Cabinet

Agenda

Date:	**Tuesday, 8th October, 2019**
Time:	**1.00 pm**
Venue:	**Committee Suite 1, 2 & 3, Westfields, Middlewich Road, Sandbach CW11 1HZ**

Membership

Labour Councillors:	**S Corcoran (Chairman), D Flude, L Jeuda, N Mannion, J Rhodes and B Roberts**
Independent Group Councillors:	**C Browne (Vice-Chairman), T Fox, A Stott and M Warren**

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 - 12)

To approve the minutes of the meeting held on 10th September 2019.

6.   **Notice of Motion - Council Land Holdings** (Pages 13 - 18)

To consider a report in response to a Notice of Motion on Council land holdings.

7.   **Mid-Year Review (FINANCE) 2019/20** (Pages 19 - 108)

To consider a report on the mid-year review (Finance) 2019/20.

8.   **Cheshire East Partnership Five Year Plan** (Pages 109 - 178)

To consider a report recommending that the Cheshire East Partnership Five Year Plan be endorsed by the Council as a key partner in leading the transformation of health and care in Cheshire East.

9.   **A Local Industrial Strategy for Cheshire and Warrington** (Pages 179 - 184)

To consider a report on the Local Industrial Strategy for Cheshire and Warrington.

10.   **Local Transport Plan and South East Manchester Multi-Modal Strategy** (Pages 185 - 332)

To consider a report which outlines post-consultation changes to the draft Local Transport Plan for Cheshire East and recommends adoption of the Plan.

11.   **Macclesfield Town Centre Regeneration - Strategic Framework and Future Programme** (Pages 333 - 428)

To consider a report seeking approval of the Macclesfield Town Centre Strategic Regeneration Framework.

12. **Everybody Sport & Recreation Annual Performance Report 2018/19 and Future Investment Programme** (Pages 429 - 470)

   To consider the Everybody Sport & Recreation Annual Performance Report 2018/19 and Future Investment Programme.

13. **Re-commissioning of Housing Related Support Services** (Pages 471 - 478)

   To consider a report on the re-commissioning of Housing Related Support Services.

14. **Cheshire East Council Enforcement Policy** (Pages 479 - 502)

   To consider a report seeking approval of the Cheshire East Enforcement Policy 2019.

15. **School Nurseries Capital Fund** (Pages 503 - 512)

   To consider a report seeking approval to accept capital funding from the Department for Education when confirmed to enable the Council to expand the offer of childcare provision.

16. **Re-commission of Short Breaks Services for Children with Disabilities** (Pages 513 - 520)

   To consider a report seeking approval to re-commission short breaks services for children with disabilities.

17. **Disposal of the former Vernon Infant School, Poynton** (Pages 521 - 530)

   To consider a report on the disposal of the former Vernon Road Infant School Site, Poynton.

THERE ARE NO PART 2 ITEMS

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 10th September, 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, J Rhodes, B Roberts and A Stott

Councillors in attendance
Councillors Q Abel, S Akers Smith, M Beanland, M Benson, D Brown,
C Bulman, J Clowes, B Murphy, K Parkinson, B Puddicombe,
J Saunders and R Vernon

Officers in Attendance
Kath O'Dwyer, Acting Chief Executive
Frank Jordan, Executive Director Place
Mark Palethorpe, Acting Executive Director of People
Jan Bakewell, Director of Governance and Compliance
Alex Thompson, Director of Financial and Customer Services
Paul Mountford, Executive Democratic Services Officer

Apologies
Councillors L Jeuda, N Mannion and M Warren

The Chairman referred to former Borough Councillor Roland Domleo who had recently passed away. All stood for a minute's silence as a mark of respect.

The Chairman announced that with effect from this meeting, a 'traffic light' device would be in operation during Public Speaking Time and Members' Questions to Cabinet to ensure that all speakers were able to make the best use of their allotted speaking time, whilst also ensuring that the total period allowed for speaking was not exceeded.

36 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

37 **PUBLIC SPEAKING TIME/OPEN SESSION**

Sue Helliwell referred to the amendment to the minutes of the July Cabinet meeting regarding the Council's policy on the prevention of badger culling on Council-owned land. The Leader responded that this showed the Council's determination to address the problem, and he referred by way of example to a recent training event at Tatton Park on badger vaccination.

Sue Helliwell also asked why details of remuneration paid to councillors by outside organisations were not published on the Council's website. The Leader responded that, as mentioned at the previous meeting, he wanted such information to be published on the website and he was considering a mechanism for doing this.

Fiona Wilson from Macclesfield Town Council asked if Cheshire East Council would confirm its support for the Play Street initiative and bring forward policies to enable the introduction of Play Streets in Cheshire East. The Portfolio Holder for Children and Families welcomed the question and undertook to consider the matter and send a written reply.

Caroline Whitney, Chief Executive of Community & Voluntary Services, welcomed the changes to the Council's Early Help and Asset-based Community Development Grants policy which she described as a much more open grants scheme than previously. The Leader thanked her for her comments.

38 **QUESTIONS TO CABINET MEMBERS**

Councillor S Akers Smith asked if the Council would adopt a Borough-wide enforcement policy to address the parking of vehicles on pavements. The Portfolio Holder for Highways and Waste and the Portfolio Holder for Planning replied that they would consider the proposal.

Councillor M Beanland referred to a series of questions he had submitted to the Council concerning the recent flooding at Poynton. He understood that the questions would be considered at a forthcoming scrutiny meeting. He also referred to the cancellation of the flood debriefing to which the Town Clerk of Poynton had been invited. He also asked for an assurance that Cheshire East Council was contacting local residents affected by the flooding and providing practical assistance. At the Leader's request, the Executive Director Place confirmed that the debriefing would still take place and that a new date would be set. The Portfolio Holder for Highways and waste commented that he was not aware that any residents affected by the flooding had not yet been contacted. The Leader added that a report on the recent flooding would be considered at a meeting of the Environment and Regeneration Overview and Scrutiny Committee on 16th September, and Councillor Beanland's questions would be addressed at that meeting.

Councillor David Brown referred to the close working relationship between the Council and Bentley and asked if a decision had been taken not to renew the contract with Bentley for the civic car. The Leader replied that Cheshire East Council would continue to have a close relationship with Bentley. Decisions regarding the future role and function of the mayoralty would be a matter for the Constitution Committee.

39 **MINUTES OF PREVIOUS MEETING**

RESOLVED

That the minutes of the meeting held on 6th August 2019 be approved as a correct record.

40 **ENVIRONMENTAL STRATEGY**

Cabinet considered a report on the draft Environmental Strategy for 2019-24. The Strategy aimed to make Cheshire East Council carbon neutral by 2025, reduce pollution, improve air quality, increase the availability and use of sustainable transport and conserve and enhance the natural environment.

RESOLVED

That Cabinet

1. approves the draft Environmental Strategy for public consultation;

2. authorises the Executive Director Place, in consultation with the Portfolio Holder for Environment and Regeneration, to undertake public consultation on the draft Environmental Strategy; and

3. notes that, following the outcome of the consultation and any resultant changes, the Strategy would be presented to Cabinet for adoption.

41 **EARLY HELP AND ASSET BASED COMMUNITY DEVELOPMENT GRANTS POLICY 2019-22**

Cabinet considered a report on a revised Early Help and Asset-Based Community Development Grants Policy for 2019-22.

RESOLVED

That Cabinet

1. approves the revised 'Policy for the Allocation of Early Help and Asset Based Community Development Grants Scheme' set out in Appendix 1 to the report; and

2. delegates authority to the People Executive Director People to make decisions on grant applications for funding up to the budgeted £200k pa value, and any in-year minor policy changes for the 'Early Help and Asset Based Community Development Grants Scheme'.

42 **IMPROVED BETTER CARE FUND 2019/20**

Cabinet considered a report on the proposed expenditure for the grant funding received by the Council in 2019/20 through the Improved Better Care Fund.

RESOLVED

That Cabinet

1. endorses the iBCF schemes (1-7) and associated expenditure as outlined in paragraphs 5.5-5.22 of the report; and

2. notes the risk to future funding as outlined in the report.

43 **PROCUREMENT OF MAJOR HOUSING ADAPTATIONS WORKS**

Cabinet considered a report on the procurement of major housing adaptation works on behalf of disabled residents.

RESOLVED

That Cabinet

1. approves the procurement and establishment of a Framework to commission major housing adaptations works on behalf of vulnerable residents; and

2. delegates authority to the Executive Director Place in consultation with the Portfolio Holder for Environment and Regeneration to award and enter into a Framework Agreement with three suppliers who meet the procurement criteria and requirements of the Framework.

44 **COMMISSIONING OF COMMUNITY EQUIPMENT SERVICES**

Cabinet considered a report on the procurement of a contract for community equipment services.

RESOLVED

That Cabinet

1. endorses the proposal contained in the report and delegates authority to the Executive Director People to enter into a Memorandum of Understanding and S75 Agreement with South Cheshire Clinical Commissioning Group, Eastern Cheshire Clinical Commissioning Group, Vale Royal Clinical Commissioning Group, West Cheshire Clinical Commissioning Group (or any organisation(s) that succeed them) and Cheshire West and Chester Council to establish an aligned budget and underpin governance of a jointly-provided service and to

determine the final terms of the Memorandum of Understanding and Section 75 Agreement following negotiations;

2. approves the procurement of a contract for Community Equipment Services following completion of a consultation process and informed by a review of the findings; and

3. delegates authority to the Executive Director People to award a contract to a supplier of Community Equipment Services.

45 **NORTH WEST SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) FLEXIBLE PURCHASING SYSTEM**

Cabinet considered a report on a proposal for the Cheshire East Council to be the lead organisation in establishing a bespoke North West SEND flexible purchasing system for the future procurement of Special Educational Needs and Disabilities provision for children and young people across the North West.

RESOLVED

That Cabinet

1. approves the development of a North West SEND Flexible Purchasing System by Cheshire East Council on behalf of North West local authorities for SEND Provision for children and young people; and

2. delegates authority to award contracts to providers to enter the purchasing system to the Executive Director People.

46 **RE-COMMISSION OF SUPPORTED ACCOMMODATION / INDEPENDENT LIVING FOR CARED FOR CHILDREN**

Cabinet considered a report on the procurement of a Supported Accommodation and Independent Living service for cared for children and care leavers.

RESOLVED

That Cabinet

1. approves the procurement of a Supported Accommodation and Independent Living service for cared for children and care leavers; and

2. delegates authority to the Executive Director People, to award the Supported Accommodation and Independent Living contracts.

47 **MANAGED PROVISION FOR CONSULTANCY**

Cabinet considered a report on the awarding of a contract for the provision of consultancy services.

RESOLVED

That Cabinet delegates authority to the Executive Director Corporate Services, in consultation with the Portfolio Holder for Finance, ICT and Communication, to award a call-off contract under the NEPO framework agreement to Bloom Procurement Services Ltd for a period of 4 years with 2 x 24 month options to extend.

48 **AGENCY WORKER CONTRACT PROCUREMENT**

Cabinet considered a report on the procurement of a contract for the supply of temporary agency staff.

RESOLVED

That Cabinet delegates authority to the Executive Director Corporate Services in consultation with the Portfolio Holder for Public Health and Corporate Services to award and implement a new contract for the supply of temporary agency staff following a tender exercise.

49 **REVISED STATEMENT OF LICENSING POLICY**

Cabinet considered a report on a revised Statement of Licensing Policy.

RESOLVED

That Cabinet

1. notes the changes to the draft revised Statement of Licensing Policy as set out in Appendix 1 to the report; and

2. recommends the draft revised Statement of Licensing Policy to Council for adoption.

50 **POYNTON RELIEF ROAD, FINAL APPROVAL TO UNDERWRITE FUNDING GAP, APPOINT WINNING CONTRACTOR AND SUBMIT FINAL BUSINESS CASE**

Cabinet considered a report which sought approval to submit the final funding application to the Department of Transport to release funding towards the construction of the Poynton Relief Road. The report also sought approval to award a contract to deliver the scheme, and sought confirmation of the Council's previous commitment to underwrite any shortfall in funding.

The appendices to the report contained detailed information relating to the awarding of a contract. The appendices contained commercially sensitive information and would be considered in Part 2 of the meeting.

RESOLVED

That Cabinet

1. delegates authority to the Council's S151 Officer to sign off and submit the submission of the Scheme Final Business Case to the Department for Transport, seeking a contribution of £16.4M towards the total Scheme cost;

2. delegates authority to the Council's S151 Officer to sign off and submit the submission of the Scheme Final Business Case to the LEP seeking a contribution of £5.6M towards the total Scheme cost;

3. notes the underwriting of the developer contributions and Asset sales to the Scheme of up to £9.7M in the event that the anticipated developer contributions and Asset sales are not realised; and

4. authorises the Executive Director of Place in consultation with the Deputy Leader to undertake all necessary preparatory works in advance of the final funding decision including the advance vesting of land within the Compulsory Purchase Order, at risk, in order to ensure that the Council is positioned to deliver the scheme if a favourable funding decision is received.

51 **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.

52 **POYNTON RELIEF ROAD, FINAL APPROVAL TO UNDERWRITE FUNDING GAP, APPOINT WINNING CONTRACTOR AND SUBMIT FINAL BUSINESS CASE**

Cabinet considered the Appendices to the report on this matter.

Members of the Council had been given an opportunity to attend a briefing with officers at 11.30 am on the day of the Cabinet meeting to consider and comment on the Appendices.

RESOLVED

That Contractor C as referred to in the Appendices to the report be awarded the contract to deliver the A523 Poynton Relief Road project.

The meeting commenced at 1.00 pm and concluded at 2.30 pm

Councillor S Corcoran (Chairman)

Cheshire East
Council

Working for a brighter future together

Cabinet

Date of Meeting: 08 October 2019

Report Title: Notice of Motion – Council Land Holdings

Portfolio Holder: Cllr Nick Mannion – Environment and Regeneration

Senior Officer: Frank Jordan – Executive Director Place

1. Report Summary

1.1.   The purpose of this report is to consider and respond to the following motion that was proposed by Cllr Janet Clowes and seconded by Cllr Paul Findlow at the Council meeting on 18th July 2019.

"This Council acknowledges that in May 2019 The Government's Committee on Climate Change recommended that Britain should cease its contributions to global warming by 2050 by reducing greenhouse gas emissions to "net zero". Earlier this year, in March 2019, this Council made a commitment to ensure its own activities should be carbon neutral by 2025 - a commitment that was re-iterated at Full Council in May.

In this context, land use is an essential resource that can sequester and store carbon. However, since the 1940s the United Kingdom has seen a systematic loss of its peatlands and forested areas both of which have a pivotal role in storing carbon.

The Climate Change Report highlights the need for fundamental land reform and has identified that to help meet the 2050 net zero target, there must be:

- *Better soil and livestock management practices.*
- *Changes in agricultural practices (including healthier eating behaviours)*
- *The restoration of Peatlands and*
- *The planting of up to 1.5 million hectares of new woodland and hedgerows. This would raise the land coverage used for this purpose*

from 13% to 19% by 2050 and require the re-utilisation of between 26% and 35% of land that is currently used as grassland or rough grazing.

Cheshire East is a highly rural area and the Council owns or manages a range of agricultural and rural land holdings. This Council therefore has the potential to make a significant contribution to meeting both the Borough's and thus the wider UK's climate change targets.

This Council therefore resolves to:

(1) Review its agricultural land-holdings and on-going work with farm tenants to:-

  (1.1) Optimise Opportunities to improve soil and livestock management practices.
  (1.2) Identify appropriate grassland and rough pasture released by 1.1 for tree and hedge planting.
  (1.3) Review the terms and conditions of all new tenancies on Cheshire East Farms, as they become available, to facilitate (1.1) and (1.2) above.

(2) Review (either through its own land ownership practice or with appropriate land-owners and Natural England) the effective maintenance and restoration of peatland areas in Cheshire East, including the nationally designated "Nature Improvement Area (Meres and Mosses)" south of Crewe.

(3) Utilising the knowledge and experience of (1) and (2) above, this Council will work with the Boroughs' schools, academies, colleges and associated partners to develop appropriate resources, practical educational and volunteering opportunities to ensure that Climate Change is incorporated into the wider curricula for young people and volunteers.

(4) That the actions identified in (1), (2) and (3) are incorporated into the Cheshire East Council 'Environment Strategy' and the Cheshire East 'Rural Action Plan'.

(5) Lobby David Rutley: Member of Parliament Macclesfield and Forestry Minister, and all other Cheshire East Constituency MPs, to support the recommendations of the Climate Change Committee and the expeditious implementation of "help with skills, training and information to implement new uses of land, and support with high up-front costs and long-term pay-backs of investing in alternative uses". (Recommendation 2, page 11, CCC, 2019)

1.2. Council resolved that the motion be referred to Cabinet.

2. Recommendations

2.1. That Cabinet:

2.1.1. Support the notice of motion

2.1.2. Note that through the Rural Action Plan approved by Cabinet on 12 March 2019, the Council has already committed to:

2.1.2.1. Review its agricultural land-holdings and on-going work with farm tenants to optimise opportunities to improve soil and livestock management practices; identify appropriate grassland and rough pasture released for tree and hedge planting; review the terms and conditions of all new tenancies on Cheshire East Farms, as they become available, to facilitate these actions.

2.1.2.2. Review (either through its own land ownership practice or with appropriate land-owners and Natural England) the effective maintenance and restoration of peatland areas in Cheshire East, including the nationally designated "Nature Improvement Area (Meres and Mosses)" south of Crewe.

2.1.2.3. Work with the Boroughs' schools, academies, colleges and associated partners to develop appropriate resources, practical educational and volunteering opportunities to ensure that Climate Change is incorporated into the wider curricula for young people and volunteers.

2.1.3. Note that Cabinet approved the draft Environmental Strategy on 10 September 2019, that a public consultation is currently under way, and that this Notice of Motion will be considered as part of that consultation.

2.1.4. Agree that the Executive Director Place writes to the current Under Secretary of State for Food and Animal Welfare, noting that David Rutley MP no longer holds this role, once the final version of the Environmental Strategy has been approved by Cabinet.

3. Reasons for Recommendations

3.1. The Council has committed to be Carbon Neutral by 2025.

3.2. The Rural Action Plan acknowledges that Cheshire East is a highly rural area and the Council owns or manages a range of agricultural and rural land holdings. This Council therefore has the potential to make a significant

contribution to meeting both the Borough's and thus the wider UK's climate change targets.

3.3. The draft Environmental Strategy will ensure the Council provides strong environmental leadership and stewardship, and we will lead by example locally by taking action to reduce and offset our carbon emissions. This will be achieved through the development of our green infrastructure, the way we manage our farms estates, and ways we can contribute to improving soil health. We will also examine the potential for woodland creation and tree planting in suitable roadside, hedgerow and urban locations and engage communities in tree planting initiatives.

4. Other Options Considered

4.1. Reject the notice of motion.

5. Background

5.1. A Notice of Motion was proposed and unanimously carried by Council on 22 May 2019 requesting that a Cheshire East Environment Strategy is brought forward as a matter of urgency and that the Council commits to being carbon neutral by 2025.

5.2. The Council has developed its first Environmental Strategy to take action to respond to the global threat of climate change and protect and improve the health and resilience of the environment within our borough.

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. There are no implications from supporting the notice of motion.

6.2. Finance Implications

6.2.1. There are no implications from supporting the notice of motion.

6.3. Policy Implications

6.3.1. There are no implications from supporting the notice of motion.

6.4. Equality Implications

6.4.1. There are no implications from supporting the notice of motion.

6.5. Human Resources Implications

6.5.1. There are no implications from supporting the notice of motion.

6.6. **Risk Management Implications**

6.6.1. There are no implications from supporting the notice of motion.

6.7. **Rural Communities Implications**

6.7.1. There are no implications from supporting the notice of motion.

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

6.8.1. There are no implications from supporting the notice of motion.

6.9. **Public Health Implications**

6.9.1. There are no implications from supporting the notice of motion.

6.10. **Climate Change Implications**

6.10.1. Supporting the notice of motion through the delivery of the Rural Action Plan and Environmental Strategy will contribute to the Council's aim to be Carbon Neutral by 2025.

7. Ward Members Affected

7.1. No specific ward is affected.

8. Consultation & Engagement

8.1. Not applicable.

9. Access to Information

9.1. Rural Action Plan:

http://moderngov.cheshireeast.gov.uk/ecminutes/ieListDocuments.aspx?CId=241&MId=7084&Ver=4

9.2. Draft Environmental Strategy:

http://moderngov.cheshireeast.gov.uk/ecminutes/ieListDocuments.aspx?CId=241&MId=7459&Ver=4

10. Contact Information

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

Name: Paul Bayley

Job Title: Director of Environment and Neighbourhood Services

Email: paul.bayley@cheshireeast.gov.uk

OFFICIAL

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Cheshire East Council

Working for a brighter future together

Cabinet

Date of Meeting: 08 October 2019

Report Title: Mid Year Review (FINANCE) 2019/20

Portfolio Holder: Cllr Amanda Stott - Finance, IT and Communication

Senior Officer: Alex Thompson – Director of Finance and Customer Services (Section 151 Officer)

1. Report Summary

1.1. This report outlines how the Council is managing resources to provide value for money services during the 2019/20 financial year. The report highlights financial and non-financial pressures and provides an overview of progress towards achievement of the priority outcomes set out in the Corporate Plan.

1.2. Local Authority budgets across the UK are being managed against a backdrop of continuing reductions in government funding in 2019/20 as well as inflation rises and increasing demand for services. However, the statutory duties of the Council must still be delivered within the relevant parameters and the associated inspection frameworks. In this environment the ability to deliver financial savings whilst maintaining service standards across the Council is extremely challenging.

1.3. At the mid year position the Council's forecast overspend is estimated at £7.5m compared to the 2019/20 Budget. This is mainly due to pressures in the People Directorate, past service pension costs and delays associated with achieving some of the efficiency savings included within service budgets.

1.4. With continuing robust action it is expected that the outturn position will return in line with budget by the end of the year. Mitigating actions will include:

1.4.1. A managed restriction of in-year costs to support essential spend only.

1.4.2. Reviewing the level of spending on key contracts.

1.4.3. Pricing reviews to ensure costs are being fully recovered where appropriate.

1.4.4. Vacancy management.

1.4.5. Flexible use of capital receipts to support one-off costs or reduce borrowing costs.

1.4.6. Re-alignment of and appropriate use of earmarked reserves to support General Reserve balances.

1.5. Forecast expenditure on the capital programme is £175.1m which is in line with the revised budget for 2019/20.

1.6. Against this challenging financial backdrop it is pleasing to note that the Council has continued to perform strongly, delivering positive outcomes in each of the six priority areas identified by the Corporate Plan.

1.7. The attached report, **Annex 1**, sets out details of how the Council is performing in 2019/20. It is structured into three sections:

Section 1 Summary of Council Performance - brings together the positive impact that service performance and financial performance have had on the six Council Outcomes during the year.

Section 2 Financial Stability - provides an update on the Council's overall financial position.

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

1.8. Appendices to the annex demonstrate how spending in 2019/20 has been funded, including the service budgets, grants, debt recovery and reserves. Updates are provided on the Capital Strategy, Treasury Management Strategy and Investment Strategy.

2. Recommendations

That Cabinet:

2.1. note the contents of the report and the mitigating actions to manage the forecast outturn.

2.2. note the contents of Annex 1 to the report.

2.3. approve in accordance with Finance Procedure Rules fully funded supplementary capital estimates over £500,000 and up to £1m (**Appendix 4**, **Annex C**);
   - £628,195 increase to Education and Skills 14-19 due to additional Devolved Formula Grant.
   - £533,171 increase to the Highways Investment Programme relating to the pothole fund.

2.4.   approve in accordance with Finance Procedure Rules Capital a virement over £1,000,000 and up to £5,000,000 (**Appendix 4, Annex C**);

- £4,830,000 transfer from the Strategic Capital Project to Best4Business to enable the project to continue, whilst recognising that final scheme costs are under review.

2.5.   recommend to Council to approve:

2.5.1.   fully funded supplementary capital estimate above £1,000,000 in accordance with Financial Procedure Rules as detailed in **(Appendix 4 Annex D)**;

- £5,130,000 increase in the Best4Business budget to recognise the further contribution from Cheshire West and Chester towards this shared project.

3. Reasons for Recommendations

3.1.   The Council monitors in-year performance through a reporting cycle, which includes outturn reporting at year-end. Reports during the year reflect financial and operational performance and provide the opportunity for members to note, approve or recommend changes in line with the Council's Financial Procedure Rules.

3.2.   The overall process for managing the Council's resources focuses on value for money and good governance and stewardship. Financial changes that become necessary during the year are properly authorised and this report sets out those areas where any further approvals are now required.

3.3.   This report provides strong links between the Council's statutory reporting requirements and the in-year monitoring processes for financial and non-financial management of resources.

3.4.   This report provides strong links between the Council's statutory reporting requirements and the in-year monitoring processes for financial and non-financial management of resources.

3.5.   It also meets the requirements of the CIPFA Code of Practice for Treasury Management in the Public Services and the Prudential Code for Capital Finance in Local Authorities.

4. Other Options Considered

4.1.   Not applicable

5. Background

5.1.   Monitoring performance is essential to the achievement of outcomes within the Corporate Plan. This is especially important in evidencing the achievement of value for money across an organisation the size of Cheshire East Council. The Council is the third largest in the Northwest of England, responsible for over 500 services, supporting over 375,000 local

people. Gross annual spending is over £795m, with a balanced net budget for 2019/20 of £282.2m.

5.2. The management structure of the Council is organised into three directorates, People, Place and Corporate. The Council's reporting structure provides forecasts of a potential year-end outturn within each directorate during the year, as well as highlighting activity carried out in support of each outcome contained within the Corporate Plan.

5.3. At the mid year stage, action continues to ensure that the Council's reserves strategy remains effective following identification of a potential overspend of £7.5m (2.7%) against a net revenue budget of £282.2m. Forecast capital expenditure in the year is £175.1m.

5.4. The Council complies with all of its legislative and regulatory requirements in accordance with the CIPFA Code of Practice for Treasury Management in the Public Services and the Prudential Code for Capital Finance in Local Authorities.

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. The legal implications surrounding the process of setting the 2019 to 2022 medium term financial strategy were dealt with in the reports relating to that process. The purpose of this paper is to provide a progress report at the mid year stage of 2019/20. That is done as a matter of prudential good practice, notwithstanding the abolition of centrally imposed reporting requirements under the former National Indicator Set.

6.1.2. The only other implications arising directly from this report relate to the internal processes of approving supplementary capital estimates and virements referred to above which are governed by the Finance Procedure Rules.

6.1.3. Legal implications that arise when activities funded from the budgets that this report deals with are undertaken, but those implications will be dealt within the individual reports to Members or Officer Decision Records that relate.

6.2. Finance Implications

6.2.1. Reserve levels are agreed, by Council, in February each year and are based on a risk assessment that considers the financial challenges facing the Council. The forecast overspend at mid year is within the risk assessed level, but if it remains unresolved this could require the Council to deliver a greater level of future savings to replenish reserve balances.

6.2.2. As part of the process to produce this report, senior officers review expenditure and income across all services to support the development of mitigation plans that will return the outturn to a balanced position at year-end.

6.3. Policy Implications

6.3.1. This report is a backward look at Council activities at mid year and predicts the year-end position.

6.3.2. Performance management arrangements support the delivery of all Council policies. The forecast outturn position, ongoing considerations for future years, and the impact on general reserves will be fed into the assumptions underpinning the 2020/24 medium term financial strategy.

6.4. Equality Implications

6.4.1. Any equality implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

6.5. Human Resources Implications

6.5.1. This report is a backward look at Council activities at mid year and states the forecast year-end position. Any HR implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

6.6. Risk Management Implications

6.6.1. Performance and risk management are part of the management processes of the Authority. Risks are captured both in terms of the risk of underperforming and risks to the Council in not delivering its objectives for its residents, businesses, partners and other stakeholders. Risks identified in this report are used to inform the overall financial control risk contained in the Corporate Risk Register.

6.6.2. Financial risks are assessed and reported on a regular basis, and remedial action taken if and when required. Risks associated with the achievement of the 2019/20 budget and the level of general reserves were factored into the 2019/20 financial scenario, budget and reserves strategy.

6.7. Rural Communities Implications

6.7.1. The report provides details of service provision across the borough.

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

    6.8.1. The report provides details of service provision across the borough, acknowledges the Ofsted report and notes the overspend within Children in Care services.

6.9. **Public Health Implications**

    6.9.1. Public health implications that arise from activities that this report deals with will be dealt with as seperate reports to Members or Officer Decision Records as required.

6.10. **Climate Change Implications**

    6.10.1. Any climate change implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

7. Ward Members Affected

7.1. All

8. Consultation & Engagement

8.1. As part of the budget setting process the Pre-Budget Report 2019/20 provided an opportunity for interested parties to review and comment on the Council's Budget proposals. The budget proposals described in the consultation document were Council wide proposals and that consultation was invited on the broad budget proposals. Where the implications of individual proposals were much wider for individuals affected by each proposal, further full and proper consultation was undertaken with people who would potentially be affected by individual budget proposals.

9. Access to Information

9.1. The following are links to key background documents:
Medium Term Financial Strategy 2019/22

10. Contact Information

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

Name: Alex Thompson

Job Title: Director of Finance and Customer Services (Section 151 Officer)

Email: alex.thompson@cheshireeast.gov.uk

Mid Year Review (FINANCE) 2019/20

October 2019

This report receives scrutiny and approval from Members of Cheshire East Council. As a public report, anyone can provide feedback to the information contained here.

Anyone wanting to comment can contact the Council at:

shapingourservices@cheshireeast.gov.uk

Introduction

Cheshire East Council is the third largest Council in the Northwest of England, supporting over 375,000 local people with annual spending of over £795m.

Local government is going through a period of financial challenges, with a combination of increasing demand for services, rising costs and reduced Government grant. The Council's response is to focus on increasing efficiency and productivity that enables us to deliver sustainable, quality services.

Demand for Council services is increasing, with more individuals and families needing support and services than ever before. This reflects an increase in population but also reflects changes in demographics. This demand is resulting in revenue pressures of £7.5m (2.7%) against a net revenue budget of £282.2m. Robust action is being taken to mitigate this position, such as reducing non-essential spending to deliver a balanced outturn position and protect General Reserves.

To support openness and transparency, and provide evidence of strong governance, the report has three main sections, to provide background and context, and then seven supporting appendices with detailed information about allocation and management of public money during 2019/20:

Section 1 provides a summary of Council performance and brings together service achievement highlights against the six Outcomes in the Council's four year Corporate Plan.

Section 2 provides information on the overall financial stability and resilience of the Council. It demonstrates how spending in 2019/20 is being funded, including the positions on overall service budgets, grants, council tax and business rates and centrally held budgets. Further details are contained in the appendices.

Section 3 provides a summary of the issues relating to the Council's Workforce Development Plan.

- **Appendix 1** explains budget changes since the Medium Term Financial Strategy.
- **Appendix 2** shows the latest position for Corporate Grants.
- **Appendix 3** analyses the position on Outstanding Debt.
- **Appendix 4** shows updates to the Capital Strategy.
- **Appendix 5** shows updates to the Treasury Management Strategy.
- **Appendix 6** shows updates to the Investment Strategy.
- **Appendix 7** lists details of Earmarked Reserves.

Alex Thompson

Director of Finance and Customer Services
(Section 151 Officer)

Contents

2019/20 Outturn Forecast at Mid Year Review - Financial Position

2019/20 Mid Year Review (GROSS Revenue Budget £646.3m)	Revised Budget (NET)	Forecast Actual Outturn	Forecast Over / (Underspend)	For further information please see the following sections
	£m	£m	£m	
SERVICE DIRECTORATES				
People	170.9	176.4	5.5	Section 2 - Paragraphs 65-86
Place	72.8	72.7	(0.1)	Section 2 - Paragraphs 87-92
Corporate	30.2	31.3	1.1	Section 2 - Paragraphs 93-97
Total Services Net Budget	273.9	280.4	6.5	
CENTRAL BUDGETS				
Capital Financing	12.0	12.0	-	Appendix 4
Transfer to/(from) Earmarked Reserves	(2.9)	(2.9)	-	Appendix 7
Corporate Contributions / Central Budgets	(0.8)	0.2	1.0	Section 2 - Paragraph 98
Total Central Budgets	8.3	9.3	1.0	
TOTAL NET BUDGET	282.2	289.7	7.5	
Business Rates Retention Scheme	(48.0)	(48.0)	-	Section 2 - Paragraphs 117-121
Specific Grants	(15.9)	(15.9)	-	Appendix 2
Council Tax	(216.2)	(216.2)	-	Section 2 - Paragraphs 105-116
Sourced from Collection Fund	(2.1)	(2.1)	-	
CENTRAL BUDGETS FUNDING	(282.2)	(282.2)	-	
FUNDING POSITION	-	7.5	7.5	

	Planned Contribution 2019/20	Forecast Variance Mid Year	Forecast Impact on Reserves Mid Year	
	£m	£m	£m	
Impact on Reserves	-	(7.5)	(7.5)	

General Reserves Balance	2019/20 Budget (estimated)		Mid Year Forecast	
	£m			£m
Opening Balance April 2019	10.3	Actual		10.3
2019/20 Impact on Reserves (see above)	-	Forecast		(7.5)
2019/20 Planned Contribution to GF Reserve	-	Forecast		1.7
Closing Balance March 2020	10.3	Forecast		4.5

For 2019/20 Impact on Reserves (see above) row: Section 2 - Paragraphs 100-103

1. Summary of Council Performance

Introduction

1. Our Corporate Plan identifies six strategic outcomes that balance the immediate needs of our residents with a longer term vision of creating the conditions for people to thrive independently in a supportive environment. This section provides a summary of service achievement highlights against the six outcomes:

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

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

Outcome 3 - People have the life skills and education they need in order to thrive
- Children and young people get a good start in life, and are prepared for the world of work.
- Everyone is equipped to live independent, self-sufficient lives, and to realise their particular talents and abilities.

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

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

Outcome 6 - A responsible, effective and efficient organisation
- The Council serves the people of Cheshire East through:
  - ensuring quality and best value for local people,
  - striving to get it right first time,
  - and acting with integrity, being open, honest and accountable and delivering on our promises.

Outcome 1

Our local communities are strong and supportive

2. On 8 August 2019 a fire broke out destroying the Beechmere Extra Care Village in Crewe. Colleagues across the Council continue to work closely with partners to support residents who lost their homes, and residents or relatives who have social care and accommodation needs as a result of the fire.

3. Cheshire East Connected Communities Centres have been shortlisted for national Association for Public Service Excellence (APSE) awards in the 'best community and neighbourhood initiative' category. Around 40 centres across the borough offer a wider range of activities and support services to reduce social isolation and enable local people to experience greater wellbeing.

4. On 29 June 2019, Cheshire East held its second Pride in the Park event at Queens Park in Crewe. Around 5,000 visitors came along to the event in celebration of and support for the local LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer) community.

5. Book issues within our libraries are up overall when compared with the same period in 2018/19; significant highlights include an increase of 23% in children's non fiction issues, 6% increase in adult non fiction issues and an increase in usage of our online reference resources of 46%.

6. Numbers of Cheshire East children participating in this year's children's Summer Reading Challenge exceeded all previous targets and were up by 9.2% on the previous year.

7. The Communities team have mainstreamed funding to permanently recruit four community liaison officers who work with migrant children in schools to support language development and community cohesion.

8. Over 40 grant applications have been administered to support early intervention and prevention and improve outcomes for individuals.

9. The upgrade of Crewe Town Centre to the latest High Definition (HD), night vision and speed dome CCTV Cameras is now complete including the installation of two new cameras acting as our "eye in the sky" on Delamere House. This has been a major improvement project which will deliver further cost savings.

10. In May 2019 the Council presented at the Trading Standards North West Trading Day and AGM on the importance of witness and victim care during investigations and prosecutions. This has led to a national action being taken by the Chartered Trading Standards Institute to look at improving standards through a Victim Charter.

Outcome 2

Cheshire East has a strong and resilient economy

11. Over the summer the Council consulted on a draft economic strategy, outlining plans to grow the local economy to deliver £15bn per year and improve the social, economic and environmental wellbeing of the borough. The Draft Strategy was considered by Cabinet on 9 July, and was developed in partnership with private sector representatives. The main priorities in the strategy include improving the quality of our town centres, the variety of available housing, skills levels and business development. The consultation closed on the 29 September.

12. The latest phase of 'Connecting Cheshire' was completed, celebrating the achievement of connecting over 106,000 homes and businesses with fibre broadband; of which 92,000 are at Superfast speeds.

13. In July we celebrated the launch of the £16m Square Kilometre Array Headquarters at Jodrell Bank.

14. We successfully secured a number of inward investments in the Borough including Team INEOS and Athenex; growing the economy and supporting employment opportunities.

15. In May the ADAPT Innovation project was completed; working with Siemens and RedEye Ltd to drive improvements in business productivity through the adoption of digital techniques and practices, with 30 Small and Medium sized Enterprises participating. The project was showcased at a national Innovation UK event in July.

16. A number of Cheshire East businesses were supported with successful bids for LEADER Rural grant funding including RapierStar and Park View Business Centre.

17. The Cheshire and Warrington Skills Pledge programme was launched, building on the success of the Careers & Enterprise Network in Cheshire East, which achieved 100% coverage across all secondary schools and colleges in the Borough.

Outcome 3

People have the life skills & education they need in order to thrive

18. Provisional 2019 school results again show positive trends and further successes across all key stages. Over the coming months, these provisional results will be validated and national comparative data will be available. Current highlights include:
    - Maintaining high performance in the early years phase for Good Level of Development where 73% of learners achieved the required standard. This is above the national average and one of the strongest performing North West authorities.
    - Very strong performance at Key Stage 1 in phonics where 84% achieved the pass rate.
    - Strong improvements seen this year in maths at the end of Key Stage 2, where 80% achieved the expected standard; a rise of 2 percentage points (ppts) on the previous year.
    - Improvements in the number of students achieving strong passes at GCSE (grades 9-5) with 50% achieving this level in both maths and English. This is again a rise of 2 ppts.
    - Improvements in the outcomes at the end of Key Stage 4 for our disadvantaged learners across all core subjects.
    - Further improvements in the % of students achieving A*-C in A levels and a very high overall pass rate of 98%.

19. The last 12 months has seen a significant amount of work to increase overall capacity for school places across the Borough especially in those planning areas where there is the impact of new housing. The following schemes highlight the extensive capital projects which are well underway or close to completion:

    - Expansion of Alsager Secondary School to accommodate an extra 150 pupils.
    - A complete new build for our Pupil Referral Unit (Oakfield Lodge) in Crewe to accommodate up to 60 learners.
    - Expansion of Cranberry Primary School providing over 100 extra places in the Alsager area.
    - Expansion of Springfield Special School with a completed build for a further 24 learners.
    - An approved scheme is progressing at Park Lane Special School for an additional 40 learners.
    - A new Special Education Free School is at an advanced stage of feasibility in Crewe for 40 learners aged 4-16.

20. A programme of work is well underway to display outstanding artwork as produced by pupils in Cheshire East schools in corporate buildings. Displayed work is now available in Westfields, Sandbach in a gallery capturing work from 6 schools. It is intended to develop similar galleries in Macclesfield and Crewe.

21. The increase in academies over recent years has put 'pressure' on some schools to see academisation as the only option going forward. Recent work undertaken with the 70 maintained schools is to develop specific programmes of work so that their ability to work collaboratively is retained and they remain positive in terms of remaining as a maintained school.

22. Our new multi-agency Children and Young People's Plan, 2019-21 was launched over the summer, setting out the overarching outcomes we want to achieve for young people.

23. The Council continues to top the regional performance table in securing high quality childcare for the children who face the greatest challenges for the best start in life.

24. An area for improvement is around the % of care leavers who are NEET (not in education, employment or training), which was higher than targeted at the end of quarter 1, at 47% (target of less than 38%). Based on the 131 making up the former relevant cohort of care leavers aged 19-21, currently 62 are recorded as NEET. However, when factoring in those engaged in positive activities or training/re-engagement provision, this figure reduces to 47 (36%).

Outcome 4

Cheshire East is a green and sustainable place

25. In July, the Carbon Neutrality Working Group was mobilised, following the Council's declaration of a climate emergency.

26. Ten of Cheshire East's parks and green spaces have been awarded 'Green Flag' awards, which are awarded to spaces which boast the highest possible environmental standards, are beautifully maintained and have excellent visitor facilities. Tatton Park and Queens Park also retained additional 'Green Heritage' accreditation, given to places that achieve a high standard in management and interpretation of a site with local or national historic importance.

27. Two members of Cheshire East Council's building control company Civicance gained specialist fire safety certificates introduced as a result of the Grenfell fire tragedy. The fire safety qualification demonstrates the competence to enable building surveyors to inspect any high-rise or complex building and advise on the removal of any hazardous material or to introduce additional safety measures or materials.

28. Cheshire East Highways were awarded the Chartered Institute for Highways and Transportation Safety Award for the upgrade of the Vehicle Restraint System on the A54.

29. A footbridge in Crewe, known locally as Joey the Swan footbridge was replaced using recycled Glass Reinforced Plastic (GRP). The bridge is the first of its kind in Cheshire East where the planks are made from GRP with a foam core infill made from 100% recycled plastic bottles. In total just over 4,500 recycled plastic bottles were used on the replacement bridge. This innovative recycling technique reduces environmental impact, carbon footprint and offers the bridge at least a 30 year lifespan. The same treads were used for the Middlewood Way footbridge in Macclesfield, where 22,500 recycled bottles make up the new bridge decking.

30. From 27 July to 31 July 2019 parts of the eastern side of the Borough experienced a significant period of adverse weather. Over the five-day period 150mm of rain fell over the Poynton area which caused the natural drainage to swell and flow into Poynton Brook. The Adverse Weather Desk was in operation for 7 days from 27 July to 2 August. During this period, approximately 790 hours were spent on weather related activities.

31. The Parking team were shortlisted for a nationally recognised award and were awarded a Certificate of Excellence for their annual report for 2017/18 by PATROL (Parking and Traffic Regulations outside London) at the PARC awards in July 2019 at the House of Commons. The team are also achieving in excess of 99.9% compliance in allocating all correspondence and appeals within 14 days.

32. Performance on turnaround of Major planning applications for quarter 1 stood at 100% (against a target of 90%), and our turnaround of 'Non-major' applications stood at 93% (against an ambitious target of 95%). The number of applications at all levels continues to remain high.

33. The site allocations and development policies document (SADPD) has progressed through to the next round of public consultation en route to external examination. This provides

for more detailed policies and small allocations as Part 2 of the Local Plan and will eventually replace the legacy Local Plans dating back to 2004.

34. The Crewe Hub Area Action Plan which sets out a planning framework for the area around a future HS2 station is also out for a further round of consultation.

35. The 2019 Annual Status Report for Air Quality has been approved by Defra. In addition, as part of their response they praised our Air Quality Action Plan stating "The measures are highly detailed and show that the Council have great consideration for improving air quality within their Borough."

Outcome 5

People live well and for longer

36. The Cheshire East Health and Care Partnership has commenced consultation on a draft Five-Year Plan setting out ambitions to improve the health and wellbeing of the people of Cheshire East. The vision is to improve the health and wellbeing of local communities, enabling people to live longer and healthier lives.

37. Cheshire East Carers' Hub has been shortlisted for a national APSE award in the 'best health and wellbeing initiative' category. The Hub provides information, advice and guidance for the estimated 40,000 carers across Cheshire East.

38. Quarter 1 data showed a further increase in usage of Council-owned leisure facilities, with 929,488 attendances during the first quarter of the year (compared to 913,830 in quarter 1 2018/19).

39. In quarter 1 there were 251 successful cases of preventing or relieving homelessness compared to 150 at quarter 1 in 2018/19.

40. We launched a 3-year Cheshire-wide affordable warmth advice service, which will benefit 3,000 residents.

41. Our Housing Wellbeing service has started to provide support to reduce hoarding in people's homes, which will reduce homelessness, tackle fire hazards and enable people to live independently and safely in their own homes.

42. In June, the Council was shortlisted for the national award for Transforming Lives for the work we are delivering to our most vulnerable victims of Domestic Violence, ensuring that they have safe accommodation.

43. Foster Care Fortnight, the UK's biggest foster carer recruitment drive, took place from 13-27 May, led by the charity The Fostering Network. This year's campaign theme was #changeafuture, highlighting the positive differences foster carers can make to the futures of young people in care.

44. In quarter 1 our Integrated Youth Support service have delivered targeted one-to-one and group support to over 1,500 young people.

45. July 2019 marked the second anniversary of the launch of the regional adoption agency, 'Adoption Counts', bringing together the skills and expertise of the adoption services of five local authorities: Cheshire East Council, Manchester City Council, Salford City Council, Stockport Council, and Trafford Council.

46. The Investing in Children Award recognises achievement in co-producing services with children and young people. A number of our services have been successful this year. This includes the Independent Reviewing Officers for Cared for Children, who retained their award and our Cared for and Care Leavers Service who achieved the award for the first time.

47. A pilot in partnership with the Youth Offending Service and the Police and Crime Commissioner has been established to

provide an independent Appropriate Adult service for children and young people in Cheshire East in custody.

48. The Commissioning team have led on the development of a Social Value Charter on behalf of the NHS Cheshire and Merseyside Health and Care Partnership.

49. Adults Services have developed and implemented an all-age co-production charter 'Together'. This co-production guide sets out how we will work together as equal partners to improve, develop and deliver services towards a common goal for all of our children, young people, families and adults.

50. Social Care Institute for Excellence (SCIE) launched guidance on carers' breaks and Cheshire East Council is highlighted as a good practice example of commissioning for adults respite provision and learning disability respite.

51. The Council has commissioned and mobilised a new integrated substance misuse service with a focus on recovery.

52. A current area for improvement is around the % of Food Safety E rated premises that receive intervention activity. Performance against our target of 100% stood at 70% during quarter 1, with 23 out of 33 scheduled inspections completed. Additionally there exists an overall backlog, though 51 interventions were undertaken with respect to this backlog during the quarter to reduce the overall outstanding intervention activities. It is anticipated that, once ongoing recruitment is in place, capacity will be restored to work towards the target as the year progresses.

Outcome 6

A Responsible, Effective and Efficient Organisation

53. August was a challenging month for residents and officers as we came together to respond to two major incidents; the fire at Beechmere Extra Care Housing, and the flooding that affected many parts of the borough, particularly in the north, including the areas in and around Poynton, Bollington and Handforth. The response of the Council is testament to its effective business continuity plans and the resilience and commitment of the teams that directly supported each of these events. Work continues on business continuity to improve our preparedness, response and recovery for any further major incidents that may occur.

54. Many of our HR policies and procedures have been reviewed to ensure we operate within a fair, open and safe environment. Updated policies include: Recruitment; Organisational Change (including Restructuring, Secondment, buying Out of Hours, Redundancy); Equality in Employment.

55. As part of the "Digital Refresh", a council-wide programme commenced to update our computers to Windows 10 and Office 365. The Digital Refresh will see us adopting new technology and digital policies to help us to provide an even better service to our customers, whilst enabling us to work more flexibly, and with greater confidence.

56. During the first half of the year the Council has undertaken or opened a range of consultations including the Cheshire East Partnership Five Year Plan, Crewe Hub Area Action Plan, Southern Link Road Bridge Access Options, Falls Prevention Strategy, Party in the Park, Council Tax Support, the Draft Economic Strategy, and the Local Plan: Site Allocations and

Development Policies Document. A residents' survey was developed and issued at the end of quarter two, engaging with residents on a range of subjects including highways, parks and open spaces, customer services and the Council overall. Additionally, the Council's Digital Influence Panel continues to respond to consultation and survey activities in order to support stakeholder engagement.

57. We have recently introduced a centralised, dedicated service by which our Councillors can make enquiries on behalf of those they represent. This has resulted in a more efficient and focussed way of dealing with residents' enquiries, which delivers responses in a timely way. The service is being rolled out to town and parish councils in the coming months.

58. We now have the most accurate Electoral Register since the Council was created, containing around 300,000 electors. Our annual canvass will provide details of changes to the Register which will be essential in delivering future elections and referendums.

59. At the 2019 North West Weddings Awards the Service was voted the best ceremony provider. Additionally, the Council achieved its seventh gold medal in the internationally-renowned RoSPA (Royal Society for Prevention of Accidents) Health and Safety Awards. This accolade is in recognition of our health and safety practices and achievements, and is a testament to the dedication and consistent hard work of our Health and Safety team at Cheshire East, to ensure that we conduct safe and ethical practices across all of our services.

60. Agency spend during the first quarter stood at £2.1m with 187 agency staff at the end of the quarter, an increase from 172 at the end of 2018/19. One of the areas we are exploring is agency and consultancy spend across the Council with an eye on ensuring the best possible value for money whilst maintaining the best possible service for local people, which many of our agency staff and consultants support.

2. Financial Stability

Introduction

61. The Council has a strong track record of sound financial management. Nevertheless, in common with all UK local authorities the Council finds itself in a position where pressures on the revenue budget are intensifying as a result of increased costs, growing demand and reducing Government grant. The pressures are most intense in Children's and Adults' Social Care.

62. A full mitigation plan is in progress to address the forecast overspend and ensure that the General Reserves are protected. Given the scale of the financial pressures achieving a balanced budget position this year will be extremely challenging.

63. **Table 1** provides a service summary of financial performance at mid year. The current forecast is that services will overspend by £6.5m in the current year. The Financial Narratives provide further details and changes to service net budgets since mid year review are analysed in **Appendix 1**.

64. Further items impacting on the level of the Council's balances are detailed in the paragraphs below on Central Contingencies and Contributions.

Table 1 - Service Revenue Outturn Forecasts

2019/20 Mid Year Review (GROSS Revenue Budget £646.3m	Revised Budget (NET) £m	Forecast Actual Outturn £m	Forecast Over / (Underspend) £m
SERVICE DIRECTORATES			
Directorate	0.9	0.7	(0.2)
Adult Social Care - Operations	24.8	26.0	1.2
Children's Social Care	35.7	39.3	3.6
Commissioning	86.6	87.6	1.0
Education & 14-19 Skills	14.4	14.6	0.2
Prevention & Early Help	8.5	8.2	(0.3)
Public Health	-	-	-
Public Sector Transformation	-	-	-
People	170.9	176.4	5.5
Directorate	0.7	0.7	-
Environment & Neighbourhood	39.3	39.4	0.1
Planning			
Growth & Enterprise	20.6	20.4	(0.2)
Highways & Infrastructure	12.2	12.2	-
Place	72.8	72.7	(0.1)
Directorate	0.7	0.6	(0.1)
Finance & Customer Services	7.6	8.7	1.1
Governance & Compliance Services	9.9	9.6	(0.3)
Transformation	12.0	12.4	0.4
Corporate	30.2	31.3	1.1
Total Services Net Budget	**273.9**	**280.4**	**6.5**

Financial Narratives

People Directorate

65. Children and Families Service are reporting a forecast outturn pressure of £3.4m on base budget at this mid year review stage. The key issues for the Directorate are set out below.

Children's Social Care (including Commissioning) – pressure of £3.8m

66. The key pressures facing the service include:

- Agency Care placements	£2.8m
- Offset by delay in residential homes contract	-£1.1m
- Additional staffing requirements	£1.0m
- Special Guardianship Orders	£0.4m
- Efficiency savings target to be achieved	£0.3m
- Reduction in interagency adoption income	£0.2m
- Commissioning contracts exceeding budget	£0.2m

67. The service continues to take steps to manage these cost pressures. Further details are set out below.

Agency Care placements / Delay in residential homes contract

68. The number of cared for children is 491 at the end of July 2019. This represents an additional 6 children since the March 2019 figure of 484. As at the end of August 2019 the figure has risen to 510.

69. Most children enter care due to neglect and abuse with increasing numbers of children being made the subject of applications to the Family Courts to secure their welfare. In the period April 2019 to July 2019, 55 children and young people entered care and 47 left care as a result of special guardianship, adoption, returning home or moving to independent living.

70. A number of initiatives are being taken forward to reduce the pressures such as commissioning residential children's homes locally, providing intensive support to children in need, joining a regional adoption agency and setting up a shared fostering marketing and recruitment hub with Cheshire West, Warrington and Halton Councils. The Council is also looking to develop a more intensive support offer for children in care to prevent placement disruption, negative impact on life choices and escalation to more expensive provision.

71. The net pressure for the placements budget is £1.7m at mid year. There has been a delay in delivery of the children's residential contract, this is due to external delays with Ofsted registration. There has also been an increase of 17 external foster placements due to a decrease in the number of mainstream foster placements and increased number of children in care.

Additional staffing requirements

72. Staffing pressures of £1m are being experienced within Children's Social Care teams, this includes: Permanence and Through Care due to increase in complex demand and the newly established contact team. The Director is looking into these issues and options to manage within budget.

Special Guardianship Allowances

73. There has been an increase in the number of Special Guardianship Orders as social work practice improves enabling children at risk to remain living within their extended family network rather than in foster care.

Efficiency savings target to be achieved

74. The service has an ongoing efficiency target to deliver savings in staffing and travel which is a challenge to deliver at present.

Reduction in interagency adoption income

75. The Council is working as part of a regional collaboration for adoption and is experiencing lower levels of adoption income as a result.

Commissioning contracts exceeding budget

76. Pressure on the commissioning budget of £0.2m as activity is currently exceeding budget. The service will look to deliver savings each time a contract is renewed.

Prevention and Early Help – underspend of £0.3m

77. The service is forecasting a £0.3m underspend mainly as a result of vacancies being held or delays in filling senior posts following a significant reorganisation in 2018/19.

Education and Skills – pressure of £0.2m

78. Key issues for the service relate to:

- Special Educational Needs and Disabilities – the service is being restructured to improve capacity and responsiveness. A pressure of £0.1m is being recorded as a result of continued use of agency staff to cover vacant posts while the restructure is progressing.
- Transport – the Council's transport provider, Transport Service Solutions (TSS), is currently forecasting a balanced position which reflects the significant progress to deliver the ongoing savings plan by TSS and the Council. The Council has taken a number of steps to support TSS to deliver within the management fee, including a business process review to ensure efficiencies in back office arrangements, particularly commissioning, and the implementation of revised travel policies.
- Catering – due to increasing costs, of food for example, the service is unable to generate additional income from schools giving a pressure of £0.1m. A £0.2m pressure is also recorded as the service is awaiting confirmation of

Public Health funding to support their ongoing work to support healthy eating in schools.
- Other areas of Education and Skills have generated a net underspend of £0.2m through vacant posts.

Dedicated Schools Grant (DSG) - Pressure of £3.4m

79. Budgets for the Council's DSG allocation are also managed within Education and Skills.

80. There is a forecast pressure of £3.4m against the high needs DSG block of £36.5m. Key issues for the service relate to:

- Pressures on top up funding for mainstream schools and resource provisions.
- Pressures on special provision schools, external and post 16 placements. These are recognised nationally as a pressure affecting most councils.

81. This variance is not included as part of the revenue outturn forecast and will be met from the DSG reserves.

82. The service is working to implement a DSG high needs recovery plan to address these issues. This includes plans to enhance scrutiny, review placement costs and the basis for the local payment rates, and develop more local provision.

Adult Social Care, Public Health and Communities

83. Adult Social Care, Public Health and Communities budgets remains under continued pressure locally and across the country. The pressure here in Cheshire East comes from a combination of factors, which have been building over a number of years. These relate to meeting the needs of our most vulnerable residents in the community, those in long term care and hospital. Demand for services creates pressure in all areas which means practitioners time assessing needs, commissioners' time targeting needs and support staff time enabling needs becomes a sometimes daily and weekly

prioritisation. Sometimes we are able to offer information and advice which enables people to access the right services but on other occasions we are duty bound to provide services which meet the eligible needs of our residents. We are commissioning new services to help care providers who are struggling to respond to request for placements, however, providing care packages remains a daily challenge.

84. Adult Social Care Commissioning have responded to this challenge by commissioning the care home and care at home market to ensure there is a more outcomes focused offer to service users and more certainty for providers. In addition to this a new flexible respite offer has been designed and implemented. An Early Help Framework has been introduced to support better outcomes in the Voluntary, Community and Faith sectors. A new substance misuse and sexual health contract has also been awarded.

85. We are seeing additional support requirements across the age spectrum. It is a source of great celebration that our population continues to live longer, but not everyone can do this without significant care and support. There are many more young people coming through transition into adulthood with more complex needs. Equally the need for services to support our aging population continues to rise and those people of adult age increasingly many more complex health and care needs. This is of course all against the backdrop of our local NHS financial challenges and the interdependencies between health and social care which can be seen in our planning for winter which is our most challenging time of the year.

86. The department continues to work on transforming the offer to the people who rely on Adult Social Care, Public Health and Communities services. This is supported by some very targeted actions aimed at reducing the extent of any adverse

pressure on the budget and continue to meet the needs with positive outcomes. Measures that deliver savings based on service redesign with the person always in mind whilst ensuring a safe service is at the heart of all we are doing. A further financial risk at the present time relates to the current financial position of the Council's largest partner the local NHS who are under significant financial pressure. The Adult Social Care, Public Health & Communities service is reporting an overspend of £2.1m position at year end against a gross budget of £174m. The forecast overspend for the People Directorate is therefore £5.5m at year end as identified in **Table 1** above.

Place Directorate

87. Place is reporting an under spend of £0.1m against a budget of £72.8m at mid year review.

88. There are staffing savings across the Place directorate resulting from part year vacancies and maternity leave. These are significant in Regulatory Services, Libraries, Facilities Management, Housing and Parking. Other favourable variances have occurred due to lower charges in Facilities Management and increased income in Parking.

89. Despite the overall better than budget position in Place, there are a number of areas experiencing budget pressures.

90. Income pressures exist across Place due to the later than planned introduction of the Community Infrastructure Levy (CIL), lower income from markets and pressures on diversion charges in Public Rights of Way. There are also pressures due to the later implementation of the ASDV changes. One off costs have occurred in CCTV to replace the CCTV recorders and higher external costs have occurred across Infrastructure and Strategic Transport.

91. At the end of July / beginning of August, Place services responded to widespread flooding in Poynton, Bollington, Handforth and surrounding areas. Significant costs have been incurred and an application to the Government's Bellwin scheme has been made. There is a risk of pressure on the Place budgets if these costs are not covered by the Bellwin scheme.

92. Despite the favourable overall position, budget managers across the Place services are looking for ways to mitigate the pressures to improve the position further.

Corporate Directorate

93. Corporate Services is currently forecast to outturn at a £1.1m overspend compared to the approved budget. This includes estimates of the likely underachievement of savings from the Mutually Agreed Resignation Scheme (MARS), and from the Digital project.

94. The Directorate Budget, which provides funding for the Executive Director of Corporate Services, Chief Executive and associated budgets, included temporary growth of £280,000 linked to resolving capacity issues. Overall there is a forecast underspend of £116,000 however, there is a £68,000 overspend related to termination costs and interim cover for the Executive Director of Corporate Services, along with recruitment costs for the new structure. The Directorate growth budget will be moved to services once costings of staffing establishments within Corporate Services have been completed.

Finance & Customer Services

95. The overall forecast for Finance and Customer Services is a £1.1m overspend, with the majority of the overspend attributable to the underachievement of Digital savings, a project which has been managed through Customer Services to date. The forecast for Finance and Procurement services, is an overspend of £0.1m due to the shortfall in budget linked to the new structure, and some additional staffing and supplies & services costs, which may not be reduced until the B4B Project concludes. There are small overspends in Customer Service Centres, and Revenues which are being offset by underspends on Benefits staffing. Allocation of temporary funding linked to the Corporate Services restructure may mitigate the level of overspend in the short term.

Transformation

96. Transformation is forecast to overspend by £0.4m. The Human Resources (HR) budget includes the cross council MARS saving of £0.3m, part of the Oracle savings £0.3m and the shared Transactional Services (TSC) hosted by Cheshire West & Chester. Overall HR is forecast to overspend by £0.2m mainly due to TSC staffing costs. Business Change is forecast to overspend by £0.1m due to additional staffing costs in Equality & Diversity being partially offset by underspends due to vacant posts in Communications and Business Intelligence. ICT Strategy, and ICT Service Delivery are both reporting a net nil position.

