should be directed to the following officer:
  - Name: Gareth Pawlett
  - Job Title: Head of ICT Services
  - Email: [Gareth.Pawlett@Cheshireeast.gov.uk](mailto:Gareth.Pawlett@Cheshireeast.gov.uk)



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## Cabinet

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**Date of Meeting:** 09 July 2019

**Report Title:** Outside Organisations Appointments 2019-2023

**Portfolio Holder:** Leader of the Council

**Senior Officer:** Kath O'Dwyer – Acting Chief Executive

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### 1. Report Summary

- 1.1. This report provides details of the appointments of representatives to the Category 1 list of outside organisations. These are the top level strategic organisations at national, regional and local level. Cabinet is responsible for making these appointments.
- 1.2. Outside Organisation appointments made by the Council fall into 3 categories as follows:
  - Category 1 – appointed by the Cabinet: these are top level strategic organisations at national, regional and local level
  - Category 2 – appointed by the Constitution Committee; these organisations tend to be of a more local nature
  - Category 3 - Statutorily these have to be made by full Council.

### 2. Recommendations

#### 2.1. That

- 2.1.1. Cabinet confirm that it wishes to continue with the current approach to appointing to Outside Organisations, and for the causal vacancy procedure to be used in the event of changes in the mid-term period;
- 2.1.2. approval be given to the appointment of the representatives shown on the Schedule to this report, the appointments to subsist until such time as representation is reviewed following the election of the new Council in 2023;
- 2.1.3. the appointments take immediate effect;

2.1.4. notwithstanding 2.1.1. above, Cabinet retain the right to review the representation on any outside organisation at any time.

### **3. Reasons for Recommendations**

- 3.1. It is important for the Council to appoint Members to outside organisations to ensure that it continues to represent the interests of both the Council and the wider community.
- 3.2. Appointments are made for the duration of the Council, which is 2019 to 2023, although it may sometimes be necessary for them to be reviewed during that time.
- 3.3. There is a casual vacancies procedure for dealing with changes that arise from time to time, which will continue to be used for any changes which might occur during this period.

### **4. Other Options Considered**

- 4.1. Not appointing to Outside Organisations would not be of benefit to the Council as making appointments ensures the interests of the Council and wider community are represented.

### **5. Background**

- 5.1. Cabinet last made appointments to the list of Category 1 outside organisations in July 2015. Members were appointed to serve until such time as representation was reviewed following the elections of a new Council in 2019. This has avoided there being a hiatus caused by representatives ceasing in the period between the elections and the first meeting of the Cabinet.
- 5.2. By making appointments last until such time as they are reviewed following the election of the new council in 2023, this potential difficulty will again be avoided.
- 5.3. As a general rule, the term of office should be commensurate with the requirements of the organisation to which the Member is appointed. However, continuity of representation is also important. By appointing for the duration of the life of the Council, the expertise and experience of the appointee are not lost to the organisation. This approach has worked well for the last four years.
- 5.4. There is a casual vacancy procedure for dealing with changes that arise from time to time, which will continue to be used for changes which might occur during the appointed period.



- 5.5. When making appointments to outside organisations, there is no requirement to adopt the rules of proportionality.
- 5.6. A report will be brought to a future meeting on the development of a mechanism for Members appointed to Outside Organisations to report back to the Council on the work of that Organisation, its relevance to the Council's strategic objectives and, if applicable, remuneration received.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

6.1.1. Whilst membership of outside bodies carries with it the potential for personal liability for elected Members undertaking such roles as ancillary to their status as a Councillor, particularly in respect of trusteeships, Cheshire East Borough Council has resolved to put in place for elected Members the maximum indemnity which is allowed by law.

6.1.2. Section 111 of the Local Government Act 1972 empowers local authorities to do anything which is calculated to facilitate, or is conducive or incidental to the discharge of any of their functions, and Section 2 of the Local Government Act 2000 empowers them to do anything they consider likely to achieve the object of the promotion of the economic, social or environmental well-being of their area. In addition there is now the general power of competence under the Localism Act 2011. These are the main provisions which the Council would rely on to appoint members to outside bodies/select those bodies to which they are appointed.

### **6.2. Finance Implications**

6.2.1. There are no direct financial implications.

### **6.3. Policy Implications**

6.3.1. There are no direct policy implications.

### **6.4. Equality Implications**

6.4.1. There are no direct implications for equality.

### **6.5. Human Resources Implications**

6.5.1. There are no direct implications for human resources.

**6.6. Risk Management Implications**

6.6.1. The failure to appoint Members to outside organisations could have a direct or indirect impact on the organisations, which can be mitigated by the operations of a procedure for making timely appointments to ensure Council representation.

**6.7. Rural Communities Implications**

6.7.1. There are no direct implications for rural communities.

**6.8. Implications for Children & Young People/Cared for Children**

6.8.1. There are no direct implications for children and young people.

**6.9. Public Health Implications**

6.9.1. There are no direct implications for public health.

**6.10. Climate Change Implications**

6.10.1 There are no implications for climate change.

**7. Ward Members Affected**

7.1. Not applicable.

**8. Access to Information**

8.1. There are no specific background documents relating to this report.

**9. Contact Information**

9.1. Any questions relating to this report should be directed to the following officer:

Name: Rachel Graves

Job Title: Democratic Services Officer

Email: [rachel.graves@cheshireeast.gov.uk](mailto:rachel.graves@cheshireeast.gov.uk)

**Schedule of Category 1 Outside Organisations  
Appointments made by Cabinet for 2019-2023**

<b>Organisation</b>	<b>No. of Places</b>	<b>Member(s) 2019-2023</b>
Association of Greater Manchester Authorities (AGMA) Improvement and Efficiency Commission	1	Cllr S Corcoran (Lab)
Bridgewater Canal Trust	1	Cllr M Hunter (Lab)
Cheshire East Local Countryside Access Forum	1	Cllr J Buckley (LD)
Cheshire Pension Fund Committee	4	Cllr A Stott (Ind) Cllr S Corcoran (Lab) Cllr C Bulman (Lab) Cllr JP Findlow (Con)
Cheshire and Warrington Local Transport Board	1	Cllr C Browne (Ind)
Cheshire and Warrington Partnership NHS Foundation Trust (Mental Health Services)	1	Cllr L Jeuda (Lab)
County Council Network	4	Cllr S Corcoran (Lab) Cllr C Browne (Ind) Cllr N Mannion (Lab) Cllr T Fox (Ind)
Environment Agency (NW) Regional Flood Defence Committee	1	Cllr N Mannion (Lab)
Federation of Burial and Cremation Authorities	1	Cllr D Marren (Ind)
LGA – General Assembly	3	Cllr S Corcoran (Lab) Cllr C Browne (Ind) Cllr N Mannion (Lab)
LGA People and Places Board	1	Cllr N Mannion (Lab)
LGiU	1	Cllr S Corcoran (Lab)
Manchester Airport Consultative Committee	3 + 1 sub	Cllr N Mannion (Lab) Cllr I Macfarlane (Ind) Cllr D Stockton (Con) Sub: Cllr M Asquith (Con)

<b>Organisation</b>	<b>No. of Places</b>	<b>Member(s) 2019-2023</b>
Marketing Cheshire	1	Cllr M Goldsmith (Ind)
Mid Cheshire Hospitals NHS Foundation Trust	1	Cllr D Flude (Lab)
North West Employers Organisation	1	Cllr C Bulman (Lab) Sub: Cllr Q Abel (Ind)
North West Rail Campaign	1	Cllr S Hogben (Lab)
PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee	1	Cllr B Roberts (Lab)
Peak District National Park Authority	1	Cllr A Gregory (Con)
Peaks and Plains Housing Trust	1	Cllr B Puddicombe (Lab)
Plus Dane (Cheshire) Housing Association Ltd	1	Cllr J Parry (Lab)
The Silk Heritage Trust	3	Cllr B Puddicombe (Lab) Cllr D Brown (Con) Cllr L Braithwaite (Lab)
Transport for the North: Partnership Board	1 + sub	Cllr C Browne (Ind) Sub: Cllr S Corcoran (Lab)
Transport for the North: Scrutiny Committee	1 + sub	Cllr B Roberts (Lab) Sub: Cllr R Fletcher (LD)
Unitary Council Network	1	Cllr S Corcoran (Lab)
West Coast Rail 250	2	Cllr R Fletcher (LD) Cllr D Brown (Con)