Governance & Compliance

97. Governance & Compliance is forecast to underspend by £0.3m. Legal Services, including the Director of Governance & Compliance (DoG&C), is forecast to overspend by £0.5m due to a shortfall in the budget linked to senior posts within the new structure, and the cost of approximately 5.5FTE unbudgeted Lawyer posts. This is being offset by underspends in Governance & Democratic Services, and Audit & Risk. Governance & Democratic is forecasting to underspend by £0.6m primarily due to £0.4m of vacancies in the Executive Support Unit, Democratic Services, and the Business Support Unit. Registrations income is estimated to

over achieve budget by £0.2m. Audit & Risk Services is forecast to underspend by £0.2m due to vacant posts and delays recruiting into posts while the structure was being reviewed.

Central Contingencies and Contributions

98. It is currently forecast that there will be a £1m variance to budget on the central budget. This relates to a budget of £0.2m held to meet past service Employer Pension contributions relating to staff transferred to the Alternative Service Delivery Vehicle companies. Budgeted transfers of £2.9m from earmarked reserves are expected to take place in year as planned. Grants relating to business rates have been received centrally in-year that are additional to budget which will be transferred to reserves for future use.

99. Details of grants received and reserves can be found at **Appendix 2** and **Appendix 7** respectively.

Outturn Impact

100. The impact of the projected service outturn position is to decrease balances by £6.5m as reported above (**para 63)**.

101. Taken in to account with the central budget items detailed above (**para 98)**, the financial impact could result in a reduction in balances of £7.5m as shown in **Table 2**.

102. To mitigate the potential impact of the current forecast overspend the Council will take a number of actions. For example, spending on non-essential activity will be challenged and where practical it will be stopped, staffing vacancies will be reviewed before being filled and capital and reserves balances will be assessed. Such mitigating actions

are expected to reduce and return the impact on balances to nil in line with the outturn achieved in recent years.

103. **Table 2 – Impact on Balances**

	£m
Service Net Budget Outturn	(6.5)
Central Budgets Outturn	(1.0)
Specific Grants Outturn	0.0
Total	**(7.5)**

Collecting Local Taxes for Local Expenditure

104. Cheshire East Council collects Council Tax and Non Domestic Rates for use locally and nationally.

Council Tax

105. Council Tax is set locally and retained for spending locally. Council Tax was set for 2019/20 at £1,446.27 for a Band D property. This is applied to the taxbase.

106. The taxbase for Cheshire East reflects the equivalent number of domestic properties in Band D that the Council is able to collect Council Tax from (after adjustments for relevant discounts, exemptions and an element of non-collection). The taxbase for 2019/20 was agreed at 149,517.54 which, when multiplied by the Band D charge, means that the expected income for the year is £216.2m.

107. In addition to this, Cheshire East Council collects Council Tax on behalf of the Cheshire Police and Crime Commissioner, the Cheshire Fire Authority and Parish Councils. **Table 3** shows these amounts separately, giving a total budgeted collectable amount of £265.7m.

108. This figure is based on the assumption that the Council will collect at least 99% of the amount billed. The Council will always pursue 100% collection, however to allow for non-collection the actual amount billed will therefore be more than the budget.

109. This figure may also vary during the year to take account of changes to Council Tax Support payments, the granting of discounts and exemptions, and changes in numbers and value of properties. The amount billed to date is £268.8m.

Table 3 – Cheshire East Council collects Council Tax on behalf of other precepting authorities

	£m
Cheshire East Council	216.2
Cheshire Police and Crime Commissioner	30.0
Cheshire Fire Authority	11.6
Town and Parish Councils	7.9
Total	**265.7**

110. **Table 4** shows collection rates within three years, and demonstrates that 99% collection is on target to be achieved within this period.

Table 4 – Over 99% of Council Tax is collected within three years

Financial Year	CEC Cumulative			
	2015/16	2016/17	2017/18	2018/19
	%	%	%	%
After 1 year	98.1	98.3	98.2	98.2
After 2 years	99.0	99.1	99.1	**
After 3 years	99.3	99.3	**	**

**data not yet available

111. The Council Tax in-year collection rate for the period up to July 2019 is 38.6%, a small decrease on the previous year which is due to residents taking up the option of 12 monthly instalments.

112. Council Tax support payments (including Police and Fire) were budgeted at £16.2m for 2019/20 and at the end of the July the total council tax support awarded was £15.3m. The Council Tax Support caseload has reduced since April 2014 and there have been more reductions in the Council Tax Support awards in the year than increased or new awards.

113. No changes were made to the Council Tax Support scheme for 2019/20. The scheme was confirmed unchanged by full Council in December 2018.

114. A consultation on proposed changes to the Council Tax Support scheme for 2020/21 took place over the summer with a closing date of 16 September 2019.

115. Council Tax discounts awarded are £24m which is broadly in line with the same period in 2018/19.

116. Council Tax exemptions awarded total £5.3m which is broadly in line with the same period in 2018/19.

Non-Domestic Rates (NDR)

117. NDR is collected from businesses in Cheshire East based on commercial rateable property values and a nationally set multiplier. The multiplier changes annually in line with inflation and takes account of the costs of small business rate relief.

118. The small business multiplier applied to businesses which qualify for the small business relief was set at 49.1p in 2019/20. The non-domestic multiplier was set at 50.4p in the pound for 2019/20.

119. Cheshire East Council continues to be in a pooling arrangement with the Greater Manchester (GM) Authorities (also includes Cheshire West and Chester from 2016/17) for the purposes of Business Rates Retention. The purpose of the pool is to maximise the retention of locally generated business rates to further support the economic regeneration of Greater Manchester and Cheshire Councils. As a pool the members will be entitled to retain the levy charge on growth that would normally be paid over to Central Government.

Cheshire East will retain 50% of this levy charge locally before paying the remainder over to the pool.

120. **Table 5** demonstrates how collection continues to improve even after year end. The table shows how over 99% of non-domestic rates are collected within three years.

Table 5 – Over 99% of Business Rates are collected within three years

Financial Year	CEC Cumulative			
	2015/16	2016/17	2017/18	2018/19
	%	%	%	%
After 1 year	98.1	97.7	98.3	98.5
After 2 years	99.1	99.2	99.4	**
After 3 years	99.5	99.8	**	**

**data not yet available

121. The business rates in-year collection rate for the period up to July 2019 is 38.7% compared to 39.7% for the same period in 2018/19. Business rates collection is historically volatile due to the lower volume but higher value payment profile and the collection rate is expected to recover in future months.

3. Workforce Development

122. This section sets out the Council's activities and progress in relation to HR, Organisational Development, Health and Safety and Workforce Development plans and changes for the year 2019/20.

Culture and Values

123. Following the Local Government Association's independent culture review and acceptance of the report recommendations, overall delivery of the planned phases of the Brighter Future Together (Culture) Programme has been completed. The recommendations have been addressed through the programme and all are complete.

124. 'My Conversation' toolkits have been launched to guide staff in conversations in one to one meetings, team meetings and for the performance development meetings. The toolkits are aligned with the Vision for the Council's workplace culture and behaviours, and employee deal. This will allow all staff to embed the behaviours in their day to day work alongside other developments such as utilising the behaviours within a recruitment toolkit, leadership and management skills programme, coaching programme and recognition events.

125. A full Employee Survey, The Big Conversation, took place in July. The survey focused on the key elements for the Council's vision for workplace culture: having a shared purpose, being supported and well led, being treated fairly and highly valued and succeeding together. Results will be available and communicated in quarter 3.

126. Work has continued to promote the 'Made my Day' scheme that enables staff to be recognised at every level across the Council. 1,355 'Made my Days' have been sent to date this year, with 216 being sent in the month of July alone surpassing all other months since the programme began.

127. Following the successful pilot of the Well-being room in Westfields the Council now have dedicated rooms in Delamere House, Crewe Municipal Building and Macclesfield Town Hall. The well-being rooms provide a safe area for employees to unwind, revitalise and make sure that their mental health is being cared for. This was actioned through the Well-being in Work Strategy and upholds a joint commitment within the Council's Employee Deal.

Building Capability and Capacity

128. The Corporate Training Programme and Continuous Professional Development Portfolios seek to ensure that the Council creates a workforce which is safe, knowledgeable and competent in performing their duties to the highest possible standard, providing the best quality services to the residents and businesses.

129. So far in 2019/20, 52 courses have been offered to CEC employees with 158 individual sessions taking place. 16 employees successfully secured funding approval via the Continuous Professional Development Panel for role specific development and qualifications in over the year, seeing over £9,440 investment.

130. Developing management capability at all levels has continued with 34 managers being on track to complete the Institute of Learning and Management (ILM) Level 3 and Level 5 Diploma qualifications. Following the leadership and management skills audit, development in this area continues with a new programme of training for all managers in place across the organisation.

131. The Workforce Development Team continues to maintain close relationships with partner universities and Further Education colleges, supporting work experience placements for career starters and changers, course required workplace placements, graduate schemes and mentoring opportunities for young people. Relationship development is further encouraged through exploring links with universities for staff engagement such as guest lecturing. All employees and apprentices receive up to date training through quality assured processes and methods including internal and external training, e-learning and wider Continuous Professional Development opportunities to ensure they surpass expectations of external verification and examination boards, and feel fully supported throughout all stages of their career.

Resourcing and Talent

132. The Council continues to support work placements at all levels with 28 social work students undertaking placements within Children's or Adults social work teams, 6 undergraduate placements planned across the organisation through a joint placement scheme with a partner university and numerous work experience placements organised for school students.

133. The apprenticeship scheme continues to grow with 143 apprentices undertaking work-based learning across the Council. Of this figure, 112 are existing staff taking up the opportunity to develop their skills through the apprenticeship scheme.

Education HR Consultancy

134. A number of new training interventions were offered as part of the Governer Training Programme and new and aspiring Head Teacher briefings. Training has been well attended and well received.

Health and Safety

135. Work continues on supporting Council departments, ASDVs and Schools in Health and Safety compliance.

Staffing Changes

136. As shown in the table below, Cheshire East Council's overall headcount has increased during the first quarter of 2018/19, although the number of full time equivalent (FTE) employees has remained relatively constant over the same period.

Table 6: Cheshire East Council Employee Headcount and FTE Figures

Executive Directorate & Service	Employee Headcount April 2019	Employee Headcount June 2019	Employee FTE April 2019	Employee FTE June 2019
Corporate	599	604	548.7	553.5
Audit	9	9	7.6	7.6
B4B / Business Development	10	10	8.4	8.4
Business Management	15	14	14.2	13.2
Communications & Media	10	10	9.9	9.9
Customer Services	95	95	84.0	84.0
Finance & Performance	103	103	100.8	100.9
Human Resources	38	39	34.7	35.7
ICT	182	183	176.4	177.4
Legal Services	123	124	99.3	100.1
Procurement	11	14	10.5	13.5
People	2,159	2,156	1,611.1	1,608.4
Adult Social Care & Health	1,011	1,003	802.8	794.1
Children's Services	1,080	1,084	743.2	747.3
People Commissioning	61	61	58.0	59.0
Place	797	793	606.7	604.8
Growth & Regeneration	189	192	147.3	151.5
Infrastructure & Highways	52	52	48.6	48.4
Planning & Sustainable Development	388	381	310.9	305.7
Rural & Cultural Economy	164	165	95.9	96.2
Cheshire East Council Total	**3,556***	**3,554***	**2,767.5***	**2,767.7***

*Note: The Chief Executive has not been included in any of the Directorate / Service information, but is counted in the overall Cheshire East Council headcount and FTE figures; similarly Executive / Directors and / or "Business Managers" will not appear in the "Service" totals but will appear in the overall "Directorate" figures. Employees with multiple assignments across services will appear in the headcount figures for each service, but will only be counted once in the total CEC headcount figure; where an employee has multiple assignments in the same service they will appear in the overall headcount figure only once for that service.

Agency workers

137. Agency workers are a valuable component of the Council's workforce, providing short term cover, project work and flexible specialist skills to maintain service delivery in areas such as social services, ICT and other professional services. The table below provides a summary of active agency worker assignments between April and June 2019, together with agency worker assignments as a percentage of all active Cheshire East assignments over the period.

Table 7: Active agency worker assignments

	Active Assignments on 31.03.19	Active Assignments on 30.06.19	% of all Workforce Assignments on 31.03.19	% of all Workforce Assignments on 30.06.19
People	85	100	3.8	4.4
Corporate	80	80	8.6	11.7
Place	7	7	1.2	0.9
Total	**172**	**187**	**4.6**	**5.0**

138. The overall number of active agency assignments has increased during the first quarter of 2019/20, due to a net increase of 15 new assignments in the People Directorate.

Absence

139. The following table shows the number of days lost per FTE employee during the first quarter of 2019/20, in comparison with the first quarter of previous financial years. The current figure of 2.53 days lost between April and June 2019 is slightly higher than the figure for the same period in 2017/18 and 2018/19.

Table 8: Days lost to sickness absence per FTE employee

Cheshire East Council (excluding Schools)	2015/16	2016/17	2017/18	2018/19	2019/20
Q1 Absence	2.61	2.61	2.48	2.39	2.53

140. The number of active agency assignments is higher at the end of March 2019 than it was at the end of January 2019. This is due to a small number of new assignments beginning in multiple services within the People and Corporate directorates, including Adult Social Care & Health, Children's Services, Business Management, Customer Services, HR and ICT. The largest increase is in Children's Services, with eight additional assignments during this period for a variety of service needs. This is followed by Adult Social Care & Health, which has increased the number of assignments predominantly in order to cover permanent roles during the recruitment process.

Voluntary Redundancies

141. The Council's voluntary redundancy scheme continues to support organisational change and the delivery of the planned programme of change in the Council Plan. The effective use of voluntary redundancy in this way enables the Council to achieve its planned savings and efficiencies and also helps to maintain good employee relations within the Authority and minimises the prospect of compulsory redundancy.

Appendices to Mid Year Review (FINANCE) 2019/20

October 2019

Appendix 1

Changes to Revenue Budget 2019/20 since Budget

	MTFS Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Mid Year Net Budget £000
PEOPLE				
Directorate	152	-	731	883
Adult Social Care Operations	25,227	-	(454)	24,773
Adult Social Care Commissioning	82,275	-	(82,275)	-
Children's Social Care	37,850	28	(2,148)	35,730
Commissioning	-	21	86,555	86,576
Education & 14-19 Skills	12,326	162	1,938	14,426
Prevention & Early Help	-	389	8,118	8,507
Prevention & Support	10,546	-	(10,546)	-
Public Health & Communities	2,568	-	(2,568)	-
Public Health	-	-	-	-
Public Sector Transformation	-	-	-	-
	170,944	600	(649)	170,895

	MTFS Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Mid Year Net Budget £000
PLACE				
Directorate	(38)	-	712	674
Customer Services	8,832	-	(8,832)	-
Client Commissioning :				
Leisure	2,402	-	(2,402)	-
Environmental	30,556	-	(30,556)	-
Environment & Neighbourhood Planning	-	39	39,267	39,306
Growth & Enterprise	-	73	20,528	20,601
Growth & Regeneration	17,487	-	(17,487)	-
Highways & Infrastructure	-	-	12,240	12,240
Infrastructure & Highways	12,361	-	(12,361)	-
Planning & Sustainable Development	2,574	-	(2,574)	-
Rural & Cultural Economy	3,151	-	(3,151)	-
	77,325	112	(4,616)	72,821

	MTFS Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Mid Year Net Budget £000
CORPORATE				
Directorate	2,354	-	(1,680)	674
Directorate - Unallocated	(129)	-	129	-
Communications	631	-	(631)	-
Finance & Customer Services	-	9	7,567	7,576
Finance & Performance	6,397	-	(6,397)	-
Governance and Compliance Services	-	155	9,757	9,912
Human Resources	2,594	-	(2,594)	-
ICT	6,132	-	(6,132)	-
Legal Services	6,665	-	(6,665)	-
Transformation	-	162	11,910	12,072
	24,644	326	5,264	30,234
TOTAL SERVICE BUDGET	**272,913**	**1,038**	**(1)**	**273,950**
CENTRAL BUDGETS				
Capital Financing	12,000	-	-	12,000
Corporate Contributions	(837)	-	-	(837)
Contribution to / from Reserves	(2,898)	-	1	(2,897)
	8,265	-	1	8,266
TOTAL BUDGET	**281,178**	**1,038**	**-**	**282,216**

	MTFS Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Mid Year Net Budget £000
CENTRAL BUDGETS FUNDING				
Business Rates Retention Scheme	(47,977)	-	-	(47,977)
Specific Grants	(14,862)	(1,038)	-	(15,900)
Council Tax	(216,243)	-	-	(216,243)
Sourced from Collection Fund	(2,096)	-	-	(2,096)
TOTAL CENTRAL BUDGETS FUNDING	**(281,178)**	**(1,038)**	**-**	**(282,216)**
FUNDING POSITION	**-**	**-**	**-**	**-**

Note: £382,000 additional funding was included in the Outturn Report that was approved at Cabinet in June 2019. Appendix 2 shows the £656,000 request for additional funding at Mid Year.

Appendix 2

Corporate Grants Register

Government Grant Funding of Local Expenditure

1. Cheshire East Council receives two main types of Government grants; specific use grants and general purpose grants. The overall total of Government grant budgeted for in 2019/20 was £264.6m.

2. In 2019/20 Cheshire East Council's specific use grants held within the services was budgeted to be £249.7m based on Government announcements to February 2019. At mid-year, this figure was revised down to £244.9m.

3. Mid-year has seen a decrease in specific use grants of £4.8m. This is mainly due to the conversion of five schools to academies during year to date: Poynton High School, Lostock Hall Primary, Astbury St Mary's C of E Primary, Handforth Grange and Hollinhey Primary.

4. A grant offer of £0.4m from the Office of Police and Crime Commissioner for Cheshire has been accepted on behalf of the Sub Regional Public Service Transformation team to provide support for early intervention programmes with young people at risk of criminal involvement.

5. Spending in relation to specific use grants must be in line with the purpose for which it is provided.

6. General purpose grants were budgeted to be £14.9m. Further in-year grant announcements have increased the amount received to £24.0m.

7. Additional general purpose grants of £0.7m have been received during the year to date. These include an additional £0.4m in respect of Children and Families related grants, £0.1m for Individual Electoral Registration, and £0.1m for EU Exit Preparation. Requests for the allocation of the additional grants received are detailed in **Table 1**.

8. Business Rates Tax Loss Compensation grants of £8.4m have also been received during 2019/20 to reimburse billing authorities for the extra discounts offered to businesses. However, £3.6m will be used to fund services as per the MTFS February 2019 and the remaining amount will be transferred to the Collection Fund Management earmarked reserve at year end.

9. **Table 2** below provides a summary of the updated budget position for grants in 2019/20 by type and service. Further details of grants are shown in **Table 3** Corporate Grants Register.

Table 1 – Requests for Allocation of Additional Grant Funding

Service	Type of Grant	£000	Details
People – Children & Families	Tackling Troubled Families Grant (General Purpose)	100	In April 2012, the Government launched the Troubled Families Programme, a £448m scheme to incentivise local authorities and their partners to turn around the lives of 120,000 troubled families by May 2015. This programme worked with families where children are not attending school, young people are committing crime, families are involved in anti-social behaviour and adults are out of work. In June 2013, the Government announced plans to expand the Troubled Families Programme for a further five years from 2015/16 and to reach up to an additional 400,000 families across England. £200 million has been committed to fund the first year of this five year programme. This increased investment is testament to the Government's ongoing commitment to improve the lives of troubled families and as this work is taken to a significantly greater scale, to transform local public services and reduce costs for the long-term.
People – Children & Families	Extended Rights to Free Transport (General Purpose)	162	The Department for Education provides additional transport funding to local authorities to support children from low-income families to be able to attend schools further from home than the statutory walking distances. The funding is paid as a non-ring-fenced grant paid via the Department for Communities and Local Government under the Local Services Support Grant (section 31 of the Local Government Act 2003).
People – Children & Families	Staying Put Implementation (General Purpose)	117	The purpose of the grant is to provide support for local authorities in England for expenditure incurred or to be incurred by them, in respect of a young person aged 18 and their former foster carer, who wish to continue living together in a 'Staying Put' arrangement. For the purposes of this grant 'young person' means a former relevant child who was looked after immediately prior to their 18th birthday. This supported arrangement can continue until the young person's 21st birthday.

Service	Type of Grant	£000	Details
People – Adult Social Care & Health	Controlling Migration Fund (General Purpose)	21	Funding has been granted to provide new ESOL classes in four primary schools for migrant parents, recruitment of five part time bi-lingual Community liaison officers to work within schools and help the local community access services, establish homework clubs in four primary schools to help mitigate poor performance, and for 1,000 Information Packs to be printed and disseminated to the schools in Crewe as a resource for parents.
Corporate	Local Authority EU Exit Preparation (General Purpose)	105	The funding will be used to support Risk and Business Continuity in line with CPC self-assessment. Work plans will be produced to evidence this activity and also Brexit / EU support preparations once identified. £20,000 of funding will be utilised for training and the remaining funding will be used to support officer costs and other activity to support Business Continuity, Risk and Brexit activity.
Corporate	Business Rates Retail Discount New Burdens (General Purpose)	9	Software upgrade and process administration (Business Rates)
Corporate	Individual Electoral Registration (General Purpose)	142	The funding is to be used on activities associated with the Individual Electoral Registration (IER) service within the Elections area.
Total Allocation 2019/20		**656**	

Table 2 - Summary of Grants

	Original Budget	Revised Forecast MYR	Change
	2019/20 £m	2019/20 £m	2019/20 £m
SPECIFIC USE			
Held within Services	249.7	244.9	(4.8)
GENERAL PURPOSE			
Service Funding			
People - Childrens & Families	0.2	0.6	0.4
People - Adult Social Care and Health	3.7	3.7	0.0
Place	0.1	0.1	0.0
Corporate - Customer Operations	1.6	1.6	0.0
Corporate	9.3	9.6	0.3
Central Items	0.0	8.4	8.4
TOTAL GENERAL PURPOSE	**14.9**	**24.0**	**9.1**
TOTAL GRANT FUNDING	**264.6**	**268.9**	**4.3**

Table 3 – Corporate Grants Register

Corporate Grants Register 2019/20	Note	Original Budget 2019/20 £000	Revised Forecast MYR 2019/20 £000	Change from Original Budget 2019/20 £000	SRE / ODR / Balances Notes 2 & 3
SPECIFIC USE (Held within Services)					
PEOPLE					
Schools	1	149,481	144,216	(5,265)	
Children & Families		1,732	1,674	(58)	
Adult Social Care		12,675	12,690	15	
Public Health		15,967	15,967	0	
Public Sector Transformation		0	410	410	
Total		**179,855**	**174,957**	**(4,898)**	
PLACE					
Growth and Regeneration		652	652	0	
Planning and Sustainable Development		220	300	80	
Directorate		787	787	0	
Total		**1,659**	**1,739**	**80**	
CORPORATE					
Customer Operations		68,211	68,211	0	
Total		**68,211**	**68,211**	**0**	
TOTAL SPECIFIC USE		**249,725**	**244,907**	**(4,818)**	

Corporate Grants Register 2019/20	Note	Original Budget 2019/20 £000	Revised Forecast MYR 2019/20 £000	Change from Original Budget 2019/20 £000	SRE / ODR / Balances Notes 2 & 3
People - Children and Families					
Tackling Troubled Families		110	295	185	SRE
Troubled Families - Co-ordinator		85	0	(85)	
Staying Put Implementation Grant		0	117	117	SRE
Extended Rights to Free Transport (Home to School Transport)		0	162	162	SRE
Extended Personal Adviser Duty Implementation		0	28	28	SRE
People - Adult Social Care and Health					
Social Care Support Grant		2,478	2,478	0	
Independent Living Fund		861	861	0	
Local Reform and Community Voices		207	207	0	
Social Care in Prisons		73	73	0	
War Pension Scheme Disregard		60	60	0	
Controlling Migration Fund		0	21	21	SRE
Place					
Lead Local Flood Authorities		16	16	0	
Homelessness Reduction Act - new burdens		47	47	0	

Corporate Grants Register 2019/20	Note	Original Budget 2019/20 £000	Revised Forecast MYR 2019/20 £000	Change from Original Budget 2019/20 £000	SRE / ODR / Balances Notes 2 & 3
Corporate - Customer Operations					
Housing Benefit and Council Tax Administration		1,027	1,027	0	
NNDR Administration Allowance		571	571	0	
Corporate					
New Homes Bonus		9,328	9,328	0	
Individual Electoral Registration 2019/20		0	142	142	SRE
Local Authority EU Exit Preparation		0	105	105	SRE
Retail Discount		0	9	9	SRE
Central Items					
Business Rates 2019/20 Tax Loss Compensation Payment		0	4,841	4,841	Reserves
Business Rates 2019/20 Tax Loss Compensation Payment		0	3,573	3,573	General Fund
Total Service Funding		**14,863**	**23,961**	**9,098**	
TOTAL GENERAL PURPOSE		**14,863**	**23,961**	**9,098**	
TOTAL GRANT FUNDING		**264,588**	**268,868**	**4,280**	

Notes

1 The Dedicated Schools Grant, Pupil Premium Grant, Sixth Form Grant and Other School Specific Grant from the Education Funding Agency (EFA) figures are based on actual anticipated allocations. Changes are for in-year increases/decreases to allocations by the DfE and conversions to academy status.

2 SRE - Supplementary Revenue Estimate requested by relevant service. This is for extra expenditure budget as a result of the additional grant received.

3 ODR - Officer Decision Record to approve immediate budget change to relevant service.

Appendix 3

Debt Management

1. Sundry debt includes all invoiced income due to the Council except for statutory taxes (Council Tax and Non-Domestic Rates). The balance of outstanding debt has increased by £671,000 since the beginning of the year.

2. Annually, the Council raises invoices with a total value of over £70m. Around a quarter of the Council's overall sundry debt portfolio relates to charges for Adult Social Care, the remainder being spread across a range of functions including Highways, Property Services, Licensing and Building Control.

3. The Council's standard collection terms require payment within 28 days of the invoice date, however, services receive immediate credit in their accounts for income due. The Council uses a combination of methods to ensure prompt payment of invoices. Recovery action against unpaid invoices may result in the use of debt collectors, court action or the securing of debts against property.

4. The Revenue Recovery team (using their experience gained in collecting Council Tax and Non-Domestic Rates) engage with services to offer advice and assistance in all aspects of debt management, including facilitating access to debt collection/enforcement agent services (currently provided by Bristow & Sutor). In 2018/19 the team collected £2.4m on behalf of services.

5. After allowing for debt still within the payment terms, the amount of outstanding service debt at the end of July 2019 was £9.4m.

6. The total amount of service debt over six months old is £5.1m; provision of £5.5m has been made to cover doubtful debt in the event that it needs to be written off.

DEBT SUMMARY

	Outstanding Debt £000	Over 6 months old £000	Debt Provision £000
People			
Adults, Public Health and Communities	6,303	3,306	3,726
Children's Social Care (Incl. Directorate)	203	178	178
Education and 14-19 Skills	61	3	3
Prevention and Early Help	13	11	11
Schools	27	22	-
Place			
Highways and Infrastructure	1,578	1,002	1,002
Growth and Enterprise	647	270	270
Environment and Neighbourhood Services	327	277	277
Corporate			
Finance and Customer Services	10	10	10
Governance and Compliance	-	-	-
Transformation	236	9	9
	9,405	**5,088**	**5,486**

Appendix 4

Capital Strategy

Contents

Annexes:

Table 1: Financial Parameters for 2019/20 to 2021/22

Parameter	Value (£m)			Notes
	2019/20	2020/21	2021/22	
Repayment of Borrowing				
Minimum Revenue Provision*	9.7	11.9	13.5	
External Loan Interest	4.5	5.1	4.8	
Investment Income	(1.0)	(0.9)	(0.9)	
Contributions from Services Revenue Budgets	(1.4)	(2.2)	(2.2)	
Total Capital Financing Costs	11.8	13.9	15.2	
Use of Financing EMR	(0.0)	(1.9)	(1.2)	
Actual CFB in MTFS	11.8	12.0	14.0	
***Capital Receipts targets**	7.2	3.0	3.0	
Flexible use of Capital Receipts	2.0	1.0	0	

* CFB – Capital Finance Budget

**Anticipated MRP based on achieving capital receipts targets

Repayment of Borrowing

1.1 The use of prudential borrowing allows the Council to spread the cost of funding the asset over its useful economic life.

Using prudential borrowing as a funding source increases the Council's capital financing requirement (CFR), and will create revenue costs through interest costs and minimum revenue provision.

1.2 Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, requires local authorities to charge to their revenue account for each financial year a minimum amount to finance the cost of capital expenditure. Commonly referred to as MRP (Minimum Revenue Provision). This ensures that the revenue cost of repaying debt is spread over the life of the asset, similar to depreciation.

Capital Financing as a % of Net Budget
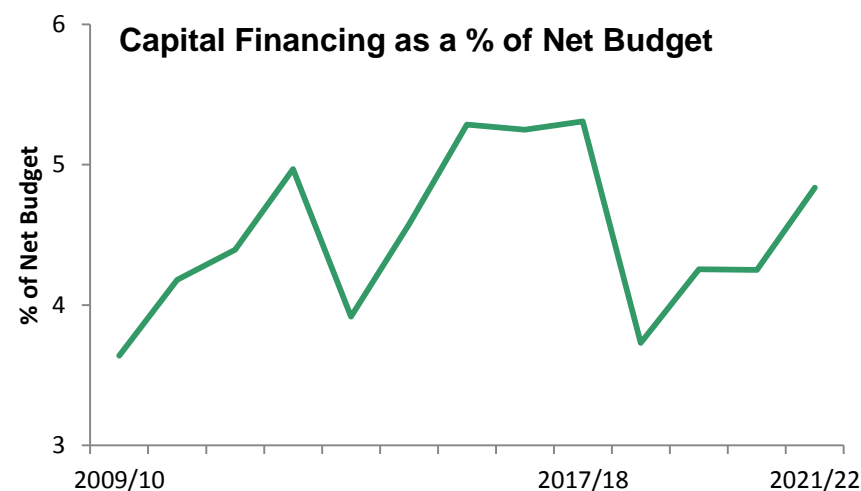
1.3 The projection of the Council's Capital Financing Requirement (CFR) and external debt, based on the proposed capital budget and treasury management strategy is shown in Annex G. This highlights the level to which the Council is internally borrowed (being the difference between the CFR and external debt), and the expected repayment profile of the external debt.

1.4 The nature and scale of the Council's capital programme means that it is a key factor in the Council's treasury management, including the need to borrow to fund capital works. The treasury management strategy for the Council is included in **Appendix 5** of this report.

1.5 The Council's current strategy is to use available cash balances, known as 'internal borrowing' and to borrow short term loans. As short-term interest rates are currently much lower than long-term rates this is likely to be more cost effective.

Contributions from Services

1.6 All business cases supporting capital expenditure will include full analysis of the financial implications of the scheme alongside a clear indication of how the financial implications will be managed within the Medium Term Financial Strategy (MTFS).

1.7 When including any scheme in the Council's Capital Programme the Section 151 Officer will determine the appropriate impact on the Revenue Budget. This impact will require service budgets within the MTFS to fund either all, part or none of the net capital costs of the scheme.

1.8 In making a determination about funding capital schemes from revenue budgets the level of potential revenue savings or additional revenue income will be considered. If a capital scheme will increase revenue costs within the MTFS, either from the future costs of maintaining the asset or from the costs of financing the capital expenditure, then the approach to funding such costs must be approved as part of the business planning process before the scheme can commence.

1.9 The Council's strategy is to use revenue contributions of £5.8m over the next three financial years to finance the Capital Programme to reduce the overall Capital Financing Budget. These contributions come from: £2.7m contribution from schools towards the schools transformation programme; £1.4m from Highways Street Lighting for the upgrade to LED lighting; and £0.3m from ESAR for the improvements to the Council's leisure facilities.

Use of Financing Earmarked Reserve

1.10 To allow a longer term approach to setting the Financial Parameters of the Capital Strategy the Council will maintain an earmarked reserve to minimise the financial impact of annual variations to the Capital Financing Budget.

1.11 The Council's Reserves Strategy determines the appropriate use of reserves and how they are set up and governed. In the first instance any under or overspending of the Capital Finance Budget (CFB) within any financial year will provide a top-up or draw-down from the Financing Earmarked Reserve. In balancing the CFB over the period of the MTFS the Section 151 Officer may also recommend appropriate use of the Financing Earmarked Reserve over the period.

1.12 The Council's current strategy is to draw-down up to £3.1m from the Financing Earmarked Reserve for the period 2019/20 to 2021/22.

Capital Programme - Mid Year Review Position

1.13 Since the Medium Term Financial Strategy was approved in February 2019 the Capital Programme has increased by £68.1m for the next three year period.

1.14 The main changes for the increase are carry forwards (slippage) from the previous year of £45.2m, transfers to and from the addendum of £14.4m and supplementary capital

estimates of £8.8m. **Table 2** below shows a summary of the changes.

Table 2: Summary Capital Programme

	MTFS Budget 2019/22 £m	C/F from 2018/19 2019/22 £m	SCEs/ Virements in Quarter 2019/22 £m	Transfers to/from Addendum 2019/22 £m	Budget Reductions at MYR 2019/22 £m	SCEs/ Virements at MYR 2019/22 £m	Revised MYR Budget 2019/22 £m
People Directorate	46.1	(0.1)	0.2	-	-	1.0	47.2
Place Directorate	384.4	44.3	0.9	14.4	(0.6)	1.9	445.3
Corporate Directorate	54.4	1.0	-	-	-	5.1	60.5
	484.9	45.2	1.1	14.4	(0.6)	8.0	553.0

1.15 The Place Directorate had the largest amount of slippage within their programme of £44.3m and this was namely in the Strategic Highways, Strategic Site Development and the Strategic Acquisitions programme areas. The funds for the acquisition of the site at Weston Road, Crewe was approved prior to the 1 April 2019 but the sale did not complete until the 2 April and so £20m was carried forward as part of the £44.3m in to the new financial year.

1.16 The main transfers from the addendum were £8.4m for the Crewe HS2 Hub and £6.6m for two leisure centre redevelopments in Nantwich and Poynton. There were two transfers from the main programme back on to the addendum totalling £2.5m which relate to schemes that are currently awaiting a funding strategy and a detailed business case. These changes are shown in **Annex F**.

1.17 The revised programme is funded from both direct income (grants, external contributions) and the Council's own resources (prudential borrowing, revenue contributions, capital reserve). A funding summary is shown in **Annex A**.

1.18 **Annex B** details requests of Supplementary Capital Estimates (SCE) up to and including £500,000 and Capital Virements up to and including £1,000,000 approved by delegated decision which are included for noting purposes only.

1.19 **Annex C** details requests of Supplementary Capital Estimates (SCE) up to and including £1,000,000 and Capital Virements up to and including £5,000,000 to be approved by Cabinet. The most notable virement is for £4.8m for the Best for Business Programme where additional funds are required to enable the project to complete. The budget will be vired from within the Council's existing approved capital budgets.

1.20 **Annex D** details requests of Supplementary Capital Estimates (SCE) over £1,000,000 to be approved by full Council. There is a Supplementary Capital Estimate of £5.1m to take in to account the share of the costs from our partner Cheshire West and Cheshire Council on the Best for Business Project which increases the overall budget to cover the revised project costs.

1.21 The increased budget for the Best4Business Project is based on estimated forecasts as the project is currently under review and is in the stage of being reset. As this is a joint project with Cheshire West and Chester Council the capital project reflects the total cost. The contribution from Cheshire West and Chester is therefore shown as a supplementary capital estimate as it is fully funded.

1.22 **Annex E** lists details of reductions in Approved Budgets where schemes are completed and surpluses can now be removed. These are for noting purposes only.

1.23 As part of the mid year review and to provide as much up to date information as possible on future capital projects that are

listed on the Addendum we have now included the estimated full scheme costs for the Crewe HS2 Hub project. This amounts to £280m and will be funded by our partners on the project.

1.24 The Council's HS2 Programme seeks to capitalise on the once in a life time opportunity that Government's planned investment in a new UK high speed rail network, including the Crewe hub station, offers to Crewe and the wider borough. The right HS2 services, together with investment in the station, its surrounding environs and the local transport network can bring step-change prosperity to the town and unlock wider economic and transport benefits across Cheshire East.

1.25 This Programme is seeking to gain leverage from HS2 and Network Rail works in and around Crewe station to enable HS2 services from 2027 by working in collaboration with Government, Network Rail, HS2, Transport for the North and Cheshire and Warrington LEP to utilise the opportunity to deliver an enhanced Crewe station and regeneration of its environs and a new northern junction supporting 5 HS2 services per hour south and 7 per hour north. This step-change in connectivity and coordinated investment in regeneration and the local transport network can deliver significant benefits to local residents and plan led new investment in the area.

1.26 Table 3 shows the revised Addendum programme. There has been an £8.3m increase within the addendum for the Place Directorate which includes the full estimated costs of the A500 Dualling scheme. The main programme currently has an approved budget of £6.5m for the A500 Dualling scheme and this additional request takes the total scheme cost up to £68.7m as reported in the 9 July Cabinet report. This remaining allocation will remain on the addendum until the Council receives confirmation from the Department of Transport that the Outline Business Case has been approved and the grant has been released.

Table 3 - Addendum 2019/20 - 2021/22			
	Budget 2019/20 £000	Budget 2020/21 £000	Budget 2021/22 £000	Total Budget 2019-22 £000
Addendum			
People	1,161	0	0	**1,161**
Place	11,626	62,940	332,233	**406,799**
Corporate	3,075	3,891	1,750	**8,716**
Total Addendum	**15,862**	**66,831**	**333,983**	**416,676**

1.27 **Annex F** shows the movements from and to the Capital Addendum since the Medium Term Financial Strategy was approved in February 2019.

Annex A: Mid Year Review Update

CHESHIRE EAST COUNCIL CAPITAL PROGRAMME SUMMARY

CAPITAL PROGRAMME 2019/20 - 2021/22

	Forecast 2019/20 £000	Forecast 2020/21 £000	Forecast 2021/22 £000	Total Forecast 2019-22 £000
Committed Schemes - In Progress				
People	10,361	12,601	1,580	**24,542**
Place	120,013	91,620	81,995	**293,628**
Corporate	17,806	13,951	28,698	**60,455**
Total Committed Schemes - In Progress	**148,180**	**118,172**	**112,273**	**378,625**

CAPITAL PROGRAMME 2019/20 - 2021/22

	Forecast 2019/20 £000	Forecast 2020/21 £000	Forecast 2021/22 £000	Total Forecast 2019-22 £000
New Schemes				
People	3,951	13,174	5,600	**22,725**
Place	22,960	55,870	72,749	**151,579**
Corporate	20	0	0	**20**
Total New Schemes	**26,931**	**69,044**	**78,349**	**174,324**
Total	**175,111**	**187,216**	**190,622**	**552,949**

CAPITAL PROGRAMME 2019/20 - 2021/22			
	Forecast 2019/20 £000	Forecast 2020/21 £000	Forecast 2021/22 £000	Total Forecast 2019-22 £000
Funding Requirement			
Indicative Funding Analysis: (See note 1)			
Government Grants	80,009	104,545	66,188	**250,742**
External Contributions	14,755	17,098	45,978	**77,831**
Revenue Contributions	1,783	256	0	**2,039**
Capital Receipts	5,500	4,400	4,300	**14,200**
Prudential Borrowing (See note 2)	73,064	60,917	74,156	**208,137**
Total	**175,111**	**187,216**	**190,622**	**552,949**

Note 1:

The funding requirement identified in the above table represents a balanced and affordable position, in the medium term. The Council will attempt to maximise external resources such as grants and external contributions in the first instance to fund the capital programme. Where the Council resources are required the preference will be to utilise capital receipts from asset disposals. The forecast for capital receipts over the next three years 2019-22 assumes a prudent approach based on the work of the Asset Management team and their most recently updated Disposals Programme.

Note 2:

Appropriate charges to the revenue budget will only commence in the year following the completion of the associated capital asset. This allows the Council to constantly review the most cost effective way of funding capital expenditure.

Annex B: Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements

Service	Capital Scheme	Amount Requested £	Reason and Funding Source
Summary of Supplementary Capital Estimates and Capital Virements			
Supplementary Capital Estimates that have been made up to £500,000			
People - Education and 14-19 Skills	Special Provision Fund Capital Grant	414,202	Additional SEN Special Provision Top Up Grant .
People - Education and 14-19 Skills	Schools Condition Capital Grant	16,382	Alsager Highfields PS - School contribution to safeguardings Works in 2019/20.
People - Education and 14-19 Skills	Schools Condition Capital Grant	5,000	Elworth Hall PS - School contribution to Internal remodelling work 2019/20.
People - Education and 14-19 Skills	Future Years Basic Need Grant	82,432	Increase block allocation budget by re-couping Basic Need Grant allocated to St Johns Primary School which is now being funded by a S106 Contribution.
People - Education and 14-19 Skills	Future Years Basic Need Grant	130,741	Increase block allocation budget by re-couping Basic Need Grant allocated to Sandbach High School which is now being funded by a S106 Contribution.
People - Education and 14-19 Skills	Schools Condition Capital Grant	2,000	Lower Park PS - School contribution to window replacement work 2019/20.
People - Education and 14-19 Skills	Schools Condition Capital Grant	3,313	Rode Heath PS - School contribution to safeguarding work 2019/20.
People - Education and 14-19 Skills	Schools Condition Capital Grant	4,408	Vine Tree PS - School contribution to window replacement work 2019/20
People - Education and 14-19 Skills	Devolved Formula Grant	415,453	Annual Allocation of Devolved Formula Grant 2019/20.
People - Education and 14-19 Skills	Schools Condition Capital Grant	10,000	Wilmslow HS - School contribution to boiler replacement work 2019/20.
People - Education and 14-19 Skills	Early Years Sufficiency Capital Fund	10,000	Additional Grant contribution for 30 hours per week childcare provision

Service	Capital Scheme	Amount Requested £	Reason and Funding Source
Summary of Supplementary Capital Estimates and Capital Virements			
Supplementary Capital Estimates that have been made up to £500,000			
Place - Growth and Enterprise	Disabled Facilities	314,279	To align the budget with the actual grant confirmed.
Place - Highways and Infrastructure (inc Car Parking)	ALDI, Holmes Chapel	231	To increase the budget for this S278 project to encompass the final costs, for which we have received the fees
Place - Highways and Infrastructure (inc Car Parking)	Welshmans Lane, Nantwich	4,526	To align the budget to the amount of S278 Developer Fees that have been received.
Place - Highways and Infrastructure (inc Car Parking)	Integrated Transport Block	9,000	Additional grant received from Department for Transport than originally estimated in the Medium Term Financial Strategy
Place - Growth and Enterprise	Integrated Transport Block	175,000	
Place - Highways and Infrastructure (inc Car Parking)	Road Safety Schemes Minor Works	10,952	Network Rail London Road, Alderley Edge Road Rail Incursions Contributions. To add the amount to the programme.
Place - Highways and Infrastructure (inc Car Parking)	A6MARR Design Checks & TA	25,808	A6MARR Technical Approvals - External contribution received, needs to be added to the budget so that it is included in the current programme.
Total Supplementary Capital Estimates Requested		**1,633,727**	

Service	Capital Scheme	Amount Requested £	Reason and Funding Source
Summary of Supplementary Capital Estimates and Capital Virements			
Capital Budget Virements that have been made up to £1,000,000			
People - Education and 14-19 Skills	Future Years Basic Need Grant	5,000	Transfer back from the Chelford Primary School Basic Need project as the project is now complete and the funds can be re-allocated to new schemes.
People - Education and 14-19 Skills	Brine Leas Academy	50,000	Transfer of £50,000 from the Nantwich Secondary School Planning Area Block allocation to Brine Leas Academy to allow the completion of the scheme.
People - Education and 14-19 Skills	Future Years Basic Need Grant	6,128	Transfer back from the Monks Coppenhall Primary School Basic Need project as the project is now complete and the funds can be re-allocated to new schemes.
People - Education and 14-19 Skills	Future Years Basic Need Grant	206,505	Transfer the budget back to the Future Years Basic Need Block allocation from Mablins Lane (Phase 2) as the scheme is not currently in progress.
People - Education and 14-19 Skills	Schools Condition Capital Grant	18,899	Transfer back from The Dingle Primary School Mobile Replacement project is now complete and the funds can be re-allocated to new schemes.
People - Education and 14-19 Skills	Future Years Basic Need Grant	14,186	Transfer budget back from The Quinta Basic Need Scheme as the project is now complete and the funds can be re-allocated to new schemes.
People - Education and 14-19 Skills	Middlewich High School	4,500	School Contribution to School Managed Scheme from their Devolved Formula Capital allocation
People - Education and 14-19 Skills	Schools Condition Capital Grant	84,950	Contribution from Basic Need Grant to fund additional classroom space at Wilmslow HS
People - Education and 14-19 Skills	Schools Condition Capital Grant	17,000	Contribution from Special Provision Grant to fund accessibility provision at Dean Valley Primary School
People - Education and 14-19 Skills	Schools Condition Capital Grant	156,339	School contribution from their DFC allocation to part fund their successful School Condition Bids 2019/20

Service	Capital Scheme	Amount Requested £	Reason and Funding Source
Summary of Supplementary Capital Estimates and Capital Virements			
Capital Budget Virements that have been made up to £1,000,000			
Place - Growth and Enterprise	Schools Capital Maintenance	783,000	Schools Capital Condition grant - 2019-20 Schools Condition Programme, that will be delivered by the Facilities Management Team.
Place - Highways and Infrastructure (inc Car Parking)	North-West Crewe Package	120,294	The Hurdsfield Family Centre is now complete therefore the residual budget can be moved to North-West Crewe Package where there is still demand.
Place - Highways and Infrastructure (inc Car Parking)	North-West Crewe Package	202,589	The Hurdsfield Family Centre is now complete therefore the residual budget can be moved to North-West Crewe Package where there is still demand.
Place - Highways and Infrastructure (inc Car Parking)	Highway Maintenance Minor Wks	8,474	The Asset Management Invest 2 Save project has now reached the end of its three year programme. Any residual costs are now being coded to the Highways Maintenance Minor works project, therefore, the budget remaining is to be moved to the same place.
Place Client Commissioning - Environmental	Restoration of South Park Lake	31	Contribution from the Parks Development Fund to meet additional expenditure on the sourcing and planting of established reed rhizomes.
Place Client Commissioning - Environmental	Household Bins Schemes	50,000	Additional funding to replace bins that are either damaged or reaching the end of their useful life.
Place Client Commissioning - Environmental	Improvements at Cledford Lane	950,000	Energy efficiency improvements at Cledford Lane.
Total Capital Budget Virements Approved		**2,677,895**	
Total Supplementary Capital Estimates and Virements		**4,311,622**	

Annex C: Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements

Service	Capital Scheme	Amount Requested £	Reason and Funding Source
Cabinet are asked to approve the Supplementary Capital Estimates and Virements			
Supplementary Capital Estimates above £500,000 up to and including £1,000,000			
People - Education and 14-19 Skills	Devolved Formula Grant	628,195	Additional Top Up DFC Grant received for 2018/19.
Place - Highways and Infrastructure (inc Car Parking)	Highway Investment Programme DFT Grant	533,171	To increase budget to incorporate the Pothole fund of £533,000 received from the Department of Transport.
Total Supplementary Capital Estimates Requested		**1,161,366**	
Capital Budget Virements above £1,000,000 up to and including £5,000,000			
Corporate - Finance and Customer Services	Best4Business	4,830,000	Virement from Strategic Capital Project to complete the B4B project.
Total Capital Budget Virements Requested		**4,830,000**	
Total Supplementary Capital Estimates and Virements		**5,991,366**	

Annex D: Requests for Supplementary Capital Estimates (SCEs) and Virements

Service	Capital Scheme	Amount Requested £	Reason and Funding Source
Cabinet are asked to request Council to approve the Capital Virements and SCEs			
Corporate - Finance and Customer Services	Best4Business	5,130,000	To increase the budget to include the amount to be contributed by Cheshire West & Chester
Total Supplementary Capital Estimates and Virements		**5,130,000**	

Annex E: Capital Budget Reductions

Service	Capital Scheme	Approved Budget £	Revised Approval £	Reduction £	Reason and Funding Source
Cabinet are asked to note the reductions in Approved Budgets					
People - Education and 14-19 Skills	Schools Condition Capital Grant - 2019/20 Estimated Grant	1,864,238	1,816,862	47,376	Reduce Grant Allocation to reflect actual grant to be receievd in 2019/20
Place - Environment & Neighbourhood Services	Lanark Walk Play Area and Open Space	16,837	15,134	1,703	Project is now complete.
Place - Environment & Neighbourhood Services	Parks Development Fund	642,782	627,881	14,901	Budget no longer required.
Place - Highways and Infrastructure (inc Car Parking)	Winter Service Facility	1,400,000	800,000	600,000	The £1.4m budget is made up of £0.8m Cheshire East and £0.6m Ringway Jacobs contribution. The amount that Ringway are paying for will not go through Cheshire East's books, therefore we will not get the income and do not need to show this as budget. The £0.8m spend will be assessed and profiled.
Place - Highways and Infrastructure (inc Car Parking)	Windsor Place, Congleton	5,000	4,250	750	Budget reduced in line with S278 fee refund for a project that has now been adopted.
Place - Growth and Regeneration	Premises Capital (FM)	28,544,274	28,541,238	3,036	Nantwich Almshouses Trust contribution to replacement of heating pipework reduced.
Total Capital Budget Reductions		**32,473,131**	**31,805,365**	**667,766**	

Annex F: Transfers from and to the Capital Addendum

Service	Capital Scheme	Amount Transferred Outturn £	Reason / Comment
Budgets Transferred from the Addendum to the Main Capital Programme			
Place - Highways and Infrastructure (inc Car Parking)	HS2 Crewe Hub	(3,950,000)	Transferred to current programme
Place - Highways and Infrastructure (inc Car Parking)	HS2 Crewe Hub	(4,463,000)	Transferred to current programme
Place - Highways and Infrastructure (inc Car Parking)	Winter Service Facility	(1,400,000)	This was transferred to the current programme in 2018/19
Place - Highways and Infrastructure (inc Car Parking)			
Place - Growth and Enterprise	Gypsy and Traveller Sites	(109,000)	Transferred to current programme
Place - Growth and Enterprise	Strategic Acquisitions (Commercial Properties)	(22,300,000)	This was transferred to the current programme in 2018/19
Place - Client Commissioning Leisure	Congleton Leisure Centre	(1,800,000)	Transferred to current programme
Place - Client Commissioning Leisure	Nantwich Pool & Barony Sports Park	(2,000,000)	Transferred to current programme
Place - Client Commissioning Leisure	Poynton Leisure Centre Redevelopment	(4,600,000)	Transferred to current programme
Corporate - ICT	Place ICT System Procurement	(20,000)	This was transferred to the current programme in 2018/19 for Agile APAS Planning System
Total Budgets Transferred to Main Capital Programme		**(40,642,000)**	

Service	Capital Scheme	Amount Transferred Outturn £	Reason / Comment
Capital Budget added to the Addendum			
People - Education and 14-19 Skills	Ash Grove Primary School	226,267	Childcare Sufficiency Programme - school expansion - awaiting grant confirmation from the DfE before approval in to the main capital programme.
People - Education and 14-19 Skills	Beechwood Primary School	700,723	Childcare Sufficiency Programme - school expansion - awaiting grant confirmation from the DfE before approval in to the main capital programme.
Place - Highways and Infrastructure (inc Car Parking)	A500 Dualling Scheme	8,300,000	Awaiting notification from the Department of Transport that the Outline Business Case has been approved and the grant has been released before approval to the main capital programme.
Total Capital Budget added to the Addendum		**9,226,990**	
Capital Budgets transferred from the Main capital Programme to the Addendum			
Place - Highways and Infrastructure (inc Car Parking)	Middlewich Southern Link OBC	2,500,000	This has been transferred back to the Addendum, as the funding is no longer external, most likely to be Cheshire East.
Place - Growth and Regeneration	Hollins View	25,000	This building has now been demolished. £5,000 has been left against the project for retention costs.
Total Capital Budget Transferred to the Addendum		**2,525,000**	
Net Change to the Addendum		**(28,890,010)**	

Annex G: Prudential Indicators revisions to: 2018/19 and 2019/20 – 2021/22, and future years

Background

1.28 There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their Prudential Indicators.

Estimates of Capital Expenditure

1.29 In 2019/20, the Council is planning capital expenditure of £175.1m as summarised below.

Capital Expenditure	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	Future years £m
Total	96.8	175.1	187.2	129.9	60.7

Capital Financing

1.30 All capital expenditure must be financed either from external sources (government grants and other contributions). The Council's own resources (revenue reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of capital expenditure is as follows.

Capital Financing	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	Future years £m
Capital receipts	6.2	7.2	3.0	3.0	3.0
Government Grants	48.2	80.0	104.5	54.5	11.7
External Contributions	5.7	14.8	17.1	19.0	27.0
Revenue Contributions	0.6	2.0	0.5	0.0	0.0
Total Financing	**60.7**	**104.0**	**125.1**	**76.5**	**41.7**
Prudential Borrowing	36.1	71.1	62.1	53.4	19.0
Total Funding	**36.1**	**71.1**	**62.1**	**53.4**	**19.0**
Total Financing and Funding	**96.8**	**175.1**	**187.2**	**129.9**	**60.7**

Replacement of debt finance

1.31 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets may be used to replace debt finance. Planned MRP repayments are as follows.

Replacement of debt finance	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Total	8.4	9.7	12.5	14.3

Estimates of Capital Financing Requirement

1.32 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP repayments and capital receipts used to replace debt. The CFR is expected to increase by £47m

during 2019/20. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows.

Capital Financing Requirement	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Total	328	419	466	507

Asset disposals

1.33 When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation project until 2021/22. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £13.2m of capital receipts from asset sales in the coming financial years as follows.

Capital Receipts	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Asset Sales	6.1	7.2	3.0	3.0
Loans Repaid	0.2	0.2	0.2	0.2
Total	6.3	7.4	3.2	3.2

Gross Debt and the Capital Financing Requirement

1.34 The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in the future. These objectives are often conflicting and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.8%) and long-term fixed rate loans where the future cost is known but higher (currently 2 – 3%).

1.35 Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities, leases are show below, compared with the capital financing requirement.

Gross Debt and the Capital Financing Requirement	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Borrowing	158	190	193	195
Finance Leases	2	1	1	1
PFI Liabilities	22	22	21	20
Total Debt	182	213	215	216
Capital Financing Req.	328	419	466	507

1.36 Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. As can be seen from the above table, the Council expects to comply with this in the medium term.

Liability Benchmark

1.37 To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to a minimum level of £10m at each year end. This benchmark is currently £253m and is forecast to rise to £379m over the next three years.

Borrowing and the Liability Benchmark	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Outstanding Debt	182	213	215	216
Liability Benchmark	124	116	230	287

1.38 The table shows that the Council expects to remain borrowed below its liability benchmark.

Affordable borrowing limit

1.39 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

	2018/19 limit £m	2019/20 limit £m	2020/21 limit £m	2021/22 limit £m
Authorised Limit for Borrowing	314	406	454	496
Authorised Limit for Other Long-Term Liabilities	24	23	22	21
Authorised Limit for External Debt	**338**	**429**	**476**	**517**
Operational Boundary for Borrowing	304	396	444	486
Operational Boundary for Other Long-Term Liabilities	24	23	22	21
Operational Boundary for External Debt	**328**	**419**	**466**	**507**

Investment Strategy

1.40 Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

1.41 The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with money market funds, other local authorities or selected high quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in shares and property, to balance the risk of loss against the risk of returns below inflation.

Treasury Management Investments	31/03/19 Forecast £m	31/03/20 Estimate £m	31/03/21 Estimate £m	31/03/22 Estimate £m
Short term	0	0	0	0
Long term	10	10	10	10
Total Investments	**10**	**10**	**10**	**10**

1.42 Further details on treasury investments are in pages of the Treasury Management Strategy, **Appendix 5**.

1.43 Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Section 151 Officer and staff, who must act in line with the treasury management strategy approved by Council. Quarterly reports on treasury activity are reported to Cabinet as part of the Finance Update reports. The Audit and Governance Committee is responsible for scrutinising treasury management decisions.

1.44 Further details on investments for service purposes and commercial activities are in the Investment Strategy, **Appendix 6.**

1.45 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by an investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e., the amount funded from Council Tax, business rates and general government grants.

Ratio of Financing Costs to Net Revenue Stream	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Financing Costs (£m)	10.0	12.0	12.0	14.0
Proportion of net revenue stream %	3.73	4.25	4.25	4.84

1.46 Further details on the revenue implications of capital expenditure are on paragraphs 90-97 of the 2019-22 Medium Term Financial Strategy (**Appendix C**).

1.47 Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Section 151 Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable. The longer term revenue implications have been considered and built into the revenue budget forecasts post the period of the current Medium Term Financial Strategy.

Appendix 5

Treasury Management Strategy

Treasury Management Report

Annexes:

1. Background

1.1 Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management

1.2 Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

1.3 Investments held for service purposes or for commercial profit are considered in the Investment Report (see **Appendix 6**).

2. External Context

1.4 **Economic background:** UK Consumer Price Inflation (CPI) for July 2019 was 2.1% year/year which is higher than expected but still close to the Bank of England's inflation target of 2%. The most recent labour market data for the three months to June 2019 showed the unemployment rate had risen slightly from a low of 3.8% to 3.9% while the employment rate remained high at 76.1%, the joint highest since comparable records began in 1971. The 3-month average annual growth rate for pay excluding bonuses was 3.9% as wages continue to rise steadily and provide some upward pressure on general inflation. Once adjusted for inflation, real wages were up 1.9%.

1.5 Quarter on quarter GDP contracted by 0.2% in quarter 2 2019 having grown by 0.5% in quarter 1 although stockpiling ahead of the delayed 29 March Brexit deadline distorting data. The only positive contribution came from services. Production fell by 1.4% in quarter 2 2019, the largest fall in the industry since quarter 4 2012. Manufacturing declined sharply but was probably affected by bringing forward activity into quarter 1 and a decline in car production.

1.6 Politics has been a big driver over the last quarter. The 29 March Brexit deadline was extended to 12 April and then to 31 October 2019: there is still no clear consensus as to the terms on which the UK will leave the EU. Theresa May announced her resignation as Prime Minister and leader of the Conservative Party in May with Boris Johnson becoming her successor. The chances of a no-deal Brexit seem to have increased which is reflected in the current low value of sterling.

1.7 The struggling British high street has continued to dominate headlines with the Arcadia group being saved from collapse in June following an agreement for rent reductions from landlords. The car industry has also struggled in the UK and beyond with announcements of cuts to 12,000 jobs across Europe by Ford.

1.8 With the deterioration in the wider economic environment, compounded by Brexit-related uncertainty and the risk of a no-deal Brexit increasing, the speech by Bank of England Governor Mark Carney in early July signalled a major shift to the Bank's rhetoric and increased the possibility of interest

rate cuts, rather the Bank's erstwhile 'gradual and limited' rate hike guidance.

1.9 Globally the tensions between the US and China became progressively more fraught with US President Donald Trump threatening to more than double tariffs on some Chinese goods. There were also moves in both the US and UK to block or restrict access to markets by Chinese telecoms giant Huawei. Amid low inflation and a weak economy in the Eurozone Mario Draghi signalled in late June that another round of stimulus (Quantitative Easing) may be likely. The US and EU have also carved the path for interest rates to be cut in the future.

1.10 **Financial Markets:** 2018 was a year to forget in terms of performance of riskier asset classes, most notably equities. However, since the beginning of 2019 markets have rallied, and the FTSE 100 is up over 10% in pure price terms for the first 6 months of the calendar year. Nearly all of these gains were realised in the last quarter of financial year 2018/19, as quarter 1 2019/20 has only seen a modest increase of around 2%.

1.11 Gilt yields continued to display significant volatility over the period on the back of ongoing economic and political uncertainty in the UK and Europe. Gilt yields fell - the 5-year benchmark gilt yield falling to 0.63% at the end of June from 0.75% at the start of April. There were falls in the 10-year and 20-year gilts over the same period dropping from 1.00% to 0.83% and from 1.47% to 1.35% respectively. Money

markets rates stabilised with 1-month, 3-month and 12-month LIBID (London Interbank Bid) rates averaged 0.60%, 0.68% and 0.92% respectively over the period.