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## **Cabinet**

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**Date of Meeting:** 09 July 2019

**Report Title:** Payment Services

**Portfolio Holder:** Cllr Amanda Stott – Portfolio Holder for Finance, IT and Communication

**Senior Officer:** Mark Palethorpe – Acting Executive Director People

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### **1. Report Summary**

- 1.1. This report requests a decision relating to the award of a contract for payment services which allow residents to pay local taxation and other council invoices at Post Offices and local retail outlets. Cheshire East Council acts as the lead Authority in a consortium of 17 other Authorities also using the service. The aggregated value of the contract is c. £1.8m, Cheshire East Council's element is c. £300k over a 4 year period; a cost of c.£75k per annum which is included in the Council's budget.

### **2. Recommendations**

That Cabinet agrees:

- 2.1. That the Council enter into a contract for electronic payment services with Allpay via the Procurement for Housing Framework to facilitate payments of local taxation and other council invoices.
- 2.2. That the Revenues Manager takes all necessary actions to implement the contractual arrangement.

### **3. Reason for Recommendations**

- 3.1. The total value of the contract is in excess of £1m.

### **4. Other Options Considered**

- 4.1. Cheshire East utilises this service following the closure of council cash offices many years ago. The small number of council offices were effectively replaced by Post Office and local retail outlets to significantly increase the number of locations available for residents. Failure to support

this option would remove the facility for cash-paying residents as the Post Office is the only agency able to offer the service.

## **5. Background**

- 5.1. In common with many other councils, Cheshire East uses a payment service to allow residents to pay local taxation and other council invoices at Post Offices and local retail outlets. The service is used primarily by residents who wish to pay by cash and is facilitated through the use of a bar code on council tax bills and other invoices. Despite the high take-up of direct debit as a means of payment, a significant number of residents continue to pay by cash and the payment service is a cost effective method of facilitating cash payment following the closure of council cash offices many years ago.
- 5.2. Cheshire East is the lead Authority in a consortium of 18 councils who will call off a joint contract through a recognised framework – Procurement for Housing. The consortium approach allows the member councils to benefit from reduced costs over the period of the contract. Cheshire East also benefits from a fee of £1,500 paid by each member in recognition of its management of the contract over the 4 year period of the contract.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

- 6.1.1. The Council is acting as lead authority for 17 Councils (the Hub) and is calling off a contract with Allpay via the Procurement for Housing framework agreement. The Council will enter into a contract jointly together with the other Councils, the combined value of which is over £1.8m.
- 6.1.2. The Council is able to award a contract via a compliant procurement process as it has access to Procurement for Housing Framework. The Council and other Councils who form part of the Hub will each become Members of Procurement for Housing in order to call off a joint contract with Allpay.

### **6.2. Finance Implications**

- 6.2.1. The Cheshire East element of the total contract equates to approximately £75,000 per annum, sufficient annual budget is available in each of the 4 years of the contract to meet these costs from within the Revenues Service. The overall cost to the consortium of £1.8m equates to approx. 4.5m transactions at an average of 40p per transaction. Fee income is forecast at £25,500 which is calculated to cover the costs of Cheshire East's management of the contract.

**6.3. Policy Implications**

6.3.1. The use of the payment facility supports the service supplied by the Post Offices by driving footfall to local branches.

**6.4. Equality Implications**

6.4.1. The services are available to all residents.

**6.5. Human Resources Implications**

6.5.1. There are no direct implications for Human resources.

**6.6. Risk Management Implications**

6.6.1. Residents make payments totalling £11.5m/year through the payment service. Residents would need to use alternative methods of payment if the recommendation is not approved.

**6.7. Rural Communities Implications**

6.7.1. There are no direct implications for rural communities.

**6.8. Implications for Children & Young People/Cared for Children**

6.8.1. There are no direct implications for children and young people.

**6.9. Public Health Implications**

6.9.1. There are no direct implications for public health.

**6.10. Climate Change Implications**

6.10.1. There are no direct implications for climate change.

**7. Ward Members Affected**

7.1. The implications are borough wide.

**8. Access to Information**

8.1. n/a

**9. Contact Information**

9.1. Any questions relating to this report should be directed to the following officer:

Name: Paul Manning

Job Title: Revenues Manager

Email: paul.manning@cheshireeast.gov.uk

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