1.12 Recent activity in the bond markets and Public Works Loan Board (PWLB) interest rates highlight that weaker economic growth is not just a UK phenomenon but a global risk. The US yield curve inverted (10-year Treasury yields were lower than US 3-month money market rates) in March 2019 and this relationship remained and broadened throughout the period. History has shown that a recession hasn't been far behind a yield curve inversion. Germany sold 10-year Bunds at -0.24% in June, the lowest yield on record. Bund yields had been trading at record lows in the secondary market for some time however, the negative yield in the primary market suggests that if investors were to hold until maturity, they are guaranteed to sustain a loss - highlighting the uncertain outlook for Europe's economy.

1.13 A more detailed economic and interest rate forecast provided by Arlingclose is attached at **Annex A**.

3. Local Context

1.14 As at 31 July 2019 the Authority has borrowings of £131m and investments of £28m. This is set out in further detail at **Annex B.** Forecast changes in these sums are shown in the balance sheet analysis in **Table 1** below.

Table 1: Balance Sheet Summary and Forecast

	31/03/18 Actual £m	31/03/19 Actual £m	31/03/20 Estimate £m	31/03/21 Estimate £m	31/03/22 Estimate £m
General Fund CFR	304	330	419	466	518
Less: Other long-term liabilities *	(26)	(26)	(23)	(23)	(21)
Loans CFR	**278**	**304**	**396**	**443**	**497**
Less: External borrowing **	(170)	(158)	(104)	(80)	(78)
Internal (over) borrowing	**108**	**146**	**292**	**363**	**419**
Less: Usable reserves	(97)	(112)	(90)	(80)	(75)
Less: Working capital	(67)	(86)	(86)	(86)	(63)
Investments (or New borrowing)	**56**	**52**	**(116)**	**(197)**	**(281)**

* finance leases and PFI liabilities that form part of the Authority's debt

** shows only loans to which the Authority is committed and excludes optional refinancing

1.15 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

1.16 The Authority has an increasing CFR due to the capital programme and will therefore be required to borrow up to £193m over the forecast period.

1.17 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. **Table 1** shows that the Authority expects to comply with this recommendation during 2019/20.

1.18 **Liability Benchmark:** To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £10m at each year-end to maintain a core strategic investment.

Table 2: Liability Benchmark

	31/03/18 Actual £m	31/03/19 Actual £m	31/03/20 Estimate £m	31/03/21 Estimate £m	31/03/22 Estimate £m
Loans CFR	278	304	396	443	497
Less: Usable reserves	(97)	(112)	(90)	(80)	(75)
Less: Working capital	(67)	(86)	(86)	(86)	(63)
Plus: Minimum investments	10	10	10	10	10
Liability Benchmark	**124**	**116**	**230**	**287**	**369**

1.19 Following on from the medium-term forecasts in table 2 above the long-term liability benchmark assumes minimum revenue provision on new capital expenditure based on a 25 year asset life and income, expenditure and reserves all increasing by inflation of 2.5% a year. This is shown in **Chart 1**.

Chart 1: Liability Benchmark Chart
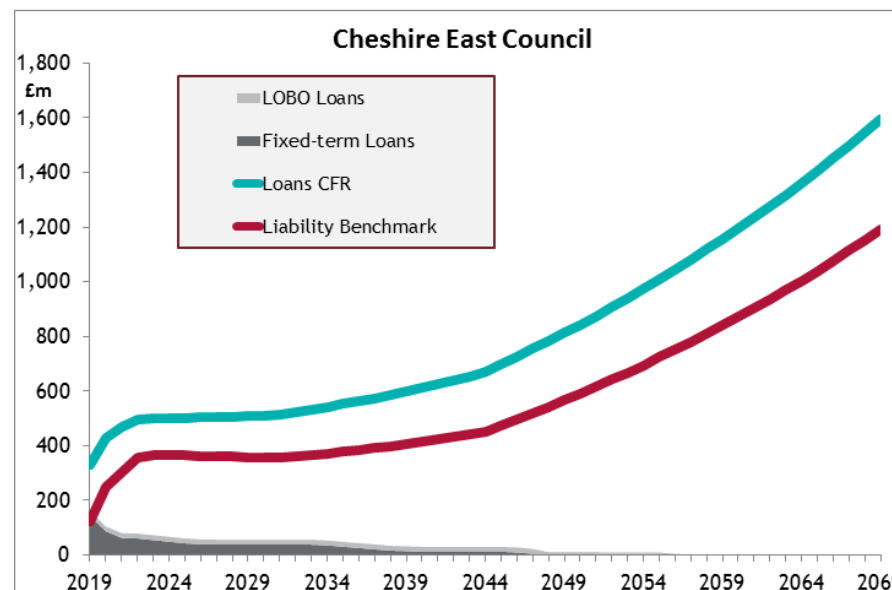
4. Borrowing Strategy

1.20 The Authority currently holds loans of £131m, an increase of £8m since 31 March 2019 and this will increase to a higher level, currently forecast as £176m at 31 March 2020. PWLB debt is reducing by £6m per year whilst cash flow shortfalls caused by internal borrowing and prepayment of the pension fund deficit is being funded through cheaper short term borrowing.

1.21 At the moment this is being be met by temporary borrowing from other Local Authorities which is considerably cheaper than other sources of borrowing.

Generally this is on a one to three month basis but with some extending into 2020/21 to keep within maturity profile limits. The cost (including fees) to 31 July 2019 is around 0.97%. If the predicted interest environment changes or the availability of temporary borrowing reduces then this strategy will be re-assessed. A full list of current temporary borrowings is shown below in Table 3.

Table 3 – Current Temporary Borrowing

Lender	Start	Maturity	Rate %	£m
Tameside	05/03/19	05/05/20	1.15	5.0
Derbyshire	15/03/19	24/04/20	1.20	10.0
Lincolnshire	15/03/19	15/04/20	1.15	5.0
Warwickshire	07/05/19	30/08/19	0.70	10.0
Erewash	28/06/19	27/09/19	0.71	1.0
Neath Port Talbot	01/07/19	08/08/19	0.70	5.0
Erewash	26/07/19	28/10/19	0.73	1.0
Newport City	19/07/19	19/08/19	0.60	3.0
Vale of Glamorgan	31/07/19	30/08/19	0.56	3.0
TOTAL				**43.0**

1.22 Following on from the medium-term forecasts in **Table 2** above the long-term liability benchmark assumes minimum revenue provision on new capital expenditure based on a 25 year asset life and income, expenditure and reserves all increasing by inflation of 2.5% a year. This is shown in **Chart 1**.

1.23 **LOBO's:** The Authority holds £17m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS have options during 2019/20, and although the Authority understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Authority will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

5. Investment Strategy

1.24 The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. Due to the overriding need for short term borrowing, other than £10m invested strategically in managed funds, the investments are generally short term for liquidity purposes. However, in July investment balances were higher than expected rising to £59m following the receipt of grant funding for Highways capital schemes. The level has since dropped to £28m and is forecast to remain around an average of £20m for the remainder of 2019/20.

1.25 The CIPFA Code requires the Authority to invest its funds prudently, and to have regard to the security and

liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

1.26   The maximum amount that can be invested with any one organisation is set in the Treasury Management Strategy Report. The maximum amount and duration of investments with any institution depends on the organisations credit rating, the type of investment and for banks and building societies, the security of the investment. Generally credit rated banks and building societies have been set at a maximum value of £6m for unsecured investments and £12m for secured investments. Any limits apply to the banking group that each bank belongs to. Limits for each Money Market fund have been set at a maximum value of £12m per fund with a limit of 50% of total investments per fund. There is also a maximum that can be invested in all Money Market Funds at any one time of £50m. Due to their smaller size, unrated Building Societies have a limit of £1m each.

1.27   Treasury Management income to 31 July 2019 is £210,000 which is higher than the budgeted £147,000. Offsetting this are increased borrowing costs (currently £94,000 higher than budget). The level of cash balances is expected to fall from January 2020 in line with normal Local Authority cash flows which results in a continued need to borrow.

- The average daily investment balance including managed funds up to 31 July 2019 is £28.3m

- The average annualized interest rate received on in-house investments during 2019/20 is 0.76%

- The average annualized interest rate received on the externally managed funds during 2019/20 is 4.90%

1.28   The Authority's total average interest rate on all investments in 2019/20 is 2.21%. The returns continue to exceed our benchmark, the London Inter-bank Bid Rate for 7 days at 0.70%, and our own performance target of 1.25% (Base Rate + 0.50%)

Table 4 – Interest Rate Comparison

Comparator	Average Rate to 31/07/2019
Cheshire East	2.21%
LIBID 7 Day Rate	0.70%
LIBID 3 Month Rate	0.75%
Base Rate	0.75%
Target Rate	1.25%

1.29   As the Authority holds a large amount of reserves and working capital, consideration is being given to increasing the level of strategic investments in order to benefit from higher income returns whilst spreading risk

across different asset classes. The current strategic investments are £7.5m in a property fund managed by CCLA and £2.5m in a multi-asset fund managed by Kames.

1.30 The value of these investments does vary and factors such as Brexit uncertainty, global trade disputes, etc do have a bearing on the underlying value. As at 31 July 2019 these funds had a net asset value of £10.7m, an increase of £650,000 since the initial investment.

Chart 2 – Current Investments by Counterparty Type
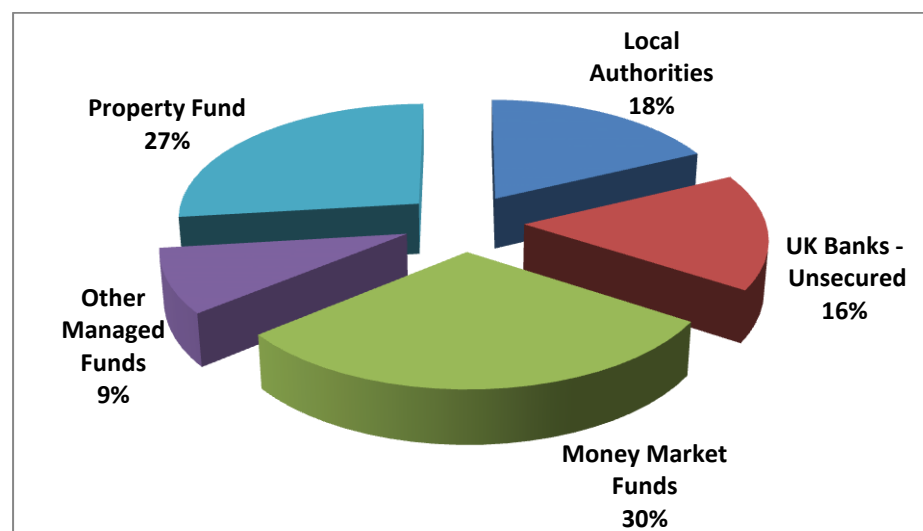
Table 5 – Types of Investments and Current Interest Rates

Instant Access Accounts	Average Rate %	£m
Money Market Funds	0.75	8.4
Barclays Bank	0.30	0.5

Call Accounts	Earliest Maturity	Rate %	£m
Santander – 95 day	19/11/19	1.00	3.0

Fixed Deposits	Start	Maturity	Rate %	£m
National Counties Bldg Society	10/07/19	18/10/19	0.92	1.0
Cornwall County Council	12/07/19	12/08/19	0.70	3.0
Rugby Borough Council	29/07/19	29/10/19	0.75	2.0

Externally Managed Funds	£m
Property Fund	7.5
Multi Asset Income Fund	2.5

Summary of Current Investments	£m
TOTAL	27.9

Chart 3 – Maturity Profile of Investments
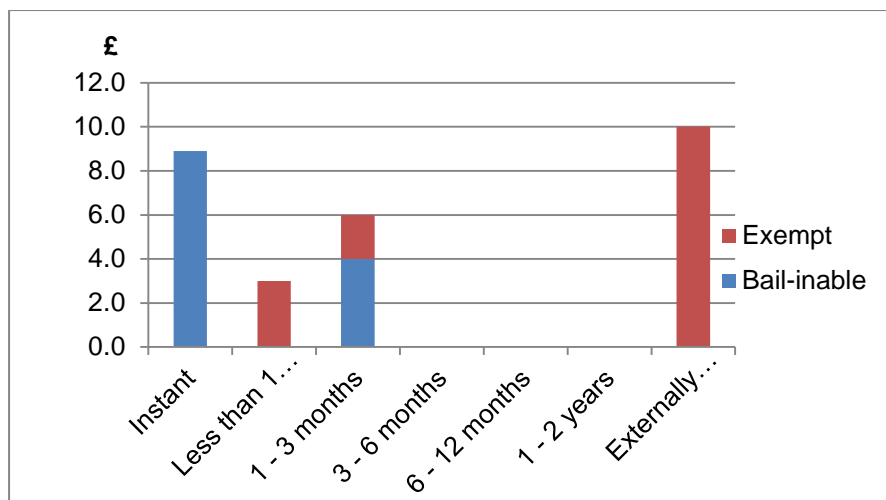
Note: Bail-inable means that in the event of default the counterparty may be required to use part of the investments as their own capital in which case the Council would not get back as much as they invested. This would apply with most bank and Building Society investments.

6. Treasury Management Indicators

1.31   The Authority measures and manages its exposures to treasury management risks using the following indicators.

1.32   **Interest Rate Exposures**: This indicator is set to control the Authority's exposure to interest rate risk.

The upper limit on the one-year revenue impact of a 1% rise in interest rates is:

Interest Rate Risk Indicator	Limit
Upper limit on one-year revenue impact of a 1% **rise** in interest rates	£410,000
Likely revenue impact in 2019/20 of a 1% **rise** in interest rates after 31st July 2019	£304,000

1.33   The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates. The Council is expected to remain a net borrower in 2019/20 so a fall in rates would lead to savings rather than incurring additional cost so a limit of £0 was set.

1.34   **Maturity Structure of Borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. Lower limits have been set at 0%. The upper limits on the maturity structure of borrowing and the actual maturity profiles as at 31 July 2019 are:

Refinancing rate risk indicator	Upper Limit	Actual
Under 12 months	50%	34%
12 months and within 24 months	25%	18%
24 months and within 5 years	35%	2%
5 years and within 10 years	50%	2%
10 years and within 20 years	100%	16%
20 years and above	100%	28%

1.35 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. The upper limit for loans maturing in under 12 months is relatively high as short term funding is currently considerably cheaper than alternatives. This will be kept under review as it does increase the risk of higher financing

costs in the future but may currently be limiting ability to take advantage of lower short term rates.

1.36 **Principal Sums Invested for Periods Longer than 364 days:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

Price Risk Indicator	2019/20	2020/21	2021/22
Limit on principal invested beyond year end	£25m	£15m	£10m
Actual amounts committed beyond year end	£0m	£0m	£0m

Annex A: Economic & Interest Rate Forecast

Underlying assumptions:

• Having increased interest rates by 0.25% in November 2018 to 0.75%, the Bank of England's Monetary Policy Committee (MPC) is now expected to maintain Bank Rate at this level for the foreseeable future. There are, however, upside and downside risks to this forecast, dependant on Brexit outcomes and the evolution of the global economy.

• With the downside risks to the UK economy growing, the recent fall in GDP and little likelihood of current global trade tensions being resolved imminently and global growth recovering soon thereafter, our treasury advisor Arlingclose's central forecast is for that the Bank of England's MPC will maintain Bank Rate at 0.75% but will stand ready to cut rates should the Brexit process engender more uncertainty.

• While employment growth has softened, the labour market remains tight. Pay growth has risen to its highest since 2008. Productivity growth has remained weak which has led to unit labour cost growth which raises domestic inflationary pressures.

Forecast:

• With the Governments stated intention to leave the EU on 31 October 2019 with or without a deal there is now increased likelihood of the Bank of England's MPC cutting interest rates.

• Gilt yields have fallen to recent lows. Resolution of global political uncertainty would see yields rise but volatility arising from both economic and political events continue to offer longer-term borrowing opportunities for those wanting to lock in some interest rate certainty.

	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22
Official Bank Rate													
Upside risk	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	0.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
3-month money market rate													
Upside risk	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.30	0.35	0.50	0.55	0.55
Arlingclose Central Case	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80
Downside risk	0.10	0.50	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
1yr money market rate													
Upside risk	0.10	0.20	0.20	0.20	0.20	0.20	0.20	0.25	0.30	0.35	0.40	0.50	0.50
Arlingclose Central Case	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Downside risk	0.30	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
5yr gilt yield													
Upside risk	0.20	0.20	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.45	0.50	0.50	0.50
Arlingclose Central Case	0.60	0.60	0.65	0.70	0.70	0.70	0.70	0.75	0.75	0.80	0.80	0.80	0.80
Downside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35
10yr gilt yield													
Upside risk	0.20	0.20	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.45	0.50	0.50	0.50
Arlingclose Central Case	0.85	0.90	0.95	1.00	1.00	1.00	1.00	1.05	1.10	1.15	1.20	1.20	1.20
Downside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40
20yr gilt yield													
Upside risk	0.20	0.20	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.45	0.50	0.50	0.50
Arlingclose Central Case	1.40	1.40	1.40	1.45	1.45	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Downside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40
50yr gilt yield													
Upside risk	0.20	0.20	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.45	0.50	0.50	0.50
Arlingclose Central Case	1.35	1.35	1.35	1.35	1.35	1.40	1.40	1.45	1.45	1.45	1.45	1.45	1.45
Downside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40

Annex B: Existing Investment & Debt Portfolio Position

	31/07/19 Actual Portfolio £m	31/07/19 Average Rate for the year %
External Borrowing:		
PWLB – Fixed Rate	68	4.26%
Local Authorities	43	0.98%
LOBO Loans	17	4.63%
Other	3	-
Total External Borrowing	**131**	**3.23%**
Other Long Term Liabilities:		
PFI	22	-
Finance Leases	2	-
Total Gross External Debt	**155**	-
Investments:		
Managed in-house		
Short-term investments:		
Instant Access	9	0.75%
Call Accounts	3	1.00%
Fixed Term Deposits	6	0.75%
Managed externally		
Multi Asset Fund	2	6.15%
Property Fund	8	4.47%
Total Investments	**28**	**2.23%**
Net Debt	**127**	-

Appendix 6

Investment Strategy

1. Purpose

1.1 The Investment Strategy is part of a suite of related documents, and focuses predominantly on matters not covered by Capital Strategy and Treasury Management Strategy.

1.2 The Authority invests its money for three broad purposes:
- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),

- to support local public services by lending to or buying shares in other organisations (**service investments**), and

- to earn investment income (known as **commercial investments** where this is the main purpose).

1.3 The investment strategy meets the requirements of the statutory guidance issued by MHCLG in February 2018, and focuses on the second and third of the investment categories.

2. Treasury Management Investments

1.4 The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £10m and £59m during the 2019/20 financial year.

1.5 Full details of the Authority's policies and plans for 2019/20 for treasury management investments are covered the Treasury Management Strategy (**Annex 5**).

3. Service Investments: Loans

1.6 Loans have been provided to Everybody Sport & Recreation for the purpose of investing in new equipment, with the aim of increasing the usage of leisure centres and improving the health of residents.

1.7 In March 2013, Astra Zeneca announced it was relocating its R&D function from Alderley Park to Cambridge. In order to retain the expertise in the region and to stimulate local

economic growth the Council has invested in Alderley Park Holdings Ltd by way of equity investment and loans.

1.8 In addition, the Council has committed to investing £5m (and lent £3.1m as at August 2019) in the Greater Manchester & Cheshire Life Science Fund, a venture capital fund investing in a range of life science businesses. Partners in the Fund include the Greater Manchester Combined Authority, Cheshire & Warrington Local Enterprise Partnership and Alderley Park Ltd. The Fund has a regional focus and seeks to target companies looking to re-locate a material part of their business within the Greater Manchester and Cheshire and Warrington areas, which includes Alderley Park where the Fund is based.

1.9 Upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £'000

| Category of borrower | 31/03/19 Actual | As at 31/08/19 | | | 2019/20 |
		Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	0	0	0	0	1,800
Suppliers	24	24	1	23	100
Local businesses	4,679	4,679	54	4,625	10,000
Local charities	679	668	42	626	2,000
TOTAL	**5,382**	**5,371**	**97**	**5,274**	**13,900**

1.10 Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts are shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

4. Service Investments: Shares

1.11 The Authority has invested in Alderley Park Holdings Limited in order to maintain and stimulate the key strategic industry of life sciences within the Borough. Cheshire East is a 10% shareholder in Alderley Park, and has invested in the development of the site along with Bruntwood (51% shareholder) and Manchester Science Partnerships (MSP; 39% shareholder). As part of the arrangement, the Council also invested in MSP, taking a 3% equity stake.

1.12 The Council also has shares in its subsidiary, wholly owned companies. However they are of nominal value, and consequently whilst the turnover of the group of companies is significant (£60m in aggregate) the share values are not considered material in the context of this Investment Strategy.

1.13 Upper limits on the sum invested in each category of shares have been set as follows:

Table 2: Shares held for service purposes in £'000

| Category of company | 31.3. 2019 actual | As at 31/08/2019 | | | 2019/20 |
		Amounts invested	Gains or losses	Value in accounts	Approved Limit (cost of investment)
Local Businesses	5,952	1,809	4,143	5,952	5,000
TOTAL	**5,952**	**1,809**	**4,143**	**5,952**	**5,000**

Table 3: Property held for investment purposes in £'000

| Property | Actual | 31/03/19 actual | | 31/03/20 expected | | 2019/20 Approval Limit |
	Purchase cost	Gains or (losses) in year	Value in accounts (includes gains/ (losses) to date	Gains or (losses)	Value in accounts	
Industrial Units	907	0	1,443	0	1,443	
Enterprise Centres	770	0	1,297	0	1,297	
Retail	23,350	0	4,370	0	25,370	
Residential	600	0	675	0	675	
Total	**25,627**	**0**	**7,785**	**0**	**28,785**	**32,100**

5. Commercial Investments: Property

1.14 Note that MHCLG defines property to be an investment if it is held primarily <u>or partially</u> to generate a profit.

1.15 On 2 April 2019 the Council purchased land and buildings on the North and East side of Weston road in Crewe for £21m.

6. Commercial Investments: Loans

1.16 In considering commercial investment opportunities, the Council will adopt a prudent approach, with two underlying objectives:

- **Security** – protecting the capital sum invested from loss

- **Liquidity** – ensuring the funds invested are available when needed

| Category of borrower | 2019/20 |
	Approved Limit £000
Partner Organisations	30,000

7. Loan Commitments and Financial Guarantees

1.17 As Accountable Body for the Cheshire & Warrington Local Enterprise Partnership, the Council acts as Entrusted Entity to a £20m European Regional Development Fund (ERDF) supported Urban Development Fund which is due to commence in 2019/20. The Council, as contracting party, provides guarantees in respect of the amounts provided through ERDF.

8. Proportionality

1.18 The Authority is only partially dependent on profit generating investment activity to achieve a balanced revenue budget, in respect of Place services. Table 4 below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Authority is dependent on achieving the expected net profit from investments over the lifecycle of the Medium Term Financial Plan. Should it fail to achieve the expected net profit, the Authority's contingency plans for continuing to provide these services include effective budget management and tight cost control.

Table 4: Proportionality of Investments in £'000

	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Budget	2021/22 Budget
Gross service expenditure - Directorate Level	72,555	77,367	77,325	78,216	80,516
Investment income	(1,684)	(2,298)	(2,236)	(2,486)	(2,486)
Proportion	2%	3%	3%	3%	3%

NB: The proportion is the investment income divided by the gross service expenditure

9. Borrowing in Advance of Need

1.19 Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The Authority follows this guidance.

10. Capacity, Skills and Culture

1.20 The Authority has established an Investment Strategy Board comprised of members, supported by officers and where necessary, external advisors, and acts on recommendations from officers that consider opportunities to enhance the Revenue & Capital Budgets of the Council through strategic

investments, whether that involves using capital/cash resources or borrowing and lending powers.

1.21 The Board is made up of the following individuals:
- The Leader of the Council (Chair)
- Portfolio Holder for Finance, ICT & Communication
- Portfolio Holder for Environment & Regeneration

1.22 Support is provided by:
- S151 Officer
- Monitoring Officer
- Executive Director Place
- Head of Assets

11. Investment Indicators

1.23 The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

1.24 **Total risk exposure:** The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third party loans.

Table 5: Total investment exposure in £'000

Total investment exposure	31/08/19 Actual	31/03/20 Forecast	31/03/21 Forecast
Treasury management investments	28,827	10,000	10,000
Service investments: Loans	5,382	5,728	5,594
Service investments: Shares	5,952	3,880	5,000
Commercial investments: Property	28,785	28,785	19,000
Commercial Investments : Loans	0	0	30,000
TOTAL INVESTMENTS	**68,946**	**48,393**	**69,594**
Commitments to lend	1,897	1,485	1,485
TOTAL EXPOSURE	**70,843**	**49,878**	**71,079**

1.25 **How investments are funded:** Currently the Authority's investments are funded by usable reserves and income received in advance of expenditure.

1.26 However in 2019/20 there is a possibility if the Authority decides to increase its investments in commercial properties and loans that they may require funding from borrowing.

Table 6: Investments funded by borrowing in £'000

Investments funded by borrowing	31/03/18 Actual	31/03/19 Actual	31/03/20 Forecast
Treasury management investments	0	0	0
Service investments: Loans	0	0	0
Service investments: Shares	0	0	0
Commercial investments: Property	0	0	32,000
Commercial Investments : Loans	0	0	30,000
TOTAL FUNDED BY BORROWING	**0**	**0**	**62,000**

1.27 **Rate of return received:** This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 7: Investment rate of return (net of all costs)

Investments net rate of return	2018/19 Actual	2019/20 Actual	2020/21 Forecast
Treasury management investments	1.75%	2.00%	2.00%
Service investments: Loans	2.52%	0.23%	0.45%
Service investments: Shares	107.67%	0.00%	0.00%
Commercial investments: Property	6.66%	6.66%	6.66%

Appendix 7

Reserves Strategy

Management of Council Reserves

1. The Council's Reserves Strategy states that the Council will maintain reserves to protect against risk and support investment.

2. The opening balance at 1 April 2019 in the Council's General Reserves was £10.3m as published in the Council's Statement of Accounts for 2018/19.

3. The updated Risk Assessment for 2019/20 provides for the Minimum Level to increase to £12.0m. This is considered a relatively prudent overall target for reserves at 4.5% of the net budget. The Reserves Strategy for 2019/20 set out a planned contribution from earmarked reserves of £1.7m to the general reserve in 2019/20, which will increase the general reserve to £12m in accordance with the risk assessed level.

4. The Council also maintains Earmarked Revenue reserves for specific purposes. At 31 March 2019 balances on these reserves stood at £45.7m, excluding balances held by Schools.

5. At the end of 2018/19 a central contingency referred to as the MTFS (Medium Term Financial Strategy) Reserve has been created to support in year pressures against the 2019/20 revenue budget. Use of this earmarked reserve will be subject to approval of robust business cases.

6. During 2019/20, an estimated £14.1m will be drawn down and applied to fund service expenditure specifically provided for. Service outturn forecasts take account of this expenditure and funding.

7. **Table 1** shows the forecast total reserves at the end of March 2020. Overall the Council remains in a strong financial position given the major challenges across the public sector.

Table 1 – Reserves Position

	£m
General Reserve	12.0
Earmarked Reserves (excluding Schools)	31.6
Total Reserves Balance at 31 March 2020	**43.6**

8. Details of individual reserves are shown in **Table 2** below.

Table 2 – Earmarked Reserves Position

Name of Reserve	Opening Balance 1st April 2019	Movement in 2019/20	Closing Balance 31st March 2020	Notes
	£000	£000	£000	
People				
Adults, Public Health and Communities				
PFI Equalisation - Extra Care Housing	2,373	131	2,504	Surplus grant set aside to meet future payments on existing PFI contract which commenced in January 2009.
Public Health	627	(96)	531	Ring-fenced underspend to be invested in areas to improve performance against key targets. Including the creation of an innovation fund to support partners to deliver initiatives that tackle key health issues.
Communities Investment	110	(110)	0	Amalgamation of promoting local delivery; grant support; new initiatives and additional funding from outturn to support community investment.
Fixed Penalty Notice Enforcement (Kingdom)	31	(31)	0	Surplus Fixed Penalty Notice receipts to be ring-fenced to provide a community fund to address environmental issues.
NHB Community Grants - Staffing	180	(180)	0	To support administrative staffing costs in relation to Central Government's New Homes Bonus guidance for community projects, to be allocated in accordance with local priorities (also see Corporate EMR below).
Children's Services				
Domestic Abuse Partnership	90	(35)	55	To sustain preventative services to vulnerable people as a result of partnership funding.
SALT and OT	128	(128)	0	To support the additional investment into Speech and Language Therapy (SALT) and Occupational Therapy (OT).

Name of Reserve	Opening Balance 1st April 2019	Movement in 2019/20	Closing Balance 31st March 2020	Notes
	£000	£000	£000	
Place				
Investment (Sustainability)	706	(706)	0	To support investment that can increase longer term financial independence and stability of the Council.
Planning and Sustainable Development				
Trading Standards and Regulations	75	(75)	0	Ongoing Trading Standards prosecution case on product safety.
Air Quality	80	(80)	0	Air Quality Management - DEFRA Action Plan.
Strategic Planning	730	(6)	724	To meet potential costs within the Planning Service and Investment Service Structure.
Licensing Enforcement	17	(17)	0	Three year reserve to fund a third party review and update of the Cheshire East Council Taxi Licensing Enforcement Policies.
Infrastructure and Highways				
Parking - Pay and Display Machines	100	(100)	0	Purchase of Pay and Display Machines.
Highways Procurement	219	(219)	0	To finance the development of the next Highway Service Contract.
Highways Contract	230	(170)	60	To provide for Highways Contract potential liability.
Growth and Regeneration				
Royal Arcade Crewe	500	(500)	0	To provide for future costs relating to the Royal Arcade including repairs an maintenance.
Legal Proceedings on land and property matters	127	(77)	50	To enable legal proceedings on land and property matters.
Skills & Growth	316	0	316	To achieve skills and employment priorities and outcomes.
Housing - Choice Based lettings	57	(57)	0	Housing partner contributions to support the administration of the choice based lettings scheme .
Homelessness & Housing Options	174	(174)	0	To prevent homelessness and mitigate against the risk of increased temporary accommodation costs.
Environmental				
Environment	213	(213)	0	ANSA- mapping maintained assets/new delivery environment.
Hub Project - COI	153	(153)	0	To provide funds associated with the relocation of a depot.

Name of Reserve	Opening Balance 1st April 2019	Movement in 2019/20	Closing Balance 31st March 2020	Notes
	£000	£000	£000	
Corporate				
Legal Services				
Insurance (Cheshire East & Cheshire County Funds)	5,077	0	5,077	To settle insurance claims and manage excess costs.
Democratic Services				
Elections	352	0	352	To provide funds for Election costs every 4 years.
Finance and Performance				
Collection Fund Management	5,009	1,128	6,137	To manage cash flow implications as part of the Business Rates Retention Scheme. Includes liabilities that will not be paid until future years.
Financing Reserve	11,539	190	11,729	To provide for financing of capital schemes, other projects and initiatives.
Enabling Transformation (Brighter Futures Transformation Programme)	1,001	(1,001)	0	To fund the Council's four year transformation programme and its five outcomes of Culture; Estates and ICT systems; Customer Experience, Commercial Approach and Governance.
New Homes Bonus Community Fund	1,000	(1,000)	0	To support Central Government's New Homes Bonus guidance for community projects, to be allocated in accordance with local priorities.
HR (CARE4CE Review, Culture Change, Pay realignment, Learning Mgt System)	450	(450)	0	To fund HR expenditure in relation to the Care4CE review, culture change programme, pay realignment and the Learning Management System.
MTFS Reserve	6,426	(5,990)	436	To support the financial strategy and risk management.
Cross Service				
Trading Reserve	2,161	0	2,161	The Authority's share of ASDVs net surplus to be spent in furtherance of the ASDV's objectives.
Revenue Grants - Dedicated Schools Grant	1,596	(2,034)	(438)	Unspent specific use grant carried forward into 2019/20.
Revenue Grants - Other	3,850	(1,952)	1,898	Unspent specific use grant carried forward into 2019/20.
TOTAL	**45,697**	**(14,105)**	**31,592**	

Notes:

1. Figures exclude Schools balances.

Cheshire East Council

Working for a brighter future together

Cabinet

Date of Meeting: 08 October 2019

Report Title: Cheshire East Partnership Five Year Plan

Portfolio Holder: Cllr Laura Jeuda, Portfolio Holder Adults Social Care and Health

Senior Officer: Mark Palethorpe, Acting Executive Director People

1. Report Summary

1.1. NHS England requires each Sustainability and Transformation Partnership area to prepare Five Year Strategies, as their response to the NHS England Long Term Plan (published January 2019). The Cheshire and Merseyside Health and Care Partnership (C&MH&CP) has started work on its Strategy and, to inform this, has asked that each of the nine 'Place based' health and care partnerships in Cheshire and Merseyside (aligned to the local authority geographies) develop their own Five Year Plans.

1.2. The draft Cheshire East Partnership Five Year Plan has been shared with residents and staff through an engagement exercise over the summer (1st August to 23rd August). The draft Plan had to be submitted to the C&MH&CP at the end of August. It is now necessary for the final, post-engagement version of the Plan to be endorsed by Cabinet having been signed off by Partner organisations the Partnership Board and the Health and Wellbeing Board in September.

1.3. The draft Plan is attached. Also attached are Appendix One to the Plan, a Technical Appendix setting out in more detail how the Partnership will deliver the NHS England Long Term Plan and Appendix Two, a summary of the feedback received from the public engagement activity.

1.4. The Plan sets out the vision of the Partnership (made up of the Local Authority, the Clinical Commissioning Groups, NHS Providers, the local GPs – and through the Health and Wellbeing Board, the Police and Fire and Rescue Service, the community and voluntary sector, NHS England

and Healthwatch). This vision is to improve the health and wellbeing of local communities, enabling people to live longer and healthier lives. We will do this by creating and delivering safe, integrated and sustainable services that meet people's needs by the best use of all the assets and resources we have available to us. Wellbeing comes from everyone taking ownership of what they can do for themselves and their community, with support available and focussed when and where it is needed.

2. Recommendation

2.1. That Cabinet endorse the Cheshire East Partnership Five Year Plan and its submission to the Cheshire and Merseyside Health and Care Partnership.

3. Reasons for Recommendation

3.1. To ensure the Cheshire East Partnership Five Year Plan is endorsed by the Council as a key partner in leading the transformation of health and care in Cheshire East.

3.2. To allow the timely submission of the Cheshire East Partnership Five Year Plan to the Cheshire and Merseyside Health and Care Partnership to meet their requirements that all Places submit Plans by October/November 2019.

4. Other Options Considered

4.1. The Local Authority could have chosen not to engage with the work of the Cheshire East Partnership and the drafting of the Five Year Plan. However, with Health and Social Care Integration a key element of the NHS Long Term Plan and a priority of the Department of Health and Social Care, it is important that we are an active partner in this work to influence discussions and decisions. In focussing on better outcomes for our residents and particularly those in need of health and / or care services, this willingness to be an active partner with health colleagues is a key requirement.

5. Background

5.1. The Sustainability and Transformation Partnerships were formed in 2015/2016 as a result of the NHS England 'Five Year Plan's' aspirations to see closer working across health and care and progress being made towards integrated provision. There was also an imperative to make more effective use of resources across the system. The Cheshire and Merseyside STP was formed in January 2016, a partnership of the twelve clinical commissioning groups, twenty NHS provider organisations (hospitals, community and mental health trusts) and the nine local authorities. The STP was re-branded as the Cheshire & Merseyside Health & Care Partnership in 2017.

5.2. The publication of the NHS Long Term Plan in January 2019 has re-emphasised the importance of these Partnerships in the NHS future plans, with the transition to Integrated Care Systems (ICS) being the aspiration for each regional partnership by 2021. Achieving ICS status will bring additional resource and a level of autonomy for the Partnership in its decision making. The Five Year Strategy is a key element of this, demonstrating that the C&MH&CP has the maturity and ambition to deliver what NHS England expects from the ICS. Similarly the Place-based Five Year Plans need to show that there is a common vision for the provision of health and care services within that area, with a good understanding of the local challenges, a commitment from local partners to work together and clarity in relation to what needs to be delivered.

5.3. The Cheshire and Merseyside Health and Care Partnership (and its equivalents elsewhere in the country) and local place-based health and care partnerships are seen by NHS England as a pragmatic way to join up planning and service delivery across primary and specialist care, physical and mental health and health and social care.

5.4. With regard to the Cheshire East Partnership Five Year Plan, the draft Plan was shared with the public from 1st to 23rd August and submitted (as a draft) to the C&MH&CP at the end of August. The revised Plan that incorporates changes initiated through the engagement process is now being taken through the governing bodies of the Partners for endorsement. It has also been to the Health and Adult Social Care and Communities Overview and Scrutiny Committee (12th September) and the Health and Wellbeing Board (24th September). The final endorsed version will thus be submitted to the Cheshire and Merseyside Health and Care Partnership by the end of October.

5.5. The Cheshire East Partnership Plan sets out the vision of the Partnership (made up of the Local Authority, the Clinical Commissioning Groups, NHS Providers, local GPs – and through the Health and Wellbeing Board, the Police and Fire and Rescue Service, the community and voluntary sector, NHS England and Healthwatch). This is to improve the health and wellbeing of local communities, enabling people to live longer and healthier lives. We will do this by creating and delivering safe, integrated and sustainable services that meet people's needs by the best use of all the assets and resources we have available to us. Wellbeing comes from everyone taking ownership of what they can do for themselves and their community, with support available and focussed when and where its needed.

5.6.   The focus of the Partnership is upon:

5.6.1   Tackling inequalities, the wider causes of ill-health and the need for social care support through an integrated approach to reducing poverty, isolation, housing problems and debt;

5.6.2   Prevention of ill health through early intervention, health improvement and creating environments that support and enable people to live healthily;

5.6.3   Ensuring our actions are centred on the individual, their goals, the communities in which they live and supporting people to help themselves;

5.6.4   Having shared planning and decision making with our residents.

5.7.   The key outcomes that the Partnership through the Plan aspires to achieve are:

5.7.1   To create a place that supports health and wellbeing for everyone living in Cheshire East;

5.7.2   To improve the mental health and wellbeing of people living and working in Cheshire East;

5.7.3   To enable more people to live well for longer in Cheshire East;

5.7.4   To ensure that children and young people are happy and experience good physical and mental health and wellbeing.

6. Implications of the Recommendations

6.1.   **Legal Implications**

6.1.1. Cheshire East is a member of C&MH&CP which has asked each of the nine 'place based' health and care partnerships (of which Cheshire East is one) to develop their own Five Year Plans, to inform its Strategy in response to the requirements set by NHS England in its Long Term Plan published in January 2019, for each Sustainability and Transformation Partnership area to prepare Five Year Strategies. It should be noted that the Council has not at this stage, signed the Cheshire East Partnership's Memorandum of Understanding, because of concerns regarding the different funding streams that the NHS and the Authority draw upon.

6.1.2. There is no formal requirement to consult on the contents of the Cheshire East Place Partnership Plan at this stage but there has been a period of public engagement, which has taken place over the summer 2019.

6.1.3. The Governing Bodies of the Partner organisations of the Cheshire East Place Partnership have endorsed the Plan.

6.1.4. Partnership organisations have had due regard to the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010 when exercising relevant functions.

6.1.5. Any proposed Service changes that may be developed as part of the ongoing work to implement the Partnership Plan will be subject to the appropriate formal consultation and consideration by the Health and Adult Social Care and Communities Scrutiny Committee and individual agency governance arrangements.

6.1.6. There is an explicit expectation from NHS England that NHS partners deliver on the Long Term Plan (see section 9).

6.2. **Finance Implications**

6.2.1. There are no financial implications for the Council at this point. However, if these implications emerge, then formal approval will be sought prior to any agreements being signed off. The level of financial challenge within the NHS in Cheshire East is significant and the Council will be closely monitoring the potential risks to its Medium Term Financial Strategy that might emerge as the work to implement the Plan gets underway.

6.3. **Policy Implications**

6.3.1. The delivery of the Plan will significantly contribute to the Council's six Priority Outcomes.

6.4. **Equality Implications**

6.4.1. The Plan recognises the disparities in health and wellbeing that are identified through the Joint Strategic Needs Assessment and includes a focus upon reducing inequalities.

6.5. **Human Resources Implications**

6.5.1. In relation to the endorsement of the Plan there are no specific HR implications. In the short term there will be closer working between health and care staff and joint commissioning of services. In due course, as the Plan implementation gets under way there may be integration of health and care staff proposals that are put forward and these will be managed in accordance with appropriate HR guidance and protocols.

6.6. **Risk Management Implications**

6.6.1. The Place Programme Management Office maintains a Risk Log for the transformation programme and will monitor progress made against the Plan's aspirations. A failure to deliver the work required will raise the risks with regard to the financial and clinical sustainability of the health and care system.

6.7. **Rural Communities Implications**

6.7.1. The work underway to deliver the Plan (including our eight Care Communities), recognises the challenges of providing services within the more rural communities. Closer working between providers, the delivery of more services in the Care Communities and increased use of digital services are some of the ways that will be used to improve accessibility and delivery to the rural populations.

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

6.8.1. The Cheshire East Partnership is working to transform health and care services for the whole population, from cradle to grave and this is reflected in the Plan. Delivering improvement in health and wellbeing for our children and young people is one of the priority outcomes.

6.9. **Public Health Implications**

6.9.1. There are significant implications for public health with the outcomes of the Plan being intended to deliver improved health and wellbeing outcomes.

6.10. **Climate Change Implications**

6.10.1 A key element within the Plan is to encourage individuals to take responsibility for their own health and wellbeing and lead more healthy lifestyles. Through the promotion of active transport options, (cycling, walking) and thus reduced car usage, there could be beneficial climate impacts. In addition the partners recognise the need for their organisations to be making greater contributions towards reducing their carbon footprints. The NHS Long Term Plan requires all NHS organisations to work towards reducing carbon, waste and water use.

7. **Ward Members Affected**

7.1. All Wards will be affected.

8. Consultation & Engagement

8.1. Public engagement took place from 1st to 23rd August. It would have been preferable for this to be longer, but the timeline for submission on 30th August made this impossible. The Plan was presented to Overview and Scrutiny Committee on 12th September and has been before the governing bodies of all Partner Organisations. It was endorsed at the Health and Wellbeing Board on 24th September.

9. Access to Information

9.1. The NHS Long Term Plan and associated documents can be accessed here https://www.longtermplan.nhs.uk/

9.2. A summary of the NHS Long Term Plan is here: https://www.longtermplan.nhs.uk/wp-content/uploads/2019/01/the-nhs-long-term-plan-summary.pdf

10. Contact Information

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

Name: Guy Kilminster

Job Title: Corporate Manager, Health Improvement

Email: guy.kilminster@cheshireeast.gov.uk

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#BecauseWeCare
Cheshire East Partnership

Cheshire East Partnership

Five Year Plan

2019-2024

NHS

Cheshire East
Council

"Our vision is to enable people to live well for longer; to live independently and to enjoy the place where they live."

Contents

01 Foreword

The vision of our five-year plan is to improve the health and wellbeing of local communities, enabling people to live longer and healthier lives. We will do this by creating and delivering safe, integrated and sustainable services that meet people's needs by the best use of all the assets and resources we have available to us. Wellbeing comes from everyone taking ownership of what they can do for themselves and their community, with support available and focussed when and where it's needed.

The Cheshire East Partnership is an alliance of partners working together to improve the health and wellbeing of the residents of the Cheshire East local authority area. The Five Year Plan sets out what we want to do, why we want to do it and the difference we believe we can make to the health and wellbeing of local residents.

We want this document to start a community wide conversation about our health and wellbeing and what we can all do to enhance it. Good health and wellbeing are not just about NHS and care services nor are they just about treating illness and accidents. Good health and wellbeing come from every aspect of our lives, environment, wealth and society. The quality of our education, employment, housing, neighbourhoods, friendships, relationships, families, jobs, safety, food and air are among the many things that influence our health, happiness and wellbeing, for better or worse.

We want children and young people to get the best start in life and be ready for school; we want people to live well and independently for longer; and we want older people to be able to maintain their independence for as long as possible, through more dementia friendly communities and active ageing initiatives, as well as by reducing social isolation. We also want to encourage people to take responsibility for looking after themselves, their families and neighbours, and to enable more care to be delivered in the community.

Across our communities there are differences in the levels of ill health and wellbeing, often linked to big differences in other aspects of the quality of life. Our approach is to focus on reducing these inequalities and use the wealth of our community's, knowledge, power and resources to achieve this. This is not so much about what we can do directly as public bodies, though that is hugely important, but about what we can support people, families and communities to do for themselves and with us. That is something we need to talk about and it's a conversation we want everyone to be involved in.

In summary, our vision is to enable people to live well for longer; to live independently and to enjoy the place where they live. We want to keep people well and healthy rather than just try to fix things when they go wrong.

Mark Palethorpe
Acting Executive Director of People
Cheshire East Council and Senior Responsible Officer Cheshire East Partnership Board

Steven Michael
Independent Chair
Cheshire East Partnership Board

Clare Watson
Chief Officer of the four Cheshire Clinical Commissioning Groups

John Wilbraham
Chief Executive
East Cheshire NHS Trust

Denise Frodsham
Director of Strategic Partnerships
Mid Cheshire Hospitals NHS Foundation Trust

Sheena Cumiskey
Chief Executive
Cheshire and Wirral Partnership NHS Foundation Trust

Tina Cookson
Nurse Director
South Cheshire and Vale Royal GP Alliance

Justin Johnson
Chief Executive
Vernova Healthcare
Community Interest Company

02 The *Cheshire East* Place

The term place-based health is becoming more commonly used across the country. Cheshire East Place covers the area of Cheshire East Local Authority. It brings together the leadership, planning and delivery of health and local authority care services, working together without barriers and bureaucracy getting in the way. Additionally taking a place-based approach requires working effectively with other local authority departments, for example, Children and Families, Housing, Planning, Revenues and Benefits, and Culture and Leisure; with other public sector organisations, for example the Police, Fire and Rescue, Department for Work and Pensions; and with the many community, voluntary and faith sector organisations that add significant value through their delivery of services in Cheshire East.

The core Cheshire East Place Partnership is made up of the following organisations working together:

- Cheshire East Council

- Cheshire and Wirral Partnership NHS Foundation Trust (CWP)

- East Cheshire NHS Trust (ECT)

- NHS Eastern Cheshire Clinical Commissioning Group (ECCCG)

- Mid Cheshire Hospitals NHS Foundation Trust (MCHFT)

- NHS South Cheshire Clinical Commissioning Group (SCCCG)

- South Cheshire and Vale Royal GP Alliance

- Vernova Healthcare CIC

- Healthwatch.

Others working closely with us, through the Health and Wellbeing Board and other partnerships include the Cheshire Constabulary and Cheshire Fire and Rescue service, the University Hospital of South Manchester NHS Foundation Trust, Stockport NHS Foundation Trust, University Hospitals of North Midlands NHS Trust, health and care commissioners and providers across Cheshire, Merseyside, Wirral, Greater Manchester, North Midlands and Wales.

As a Place we sit within the Cheshire and Merseyside Health and Care Partnership (C&MH&CP), one of nine Places, all based upon the local authority geographies of Cheshire and Merseyside. This Partnership was established to confront the health and care challenges of population health, the quality of care, and increasing financial pressures. By 2021 the Partnership has the ambition of becoming an Integrated Care System: NHS organisations in partnership with the local councils in Cheshire and Merseyside taking collective responsibility for managing resources, delivering NHS standards and improving the health and wellbeing of the population they serve.

As its name suggests, the Partnership is not a single entity but a collection of organisations responsible for providing health and care services that have come together, to plan how best to deliver these services in future so that they meet the needs of local people, are high quality and are affordable. Their priorities feature in our local Plan and our interaction with the Cheshire and Merseyside work-streams will influence our on the ground delivery.

We shall also contribute to the ambitions of the C&MH&CP in relation to Social Value and have committed to the Social Value Charter that the Partnership has recently published.

A vibrant and diverse economy and community

Cheshire East is an area of contrasts. It is a place of agriculture and industry, countryside, villages, market towns and urban centres with distinct needs, assets and characters. We are preparing to capitalise on the anticipated arrival of high speed rail (HS2) as a catalyst for growth, development of business and enterprise in Cheshire East. This will create new opportunities for regeneration and employment within the borough and new demands on public services.

Cheshire East is a great place for people who want to balance work and life because we are located between the North and the Midlands and we are close to Wales and Merseyside.

We are ideally located to capitalise on both the quick links to these centres and to be a haven from them.

Our plans will recognise the value of our communities and respond to the needs of our communities, delivering integrated health and care designed with and for local care communities. We plan to deliver continuous improvements in productivity in the private and public sectors, harnessing local world class businesses and our rich research and development infrastructure. Business development, housing growth and education and training opportunities are key elements of wider strategies designed to complement and benefit from health and care developments.

Consequently businesses, housing providers and developers and the education sector will also be key partners in the delivery of the Plan.

We have been laying the foundations of integration and transformation over the past year. Some examples of partnership working to date include:

- Establishing a robust governance structure for the partnership
- Strengthening our eight Care Communities and introducing changes to the way the teams work to improve the joined up working between health and social care
- Securing external funding to test new ways of working in the Care Communities
- Introducing our Primary Care Networks and initiating the implementation of social prescribing across Cheshire East
- Continuing to support and promote the Cheshire Care Record to facilitate the secure sharing of patient data, ensuring that residents need only tell their story once
- Initiating the testing of a patient held record to provide easier access for people to see their own health records through an app
- Testing the use of Skype for Business between care Homes and A&E across six care homes to help reduce admissions
- Establishing the Cheshire East Carers' Hub as a one stop shop for carer support, advice and information

Main hospital sites

Care Communities

SMASH Sandbach, Middlewich, Alsager, Scholar Green and Haslington

BDP Bollington, Disley and Poynton

CHAW Chelford, Handforth, Alderley Edge and Wilmslow

CHOC Congleton and Holmes Chapel
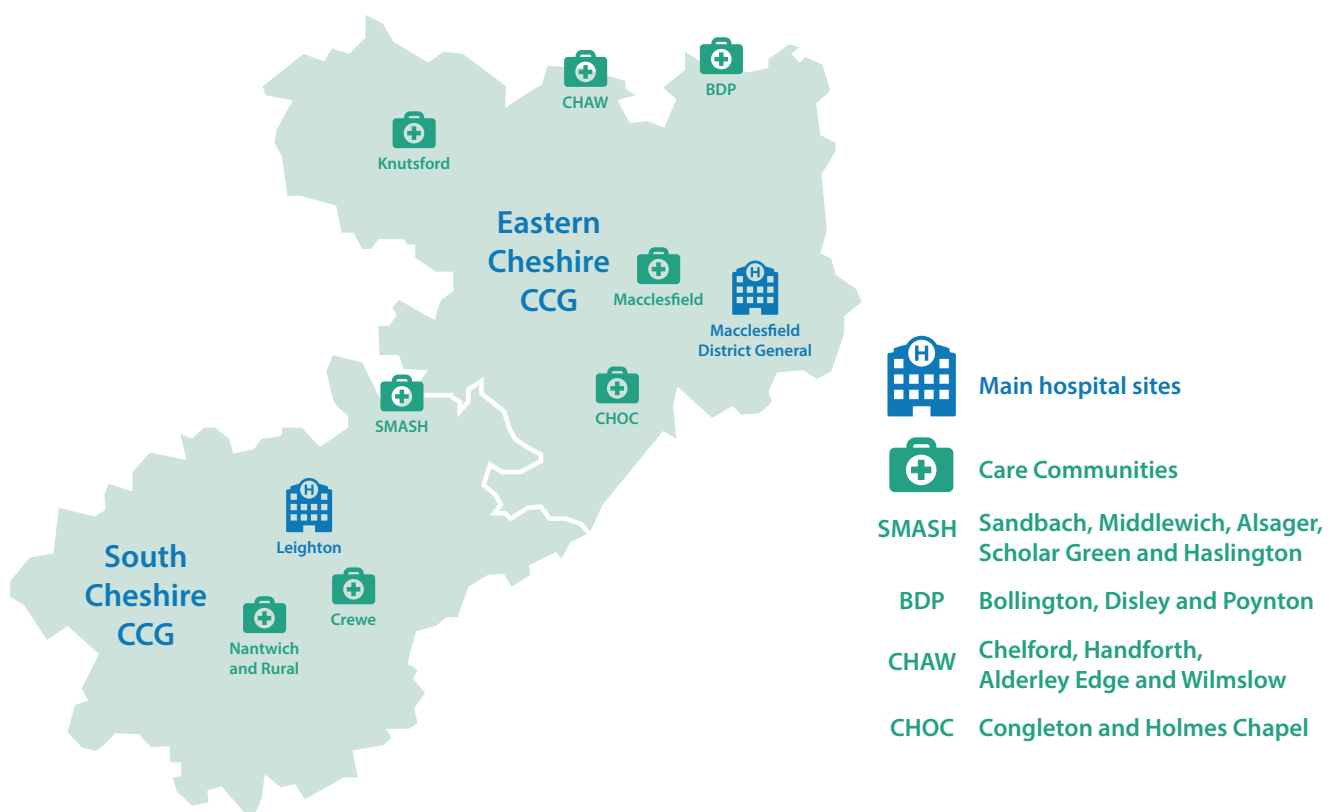
03 **Our Local Vision**

Health and wellbeing go hand in hand with economic growth and prosperity. Good health is also about good housing, good education, good employment and good infrastructure and services. They are all interlinked and need to complement each other.

Our vision is to improve the health and wellbeing of local communities, enabling people to live longer and healthier lives. We will do this by creating and delivering safe, integrated and sustainable services that meet people's needs by the best use of all the assets and resources we have available to us. Wellbeing comes from everyone taking ownership of what they can do for themselves and their community, with support available and focussed when and where it's needed.

This means we need our services to be as integrated as our lives are. To improve the health and wellbeing of communities and reduce the demand for health and social care, a focus on preventing ill health needs to be at the heart of our strategic plans, actions, services and programmes. This also means that we need to think of health and care in a new way and understand that workplaces, housing, schools, leisure and communities are a vital part of promoting wellbeing and preventing, or delaying a need for care arising.

We want to make it as easy as possible to stay healthy, supporting people where it makes a difference, intervening where it's necessary but also promoting a shared understanding of individual responsibility to lead a healthy life, reducing people's need for help and keeping them independent.

The Five Year Plan provides our high level vision and aspirations for transformation. More detail on the different elements will be found in recently published strategies such as the Cheshire East All Age Mental Health Strategy 2019 – 2022 and the Children's Mental Health Transformation Plan, or in forthcoming strategies and plans that are currently being drafted.

Our focus will be upon:

- Tackling inequalities, the wider causes of ill-health and the need for social care support through an integrated approach to reducing poverty, isolation, housing problems and debt

- Prevention of ill health, early intervention, health improvement and creating environments that support and enable people to live healthily

- Ensuring our actions are centred on the individual, their goals, and the communities in which they live and supporting people to help themselves

- Having shared planning and decision making with our residents

Our Strategic Goals for the Cheshire East Place over the next five years are:

- To develop and deliver a sustainable, integrated health and care system

- To create a financially balanced system

- To create a sustainable workforce

- To significantly reduce the health inequalities

Contributions to Health Outcomes

30% Health Behaviour	40% Socioeconomic Factors	20% Clinical Care	10% Built Environment
10% Smoking	10% Education	10% Access to Care	5% Environmental Quality
10% Diet and Exercise	10% Employment	10% Quality of Care	5% Built Environment and Housing
5% Alcohol use	10% Income		
5% Poor Sexual Health	5% Family Social Support		
	5% Community Safety		
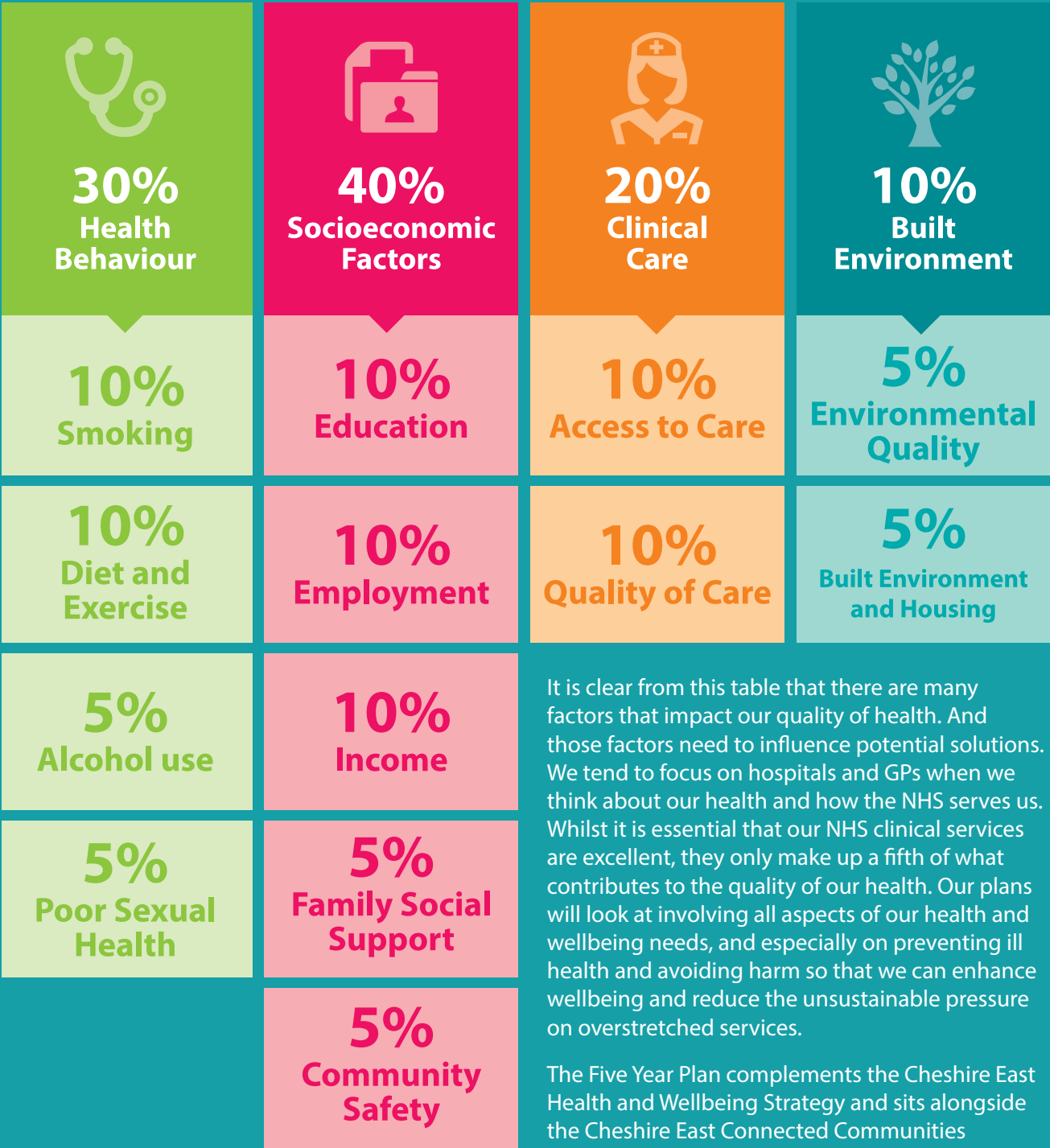
It is clear from this table that there are many factors that impact our quality of health. And those factors need to influence potential solutions. We tend to focus on hospitals and GPs when we think about our health and how the NHS serves us. Whilst it is essential that our NHS clinical services are excellent, they only make up a fifth of what contributes to the quality of our health. Our plans will look at involving all aspects of our health and wellbeing needs, and especially on preventing ill health and avoiding harm so that we can enhance wellbeing and reduce the unsustainable pressure on overstretched services.

The Five Year Plan complements the Cheshire East Health and Wellbeing Strategy and sits alongside the Cheshire East Connected Communities Strategy, Industrial Strategy and developing Environment Strategy. Collectively these strategies will help to guide our approach and lead to better health and social care outcomes across Cheshire East.

04 Why do we need to change?

Many of us are living much longer, in better homes and communities, but we are experiencing increasing fragility and vulnerability in older age. This has placed increased demand and financial pressures upon the health and care system requiring innovative change in order to ensure financial viability going forward.

Our lives are more connected digitally, creating new ways of living and working and new ways of accessing services and taking part in activities and it is increasingly clear that health and care services need to be shaped around individuals to make their lives better and easier.

People's health and wellbeing is not simply about taking a pill, seeing a doctor or waiting for a service. It involves helping people to take greater responsibility for their own self-care, being more proactive in their own health and wellbeing. As a system we will enhance the provision of and signposting to information, facilitating people to better help themselves, their families and communities. We also need to be using information more effectively to identify vulnerable people who may be at risk and addressing the wider determinants of health such as housing, poverty, employment and education.

The main causes of death and illness in Cheshire East are cancer, heart disease and respiratory illness.

Overall, risk factors (for example smoking) for cancer in Cheshire East are lower than the England average, but there are areas, particularly in the south of the borough, where risk factors are much higher. There are stark differences in cancer outcomes across Cheshire East and such outcomes are particularly poor in Crewe.

The mortality rates for heart disease in Cheshire East are lower than the England and Northwest averages but heart disease still accounts for around a quarter of premature deaths in this area and people who live in Crewe have a significantly higher risk of early death from heart disease.

Respiratory disease accounts for a tenth of premature deaths in Cheshire East. This is better than the national average but worse when compared to similar local authorities. Outcomes are generally poorer for those from the most deprived communities.

Against this backdrop the demand for health and care services continues to grow, for at least five reasons. The first three are either desirable or unavoidable:

• Our growing and ageing population means more people need health and care support

• Growing concern about areas of unmet health need, for example, young people's mental health needs

• Expanding frontiers of medical science and innovation, introducing new treatment possibilities that a modern health service should rightly be providing, for example, gene therapy

But the other reasons we can collectively do something about:

- Improving the early prevention of avoidable illness or need for care by making the most of local assets in the community or services that support behaviour change. Examples include smoking cessation to reduce the risk of cancer and heart disease; diabetes prevention and reducing the risk of cancer through reducing obesity; and reducing respiratory hospital admissions from lower levels of air pollution.

- Getting the right service in the right place for someone who is unwell or in need of care is often difficult. This is because many current services were created for a different era with different needs.

This document represents a commitment by all the partners across Cheshire East to collaborate to tackle the complex, difficult and inequitable health and wellbeing issues together.

In general, the health and wellbeing of the residents of Cheshire East is good, but there are clear inequalities within the area.

We recognise that services should be designed for local needs and that, for instance, what is needed and what works for people in Nantwich will be different to what's needed and what works in Macclesfield. Working with our different communities, local networks and using the individual strengths of our towns and villages we want to ensure people have the best health and wellbeing from services arranged for their local circumstances.

Meaningful engagement with our communities, patients and carers continues to inform all that we do, and we will provide services to improve health and social care for our local populations.

Public engagement

Healthwatch Cheshire East have recently undertaken engagement on the NHS Long Term Plan and the first draft of the Cheshire East Partnership Five Year Plan.

Through surveys, engagement events and focus groups we have heard local peoples views and ideas that will help shape our local plans. The key messages that have come out of this include:

- In order to live a healthy life people felt that access to the help and treatment they need when they want it was most important.

- People were facing challenges in getting through to GP Practices to make appointments and were concerned at the number of days wait to see a GP. Similarly there were concerns regarding the time it took to see a consultant or to receive information back after such an appointment.

- The challenge in rural areas to access health services was an issue for many, with limited public transport hampering their ability to get to appointments. Use of technology to mitigate against this was suggested (acknowledging that for some this would not help).

- In terms of maintaining their health and independence in later life, people surveyed overwhelmingly felt the most important factor was being able to stay in their own home for as long as it was safe.

- When considering managing and using support and treatment, people felt that the right treatment should be a joint decision between them and healthcare professionals and they should be consulted throughout the process.

- People in Cheshire East told us that being able to talk to their doctor or other health care professional wherever they are was the most important factor in being engaged in health service delivery.

- People with, or caring for people with autism felt that the time they had to wait to receive their initial assessment, diagnosis or treatment was too long. Waiting times ranged from eight months to three years. Members of our focus group also felt that there was a lack of understanding by front line staff

of the autism spectrum. Funding and access to services was a serious issue for the parents of people with autism spectrum conditions.

- People with, or people caring for those with, dementia gave mixed responses to the initial support they received; most felt that it either met their needs or somewhat met their needs. Most reported that ongoing care and support was easy to access.

- 94% of people who responded with a Mental Health condition felt that their overall experience of getting help was either average, negative, or very negative.

To address these challenges, the issues raised by local people and the needs evidenced through the changing population demographics, we will commission services that work seamlessly and wrap around the needs of people. "Together", our guide to co-production and collaboration with residents, the community, voluntary and faith sector will be key to improving health and wellbeing.

Our intention is to:

- help people to live healthier lives for longer

- enable people to stay out of hospital when they do not need to be there

- deliver more services at home or closer to home

- reduce the demand on all hospital services

We will continue to involve and engage our communities, staff and partners and we will draw on expertise and best practice from across the NHS, social care and beyond. We will formally consult where that is necessary, but only after we have engaged and listened to our communities in a process of co-creation. This will include activities like focus groups, co-production events and really effective communication.

We will ensure that the partnership of health and social care organisations in Cheshire East Place is integrated in its approach and outlook and that our plans are made in Cheshire East for the people of Cheshire East.

05 **Outcomes**

We want to develop clear plans that complement each other and deliver measurable outcomes for our communities. We want these outcomes to be straightforward and understandable. We want to build support and agreement for them.

The chances of success will be greater if we are clear about what we want to achieve and why. The priorities we have selected (as part of the Health and Wellbeing Strategy) are focussed on supporting everyone in Cheshire East, from childhood through to older age.

This document is about how we all can work towards, and benefit from, achieving these outcomes. We believe these outcomes are achievable and we believe they can only be achieved through the combined strengths and qualities of every part of our community, from the individual through to the public service. We all have a part to play and we will all benefit from the achievement. This will also help to ensure we have a long-term financially sustainable health and care system in Cheshire East.

Our key outcomes are that we should:

1. Create a place that supports health and wellbeing for everyone living in Cheshire East

2. Improve the mental health and wellbeing of people living and working in Cheshire East

3. Enable more people to Live Well for Longer in Cheshire East

4. Ensure that children and young people are happy and experience good physical and mental health and wellbeing

Wealth and Wellbeing

The wealth of any community directly contributes to its health and wellbeing. That is why we are making jobs, skills and opportunities a key part of our health and wellbeing work. Being healthy for and at work, goes hand in hand with having the jobs necessary for everyone's happiness and prosperity.

One of the things we can do to improve local prosperity is to invest in our own community, whenever this gives us the best outcomes and provides best value. We want to maximise the additional benefits that can be created by delivering, procuring or commissioning goods and services in Cheshire East. We don't just want to buy a product or service; we want that money to also support the income and wealth of our residents and businesses. We want our local economy to benefit from the funds we have to spend, and we want our workplaces to benefit our residents. So, when we spend money, we do so in a way that achieves as many of the following objectives as possible:

- Enabling people to be well in work by directly supporting their mental wellbeing

- Removing complex barriers to employment and financial independence through our 'In To Work' support programmes

- Ensuring that the skills strategy opportunities extend to people who are currently not in work and face the greatest challenges

- Promoting employment and economic sustainability

- Raising the living standards of local residents

- Ensuring that individuals and families have housing suitable for their needs

- Promoting participation and citizen engagement

- Building the capacity and sustainability of the voluntary and community sector

- Promoting equity and fairness

- Promoting environmental sustainability

The diagram below shows how health, happiness, jobs, services, neighbourhoods, communities and our economy are interconnected. Health inequalities are underpinned by the conditions in which people are born, grow, live, work and age. The broad social and economic circumstances which together influence the quality of the health of the population are known as the 'social determinants of health'. The ways in which these social determinants impact on both mental and physical health are complex and inter-related, often acting over a long period of time.

The Social Determinants of Health

Source: Dahlgren and Whitehead (1991)

General Socio-economic, Cultural and Environmental Conditions

Living and working conditions

Social and Community Networks

Individual Lifestyle Factors

Work environment

Unemployment

Education

Water and sanitation

Agriculture and food production

Health care services

Housing

Age, sex and constitutional factors
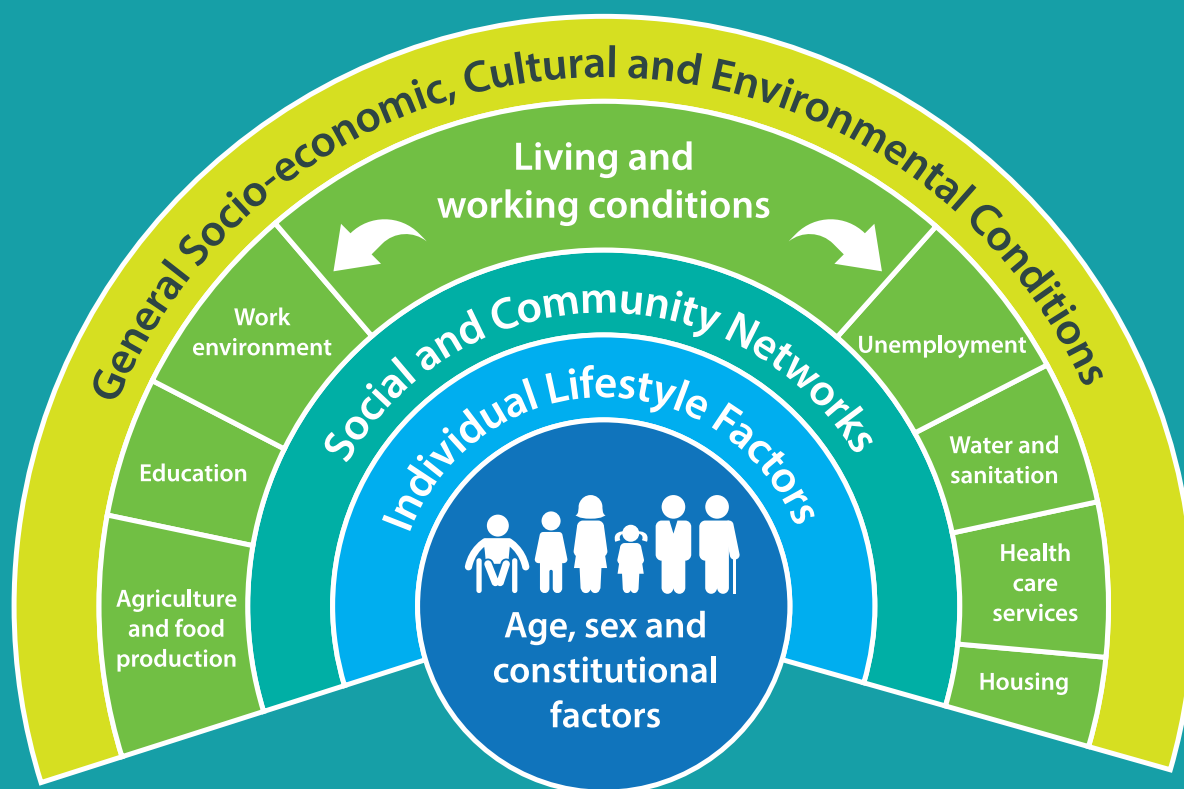
This shows:

- Personal characteristics occupy the core of the model and include gender, age, ethnic group, and hereditary factors

- Individual 'lifestyle' factors include behaviours such as smoking, alcohol use, and physical activity

- Social and community networks include family and wider social circles

- Living and working conditions include access and opportunities in relation to good jobs, housing, education and welfare services

- General socioeconomic, cultural and environmental conditions include factors such as disposable income, taxation, and availability of work

We will ensure that health and wellbeing considerations are taken into account in relation to the many different elements of the Cheshire East Place including for example spatial planning, transport, housing, skills and employment.

Tackling inequalities

Public Health England says, "Health inequalities are avoidable and unfair differences in health status between groups of people or communities."

There are some stark differences across Cheshire East that we have identified and must deal with. There is a difference in life expectancy of around 13 years between the lowest rates in Crewe Central and the highest in Gawsworth for women. For men, there is an 11-year gap between the lowest rate, again in Crewe Central, and the highest in Wilmslow East.

In general, there is more ill health in parts of Crewe and Macclesfield than in other areas. We know that this also coincides with areas of deprivation, poorer housing, education achievement and employment. Smoking, alcohol consumption and obesity are all also correspondingly higher.

We have identified common health issues in Cheshire East which have a significant impact across a person's lifetime if left unaddressed and are key factors in health inequalities. To make a difference in these areas we need to focus on avoiding inequalities from entirely preventable conditions. The focus will be on:

- Giving children the best start in life and ensuring they are ready for school

- Supporting children's emotional health and wellbeing and tackling adverse childhood events

- Reducing alcohol related harms

- Helping people better manage long term conditions and disability affecting day to day activity

- Reducing heart disease and high blood pressure

- Preventing the risks from frailty and falls and improving mental health and wellbeing as we get older

The human and community costs of preventable conditions

Alcohol misuse

The harmful effects of alcohol are a major cause of ill health in Cheshire East. Nearly three quarters of 15-year-olds have tried an alcoholic drink. This is significantly higher than the national average.

Drinking at levels that can harm health is far too common. Across Cheshire and Wirral, 27% of the adult population (270,045 people) consume alcohol at levels above the UK Chief Medical Officers lower-risk guidelines increasing their risk of alcohol-related ill health.

We estimate the direct, measurable impact of alcohol harm costs Cheshire and Merseyside many millions of pounds a year including:

- £86 million as direct costs to the NHS (hospital admissions due to alcohol, A&E attendances, Ambulance journeys, GP and outpatient appointments)

- £32 million in social services cost (children's and adults social service provision)

- £100 million related to crime and licensing (alcohol specific and alcohol related crimes, costs of licensing)

- £185 million in the workplace (absenteeism, presenteeism, unemployment, premature mortality)

Behind these numbers are individual stories of harm and misery. There is an immeasurable cost to people, their families and their children from alcohol misuse. It can generate violence and abuse causing a terrible impact on other people's safety and physical and mental well-being.

High blood pressure

We have identified high blood pressure as a major issue affecting about a quarter of people but most of them are either undiagnosed or untreated. We have an ageing population who are increasingly at risk of high blood pressure due to age, obesity and excessive drinking. If we do not start to address this disease right across every community, we will have increasing cases of stroke, heart attacks and vascular dementia that will require long term care and give people a poorer quality of life.

There are many ways of dealing with high blood pressure. On a personal responsibility level, reducing weight and taking more exercise will have a major impact on reducing blood pressure and the health risks it creates.

At a community level we are training volunteers in local charities, community groups and across the public sector to take blood pressure measurements and providing them with the equipment to do it. This is aimed at identifying people with high blood pressure who do not yet know they have it and so can't be supported.

At the NHS level we will make sure that everyone with a diagnosis is supported or treated to reduce and manage their blood pressure.

The impact of smoking

Smoking is the single most important driver of health inequalities and is more common among unskilled and low-income workers than among professional high earners. It has a disproportionate impact on children and young people from deprived areas, and its uptake in children is heavily influenced by adult smokers, perpetuating the cycle of inequalities to the next generation. There is also a strong association between deprivation and smoking in pregnancy and negative impacts of smoking on children with asthma.

Data suggests that Cheshire East has relatively low levels of smoking among adults compared with the rest of the North West, but rates vary considerably across Cheshire East with higher rates in Crewe.

New services for new needs as our population changes

Our population will change in the coming years as we expect HS2 to bring significant movement of working age families to the Place and at the same time we expect the population of older people to grow substantially.

In the next ten years, in Cheshire East, we will see significant increases in the number of people aged over 65 and dramatic increases (38%) in the number of people aged over 85. Our over 85s are most likely to experience the risks associated with increasing frailty and to have three or more medical conditions that require support and care. We therefore need to shift our resources accordingly to better manage this demand.

We are also experiencing and anticipating a significant rise in people with dementia and we need to plan to provide appropriate environments, supportive communities as well as care for them. Too many people with dementia end up unnecessarily in hospital when other community located options would be better for them.

Our assumptions and planning for our eight Care Communities (see below) will therefore be tailored to supporting people to live with and manage frailty and several health conditions more effectively at home and in their communities. Local teams of health and social care professionals, working in partnership with families and carers, community and voluntary services will enable the delivery of better co-ordinated care. We will work to decrease and, where possible, eliminate or reduce, that deterioration to crisis level which frequently requires emergency hospital admission.

This requires different workforce skills and different ways of providing care and support locally, but it means our two hospitals will see fewer people with avoidable conditions because they will have been identified early on and managed more effectively in the their communities.

Alongside changing demographics, Cheshire East has some profound health and social care needs and some unacceptable health differences as outlined above. We are focussed on reducing these differences in the causes of illness, the age at which ill-health happens and patient outcomes.

Diabetes, dementia and mental health difficulties are all increasing in Cheshire and we do not currently have the right resources in the right place at the right time to tackle them effectively. We need to get better at preventing these conditions developing, spot them rapidly if they do, provide treatment where it works best and help people to become better at supporting their own health over a long period. In addition to our aging population, due to advances in medicine and care, more young people are living longer with complex disabilities; therefore we need to ensure that our services can accommodate this change in demand. The Cheshire East Partnership will work to deliver the recently published *'My Life, My Choice'* strategy for people with learning disabilities.

If Cheshire East was a village of 100 people, their health needs would look like the picture below. Cheshire East's population is 378,000 so multiply each of the numbers below by 3780 to understand the true scale of what our community's needs look like.

If Cheshire East was a village of 100...

2 People with severe mental illness

1 Person dependant on alcohol

21 People under 19

21 Adults who exercise less than 30 minutes a week

16 People with high blood pressure

4 People with Coronary Heart Disease

23 People over 65

48 Adults overweight or obese

5 People with diabetes

1 Person with dementia

8 People with COPD/Asthma

3 Adults with cancer

23 People with a disability

11 Adults with depression

And in a year there would be...

26 Accident & Emergency Attendances

29 Discharges from hospital

90 Outpatient appointments

394 Contacts with domiciliary or day care

14 Calls to 999

11 Emergency admissions

484 General Practice appointments
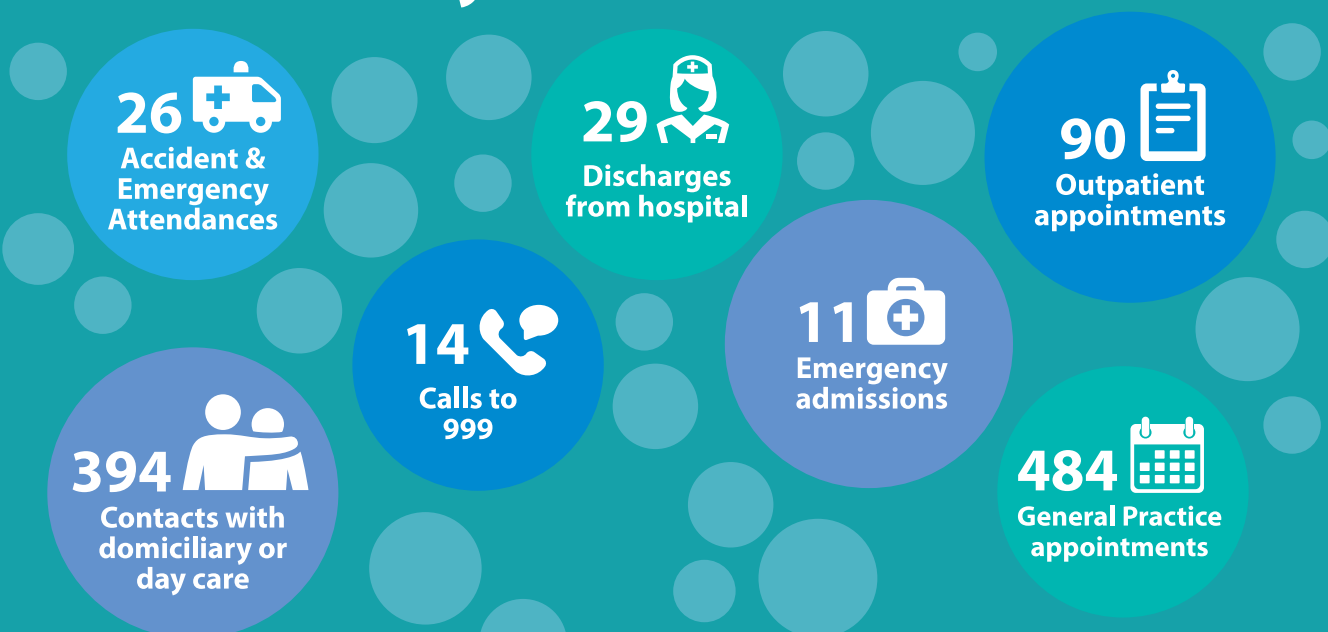
A strong start for our children

Giving our children the best start in life will give them the best chances for their future lives. Health and care services are involved in supporting mothers to have a healthy pregnancy and a safe and healthy delivery. Reducing stillbirths and mother and child deaths during birth by 50% is a key national priority backed up by ensuring most women can benefit from continuity of carer through and beyond their pregnancy. We will work to ensure that we provide extra support for expectant mothers at risk of premature birth. Mothers' mental health during and after their pregnancy will also get much more focus.

We will support mothers to breastfeed recognising the benefits that this has for both mother and baby.

We will support children to be healthy by focussing on avoiding childhood obesity and increasing mental health support for children and young people who need it. School readiness for all children will be a priority and we will be supporting children who have had adverse childhood experiences so they can thrive as adults. We will provide the right care for children with a learning disability and reduce waiting times for autism assessment. We will also ensure that the best treatments are available for children with cancer.

The high level of children 0-4 years visiting A&E and high levels of childhood asthma are two concerns we are making a priority.

We will also focus on the health and wellbeing of our most vulnerable children and young people. In particular we will be:

- Improving Services for Looked After Children as required by Promoting the Health and Wellbeing of Looked after Children: Statutory Guidance for Local Authorities, Clinical Commissioning Groups and NHS England (2015): The performance and quality of health input for children in care and care leavers has been constantly monitored by reviewing the timeliness and quality of all health assessments, and by close partnership working with LA colleagues. An area for particular focus will be around the use of the electronic information systems within both the LA and NHS organisations and ways to improve timeliness, functionality and accuracy will be explored.

- Reviewing the Strengths and Difficulties Questionnaire strategy to ensure the completed scores inform the annual health assessment and care planning

- Completion of a Self-Audit by the Cared For Children's Nursing Team in line with commissioning standards. This will be used to benchmark current services provided against commissioning standards and identify areas where improvement/development is required.

- Strengthening of training arrangements: Undertake a training need analysis of the multi-agency workforce to identify existing gaps in knowledge to promote delivery of statutory responsibilities and role as corporate parents.

- Develop a training strategy to deliver interagency training across the health economy to improve the workforce knowledge and understanding of the Looked After Children and Care Leaver population.

New ways of working
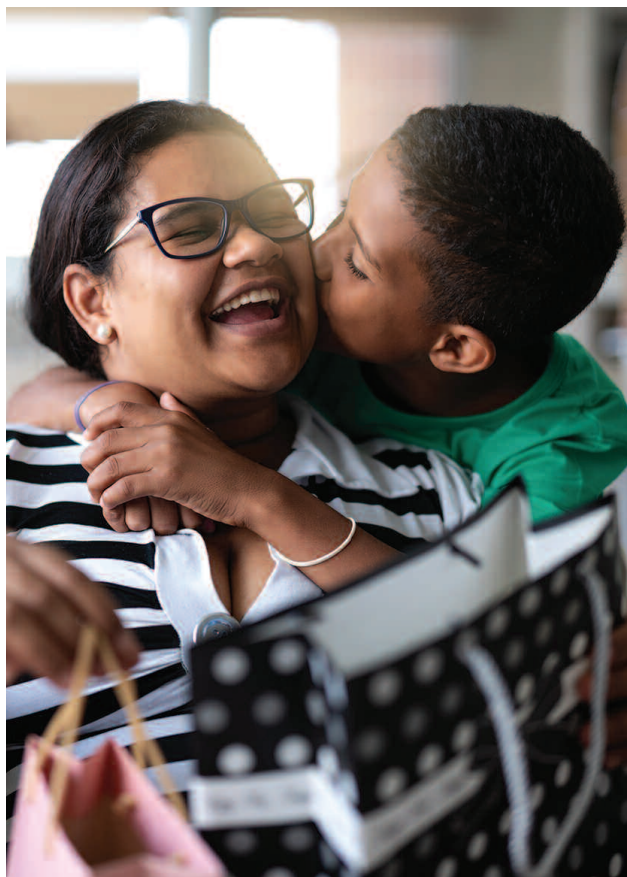
New ways of working will be key to meeting the rising demand and achieving better outcomes for our population. They will also be needed to make the most of the new technology, medicines and treatments that will have an impact on improving health and wellbeing and making it easier to access health and care services when this becomes necessary.

Supporting people in the community to maintain their health and wellbeing will the number one priority, with increased numbers of staff working closely with the community and voluntary services to address the wider determinants of health. All health and care staff will take responsibility for positively promoting lifestyle and behaviour change, helping people to understand what they can do to proactively improve their health and wellbeing.

Our Care Communities

We have created eight Care Communities across Cheshire East, with staff from GP practices, community and acute services, social care, other public sector organisations and the community voluntary and faith sector beginning to work together much more effectively. The Care Communities all have a common 'core offer' but they can add to that to reflect specific, local priorities, needs and differences. Care Communities will work closely with the newly established Primary Care Networks.

Our intention is to offer a truly tailored, local service which means:

- We can proactively identify people at high risk of needing services and we can then intervene early and quickly to prevent their situation worsening

- We can help people through self-care and better support their families and carers

- We can make better use of the different professionals working in therapies, pharmacies, social and primary care

- We can recognise the existing strong local relationships, skills and connections and support them to grow and flourish

Our plans show that once our Care Communities are up to full strength, they will be providing services that will release significant numbers of hospital bed days – fewer people needing to be in hospital and their hospital stays being shorter. This will lead to less people having to go to hospital with more services being provided more locally. Hospitals will be able to focus on those with the most serious health issues and those needing urgent emergency treatment. These changes will also generate savings that can be used for investing in new services and ensuring a more sustainable health and care system going forward.

Our Care Communities model will allow services to focus on individuals, supported by families and friends within their local communities. We will be able to link in more closely and in partnership with other community resources and assets that impact health and wellbeing such as housing, jobs and education and to work more collaboratively with all partners including the voluntary, community and faith sector.

We will increase our support to communities by providing information, infrastructure, networks and skills to help local groups and social enterprises grow and overcome any hurdles they identify. This will enable our communities to become more enterprising, reducing dependency and enabling more deprived areas to address the inequalities which impact on their lives.

We know that a one-size fits all approach will not work. Instead we will develop evidence-based, community-led activities, which are designed to involve and connect people. We hope to encourage social connections between people with similar experiences to provide peer support, helping residents to confront and cope with life's challenges and benefit from its pleasures and opportunities.

Integration – health and care service working together for you

Too often people are passed around the health and care system before they get what they need. Increasingly people have more than one problem and need different specialists and teams working together to help them. And too often there are practical and organisational barriers that get in the way.

Our integrated approach in the Care Communities will bring teams together for the local population. We will match the right care for a patient's needs and use integrated case management when its right for the patient, such as for individuals with complex needs. Therefore, people who are older with longer term conditions, complex families and those with mental illness will access services through a single point and benefit from their needs being managed and co-ordinated through a multi-agency team of professionals working to a single assessment, a single care plan and a single key worker.

We will use this integrated approach in all aspects of our service and planning. As Cheshire East Place we will create an Integrated Care Partnership (ICP) bringing together the partner organisations that provide health and care services. This will allow the right combined care to be provided regardless of traditional organisational boundaries and barriers.

In Cheshire this has also led to the four Clinical Commissioning Groups (CCGs) proposing to merge so that they can plan and budget for services that we know are needed on a large scale. Local variations will be looked after through the ICP and our Care Communities.

When services are viewed from the patient and client's individual situation it becomes much clearer what care and support will make the most difference to them. For some it will be a mix of hospital and care at home. For others it will be about supporting their independence with community-based back up. Integrated care planning and commissioning means we can create the right mix of services to match the needs of patients.

Getting older is not a disease or illness, and we will each do it on our own way. Our aim is to keep people living happily, healthily and independently whilst providing different levels of support and care as needed.

This extends to the end of life care provided in Cheshire East by communities, hospices and hospitals. This should be planned and personalised for people with life limiting conditions, to live well, before dying with peace and dignity in the place of their choice.

Promoting wellbeing and preventing ill health

The NHS has understandably been seen as there for us when we need it, when we are unwell or injured. But we would like it to be as well known for keeping us healthy and well, independent and able. Similarly, social care supports people in need. We would rather people keep well so that they don't need our services, don't suffer from avoidable illness and harm. Our approach is to enable more people to Live Well for Longer.

The evidence shows that we need to focus on the root causes of a lot of ill health such as alcohol, obesity, smoking, poverty, poor housing and poor education. The NHS and care system recognises that it is currently more focussed on managing diseases from diagnosis, rather than helping to avoid them and slow down their impact.

We want to act across the life-course, from childhood to older age, focussing on prevention and early intervention. So, we will be working to reduce alcohol and substance misuse, smoking, and obesity. We want to create opportunities to make physical activity and eating well, easily understood and easy for everyone to do.

We will support people to take responsibility for their own wellbeing throughout their lives, to keep our communities healthy and independent. We also know there's a close link between health and wellbeing and basic prosperity. A healthy population is a healthy workforce.

As a health and care system we will make a difference across our communities. We won't assume it is for someone else or another service to be responsible but rather recognise and take responsibility for the contribution we can make too. We want the result of our work to ensure:

- Our local communities are supportive with a strong sense of neighbourliness

- People have the life skills and education they need in order to thrive

- Everyone is equipped to live independently

- People have access to good cultural, leisure and recreational facilities

- Everyone has a home

- We support key employment sectors and local supply chains

- We value and support the rural economy

Going digital

Achieving the step-change in prevention and early intervention and the delivery of services will require effective use of new technology. We will harness data and digital technology to extend the range and reach of our services. We will use technology to support people in taking responsibility for their own health. We will equip our teams and services with digital information, equipment and systems so that no one should have to tell their story more than once, unless there is a clinical need to do so. Everyone should be able to access their health and care services in the way in which they access other services in their day-to-day lives.

New ways of assessing health risks, early diagnosis and providing preventative care are being created by new digital technology and information analysis. We want to make those benefits available to people in Cheshire East. Our aim is to use technology to support population health management. This is the identification of people at risk of illness and those who would benefit from early intervention to help reduce illness and premature death. The money saved can be used for other health and care services.

We will connect all health and care services and invest in modernising systems and equipment so that all services are linked, and information is not lost between different parts of the system. This will improve the quality of care and reduce time lost by our staff chasing or missing information. We will also significantly reduce paper processes and records that cause inefficiency and delays in care.

We are already collaborating across Cheshire with the Cheshire Integrated Care Record, and across the wider Cheshire and Merseyside region to ensure a single set of digital standards that are reliable, cost effective and consistent for all patients and professionals using them.

In our Connected Care Communities, we will explore how we can use telemedicine and assistive technology to keep people safe and give them rapid access to support. We will work to tailor this support to the needs of individuals. We will also provide more convenient access to services and health information for patients, with the new NHS App as a digital 'front door', better access to digital tools and patient records for staff, and improvements to the planning and delivery of services based on the analysis of patient and population data. 'Live Well' will continue to be developed as the one-stop online portal and directory to useful information, guidance and advice.

Building the right health and care workforce

Our workforce in health and social care in Cheshire East totals over 20,000 people; just over 11,000 in social care and 9,000 in our NHS organisations but recruitment and retention remains a significant challenge.

Our Workforce and Organisational Development strategy is being further developed as our changing clinical models evolve with the aspiration to have a single workforce strategy and plan for health and care services across the Cheshire East Place. We already know we will have great difficulty recruiting care workers, GPs, nurses and consultants, so our strategy will include the development of services that can be delivered by other health and social care professionals. We are placing a special focus upon future workforce supply, recruitment and retention across Cheshire East and ensuring system-wide leadership.

We are concerned about being able to provide safe and recommended levels of staffing both now and in the era of seven-day services. We will consider how we develop services, so they are both safely staffed, rewarding places to work and accessible to local people.

Our Workforce

June 2018

#BecauseWeCare
Cheshire East Partnership

This summary provides an overview of Health & Social Care workforce across Cheshire East. This information has been produced using a variety of sources, including Health Education England, Skills for Care, NHS Trusts and the National Minimum Data Set.

How are our services delivered across Cheshire East to a population of approximately 377,300

- 3 NHS Trusts providing Acute, Community & Mental Health Services
- 41 General Practices
- 1 Local Authority

We employ over 20,000 staff across Health and Social Care for the Cheshire population in addition to Third Sector Providers

- 8,400 NHS Trust Staff
- 1,100 Staff working within General Practice
- 11,000 people working in Adult Social Care

Facts about the age of our Workforce

The average age across all sectors is 44 years

29% of the General Practice workforce are over 55 years, 10% of which are GP's

2,700 employees in Social Care will be reaching retirement age in 10 years

Across Cheshire East there are over 25,000 carers aged 50 + providing unpaid care

The largest age group across all NHS Trusts is 50-54 years

The structure of our workforce

Approx. 32% of the NHS Trust workforce provides care within the community

The 11,000 jobs in Adult Social Care are split between Local Authorities (9%), the Independent Sector (84%) & direct payment recipients (7%)

There are 6,000 care workers within Adult Social Care across Cheshire East

Admin staff forms the largest staff group in General Practice, equating to 54% of the workforce

38% of the NHS Trusts workforce are in clinical supporting roles including Pharmacists, Therapists, HCA's

There are a total of 294 commissioned doctor training posts across GP, Acute, Community and Mental Health

Registered Nursing roles equating to 29% of the total workforce across NHS Trusts

Developing our workforce - what have we been doing across the Region...

90 new GP Assistants

2,000 Nurse Associates in training

Conversion of 4 Hospital funded posts to GP Training posts across Cheshire East

An additional 300 apprenticeships within Primary Care, provided over the last two years

102 active NHS Trust apprenticeships being supported during 2017/18

Our Workforce challenges ...

- Skills for Care estimates show that 44% of the workforce in Cheshire East hold a relevant adult social care qualification (54% in the North West)
- The staff groups with the highest attrition rates for NHS Trusts are:
  - Adult Nursing
  - Mental Health
  - Learning Disabilities
- It is predicted that the region will lose a quarter of its GPs by 2027 through retirement
- Hard to recruit to clinical posts include Accident & Emergency, Anaesthetics and General Practice
- Staff turnover for Social Care in Cheshire East is 33.6%, higher than the national average of 27.8% (700 vacancies)

Version 2
June 2018

What the money is spent on:
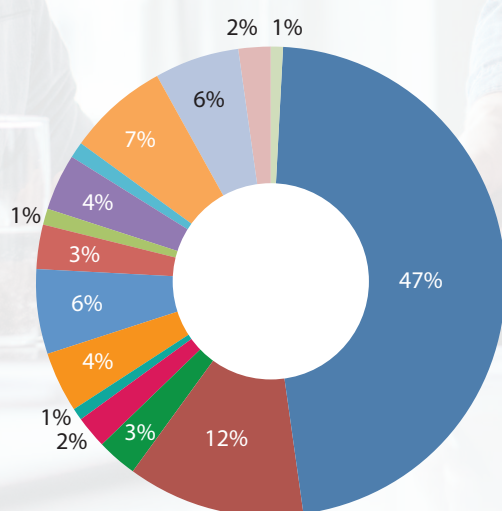
Expenditure (£000)

- Acute Hospitals - 446,000
- Adult Social Care Commissioning - 116,108
- Adult Social Care Operations - 30,865
- Ambulance and patient transport - 15,000
- CCG running costs - 8,000
- Children's Social Care - 40,724
- Community - 60,000
- Continuing healthcare - 31,000
- Funded nursing care - 11,000
- Mental health - 42,000
- Other - 6,000
- Prescribing - 62,000
- Primary care - 58,000
- Public Health and communities - 19,714
- Social care - 7,000

Pie chart values: 47%, 12%, 3%, 2%, 1%, 4%, 6%, 1%, 3%, 4%, 7%, 6%, 2%, 1%

Using taxpayers' money wisely

The NHS in Cheshire East spends almost £750million a year but its income is just under £700m a year. This deficit has arisen, in part, because of the huge increases in demand for services that have outpaced budgets. Similarly, all local authority services have faced very considerable financial challenges in recent years and increasing demand in both adults and children's social care. Cheshire East Council spends some £207 million on adults and children's social care, public health and community services. With delays in the publication of the Social Care Green paper, national changes to local government and school funding and uncertainty over the future of the Public health grant, the financial resources of the Cheshire East Place will continue to be fragile We recognise, however, that by focussing on keeping people healthy and supported in their own communities and by reducing duplication we can save money.

Our plans will change the balance between care in our acute hospitals and care in the community. We will need to increase the range and choice of care provided in people's homes and in local clinics and primary care centres. By reducing the pressure on our hospitals and keeping people well enough not to use them, we will be ensuring that you only need to go into hospital when care cannot be provided in your community. Our strategy is clear in that we will focus our future investment on keeping people as well and as independent as possible.

Where there are administrative barriers, we will remove them and where there is duplication of effort, or benefits of closer partnership and collaboration being missed we will change. We will also make existing commissioning structures more efficient by consolidating our local CCGs.

Getting the most out of taxpayers' investment in the NHS means we will continue working with doctors and other health professionals to identify ways to reduce duplication in how clinical services are delivered. We will make better use of the NHS' combined buying power to get commonly-used products cheaper and reduce spend on administration. We will make sure the Cheshire pound is invested in the health and care of the people of Cheshire East effectively, efficiently and accountably.

06 **Conclusion**

We want to use the strengths of our community in every meaning of the word to improve wellbeing and avoid illness and prevent death.

We have four clear outcomes that we believe we can achieve and will make the most difference to everybody's health and wellbeing:

1. Create a place that supports health and wellbeing for everyone living in Cheshire East

2. Improve the mental health and wellbeing of people living and working in Cheshire East

3. Enable more people to Live Well for Longer in Cheshire East

4. Ensure children and young people are happy and experience good physical and mental health and wellbeing

Cheshire East thrives where people have the confidence and pride to stand on their own two feet, to compete and to fully participate in community life. We will support people to do that and remove the barriers that get in the way.

Helping people to help themselves, understanding their own risks and what they can do about them is our priority. We would rather never have to help, than treat an avoidable need. We would rather spend public resources enhancing lives than fixing them.

We recognise that our community health and wealth are linked and that our community and personal wellbeing are intertwined. We have relied on the NHS to respond to problems that will keep happening if we don't fix their causes. That is not something the NHS can do alone, nor should it. Prevention and wellbeing come from personal responsibility, community action and combined public services working together to provide the right care and support, where it will make a difference, when it will make a difference.

We have many resources and abilities to achieve this and we need to make sure we can make them all count, but we will also work in new and more effective ways and make sure the benefits that technology and digital offer are available for everyone.

There are unmet needs and inequalities in Cheshire East that we know about and will focus on responding to. Cheshire East has so much to offer and is a wonderful place to live. Our duty is to make sure we make that a healthy and well-lived reality for all our residents.

This document is designed to stimulate debate and conversation. We present here information and issues about our health and wellbeing as we know them. We share our optimism about what we think can be achieved and our concerns about inequalities that are unacceptable and avoidable. We also offer our commitment to work on our community's behalf. If we work together, we can deliver a better quality of life and health for all of us.

07 **Appendix One**

How we will know we have been successful?

We set out below some measures of success. The most important measures being how we impact people's lives and wellbeing for the better. Other measures will include financial responsibility and balance for our budgets, good quality ratings from regulators such as the CQC and meeting NHS performance targets.

Outcome One - Create a place that supports health and wellbeing for everyone living in Cheshire East

Indicators for Success

We want to:
- Maintain the low numbers of 16-17-year olds not in education, employment or training (NEET) or whose activity is not known
- Increase the percentage of people aged 16-64 in employment
- Reduce the number of people who are killed or seriously injured on the roads
- Increase the number of people who use outdoor space for exercise/health reasons
- Further reduce the number of households that experience fuel poverty

Key Deliverables
- Ensure that health and wellbeing considerations are at the heart of all work related to spatial planning, transport, housing, skills and employment
- Develop a Supplementary Planning Document for Health and Wellbeing

Outcome Two - Improve the mental health and wellbeing of people living and working in Cheshire East

Indicators for Success

We want to:
- Increase the numbers of adults who report good wellbeing
- Reduce the recorded prevalence of depression in adults
- Reduce the proportion of school pupils with social, emotional and mental health needs
- Increase the proportion of adult social care users who have as much social contact as they would like
- Increase the proportion of adult social carers who have as much social contact as they would like
- Increase the proportion of adults in contact with secondary mental health services living independently
- Increase the proportion of adults in contact with secondary mental health services in employment
- Reduce the suicide rate

Key Deliverables
- Deliver our responsibilities in ensuring that Cheshire and Merseyside achieve Suicide Safer Status – demonstrating work to reduce rates of suicide.
- Assess the levels of isolation across the borough

Outcome Three - Enable more people to Live Well for Longer in Cheshire East

Indicators for Success
- Increase the breastfeeding initiation rates
- Increase the prevalence of breastfeeding at 6-8 weeks after birth
- Reduce the numbers of children with tooth decay
- Reduce the numbers of 4-5- and 10-11-year olds who are overweight or obese
- Reduce the number of adults that smoke
- Reduce the number of adults who are overweight or obese
- Increase the number of adults that are physically active
- Reduce the number of alcohol related admissions to hospital
- Increase the number of people who successfully complete alcohol or drug treatment
- Increase the numbers of people meeting the recommended '5-a-day' on a 'usual day'
- Increase the number of people who are offered and accept a NHS Health Check
- Reduce the numbers of older people who fall and need to be admitted to hospital

Key Deliverables
- Deliver four collaborative health and wellbeing campaigns across all partners per year
- Deliver a physical activity programme in schools not currently participating in a programme
- Develop a falls prevention strategy

07 **Appendix Two**

The NHS Long Term Plan

NHS England published the NHS Long Term Plan in January this year which set out the challenges the NHS faces today and the pressures that it will face in the next decade. It made commitments on how the NHS would respond to the opportunities that new ways of working, additional funding and technology advances can provide everyone. It set out for the whole NHS the plan for new services and better experience and outcomes for patients:

1. Doing things differently: we will give people more control over their own health and the care they receive, encourage more collaboration between GPs, their teams and community services, as 'primary care networks', to increase the services they can provide jointly, and increase the focus on NHS organisations working with their local partners, as 'Integrated Care Systems', to plan and deliver services which meet the needs of their communities.

2. Preventing illness and tackling health inequalities: the NHS will increase its contribution to tackling some of the most significant causes of ill health, including new action to help people stop smoking, overcome drinking problems and avoid Type 2 diabetes, with a particular focus on the communities and groups of people most affected by these problems.

3. Backing our workforce: we will continue to increase the NHS workforce, training and recruiting more professionals – including thousands more clinical placements for undergraduate nurses, hundreds more medical school places, and more routes into the NHS such as apprenticeships. We will also make the NHS a better place to work, so more staff stay in the NHS and feel able to make better use of their skills and experience for patients.

4. Making better use of data and digital technology: we will provide more convenient access to services and health information for patients, with the new NHS App as a digital 'front door', better access to digital tools and patient records for staff, and improvements to the planning and delivery of services based on the analysis of patient and population data.

5. Getting the most out of taxpayers' investment in the NHS: we will continue working with doctors and other health professionals to identify ways to reduce duplication in how clinical services are delivered, make better use of the NHS' combined buying power to get commonly- used products for cheaper, and reduce spend on administration.

Our plans in Cheshire East will reflect the national plan's direction of travel but also our local priorities. We will involve and engage local people and communities in making plans and developing services that reflect their views and needs.

National plan, local impact

As we have shown, cancer, heart disease, stroke, diabetes and mental health are the dominant health conditions that will affect most of us. The NHS Long Term Plan aims to prevent 150,000 heart attacks, strokes and dementia cases and provide education and exercise programmes to tens of thousands more patients with heart problems, preventing up to 14,000 premature deaths over the next ten years. In Cheshire East we will ensure that residents benefit from these plans getting the right specialist care quickly from the best NHS centre for their needs.

Diagnosing and treating cancer early is crucial to saving lives. The NHS aims to save 55,000 more lives a year by diagnosing more cancers early and invest in spotting and treating lung conditions early to prevent 80,000 stays in hospital.

Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood.

We will ensure that our children, young people and adults have improved emotional wellbeing and mental health thanks to a focus on prevention and early support. Avoiding loneliness and isolation is a key objective and our Care Communities model of services will mean health and care professionals are closer to the ground to both anticipate needs and respond to them quickly and more personally.

As a society we are reducing the stigma of mental health that has meant many people in the past were reluctant to seek help. We must now be able to anticipate and provide the support to all that need it.

07 **Appendix Three**

Healthwatch Cheshire East engagement report

On production of the NHS Long Term Plan, NHS England commissioned Healthwatch England to gain the views of the public. In turn, Healthwatch England asked the 152 local Healthwatch throughout the country to work with their Sustainable Transformation Partnerships (STP) or Health and Care Partnerships (HCP), to engage with people to find out what was important in regard to the way services will be delivered in the NHS under the Long Term Plan.

As the coordinating local Healthwatch for the nine within Cheshire and Merseyside who conducted the research, Healthwatch Cheshire (consisting of East and West) oversaw the research across Cheshire and Merseyside and brought the information together to produce final reports. Healthwatch Cheshire were also responsible for liaising with the Cheshire and Merseyside HCP regarding the work.

Research in Cheshire East was conducted through two surveys and three specific focus groups, and took place following the publication of the Long Term Plan from mid-March to the end of May 2019. The surveys were designed nationally by Healthwatch England, with the first entitled 'People's general experiences of health and care services', and the second survey looking at 'NHS support for specific conditions'. The surveys were available online and also in hard copy which were available at Healthwatch engagement events at venues across Cheshire East.

In Cheshire East, Healthwatch Cheshire East received 270 survey responses, consisting of 202 general surveys and 68 specific condition surveys. There were also 33 attendees across three specific focus group events focusing on what is important in regards to health and care for students and people with autism. These groups were conducted with students from the Crewe Campus of South and West Cheshire College, and two sessions with Space4Autism in Macclesfield.

Feedback Healthwatch Cheshire East received included:

- In order to live a healthy life people felt that access to the help and treatment they need when they want it was most important.

- In terms of maintaining their health and independence in later life, people surveyed overwhelming felt the most important factor was being able to stay in their own home for as long as it was safe.

- When considering managing and using support and treatment, people felt that the right treatment should be a joint decision between them and healthcare professionals and they should be consulted throughout the process.

- People in Cheshire East told us that being able to talk to their doctor or other health care professional wherever they are was the most important factor in being engaged in health service delivery.

- People with, or caring for people with autism felt that the time they had to wait to receive their initial assessment, diagnosis or treatment was too long. Waiting times ranged from eight months to three years. Members of our focus group also felt that there was a lack of understanding by front line staff of the autism spectrum. Funding and access to services was a serious issue for the parents of people with autism spectrum conditions.

- People with, or people caring for those with, dementia gave mixed responses to the initial support they received; most felt that it either met their needs or somewhat met their needs. Most reported that ongoing care and support was easy to access.

- 94% of people who responded with a Mental Health condition felt that their overall experience of getting help was either average, negative, or very negative.

Cheshire East Partnership

Five Year Plan 2019 – 2024

Technical Appendix *V13 12092019*

Delivery of the NHS Long Term Plan in Cheshire East: Meeting the requirements of the NHS Implementation Framework

To enable the system to meet the requirements of the NHS Long Term Plan, this appendix describes a number of tangible actions that will be taken to meet the required standards and timescales, within the context of the comprehensive Cheshire East Partnership Five Year Plan. These have been set out to align with the core sections of the Plan. The Five Year Plan adopts an all age and inclusive approach to the health and care of our residents.

1)   The human and community cost of preventable conditions

Everybody is responsible, whilst they have capacity, to manage their own health and wellbeing and to play a proactive part in their family and community's health and wellbeing. Empowering individuals and communities and building both their social capital and resilience are key. To improve the health and wellbeing of our communities and reduce the demand for social and health care, the focus on prevention needs to be embedded into all strategic plans, actions, services and programmes. We need to take a more proactive approach to building resilience and social capital through workplaces, schools, health and social care; and helping to communicate the personal responsibilities that come with being a member of a family, community and society.

Wanless's[1] fully engaged scenario was based on the insight that improving population health should be everybody's responsibility. It sought to carve out a middle way between approaches that emphasise the role of government and public agencies in health improvement and those that focus on what people should be supported to do to change the behaviours and lifestyles that give rise to ill health. Survey evidence shows that people understand that they have a responsibility to stay healthy even if their choices do not always reflect this. The middle way emphasises the assets of communities and focuses on the agency of people and communities in contributing to health improvement.

Solutions often arise out of the actions of third sector organisations and communities themselves that use innovative approaches to meeting people's needs. These charities have found new ways of delivering services that often seem beyond the reach of the NHS and its public sector partners, for example by making imaginative use of volunteers and experts by experience.

Individuals, families and communities can all play a part to improve wellbeing by adopting a healthy communities approach. We will use existing programmes such as 'Make Every Contact Count' and 'Every Mind Matters' in workplaces and communities and make training

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[1] Wanless D. Securing our future health: taking a long-term view. Final report. London: HM Treasury, 2002.

available on signposting people to services using local directories (such as the Live Well Cheshire East Website).

Understanding the local system is key to the success of a health and care system. It is very important that the process in which a decision is made by local health services is clear, appropriate, timely and communicated well. It needs to be flexible enough to allow the person to have the right support/service at the right time.

Our residents need to influence and determine what local services are required. Services should be commissioned and delivered based on the local population's needs through a process of co-production. Local decisions can take into account local criteria that might determine or impact upon need: urban or rural communities, transport links, crime hot spots, deprivation, population demographics, age, ethnicity etc. Local decision making is also more accountable to the local population.

As a Cheshire East Partnership we will focus upon the prevention of ill-health, early intervention and health improvement. The Cheshire East life course statistics diagram (below) illustrates how we are performing against a number of indicators. This is based upon information within the Joint Strategic Needs Assessment[2] and helps to inform where we need to focus our attention:

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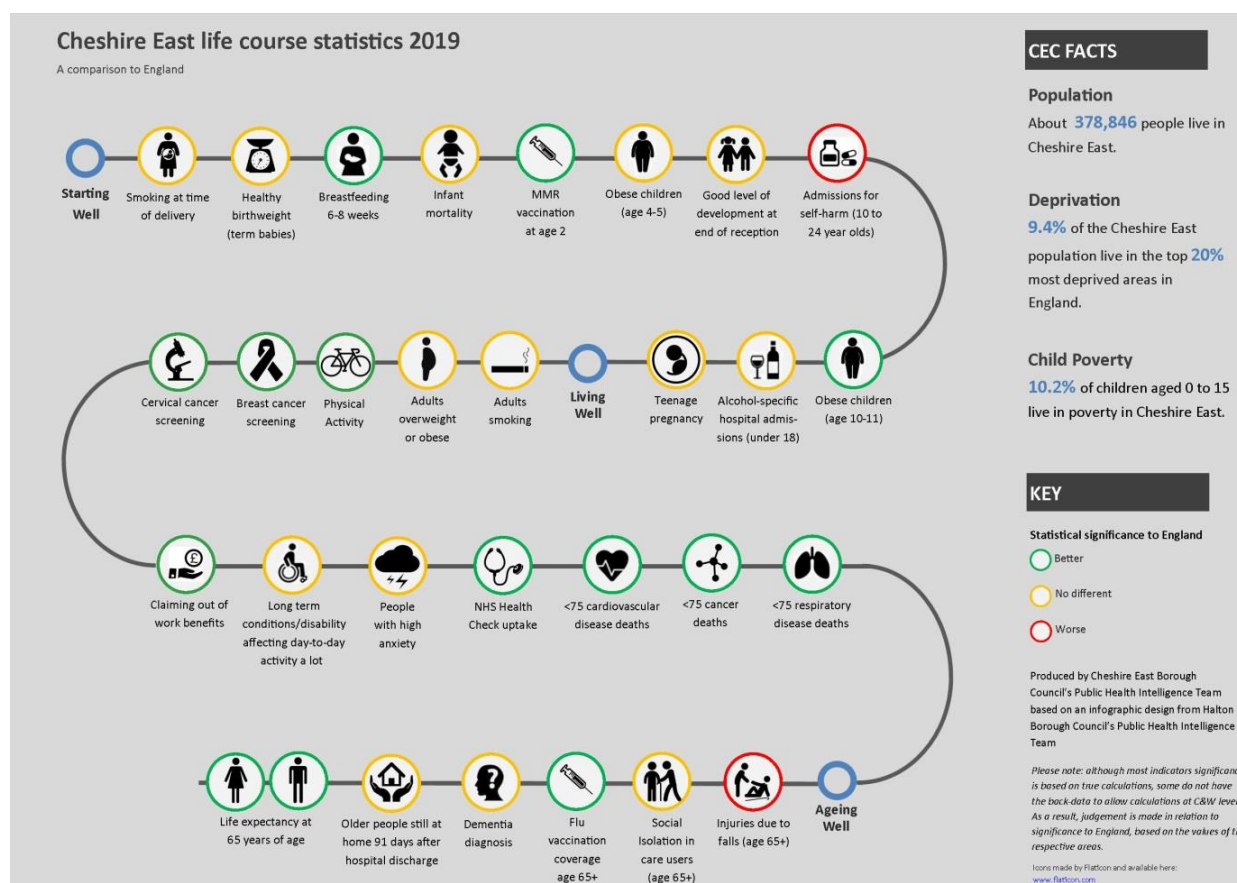
[2] The Cheshire East Joint Strategic Needs Assessment can be found via this link:
https://www.cheshireeast.gov.uk/council_and_democracy/council_information/jsna/jsna.aspx

Smoking

Smoking is the single most significant cause of health inequalities, with smoking rates higher among people with a mental health condition, prisoners, looked after children and LGBT people. Smoking prevalence in over 18s in Cheshire East varies in different areas with higher levels in Crewe. Smoking in pregnancy rates remain high.

Health and care commissioners in Cheshire East will review and revise the trajectory to continue to reduce the smoking rates across the population over the next 5 years. This will include the impact of:

- Working collectively to introduce the CURE programme by Q1 2020 - 2021, which has evidenced significant positive benefits in early adopters in greater Manchester
- Offering and encouraging the take up of NHS funded tobacco treatment services for all inpatients who smoke by 2023/24
- Introducing a new smoke-free pregnancy pathway for expectant mothers and their partners, sharing local best practice across Cheshire East to enable a reduction trajectory from current baseline performance
- Support for individuals to stop smoking within the community, as well as specialist support within hospitals and other settings for people with mental health conditions or pregnant women
- Providing a universal smoking cessation offer for people using specialist mental health services, as well as those accessing learning disability services
- Skilling up all staff in Making Every Contact Count (MECC) ensuring smoking cessation advice is included in assessment / treatment
- Skilling up staff to deliver Every Mind Matters

Obesity

Health and care commissioners in Cheshire East will review and revise the trajectory to reduce obesity rates across the population over the next 5 years. This will include the impact of:

- Access to weight management services in primary care for people with a diagnosis of type 2 diabetes or hypertension with a BMI of 30+
- Maximising the patient benefits from those people who are referred to the Tier 3 weight management services
- Expand the "Healthier You" programme including a digital offer
- Take forward a pilot that offers a very low calorie diet for obese people with type 2 diabetes
- Ensure all our NHS premises meet the strengthened requirements to offer healthy food for our staff and patients
- Ensure nutrition has a greater place in continuing professional health and care training
- Physical Activity – 12 week programme, involving one to one guidance by a coach providing guidance and support to access a range of suitable activities within the community such as guided walks and aerobics
- Weight Management – 12 week multi-component programme aiming to gradually build weight loss behaviours and to encourage cardiovascular activity

- Family Weight Management – 13 week programme consisting of 1 to 1 sessions for children and young people with families. This will involve identification of lifestyle change goals and a family action plan, with a focus on a non-diet appropriate and participation in age-appropriate physical activity.

Alcohol

Reducing alcohol harm is one of the key strategic prevention priorities under the Cheshire and Merseyside population health programme work streams. Alcohol has a significant impact on Accident and Emergency figures, with 70% of attendances at peak times being alcohol related. The cost of dealing with alcohol related harm is some £412 per resident, per annum. The cost of alcohol harm is however, more than just financial, as we have seen the devastating affects it can have on individuals, families and communities. An ambition of the Cheshire East Place is to align our plan to the NHSE ambitions listed in the Long Term Plan, and to develop an evidence based standardised care pathway. We will continue to work with colleagues across Cheshire and Merseyside to explore the opportunities available to reduce excessive consumption.

We will review and strengthen the specialist Alcohol Liaison/Alcohol Care Teams within our hospitals to increase their impact in our inpatient settings as well as how they integrate with existing services provided in the community. We will also offer brief advice on reducing alcohol harm specifically in relation to early identification and management of mental health conditions.

Substance Misuse

We will continue to support people through our commissioned substance misuse services, delivered collaboratively with a range of providers. This all age Service has recovery teams that are based across Cheshire East and include doctors, recovery coordinators, nurses, recovery champions, peer mentors and volunteers.

Antimicrobial resistance

Across Cheshire East we will continue to optimise use, reduce the need for and unintentional exposure to antibiotics, in line with the five-year action plan on Antimicrobial Resistance.

Reducing antimicrobial resistance is Public Health England's top priority, and is considered the greatest threat to global health in our lifetime, and as a system we will continue to work to support the ambitions of PHE in reducing antimicrobial resistance. We have ambitions to support deep dives into individual GP practices to look at any inappropriate prescribing; feedback on any practices with improvements or changes in prescribing with possible reasons, which can be shared across other practices to assist them in improving. Similarly, shared learning across the acute sector with regard to medicines management antibiotic formularies will be a part of the integrated pathology network programme (N8) with University Hospital North Midlands. Using the antimicrobial prescribing data available from providers, including GP out of hours, we will triangulate to identify the unwarranted variation using locally available business intelligence.

Vaccination rates

For Cheshire East as a whole, MMR vaccination rates are above national, North West and the Cheshire and Merseyside averages, with first dose coverage close to, or above, the 95% target in recent years. In line with other areas, fewer children receive the second dose by the time they are five years old. Alongside the Screening and Immunisation team and our local CCGs, work continues to identify opportunities for improvement, and in particular reduce variation between practices.

Seasonal flu vaccination for those aged 65 years and over across Cheshire East is overall very good with less than a quarter of the practices in our area not reaching the 75% target. Locally the opportunities for greatest improvement in flu vaccination uptake are in those with additional risk factors under the age of 65, or pregnant women. We will continue to work to ensure that our population is vaccinated, and wherever possible offer flexible locations across the borough, in addition to our GP Surgeries.

We will support Public Health England's national vaccinations campaigns, which encourage increased vaccinations for our population. Such campaigns include the HPV campaign: from September 2019, with all 12 and 13 year olds in school year 8 being offered on the NHS the human papillomavirus vaccine.

2)   New services for new needs as our population changes

A strong start for our children

We will ensure delivery of the aims of the Better Births strategy, working in partnership with the Cheshire & Merseyside and the Greater Manchester and East Cheshire Local Maternity Systems, including;

- 50% reduction in stillbirth, neonatal and maternal deaths and brain injury by 2025
- Reduced pre-term births
- Embedded UNICEF Baby Friendly Initiative across Cheshire East
- Perinatal mental health services are implemented with training delivered to GPs and midwives
- Sufficient capacity and service development for neonatal critical care services and to develop allied health professional (AHP) support
- Delivery of Postnatal physiotherapy and multidisciplinary pelvic health clinics
- Maternal Health – 12 week programme aiming to encourage greater physical activity amongst pregnant women and healthy diet before and after pregnancy

We will review and amend the trajectory for improved performance of childhood screening and immunisation programmes, focusing on reducing health inequality.

We will ensure care delivered to children and young people is age appropriate, integrated in relation to physical and mental health needs and between different care settings as well as ensuring effective transition to adult services, particularly for our most complex young people, in line with Safeguarding Children's Partnership arrangements. By the end of Q3 2019 – 2020 a plan will be in place for the implementation of the Imperial model of Child Health Hubs, with those Hubs being rolled out by the end of 2020. This will reduce unwarranted variation in attendances and admissions for children under 4 as well as ensure

that the mental wellbeing of children and young people are linked in robustly (working alongside mental health in schools).

We will support more children and young people with long term conditions to understand and self-manage their condition(s), with the support of their carers/families, including the use of online resources and personalised care plans. We will measure the success through hospital admission and readmission performance against current baselines, as well as patient-reported outcomes.

We will continue to develop mechanisms to support children and young people to be emotionally resilient and to know when to seek support for their mental health, including through online support as well as school and college based mental health support teams. The Emotionally Healthy Schools project has transformed the mental health support in schools and is currently delivering effectively. There is an extended hours crisis line for children and young people with mental health needs up and running and available to parents and children as well as professionals. This is particularly important given the high levels of admissions for self harm amongst 10 to 24 year olds in Cheshire East.

Personalised Care

Personalised care will become business as usual across the Cheshire East health and care system. This will include:

- Additional trained social prescribers in each Primary Care Network. A pilot is underway in Macclesfield (using HCP transformation funding) to pilot social prescribing and this will inform the roll out across the other PCNs/CCs
- Maintaining and sharing widely the repository of PCN/CC aligned community assets to be drawn upon by social prescribing link workers
- Approximately 1300 people will have a personal health budget so they can control their own care, improve health experience and achieve better value for money
- Approximately 5000 people will have a personalised care and support plan to help them manage their long term condition(s)
- Developing the skills and behaviours of clinicians and professionals through practical support and training to use personalised care approaches each day including motivational interviewing and trauma informed practice (training currently being rolled out in mental health and social care providers)
- As we re-evaluate guidance and 'care pathways' we will ensure that they support person centred care, by giving patients, carers and professionals the information and flexibility they need to support, what can be difficult, person centred decisions
- Supporting people with long term conditions, through appropriate services, guidance and advice to help with self-management and coordinated care

Frailty

The Frailty care (co-designed with support from the National Associate Clinical Director for NHS E) is focussed on identifying and intervening in people with rising frailty (including falls). Training funded through the HCP will support systematic training across all health and care partners (including wider public sector, for example the Police and the community - taxi drivers, hairdressers etc). The aim is to support people with rising need with appropriate

interventions to prevent further frailty. By Q4 2019 - 2020 there will be frailty champions in all Care Communities and across community pharmacy. In addition to this, local authority support has ensured that all CC staff will be trained in dementia awareness which will also assist as an intervention to reduce/prevent rising frailty.

Falls prevention

Cheshire East Place has recently published a falls prevention strategy, with a vision of working together to reduce falls and promote independence.

In Cheshire East, we have a large and fast growing older population, of which the frail and vulnerable form a significant proportion. A fall often results in a person needing to stay in hospital and can permanently reduce their physical and mental health and wellbeing.

The key outcomes for the falls prevention group are:

•   Identifying those likely to have a fall

•   Helping those likely to fall in order to prevent falls

•   Working effectively with people who have fallen to help reduce the likelihood that they will fall again

Early help and prevention are central to implementation of this strategy. This means giving support to individuals at risk at an early stage, before they experience a significant fall.

Our focus will be upon commissioning and the development of borough-wide, appropriate, evidence based services which are both individually and collectively successful in reducing the likelihood of at risk people falling and injuring themselves. This will include completing and reviewing formal risk assessments, the continuation of falls specific exercise classes and community equipment being available which can further reduce the risk of falls. The newly commissioned 'One You' Service will include falls prevention through a 26 week OTAGO programme including strength and balance exercises with a choice of group or one to one support.

We will continue to develop opportunities to work collaboratively, to ensure that all available data and evidence-based practice is used to inform future falls prevention commissioning across the whole of Cheshire East.

Palliative and End of Life care

The Cheshire and Merseyside Palliative and End of Life care programme aims to enable and deliver care which is planned, less reactive and personalised, for people with life limiting conditions to live well, before dying with peace and dignity in the place of their choice. We support the Cheshire and Merseyside programme, and have a resilient community sector which supports many Cheshire East residents in dying in a supported manner, which accommodates their choices where possible. The Cheshire End of Life Partnership, through its Collaborative Strategic Plan for Palliative and End of Life Care, is a key partner in this work and will play a leading role in taking it forward.

We want to support our residents, and also empower our communities to encourage resilience as the experience at the end of ones life can impact the mental health and

wellbeing of those around the dying. We want to ensure that care is coordinated and residents' wishes listened to; maximising comfort and wellbeing, with a workforce that is prepared to care.

We want every person within Cheshire East Place to get fair access to end of life care, regardless of who they are or the circumstances of their life. We would like to work with our partners to continue to improve our end of life care services, so that everybody in Cheshire East has the chance to live well before dying with dignity. By listening and responding to the wishes of our population, we aim to care in a manner that provides a positive experience, not merely for patients, but for their carers and families as well.

We will ensure that all organisations have an Advanced Care Planning policy in operation with a workforce education plan in place aligned to the core competencies identified within the Cheshire & Merseyside Advanced Care Planning Framework. We will develop and implement innovative models of proactive and timely care, via our care communities and if needed, introducing new partnerships across organisations.

The Cheshire East Integrated Care Partnership

The aim of the Cheshire East ICP is to bring together the main NHS providers and Local Authority into a virtual organisation creating a 'space' to work together to take a whole population perspective. The common purpose is to integrate care services to support improvement in population health. The eight care communities across Cheshire East (see below) are critical to the success of this new way of working and have already demonstrated progress, working locally to improve the health and well-being of the population. This is an essential prerequisite step in developing effective integration for Cheshire East. Considerable preparation has already taken place to prepare for the establishment of the ICP, with the ambition of establishing formal arrangements and beginning delivery of an agreed set of services by April 2020.

The purpose of the ICP is to improve the health and wellbeing of the population, the quality and safety of services, the patient outcomes and reduce the inequality gap, adhering to models of both clinical and financial sustainability.

The vision is that Cheshire East ICP will strive to improve the health and wellbeing of local communities enabling them to live longer and healthier lives. Partners have committed to do this by engaging with and empowering citizens to support early intervention and prevention, creating and delivering safe, integrated and sustainable services that meet people's needs and by the best use of assets and resources available. The Cheshire East ICP values are inclusion, empowerment, innovation and improvement, honesty and integrity, openness and transparency and partnership working.

The Cheshire East ICP will provide the structure, processes and governance arrangements to enable the system to work differently to support care communities to deliver a wider scope of integrated care and to enable resources to be deployed in a way that maximises health improvement and reduces inequalities.

Primary Care Networks

GP Practices across Cheshire East have grouped in clusters to form Primary Care Networks, covering their local neighbourhood populations of between 20-50,000 people. We will support the ongoing development of all Primary Care Networks through their Clinical Directors, aligning expanded multi-disciplinary health and care community teams around each Network, to deliver fully integrated community-based care. The initial focus will be on developing excellent relationships between Primary Care Networks and wider community partners across their neighbourhood, including police and fire services, the voluntary and faith organisations and community leaders. The employment of Social Prescribing Link Workers through the PCNS provides a great opportunity to enhance relationships with the community, voluntary and faith sectors.

Additional investment will be available to support Primary Care Networks to develop innovative ways to increase capacity through a more diverse workforce offer, reduce avoidable A&E attendances, admissions and delayed discharges as well as standardising, patient pathways to reduce avoidable outpatient visits and over-medication.

Individual practices and their Primary Care Networks will be supported to maximise digital opportunities to improve access to care, including offering online and video consultations. This will build upon and align with the work already underway through the Care Communities.

Our Care Communities

Cheshire East Place has eight Care Communities (CC) which mirror the PCNs, except in Crewe where two PCNs sit within the Crewe Care Community geography. All CC have dedicated and funded clinical leadership time to develop integrated working within the CC. The CC have used the data available in the JSNA as well as some hospital data to develop improvement plans and areas of focus. Whilst there are a range of commonly agreed improvements, there is also local variation based on population need. This has resulted in wide spread small and large scale change and improvements to delivery of care in the community across, general practice, community services and mental health. There is a dashboard to monitor key metrics for CC. The CC have successfully bid for innovation monies (from HCP transformation funding) to test out areas of improvement for example, modern Doppler devices for management of leg ulcers and Atrial Fibrillation screening using mobile technology. The CC clinical leads are engaged with the CC strategic development group which is supporting the reduction in unwarranted variation in the delivery of care and ensuring there is a common narrative across place.

A key enabler has been the ability of all partners to support leadership (clinical and managerial) in the development of CC. Whilst the arrangements vary (dependant on resource), the structure of GP clinical lead, managerial support from community services and aligned social care and mental health senior clinicians/practitioners has developed and will continue to mature. The place has funded dedicated GP clinical leadership time to ensure not only PCN development but also CC development.

Funding for innovation from HCP transformation monies is leading to the pilot of a "chatbot" for those with long term conditions (on an elective basis) which will be evaluated and learning shared across the Place by March 2020.

Care communities are using a variety of methods to engage with their communities to ensure more effective community alignment.

The Care Communities use the JSNA "tartan rug" and "tartan shawl" for identifying areas of improvement. The availability of hospital usage by postcode/street has enabled Care Communities to focus improvements to those who are high intensity service users.

The development of peer review of GP referrals into secondary care has helped reduce unwarranted variation in GP referral patterns.

The clinical engagement has ensured a biopsychosocial approach to care rather than a traditional clinical model, understanding wider determinants of health and working with LA partners to address these issues.

Further development work is being undertaken to ensure all staff are trained in "Making Every Contact Count" to ensure prevention and motivational interviewing is integral to care delivery across the place. The "three conversation" model / motivational interviewing is widely established within social care. NHS providers will learn from social care to ensure this model of an asset based approach is embedded.

3)   Transforming Existing Services

Community Care

By PCNs practices working together with their aligned (and the ambition is integrated) community teams in the care Communities, there will be a shift towards greater emphasis on preventative and anticipatory care and rapid response, particularly for those patients identified as frail and/or having long term conditions. The approach will be supported by the use of digital technology and making use of the available intelligence including through use of predictive analytical tools to identify patients at rising risk. Risk stratification is undertaken using Aristotle across the Place.

The development of Care Communities will be supported by the development of a wider integrated workforce who have sufficient and appropriate IT equipment and shared information to maximise the mobile working hours available for increasing time to care. For example we will roll out by the end of 2019 the use of new dopplers bought by transformation monies which increase the capacity of the district nurses.

Service development opportunities will be utilised to increase capacity for 7 day working, enhancing the availability of timely packages of care and working across and with partner organisations to eliminate duplication, to avoid unnecessary admissions to hospital and reduce length of stay.

This will be underpinned by a shared commitment to continuous quality improvement, empowering clinical leaders and front line teams in the development and delivery of new standardised ways of working, using recognised quality improvement methodology to co-design, locally test and scale up at pace.

Cheshire East will develop a phased plan to meet the new primary medical and community health service funding guarantee over the next five years, across primary medical, community health and continuing health care services.

Acute Hospital Care

We are committed to working with our partners to enable clinically sustainable services that meet the needs of our patients both now and in the future, recognising that the way services are currently delivered may need to change. The Cheshire East Acute Sustainability programme forms part of the Cheshire and Merseyside overarching clinical sustainability programme, looking at how best we can ensure our local hospitals continue to deliver high quality care.

The local programme is looking at how three acute services in particular – urgent and emergency care, women's and children's services and elective care - are configured and how that might need to develop in future to ensure sustainable, high quality care. The work will take into account the work taking shape in the care communities.

Service change proposals will be developed through extensive stakeholder engagement and may require a full public consultation in line with NHSE guidance on service change.

Urgent care

We will improve the responsiveness of community health crisis response services to deliver services within two hours of referral and reablement care within two days of referral.

In addition, we will fully implement the Urgent Treatment Centre model by autumn 2020. Urgent Treatment Centres will work alongside other parts of the urgent care network including primary care and other community based services to provide a locally accessible and convenient alternative to Accident and Emergency for patients who do not need to attend hospital.

We will look to continue to integrate the urgent care response across Cheshire East, basing development on our care communities, to provide an integrated network of care that meets both the existing and developing clinical standards, enabling more people to be cared for closer to home without the need to attend A&E.

Crisis care for mental health will be implemented by the end of 2019 – 2020 delivering alternatives to A&E. This will include crisis beds in the community for those with mental health needs. There will be 6 commissioned crisis beds so there are alternatives to hospital admission, thereby reducing occupied bed days.

We will ensure our A&E services are fit for purpose both in terms of sufficient numbers and skills of our workforce, as well as estate capacity to meet the changing and growing demographics of our population.

There will be a continued focus on maintaining and improving current performance for urgent and emergency care. This will enable the more timely care and treatment of acutely unwell patients to optimise clinical outcomes.

Planned Care

We are commencing a programme of transformation across planned care that focuses on three key elements; empowered self care and shared decision making, reformed referrals and transformed outpatient services.. The emphasis is on implementing national best practice to reduce unwarranted clinical variation in outcomes. This will be underpinned by an increased use of digital technology providing options for virtual appointments and more

effective tracking of a patient's journey as well as building on successful single points of access which has reduced referrals to orthopaedics, rheumatology and pain in the southern part of the Cheshire East system.

As a result, waiting time targets will be achieved including no patient waiting more than 52 weeks from referral to treatment and 92% of patient pathways being completed within 18 weeks. This will also support achieving financial stability for the system overall.

Cancer Care

We will work to deliver the Long Term Plan commitments for the people of Cheshire East including:

- By 2028, 55,000 more people will survive cancer for five years or more each year
- Three in four cancers will be diagnosed at either stage 1 or 2
- Roll out of fecal immunochemical test (FIT) for symptomatic and non-symptomatic patients
- Integration of breast screening programmes across Cheshire East to improve sustainability and to meet national screening population sizes
- Increased radiology capacity for MR and CT at Leighton
- £23 million investment in a new Christie Cancer Centre will serve 1500 new patients in Cheshire East, providing radiotherapy, chemotherapy, outpatient care, holistic support and information services. The centre will be built at Macclesfield District General Hospital and is due to be competed in 2021.

We will continue to review pathways to become more streamlined and ensure more opportunity for early detection through the use of innovative mechanisms such as rapid diagnostic centres.

We want our cancer care to be world class, delivering the ambitions of the Long Term Plan in a way that improves the quality of life outcomes, improves patient experience, reduces variation and reduces inequalities.

Cardiovascular Disease (CVD)

Cardiovascular disease is responsible for one in four premature deaths and accounts for the largest gap in health life expectancy. The Long Term Plan includes a major ambition to prevent 150,000 strokes, heart attacks and vascular dementia cases.

Cardiovascular care is a focus for all eight CC. This includes focus on smoking cessation, screening and intervention for hypertension, atrial fibrillation and heart failure. CCGs have made RightCare date available in accessible form for all CC to enable them to focus on areas of greatest variance. Building on the community work will be the need for timely specialist support and advice with a new model of outpatient care, ensuring there is a reduction in unnecessary outpatient visits. Cheshire East will improve the prevention, early detection and treatment of cardiovascular disease over the next five years, including;

- Prioritising cardiovascular service redesign as a major theme in the development of the Cheshire East ICP

- Rolling out screening for Atrial Fibrillation using mobile technology (currently in use in two Care Communities)

- Increasing the numbers of people at risk of heart attack and stroke who are treated for the cardiovascular high risk conditions; Atrial Fibrillation, high blood pressure and high cholesterol

- Testing the use of technology to increase referral and uptake of cardiac rehabilitation from 2021/22 as well as increasing rehabilitation capacity to meet expected demand

- Increase access to echocardiography and improve the investigation of those with breathlessness and the early detection of heart failure and valve disease, introducing one stop joint clinics between cardiology and respiratory services

- Work within Integrated Stroke Delivery Networks (ISDNs) improving and configuring stroke services, to ensure that all patients who need it, receive mechanical thrombectomy and thrombolysis in a timely manner

- The introduction of 'virtual hospital' working for secondary care cardiology will dramatically shorten time to solution for patients with cardiology problems

- New community based cardiology services, integrated with secondary care and primary care, will improve the quality of care and reduce the pressure on secondary care cardiology services

- Adhering to a programme of prevention, detection, treatment initiation and improved management, known as the ABC approach – Atrial fibrillation, blood pressure and cholesterol. A Place Plan will be developed by the end of 2019 with implementation beginning in 2020 focussing on AF, hypertension screening and intervention, community diagnostics for palpitations and community cardiology (including outpatient follow up).

We will also continue to work with our partners in tertiary centres to strengthen interventional clinical pathways. Cheshire Fire and Rescue Service are supporting an effective and seamless referral pathway for patients identified as potential atrial fibrillation cases through their Safe and Well checks

Diabetes

We will deliver the Long Term Plan commitments for people with type 1 and 2 diabetes, as well as increasingly supporting those at risk of diabetes, including:

- Support for more people living with diabetes to achieve the three recommended treatment targets

- targeting variation in the achievement of diabetes management, treatment and care processes

- Ensure ongoing monitoring and support post pregnancy to ensure women continue to be monitored after giving birth

- Addressing health inequalities through the commissioning and provision of targeted services

- Expanded provision of access to digital and face-to-face structured education and self-management support tools for people with Type 1 and Type 2 diabetes

- Providing access for those living with Type 2 diabetes to the national HeLP Diabetes online self-management platform, which will commence phased roll out in 2019/20

- Strengthen the current offer to inpatients with diabetes, working in partnership with other providers to improve resilience

- Universal coverage of multidisciplinary footcare teams (MDFTs) and diabetes inpatient specialist nurses (DISN) teams, for those who require support in secondary care

Respiratory

We will increase the effective identification of people with respiratory disease to ensure more rapid access to appropriate treatment and care. We will support people to effectively manage their respiratory condition including use of their medications and having rapid access to appropriate community and primary care services at times of deterioration in their condition. We will continue to develop access to pulmonary rehabilitation, particularly for the most socio-economically deprived and hard to reach groups.

NHS organisations will support the ambition to improve air quality by cutting business mileages and fleet air pollutant emissions by 20% by 2023/24. At least 90% of the NHS fleet will use low-emissions engines (including 25% Ultra Low Emissions) by 2028 and primary heating from coal and oil fuel in NHS sites will be fully phased out. Cheshire East Council is committed to being carbon neutral by 2025.

Mental Health, Learning Disabilities and Autism

Mental Wellbeing is a focus for all Care Communities. We need to consider how we prevent mental illness and will sign up to the Public Health England (PHE) Prevention Concordat for Better Mental Health that aims to facilitate local and national action around preventing mental health problems and promoting good mental health. We will help to reduce complex barriers to education, training, employment and financial independence through our IntoWork support programmes which support mental wellbeing. In addition we will work with partners, for example to develop supplementary planning guidance in relation to wellbeing improvements through access to green spaces and active transport. In addition there is a need to improve access to services starting with a pilot of direct access mental health in general practice which, if it improves access and reduces need for secondary care will be rolled out across all care communities.

All CC are working with PCN and the local authority to develop social prescribing, aligning the various initiatives to build a community asset base as well as ensuring support to those who are socially isolated and those who have long term conditions.

We will support our local providers to join NHS-provider collaboratives to take on responsibility for more specialised mental health, learning disability and autism services

facilitating more people to be cared for within or closer to their home. The mental health provider is part of a collaborative for secure services, Tier 4 CAMHs and adult eating disorders, with clear development and delivery plans for 2019 – 2020 and 2020 – 2021. This will be supported by effective use of the shared care record to ensure clinicians have access to the most appropriate information to support each individual.

We will test and roll out adult community mental health access standards. The recent redesign of mental health services has resulted in increased resources in the community (from inpatient beds). The mental health provider is coordinating community mental health services around the Primary care networks/Care Communities and will be bidding for Wave 2 national monies to facilitate this. In relation to older people's mental health, memory clinics are being integrated into primary care and Care Communities. The integration of mental health services with care communities will improve access to community services. Pathways will be streamlined to reduce handoffs and significantly, there will be improved psychosocial support to ensure that the care models for physical health are mirrored for those affected by severe and enduring mental health problems.

We will deliver a comprehensive crisis offer that enables more people to be supported to stay at home or within their community, working closely with all partners including the voluntary sector. This will include delivery of 24/7 adult crisis resolution and home treatment teams across Cheshire East by 2021 and 24/7 crisis provision for children and young people which combines crisis assessment, brief response and intensive home treatment functions by 2023. National monies are funding the delivery of extended hours for the children and young people crisis line.

In striving to support more people to manage their condition at home or in the community, we will look to ensure we make the best use of inpatient beds.

Specific objectives will include:

- Increasing access to children and young people's community mental health treatments (at least 34% receive treatment)
- Ensuring children and young people with an eating disorder receive treatment within four weeks (routine) and one week (urgent)
- Screening of school children and provision of parenting programmes where a need is indicated
- Develop school based mental health curriculum (social and emotional learning)
- Increasing access to psychological therapies (from 19% to 22%, predominantly in primary and community care
- At least 75% of people referred to IAPT begin treatment within 6 weeks
- At least 95% of people referred to IAPT begin treatment within 18 weeks
- At least 50% of people who complete IAPT treatment should recover
- Early intervention in Psychosis (EIP) – increase access to 56% of people receiving NICE-recommended packages of care within two weeks of referral
- Deliver all-age mental health liaison teams in acute hospitals
- At least 60% of people with a severe mental illness should receive a full annual physical health check
- Ensure that staff are consistently offered leading mental health support to maintain a healthy workforce

- Two thirds of people with dementia (over 65 years) should receive a formal diagnosis

We will improve the care for people with learning disabilities and/or autism ensuring integration with their plans for mental health, special educational needs and disability (SEND), children and young people's services and health and justice as appropriate. There is a service for children with a learning disability up to the age of 18 to ensure effective transition to adult services. The mental health provider has developed a dynamic risk support tool to assist with admission avoidance into A&E beds for those with a learning disability.

A primary ambition for the Learning Disabilities and Autism work-stream is to involve people who use services, and their families, in the design, delivery and monitoring of all services. We want to ensure that our residents are involved in their care planning, making reasonable adjustments for people with learning disabilities and/or autism.

We will continue to improve care for those with Learning Disabilities by learning from lived experience as well as from Learning Disability Mortality Reviews (LeDeR). These reviews will always be undertaken within six months of the notification of death and all reviews will be analysed to address the themes identified with recommendations being reported through a local LeDeR report.

We will support all Primary Care Networks to continue to review medications for people with Learning Disability to prevent and stop all over medication for all ages. The provider and PCNs have started to deliver on the SToMP agenda.

We will ensure children and young people with the most complex needs and their carers/families continue to have access to a keyworker who can ensure a holistic approach to each individual's care.

We will ensure the sharing of local best practice across providers in relation to hospital friendly autism pathways.

Suicide and self-harm

The nine Local Authorities across Cheshire and Merseyside have been collaborating on the suicide prevention agenda – 'A Zero Suicide Strategy for Cheshire and Merseyside'. The vision is for Cheshire and Merseyside to become a region where suicides are eliminated, with people no longer seeing suicide as a solution to the problems they face. Self harm is similarly a primary focus, as 38% of those who died by suicide in Cheshire and Merseyside in 2014 and 2015 had previously self-harmed or attempted suicide.

In relation to the broader objectives for Cheshire and Merseyside, their focus will begin with overcoming inequalities, which aligns with the Cheshire East Partnership strategy; negative life events, experiences and poor health conditions are unequally distributed across the population, and all contribute to the underlying risk of suicide. We will also focus on children and young people, as if we are to eliminate suicides and reach zero we must start by preventing self harm and suicidal behaviour in our children, and subsequently, in their adult lives.

Both NHS Eastern Cheshire and NHS South Cheshire CCG are signed up to the Mental Health Crisis Care concordat and will be signing up to the PHE Prevention Concordat.

Further, in order to accelerate action against suicide we will continue to focus upon leadership, prevention, safer care, support after suicide and intelligence.

We have access to a suicide prevention training package, which is offered in Cheshire East free of charge. In addition, we have trained over 500 front line staff in Cheshire East including Youth Offending teams, benefits and housing colleagues, as well as developing specific guidelines for schools. This is to support teachers when a child or young person discloses or shows signs of suicide.

Cheshire East Council has worked consistently to raise awareness on wellbeing and the importance of good mental health, including participation in campaigns such as Time to Change. Where a suicide has taken place, we have also developed and commissioned a suicide postvention service, Amparo, to support bereaved families, recognising the significant impact suicide can have.

Armed forces and veterans

We will continue to work together with partners to better understand the mental health needs of our Cheshire East veteran population including minimising the need to utilise A&E at times of crisis. There will be access to specialist mental health/psychological therapy services for military veterans, adhering to the 'Veterans in Mind' service across Cheshire and Mersey to which both NHS Eastern Cheshire and South Cheshire CCG are associates.

We will ensure improved recovery will be defined and achieved in 50% of patients accessing Transition, Intervention and Liaison Service (TILs) and Complex Treatment Service (CTS).

Gypsies and Travellers

Gypsy and Traveller communities experience worse health, die earlier than the rest of the population and are less likely to receive effective continuous health care that meets their needs. They are largely invisible to health service commissioners. There is little robust data available to assist in effective commissioning and monitoring of services to meet existing health needs and improve health outcomes. We will ensure that their needs are considered as part of the Five year Plan.

4) <u>Going digital</u>

We will develop a comprehensive health and care digital strategy and investment plan describing how digital technology will underpin our system transformation, including

- all secondary care providers to be fully digitised by 2024 and integrated with the health and care system

- clear milestones for each NHS provider's increasing digital maturity

- plans to adopt Global Digital Exemplar (GDE) Blueprints and an approach based on IT system convergence to reduce unnecessary duplication and costs

- plans to adhere to controls and use approved commercial vehicles such as the Health System Support Framework to ensure technology vendors and platforms comply with national standards for the capture, storage and sharing of data

- 100% compliance with cyber security standards

- by 2020, every patient with a long-term condition will have access to their care plan via the NHS App, enabled by the Summary Care Record (SCR)

- all women have their own digital maternity record by 2023/24

- by 2021 all parents will have a choice of a paper or digital Redbook for their new babies

We will recommission the Cheshire Integrated Care Record in 2020, facilitating the sharing of patient information across the system. We will also continue the development of our patient held electronic record which is currently being piloted.

5) Building the right health and care workforce

We will deliver the commitments within the NHS People Plan and support the health and care workforce across Cheshire East to deliver integrated personalised care, in line with the place strategy.

As described, the growing demands faced by health and care services will demand an expanded workforce which in Cheshire East will be inclusive and supportive, ensuring we enable all staff to maintain their own good health and wellbeing including through flexible working arrangements.

We will build on the success of existing recruitment and retention plans, developing workforce capacity and capability and developing new roles to support a skill mix fit for the future. This includes new roles for Advanced Clinical Practitioners, Physician Associates and Nurse Associates.

We will develop detailed workforce growth plans to increase capacity and capabilities across Cheshire East including appropriate use of international recruitment, apprenticeship levy and schemes to improve retention by at least 2%. In delivering a holistic approach to workforce transformation, we aim to improve both our GP recruitment and retention performance as well as increasing our nursing and non-medical workforce through increased student placement capacity and close working with local education providers.

The multi-disciplinary health and care community teams will be supported through the development of a primary care and community training hub that will deliver a set of core functions to educate, train and support the current and future workforce working as part of multidisciplinary teams in the community.

We want to make the NHS the best place to work and as such are developing an Organisational Development (OD) and leadership diagnostic, aiming to inform the development of a clear plan and implementation programme that will assist us to deliver system transformation during 2020/21. This will assist us in developing an overarching workforce and OD strategy.

We will work to improve leadership culture within Cheshire East Place, developing a coach approach to help develop effective and inclusive system leaders who role model our values and behaviours.

6)   <u>**Financial Impact**</u>

A detailed remodelling of the Cheshire East Partnership system finances is currently underway, together with work to develop a financial recovery plan for Cheshire as a whole. There is currently a deficit and the work described above will, when fully implemented, help to manage demand and potentially reduce costs. Some examples of impacts are set out below:

The development of improved cardiovascular health for the population will reduce unnecessary outpatient attendances for those with chronic cardiac disease. Focus on prevention eg cardiovascular disease as well as smoking cessation will support reduced spend and improve outcomes.

The implementation of the child health hub model will reduce A&E attendances and admissions for those under 4.

The integration of memory clinics within CC will ensure reduced outpatient follow up as well as increase access to specialist memory services.

Integrating mental wellbeing and social prescribing will address currently unmet psychosocial needs of those with long term conditions (which impacts on hospital and GP usage), thereby reducing A&E attendances and admissions.

Embedding the "CURE" model of smoking cessation in Acute hospital providers will ensure reduction in admissions/readmissions, thereby reducing occupied bed days.

7) Outcomes Framework

Care Communities Outcome Framework – work in progress

Ambition	Outcome	Care Communities Strategic Outcomes	Sub Outcomes	Measure
Empowered Person People are empowered to take responsibility for their own health and well being	People are empowered to take responsibility for their own health and wellbeing and manage their own support as they wish, so that they are in control of what, how and when support is delivered to match their needs.	People have greater understanding of what they can do to live/maintain a healthy lifestyle People have a greater understanding of how they can manage their long term conditions	Increase in uptake in NHS Health checks Increase of people involved in the development of their care plan	Health Checks People with a LTC supported to manage their condition Making Every Contact Count?
Easy Access Access that is designed to deliver high quality, responsive services	Improved access to high quality, responsive services, support and appropriate information that provides everyone with the opportunity to have the best health and wellbeing throughout their life.	Consistent access to care services in the community during core hours 7 days a week – 24 hours a day		Access to services, including GP, mental Health, social care
Appropriate time in hospital Appropriate time in hospital with prompt & planned discharge into well organised community care	Reducing inappropriate time spent in hospital by increasing planned discharge into co-ordinated community care	Increased proportion of people supported at home	Reduction in people experiencing a health crises that results in hospitalisation or admission to a care home Increased number of people are supported to live well at home in times of crises Reduced number of placements to care homes Reduced length of stay in hospital Reduced emergency admissions Reduced readmissions	Referrals from A&E back into the community Intermediate Care referral and discharge information Proportion of people returning to their usual place of residence following a hospital stay Care home placements Length of hospital stays The proportion of people aged 65+ who are at home/ in extra care housing three months after the date of their discharge from hospital Readmissions
Rapid Response A prompt response to urgent needs so that fewer people need to access urgent and emergency care	Increasing the responsiveness of services to meet the urgent needs of the people they serve	Reduced unplanned care and crises	Reduced A&E Attendances Reduced Emergency Admissions Reduced number of emergency placements to care homes	A&E attendances Emergency admissions not referred by community teams Avoidable Admissions Emergency care home placements
High quality care The highest quality care delivered by the right person regardless of the time of day or day of the week	Increasing the quality of care provided in Eastern Cheshire regardless of the time of day or the day of the week	Maintain /Improve the quality of care provided in community settings regardless of the time of day or day of the week	Maintain/improve the quality of care provided by the community teams	Safety thermometer for community services Family and Friends Test for GP, community and mental health
Support for carers Carers are valued and supported	Carers feel valued and supported and are able to maintain or improve their desired quality of life.	Carers can balance their caring roles and maintain a desired quality of life	Increase in carers in receipt of a carers assessment Improvement in carers wellbeing	Proportion of carers in receipt of a carers assessment Carers wellbeing
Planned Pathways Simplified planned care pathways delivered as locally as possible	Improving outcomes from planned care via simplified pathways delivered as locally as possible	Improved communication and continuity of care between the community hub teams and secondary care	Reduced length of delayed transfers of care Increased proportion of people receiving care co-ordination, including a care plan Increased identification of frailty Increased use of end of life pathways and advanced planning .	Length of DTOC for acute and community beds Proportion of people with a care plan Proportion of people returning to their usual place of residence following a hospital stay The proportion of people aged 65+ who are at home/ in extra care housing three months after the date of their discharge from hospital Number of frailty cases Proportion of people dying in their preferred place of death
Integrated Care Staff working together with the person at the centre to proactively manage long term physical and mental health conditions	Improving peoples experience and outcomes of integrated care	Enhanced patient experience Increase in appropriate case finding and proactive management Increase in staff satisfaction	Improved co-ordination and alignment of interventions offered by different organisations including the 3rd sector Reduced barriers between organisations and professions Team members have greater satisfaction from working with people in a flexible way to deliver care matched to their individual needs	Case studies Integration survey/tool Staff survey

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Cheshire East Partnership
Five Year Plan public / workforce engagement – feedback themes and draft analysis

The Cheshire East draft Five Year Plan was out for public and workforce engagement from 1st to 23rd August. Healthwatch Cheshire East have facilitated this exercise. Two engagement events were held, in Macclesfield and Crewe and an online survey made available. There were 35 attendees at the events; 271 people have completed online or paper copies of the online survey responses. In addition four responses were received via the Cheshire East Council email and Healthwatch ran an engagement workshop session with their volunteers which had 15 attendees.

A summary of responses is set out below to identify the main areas of feedback. Further analysis of the responses will be undertaken over the next couple of weeks and the revised version of the Plan will incorporate changes made as a result of this analysis.

Question one: Does the plan capture the most important issues facing health and care in Cheshire East?

In general there was broad agreement that many of the key issues have been reflected in the draft Plan. There was support for the focus on integration and collaboration. However there was a concern that the detail regarding how we were going to achieve what had been set out was lacking. The focus on the social determinants of health and on prevention was seen as being positive and the emphasis on mental health. Some of the issues deemed to not have been covered or inadequately covered are set out below

Theme	Comments
Access to services	• Waiting times to get a GP appointment is a real issue for many people. For example, being on hold for 40 minutes, for all appointments to then have been booked. • Concerns over two or three week waits for a GP appointment • Concerns regarding delays in follow up meetings with consultants • Travel to Stoke or Manchester is a problem for those without a car / unable to drive / struggling to meet costs of public transport • Don't forget those who are unable to use IT – we need to ensure that we do not digitally exclude any of our residents • Consider some service provision outside of core hours eg smoking cessation • Need to work with transport providers as access for people in rural communities is a real problem
Communities & local population	• How do we effectively identify the people who the Plan is aimed at and how do we ensure the right people are involved? • The Council's Communities teams working with Care Communities and seeing recognition of value of having the voices and needs of the community better reflected as changes to services are considered. This needs to be further embedded so that we have co-production at the heart of service transformation.

	• If 30% of health issues are down to individual behaviour how do we promote self-help (USING digital for example) to ENABLE people to change behaviours?
Finances	• The financial challenges are a concern • It should be acknowledged that due to financial pressures, there will be some tough decisions ahead • Concern over social care funding and not enough investment • Some Council services that contribute to reducing health inequalities and improve health and wellbeing outcomes are being cut and are becoming less accessible eg leisure centre prices going up/libraries closing/meals on wheels prices going up. Concerns that further budget pressures will lead to closure of services which will impact on our ability to deliver the change. • Worries that decisions around funding cuts will have an impact on our ability to deliver the Plan. • A breakdown of costs and how much the service changes will cost should be included.

Question two: Do you think we have missed anything you feel is important to you and your community?

As would be anticipated with asking such a question, there were a range of responses with suggestions as to what was missing. In many cases this was to ask for more to be included about things that were in the Plan – but not to the level of detail that the respondent wanted – again the emphasis on how we were going to make the change. Examples of this include reducing social isolation, early intervention and prevention and the health and wellbeing of children and young people. Some of this will be addressed through our Technical Appendix (which has not yet been made public). The key themes and examples of comments in response to this question atre set out below:

Theme	Comments
Communication, engagement & involvement	• The Plan and any engagement with it needs to be positive, ongoing and accessible. • Needs to be accessible to everyone and not just digitally, as this risks excluding some people *(NB print copies were produced)*. • The seldom heard need to be engaged with but also mentioned in the Plan – for example people with disabilities, visible and hidden. • Empowerment of our citizens and residents is a key part of the changes you want to see happen. • Empowerment – encouraging people to take responsibility for their own wellbeing (self-care) needs more emphasis • Identify other opportunities to get your message out, for example, parents evenings at schools • You need to think about how to convey the changes to the population – the channels that are used to communicate effectively. • Better sharing of existing good practice is needed, for example good things are happening in Chelford that are not being widely shared • Some local support infrastructure will exist within communities and we need to draw upon this to help ensure effective local communication.

Cheshire East Partnership Five Year Plan   Appendix Two

Equality & Diversity	• Changing demographics is a concern post Brexit sand impacts need to be considered • Migrant communities may have difficulty accessing healthcare and you need to consider their needs. • There are diverse communities in Cheshire East but no real mention of them in the plan or how you will engage with them. • No mention of the needs of the migrant communities or others who are not accessing services eg people with Learning Disability or travellers *(NB the recently published Learning Disability Strategy has been drafted with extensive involvement of service users and their carers and the implementation of that Strategy will support the Five Year Plan)*
Tell the story	• The plan would be better brought to life with case studies • Real life examples of what will be different would be good
Children and Young People	• There's a lot about children and young people but how are we going to do this –how can we make them happier, more confident? • Get young people involved and work on good stuff happening already
Individual missing elements	• Health visiting – focus shifted to children – opportunity for them to do more – have an 'all age' approach • Putting the person at the centre of the multi-agency working – focussing on their needs not that of the services • Needs of carers & unpaid carers • No mention of end of life or palliative care anywhere • Should be including drugs and gambling etc • Social isolation missing – linked to infrastructure, transport and digital accessibility • Not a strong enough emphasis on tackling social isolation • Importance of breastfeeding • Healthy eating / diet • No reference to Parkinson's disease • Prevention and early intervention is referenced but needs to be at heart of everything – and the role of the community, voluntary and faith sector is central. • There is little reference or connectivity between health and economy yet for economy to be strong we need healthy people and they themselves make the relationship between socio-economic issues and health – are they connecting into the LEP and associated strategic? There are lots of links to Industrial strategy here that could create a win-win • There is a distinct lack of clarity on the role of the social care sector within the plan • Generically there should be more emphasis on the physical and mental health benefits of Physical Activity – this could be added to 'Tackling inequalities' – Outcomes (page 16) and 'A strong start for our children' – Outcomes (page 21) • No mention of the Social Prescribing Link Workers and what will be done to reduce social isolation, prevent mental ill health and get residents to live well for longer • No mention of Domestic abuse services and importance of adequately funding them to help health and wellbeing of some of our most vulnerable people
Staff / carers	• Allow staff to innovate and use their judgement to facilitate better

	outcomes/effective collaboration
	• Cultural change is a big challenge and the way organisations work together. If you can't get this right nothing will happen.
	• Need to get the individual organisations better informed and their workforces updated on the Plan and the system ambitions. Too many staff are in the dark!
	• Use the knowledge and experiences of our staff to develop and improve the Plan.
	• Focus on the health and wellbeing of your staff and the unpaid carers of Cheshire East

Question three: What do you think we could do to improve health and wellbeing in Cheshire East?

Again this question elicited a number of responses in relation the additional things that could be done, or areas of work that it was felt needed to be emphasised more strongly.

Theme	Comments
Self care and prevention	• Role of prevention and preventative advice, and early intervention is referred to but needs to be emphasised
	• Greater emphasis on health education e.g. diet and exercise
	• Change population expectations and empowerment – self care
	• Need to empower the population to look after their own health and wellbeing. This needs to be better emphasised within the plan and specifically how this is done
	• Personal responsibility and empower people – education and increased awareness
	• Greater emphasis needed on self care
	• Education of residents and awareness of how to prevent illness and to look after themselves
	• Education of the population- needs to be more awareness on what is available
	• Social prescribing – needs more emphasis
	• If first port of call is GPs then a three week wait to get an appointment is undesirable– we need to effectively communicate to the community the availability of other resources
	• Free health improvement or leisure classes would help people get into good habits.
	• There are lots of things that the Countryside and Green Spaces of Cheshire east can offer to support people's health and wellbeing: • Provide and promote countryside facilities which are accessible, safe and available as well as providing an annual programme of events and activities. • All countryside facilities are promoted online and through social media. • Promotion of Public Rights of Way network making particular use of stile free paths around urban areas eg 'Walks for All' booklets (reprint with partnership funding?). • Raising awareness of PROW to CCGs as a natural exercise resource. • Raising awareness of Countryside facilities and PROW to CCGs as places that can improve mental health as well as general health.

	• Develop partnership working or better links with south and north Cheshire CCGs so they know more about what is available and managed by CE Countryside Service/ CEC PROW. • Develop plans or mechanisms so that people can enjoy prescribed exercise at Countryside facilities.
Third sector	• Involve as many as possible especially 3rd sector/voluntary organisations as they know their communities • Should include 3rd sector and other services • Third sector not mentioned enough • There are untapped resources (intelligence, human resources, financial) that could make a real difference. There is little mention of the third/community sector in the paper, despite the real difference they have demonstrated. • There are lots of resources spread across a plethora of partners in the East. These must be mapped carefully to avoid missing opportunities and duplications. Energy and resources of all local partners to deliver the plan should be harnessed. How do we channel them to target the areas where there is greatest need but also to affect change in the factors above to close the gap?
Care Communities	• Awareness of activity within the care communities needs to be more widely communicated – progress and activities • We need to better communicate and promote the community assets that are currently available to support our residents • Could Care Communities have Patient Participation Groups set up for their geographies? • PPG reps had not heard about Community coaches until the consultation – still issues regarding communication.
Infrastructure	• Improve transport links for rural areas as this would reduce loneliness • Access/transport and recruitment • Social media isn't the only access point – don't forget those who are not able to use IT or are unwilling to use it. • Could use mobile libraries to get services into communities • Schools should be part of the infrastructure that you use to implement the Plan • Plan doesn't mention transport and access to services so we need to improve this • Improve access to leisure facilities • Concerns regarding population growth/new housing developments outstripping health service capacity. How are we planning for health services to be fit for purpose in relation to this growth? • Work with highways/planning to improve/add new cycle-ways, footpaths etc to promote active travel, reduce congestion/carbon footprint.

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Working for a brighter future together

Cabinet

Date of Meeting: 08 October 2019

Report Title: A Local Industrial Strategy for Cheshire and Warrington

Portfolio Holder: Cllr Craig Browne – Deputy Leader

Senior Officer: Frank Jordan – Executive Director Place

1. Report Summary

1.1. The Strategic Economic Plan which is the principal strategy for growth within the sub-region was developed and approved by the Cheshire and Warrington Local Economic Partnership in 2017. The Local Enterprise Partnership has also been asked by Government to produce a Local Industrial Strategy for Cheshire and Warrington and is one of the first nine areas to bring these forward.

1.2. Production of the Local Industrial Strategy is being led by the Government Department for Business, Energy and Industrial Strategy. The programme for publication includes broad agreement on priorities and key themes during the autumn and the government has set a publication target of week commencing 21st October 2019.

1.3. This report provides a summary of the key priorities for the draft strategy for Cheshire and Warrington and Cheshire East's engagement in the process.

2. Recommendations

2.1. That Cabinet:

2.1.1. Notes the current position in relation to the development of the Cheshire and Warrington Local Industry Strategy.

2.1.2. Delegates authority to the Deputy Leader of the Council, as the Cheshire East Local Enterprise Partnership Board representative, to consider the Government response, to make appropriate

amendments and approve the final draft of the Local Industrial Strategy on behalf of the Council.

2.1.3. Notes that the Cheshire East Local Area Industrial Strategy is currently being developed and will form part of the final draft of Economic Strategy for the Borough.

3. Reasons for Recommendations

3.1. Once finalised and approved, the Local Industrial Strategy for Cheshire and Warrington 2019 to 2030 will support the delivery of the Council's Economic Strategy and Corporate Plan helping the Council to:

3.1.1. Articulate our offer and opportunity to businesses, partners and potential investors.

3.1.2. Frame our conversations with Government Departments.

3.1.3. Inform any strategic bids submitted in the future for national programmes.

4. Other Options Considered

4.1. The Government published a White Paper in November 2017 stating its intention to work with areas to develop and deliver Local Industrial Strategies. A small number of areas were selected to pilot this process and Cheshire and Warrington were successful in securing funding and support in the second wave of pilots in July 2018.

4.2. It is important for Cheshire East to be engaged with the development of the Local Industrial Strategy for the Cheshire and Warrington sub-region to ensure that Cheshire East priorities are reflected appropriately in the final version.

5. Background

5.1. The Local Industrial Strategy will support the Strategic Economic Plan for Cheshire and Warrington. However, it differs from the Strategic Economic Plan since it is being developed in partnership with government and it will be aligned to the national Industrial Strategy. It also covers a shorter timeframe; 2019 to 2030 rather than 2017 to 2040 for the Strategic Economic Plan.

5.2. Given that it will all be agreed with government, the Local Industrial Stategy is likely to play a role in decisions made in Whitehall including the development and allocation of funding. This could include the UK Shared Prosperity Fund which is being developed to replace EU structural funds as the UK prepares to leave the EU.

5.3. Government has fixed views on the general style and format of Local Industrial Strategies and will be responsible for the production of the final document.

5.4. The analysis undertaken in the development of the strategy confirms that the Cheshire and Warrington economy is strong and growing particularly in relation to manufacturing. However, productivity has not yet recovered to 2007 levels and the number of working age residents is not growing quickly enough to support the growth ambition for the sub region. The draft strategy is therefore focussed on three main outcomes, to build:

5.4.1. **A more productive economy –** providing a supportive environment, addressing underperformance

5.4.2. **A more resilient economy –** building on sector strengths, developing a diverse business base, supporting sustainable growth, promoting innovation

5.4.3. **A more inclusive economy –** creating the conditions where people can be economically and socially engaged, provide access to skills and training to boost earning power

5.5. The strategy is being informed by a series of Policy Position Papers and an evidence base which will provide the content for nine key chapters as follows:

5.5.1. **Energy and Clean Growth** – a major strength in our area and one of the Grand Challenges within the Government's Industrial Strategy

5.5.2. **Life Sciences –** there are high levels of expertise in this field particularly in drug discovery

5.5.3. **Manufacturing – a** key element of our local economy with the opportunity to improve productivity further

5.5.4. **Logistics –** a fast growing sector with high potential to take advantage of new technologies

5.5.5. **People –** creating the conditions where people can achieve economic, environmental and social wellbeing

5.5.6. **Place –** creating a place where businesses want to locate and can grow; and where people want to live

5.5.7. **Business Environment** – building up business resilience through support

5.5.8. **Ideas –** strengthening our support for innovation

5.5.9. **Infrastructure –** reducing the barriers to growth due to lack of connectivity including transport and digital

5.6. A Local Area Industrial Strategy document is also being produced for the Cheshire East area specifically. This will form part of the final version of the Cheshire East Economic Strategy and will examine the productivity and earning power potential of Cheshire East within the context of the Local Industrial Strategy.

5.7. The Government has set a publication target date for the final version of the local industrial strategy for the week commencing 21st October 2019.

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. There are no legal implications arising from the approval of the Local Industrial Strategy.

6.2. Finance Implications

6.2.1. The development of the strategy is being funded through the Cheshire & Warrington Local Enterprise Partnership and the grant funding it has received from Central Government to support this.

6.2.2. There may be future benefits through gaining access to funding as a result of having a clearly defined Local Industrial Strategy for the sub-region.

6.3. Policy Implications

6.3.1. The Corporate Plan highlights how the Council is striving to create sustainable growth in the local economy. The draft Economic Strategy and the development of Local Area Industrial Strategy will inform the final drafting of the local industrial strategy so that it reflects the key issues facing the Borough's economy.

6.4. Equality Implications

6.4.1. An Equality Impact Assessment is not required.

6.5. **Human Resources Implications**

6.5.1. There are no Human Resource implications.

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. A significant contribution to the economy in Cheshire East is made from the rural areas and the rural economy. The council is therefore keen to see the challenges and opportunities for the rural economy reflected in the Local Industrial Strategy.

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. One of the three key outcomes of the LIS is to build a more inclusive economy. The People section focusses on actions which will improve the lives and opportunities for local residents which will have a positive impact for public health.

6.10. **Climate Change Implications**

6.10.1. The Council has committed to becoming Carbon neutral by 2025 and to encourage all businesses, residents and organisations in Cheshire East to reduce their carbon footprint.

6.10.2. Delivery of the actions outlined in the LIS will be done in a way that protects and enhances the environment; there is a main work-stream area focussed on energy and clean growth; and the environment and energy sector provides an opportunity for new business growth in the Borough.

7. **Ward Members Affected**

7.1. The Local Industrial Strategy applies to the whole sub-region of Cheshire and Warrington and therefore covers all wards within it.

8. **Consultation & Engagement**

8.1. The Local Enterprise Partnership has undertaken extensive engagement over the last 9 months to test its interpretation of the evidence and emerging

conclusions, with over 35 events across the sub-region involving a range of key stakeholders.

8.2. Further challenge has been provided through the establishment of an internal Steering Group and an external 'Expert Panel'. The former comprises representatives from the Local Enterprise Partnership, Local Authorities and government, whilst the Expert Panel comprises a mix of senior policy makers, industrialists and academics.

8.3. A presentation on the development of the local industrial strategy was provided to the Environment and Regeneration Scrutiny Committee on 16th September.

9. Access to Information

9.1. All evidence and insight has also been uploaded to the Local Enterprise Partnership's website:

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

9.2. Further detail on the key messages and latest draft of the Local Industrial Strategy can be found on the website by following the link below:

http://www.871candwep.co.uk/content/uploads/2017/11/7b-LIS-BRIEFING-NOTE.pdf

10. Contact Information

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

Name: Carol Young

Job Title: Place Team

Email: Carol.young@cheshireeast.gov.uk

Agenda Item 10

Cheshire East Council

Working for a brighter future together

Cabinet

Date of Meeting: 08 October 2019

Report Title: Local Transport Plan and South East Manchester Multi-Modal Strategy

Portfolio Holder: Cllr Craig Browne – Deputy Leader and Portfolio-holder for Strategic Transport

Senior Officer: Frank Jordan – Executive Director – Place

1. Report Summary

1.1. As a statutory Local Transport Authority, the Council is required to maintain an up-to-date Local Transport Plan that provides a strategic framework for planning and delivery of improvements in local transport provision.

1.2. This report outlines post-consultation changes to the draft Local Transport Plan (LTP) for Cheshire East and recommends adoption of the document.

1.3. Following a Cabinet resolution in March 2018, the draft LTP was subject to public consultation and a comprehensive consultation report was prepared. Revisions to the draft LTP have been made to take account of the key issues highlighted through the consultation process.

1.4. In March 2019, the Environment & Regeneration Overview and Scrutiny Committee considered a report on the outcomes of consultation. In addition, a Members' Briefing was held on 26th July 2019 with elected members invited to make any further comments on the revised draft LTP.

1.5. This report outlines the changes made to the draft LTP in response to the consultation and engagement with members. Subject to Cabinet approval of these changes, it is recommended that the LTP is adopted by Council.

1.6. The LTP provides a set of strategies and policies affecting local transport provision in Cheshire East. In particular, the LTP reflects emerging policy

developments including the Council's climate change declaration plus work on wider corporate strategies including the Corporate Plan, the draft Economic Strategy and the draft Environment Strategy.

1.7. The LTP strategy includes a comprehensive set of actions to address the strategic transport challenges for Cheshire East which are:

    1.7.1. Protecting and improving our environment
    1.7.2. Supporting growth and economic strength through connectivity
    1.7.3. Ensuring accessibility to services
    1.7.4. Promoting health, wellbeing and physical activity
    1.7.5. Maintaining and managing our network assets
    1.7.6. Improving organisational efficiency and effectiveness

1.8. Although the LTP primarily profiles transport and infrastructure needs within the Borough, the strategy also proposes actions in respect of sub-regional, regional and national infrastructure programmes where these relate to the Borough. Key examples of this include HS2; Highways England and Network Rail investment programmes; and Transport for the North and Midlands Connect investment programmes.

1.9. In parallel with development of the LTP, the Council has been working collaboratively with Stockport Metropolitan Borough Council to update the South East Manchester Multimodal (SEMMM) Strategy. The original SEMMM Strategy, published in 2001, outlined a 20-year transport plan for the South East Manchester area, incorporating neighbouring areas in Cheshire East. The SEMMM Strategy is currently being finalised and is awaiting approval from partners. This also reflects the revised 2019 draft of the Greater Manchester Spatial Framework and adopted Cheshire East Local Plan Strategy.

1.10. During the development of the LTP, there has been active engagement with Town and Parish Councils representing the key local service centres throughout the Borough. This has informed preparation of a set of Local Area Profiles which detail specific transport challenges and opportunities for each locality.

1.11. The public consultation sought views on:

    1.11.1. The overall strategic approach required to meet the transport challenges facing the Borough, as informed by the evidence base.

1.11.2. The draft SEMMM strategy in order to address future transport challenges in the North of the Borough.

1.11.3. The challenges and issues that have been identified for each of the principal towns and key service centres.

1.12. Following consideration by Cabinet and subject to approval by Council, the LTP will become an adopted Plan for Cheshire East over the period 2019-2024 outlining how transport will contribute to and support the longer-term aspirations of the Borough.

1.13. This updated LTP will provide a framework for the development of Area Plans. Area Plans will be produced for the two principal towns and nine key service centres in the Borough. The Plans will set out the potential schemes that will be planned or delivered throughout the lifetime of the LTP.

2. Recommendations

2.1. That Cabinet:

2.1.1.   Recommends to Council that the Local Transport Plan (as outlined at Appendix 1) be adopted.

2.1.2.   To note the development of the emerging South East Manchester Multi-Modal Strategy document.

3. Reasons for Recommendations

3.1. The revised Local Transport Plan reflects current national, regional and local policy change and takes account of local issues identified through the consultation process.

3.2. In addition, the original SEMMM Strategy was adopted in 2001. In order to properly plan for key 'cross boundary' transport challenges in the future this work is currently being updated to take account of the schemes delivered by the original SEMMM Strategy and the context of new and emerging development pressures. The draft executive summary is included as Appendix 3.

4. Other Options Considered

4.1. As the LTP is a statutory document, no options other than to approve a new policy document have been considered.

5. Background

5.1. The LTP brings together strategies for all modes of transport to ensure there is a coherent approach to meeting the Council's wider objectives for the economic, environmental and social well-being throughout Cheshire East.

5.2. To inform development of the LTP, the public and stakeholders were engaged as part of an 8-week consultation period from the 1st May to the 25th June 2018 that included:

   5.2.1. Borough-wide circulation of consultation materials through libraries, customer contact centres and other key venues.

   5.2.2. Web-based consultation questionnaires to enable feedback on the draft document.

   5.2.3. Staffed drop-in sessions for face-to-face discussion in each of the 12 main towns and local service centres.

   5.2.4. Media releases, including social media, to publicise the consultation.

5.3. A table of the main changes to the LTP following the consultation are included in Appendix 2. Key themes from the consultation feedback include:

   5.3.1. Buses – reliability/efficiency, lack of services and reduction of supported services.

   5.3.2. Poor punctuality of rail services.

   5.3.3. Pollution and air quality issues.

   5.3.4. Congestion and traffic problems.

   5.3.5. Car parking for access to services.

   5.3.6. Road maintenance and condition of road surfaces.

   5.3.7. Importance of sustainable travel.

5.4. The feedback from the consultation has been analysed and changes have been reflected in the LTP strategy.

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. As the statutory Local Transport Authority, the Council is required to maintain an up-to-date Local Transport Plan that provides a strategic framework for planning and delivery of improvements in local transport provision. It must develop and implement policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within Cheshire East. "Transport" includes transport to meet the needs of people living, working, visiting or travelling through Cheshire East, the transportation of freight and facilities & services for pedestrians.

6.1.2. In developing and implementing its LTP policies, the Council must have regard to the transport needs of disabled persons and of persons who are elderly or have mobility problems. Development of the new LTP will need to be in accordance with statutory and legal requirements for Community Engagement, Equalities Impact Assessment and Strategic Environmental Appraisal.

6.1.3. Members must be fully aware of the equalities implications of the decisions they are taking. This will ensure that there is proper appreciation of any potential impact of any decision on the Council's statutory obligations under the Public Sector Equality Duty. As a minimum, this requires decision makers to carefully consider the content of any Equality Impact Assessments produced by officers.

6.1.4. There is no statutory duty to consult on proposals to change the way in which a local authority carries out its duties but there is an expectation enshrined in case law that any local authority making decisions affecting the public will do so fairly and in a way that cannot be said to be an abuse of power.

6.1.5. The responses to the consultation need to be taken into account when Cabinet makes any decisions on the Local Transport Plan.

6.2. Finance Implications

6.2.1. Upon adoption by the Council, the new LTP will provide a policy framework to inform the annual capital programme for transport and highways. The LTP will be implemented utilising funding from a range of sources including: LTP Integrated Transport Block funding; Community Infrastructure Levy; Section 106 & 278 Agreements; the Council's capital and revenue funding, one-off funding programmes and external funding. All funding approvals for LTP schemes will be made through the Council's existing budgetary procedures.

6.3. Policy Implications

6.3.1. Adopting the LTP will ensure that the Council maintains a current statement of Local Transport Strategy in accordance with its responsibilities as the Local Transport Authority.

6.3.2. Development of the LTP has been undertaken to ensure there is a consistent policy-fit with all relevant adopted and emerging local policies including: Education Travel Policy; 'Sustainable Modes of Travel to School' Strategy; and Car Parking Strategy.

6.4. Equality Implications

6.4.1. An Equality Impact Assessment has been completed for the LTP to ensure that the needs and impacts on all residents are understood, especially individuals or groups with identified protected characteristics.

6.4.2. The Equality Impact Assessment notes that the LTP has been designed to support delivery of the Council's outcomes stated in the Corporate Plan, which aim to achieve the best outcomes for all local residents.

6.4.3. The LTP strategy provides a strategic framework for a range of schemes and investment for the future. As such future work will be conducted to implement schemes and investment programmes. Further Equality Impact Assessments will be undertaken for specific schemes and investment programmes as they come forward.

6.5. Human Resources Implications

6.5.1. There are no direct implications for Human Resources.

6.6. Risk Management Implications

6.6.1. A Project Board has been established chaired by the Director of Infrastructure and Highways to ensure appropriate project governance and strategic direction. A project risk register is maintained detailing mitigation measures.

6.6.2. Officer steering groups from both the Place and the People Directorates have been convened to inform the production of the new LTP. This approach ensures that relationships with policies in other service areas are fully understood.

6.7. Rural Communities Implications

6.7.1. The LTP has been aligned with the Rural Action Plan for Cheshire East. 57% of the Cheshire East highway network is classed as rural serving over half of our population. The quality and availability of the rural transport network is vital to the local economy, not just in rural areas. Rural transport provision needs to take account of the needs of

rural residents and visitors, enabling rural areas to be well-connected to services and opportunities. The extent of rural connectivity has a direct impact on the Borough's overall 'Quality of Place'.

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

6.7.3. As part of the development of Area Plans, rural areas in the Borough will also be covered and any issues and opportunities will be identified.

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

6.8.1. Specific transport issues relating to children and young people are incorporated into the LTP. Strategy development has taken full account of the Sustainable Modes of Travel to Schools (SMOTS) strategy.

6.9. Public Health Implications

6.9.1. The LTP has been aligned with the Council's stated policies and action plans relating to Air Quality management. The LTP considers the impact of transport on issues affecting public health, most notably Air Quality and the contribution that Active Travel – walking and cycling – can make to health & wellbeing. The LTP has been coordinated with the Council's wider strategic approaches to addressing public health outcomes. A Sustainability Appraisal has been completed for the updated LTP.

6.10. Climate Change Implications

6.10.1. The Council has committed to becoming carbon neutral by 2025 and to encourage all businesses, residents and organisations in Cheshire East to reduce their carbon footprint. The LTP has been aligned with wider Council strategies and includes the key objective 'protecting and improving our environment'. The LTP includes a wide range of actions to reduce the need to travel and to promote greater reliance on sustainable travel including walking, cycling, public transport and zero emission vehicles. The LTP is closely aligned with the Council's draft Environment Strategy to ensure effective delivery of actions to address climate change.

7. Ward Members Affected

7.1. All wards in Cheshire East.

8. Consultation & Engagement

8.1. From the 1st May to 25th June 2018 the LTP went through a public consultation, as agreed at Cabinet in March 2018. The consultation sought the views of residents and stakeholders on the strategic framework for local transport, to inform further development of both the strategy and associated delivery plans. The approach to community engagement was informed by the Council's best practice guidance from the Corporate Research and Consultation Team.

8.2. The consultation was publicised through the Cheshire East Council website, direct emailing, information brochures, press releases and questionnaires. The questionnaires were available online and also at libraries in key service centres and information points. Brochures were also available and posters displayed at these locations. Town and Parish Councils were emailed at the beginning of the consultation and ahead of their local drop-in event. The consultation was also publicised through social media such as Facebook and Twitter. Two all member briefings were also undertaken.

8.3. Twelve drop-in sessions were also held throughout Cheshire East. Paper copies of the questionnaire and brochure were made available at these events. Staff were also in attendance to answer questions on the strategy. Additional posters were distributed at local shops, information points and bus stops on the day of the drop-in events.

8.4. The LTP consultation overlapped an additional consultation which was also held alongside Stockport Borough Council on the SEMMM Strategy. This was held for for 8 weeks between the 21st May to the 16th July 2018.

8.5. A Member Briefing was held on 26th July 2019 with members invited to make any further comments on the revised draft LTP.

8.6. Appendix 2 outline the changes made to the LTP in response to these consultations.

9. Access to Information

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

Documents are held on file at:
\\ourcheshire.cccusers.com\East\LTPEast\LTP Rewrite 2017\Briefing Notes

Sustainability Appraisal – Available on Request
Equality Impact Assessment - Available on Request

10. Contact Information

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

Name: Richard Hibbert

Job Title: Head of Strategic Transport (interim)

Email: Richard.Hibbert@cheshireeast.gov.uk

List of Appendices

Appendix 1 – Local Transport Plan Strategy
Appendix 2 – LTP Strategy Changes
Appendix 3 – SEMMM Strategy Executive Summary

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Cheshire East Council

Cheshire East Local Transport Plan 2019-2024

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Contents

1 Setting the Scene

1.1   Introduction

This document is the second Local Transport Plan (LTP) to be developed for Cheshire East following the re-organisation of local government in Cheshire in April 2009, which created the unitary authority of Cheshire East Council (CEC).

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

The importance of transport is clear and well understood by the Council. An effective transport network presents significant opportunity for both economic and sustainable development, allowing Cheshire East to thrive and develop across the borough. Transport supports sustainable communities by providing access to services, opportunity, friends, and family. Alongside this, transport is an enabler of new development and urban regeneration which contributes to the delivery of much needed jobs and homes in the Borough, directly supporting the Council's priority of jobs-led growth. The LTP also plays a role in promoting improved public health and safeguarding the environment by reducing the negative impacts of transport.

1.2   What is a Local Transport Plan?

This LTP is a strategic plan for the development of transport within Cheshire East over the period 2019-2024, outlining how transport will contribute to and support the longer-term aspirations of the Borough. The LTP will be supported by a series of topic-specific supporting documents which will address detailed or technical issues relating to transport in Cheshire East.

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

1.3   The need for a new LTP

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

Cheshire East's LTP requires updating in part due to the substantial progress which has been made since the previous plan was published in 2011, including major investment in the Borough's transport network. Following several successful funding applications, a number of major highway schemes have either been completed or are under construction, enhancing the transport network across Cheshire East.

In addition, the local, regional and national policy context has evolved with a new Local Plan for Cheshire East and the government placing renewed emphasis on Local Economic Partnerships (LEPs) to drive economic growth. The Cheshire East Local Plan contains a number of housing developments across the Borough which requires an integrated sustainable transport network. This creates an opportunity to work alongside the Cheshire and Warrington LEP and in partnership with major organisations such as Transport for the North and the Midlands Engine to deliver an efficient and effective transport network across the Borough. Major projects such as High Speed 2 (HS2) have the potential to deliver significant benefit to the Borough if supported locally and influenced nationally. There is also a need to respond to the growth in the Greater Manchester Spatial Strategy and, in parallel, consider the outcome of work on a 'refresh' of the South-East Manchester Multi Modal Strategy.

The refreshed LTP provides an updated plan and vision which captures the Borough's priorities in the best interests of local residents and businesses. This will support:

- Cheshire East Council's refreshed corporate objectives and adoption of the principles of 'Quality of Place' as a key driver of strategy;
- Delivery of the new Local Plan which defines a forward looking spatial strategy for the Borough;
- Development of a number of specific local transport strategies, including the Cheshire East Cycling Strategy and Sustainable Modes of Travel to School Strategy;
- Development of new infrastructure programmes by Highways England and Network Rail;
- Emerging evidence and strategy at the sub national level under the auspices of both Transport for the North and Midlands Connect;
- On-going work at the regional level to deliver the Strategic Economic Plan and the Industrial Strategy, and support this through LEP-wide strategies such as the Cheshire and Warrington Transport Strategy;

- Progress on neighbouring authorities spatial and economic strategies, notably the new Greater Manchester Spatial Framework, with implications for the north of the Borough and the need for an update to the South-East Manchester Multi-Modal Study;
- New legislation in the Buses Act 2017, which conveys new powers to Local Transport Authorities around bus regulation such as Enhanced Quality Partnerships;
- Adoption of Neighbourhood Plans within Cheshire East, which help to define local expectations and concerns regarding transport provision;
- The Council's Medium Term Financial Strategy which requires the Council to increase revenue and increase value for money;
- Long term plan led programmes such as HS2 and the Constellation Partnership growth strategy;
- Government's new Clean Air Zones Framework and the Clean Growth strategy;
- Impacts on travel behaviour and opportunities regarding the wider adoption of smart technologies and infrastructure;
- The requirements for active lifestyles, accessibility and wellbeing of an aging population; and
- A need to support businesses in Cheshire East to promote sustainable transport and manage travel demands by car, thus reducing the pressures on the road network and parking.

1.4 Supporting documents

The transport priorities of the final LTP will be reflected in a series of technical, topic specific, supporting documents. The scope of these documents will be separately determined for each, but will consider the Council's approach to both statutory and non-statutory duties in the context of wider priorities.

The list of supporting documents below is not exhaustive, but helps communicate the interconnection of these documents with the LTP and their importance:
- Sustainable Modes of Travel to School Strategy;
- South East Manchester Multi Modal Strategy Refresh;
- Network Asset Management Plan;
- Rail Strategy;
- Parking Strategy;
- Public Rights of Way Improvement Plan;
- Cycling Strategy;
- Road Safety Strategy; and
- Town Delivery Plans.

1.5   Approach to developing the LTP Strategy

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

To achieve this, a Borough wide strategy has been developed identifying the aims and challenges on a Borough wide scale. This will be supplemented by a second phase to develop Town Delivery Plans for key locations (two Principal Towns and nine Key Service Centres) which will be developed as a means of both identifying and shaping local transport characteristics and priorities and identifying potential packages of solutions to meet local objectives. The Council intends to produce Town Delivery Plans across the Borough over the lifespan of the LTP, which will have a greater focus on the opportunities, challenges and solutions in each individual area. Phase 2 of the LTP to develop the Town Delivery Plans is detailed in section 11.

1.6   Process

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

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

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

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

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

2   Our Vision

2.1   Developing the vision

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

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

2.2   The Corporate Plan

The LTP will be guided by the Council's Corporate Plan[1] which identifies six outcomes all of which transport can make a significant contribution towards. This section identifies what transport success will look like against each of the six outcomes identified below.

2.2.1 Transport as a contributor to overall success

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

Cheshire East
Council

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

Outcome 1
Our local communities are strong and supportive

What will success look like?
- All residents have access to services and leisure opportunities, including older people and those living in more rural areas.
- Communities are not severed or otherwise negatively impacted by road traffic.
- Road users act in a safe and courteous manner no matter which mode of transport they are using.
- Residents feel confident to travel by the transport mode of their choice.

Outcome 2
Cheshire East has a strong & resilient economy

What will success look like?
- The transport system drives sustainable growth.
- The transport network supports sustainable development as identified in the Local Plan.
- Improved transport connectivity positions Cheshire East in the heart of globally competitive Northern and Midlands economies.
- High quality public realm and green infrastructure encourage inward investment.

Outcome 3
People have the life skills and education they need in order to thrive

What will success look like?
- Young people and adults have safe, affordable travel options to access skills, education, and opportunity.
- More children are able to walk and cycle to school.
- Young people and adults have access to travel information and training as required.

Cheshire East Council

Outcome 4
Cheshire East is a green & sustainable place

What will success look like?

- Cheshire East maximises the value of its natural landscape.
- All residents have access to places of recreation, leisure, and the countryside.
- The negative impact of the transport network on the natural and built environment is minimised.
- Air quality is improved.
- Residents have the option to travel by walking, cycling, and public transport.
- The transport network is resilient to the impacts of weather events and a changing climate.

Outcome 5
People live well and for longer

What will success look like?

- Residents have access to physical activity opportunities to make both leisure and everyday journeys.
- Our streets are safe for all, especially the most vulnerable users.
- Residents have access to services and leisure opportunities, including older people and those that live in more rural areas.
- The transport network does not negatively impact health.

Outcome 6
A Responsible, Effective & Efficient Organisation

What will success look like?

- Investment in the transport network provides excellent value for money.
- Transport management and investment decision making is equitable and transparent.
- The transport network responds to resident need.
- The Council works effectively with partners at all scales to bring about the best outcomes for Cheshire East.

3   Defining the challenge

3.1   The challenge of connectivity

Our Plan identifies six key areas of 'connectivity' that are critical to deliver our strategic objectives. Achieving these 6 levels of connectivity will contribute to Cheshire East reaching its full potential, by connecting people, businesses, customers and freight.

1. Connected Neighbourhoods

To ensure our neighbourhoods succeed we need to invest in 'quality of place'. Designs for local areas must create a quality of place that encourages people to be active and healthy. Our neighbourhoods must be high quality for residents and visitors alike. All journeys start locally and we must ensure our neighbourhoods are connected in ways which support their overall success, delivering:

- Good quality public spaces;
- Local roads which are safe and fit for purpose;
- Parking which supports local communities and the local economy;
- Walking and cycling facilities which encourage people to travel actively; and
- Reliable public transport.

2. Connected Cheshire

To deliver on our ambitious plans for growth we need to make sure that our rural areas, towns and neighbouring centres are efficiently connected via rail, road and bus. We will work with partners to provide:

- New rail infrastructure e.g. supporting services to Middlewich;
- New trains;
- Improved rail stations;
- A reliable bus network; and
- Efficient road connections.

3. Connecting to the North and the Midlands

Cheshire East needs to maximise the benefits from its location by building links with key economic centres such as Manchester, Liverpool, Merseyside, North Wales, the Potteries and the wider Midlands. Investment in these connections will be increasingly important as it is likely that by 2030 we could see 30-40% more traffic on the M6, M62, M56 and key corridors such as Crewe-Congleton-Macclesfield, Crewe-Middlewich, and Alderley Edge-Manchester. Without investment it is likely that links between Cheshire East and key neighbouring destinations on which our residents and economy rely will get worse.

The Council is working to future proof the road and rail networks by delivering major projects such as A6 to Manchester Airport Relief Road, Congleton Link Road motorway, and rail improvements. We are also working with Highways England to improve motorway links through schemes such as the M6 Junction 16-19 Smart Motorway. However, further investment will be needed which will require close working with a variety of partners, including the Cheshire and Warrington Local Enterprise Partnership, Transport for the North, Highways England and Network Rail.

4. Connecting to the UK

For Cheshire East to succeed its residents and businesses must be able to efficiently and affordably access locations across the UK. We need to improve existing links to Birmingham and London to ensure that connectivity of the borough nationally contributes to future successes, addressing issues which cause poor connectivity. We aim to bring key national locations within the critical one hour door to door travel time. The proposed HS2 Hub and transport improvements to improve access to Crewe station will improve connectivity. Our partnership working with Highways England will improve motorway links increasing access to the national network.

5. Connecting to Global Gateways

We must support our residents and businesses by providing efficient links to 'global gateways' such as Manchester Airport, the Port of Salford and the Port of Liverpool. We must improve access to other significant gateways such as London Heathrow and the Port of Dover. This will encourage investment in Cheshire East helping our businesses thrive.

6. SMART and Digital Connections

High quality digital connections are just as important as transport connections. We must continue to improve broadband provision in the Borough as this will help our businesses, particularly those in more rural areas, and support communities. We also need to investigate the opportunities that technology will bring for us to travel less, improve communication with the travelling public and even to change how we travel. We are already investigating opportunities to use technology to better manage traffic lights and have installed electric vehicle charging points as a way of encouraging the use of less polluting vehicles. But there is much more to do and we will trial new approaches to ensure maximum benefits from new technologies.

3.2 Challenges to achieving our vision for transport

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

- Supporting growth and economic strength through connectivity

- <u>Ensuring accessibility to services</u>
- <u>Protecting and improving our environment</u>
- <u>Promoting health, wellbeing and physical activity</u>
- <u>Maintaining and managing our network assets</u>
- <u>Improving organisational efficiency and effectiveness</u>

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

3.3   Supporting growth and economic strength through connectivity

Cheshire East makes an impressive economic contribution: its GVA is around £9.2bn[2] (2012 estimate), which equates to 7.0% of the North West region's economic output, and was the 6th fastest growing economy in the UK. Whilst an internationally facing economy with strong foundations in advanced manufacturing, life sciences, digital and energy technologies, and research allows Cheshire and Warrington together as an integrated economic region to outperform Manchester, Liverpool, or any other area in the North in terms of GVA per head[3].

> Outcome
> 2
> Cheshire East has a strong & resilient economy

Despite this excellent past performance, Cheshire East will not continue to thrive with a 'business as usual' approach to transport. The sustainable growth aspirations set out in the Local Plan and the government's UK Industrial Strategy are key elements in meeting Cheshire and Warrington Local Enterprise Partnership's ambition for a transformed economy. Strategic transport investment will be central to achieving these wider ambitions for Cheshire East as outlined below:

- <u>Unlocking development sites</u> – Improved transport connectivity enables economic growth by opening up key sites for housing and employment development. The Local Plan makes provision for 36,000 new homes and 31,000 new jobs in the Borough by 2030. Providing transport connectivity which makes these sites viable propositions is a key consideration as part of the planning process. This is set within the context of a transport network which is already congested in parts.

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

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[2] **Cheshire East Council (2016)** *Local Plan Strategy proposed Changes (2012 estimate)*
[3] **Cheshire and Warrington 871 LEP (2016)** *Sub-regional Transport Strategy*

- <u>Transport as an enabler for growth</u> – Longer term transformative economic programmes such as the Constellation Partnership which includes the proposed HS2 Hub in Crewe will be underpinned by strategic transport improvements. The provision of a HS2 Hub combined with complementary infrastructure improvements could lead to an additional 120,000 jobs in the sub-region by 2040 and inject £10 billion per year in to the local economy. There is also real potential for job creation in our rural areas as demonstrated by Alderley Park and Waters Corporation and transport will play a role in ensuring that rural areas continue to offer opportunity for both land and non-land based businesses.

  In order to unlock the ambitious growth planned for the sub region the transport network must be able to cater for up to a 35% increase on current demand for movement between key economic centres by 2040[3]. Investment is needed to facilitate this growth planned for the sub-region; including capitalising on the transformational opportunities presented by the Constellation Partnership, the Cheshire Science Corridor Enterprise Zone and the Atlantic Gateway.

- <u>Keeping our economy moving</u> – Cheshire East will be an engine for Northern growth and will promote a dynamic and prosperous economy. We have a wide variety of successful industries in the area including advanced engineering e.g. Bentley Motors and the pharmaceutical industry e.g. AstraZeneca. However, we must build on our current successes and create an environment that is attractive for business investment and growth, not just in our larger towns but across our smaller towns and rural communities.

  More must be done to ensure that everyone in Cheshire East has access to education, skills and employment. A key challenge to achieving this will be ensuring that connectivity across the transport networks supports the efficient movement of people and goods. This will ensure that businesses can count on reliable and efficient networks which in turn will support their operations and future prosperity. There are already significant pinch points on our network, particularly in respect of road and rail links, which will need to be addressed to keep our economy moving.

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

technologies, and mobility services, alongside offering traditional active and sustainable modes of travel.

- **Quality of place** – Providing attractive and vibrant built and natural environments will encourage inward investment through businesses and people choosing to live and work in Cheshire East. There is an opportunity to increase the visitor economy to a value of £1bn per year by 2020. The LTP has a key role to play in supporting the provision of high quality, attractive environments which encourage walking, cycling, and public transport whilst also effectively mitigating potential negative impacts of transport infrastructure. It also has a role to play in encouraging sustainable connectivity between our urban centres and their surrounding rural settings.

3.4   Ensuring accessibility to services

Cheshire East is a diverse Borough characterised by its large number of towns, each with its own distinctive history and character and all located in a largely rural setting. These towns and rural communities lie at the heart of the Borough, and their vitality and growth is essential for our prosperity. The transport network plays a role in creating sustainable communities with access to vital facilities and services as well as friends and family. The transport network must support these everyday journeys and deliver for our smaller towns, villages, and rural communities in addition to larger towns.

Growth in accessible employment is good for peoples' health and wellbeing. Generally, residents of Cheshire East lead longer, healthier lives than regional or national averages. Cheshire East is one of only two local authorities in the North with a significantly higher healthy life expectancy than the state pension age of 65[4]. However, our population is also older than regional and national averages with people aged over 60 outnumbering children and young adults. This ageing population will present challenges which the transport network must respond to. With this trend forecast to continue we must cater for changing demographics and support mobility for all. To achieve our ambition, we must ensure that transport supports:

- **Public transport accessibility** – Providing public transport accessibility for residents, especially those in rural locations, is a key challenge in the context of wider financial constraints and as a result of reduced budget availability for supported bus services. The impact of this is especially relevant in light of Cheshire East's ageing population, with 22% of our population aged over 65[5] and with the knowledge that the damaging impact of social isolation which can be as

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[4] **Office for National Statistics (2015)** *Healthy Life Expectancy at Birth for Upper Ties Local Authorities, England: 2011 to 2013*
[5] **Office of National Statistics (2016)** *Mid-2015 Population Estimates. Release: MYE9AT1*

harmful to health as smoking fifteen cigarettes a day[6]. The Council will maximise the impact and efficiency of our public transport budgets and seek innovative ways to provide services in a cost effective way.

- <u>Accessibility to education and skills</u> - The transport network must support improved connectivity at these locations and provide access to the skills, education, and opportunity needed to succeed.

  Children and young people must be able to access local schools safely and sustainably. Around 65% of Cheshire East's children currently travel to school by foot, cycle, or public transport and there is an ambition for this number to increase. The Council will promote policies and interventions which encourage journeys to be made on foot or by cycle where possible as a means of reducing congestion, increasing physical activity, and improving air quality. More information on how the Council will support children and young people to access schools and educational sites safely and sustainably is provided in the Sustainable Modes of Travel to School Strategy.

  The Council has a responsibility to provide home to school travel for children and young people under certain circumstances as directed by national legislation. The Council is committed to supporting access to school and education, however the way in which these services are provided and funded requires review as identified in the Council's Medium Term Financial Strategy. The Council will work to explore a number of options to ensure most efficient travel assistance is provided and explore ways to provide greater cost effectiveness. This financial necessity will be linked to the stated ambition to encourage more children and young people to access schools by walking and cycling due to the large number of benefits which accrue.

- <u>Accessibility for vulnerable people</u> – Those who are vulnerable need to be able to live fulfilling lives which are as independent as possible. Access to transport is a fundamental part of this. The Council will work with partners across the Borough as well with neighbouring authorities to offer transport choices to vulnerable people and their carers. This can be particularly challenging in some of our rural areas and we will work with communities to find the right solutions to support accessibility for all.

- <u>Rural accessibility</u> – Good accessibility is vital to ensuring that our rural areas continue to thrive economically and socially. Rural land-based and non-land based businesses require connections to labour, markets and suppliers whilst rural residents need access to jobs, services, friends and families. However, providing rural accessibility raises different issues than in towns and cities due to low population densities for example. Rural schools tend to have larger catchment areas making the provision of efficient transport more complicated whilst

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

low population densities tend to make bus services more expensive and more likely to require financial support from the Council. The Council will explore innovative ways of ensuring rural connectivity, including supporting community organisations to provide transport services.

3.5   Protecting and improving our environment

The biggest contributor to air pollution within Cheshire East is road transport. This impact on air quality is indicative of high car ownership in Cheshire East with 40% of households having two or more cars against a UK average of 29%.

The decarbonisation of the Borough is critical to tackling the affordability and availability of energy to support growth and well-being. Although significant activity to decarbonise will be lead nationally, we have a role to play in aiming to minimise the carbon intensity of our growth ambitions through the adoption of new fuels, vehicles, smart technologies and encouraging active travel. One way of alleviating transport impacts is by encouraging residents, businesses and visitors to utilise more sustainable and less polluting forms of transport such as walking, cycling, electric vehicles and public transport. The Council will work with partners to explore ways to positively influence the ways in which we travel and to support:

- **Improved air quality** – The Council is committed to creating high quality walking and cycling environments, increasing use of public transport and encouraging the use of low and zero emission technology e.g. electric vehicles, as a means of supporting improvements to the quality of our natural and built environments. Technological development will also present opportunities to increase the efficiency and sustainability of the transport network.

  Modal shift towards more sustainable transport modes will improve air quality. The health impact of poor air quality can be significant and across Cheshire East and there are currently eighteen Air Quality Management Areas (AQMAs) where emissions, particularly of nitrogen dioxide, are considered to be in breach of guidelines. We will continue to monitor air quality and take action in accordance with the Council's Local Air Quality Strategy. The Local Air Quality Strategy recognises that traffic accounts for the main source of pollutant emissions across Cheshire East, and also recognises that links with the LTP are fundamental to both the improvement of local air quality and maintenance of air quality across the Borough.

  The Council also published a Low Emissions Strategy (LES) in March 2018 which aims to minimise demand for travel via private motor vehicles and encourage transport by low or zero emission modes, and subsequently improve health and wellbeing. The LES outlines the support for the CEC LTP given the overlapping policies of reducing the need to travel and the encouragement of walking and cycling.

- <u>Tackling climate change</u> – Cheshire East has a higher than average per capita carbon emissions, at around 7.5 tonnes per person, which reflects the rural nature of the Borough. Due to Cheshire East being a predominantly rural area, a high proportion of trips are made by private transport methods, hence why public transport usage is relatively low compared to densely populated areas such as Greater Manchester, where there is a greater demand for public transport. The UK has already seen a 40% decrease in carbon emissions since 1990, and in line with the Climate Change Act we will see continued reductions though to 2050 when the economy will need to be almost totally decarbonised. Transport accounts for a significant amount of the reduction required and we will need to work with national and regional partners to ensure that we facilitate the introduction of low carbon technologies, make better use of the infrastructure that we already have where this is applicable, and encourage more sustainable modes of transport.

- <u>High quality green infrastructure</u> - As well as high quality built environments we value green infrastructure. Cheshire East sits in the heart of the beautiful Cheshire landscape, with 6% of the Peak District National Park (with its 10 million visitors per year) sitting within our administrative boundary. However, green infrastructure links within and between our urban and rural environments offer scope for improvement. Improving these connections through investment in green infrastructure will bring numerous quality of life and economic benefits. The Council will support innovative ways of connecting our urban and rural environments and utilising the transport network as a means of supporting tourism, regeneration, and improved quality of life. This is because high quality environments bring quality of life benefits, can encourage investment and can also provide direct traffic free transport corridors for walking and cycling.

3.6   Promoting health, wellbeing and physical activity

The transport network can play a key role in promoting health and physical activity. In the UK, physical inactivity causes around 37,000 preventable premature deaths amongst people aged 40 – 79 per year[7] and it is forecast that by 2030 around half of the UK's population could be obese[8]. If current trends in Cheshire East, where a higher proportion of adults are overweight than nationally, are to be reversed then the Council must promote physical activity.

Increased participation in active transport can significantly improve wellbeing and community cohesion. Walking and cycling routes using well designed transport routes incorporating green spaces have been shown to increase the emotional wellbeing and resilience of those using them. There are additional benefits of more attractive communities and transport networks with associated reductions in crime and antisocial behaviour.

Accordingly, we will work with partners across health, transport, and education to tackle these important issues which will support:

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[7] Cycling UK (2016) *Cycling and Health*
[8] Swinburn, Boyd et al (2011) *The global obesity pandemic: shaped by global drivers and local environments*

- <u>Walking and cycling for local journeys</u> – The Cheshire East Cycling Strategy sets out an ambitious plan to double levels of cycling by 2026. This will be supported by the provision of high quality infrastructure, travel information and training which can enable people to travel in more sustainable and cost effective ways such as walking and cycling. The Council and key partners will build on successful previous sustainable travel initiatives such as those funded through the Sustainable Travel Transition Year (STTY) to improve and support sustainable travel options.

3.7 Maintaining and managing our network assets

Ensuring the transport network performs efficiently and is well maintained is vital to both connectivity and safety. Reduced Council budgets combined with a greater number of transport network users and an increased incidence of extreme weather events is likely to make maintaining the transport network and ensuring its resilience more difficult in the future. Subsequently it is therefore important that the Council works to deliver:

- <u>Effective asset management</u> - Transport infrastructure is expensive with the gross replacement value of all the Council's highway assets estimated at £5.68 billion[9]. The Council needs to maintain and invest in transport infrastructure as efficiently and effectively as possible to maximise the lifespan of assets. Cheshire East's Highways Investment Programme is an excellent example of our evidence led approach to transport asset maintenance. This evidence led approach means that the Council is well placed to qualify for central government funding which incentivises this approach.

- <u>Safety for all</u> - Our transport system must be safe, and be perceived to be safe so that everyone feels confident to travel on our roads and use public transport. We must ensure that safety is designed and engineered in to our transport system and work towards a safe systems approach to road safety. Furthermore, anti-social behaviour and fear of crime can dissuade people from travelling in certain ways and at certain times of the day. We will work to address these issues so residents feel safe and confident to travel by public transport, on foot, or by cycle.

- <u>Transport resilience</u> - There is a broad scientific consensus that in the future we will see an increasing incidence of extreme weather events[10]. Ensuring the transport network is well maintained and resilient to these events and that their impact is minimised will be increasingly important. The Council will seek to ensure that our infrastructure continues to be secure. For example, the new Congleton Link Road will be designed to withstand 1 in 100 year rainfall events with an additional 20% allowance for climate change.

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[9] **Cheshire East Council (2016)** *Highway Asset Management Strategy*
[10] **Department for Transport (2014)** *Transport Resilience Review*

- <u>Technological innovation</u> – Improvements in technology will provide opportunities to better manage our transport network and communication with the travelling public, including through the use of big data. Making best use of digital connections and technological innovations will be important to the continued success of Cheshire East and we are exploring the very real opportunities available through our work around the Crewe Smart Region for example.

- <u>Effective partnership working</u> - The maintenance and improvement of parts of the transport network is outside direct Council control e.g. the rail and motorway networks. In these instances, we will work with partners to ensure an integrated approach is taken to network performance and asset management across the Borough and to identify opportunities for value added delivery.

  Efficient joined-up delivery will require strategic partnerships with government agencies, neighbouring local authorities and the private sector. Working alongside the private sector will be increasingly important in the future as companies progressively focus on low carbon travel behaviours as part of the wider corporate social responsibility agenda.

3.8   Improving organisational efficiency and effectiveness

Cheshire East Council is responsible for over 500 services, with a population of 378,800. Our annual turnover exceeds £700m and our resources are well-managed through our budgetary framework. Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure. The Council's Medium Term Financial Strategy and our budget setting process ensure that the Council invests in priority areas and maintains its financial health.

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

It is vital that the Councils' decision making is transparent and equitable as difficult decisions around where and where not to invest will need to be made. Subsequently, the Council's transport priorities must be clearly communicated. The LTP is the vehicle for this and informs our residents, businesses and partners of our priorities and vision for transport in Cheshire East.

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

4	How we will meet the challenge

In order to meet our six defined objectives, we must have a clearly developed approach to identifying, sifting and appraising potential interventions. This will help guide the activities of the Council and partners and deliver the vision for transport, while maintaining full and appropriate consideration of the opportunities and constraints in which interventions must be considered.

In this section we set out a hierarchy which means that we will plan for balanced investment which maintains our existing assets while also ensuring the delivery of new infrastructure where maintenance or service redesign is not sufficient. We subsequently set out how we will decide which specific interventions will be taken forward once considered under this hierarchy, and what the outputs of this decision-making process will be.

4.1   Hierarchy of Provision

In order to improve efficiency and effectiveness the Council has identified a hierarchy of provision where our first priority will be the maintenance and management of our current assets to maximise their utility. Where our existing assets are being maintained and managed to their maximum utility, we will then seek to optimise the ways in which transport services and infrastructure are delivered. Finally, where our service design and delivery are already optimised, we will seek to deliver new infrastructure. This approach is intended to ensure the efficient use of resources while allowing for investment in new services and infrastructure where this is the optimal option.

4.1.1 Priority one - Maintenance and asset management

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

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

condition together with an 83% reduction in potholes, a 72% reduction in third party claims and a 98% reduction in compensation pay-outs.

At the same time, the cost effectiveness and level of disruption to road users has been minimised by better coordination of works e.g. by installing ducting for high-speed broadband whilst delivering highway works. Another example of harnessing innovation is our focus on the opportunities presented by smart technology across the Borough.

4.1.2 Priority two - Service Redesign and Delivery

The Highway Investment Programme described above is an excellent example of high-quality service design providing residents and businesses with investment in the transport network which provides value for money. Continuing this intelligence-led delivery will require further integration between transport, health, land use planning, and economic development. Subsequently, the Council's second priority is to improve services and our delivery processes as a means of delivering increased efficiency and effectiveness across the Borough.

A recent example of the Council making changes to service delivery to ensure organisational efficiency is the recent review of local supported bus services. The Council identified a need for significant savings in its supported bus budget; to reflect the relatively high costs, low value-for-money and low usage of some services. The focus of the review was on providing the greatest value for money for residents with some poorly used services costing over £5 of subsidy per passenger journey. This example shows how the Council is prepared to make difficult decisions when required to ensure cost effectiveness.

In some instances the Council can work alone to deliver excellent services however in many areas service improvements require closer integration between the Council and its delivery partners. For example, the Council will increasingly work with central government and train operating companies to influence the franchise specifications of rail services operating in Cheshire East to improve services. Indeed, the recent example of the Northern Rail refranchise shows that service improvements can be brought about by effective joined-up advocacy through multi-agency bodies such as Transport for the North. Likewise, we need to work closely with bus operators to sustain local bus services, ensuring they connect people and remain efficient and equitable in the light of cost pressures affecting both commercial and supported bus services.

4.1.3 Priority three - Delivery of New Infrastructure

Once it has been established that an issue cannot be adequately resolved through neither improved asset management nor service redesign, the Council will look to promote the delivery of new infrastructure to meet the identified need. The provision of new infrastructure can provide enormous benefit to our residents, businesses and visitors but it must be demonstrated that the costs of infrastructure investment are warranted after alternative, lower cost options have been fully explored.

The requirement for new infrastructure will often be associated with new developments and, as set out in Local Plan Policy IN 2, developer contributions will be sought to make sure that the necessary physical, social, public realm, economic and green infrastructure is in place. Subject to satisfying the three-part test set out in Regulation 122 of the CIL Regulations 2010, the Council will aim for the delivery of new infrastructure to be funded by developers to the greatest degree, as and where possible.

An example of where investment in new infrastructure has the potential to bring significant benefit to Cheshire East includes government plans for transformational national investment in rail services. HS2 and the planned Hub Station at Crewe, supported by the regional rail enhancement proposals from the Constellation Partnership and Growth Track 360, will place Cheshire East in the centre of a high speed, high capacity, high quality UK wide rail network. Complementary improvements to the strategic road network will bring additional benefit to Cheshire East and the wider travel-to-work area. Investment in new and improved road infrastructure in the Borough may be required to cater for up to a 40% increase in forecast demand for vehicles on strategic and local road networks. Recent investments including the A6 Manchester Airport Relief Road (A6MARR) and Congleton Link Road will bring benefits but more investment is needed to relieve congestion, reduce environmental impacts and support economic growth. The Council is delivering plans for major highway investments, such as Middlewich Eastern Bypass and Poynton Relief Road; and will continue to support targeted investments in major highway schemes where required.

4.2   Delivering the vision

The interventions and priorities identified in the LTP, delivered via the prioritised framework identified in section 4.3 will support the Borough to meet the transport challenges introduced and discussed in section three. Below we give a summarised overview of cross cutting actions which will take place over the life of this strategy to meet these challenges. Further detail for specific modes is provided in sections 5 to 9.

4.2.1 Supporting growth and economic strength through connectivity

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

The Council has identified that the success of specific locations of real economic importance to the Borough and the wider sub-region is being impacted by sub-optimum connectivity; our focus will

be on working with partners, including businesses at these strategic locations e.g. the Science Corridor, town centres and Crewe Business Park to deliver improved transport efficiency. Specific actions will include focusing on improving multi-modal connectivity by delivering improved access on foot, by cycle and to the rail network. We will also explore ways in which vehicular access and parking can be improved to key strategic sites whilst seeking to minimise any adverse impact on the local highway network. We will also explore how smart digital technologies can be trialled and implemented to make our networks more accessible, efficient and ready for future transport technologies and trends.

Supporting our businesses to succeed is also of vital importance for the long-term health and sustainability of the Borough. Businesses need seamless access to workers and materials if they are to compete nationally and internationally. The Council will work with partners, including the business community to improve accessibility in support of continued success.

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

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

Action 4.1 – We will work with the LEP and other bodies (e.g. TfN) to agree sub-regional transport priorities

Action 4.2 - We will lobby central government and its agencies (e.g. Highways England and Network Rail) for investment that brings most benefit to Cheshire East

Action 4.3 – We will support the implementation of the UK Industrial Strategy locally including contributing towards meeting the grand challenges for clean growth, mobility, and a data driven economy.

4.2.2 Ensuring accessibility to services

The transport network supports all aspects of our daily lives. It should enable our residents, businesses and visitors to access economic opportunities, skills and training, shopping, healthcare services, leisure destinations, family and friends. Our approach to supporting home-to-school

journeys will promote sustainable travel, including walking and cycling wherever possible. Travel habits are often formed at a young age; thus the choice of travel mode has broad implications for the future. Just as for other groups, greater use of more sustainable alternatives provides environmental, health and well-being benefits; including improved fitness, road safety skills and an increased sense of independence. Our approach to supporting these journeys is identified in the Sustainable Modes of Travel to School Strategy (SMOTS).

The Council has a duty to provide home to school / college travel for eligible children and young people in certain circumstances. The Council updated our Home to School Travel Policy to ensure that we are meeting or statutory duties and this was finalised in September 2018.

All residents need to be supported to achieve levels of connectivity which facilitate their daily lives. The Council understands that for vulnerable people in our communities assisted and accessible, door-to-door transport can be a lifeline. This is why the Council is seeking to maximise the use of available budgets and continue to work in partnership with others. We also appreciate that access to transport and services can be more challenging for those in our rural areas and need to ensure we have the right transport options in both rural and urban areas for both residents and visitors.

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

Action 4.4 – We will seek to ensure that development delivered in line with the Local Plan is accessible by different transport modes

Action 4.5 – We will support activities which reduce the carbon intensity and resilience of our transport system.

4.2.3 Protecting and improving our environment

Transport has the potential to negatively impact the environment. In particular, reliance on the private car is linked to numerous environmental and health issues as a result of emissions. The Council undertakes annual reporting of air quality within the Borough following a process defined by government. In Cheshire East the main pollutant of concern is nitrogen dioxide as a result of emissions from road traffic. The Council's focus on promoting sustainable transport aims to reduce reliance on the car which will deliver related health and environmental benefits. Likewise, targeted investment in the transport network has the potential to deliver improved air quality and the Council will pursue these improvements wherever feasible.

One way in which transport can support environmental improvements is by supporting investment in, and the creation of green and blue infrastructure. By this we mean the green and blue spaces such as rivers, canals, parks which bring a wide range of benefits e.g. water storage, increased bio-

diversity, improved well-being and can also support active travel corridors. Linear transport features (such as canal towpaths, public rights of way, road verges, cycle routes and railway embankments) are well suited to enhancing wildlife connectivity across the countryside, as well as providing areas for carbon storage, enabling better water conservation, and in towns and cities, providing valuable cooling systems. Improved blue and green infrastructure is just one way in which we are committed to Quality of Place.

Action 4.6 – We will review and update our Local Air Quality Strategy

Action 4.7 – We will support the delivery of green and blue infrastructure improvements

4.2.4 Promoting health, wellbeing and physical activity

The transport network has the capacity to improve the health and wellbeing of our residents and visitors by reducing emissions and their impacts on air quality and supporting increased levels of physical activity through the support and promotion of active transport for a greater number of journeys. Embracing the potential of the transport network as a tool for supporting improved public health is vital due to the large impacts air quality and physical inactivity can have on public health. Technological change and new technologies also offer opportunities to reduce the carbon intensity of the transport network. Further detail on these themes are provided in following sections of this strategy.

Increasing participation in both walking and cycling can improve both physical health and emotional health and wellbeing. Being active can help to reduce the number of people who are overweight and obese and also reduce the risk of heart disease, lung disease, type 2 diabetes and cancer. There are also significant benefits to mental and emotional health and wellbeing, particularly when travel routes incorporate green spaces.

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

Action 4.8 – We will support increased levels of active transport, including through delivery of the Cycle Strategy

4.2.5 Maintaining and managing our network assets

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

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

Action 4.9 – We will deliver our Highway Asset Management Strategy and adopt Well Managed Highways policies and procedures.

Action 4.10 – We will work closely with partners to support maintenance of transport infrastructure which falls outside our remit

4.2.6 Improving organisational efficiency and effectiveness

Our resources are well-managed through our budgetary framework. However, despite our well managed finances there is a constant requirement to improve organisational efficiency and effectiveness. We strive to ensure value for money, as this enables more to be done despite continuous pressure on resources. Overall the Council is expecting to see on-going financial pressures as resource costs increase whilst available funding is expected to be subject to budgetary constraints throughout the plan period.

The approach to prioritising investment and ensuring organisational and financial effectiveness is identified in the Council's Medium Term Financial Strategy. This identifies the priorities and budgetary allocations to different activities; outlining some of the key activities identified in the strategy as they relate to our priorities for transport delivery:

<u>Maintenance and asset management</u>

Highway Maintenance - utilising the Council's approved Asset Management approach, maintenance investment will be allocated using an evidence-led assessment process whilst considering priorities across all highway assets including roads, footways, structures, and street furniture. Capital investment will be targeted to deliver maximum value by adopting the right treatment at the right time with an emphasis on preventative maintenance.

Delivery of New Infrastructure

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

Action 4.11 – We will deliver a major rolling infrastructure investment programme

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

- A long-term regeneration strategy for Crewe Town Centre which will stimulate investment and development in retail, culture, leisure, residential and employment facilities;

- Developing a strategy for the revitalisation of Macclesfield Town Centre; including, a capital investment programme to significantly enhance the quality of the public realm of the town centre with an ambition to enhance: the pedestrian experience, legibility, cycling experience; town centre character; quality of place and general visitor experience."

- Working with partners to create a hub station which will connect Crewe through High Speed rail and the existing rail network to key centres in the UK including London, Birmingham and Manchester;

- Through the Constellation Partnership, an economic partnership between seven local authorities and two Local Enterprise Partnerships, we will deliver sustainable plan-led growth in the Borough on the back of HS2 investment at Crewe;

- Delivering improvements and supporting the marketing of Middlewich town centre as well as pushing for the reopening of the rail station; and

- Investing in Congleton town centre's public realm.

Action 4.12 – We will support investment in quality of place and the creation of high quality town centres

4.3   How we will decide what to do

We will engage with our communities, businesses, stakeholders and central government and its agencies to identify issues which need addressing and subsequent related interventions.

Once we have identified potential areas of investment in line with our 3-stage approach, as described above, we will complete a sifting process using an objective-led appraisal tool. The aim of this is to ensure confidence in delivery, in phasing and in the benefits that investment brings to Cheshire East relative to our LTP priorities. The process of engagement and consultation that has been undertaken as part of the borough-wide LTP has identified issues and potential schemes already, and some of the locally-specific interventions will be outlined within the phase 2 of the LTP within the Town Delivery Plans. From a long-list of schemes, a short list will be developed for subsequent sifting and appraisal. The two stages of the sifting and appraisal process are set out below.

4.3.1 Stage One

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

1. Support growth and economic strength through connectivity
   a. Secure investment opportunities, including through funding from central government, the private sector and other sources in ways that ensure transport investment is affordable and financially sustainable.
2. Improve access to services
   a. In both rural and urban rural areas
   b. Increase independence for younger/older/vulnerable people
3. Protect and improve the built and natural environment
   a. Contribute to improved quality of place
   b. Contribute to improved air quality and reduced carbon intensity
   c. Reduces carbon intensity of the transport network
4. Promote health, wellbeing and physical activity
   a. Prioritise sections of the population / locations most at risk of health inequality
5. Improve the maintenance and management of the transport network
   a. Ensure alignment with Highway Asset Management Strategy
6. Improve organisational efficiency and effectiveness
   a. Ensure investment demonstrates value for money
   b. Ensure programmes and interventions are evidence based, including through actively engaging local communities to understand their needs and priorities

In scoring schemes against the above objectives, cognisance will be made of the Actions set out under each objective throughout section 4. Once schemes have been scored in this way, they will be subject to a series of further considerations under Stage Two.

4.3.2 Stage Two

Stage Two in this sifting and appraisal process which will take place once an intervention has been scored against each of the criteria set out in Stage One and will consider the practical requirements to take an intervention from being a possibility through to a potential scheme.

The practical requirements comprise of: technical feasibility, value for money, affordability, and acceptability and are given equal importance as part of the Stage Two Appraisal. This is detailed within the table below.

Technical Feasibility e.g. physical constraint, land availability or design issues	Value for money e.g. perceived value for money	Affordability e.g. funding opportunities	Acceptability e.g. politically and stakeholder views
Yes, technically feasible	Likely VfM	Council/LTP funding (under £100k)	Yes, stakeholder support
No, technically infeasible	Unlikely VfM	External funding opportunities	No stakeholder support
		No financial support	

The feasibility of a potential intervention from a technical perspective will be considered. This will include considerations such as physical and engineering constraints, land availability, or design issues; with potential schemes ranging from 'yes, technically feasible' to 'no, technically infeasible'. Schemes that are considered at this stage to be unfeasible would be discounted from further consideration.

Schemes are considered to be technically feasible will be considered from a value for money perspective, i.e. whether they are likely to deliver value for money, or are unlikely to deliver value for money. This assessment may be supported by cost engineering or economic analysis.

It is recognised that not all schemes that represent value for money are necessarily financially deliverable, in light of internal and external funding constraints. Consequently, opportunities for funding would need to be considered for all schemes that have been considered to be likely or potential value for money. Funding sources to be considered would include, but not be limited to, internal Council funding, external funding opportunities or no financial support. Where no immediate funding sources are identified, we will work with partners to understand the opportunity for forthcoming funding opportunities, and a balanced approach to scheme funding, e.g. funding from developer contributions to accompany public funding.

The degree of internal and external stakeholder support will also be considered. Some of this consideration may occur as part of addressing the first three criteria, particularly if external funding has been considered; however, this stage would be formally undertaken at the end of the

process, in order that all available feasibility, value for money, and financial availability considerations are available to stakeholders.

4.3.3 Outputs

The outputs of Stage One and Two will be a list of potential interventions which have been scored against their expected benefit to Cheshire East's six transport objectives, and against the practical requirements. This list will inform the phasing of investment and delivery to ensure delivery on the LTP priorities. Records of any interventions sifted out in Stage One and Stage Two, along with the reasons why, will be kept to ensure that these can be appraised again in the future if the situation or evidence available changes.

4.4   Joined-up delivery

New government initiatives, including the Northern Powerhouse and Midlands Engine for Growth, place emphasis on the role of transport as a means of driving increased output and productivity. This is because transport and the economy are closely linked, with employment acting as a fundamental driver of transport demand and better connectivity driving increased productivity and development. It is for this reason that ensuring an efficient transport system which supports success for all will be increasingly vital to maximising Cheshire East's potential.

However, improved transport connectivity will not deliver on the ambitious plans for Cheshire East on its own. Transport must be delivered in partnership with spatial planning, urban development, public health, economic, environmental and social programmes to ensure maximum benefit for Cheshire East's residents and businesses. Ensuring this integrated approach will be vital to maximising the contribution of transport investment. Subsequently, the LTP will not just focus on nationally significant projects but will identify links between all scales and types of interventions including: new small and large scale infrastructure, new ways of delivering services, partnership working, better communication and technological innovation.

4.5   Consultation process

Stakeholder consultation was undertaken to inform production of the LTP through initial workshops (with stakeholders and Council Members) in Autumn 2017. In order to reflect the place-based nature of this LTP, meetings with representatives from the two Principal Towns and nine Key Service Centres were also facilitated. These meetings, supplemented by analysis of existing town and parish plans, identified local issues and challenges, and enabled attendees to propose policy priorities.

Following this, CEC held an eight week public consultation from 1st May 2018 to 25th June 2018. A Summary of Results report was produced which provides an overview of all feedback received throughout the consultation period. The report also includes the key themes raised throughout the consultation period.

Alongside the LTP consultation, the South East Manchester Multi Modal Strategy was also consulted upon in conjunction with Stockport Metropolitan Borough Council from 21st May 2018 to 16th July 2018. Feedback from both the results of the LTP and SEMMMS were analysed holistically.

As part of the consultation process, a draft version of the LTP was made publicly available alongside an information booklet, which informed responses to the LTP questionnaire. The consultation was advertised through the CEC website, direct emailing to local MPs; through a press release; and via Social Media. Paper copies of the questionnaire were made available at Cheshire East libraries and key contact centres in Principal Towns and Key Service Centres, and completed paper forms could also be returned.

There was also the option to complete the questionnaire online, and any additional feedback could be electronically sent. Town and Parish Councils were emailed at the beginning of the consultation and ahead of their local drop-in session, and letters were distributed to all CEC MPs. All neighbouring Council and Local Transport Authorities were notified of the consultation via email. In total, approximately 85 emails were distributed to specialist groups and transport operators, including bus operators, emergency services, and schools.

Drop in sessions were attended by a total of 195 people. At the sessions, paper copies of the questionnaire and brochure were made available. Staff were also in attendance to answer any questions from stakeholders. Additional posters were distributed at local shops, information points and bus stops on the day of the drop-in events. In total, approximately 2500 resources (i.e. leaflets, brochures and posters) were distributed to stakeholders at pick-up locations, drop-in events, or by request.

In accordance with Best Practice, equality champions within the Council provided advice on forums and groups to contact and engage with during the consultation.

By close of the consultation, 261 responses were received. A further 37 responses were received via email and an additional 16 responses were received via other means (including letters, a petition and enquiry forms).

From the above process, the Summary of Results report was produced which summarised the outputs of all feedback received, including quantitative data from the questionnaires and key themes were identified from verbal feedback and qualitative data. Feedback has been fully reflected in this final LTP.

4.5.1 Sustainability Appraisal Process

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

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

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

5	Active and Smarter Travel

Active travel such as walking and cycling, complementing an effective bus and rail network, should be central to any transport strategy aiming to achieve a transport system which offers travel choice. The public health, environmental, economic and transport benefits of active travel have been consistently confirmed and many places are already benefiting from a larger share of walking and cycling. In line with the national governments cycling and walking investment strategy, the Council aims to "make cycling and walking the natural choice for shorter journeys, or as part of a larger journey."[11]

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

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

5.1 Smarter Choices

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

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

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[11] Department for Transport (2017) Cycling and Walking Investment Strategy

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

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

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

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

Travel Cheshire[12], an online platform developed by the Council, offers a range of travel advice for all modes and personalised travel planning services. In order to support travel planning efforts by businesses and organisations in the Borough, the Council has developed a toolkit for travel planning, funded through the Sustainable Travel Transition Year Grant, which is available online via the Travel Cheshire website.

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

Action 5.1 - We will continue to support the promotion of smarter choices as a means of enabling leisure, commuter and business journeys to be made in more sustainable ways

Action 5.2 – We will continue to support employers, schools and other trip generators to develop, implement and monitor effective travel plans

5.1.1 School travel

Travel to and from school is of particular importance. Children are more vulnerable and exposed to the dangers of road traffic, accounting for 10.5% of all people killed or seriously injured (KSI)

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[12] http://www.travelcheshire.co.uk/

on Cheshire East's roads, with collisions with vehicles the most likely type of accident. Slightly below half of school attendees walk to school, whereas a third travel by car and about 15% travel by public transport, with levels of cycling remaining relatively low.

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

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

A Travel Plan is a document which sets out the measures and initiatives a school or college will use to reduce car journeys and promote other ways of getting to school in safer, healthier and more environmentally sustainable ways. School Travel Plans have an important role to play in promoting these alternatives. We will support Cheshire East schools to develop their own Travel Plans to help facilitate sustainable access to schools and these should be monitored on an ongoing basis, usually yearly or more frequently. As part of the effort to promote safer and more sustainable travel to school, the Council has assessed home to school travel and transport needs and the Sustainable Modes of Travel to School Strategy (SMOTS) was approved for adoption by Cabinet in July 2018. SMOTS aims to increase the number of schools participating in promotional campaigns and increase engagement in Modeshift STARS; an online system which supports schools in producing a School Travel Plan and implementing active travel activities. Through encouraging sustainable shorter journeys, SMOTS aims to reduce vehicle emissions, improve road safety and increase educational attainment and offer health benefits.

Action 5.3 – We will support children and young people to access schools and educations sites via sustainable modes wherever possible. Our approach to this has been identified in our Sustainable Modes of Travel to School Strategy.

5.2 Walking

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

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[13] http://www.bettertransport.org.uk/media/12-july-2016-walking-and-cycling-statistics-published

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

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

5.2.1 Current Context

In 2015, people in the UK walked 22% of their trips, which accounted for 3% of the total distance travelled. Regarding travel to work, about one in ten residents in Cheshire indicated that they walked to work in 2011, a small increase of one percentage point compared to 9% in 2001 and equal to the national average.[14] Walking is also a popular recreational activity in Cheshire East with visitors attracted to areas of countryside within rural Cheshire which contributes to the rural and visitor economy.

The existing network for pedestrians in Cheshire East comprises more than 1900 km of public rights of way (public footpaths, bridleways, restricted byways and byways open to all traffic), with the most important asset for pedestrians accessing services being the highways network and associated footways.

People's satisfaction with the existing pavements and footpaths was rated at 51% in 2016, therefore below the national average of 55%. Satisfaction with rights of way was somewhat higher at 59%, in line with the 58% nationally.[15]

5.2.2 Past Measures and Initiatives

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

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[14] NTS 2015 and Census 2011
[15] NHT Survey 2016

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

5.2.3 Priorities for Improvement

On the local level, walking policies are jointly delivered across the Rights of Way Improvement Plan (ROWIP)[16] and the Local Transport Plan and their respective implementation plans.

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

- Filling gaps in the existing network;

- Improving access opportunities for horse riders, cyclists and people with reduced mobility;

- Providing information and signs to inform use;

- Partnering with local businesses and the visitor economy to promote routes and trails; and

- Maintaining the network and improving surfacing.

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

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

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[16] Cheshire East Council (2011) *Rights of Way Improvement Plan, available at:*
https://www.cheshireeast.gov.uk/leisure,_culture_and_tourism/public_rights_of_way/improving_public_rights_of_way.aspx

Overall, the pedestrian network would benefit from:

- Continuing highway footpath and public rights of way path improvement and surface maintenance;

- Removing access barriers for users with reduced mobility;

- Linking existing pieces of infrastructure and closing gaps in the network;

- Improving rural provision, in particular to and from trip attractors and areas of interest; and

- Providing safe pedestrian crossing points.

Action 5.4 – We will work to improve the quality of our footpaths and pavements, including through targeted investment as part of our asset led approach to highway maintenance

Action 5.5 – We will connect existing parts of the pedestrian network, close gaps and address safety concerns at identified hotspots

5.3 Cycling

Cheshire East's relatively compact settlements and mostly flat terrain lends itself to cycling as a low-cost, healthy, energy efficient and enjoyable way of travelling. Using the bike not only helps to easily achieve recommended levels of physical activity which many people throughout the Borough struggle to maintain, but also improves physical and mental health and reduces the probability of cardiovascular diseases and cancer.[17]

Modal shift from car travel to cycling reduces local air pollution and lowers the carbon footprint of travel in Cheshire East, while also reducing levels of congestion [18] which currently affects both the local and strategic road network in the Borough. Each cycle journey that replaces a car trip benefits all residents, businesses and visitors to Cheshire East.

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

5.3.1 Current Context

On a national level, cycling accounts for only 2% of overall trips and for a mere 1% of the total distance travelled. In Cheshire East, 3% of all commuters cycle to work, about the same as in England and Wales as a whole. However, this hides important local variation throughout the borough, as displayed in the figure below. In fact, levels of cycling to work range from below 2% in Wilmslow and Congleton to more than 6% in Crewe.[19] On average, cycling to work is more

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[17] Oja et al (2011) Health benefits of cycling: a systematic review
[18] Crawford and Lovelace (2015) The benefits of getting England cycling
[19] Census 2011 QS701EW Method of travel to work

prevalent in built-up areas than in rural areas, reflecting shorter distances and existing infrastructure in the key service centres.
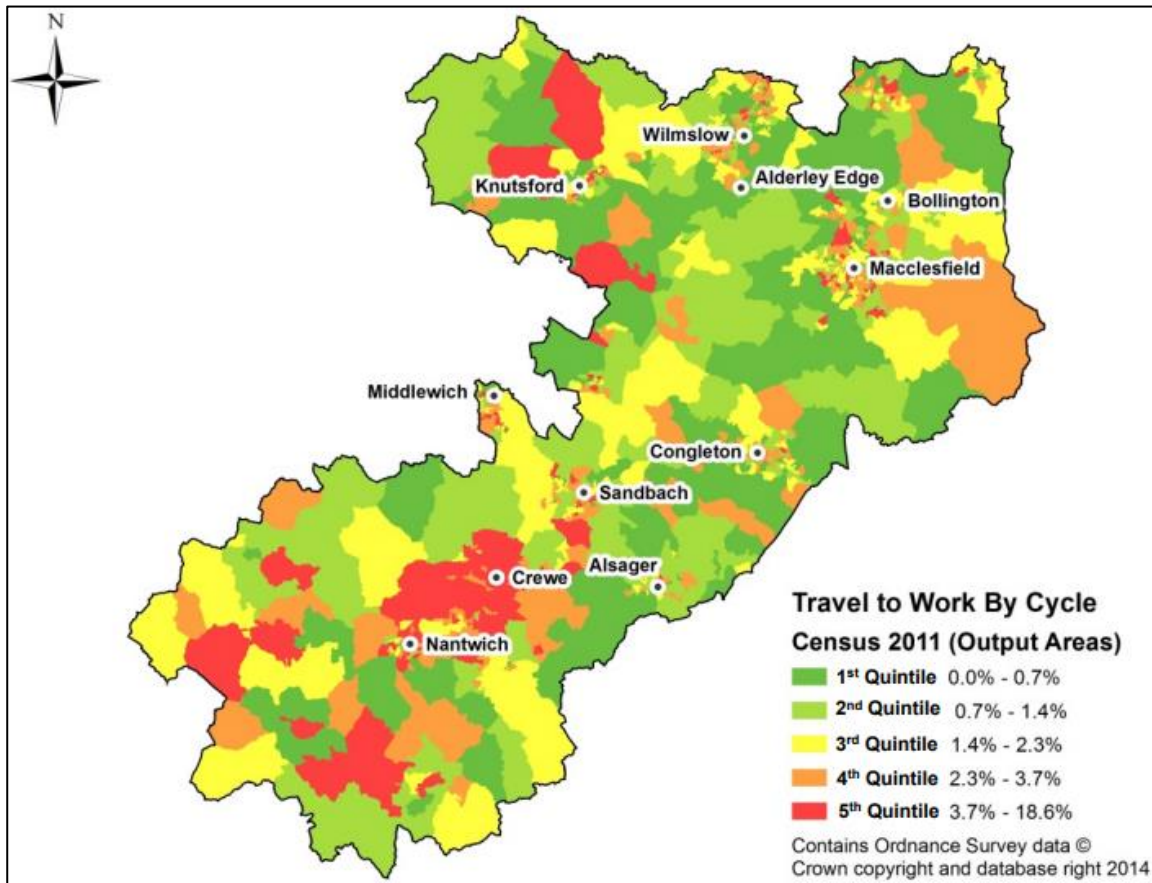
Travel to work by cycle (Lower Super Output Areas, Census 2011)

While utility cycling is in line with the national average, the latest available data indicates that the number of people cycling five times per week for leisure purposes is significantly higher than in England as a whole.[20] It is recognised that cycling is a popular recreational activity in Cheshire East with visitors attracted to areas of countryside within rural Cheshire which contributes to the rural and visitor economy.

People's satisfaction with the cycle routes and facilities was rated at 48% in 2016, therefore below the national average of 52% and a 3% decline from 2015.[21] The provision of cycle routes where needed and location of cycle routes/lanes received the lowest scores, which were also rated worse than in England as a whole. In contrast cycle training, cycle facilities at work, condition of cycle routes and direction signing received better scores and were rated on the same level as the national average.

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[20] Active People Survey 2014
[21] NHT Public Satisfaction Survey 2016

Based on user satisfaction, the provision of cycle routes stands out as an area with potential for improvement. According to stakeholder feedback, the lack of a coherent and consistent network and perceived safety constitute major barriers to increased cycling levels. While on-road cycling is common, there is only a limited amount of segregated cycle lanes or off-road cycle routes in the Borough. Most of the local cycle infrastructure is concentrated in the key service centres of Crewe, Nantwich and Wilmslow.

5.3.2 Past Measures and Initiatives

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

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

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

5.3.3 Priorities for Improvement

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

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

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

Objectives of the Cheshire East Cycling Strategy

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

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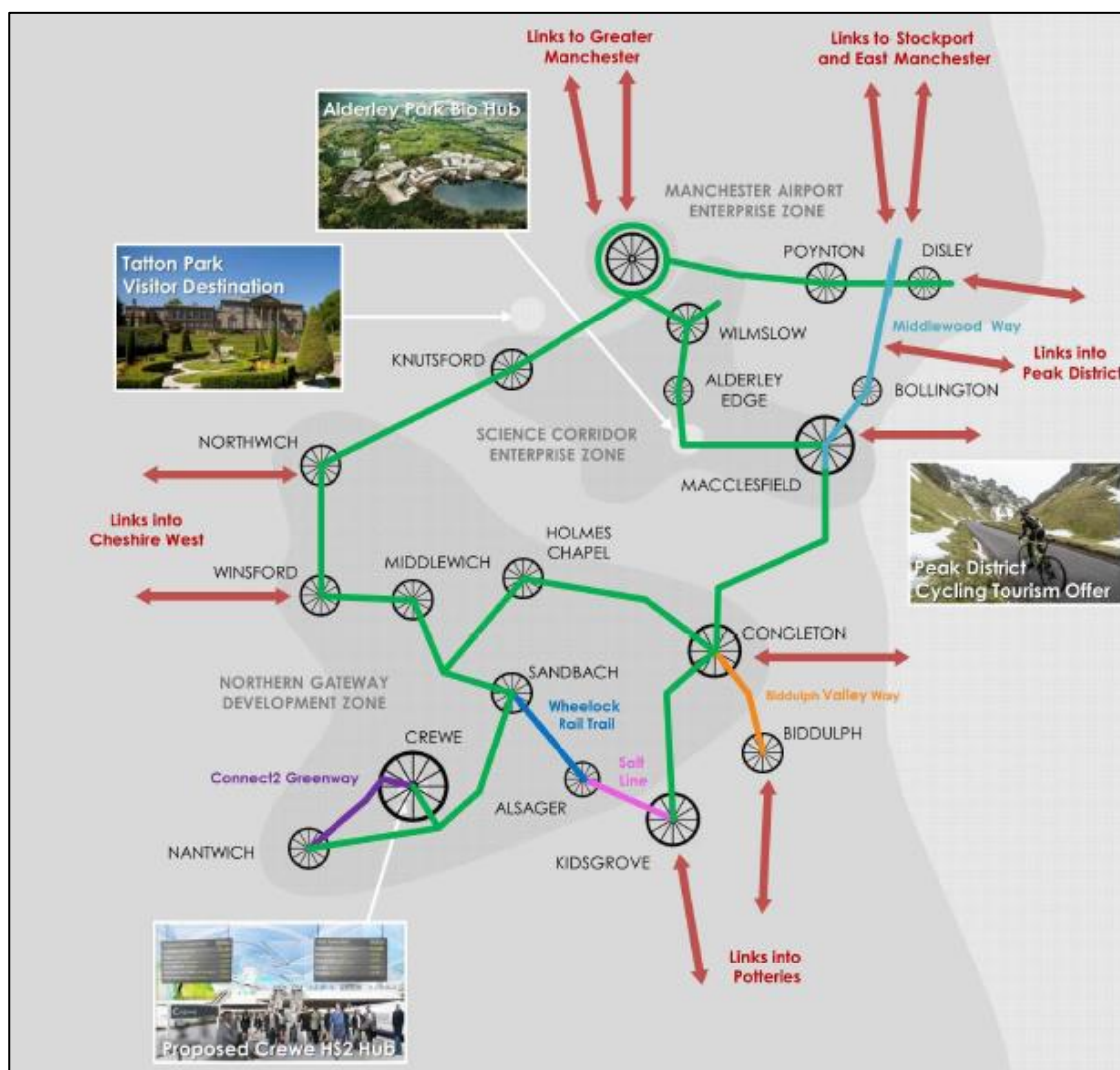
Strategic Cycle Routes in Cheshire East

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

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

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

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

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

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

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

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

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

Cheshire East Council is currently in the process of developing a Local Cycling and Walking Infrastructure Plan (LCWIP) which is intended to sit alongside the LTP and the existing Cycling Strategy. The LCWIP assigns equal importance to both walking and cycling and recognises that both pedestrians and cyclists have different infrastructural needs. The LCWIP focuses on the north of the borough, incorporating the towns of: Wilmslow, Macclesfield and Congleton. It provides an opportunity to identify key areas of improvement for walking and cycling, particularly since current cycling levels within the identified towns are amongst the lowest across the Borough.

Through the identification of Core Walking Zones and cycle desire lines within the Plan, future funding opportunities can be directed towards sustainable travel schemes, as and when such funding becomes available. This is intended to ensure that investment is directed to those areas which are most likely to generate the greatest level of uptake and enhance connectivity.

Alongside this, there are ongoing plans to develop an East-West Greenway link as part of the development of the Congleton Link Road. The Greenway aims to provide a key sustainable link between existing and planned developments located along the route which will assist in overcoming perceived barriers to waking and cycling.

The South East Manchester Multi-Modal Strategy (SEMMMS) outlines active travel schemes considered for short-term implementation, including the completion of a fully signed Wilmslow to Manchester Airport cycleway, and improvements to the Middlewood Way walking and cycling route within Macclesfield. Since both Wilmslow and Macclesfield are within the LCWIP area, these strategies directly complement one another.

Future capital investment will be guided by the vision for the strategic cycle routes defined in the cycle strategy and the priority routes identified by the Town Cycling Plans, alongside the walking/cycling zone and route improvements identified in the LCWIP. Specific cycling infrastructure schemes will be put forward in each of the Town Delivery Plans, based on the principles outlined in the cycle strategy and identified local needs and requirements.

Action 5.6 - We will continue to maintain and improve the existing cycling infrastructure and develop a network of strategic high quality cycle routes connecting the Borough with reference to appropriate Design Guidelines such as LTN02/08 or any subsequent versions.

Action 5.7 – We will support the development of Town Cycling Plans and their integration in the Neighbourhood Plans for all towns and key service centres in the Borough

Action 5.8 – We will support the delivery of improved walking and cycling infrastructure as part of the delivery of other major transport schemes

Action 5.9 – We will seek to ensure that developments are planned in a sustainable way through the inclusion of active travel facilities and linkages

5.4   Other vulnerable road users

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

Recent work to improve the number of available paths for horse riders was delivered as part of the Connect2 Crewe to Nantwich Greenway, which includes a section suitable for horse riding along Middlewich Road, and the creation of a new bridleway in the Carrs Park in Wilmslow. The popular leisure aspect of equestrianism is recognised, and it is important that this continues to be an area of consideration in sustainable infrastructure developments.

Different transport users have different needs and thus it is essential that our highway network and wider transport system is suitable for all, including those with disabilities who may or may not be using mobility aids or vehicles, as well as children and those with buggies etc. The transport system should not contain any barriers which may prevent people from travelling and overcoming any barriers to create a sense of safety and security is therefore of upmost importance Future sustainable travel improvements must cater for a range of users in both their design and implementation.

Action 5.10 - We will maintain, improve and promote the paths available for leisure use, including horse riding

Action 5.11 – We will seek to ensure that the publically accessible highway and transport network supports accessibility for all and does not exclude anyone

5.5   Integration with other modes / land use

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

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

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

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

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

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

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

Road improvement schemes should not only provide high quality cycling and walking infrastructure as part of the scheme but traffic reduction on parallel roads which can be repurposed to provide improved facilities and routes for pedestrians and cyclists. With lower traffic flows enabling traffic calming measures, the creation of cycle lanes or improvement to foot and cycle paths, provide a safer and more attractive environment for active travel. Additionally, routes for walking and cycling should, where feasible, be more direct and seamless than the alternative car route, for instance by selectively closing roads for cars but enabling pedestrians and cyclists to use them as shortcuts. As such as will seek opportunities to reallocate space from general highway purposes to walking and cycling, with the scope for this and designs considered on a case by case basis.

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

We are committed to improving and introducing walking and cycling links within Cheshire East. It is recognised that in order to achieve this, there may need to be reallocation of highway space for pedestrians and cyclists. On a borough-wide basis, we will seek opportunities to reallocate road space from general highway uses to facilities for pedestrians and cyclists. Detail in respect of particular sites will be determined during the next phase of the LTP as part of the Town Delivery Plans and also as part of individual scheme design.

Action 5.12 - We will continue to reduce barriers for multimodal active travel and improve the accessibility to and facilities at rail and bus stations for pedestrians and cyclists

Action 5.13 - We will facilitate the use of walking and cycling to access leisure destinations and for leisure trips

Action 5.14 – We will seek external funding from all sources to support active and sustainable travel interventions

Action 5.15 – We will seek opportunities to reallocate road space to pedestrians and cycling

6	Bus

Bus services in Cheshire East provide access between and within the major settlements, and have an important role in connecting users to local services including employment, schools and recreation. The Cheshire East bus network comprises a mix of commercial and supported services with Cheshire East Council responsible for coordination and, information provision. These functions are delivered through our Council owned arms-length specialist transport company, Transport Service Solutions (TSS). Working closely with a range of private bus operators across the Borough, the Council aims to meet the needs of passengers through providing as a comprehensive a network as possible whilst operating within budgetary constraints.

6.1   Current Context

In 2016/17, there were approximately 4.5 bus passenger journeys per resident across the Borough which is reflective of a figure where patronage has declined in recent years. Bus patronage declined by 22% between 2009/10 and 2016, with Cheshire East within the bottom five Local Authorities for the lowest number of passenger journeys per head (12 passenger journeys per head)[22].

Cheshire East therefore has amongst the lowest number of trips per head of resident population in England[23]. Usage of the network is also characterised by a high proportion of trips undertaken by concessionary pass holders – equating to 49% of all trips in 2016/17, the second highest proportion in the country.

The decline in bus patronage causes commercial services provided by private operators to be less viable and thereby places further pressure on the Council's budget for supported/subsidised services.

6.2   The Bus Network

The local bus network in Cheshire East is comprised of a mixture of:

- Commercial bus services – where all details of the service including the route, frequency, hours of operation, etc. are determined by the private operator;
- Supported (subsidised) services which are socially necessary and are funded by the Council and provided by a private operator; and
- Partly supported services – commercial services for which the Council pays to extend the service, most usually to extend the hours of operation into the evening.

Commercial bus routes currently form the 'backbone' of the network, operating along corridors with the highest levels of demand. Within the Borough this typically includes some inter-urban

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[22] *DfT Annual Bus statistics January 2019*
[23] Table BUS0110: Passenger journeys on local bus services per head by local authority (2017/18)

routes with strong commuter flows (e.g. Macclesfield to Wilmslow and between Crewe and Nantwich) as well as the more intensively used town services within Crewe and Macclesfield.

The decline in bus patronage across the borough is placing pressure on the viability of commercially operated services. Accordingly, during this LTP period, the Council will seek to work with operators to maximise coverage and encourage uptake of these services.

The Council also provides financial support to provide a network of socially-necessary supported bus services throughout the Borough. These supported services enable residents to benefit from local bus services in areas where commercial services do not operate.

The Council has recently completed the Supported Bus Service Review which has carried out a comprehensive assessment of the local supported bus network to assess whether the services best met the needs of residents and represent value-for-money.

The outcomes of the Supported Bus Service Review were implemented in April 2018, which has reduced the number of services subsidised by the Council. In order to achieve best value, the Council does not support Sunday services in order to allow more resources to be available for evenings and particularly daytime services when usage is greater.

Whilst the implementation of the Supported Bus Service Review saw the supported bus budget reduced by £1.176m, large parts of the Borough continue to benefit from local bus services. Across Cheshire East, 93% of residential addresses have access to a Key Service Centre or Principal Town within a 60-minute public transport journey during a weekday off-peak period (09:30-16:00), and 90% of residential addresses have access within the weekday morning peak period (06:00-09:00) and evening peak period (16:00-19:00).

As a result of the bus service review, the percentage of residents which could access a Key Service Centre or Principal Town within a 60-minute public transport journey during the weekday morning/evening peak and the weekday off-peak period did not alter, since the greatest decrease occurred amongst weekday evening services and Sunday services. Following the bus service review, 67% of residents have access to weekday evening services (decrease of 12%), and 61% have access to a Sunday service (decline of 10%).

In the future and as the context surrounding the bus sector develops at all spatial scales, this focus may change and will need to be reviewed in the future with consideration of current context and how this impacts upon particular services.

In addition to public bus services, the Home to School Travel Policy sets out how the Council will assist children of statutory school age with travel between home and school. This includes the assistance which the Council will provide for those children with specific special educational needs, disability or other mobility difficulties. To meet such policy requirements, bus services will continue to meet the needs of those children which require home to school travel, which is directly supported through SMOTS and the encouragement of increasing the number of schools which hold an enforced Travel Plan.

Further, the Council will look to draw closer ties with Bus User Groups (BUGs), including agreeing a Memorandum of Agreement in order to manage the bus network through a cooperative partnership which reflects the needs of users. Such a partnership will greatly assist in ensuring the routing and frequency of services meets the needs of residents. Alongside this, the Council will continue to communicate with bus operators to develop the bus network as a cooperative partnership.

Action 6.1 –We will support socially-necessary bus services where possible within budgetary constraints.

Action 6.2 – We will consistently review the supported bus service provision to provide as wider coverage as possible to meet the needs of users whilst operating within budgetary constraints.

Action 6.3 – We will look to draw closer ties with Bus User Groups (BUGs), including agreeing a memorandum of agreement.

6.3   Flexible Transport

The Council recognises that traditional, scheduled bus services may not be feasible in all areas of the Borough or meet the needs of all residents and communities in Cheshire East. Where bus services are not the best solution, it may be advantageous to consider 'demand responsive' flexible transport solutions.

The Council has provided a flexible demand responsive transport service for a number of years. This service provides a 'safety net' for residents who are not able to use conventional public transport for reasons of disability or living too far from a fixed route. The service is presently regularly used by a relatively small group of users with particular needs. Those users typically comprise of vulnerable users across the borough, including the elderly and mobility impaired. Following the Bus Service Review, the Council continues to offer a flexible demand responsive transport service, branded 'FlexiLink', operating from 9:30am to 2:30pm, Monday to Friday excluding Bank Holidays. A limited service is available for group bookings between 8:30am and 9:30am and 2:30pm and 4.30pm.

Action 6.4 – We will look to maximise the availability and usage of the flexible transport service within the budget available.

6.4   Community Transport

Community transport can offer an alternative mode of transport, particularly in more rural areas. A number of such schemes are in place across the Borough including dedicated parish minibuses and community car schemes.

The Council has previously supported such schemes through the Transport and Accessibility Grant Scheme and the Vehicle Gifting Policy which sees the Council donate former fleet vehicles

for use by communities. In 2017/18, five mini buses were gifted to a range of Charity Organisations.

The scheme is intended to support local people to develop community-led initiatives which improve access to essential services such as healthcare, retail and leisure. Local communities are often best placed to identify their own transport needs and in some cases have the capacity to develop local solutions. Through the Grant Scheme, the Council is seeking to support innovative community transport solutions which are operated "by the community, for the community" and are tailored to local needs.

Further, in recognition of declining public sector funding, the Council recognises the value of community transport schemes and will aim to support local solutions such as community transport to integrate with the existing network to maintain access, where possible. The Council also recognises the importance of "partner agencies" in providing access for residents to local service centres.

Action 6.5 – We will maximise opportunities to work with and alongside our communities to encourage community led transport initiatives.

6.5   Bus Services Act

In April 2017, the Bus Services Act 2017 received Royal Assent presenting a number of opportunities for the bus sector. Bus operators have an obligation to disclose information on routes, timetables, fares and ticketing, to allow bus passengers to make travel decisions based on a complete and accurate data source. It is also proposed through the Act that Accessible Information Regulations will be introduced which will require the provision of audible and visible information on all local bus services, which will identify the route and direction of respective services, each upcoming stop and points at which diversions start or end. This is intended to remove any barriers to bus travel which currently exist for disabled users.

Within Cheshire East, there is a heavy reliance on small to medium sized operators and therefore the Council recognises that any changes generated by the Act must be proportionate to what smaller operators can reasonably be expected to deliver. Additionally, the Act provides mayoral authorities, such as Greater Manchester, powers to improve bus services through granting them the authority to reform the current bus market. The Council will work alongside neighbouring authorities to ensure cross boundary bus services with Cheshire East operate effectively.

Action 6.6 – We will continue to work alongside neighbouring authorities to ensure cross boundary services with Cheshire East operate effectively.

6.6   Infrastructure and Development

The Council will work alongside bus operators to integrate the proposed housing and employment development sites included within the Cheshire East Local Plan into existing bus services to meet the demands of new development areas. This is intended to encourage sustainable journeys from new development sites.

The development of Bus Rapid Transit (BRT) also provides an opportunity to extend the provision of commercial services. BRT is under consideration for cross boundary travel to/from the Greater Manchester conurbation. Routes noted in the SEMMM Strategy for future consideration broadly include:

- Stockport – Hazel Grove – Woodford – Handforth – Stanley Green – Heald Green – Manchester Airport.

- Wilmslow – Handforth – Stanley Green – Heald Green – Manchester Airport.

- Wilmslow – Handforth – Stanley Green – East Didsbury Metrolink stop.

This is intended to improve cross-boundary connections between Greater Manchester and key hubs within Cheshire East, with the ambition to extend the services across the wider Borough in the future where feasible. The Council will seek to fund and deliver infrastructure to support the introduction of BRT as a potential mode of travel both within Cheshire East and to neighbouring authorities. Infrastructure to support this network would consist of dedicated bus lanes and/or guided tracks where possible, with frequent services and off-board fare collection. It is considered to be more reliable, convenient and faster than regular bus services due to the priority offered by infrastructure. The North Cheshire Garden Village provides an early opportunity to integrate bus priority measures into the development and adjacent infrastructure.

The Council are progressing with a town centre regeneration programme for Crewe. The regeneration for the Royal Arcade site is a mixed-use development. This will have a retail offering in the heart of the town centre, along with a cinema and restaurants with the provision of a new bus interchange. The scheme is pivotal to the town's centre's regeneration and future success and the new bus interchange will support bus provision through improved bus facilities in Crewe.

The arrival of HS2 in Cheshire East at stations in Crewe and Macclesfield, and the development opportunities this brings, presents an opportunity to strengthen the commercial bus network in these areas as part of an integrated transport network. The Council recognise the importance of ensuring that a high-quality bus interchange is provided at the station entrance, along with clear information and signage in order to integrate these modes.

Action 6.7–We will work with the development planning process to provide bus accessibility for new developments, seeking to establish commercially operated services through securing developer contributions to support initial operation of bus services.

Action 6.8–We will work alongside Stockport Council and Transport for Greater Manchester to examine the feasibility of developing of Bus Rapid Transit system in the north of Cheshire East.

Action 6.9 – We will work to ensure that Crewe bus station is delivered.

Action 6.10 – We plan to ensure that bus services are integrated with HS2 connections.

7	Rail

7.1 Introduction

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

7.2 Current Context

The rail market has seen huge growth in recent years with 1.69 billion passenger journeys being made in Great Britain in 2015-16, an increase of 129.8% since the railways were privatised in 1994[24]. However, on a number of routes across northern England it is clear that demand remains suppressed by a lack of capacity (of track and available rolling stock) resulting in heavily loaded services during peak periods, allied to a poor perception of rolling stock quality on local routes. Within Cheshire East, the majority of rail connections between service centres operate at a frequency no greater than hourly, apart from key inter-city and local connections from Crewe, Wilmslow and Macclesfield on the West Coast Mainline.

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

The SEMMM Strategy notes a recent significant increase in the popularity of rail travel, particularly by commuters. As a result, some cross-boundary rail services experience overcrowding on peak services and subsequently have a lack of capacity to accommodate new users. The SEMMM Strategy outlines an ambition to increase capacity on rail services and improve rail line speed with plans for platform lengthening at major commuter stations between Stockport and Macclesfield. Alongside planned improvements to station facilities, such measures are intended to improve the overall experience of using rail stations and therefore maintain the momentum of increased popularity in rail travel whilst providing the necessary increase in capacity to support the growing demand.

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

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

Franchise	Incumbent	Renewal Date	Route	Stations served	Intermediate Links	Frequency
Intercity West Coast	Virgin Trains	N/A (this will be replaced by the West Coast Partnership franchise in December 2019)	London – Scotland / North Wales / Liverpool / Manchester	Crewe, Wilmslow	From Crewe: Warrington, Chester, Runcorn, Wigan Stockport (from Wilmslow and Crewe)	4 tph to London & 1 tph each to Scotland / Chester (N. Wales) / Manchester / Liverpool
			London – Manchester	Macclesfield	Stoke, Stockport	Hourly
West Midlands	Abellio West Midlands Trains Ltd.	March 2026	London – Crewe	Alsager	Stafford, Stoke	Hourly
			Birmingham – Liverpool	Crewe	Wolverhampton, Stafford, Runcorn, Liverpool South Parkway (for John Lennon Airport)	Half Hourly
East Midlands	Abellio	2027	Derby – Crewe	Alsager	Stoke, Kidsgrove	Hourly
Crosscountry	Arriva Crosscountry	October 2019	Bournemouth - Manchester	Macclesfield	Birmingham, Wolverhampton, Stafford, Stoke, Stockport	Hourly
Wales & Borders	Transport for Wales (KeolisAmey)	October 2033	Crewe – Chester	Crewe		Hourly
			Cardiff - Manchester	Nantwich, Crewe, Wilmslow	Stockport, Shrewsbury	Hourly (2 hourly from Nantwich)
			Crewe – Shrewsbury	Nantwich, Wrenbury	Whitchurch	
Northern	Arriva Rail North	October 2025	"Mid-Cheshire Line" Chester – Manchester	Plumley, Knutsford, Mobberley, Ashley	Northwich, Altrincham, Stockport	Hourly
			Crewe – Manchester (via Airport)	Sandbach, Holmes Chapel, Alderley Edge, Wilmslow	Manchester Airport,	Hourly
			Crewe - Manchester	Sandbach, Holmes Chapel, Goostrey, Chelford, Alderley Edge, Wilmslow, Handforth	Stockport	Hourly
			Stoke – Manchester	Congleton, Macclesfield, Prestbury, Adlington, Poynton	Stockport	Hourly
			Buxton – Manchester	Disley, Middlewood	New Mills, Stockport	Hourly (2 hourly from Middlewood)

7.3 Existing Constraints

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

7.3.1 Number of Tracks

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

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

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

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

Action 7.1 – We will lobby for investment in rail infrastructure where it will unlock opportunities for improved rail services within the Borough

7.4   Existing Connections

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

Direct Weekday Rail Services

Daily Sunday Rail Services

	CREWE	MACCLESSFIELD	Alsager	Congleton	Handforth	Knutsford	Middlewich	Nantwich	Poynton	Sandbach	Wilmslow
CREWE											
MACCLESSFIELD											
Alsager	21										
Congleton		6									
Handforth	5										
Knutsford											
Middlewich											
Nantwich	7										
Poynton		6		6							
Sandbach	6				5						
Wilmslow	17				17			4		6	

Legend:
- **1** — Sunday Services per day
- (pink) — No direct Rail Links
- (grey) — Not currently served by rail

7.5 Existing Franchise Position

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

The Mid-Cheshire Community Rail Partnership works closely with five local authorities: Cheshire East, Cheshire West & Chester, Trafford, Stockport and Transport for Greater Manchester, and also with Knutsford and Northwich Town councils and Parish Councils along the line. The line links Chester and Manchester and the service stops at sixteen stations in rural Mid Cheshire and the outskirts of Greater Manchester. Cheshire East, as one of the partners of the Community Rail Partnership, recognises the needs and potential of the rail line as part of the development of rail infrastructure.

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

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

- The provision of an additional service (resulting in 2 tph) and faster journey times between New Mills Newtown and Manchester, serving Disley.

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

Rail lines serving Cheshire East into Manchester are focussed into Stockport Station and its approaches. Stockport Station approaches are a pinch point for rail lines including those serving: Crewe-Manchester, Buxton – Manchester, Stoke – Congleton-Macclesfield- Manchester, and the Mid-Cheshire Line linking Chester - Knutsford – Manchester. All of these routes pass through Stockport Station. During the development of timetable enhancements for December 2019, Network Rail has commented that additional train paths are constrained by the track and signalling layouts at Stockport Station / Edgeley Junction. Without a clear plan of infrastructure improvements, there is concern that future rail service improvements to serve Cheshire and the Potteries authorities are undeliverable – including service enhancements bid as part of the current Northern rail franchise. The Council will work with partner authorities and the rail industry to seek a timely resolution to these constraints.

Action 7.2 – We will continue to work with Transport for the North (TfN) and partners at the sub-regional and national level to influence the specification of rail franchises in the best interests of the Borough

7.6 Growth Trends

7.6.1 Passenger Growth

Patronage figures obtained from the Office of Rail and Road (ORR) indicate a trend of rising demand for rail travel in the North West. In 2015/16 a total of 36 million rail journeys were made to/from the North West, an increase of 2 million against the previous year (2014/15), and 92 million rail journeys were made within the North West, an increase of 1 million[25]. With regard to strategic connections, there was significant growth in movement with the key markets of London (6.1%); the West Midlands (6.3%); and Yorkshire and the Humber (6.5%), as demonstrated by the figure below. This rising trend has placed further limitations upon the ability of existing rolling stock to accommodate demand, notably on peak time commuter services into major cities from districts such as Cheshire East.

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[25] Office of Road and Rail (2017) *Regional Rail Usage*

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

Region	Passengers	Change
Scotland	2.3m	↓1.7%
North East	1.1m	↑3.7%
Yorkshire & the Humber	8.9m	↑6.5%
East Midlands	3.2m	↑2.0%
West Midlands	4.8m	↑6.3%
East of England	735k	↑5.0%
Wales – Cymru	1.9m	↑1.5%
South East	1.7m	↑4.4%
	659k	↑1.2%
London	10.7m	↑6.1%

ORR
OFFICE OF RAIL AND ROAD
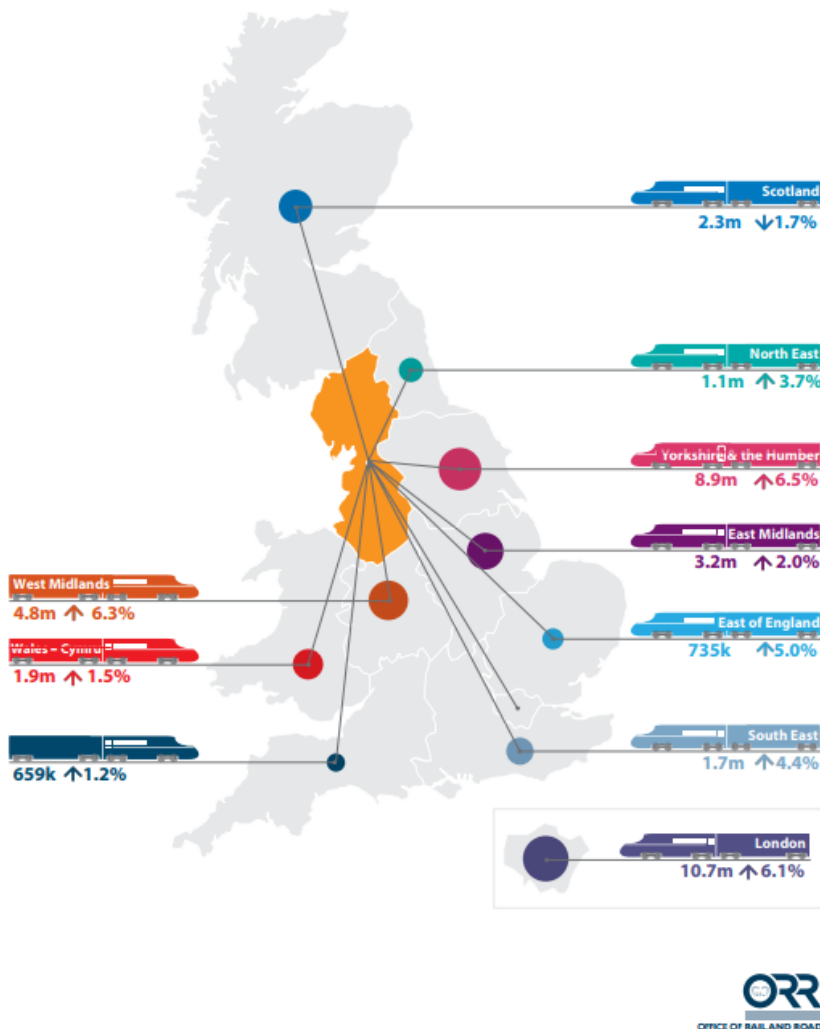
7.6.2 Station Usage

The National Rail network is accessible from 22 railway stations across Cheshire East. The number of passengers carried by rail services serving Cheshire East continues to show strong growth, though it is noted that growth in certain instances has been limited by the availability and capacity of services, especially at stations where there is currently an hourly frequency. A comparison of Passenger Footfall data (ORR) between 2012/13 and 2015/16 at stations relating to the two Principal towns and nine Key Service Centres shows an increase in passenger numbers by at least 11%: Crewe and Alsager have increased by 16%; Macclesfield and Wilmslow by over 20%; Nantwich by 30%; and, Sandbach by 40%[26]. The top five busiest stations in Cheshire East are Crewe, Macclesfield, Wilmslow, Knutsford and Congleton.

Two stations that have demonstrated progressive growth within the top five will benefit from additional service provision as a result of the new Northern franchise, with an additional service

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

every hour at Macclesfield (to Manchester); Knutsford (between Greenbank and Manchester). Additional growth opportunities will also be presented by new services in each hour at Poynton (Macclesfield to Manchester) and Disley (New Mills to Manchester).

Action 7.3 – We will work to support additional rail services in the Borough where they will bring most benefit

7.7   Priorities for Improvement

The Council will focus on specific improvements that are necessary to deliver better rail services within the district, and meet aspirations for growth over the next 30 years. Research has highlighted the importance of small and medium sized cities and large towns, the role of which is too often overlooked nationally[27]. As such, improving rail connectivity between the Principal Towns and Key Service Centres must be a priority.

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

Action 7.4 – We will work with partners to renew and improve rail stations and facilities, including at Macclesfield

7.7.1 National Passenger Growth

The emerging vision of Northern Powerhouse Rail (NPR) presents an opportunity to increase the rail connections across and beyond the north of England. Despite the relatively low proportion of travellers that use rail on average across the North compared to the road network at this time, there is significant potential for rail to increase its share in the growing demand for transport which is required to unlock transformational economic growth. The Council will work alongside TfN to benefit from opportunities arising from NPR.

The delivery of High Speed 2 to Crewe will have a major influence on the economic progress of the district over the next 30 years, particularly the realisation of the Constellation Partnership growth strategy for north Crewe and beyond, and the forecasts for additional development that are incumbent within it. Phase 1 of the scheme (London to Birmingham) received royal assent in February 2017, and the Hybrid Bill for Phase 2a as far as Crewe is currently going through Parliament with royal assent expected in late 2019. The development of HS2 Phase 2a is

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

supported in the TfN Investment Programme (2019) alongside multi modal access improvements to ensure Crewe HS2 Hub and neighbouring developments are well connected.

The HS2 Hub has the ability to transform Crewe through attracting investment and growth in the region. Current plans are for two trains per hour to stop at Crewe. However, in order to achieve the full economic potential of HS2 across the borough, the network, frequency and capacity of local rail services will need to increase to improve access to Crewe Hub from areas of North Cheshire, which would release additional benefits of HS2 coming through Crewe and growth for the regional and local economy.

In March 2018, the Secretary of State for Transport published results of the Crewe Hub consultation undertaken in 2017. Recommendations for specific changes to the Phase 2a scheme included the provision of 400m platforms at Crewe station to allow for the splitting and joining of HS2 services, a more efficient design for the proposed platform on the Manchester-independent lines incorporating a transfer deck to the main station. The recommendations also include a change to the design of the southern connection from HS2, to form a connection in which the HS2 line intersects and goes ahead of the central two lines on the existing network. The provision of 400m platforms at Crewe station supports a service to Stoke-on-Trent and Macclesfield from 2027 and 2033. The integration of Macclesfield presents an opportunity to extend the interconnections and economic benefits of HS2 to the north of the Borough. As such, future transport developments will seek to support the connections through increasing a number of multi-modal travel options between HS2 stations to principal towns and transport interchanges across the Borough, whilst also improving access to Crewe as a principal town.

The Crewe Station Hub Area Action Plan (CSHAAP) will establish a development framework which will facilitate and manage development around Crewe Hub Station. Consultation on the CSHAAP was issued for public consultation in February 2019 and the consultation closed on the 26th March 2019. A second round of consultation took place between 22nd July and 2nd September 2019. The Plan will be updated in light of the feedback received during the public consultation. Once finalised, the Plan will set out a vision for the area, a series of policies and a development strategy which will include a series of ideas of how development could take place around the future HS2 hub station.

Action 7.5 – We will work to achieve maximum Borough wide benefit from HS2 whilst achieving mitigation measures to minimise negative impacts on residents

Action 7.6 – We will use HS2 as an opportunity to drive substantial investment and improvement in Crewe, including through the development of the Crewe Masterplan

7.7.2 Regional Passenger Growth

In order to enhance the success of HS2 hub and maximise benefits of the project in Cheshire East, rail improvements are fundamental across the sub-regional rail network, increasing connectivity to adjacent destinations within the North West such as Liverpool, Chester and Warrington. Services on the classic network need to be robust, with the relevant service frequency and journey times in order to improve the ease by which passengers can access HS2 services at Crewe. Investment will be required in order to bring forward any works that may be required in order to improve this connectivity, and should avoid any deprecation of existing connecting services that may result from the delivery of works to accommodate HS2. As detailed above, HS2 will be a component of discussions not only for the West Coast franchise, but also for franchises that have an interface at Crewe, notably East Midlands (to Stoke and Derby); and Wales and Borders (to Cardiff, Chester, and Manchester).

Noting the symbiotic labour markets that exist across the Welsh Border, and the significant volumes of commuters that travel into Cheshire East from North Wales, the Growth track 360 Strategy was launched in 2016 by the Mersey Dee Alliance. It has the complementary aim of securing £1bn of rail improvements to transform the Cheshire and North Wales economy, linked to the delivery of an additional 70,000 jobs over 20 years. It aims specifically to maximise the benefits of interface with HS2, including electrification of the line from Crewe to North Wales, and identifies the need for investment in rolling stock to improve the quality of trains and train services.

The proximity of Cheshire East to Manchester Airport presents an opportunity to benefit from economic growth and global connections since the Airport is a major economic hub and trip attractor. A central component of the original SEMMM Strategy was the A6MARR which is now open to traffic and provides a complete route between Hazel Grove and Manchester Airport. However, the public transport connections between Manchester Airport and north Cheshire are limited, and car mode share for travel to the Airport is therefore expectedly high.

Under current rail provision, a service exists between Wilmslow and Manchester Airport, and a direct hourly service exists from Crewe to Manchester Airport. The recent upturn in the popularity of rail travel has, however, resulted in overcrowding on some peak services, and rail is not always a realistic transport mode if travelling at weekends or during evenings as services do not always operate frequently during these periods. As such, there is scope to improve the frequency and extent of direct rail services to Manchester Airport from towns across Cheshire East, which will assist with access to employment opportunities, contribute to the visitor economy and strengthen economic growth through global connections.

Action 7.7 – We will work to ensure that HS2 does not detrimentally impact conventional services linking to the Borough

Action 7.8 – We will support delivery of Growth Track 360

7.7.3 Local Passenger Growth

As plans for the Crewe Hub station are developed, sufficient capacity and flexibility should be included to enable full realisation of the wider aspirations and benefits to Cheshire East. Revision of West Coast Mainline services post HS2 offer opportunities to develop new local service patterns.

The railway line through Middlewich is currently used solely for freight. Re-opening the Northwich to Sandbach line for passenger services would increase travel choice, improve accessibility and enable sustainable growth in Middlewich. An area of land has been safeguarded to explore the potential delivery of a new station. Network Rail have a long-term plan which has identified the need for an additional service to be delivered post-delivery of HS2, which may serve the mid-Cheshire towns amongst other places along this route. Five authorities, including Cheshire East, are working alongside the Mid-Cheshire Community Rail Partnership to raise the profile of the Mid Cheshire Line, and work towards behavioural change in travel choices and promoting sustainable tourism. The Mid-Cheshire Rail Partnership actively seeks to promote increased usage, and develop facilities along the route, and is cited within the TfN Transformational Programme (2019).

The Cheshire and Warrington LEP has recently commissioned a feasibility study to investigate the re-opening of the Sandbach to Northwich line for passenger services, the potential to provide new stations at Middlewich and Gadbrook Park, and the option to improve passenger services along the Mid-Cheshire railway line. Such improvements would also improve access to Manchester Airport from surrounding areas and create opportunities for economic growth. The Mid-Cheshire rail line is located within the TfN West and Wales strategic corridor and is therefore a focus for developing transport links across the North. The Study provides an opportunity to investigate the potential for the re-opening of the line with further development dependent upon the outcomes of the study.

The section of the railway between Crewe and Alsager requires investment; double tracking this section of railway would enable service increases on the Crewe to Derby line. The current hourly service does not meet existing need. Upon completion of HS2 in 2033, the Crewe to Derby railway line will be in a unique position to link the two sections of the HS2 'Y' network. The route will join up key economic centres across the midlands; the HS2 hubs at both Toton and Crewe amplify the importance of this railway. The route provides significant inter-regional east-west movement potential linking the main towns and cities in the midlands and North West.

The Cheshire Science Corridor Enterprise Zone is led by the Cheshire and Warrington Local Enterprise Partnership (LEP) and presents a significant growth area in Cheshire East, attracting 20,000 jobs and 500 businesses to Cheshire and Warrington. Ensuring that areas within the Enterprise Zone are connected with regional rail links is essential to gaining the greatest economic benefit from such an opportunity.

Action 7.9 – We will work with partners with the aim of reopening the Northwich to Sandbach rail line to passenger traffic

Action 7.10 – We will work with partners with the aim of double tracking the section of line between Crewe and Alsager

7.7.4 Rail Freight Growth

Rail freight is a successful aspect of the UK rail network, with over £2bn invested in the rail network by rail freight operators; supporting growth of over 70% is the last 20 years. The Council is supportive of rail freight in its role to reduce the number of HGVs on the roads.

The freight sector has an opportunity to capitalise on capacity freed by HS2, as a means to accommodate projected growth on the West Coast Mainline, notably between Crewe and Warrington. The port of Warrington is aiming for growth in addition to the delivery of Liverpool 2, which would increase demand for rail freight paths along this route. General improvements on the Crewe to Warrington route would benefit freight trains as well as passenger services.

Action 7.11 – We will promote rail freight as a more sustainable method of haulage except in instances where there are conflicts with passenger services

8   Public Transport Information and Ticketing

8.1   Ticketing

Technology and innovation are becoming more prominent in terms of the role they play in the transport network, and this is likely to increase. Technology enables the facilities that are required in order to develop, expand and link different modes of transport, for example dealing effectively with the complex arrangements for information and pricing structures for seamless organisation of the bus network. It is important that methods adopted are consistent with changing lifestyles and predictions around the future uses of technology that will be used to purchase tickets.

Transport for the North (TfN) have been working in partnership with operators and transport authorities to deliver an integrated ticketing scheme that will make it easier for passengers to travel seamlessly using a payment method of their choice. As outlined in the TfN Strategic Transport Plan (STP), the "Integrated and Smart Travel" programme will aim to support and encourage those journeys undertaken via multiple transport modes. The ticketing system will allow passengers to be confident that they have paid the cheapest possible fare; with the aim of encouraging new passengers to travel by public transport thus bringing benefits to the operation of the road network and the environment, TfN are implementing this through a phased approach. The system also has potential for increasing competition for passengers and resources, potentially linked to the recent Bus Services Act which supports a more joined up approach to ticketing and bus service organisation.

Working with TfN, the Council would welcome a smart ticketing system within Cheshire East to deliver the benefits associated with such a roll-out across the north. Multi-modal, multi-regional and multi-operator ticketing and visitor tickets would simplify the system, providing clear and transparent ticket prices for passengers. This would increase accessibility and likelihood of people using public transport for all or part of their journeys.

The Council will also work towards greater ticketing integration with neighbouring authorities. For example, it is recognised that cross-boundary disparities exist in some ticket cost differentials across the Cheshire East and Greater Manchester boundary, particularly in relation to rail fares. The STP aims to review the fares structure across the North to deliver a structure which is perceived as fair whilst also commercially sustainable. The Council will work with TfN to promote the cost differentials between Cheshire East and Greater Manchester to the maximum degree which the strategy allows, to increase the attractiveness of rail travel and improve the quality of cross-boundary journeys.

Action 8.1 – We will work with partners to improve information around bus services and ticketing, including supporting a move to smart ticketing where appropriate

8.2   Information

A lack of integration between transport services has been identified as a significant barrier to greater use of bus and rail services, causing significant increases in journey time and discouraging multi-modal travel. Initiatives to overcome this have been shown to have the potential to increase the appeal of travel by public transport and provide an attractive alternative to the private car. The provision of additional information at bus stops/stations and railway stations increases the likelihood of the use of public transport and interchange, as do improved interchange facilities e.g. clear signage, walking routes, information etc. Improved communications such as real-time information (RTI) has also been shown to help ensure that users who have just missed a connection do not wait unnecessarily, but are aware of the next service available to them.

Improved accessibility to public transport can be achieved through expanding and improving the number of channels that are available to communicate with passengers. This may include a variety of sources such as traditional time tables as well as mobile phone apps and other media which may emerge in the future and help to ensure that the information on offer is as up to date as possible. Good quality information ensures that users at unstaffed stations and users outside of ticket office hours are kept informed, and the modes of travel on offer are accessible as up to date information is available. Ensuring that all rail stations have ticket machines prevents travelling without a ticket, when ticket offices are closed or at unmanned stations.

Alongside improved integration of public transport information and ticketing, efforts will be directed towards aligning public transport and active travel modes to ensure that as a combination, this can offer a sustainable alternative for longer journeys as opposed to the private car. As part of the integration, cycle parking should be available at stations and active travel routes should connect with popular transport hubs, including town rail stations.

Action 8.2 – We will work with partners to improve information at interchange facilities

8.3   Facilities

Facilities at transport hubs and interchanges, such as improved parking, cycle stands, bus links, the provision of raised kerbs and dropped crossings and disabled access improve accessibility for a wide range of users and encourage a shift to multi-modal travel. The provision of raised and dropped kerbs can improve accessibility for wheelchair users, parents with buggies and people with mobility constraints.

In addition to the provision of accessible infrastructure, bus and rail stations should be well maintained, through the maintenance of seating areas and ensuring that litter bins are emptied regularly. This provides a more pleasant environment for users whilst interchanging and increases the likelihood of use of public transport. The installation and maintenance of lighting and CCTV at bus and rail stations improved people's perceptions of safety when travelling late at night and also during the winter months. These changes, in addition to a well maintained interchange and

changing facilities enhance users' safety (both actual and perceived) whilst travelling by bus and rail.

Action 8.3 – We will promote well maintained and accessible interchange facilities which feel safe to use day or night

8.4 Integration

The economic and social benefits of short and direct rail services between key cities and other strategic locations are well established. Public transport delivers business connectivity as well as supporting commuting and leisure journeys. Ensuring that public transport and active modes are well connected with bus and rail stations brings real benefits on top of expanding the reach of these services. To achieve integration with other transport modes, the Council needs to work collaboratively with neighbouring authorities to align future strategies and developments.

The integration of bus services with other modes of transport, such as rail and cycling facilities, is important in order to encourage the use of public transport for people travelling for both leisure and commuting purposes. For example, a bus service which has a stop at the nearest train station may encourage people to use the bus rather than drive to the train station.

Public transport also should be integrated with walking and cycling. Safe routes that are well-designed, with signage to key destinations are factors which can improve connectivity and expand the public transport catchment area. Key interchanges such as train stations and bus stations should have changing facilities and bicycle parking for those choosing to cycle. The health and cost benefits of active travel should also be promoted.

The potential for cross-border integration between Cheshire East and Greater Manchester through the extension of the Metrolink into the north of Cheshire East has been recognised as a long-term aspiration. Transport for Greater Manchester recently published their Draft Transport Delivery Plan (2020-2025)[28] which outlines the transport aspirations across Greater Manchester between 2020-2025, as a sub document of the 2040 strategy. The options for a tram-train travel mode is currently being tested for feasibility and if successful, this would enable adapted Metrolink vehicles to utilise the same rail lines as trains. Essentially, tram-train is the principle of running a single vehicle seamlessly through both a traditional urban tramway network and a 'converted' traditional heavy railway line.

The 2020-2025 Plan includes an aspiration for tram-train services to operate across the Greater Manchester-Wilmslow border, and options for this are to be generated through a tram-train 'pathfinder' trial. There is potential for this to be delivered by 2025 dependent on the outcome of the trial. The aspiration for tram-train is also included within the SEMMM Strategy outlining the aim for a tram-train network to operate between Stockport, Hazel Grove, Didsbury and Altrincham.

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[28] TfGM Draft Delivery Plan: 2020-2025

Given that Metrolink provision within Cheshire East is a long term aspiration, the Council will continue to focus upon the development of BRT to enhance cross-border connections with Greater Manchester, which could link into the development of the Metrolink in the longer term. Further, as outlined in the SEMMM Strategy, increasing park and ride facilities at both Wilmslow and Macclesfield rail stations is under consideration. The SEMMM Strategy also refers to the option for a Park and Ride facility to integrate with the Stockport-Manchester Airport BRT service, potentially alongside the A6MARR/Poynton Relief Road interchange near Bramhall.

Action 8.4 - We will work with passenger transport providers (bus, rail and community transport) and other partners to improve public transport integration and facilities in Cheshire East

9	Roads

9.1 The importance of the highways network in Cheshire East

Our residents, employees and visitors rely on the extensive roads network to travel to, from and within Cheshire East. The highway network performs a vital function by connecting places and people in the Borough and ensuring access to services, education, employment and leisure. In rural areas the highways network is especially important with over 57% of Cheshire East's highway network being classed as rural and serving over half of our population. Moreover, the highway network also plays a pivotal role in connecting Cheshire to the wider region and national centres via the strategic road network and to the global economy via international hubs. The quality and availability of the highway network is therefore vital to the sub-regional economy.

9.1.1 The local, major and strategic road networks

Different parts of the highway network perform different roles and hence have distinct characteristics. While the strategic road network (SRN) comprises the country's motorways and trunk roads and is under the authority of Highway England, an executive agency of the Department for Transport, the local road network consists of local A, B and C roads and are managed by Cheshire East Highways. The SRN ensures connections between Cheshire East and England's key cities and economic centres and is a key element of the primary route network that links the whole of England, whereas the local road network provides primarily connections between places and service centres in the Borough as well as local access to places, services, housing and employment.

However, there are a significant number of locally managed highway routes in Cheshire East that perform critically important economic functions in linking the key centres, and providing interface points with the SRN, which have been defined as constituting part of a Major Route Network. Transport for the North (TfN) has defined such a MRN which is composed of the SRN and key local roads. In the future, the ambition is that a portion of the new National Roads Fund might be allocated to the MRN. The MRN acts as interface between the SRN and the local roads, providing access between towns, settlements and economic centres on the one hand and the SRN on the other.

The STP published by TfN sets out the case for strategic transport investment through to 2050 required to support transformational economic growth. The Plan makes direct reference to driving forward major transport schemes across the North of England, and within Cheshire East itself. TfN is working collaboratively with Cheshire East in the delivery of HS2 and the Crewe Hub, and continued investment in employment and innovation, with reference to investment in the Cheshire Science Corridor.

In Cheshire East, the SRN is formed by the M6, M56 and A556. The MRN connects the Principal Towns, key service centres and economic centres with the SRN and consists of eleven key A-roads. With the exception of the SRN, all these roads are under the responsibility of Cheshire East Council as the local highways authority. The extent of the SRN, MRN and local highways network in Cheshire East are represented in the maps below.

Strategic road network in Cheshire East:
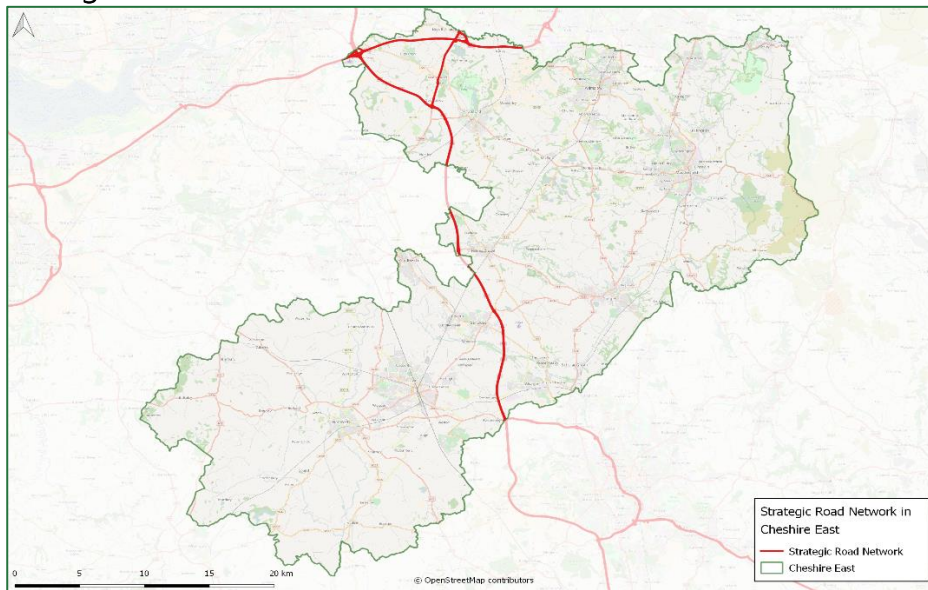
Major road network in Cheshire East:
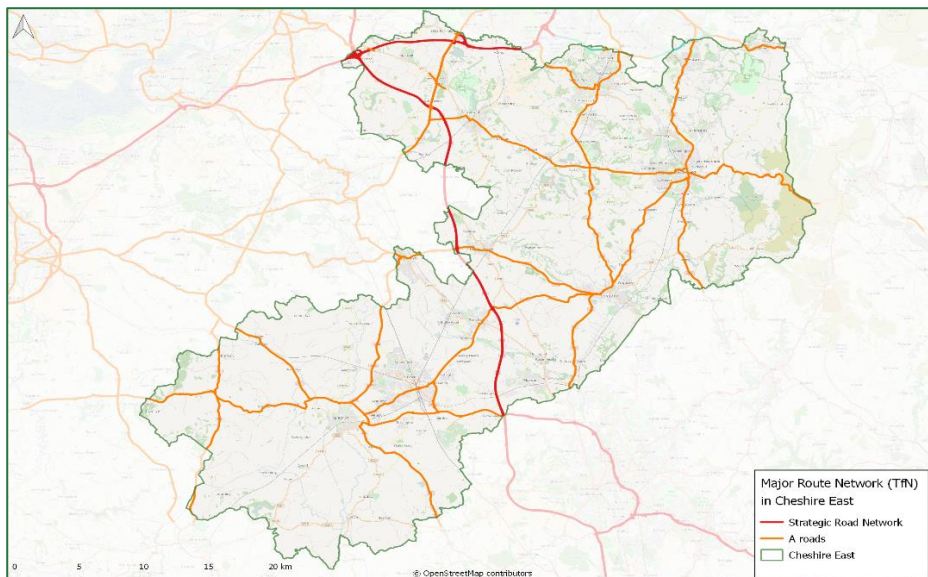
Local road network in Cheshire East:
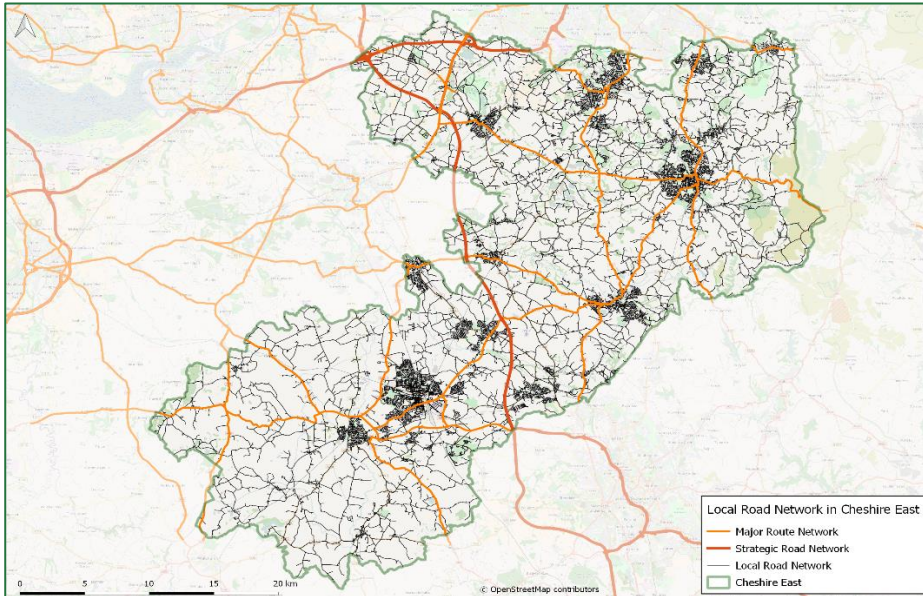
The economic performance of the Borough is closely linked to the ease of access to and from the SRN (M6, M56, A556) and the access opportunities this provides with the rest of the UK on the one hand and the local roads network that connects places in the Borough on the other hand. However, this proximity can also have a negative impact during periods of closure and delay, when strategic traffic reassigns through key centres adjacent to the motorway network, exacerbating local congestion in towns such as Crewe, Sandbach, Congleton and Macclesfield. Further to this, the Cheshire East Council Local Plan allocates a number of significant housing developments to all of the principal towns across the Borough which will generate further traffic demand. Whilst housing growth is an essential contribution to the continued development and growth of Cheshire East, road improvements are required to mitigate against any negative traffic outcomes of planned developments.

The key interfaces between the strategic and local highway interfaces, that are part of the MRN, are summarised below with regard to their links within Cheshire East:

Strategic Road Network	SRN junction	MRN interface	Key Service Centres in CEC	External Connections
M6	Junction 16	A500	Nantwich, Crewe	Stoke on Trent, Newcastle under Lyme, Wrexham (A534)
	Junction 17	A534	Sandbach, Congleton, Macclesfield (A536), Poynton (A523), Wilmslow (A34)	Buxton (A54)

	Junction 18	A54	Middlewich, Holmes Chapel	Mid-Cheshire towns (Winsford & Northwich), Chester, North Wales
	Junction 19	A556	Knutsford, Wilmslow (B5085), Macclesfield (A537)	Northwich, Chester, Altrincham, Manchester Airport
	Junction 20/20A	Interchange with M56	n/a	Chester, North Wales
M56	Junction 6	A538	Wilmslow,	Manchester Airport
	Junction 7/8	A556/A56	Knutsford	Altrincham
	Junction 9	Interchange with M6	n/a	Southern England, West Midlands, Lancashire

Action 9.1 – We support the establishment of a Major Roads Network and commit to additional investment in this key infrastructure if supported as necessary by national government

Action 9.2 – We will work to improve the connectivity between the local and strategic road networks

9.1.2 Network Performance

In 2017, the average speed on local 'A' road across England was 25.2 mph[29] and 22.8 mph across the North West of England. By comparison, the average speed on local 'A' roads across Cheshire East was 28.3 mph, which is of a greater speed than both the North West and national average. While it is recognised that there may be a range of reasons affecting average road speeds, as a broad measure, this data indicates relatively favourable network conditions in the context of those across the UK.

However, a recent shift towards a change in commuter behaviour has resulted in prolonged periods of high traffic frequency as a result of increased car ownership and a change towards variable working patterns. There is a need for a behavioural change amongst residents and visitors in order to successfully reduce traffic levels in the long term. If a greater proportion of residents and visitors were to complete short journeys via sustainable travel modes, this would relieve pressure on the network leading to greater travel speeds as a result of reduced congestion levels. In this regard, the Council recognises the importance of integration between travel modes to assist in the integration of sustainable travel modes as the entirety of a short journey or as a section of a longer journey

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[29] DfT Travel Time Data (2018)

9.1.3 Pinch points and congestion

It is recognised that whilst the overall road network is operating relatively efficiently pinch points exist on the network where congestion levels are above average and therefore require intervention. In such areas, traffic congestion results in people spending 'unproductive' time queueing. This has a real impact on business efficiency and productivity, and causes unreliability and poor performance of public transport. Furthermore, congestion has been shown to increase the levels of pollutants emitted by vehicles, and can have life-threatening effects near hospitals on ambulance routes.

The SRN within Cheshire East is under great stress with Junctions 17 to 19 of the M6 running 30-50% over capacity and Junctions 16 to 17 and 19 to 20 running 10-30% over capacity. The M56 is also running over capacity between Junctions 6 and 7, along with the A56. There are also existing issues around road safety and congestion at the interface of the SRN and the local road network.

When it comes to the local road network in Cheshire East, evidence shows that the most congested parts of the network are in the town centres. However, notable key 'hotspots' on the inter-urban network also include:

- Crewe Green Roundabout, Crewe;
- A500 Barthomley Link, Crewe;
- Parts of the A530, including Alvaston Roundabout;
- Parts of the A523 from the end of the Silk Road through to Poynton;
- Nantwich Road in Crewe;
- The A34 (Clayton Bypass) around Congleton; and
- M6 Junction 17 Sandbach.

Ongoing and committed developments outlined in the Local Plan will lead to traffic increases and additional pressure on key junctions and links, thereby exacerbating existing pinch points and creating new bottlenecks in the network.

Before new highway capacity is created there is a need to demonstrate that the existing highway network is operating as efficiently as possible through cost-effective improvements in line with our three stage prioritised process discussed previously. It is important to demonstrate that the level of demand for additional road capacity has been minimised, for example by encouraging the use of public transport, car sharing, walking or cycling, and that environmental considerations have been assessed (e.g. impact on agricultural land, green belt, biodiversity, etc.).

Action 9.3 – We will seek effective solutions to existing pinch points on the local road network and lobby for Highways England to resolve those on the Strategic Road Network

Action 9.4 – We will work to minimise the negative impacts of development on the highway network and seek suitable mitigation measures of all types where required

9.1.4 Large and heavy vehicles – weight and width

Freight traffic is vital for the effective operation of our economy and for the goods on which we all rely. However, freight traffic has the potential to negatively impact on communities through air quality, noise, community severance and visual intrusion.

Crewe acts as a major 'hub' for road freight traffic from all over the country, this mirrors the recent economic development of Crewe as a major regional distribution centre (due, in part, to Crewe's excellent road links to the national transport network). The roads with the highest HGV flows in the Borough tend to be those within the Strategic and major Road Networks.

In recent years there has been strong growth in the use of the rail network to transport freight. Transport of freight by rail is more sustainable than by road and can lead to a reduction in the total number of miles travelled by HGV. The potential exists to capitalise on the growth in rail freight and the rail connectivity of Crewe, with similar opportunities also existing in Middlewich.

A number of problems have been identified in relation to freight movements in Cheshire East. Many of these issues relate to congestion within the Borough, resulting in lorries diverting onto unsuitable or rural routes which can lead to problems associated with road safety, poor air quality, noise, severance and visual intrusion.

It is therefore paramount to address concerns around routing, driver behaviour and delivery times, as well as to ensure routes and access arrangements are appropriately maintained and signed. In addition, Cheshire East supports initiatives by developers, businesses, Network Rail and operators, to promote integration of road and rail freight.

Action 9.5 – We will work to improve HGV routing through measures on-street, working with developers and large trip attractors e.g. supermarkets and hauliers and through the provision of information such as the innovative Freight Journey Planner

9.1.5 Delivery of major road schemes

In cases where neither maintenance nor management and redesign have been able to sufficiently improve traffic conditions and network performance at identified pinch points and known accident and congestion hotspots on the road network, new road infrastructure has and will continue to be considered following a thorough analysis in terms of economic, social and environmental costs and benefits. Where it is concluded that new infrastructure will deliver real long-term benefits and address transport challenges in an efficient and sustainable manner, road schemes have and will continue to be promoted, supported and delivered.

Work is now underway to develop the second RIS (known as RIS 2) covering the second road period post 2020. The main evidence for the research phase for RIS2 are the programme of refreshed route strategies covering the entire network and the six strategic studies. One of the strategic studies investigates the Manchester North-West Quadrant, which covers the M60 form Junctions 8 to 18. Potential schemes in the study area are likely to have an impact on traffic flows on the SRN in Cheshire East.

For the SRN, the following schemes in and adjacent to the Borough have been put forward by Highways England as part of the first Road Investment Strategy from 2015 to 2020:

Strategic road network schemes		Status
M56 Junctions 6-8	Upgrading the M56 to Smart Motorway between Junction 6 & 8	Committed
M6 Junction 19 Improvements	Improved junction with the A556	Planned
M6 Junctions 16-19	Upgrading to Smart Motorway including hard shoulder running	In Construction
A556 Knutsford to Bowdon	Widening of the A556 between the M56 and M6	Completed
M6 J17 Improvement	Improved Junction 17 in Sandbach	Completed
M6 J16 Improvements	Improved Junction 16 in Stoke-on-Trent	Completed

The Council is working with partners on the refresh of SEMMMS which was originally published in 2001. This refresh is linked to delivery of the A6 to Manchester Airport Relief Road which opened to traffic in October 2018. The SEMMMS refresh was required to take account of what has been achieved since the strategy was first published and to take account of significant planned growth both in the borough and across south Manchester. The 20-year strategy will be developed to deal with existing and predicted transport problems in the area and aims to:
• Improve public transport;
• Improve the use of road space;
• Encourage transport change;
• Encourage urban regeneration; and
• Improve highways.

In addition to the opening of the A6MARR, several schemes delivering improvements to the local and major road networks are either currently under construction or planned. These are detailed within the table below; the associated weblinks reflect up-to-date timescales of construction commencement and scheme opening dates:

Local and major road network schemes		Individual Highway Scheme Webpage
Crewe Green Roundabout	Redesign of the Crewe Green Roundabout	https://www.cheshireeast.gov.uk/highways_and_roads/roadworks/major-projects/crewe-green-roundabout/crewe-green-roundabout.aspx
Sydney Road Bridge Improvement, Crewe	Replacement of the rail bridge by a bidirectional bridge	https://www.cheshireeast.gov.uk/highways_and_roads/roadworks/major-projects/sydney-road-bridge-crewe/sydney-road-bridge-improvement.aspx
Middlewich Eastern Bypass	Bypass for Middlewich to relieve congestion	https://www.cheshireeast.gov.uk/highways_and_roads/roadworks/major-projects/middlewich-eastern-bypass/middlewich-eastern-bypass.aspx
Congleton Link Road	Bypass for Congleton to relieve congestion	https://www.cheshireeast.gov.uk/highways_and_roads/roadworks/major-projects/congleton_link_road/congleton_link_road.aspx
A6 to Manchester Airport Relief Road (A6MARR)	Relief road connecting the A6 to Manchester Airport. Linked to the overall South East Manchester Multi-Modal Study.	http://www.semmms.info/semmms/a6marr-construction/
A500 Dualling, Crewe	Dualling of the A500 between M6 J16 and the A531 and B5472 at Mere Moss Roundabout	https://www.cheshireeast.gov.uk/highways_and_roads/roadworks/major-projects/a500-dualling.aspx
Poynton Relief Road	Bypass for Poynton to reduce congestion and support growth	https://www.cheshireeast.gov.uk/highways_and_roads/roadworks/major-projects/poynton_relief_road/poynton_relief_road.aspx
Southern Link Road Bridge, Crewe	A proposed new road bridge south of Crewe Station spanning over the railway between Weston Road and Gresty Road.	https://www.cheshireeast.gov.uk/highways_and_roads/roadworks/major-projects/southern-link-road-bridge-slrb/southern-link-road-bridge-slrb-access-options-consultation.aspx#

The majority of the above schemes align with those included within the Cheshire East Infrastructure Delivery Plan (IDP). The IDP broadly identifies the infrastructure required to support the level and location of development growth envisaged within the Local Plan Strategy. As such, the above road improvement schemes can be considered as necessary infrastructure improvements to support planned development levels across the Borough. The TfN Transformational Programme (2019) also cites a number of major road schemes within Cheshire

East as 'specific interventions before 2027' including Poynton Relief Road and the A500 Dualling scheme. The Council will work in partnership with TfN to develop future major road schemes across the Borough.

The Council will aim for the delivery of major road schemes to be funded by developers to the greatest degree, as and where possible. For a number of the planned road schemes above, significant developer contributions have already been sought, including contributions towards Congleton Link Road and Poynton Relief Road.

Action 9.6 – We will support the delivery of Highway England schemes which will bring benefit to Cheshire East and actively contribute in the identification and planning of future schemes, including through the RIS2 process

Action 9.7 – We will seek effective delivery of identified major schemes on the local and major route networks

9.1.6 Potential for Electric Vehicle Usage

With the recent government announcement to ban the sale of conventional internal combustion engine vehicles from 2040 there is a significant opportunity to move to low carbon transport initiatives. Electric Vehicles are becoming ever more popular with over 100,000 on the road and future predictions only show this increasing, therefore it is important that there is the necessary infrastructure to cope with this increase. Electric vehicles provide an excellent opportunity to reduce carbon emissions and other vehicle emissions. Since Electric Vehicles is a technological field which continues to rapidly evolve, it is expected that the purchase cost of these will decrease as the vehicle range expands, allowing electric vehicles to complete a longer distance journey on a single charge as battery technology becomes more advanced. This would increase the attractiveness of the technology and as such, offers a potential solution to improving air quality across the borough. In order for take-up to be significant, the necessary charging infrastructure and initiatives would need to be implemented.

Cheshire East Council has secured a government grant to enable the Council to provide six 50kV rapid charging units – two each in car parks in Congleton (Princess Street), Wilmslow (South Drive) and Nantwich (Love Lane). The sites have been chosen as they are close to destination points such as supermarkets and coffee shops, where drivers can pass 20 minutes or so while waiting for their vehicle to charge.

The Council will produce an Electric Vehicle Infrastructure Strategy which will outline the ambition to increase electric charging infrastructure provision, and seek funding opportunities and initiatives which encourage the uptake of electric vehicle usage.

Action 9.8 - We will continue to apply for funding from the government, in order to implement and construct infrastructure projects, such as electric vehicle charging points to make it more attractive to buy an electric vehicle.

Action 9.9 – Encourage the private sector to invest in Electric Vehicle charger stations at petrol stations, supermarkets and new developments.

9.2 Road safety

Making the roads in Cheshire East safer for all users by identifying road users most at risk and collision hotspots is at the heart of Cheshire East's approach to road safety. Appropriate measures can subsequently be developed to prevent crashes and to reduce the numbers of users killed or injured. In Cheshire East the number of serious road injuries and deaths are higher than the National average with 0.5 people killed or seriously injured (KSI) per every 1,000 people compared to the National average of 0.33 in 2015[30].

There has been success in reducing the number of KSIs in Cheshire East from 327 in 2005 to 189 in 2015 against a backdrop of increased traffic. Car occupants constitute the majority of KSIs, but vulnerable users such as pedestrians, cyclists and motorcyclists are overrepresented.
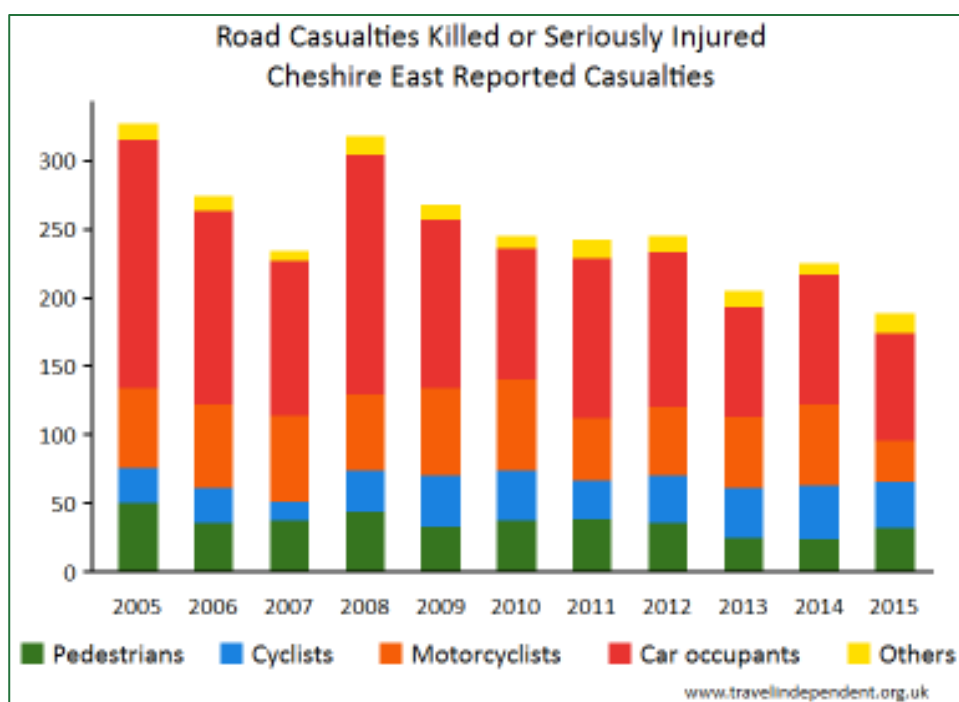
This is an issue the Council takes extremely seriously and it has invested in numerous road safety projects, including working with local and sub-regional partners including the Police, Cheshire Fire and Rescue and other external organisations to provide education and training services to high risk groups (e.g. young adults and motorcyclists). The Council also undertook an evaluation of existing education and training campaigns to measure the impact they are having on the number of KSI incidents in the borough and ensuring effective delivery. These initiatives worked to inform all drivers and riders of the consequences of excessive speed, alcohol impairment and

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[30] Department for Transport statistics. Reported casualties by severity, by local authority area, Great Britain, 2015

not wearing seatbelts, as well as improving observation skills through the use of national behavioural campaigns. Additionally, the Council engaged with schools, employers and in local communities to provide road safety training to cyclists identified as having a high level of risk in the Borough and promote the use of active travel.

Engineering interventions on highways and junctions can have a significant impact on the number of road traffic incidents experienced. Examples of positive action include rectifying sites with poor visibility, lighting or drainage, inappropriate crossing design, or below standard corner radius or road camber. Care should be taken in sensitive locations, such as the Peak District National Park, to avoid clutter, light pollution or schemes with a detrimental visual impact.

Excessive and inappropriate speed is a recurring contributory factor in a high number of KSIs especially those involving young adults. Higher speeds increase the severity of crashes and resulting injuries but speed related crashes are preventable through both education of users at risk and enforcement of speed limits. The Council uses speed cameras at high risk sites to encourage drivers and riders to abide by speed limits and will continue to do so. Following an evaluation of collision hotspots circumstances were identified where pedestrians and cyclists should be given priority on the highway network and where reduced speed limits would be appropriate.

Some road user groups are more vulnerable and more often involved in road collisions. Children are particularly vulnerable road users, as they are often still learning the correct road user behaviour and their judgment is not yet fully developed, making their behaviour sometimes unpredictable, which combined with their size means that they tend to get overlooked more often. This reaffirms the importance of road safety education from a young age and engagement with schools and other learning establishments.

Young adults aged 17 to 24 are the most accident-prone category. Due to their lack of experience and sometimes risk-seeking behaviour, including excessive and inappropriate speed and alcohol impairment, young adults constitute another vulnerable road user category. Education of young drivers and enforcement of speed and alcohol limits are thus of central importance.

Cyclists and pedestrians are two road user groups disproportionally victims of road collisions. Both are especially at risk from collisions from motorised vehicles that have higher speed and mass, exacerbating the impacts of collisions. Collision hotspots for pedestrians and cyclists are junctions, crossings and rural roads. The provision of segregated infrastructure for active travel and the treatment of high accident junctions and crossings, together with provision of information and training to cyclists and pedestrians but also to car users are effective means to increase the safety of walking and cycling.

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While the overall number of motorcyclists is low (an estimated 0.71% of the working population uses them as principal means of transport to travel to work), they constitute vulnerable road users requiring a safe road environment. Amongst casualties involving young adults (between 16 and 25 years old), 17% are riding motorcycles over 215cc, and a further 7% motorcycles over 125cc.

Action 9.10 – We will continue to support the use of existing speed cameras and the introduction of speed management measures at accident hotspots as determined by the Cheshire Road Safety Partnership

Action 9.11 - We will work with partners and other organisations to provide education and training to high risk groups, including young adults, children, pedestrians, cyclists and motorcyclists

Action 9.12 - We will continue to support programmes which inform all drivers and riders of the consequences of high-risk behaviours such as excessive speed, alcohol and drug impairment and not wearing seatbelts

Action 9.13 – We will continue to work with schools, employers and local communities to provide road safety training to cyclists and promote the use of active travel

9.3 Network management

The highways network in Cheshire East is an asset with a replacement cost of over £5.5billion encompassing 2,700 kilometres of highway. Cheshire East Highways also maintains 1,900 km of footways, 1,700 bridges and structures, and over 600 km of cycle routes. The Council is in charge of managing the local road network and has a duty to ensure a resilient and efficient highways network that effectively connects places in the Borough and further afield.

This strategy identifies maintenance and management of current assets as the number one priority for the provision of an effective transport network which will meet wider ambitions. This aligns with the integrated asset led approach taken by the Council to the management of transport assets.

The Council consulted on the Well Managed Highway Infrastructure (WMHI) in July-August 2018. The consultation sought to identify strategic infrastructure in the borough that may require inclusion in the 'resilient network'. The WMHI document promotes the adoption of an integrated asset management approach to the management of highway infrastructure based on prioritising local levels of service through risk-based assessment. This aims to prioritise maintenance activities on the network to deliver efficiency savings and more efficient outcomes from finite budgets.

9.3.1 Maintenance and asset management

The Council has a statutory duty to maintain the highway network in a safe and usable condition. The Highway Asset Management Strategy[31] (HAMS) identifies how the Council will manage and maintain the highway network and associated infrastructure. The HAMS informs priorities in the planning and delivery process and supports continual improvement in the management of the highway asset.

The Council has invested an additional £30million improving the condition of Cheshire East's transport assets over the last three years through the Highway Investment Programme reaffirming our strategic commitment to maintenance and asset management. Furthermore, another £5million was invested in 2016-2017. The Council's Medium Term Financial Strategy 2017/20 also states an ambition of investing £10million per year for the next three years in the Borough's transport assets.

The Corporate Plan for Cheshire East outlines the four core objectives for highways maintenance:

- To reduce the number of people killed or seriously injured on Cheshire East's roads;
- To improve the condition of Cheshire East's roads, footways and bridges;
- To manage the impact of traffic and resulting congestion on Cheshire East's communities; and
- Improve the quality of and access to transport networks and services in Cheshire East.

The Council has a Network Management Plan which identifies challenges on the network, and sets out how we will manage and maintain our highway network so that it delivers an effective transport system. The coordination of Street Works is included within the Plan which is achieved through the West and Shires Permit Scheme, which requires an activity promoter to apply for a Permit in order to 'book road space'. The Council issue Permits with attached Conditions which seek the mitigate the impact of the activity on road users and other stakeholders. A Permit Scheme Evaluation Report is produced annually, with the 2015/16 report showing that the newly introduced Permit Scheme successfully reduced road occupancy by approximately 20% and less than 1% of works overrunning beyond the agreed planned end date.

The Cheshire East Programme of Highway Works 2018/19 aims to present a definitive programme for effective management of highway assets however this may be subject to change throughout the year due to unforeseen circumstances. Cheshire East Highways will notify residents, businesses and stakeholders affected by any road closure by carrying out a letter drop before works commence. The Council will update advance information boards and roadworks map with any changes in date for the roadworks.

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[31] Cheshire East Council (2015) Highway Asset Management Strategy

Asset management framework

Context

| Stakeholder Expectations | Corporate and National Requirements | CEC Vision and 3 Year Plan |
| Government Policy / Guidance | Local Transport Plan and Policies | Local Policies / Guidance |

Planning

Highway Asset Management Policy

Outcome 1 – Our local communities are strong and supportive

Outcome 2 – Cheshire East has a strong and resilient economy

Outcome 4 – Cheshire East is a green and sustainable place

Local Transport Strategies

Ensure a sustainable future

Create conditions for business growth

Nurture strong communities

Unlock the potential of our towns

Highway Asset Management Strategy

Lifecycle & Investment Planning
Data Management
Information Systems
Service Provision
Good Practice

Enablers

Budget

Service Requirements
Business Planning
Budget
Investment
Risk
Resources
Data

Performance

Target Setting and Monitoring
Service Delivery Standards
Budget
Risk Management
Resources
Data

Delivery

Delivery

Highway Asset Management Plan & Maintenance Plan
LTP Implementation Plan
Code of Practice for Highway Safety Inspections
Delivery of Projects
Delivery of Routine Maintenance Activities
Communication Strategy

Action 9.14 – We will continue to take an asset led approach to maintenance of our transport assets in an effort to achieve maximum value for money

9.3.2 Weather-related disruptions

Projections show that by 2050, the Northwest region will have wetter and warmer winters and drier and warmer summers. This will require an element of preparedness to ensure the transport network maintain effectiveness.

Sections of the transport network already suffer from weather related issues. As routes become unavailable for the passage of vehicles, journeys are disrupted and the level of congestion on the wider network is increased, making increased resilience to weather-related disruptions a priority for the future.

Action 9.15 – We will seek to ensure that the transport network is increasingly secure against extreme weather events and disruption

9.3.3 Permitting

Activity such as utility maintenance when occurring on the public highway has the potential to cause inconvenience to vehicular traffic, pedestrians, cyclists and others; whilst also having the potential to cause inconvenience for residents and business. Where the activity affects traffic flows directly there is the likelihood of congestion and disruption.

Effective coordination and management of the highway requires reliable and timely information being communicated and enables differences between those competing for space or time in the street to be resolved in a positive and constructive way. In addition, efficient design of an activity on the highway will significantly mitigate the potential disruption of that activity.

Permits provide the basis for this with the requirement to manage the applications for utility and highway works in a proactive manner as these are the two activities that often have the greatest effect on traffic and disruption.

Following the Traffic Management Act 2004 Part 3, the Council is preparing to join the West and Shires Permit Scheme (WaSP Scheme). The WaSP scheme allows participating authorities to better manage activities on the highway and minimise disruption and inconvenience. The WaSP scheme requires an activity promoter to apply for a permit in order to 'book' time on the highway. The Permit Authority issues permits with conditions attached to better focus the activity in terms of reducing the impact of road users and other stakeholder; this might be in relation to the timing of the works, the traffic management and methodology or any other factor that is deemed important.

Action 9.16 – We will introduce a permitting scheme with the aim of reducing the negative impact of utility and other works on highway function

Action 9.17 – We will seek provision of further functionality and continued development of the range of information on roadwork's and delays that is provided electronically

9.3.4 Environmental performance and air quality

In Cheshire East, greenhouse gas emissions (GHG) from transport account for 44% of total emissions, compared to about a quarter in the UK. Transport, in particular road transport, is also a main source of local air pollution through the emission of pollutants such as nitrogen dioxide, particulate matters, volatile organic compounds and sulphur dioxide. This can have a negative impact on both human health and sensitive habitats.

However, transport networks, and their associated green infrastructure, can provide valuable ecosystem services that can assist in the management of, and adaptation to climate change. Green infrastructure can provide carbon storage by trees, sustainable drainage and water conservation, cooling urban heat islands and ecological connectivity. Canal towpaths, public rights of way, road verges, cycle routes or railway embankments therefore have the potential to make a positive contribution to the environment.

In order to detect changes in air quality and limit air pollution to safe levels as set out by national legislation and European directives, Cheshire East is required to undertake annual reporting which assesses local air quality within its jurisdiction. Where the air quality objectives are not likely to be met and emissions are expected to breach legal limits, an Air Quality Management Area (AQMA) must be declared, for which the local authority must develop a plan to improve the air quality - a Local Air Quality Action Plan.

Within Cheshire East, a total of eighteen AQMAs have been declared. All of these relate to nitrogen dioxide emissions and breaches of the annual mean objective and there is the potential for two to breach the hourly standard. There are four AQMAs in Macclesfield, three each in Congleton and Crewe, two in Sandbach, and one in Cranage, Knutsford, Mere, Middlewich, Nantwich and Disley:

AQMA	Key service centre	Pollutant
West Road, Congleton	Congleton	NO_2 (Annual and potential hourly Limit
A34/A54, Congleton	Congleton	NO_2 (Annual Limit)
Lower Heath, Congleton	Congleton	NO_2 (Annual and potential hourly Limit)
Nantwich Road, Crewe	Crewe	NO_2 (Annual Limit)
Earle Street, Crewe	Crewe	NO_2 (Annual Limit)
Wistaston Road, Crewe	Crewe	NO_2 (Annual Limit)
M6 Motorway, Cranage	Knutsford	NO_2 (Annual Limit)
A556 Chester Road, Mere	Knutsford	NO_2 (Annual Limit)
A50, Manchester Road, Knutsford	Knutsford	NO_2 (Annual Limit)
A523 London Road, Macclesfield	Macclesfield	NO_2 (Annual Limit)
Broken Cross, Macclesfield	Macclesfield	NO_2 (Annual Limit)
Hibel Road, Macclesfield	Macclesfield	NO_2 (Annual Limit)
Park Lane, Macclesfield	Macclesfield	NO_2 (Annual Limit)
Chester Road, Middlewich	Middlewich	NO_2 (Annual Limit)
Hospital Street, Nantwich	Nantwich	NO_2 (Annual Limit)
A6 Market Street, Disley	Poynton	NO_2 (Annual Limit)
A533 Middlewich Road,	Sandbach	NO_2 (Annual Limit)

Sandbach		
A5022/A534 Sandbach	Sandbach	NO_2 (Annual Limit)

Action 9.18 - We will continue to monitor air quality and take action where necessary with further detail to be set out in an updated Air Quality Management Strategy

Action 9.19 – We will support technological advances which reduce the environmental harm caused by vehicle use

9.4   Parking

9.4.1 Introduction

Parking provision in the Borough supports accessibility for residents, businesses, shoppers, workers and commuters. Parking provision has the potential to impact on surrounding areas both negatively and positively. When parking is well managed it can support thriving businesses, access to services and active social lives; but when not well managed parking can encourage car travel to areas which suffer unduly from congestion as well as causing other environmental and social issues.

9.4.2 High Level Parking Strategy

The existing car parking strategy was published in 2010, bringing together the parking strategies of the three former borough Councils of Macclesfield, Congleton, and Crewe and Nantwich. The High Level Parking Strategy is intended to further develop and harmonise the parking offer focusing on the Cheshire East principal towns and key service centres.

There are two broad categories of car parking in Cheshire East:

- On-street – this is parking within the adopted highway boundary that is regulated by the Council acting as highway authority. Enforcement of on-street parking regulations is undertaken by the Council.
- Public off-street – these are parking areas provided by the Council which are open for use by the general public. Some car parks have parking charges reflective of the length of stay.

In developing a parking strategy, issues of demand and supply will be considered, together with establishing when the Council may consider changes in supply.

Further work on future requirements for parking will come through the Local Plan Documents, the High Level Parking Policy, the On-Street Parking Policy, and the individual Town Parking Studies.

Effective management of both on and off-street parking can have a significant effect on the capacity and flow of traffic on the road network. Well managed parking can have a positive environmental effect through making our towns attractive and supporting local economic growth.

The Council must continue to manage on and off-street parking whilst encouraging more sustainable travel patterns including walking, cycling and public transport where such effective alternatives are viable.

It is important to ensure that the economic viability and vitality of our town centres is preserved, and the provision of well-planned and managed parking both on and off-street plays a key role in achieving this. Whilst it is not always possible to increase parking space within urban areas without high costs, controls can be put in place to manage demand.

It is recognised that there is a need to cater for a range of users including residents, shoppers, tourists, workers and commuters. The balance of need depends on individual locations, however in general:

- Shoppers require short stay convenient parking. In some locations tourists are likely to spend the whole day in areas where Park & Ride could be a convenient option.
- Commuters/workers require long stay parking and can be encouraged to walk further to their destination, and are more likely to use Park & Ride/rail facilities or local bus services.
- Residents (where off-street private parking is not available) require on-street parking as close to home as possible. In some locations they may be given preference over shoppers/or given shared use provision.
- Visitors and tourists may require either short or long stay parking depending upon the tourist offering and this will need to be considered in each location.
- For some of Cheshire East's towns, the night time economy is important, and people are likely to make different choices therefore the pricing strategy needs to take account of this, as fewer public transport choices are available at night and there are personal security concerns for some.

The provision of off-street parking can be very costly, both in terms of land requirements and maintenance costs. The Council charges for parking in order to recover these costs from service users, although it is recognised that there is currently a disparity between those areas of the borough where parking charges apply and those where they do not.

The Council is also responsible for creating Traffic Regulation Orders concerning on-street parking control and is responsible for the enforcement of those Traffic Regulation Orders including the management of off-street car parks within their ownership.

An appropriate Parking Strategy can support regeneration of town centres while also encouraging people to think more about when and how to travel, perhaps choosing public transport, and contributing to road safety.

In order to establish a consistent approach across the Borough, it is proposed that each town will be looked at individually with regards to parking quality, choice and value, thus facilitating necessary unique pricing tariffs based on patterns of parking demand, size of town and its draw in terms of the type of shops, catchment area and whether it is predominantly a local service centre or includes tourists.

The proposed town parking studies would include:

- Alsager
- Congleton
- Crewe
- Handforth
- Knutsford
- Macclesfield

- Middlewich
- Nantwich
- Poynton
- Sandbach
- Wilmslow

Aims and Objectives

The overall aim of this High Level Parking Strategy is that it will seek to balance long-term economic, social and environmental well-being underpinned by the following objectives:

- Manage traffic to improve transport network efficiency
- Encourage the use of more sustainable and healthy forms of travel, including walking, cycling and public transport
- Sustain and enhance the vitality of our town centres
- Provide for the parking needs of people with disabilities & parents/carers with young children
- Balance the parking demands of local residents, shops and businesses and visitors, shoppers, workers and commuters

The strategy looks at all forms of parking requirements, not just for cars i.e. Ultra Low Emission Vehicles, motorcycles, and Heavy Goods Vehicles.

The strategy will not set parking charges (Tariffs) but rather establish the general principles which should be taken into consideration for charging. Charges/tariffs are set at annual budget rounds and are to be considered on a town by town basis.

Overall, it is the intended aim that the High Level Parking Strategy should work in conjunction with proposals in the emerging Town Based Delivery Plans which the Council is developing and delivering. These are to be reflected in the proposed programme of work.

Wilmslow formed the first of the town Parking Strategies and a draft Wilmslow Parking Strategy was produced through a review of existing parking provision which allowed for potential measures and packages of improvements to be identified. The Strategy was published for public consultation in January 2019 followed by a consultation period, in which stakeholder feedback was gathered.

It is the intention for parking to be evaluated within other principal towns across Cheshire East, subject to funding availability. This aims to support the needs of residents, visitors, businesses and people who work in each town, and to ensure parking compliments other transport provision in each town.

Quality

Safe, secure and accessible parking is vital to the attractiveness of our towns and assists in the promotion of our principal towns and key service centres, boosting the economic regeneration of the borough.

Parking is often the first contact that a visitor has with a town and can thus provide the first and lasting impression. Security, cleanliness and availability of facilities contribute to this impression and play an important role in the successfulness of our towns.

The Community Safety Strategy identifies reduction of vehicle crime and the fear of crime as key priorities.

Examples of facilities considered important include:

- Clear directional signage to car parks
- Clear signage within the car parks including bay lining
- Designating appropriate spaces for disabled motorists, motorcycles and electric vehicles
- CCTV
- Clean and well-maintained car parks
- Active uniformed patrols

Improvements and measures have been implemented to work towards enhanced safety and security on car parks. CCTV has been re-introduced on Spring Street Multi Storey Car Park (Wilmslow) and Jordangate Multi Storey Car Park (Macclesfield).

The Council's car parks are regularly inspected and any actionable maintenance issues such as defective lighting, faded lines, and surface maintenance will be addressed. It is important that Cheshire East Council continues to:

- Pursue high standards of safety, security and cleanliness on its off-street car parks
- Support increased provision for electric vehicle charging infrastructure

Choice

Parking provision and management within Cheshire East will take into account national and regional planning and transport policies, complement local land use and regeneration policies, and relate to the size and function of the principal towns and key service centres. Parking provision will reflect wider community objectives with facilities being safe and secure.

The Council will consider maximising the availability of short stay spaces in prime, central locations for use by shoppers and other short stay users. Short stay parking generates a high turnover of spaces allowing more visitors to be accommodated per space. The Council will therefore review the designations of each car park to ensure the right spaces are in the right places – looking at whether the provision should be short or long stay or a mixture of both.

Disabled parking and the Blue Badge scheme will comply with the national guidelines, although a review does need to be undertaken with regards to the location of disabled spaces in car parks. Whilst our aim is to meet the needs of our towns, historical underuse of disabled parking in some highly utilised car parks can exacerbate the availability issues of general spaces.

The Council's work on climate change and sustainable travel promotes better use of the car and healthier more environmentally friendly alternatives, such as walking, cycling, and public transport. Travel Plans are also seen as a key element in reducing car usage by tackling different aspects of business transport.

Parking impacts on traffic flow and on-street parking can reduce the capacity of the road network. Provision of adequate, safe and accessible off-street parking can reduce this impact. In addition, parking guidance and information can reduce unnecessary traffic movements and thereby congestion in and around main centres.

The Traffic Management Act 2004 places a network management duty on local authorities to keep traffic flowing, and to co-operate with other authorities to the same end. The Act requires local authorities to exercise all of their functions which may affect traffic in a more coordinated way.

Parking Provision, management and enforcement must contribute to the delivery of the overall statutory network management duty. Providing for either too few or too many vehicles in a town

can affect its environment and its viability. Whilst it is not possible to increase parking space within urban areas without high costs and abstracting prime urban land from the limited supply, controls can be put in place to manage demand.

Value

Charging is an effective tool in managing the demand for parking spaces, however because each of our towns are unique, it is not appropriate, fair or realistic to introduce a uniform borough-wide tariff model. The approach would be to set appropriate tariffs on a town by town basis informed by each town parking study.

It requires the recovery of full cost from service users. Any pricing mechanism adopted should be appropriate for the following purposes:

- Managing demand, required to promote the use of town centre short stay spaces for shoppers and visitors.
- Ensuring that direct users pay for the service, e.g. charging appropriately in car parks close to train stations that are predominantly used by Commuters.
- Providing finance to support other strategic transport aims.

Cheshire East Council would in principle impose charges for parking based on supply and demand, reflecting local pressure and needs including any consequences for on-street parking. The key measure for assessing the demand, pressure and need will be the utilisation of the car parks, measured through either ticket sales or by observing the numbers of cars parked at particular points in time.

Those towns where average car park utilisation during peak hours is high would be considered for increased charges to manage demand. The provision of additional parking could also be considered providing the charges were sufficient to recover the investment cost required to deliver the additional parking requirement. A business case would be required to demonstrate a return on investment to ensure residents and businesses would not be required to fund any shortfall.

Those towns where average car park utilisation during peak hours is low could be considered for reduced charges to support the towns economic viability. A reduction in parking provision could also be considered, potentially releasing land for redevelopment and regeneration. Any reduction in charges would still be expected to cover the cost of operating and managing the town's car parking.

It is expected that an appropriate town by town charging level, combined with appropriate enforcement action, will help the Council to make the best use of the car park assets which in turn is likely to make parking easier and more attractive.

Formal consultation will be required to introduce new charges as part of the agreed Council procedures.

Following completion of a review of parking within each town, the Council will review the parking charges annually, in accordance with the Council's Fees and Charges policy, at least recovering the cost of the car park service.

Enforcement Action

The need for efficient parking enforcement is fundamental to any Parking Strategy, to ensure that on-street parking supply is managed effectively, to prevent inappropriate parking that could cause congestion and increase dangers for other road users, and to ensure proper management of off-street car parks and time limited on-street parking.

The enforcement approach will be geared to effectively manage the supply of off-street and unauthorised parking; effective parking enforcement is also required on-street short stay parking.

Cheshire East Council is responsible for enforcing parking, loading and waiting restrictions on the streets and in the car parks throughout Cheshire East, with the exception of most major trunk roads. This is carried out under the terms of the Traffic Management Act 2004 and is a civil matter rather than criminal. Civil Enforcement Officers will issue Penalty Charge Notices to any vehicle parking in contravention and will enforce on-street contraventions as well as in car parks. The Civil Enforcement Officers are paid an annual salary only and there is no bonus, commission or incentive scheme or target for issuing Penalty Charge Notices.

Enforcement practice will follow the Guidelines detailed in the Traffic Management Act 2004; it will focus on key areas where compliance needs to improve and will follow the principle that the purpose of enforcement is to induce motorists to comply with the regulations.

The Councils Civil Enforcement Officers will operate under the following principles:

- Enforcing parking and waiting restrictions to ensure maximum space availability for customers and business visitors.
- Taking action where unlawful or inconsiderate parking stops traffic (or the free flowing movement of traffic).
- Taking action where cars parked on pavements block the walk way for pedestrians who then have to go into the road to pass the cars (particularly in school keep clear areas).
- Taking action where unlawful or inconsiderate parking is dangerous.
- Taking action where emergency vehicles are prevented from travelling along a road

- Taking action where spaces intended for disabled users only are used by non-disabled users.
- Allowing for exceptional events and circumstances and engaging with the community at key events.

A key partner in control is Cheshire Police who continue to be responsible for enforcement of certain traffic offences; Cheshire East residents and businesses rightly expect that we act as true partners in tackling poor and dangerous parking, utilising our respective powers promptly, efficiently and in concert.

Local Parking Standards

The adopted Cheshire East Local Plan Strategy 2010-2030 (Appendix C) details the parking standards applied to new developments. It is considered that the town parking studies will support the evidence base for use in determining the parking requirements of new development, allowing the Council to depart from the standards where appropriate to improve the management of the road network.

Ultra Low Emission Vehicles

The Council will promote and support the use of ultra-low emission vehicles (ULEVs), including electric vehicles, due to their reduced impact on air quality. Electric vehicles have the potential to help reduce kerbside emissions if they become more widely used in Cheshire East, although current technology means that they are likely to be a more attractive choice in urban areas due to the limited availability of charging points in the rural areas. To date, take-up of electric vehicles has remained low, however all predicted forecasts are for significant growth moving forward.

The potential exists to install public on-street charging points. Since any bays would have to be reserved for electric vehicles only, the Council will take into account future demand and the loss of general public parking before considering whether to install any on-street bays.

Heavy Goods Vehicle and Coach Parking

The provision of HGV and coach parking is a necessary amenity across the authority; the provision of lorry parking is required to ensure that drivers have suitable places for rest breaks and encourages appropriate parking. At present HGV parking is underutilised, and has capacity to fulfil future growth detailed in the 2011 Department for Transport Lorry Parking Study. Cheshire East will assess the provision of HGV parking in line with future growth and associated demand; this should include assessing the location of existing facilities and assessing whether the locations are suitable for future demand.

The Freight Transport Association indicated that demand for overnight lorry parking facilities would rise as a result of the 1998 EU Working Directive leading to increased need for driver stops. The Council will continue to review the needs in specific areas to determine whether existing facilities are adequate and appropriately located.

Additionally, successful tourist attractions require adequate off-street coach parks to prevent road safety problems and to protect the environment. To deter access via residential streets and other environmental areas, it is intended that off-street coach and overnight lorry parks will be located, where required, with good links to the road network and with regard to the impact on the local environment.

Motorcycle Parking

Motorcycles and mopeds offer the same potential for personal mobility as private cars whilst contributing less congestion, pollution and damage to roads. They are lighter, generally more fuel efficient and take up less space, whether parking or moving.

The safety of users of motorcycles and mopeds and the need for secure parking must be taken into account both in new and existing developments and at public transport interchange sites.

Taxis and Private Hire Vehicles

Taxis and private hire vehicles are important in meeting the travel needs of many sections of the population, especially people with disabilities and for those whose journeys cannot be made on foot, cycle, bus or train.

Taxi parking should be visibly provided at key locations, such as shopping areas and public transport interchanges. Ranks should be marked out to avoid random parking. Accessibility to the parking location is a priority and a road safety audit should be carried out to ensure taxi movement will not conflict with other users. The level of taxi parking will be assessed on a case by case basis.

Residential Parking

The Council aims to improve the quality of life for residents through parking management, provision and relief of traffic congestion generated by parking demand. Residential areas around town centres can suffer from commuter on-street parking and in some cases, controlled parking zones are implemented to meet the needs of residents and local businesses.

The Council will review on-street parking provision for residents as travel demand grows, and assess whether the need exists for the introduction of further controlled parking zones. The Council should review the on-street demand at each of the principal towns and key service

centres and assess the impact to residents, including a review of existing Traffic Regulation Orders.

Parking at Rail Stations

The provision of adequate car parking at railway stations can help to reduce the length of car journeys by attracting people onto rail for the major part of their journey. In addition, it can help avoid or alleviate 'overspill' parking around stations.

In reviewing parking issues at railway stations, the Council will need to consider a number of factors to seek to gain a better understanding of the local context:

- the quantity and usage of parking presently available at a station and in the surrounding area
- the level of charges for those parking spaces, if any are in place, and charges at other nearby stations serving the same destinations
- the number of stopping train services
- the origin (catchment area) and journey mode of station users
- the impacts of station traffic and parking on the local road network and community
- the length and type of rail journeys
- the availability of sustainable transport modes to and from the station

If appropriate, the Council will then work with Network Rail, station and public transport operators, passenger and cyclist groups and others to evaluate the situation further and investigate possible solutions that take account of the needs of both rail users and the local community. In line with LTP objectives, the Council will ensure that any solutions also promote modal shift by encouraging the use of walking, cycling and public transport. These issues and the factors above should be considered as part of a station Travel Plan.

Increased parking provision at railway stations will only be considered if it is included as part of a station Travel Plan or linked to improved infrastructure such as the new Hub Station in Crewe.

Sunday Parking Requirements

On a Sunday many towns now see a normal shopping or visitor day, therefore there is a need to manage Sunday parking to serve shoppers and visitors. Overall there is also a benefit in simplifying and providing a consistent approach.

The Council should consider proposals to maintain / introduce standard tariff seven-day charges for off-street car parks where charges are applied.

Charging in off-street car parks, whilst maintaining free on-street parking on a Sunday, creates the effect of people seeking to park on-street. However, it is considered that the benefits to be gained from introducing Sunday charging do outweigh the cost of Sunday on-street parking enforcement.

Night Time Economy Parking Requirements

The Council should consider that in towns/areas where the night time economy is prevalent, that consistent time bands for charges are applied as follows:

- For off-street car parks 8am to 10pm Monday to Sunday.

Shopper/Retailer Subsidy

Although there are issues about drivers thinking about alternative methods of travel where possible, this does allow for local loyalty incentives to shoppers when supporting local shops and it is recommended these are made available where requested.

Contract Permits – Off-Street Car Parks

It is proposed that contract permits will be car park specific (currently, some permits may be for more than one car park) and will be registration specific, with up to two vehicles registrations per permit. It is recommended that no contract or season permits should be issued for short stay car parks as this parking is designed to be available for short stay trips for shoppers and visitors.

Waivers

A list of special permits and conditions appropriate for issuing them should be established.

This provides for carers, meals on wheels, essential trades, such as plumbers, etc. These usually allow for parking, where essential, in Residents Parking Zones or Pay & Display, or in certain cases on double yellow lines. Clear principles will be set out, which need to be backed up by clear issuing procedures for staff.

Charging Mechanisms

In general where charges in a car park or on-street are applied, Pay & Display machines are used. Whilst pay on foot machines/pay on exit Pay Stations that give change may be popular elsewhere with users, these are expensive to install and maintain. The Pay Station costs in the region of £16,000 added to the cost of a barrier and ticket reader required at the exit at £10,000, plus on-going maintenance requirement. Pay & Display ticket machines cost in the region of £4,000. In

many cases the level of income is not sufficient to warrant the higher investment or operating costs of Pay Stations relative to Pay and Display and this will need to be a consideration.

Barriers require maintenance, and if a car park is not staffed any mechanical failures can cause problems. It is recommended therefore that Pay & Display be retained in car parks, and only MSCP's be considered for Pay Stations permitting pay on exit.

Disabled Parking

The use of disabled spaces is governed by the blue badge parking scheme. This is a European scheme for people with limited mobility and allows disabled people accessible parking in locations that enable access to shops and services.

The badge is allocated to individuals and not to vehicles. It can only be used when the named holder is either the motorist or travelling with a carer.

People displaying a blue badge may park on double yellow lines for a limited period where their vehicle does not obstruct traffic or other road users. However, such parking is prohibited where there are additional yellow road markings that restrict parking or where local parking restrictions apply such as outside schools. The blue badge scheme also governs use of disabled spaces on car parks.

The Council adheres to the national policy on concessions for Blue Badge Holders. There are on-street designated disabled bays. These are free and have no time restrictions for blue badge holders. For disabled bays in off-street car parks, blue badge holders can currently park without charge for as long as they want to, even if this is only a short stay car park.

In 2015/16, 8125 Blue Badges were issued contributing to the circa 20,000 blue badges held by the Boroughs individual residents and organisations.

- This Parking Strategy recommends that national disabled parking standards for car parks and all new developments are applied across the borough.
- The Parking Strategy recommends that the quantity and locations of disabled bays are reviewed and where necessary, changed to meet the needs of users in each urban centre. Ideally, disabled bays should be close to amenities and spread out around town centres rather than all together.
- It is recommended that charges for disabled parking are considered for implementation alongside charging for standard spaces. This will generate revenue which can be used for raising the quality of parking.

Parent and Child Parking

There is no specific national or local policy on the provision of parent and child spaces. Supply of these in Cheshire East is almost entirely within privately owned, retail-related car parks. Occupancy of these spaces is generally high. Whilst it is legally unenforceable and does not yield additional revenue, it is felt that consideration should be given to the provision of parent and child spaces. This could be done in conjunction with the review of disabled spaces, since Snow Hill car park in Nantwich is currently the only car park facilitating such spaces.

9.4.3 On-Street Parking Guidance

Introduction

Cheshire East Council as Traffic Authority is responsible for making Traffic Orders that regulate on-street parking.

The Cheshire East road network needs to support a local transport system that promotes economic growth, is safe for all road users and is not detrimental to the quality of life in our communities. The Council recognises the importance of its highway infrastructure and how an effectively maintained and managed road network contributes to the accessibility and safety of its users.

The On-Street Parking Guidance has been developed to support the Council's High Level Parking Strategy with the aim to manage the level of on-street parking based on guiding principles and ensure consistency of approach to overall parking management across the Borough.

In line with the High Level Parking Strategy, the guiding principles for parking will be applied in town parking studies to ensure the management and balance of parking is addressed both on and off-street.

On-Street Parking Regulations

There are a number of pieces of national legislation that impose statutory obligations and duties on the Council in relation to on-street parking including:

- The Traffic Management Act 2004 (TMA) places a duty on all local traffic authorities to secure the expeditious movement of traffic on their road networks.

- The Road Traffic Act 2006 (RTA) requires local authorities to prepare and carry out a programme of measures designed to promote road safety.

- Waiting restrictions are indicated on the road network by road markings and signs which can only be implemented or changed via Traffic Regulation Orders (TROs) which

involves a legal process governed by strict legislation. The Road Traffic Regulation Act 1984 (RTRA) defines under what circumstances a TRO can be introduced. These are:

o   Avoiding danger to persons or traffic;
o   Preventing damage to the road or to buildings nearby;
o   Facilitating the passage of traffic;
o   Preventing use by unsuitable traffic;
o   Preserving the character of a road especially suitable for walking or horse riding;
o   Preserving or improving amenities of the area through which the road runs; and
o   For any of the purposes specified in paragraphs (a) to (c) of the Environment Act 1995 in relation to air quality.

The RTRA also requires the Traffic Authority to exercise these powers to secure the expeditious, convenient and safe movement of vehicular and other traffic and the provision of suitable and adequate parking facilities on and off the highway.

Any decision to restrict vehicles from parking on the road network must have due regard to these objectives.

Types of Restrictions

There are two main types of waiting restrictions:

- Prohibitive Waiting Restrictions; and
- Permissive Waiting Restrictions.

Prohibitive Waiting Restrictions
Generally, prohibitive waiting restrictions are indicated by yellow road markings and the times of the control are indicated by accompanying signs (except for double yellow lines, where restrictions apply 24 hours per day and cannot have supporting signs).

Zonal restrictions can be applied to parking on the road, footways and verges. These are indicated by zonal entrance signs and repeater signs.

It should be noted that the setting down of passengers and loading/unloading is lawfully allowed, except where the following loading restrictions apply:

- Bus Stop Clearways;
- Bus Lanes;
- Clearways;
- School Keep Clears;
- Box junctions; and

- Doctors Bays.

Also, blue badge holders (disabled drivers or passengers) can lawfully park for up to three hours on Single or Double yellow lines during the hours of operation provided they do so safely, are not obstructing traffic and the badge and clock are clearly displayed with the correct time of arrival.

Permissive Waiting Restrictions
Permissive bays manage the demand for parking by assisting in addressing conflicts for parking in areas of high demand.

These are usually indicated by zonal entry signs or white parking bays with accompanying signs. The signs indicate who can park and any limits on length of stay or times of use. Sometimes designated use of a parking bay can be indicated on the carriageway in white lettering, such as 'disabled', 'doctors', 'loading' or 'permit holders only'.

Other Restrictions

School Keep Clear Markings and zig zag markings associated with pedestrian crossings - stopping under any circumstances during the hours of operation is prohibited on School Keep Clear markings and this includes coaches, deliveries and blue badge holders. The purpose of providing School Keep Clear markings is to keep the space outside of schools free from parked vehicles so that children can be seen more easily when crossing the road.

Loading and Unloading Restrictions - these are indicated by yellow "tabs" on the kerb and can be at all times or for a prescribed period as indicated on accompanying signs. No vehicles are permitted to park in these locations during the hours of operation, including blue badge holders.

Controlled Footway Parking - legislation is available to allow footway parking to be created using line markings and signs to delineate when parking is allowed. However, it is necessary to ensure there is a minimum of 1.2 metres of remaining footway for wheelchair users etc. These parking bays can be enforced by the Council's Civil Enforcement Officers.

A street can be designated a footway parking zone. In this circumstance there will be a requirement to sign the street either by local signs or zonal signs but there are no formal markings on the footway and residents are left to park appropriately. This does not necessarily prevent parking causing an obstruction of the footway and where this occurs it can only be enforced by the Police.

Parking Guidelines

The Council receives numerous complaints and requests each year from residents who are experiencing local parking issues.

The types of issues that are reported include:

- Road Safety and traffic flow concerns caused by parked vehicles;
- Access to residential properties being restricted and hampered visibility on exiting;
- Parking around junctions;
- Parking on bends;
- Indiscriminate parking around schools and employment and development sites; and
- Residents have no off-street parking and there is limited on street parking available.

In the majority of cases the criteria defined under the RTRA is not met and other methods need to be considered in line with the Highway Code. In making that decision the following needs to be considered:

- What is the evidence?
- Who or where is the source of the evidence?
- What actual safety risks are there?
- What is the role of the Police and Council around enforcement?
- What is the potential impact of the TRO?
- Does it meet with local and National Regulations?

It is important to consider each issue to identify if it is a real problem and not a perceived one and the consequences of any change to Regulations do not simply displace the problem. Contentious TROs are often challenged and can be the subject of an Ombudsman investigation, and it is therefore important that the powers available under the RTRA are used appropriately and that there is clear evidence to support the decision to implement the TRO.

Issues raised can be categorised as follows:

Road Safety

The highest proportion of issues raised by members of the public, parish and town councils and Ward Councillors relate to the perceived potential for risk to safety, particularly at junctions or where parking is considered hazardous. These issues are frequently close to amenity areas such as rail stations.

However, this can only be considered as a reason for a TRO if collisions are occurring or where a formal risk assessment carried out by qualified road safety professionals indicates a high risk that should be mitigated.

Cheshire East will consider parking restrictions in locations supported by evidence provided by the Police in order to reduce collisions.

Accessibility
These are issues where parking contributes to problems that affect through traffic.

However, consideration has to be given to the frequency and the effects on the volume of traffic, including the time periods.

Cheshire East will consider parking restrictions on roads where parked vehicles are proven to have a detrimental effect on the capacity and efficiency of the road network.

On-Street Parking Capacity This is where there is a conflict in demand or capacity for parking in an area. Most relate to where off-street parking is limited and conflict between residents and other road users for on street parking exists. It also includes requests for residents only parking zones.

Cheshire East will consider requests for residents parking zones in locations that meet the criteria detailed within the current Residents Parking Permit Guidance.

Cheshire East will consider other forms of parking restrictions where equivalent additional parking capacity can be provided.

Cheshire East will consider the installation of individual disabled person's parking bays where eligibility is identified through a Community Care Assessment.

Amenity
Issues arise that affect the visual or environmental amenity of a particular area. This includes parking on grass verges or where parking is considered to be a visual intrusion rather than a safety or accessibility issue, such as in conservation areas.

Cheshire East will consider restrictions in conservation areas where the equivalent additional parking capacity can be provided.

Cheshire East will consider the formal restriction of parking on footways and verges on an area wide basis.

When introducing or renewing yellow lines in Conservation Areas, Cheshire East will use Primrose Yellow and 50mm wide lines.

When introducing new restrictions in rural and Conservation Areas Cheshire East will consider the use of Zones involving signs only at entrances.

Demand for access to retail facilities and transport hubs and the associated parking capacity available can have a detrimental effect on the surrounding area and community.

Cheshire East will consider parking restrictions in villages and town centres on an area wide basis that will take in to consideration on-street and off-street availability and time restrictions.

School Parking

The Council actively supports and encourages a responsible approach to parking and driving outside and around schools through its road safety education programme and regular enforcement in partnership with the Police and Cheshire Fire and Rescue Service.

The Council has a Sustainable Modes of Travel to School Strategy and a Safer Routes to School programme. Working with schools that have an up to date school travel plan, this programme aims to manage and reduce the impacts of parking around schools.

The introduction or extension to parking restrictions near schools needs to consider any impacts of displacing parking problems to other local streets.

Cheshire East will assist local communities to tackle parking issues related to the school start and finish times as appropriate.

Cheshire East will seek to avoid the displacement of on-street parking near schools when considering any new restrictions.

Parking associated with Employment and Development Sites

There are numerous parking issues within and surrounding many of the borough's major employment sites. The Council will apply the guidelines alongside working with employers to reduce the impacts on the road network by encouraging both considerate parking where this affects residential areas and sustainable travel to work.

The adopted Cheshire East Local Plan Strategy 2010-2030 details the parking standards applied to new developments. It is considered that the town parking studies will support an evidence base for use in determining the parking requirements of new developments through the planning process. In certain circumstances the Planning Authority may consider departing from the standards where unacceptable pressure would be placed on the road network.

Footway and Verge Parking

The Council does not advocate parking on footways or verges due to the impact it has on other road users and the damage it can cause.

Any proposals for footway and verge parking must balance the needs of all road users against the physical constraints of the highway.

Cheshire East will consider the benefit of hardened verges to cater for localised parking provision but only where this is deemed appropriate against the needs of all road users.

TRO Process

The Council will consider Traffic Regulation Orders to improve Network Management, Road Safety and Accessibility for all road users through the following process:

Priority 1 - Urgent
Those locations where there are urgent access issues, such as emergency services, refuse collection vehicles unable to travel along a road, or where a specific safety issue has been evidenced.

Priority 2 – Non-Urgent
These are locations where residents are frequently competing with commuters/local workers for limited on-street parking. Those requests that meet the criteria specified in the guidance will be considered with a focus on an area wide approach.

Priority 3 – Non-Urgent
These are locations where alternate on street or off-street parking is readily available elsewhere in the locality.

Action 9.20 – We will produce town parking studies for the two principal towns and nine key service centres across the Borough

9.4.4   School Parking

The 2010/11 School Census reveals that 21% of high school pupils are driven to school, with the figure for primary schools, which are principally in residential areas, being significantly higher at 45%. Since this Census, the impacts of parking around primary schools has been highlighted as an issue by some residents and communities owing to the pressure it places on the local highway infrastructure.

The Sustainable Modes of Travel to School Strategy identifies interventions aimed at minimising the adverse impact of parking at the school gates, including the development of School Travel Plans. However, given the larger catchment areas associated with rural schools, there are additional challenges faced in terms of encouraging modal shift towards walking and cycling. In

addition to Travel Plans, other interventions will also be implemented such as educational campaigns, exploring opportunities for off highway drop off zones and better enforcement.

Action 9.21 – We will continue to seek to minimise the adverse impacts of parking at the school gates

9.5   Integration with other modes / land use

The integration of different transport modes has the ability to increase efficiency and sustainability. A lack of integration between transport services and modes is a significant barrier to greater use of bus and rail services, causing significant increases in journey time and discouraging multi-modal travel.

Improvements in integration between road and other transport modes e.g. bus, rail, walking and cycling has the potential to decrease private car travel bringing a multitude of benefits. Likewise, promoting development which is not car dependant is vital for long-term sustainability, health and the operation of the highway network.

Action 9.22 – We will implement improved car parking and cycle parking at bus and railway stations across the Borough where the opportunity exists

Action 9.23 – We will promote development which facilitates travel by a variety of transport modes

| 10 | Delivering for Cheshire East |

10.1 Monitoring and evaluation

Data collection and analysis play a key role in informing transport planning, investment and management. Subsequently, there is a need for the Council to monitor progress against the LTP in a proportionate way which does not impose unreasonable costs but gives focus to the collection and analysis of data which will be beneficial to Cheshire East.

The Council will monitor progress against the LTP on an on-going basis and produce yearly Monitoring and Evaluation Reports. Monitoring will focus on metrics related to each of the six LTP transport objectives as detailed below:

- Supporting growth and economic strength through connectivity:
  - o **Efficiency:** Minutes of delay per hour travelled on the Major Road Network in Cheshire East: car; HGV and LGV; and
  - o **Community perception of highway reliability:** National Highways and Transportation Public Satisfaction Survey – Tackling Congestion Theme.

- Ensuring accessibility to services:
  - o **Supported bus service reliability:** Percentage of supported bus services operating within the 'six-minute window' punctuality standards (one minute early to five minutes late);
  - o **Community perception of bus service reliability:** National Highways and Transportation Public Satisfaction Survey – Public Transport Theme; and
  - o **Sustainable access to schools:** Number of schools supported to implement and maintain a School Travel Plan.

- Protecting and improving our environment:
  - o **Air Quality:** Number of Air Quality Management Areas declared in Cheshire East.

- Promoting health, wellbeing and physical activity:
  - o **Community perception of walking/cycling facilities:** National Highways and Transportation Public Satisfaction Survey – Walking/Cycling Theme.

- Maintaining and managing our network assets:
  - o **Road safety:** Number of people killed or seriously injured on roads managed by Cheshire East Council;
  - o **Community perception of road safety:** National Highways and Transportation Public Satisfaction Survey – Road Safety Theme;

- o **Community perception of highways maintenance/enforcement:** National Highways and Transportation Public Satisfaction Survey – Highways Maintenance Theme; and
- o **Highway maintenance:** Number of third party claims relating to highway condition made and number of subsequent compensation pay-outs.

- **Improving organisational efficiency and effectiveness:**
  - o **Transport funding:** Amount of third party inward investment in Cheshire East's transport network e.g. from central government or its agencies, private developers etc.;

10.2 Borough wide actions

This strategy identifies the Borough wide challenges, objectives and actions in relation to transport. As outlined previously, it will be supplemented by eleven Town Delivery Plans in phase 2 of the LTP which will spell out more granular detail in terms of delivery in different locations. Below are listed the Borough wide actions to be completed against each transport mode:

How we will meet the challenge	
No.	Action
4.1	We will work with the LEP and other bodies e.g. TfN to agree sub-regional transport priorities
4.2	We will lobby central government and its agencies e.g. High ways England and Network Rail for investment that brings most benefit to Cheshire East
4.3	We will support the implementation of the Industrial Strategy locally including contributing towards meeting the grand challenges for clean growth, mobility, and a data driven economy.
4.4	We will seek to ensure that development delivered in line with the Local Plan is accessible by different transport modes
4.5	We will support activities which reduce the carbon intensity and resilience of our transport system.
4.6	We will review and update our Local Air Quality Strategy
4.7	We will support the delivery of green and blue infrastructure improvements
4.8	We will support increased levels of active transport, including through delivery of the Cycle Strategy
4.9	We will deliver our Highway Asset Management Strategy
4.10	We will work closely with partners to support maintenance of transport infrastructure which falls outside our remit
4.11	We will deliver a major infrastructure investment programme
4.12	We will support investment in quality of place supporting the creation of high quality town centres

Active and smarter travel	
No.	Action
5.1	We will continue to promote smarter choices as a means of supporting leisure, commuter and business journeys to be made in more sustainable ways
5.2	We will continue to support employers, schools and other trip generators to develop, implement and monitor effective travel plans
5.3	We will support children and young people to access schools and educations sites via sustainable modes wherever possible. Our approach to this has been identified in our Sustainable Modes of Travel to School Strategy
5.4	We will work to improve the quality of our footpaths and pavements, including through targeted investment as part of our asset led approach to highway maintenance
5.5	We will connect existing parts of the pedestrian network, close gaps and address safety concerns at identified hotspots
5.6	We will continue to maintain and improve the existing cycling infrastructure and develop a network of strategic high quality cycle routes connecting the Borough
5.7	We will support the delivery of improved walking and cycling infrastructure as part of the delivery of other major transport schemes
5.8	We will support the development of Town Cycling Plans and their integration in the Neighbourhood Plans for all towns and key service centres in the Borough
5.9	We will seek to ensure that developments are planned in a sustainable way through the inclusion of active travel facilities and linkages
5.10	We will maintain, improve and promote the paths available for leisure use, including horse riding
5.11	We will seek to ensure that the publically accessible highway and transport network supports accessibility for all and does not exclude anyone
5.12	We will continue to reduce barriers for multimodal active travel and improve the accessibility to and facilities at rail and bus stations for pedestrians and cyclists
5.13	We will facilitate the use of walking and cycling to access leisure destinations and for leisure trips
5.14	We will seek external funding from all sources to support active and sustainable travel interventions
5.15	We will seek opportunities to reallocate road space to pedestrian and cycling uses

Bus	
No.	Action
6.1	We will support socially-necessary bus services where possible within budgetary constraints.
6.2	We will consistently review the supported bus service provision to provide as wider coverage as possible to meet the needs of users whilst operating within budgetary constraints.
6.3	We will look to draw closer ties with Bus User Groups (BUGs), including agreeing a memorandum of agreement.
6.4	We will look to maximise the availability and usage of the flexible transport service (Flexilink) within the budget available.
6.5	We will maximise opportunities to work with and alongside our communities to encourage community led transport initiatives.
6.6	We will continue to work alongside neighbouring authorities to ensure cross boundary services with Cheshire East operate effectively
6.7	We will work with the development planning process to provide bus accessibility for new developments, seeking to establish commercially operated services through securing developer contributions to support initial operation of bus services.
6.8	We will work alongside Stockport Council and Transport for Greater Manchester to examine the feasibility of developing of Bus Rapid Transit system in the north of Cheshire East.
6.9	We will work to ensure that Crewe bus station is delivered.
6.10	We plan to ensure that bus services are integrated with HS2 connections.

Rail	
No.	Action
7.1	We will lobby for investment in rail infrastructure where it will unlock opportunities for improved rail services within the Borough
7.2	We will continue to work with partners at the sub-regional and national level to influence the specification of rail franchises in the best interests of the Borough
7.3	We will work to support additional rail services in the Borough where they will bring most benefit
7.4	We will work with partners to renew and improve rail stations and facilities, including at Macclesfield
7.4	We will work to achieve maximum Borough wide benefit from HS2 whilst achieving mitigation measures to minimise negative impacts on residents

Rail	
7.5	We will use HS2 as an opportunity to drive substantial investment and improvement in Crewe, including through the development of the Crewe Masterplan
7.6	We will work to ensure that HS2 does not detrimentally impact conventional services linking to the Borough
7.7	We will support delivery of Growth Track 360
7.8	We will work with partners with the aim of reopening the Northwich to Sandbach rail line to passenger traffic
7.9	We will work with partners with the aim of double tracking the section of line between Crewe and Alsager
7.10	We will promote rail freight as a more sustainable method of haulage except in instances where here are conflicts with passenger services
7.11	We will promote rail freight as a more sustainable method of haulage except in instances where there are conflicts with passenger services

Public transport information and ticketing	
No.	Action
8.1	We will work with partners to improve information around bus services and ticketing, including supporting a move to smart ticketing where appropriate
8.2	We will work with partners to improve information at interchange facilities
8.3	We will promote well maintained and accessible interchange facilities which feel safe to use day or night
8.4	We will work with passenger transport providers (bus, rail and community transport) and other partners to improve public transport integration and facilities in Cheshire East

Roads	
No.	Action
9.1	We support the establishment of a Major Roads Network and commit to additional investment in this key infrastructure if supported as necessary by national government
9.2	We will work to improve the connectivity between the local and strategic road networks
9.3	We will seek effective solutions to existing pinch points on the local road network and lobby for Highways England to resolve those on the Strategic Road Network
9.4	We will work to minimise the negative impacts of development on the highway network and seek suitable mitigation measures of all types where required

Roads	
9.5	We will work to improve HGV routing through measures on-street, working with developers and large trip attractors e.g. supermarkets and hauliers and through the provision of information such as the innovative Freight Journey Planner
9.6	We will support the delivery of Highway England schemes which will bring benefit to Cheshire East and actively contribute in the identification and planning of future schemes, including through the RIS2 process
9.7	We will seek effective delivery of identified major schemes on the local and major route networks
9.8	We will continue to apply for funding from the government, in order to implement and construct infrastructure projects, such as electric vehicle charging points to make it more attractive to buy an electric vehicle.
9.9	Encourage the private sector to invest in Electric Vehicle charger stations at petrol stations, supermarkets and new developments.
9.10	We will continue to support the use of existing speed cameras and the introduction of speed management measures at accident hotspots as determined by the Cheshire Road Safety Partnership
9.11	We will work with partners and other organisations to provide education and training to high risk groups, including young adults, children, pedestrians, cyclists and motorcyclists
9.12	We will continue to support programmes which inform all drivers and riders of the consequences of high-risk behaviours such as excessive speed, alcohol and drug impairment and not wearing seatbelts
9.13	We will continue to work with schools, employers and local communities to provide road safety training to cyclists and promote the use of active travel
9.14	We will continue to take an asset led approach to maintenance of our transport assets in an effort to achieve maximum value for money
9.15	We will seek to ensure that the transport network is increasingly secure against extreme weather events and disruption
9.16	We will introduce a permitting scheme with the aim of reducing the negative impact of utility and other works on highway function
9.17	We will seek provision of further functionality and continued development of the range of information on roadwork's and delays that is provided electronically
9.18	We will continue to monitor air quality and take action where necessary with further detail to be set out in an updated Air Quality Management Strategy
9.19	We will support technological advances which reduce the environmental harm caused by vehicle use
9.20	We will produce town parking studies for the two principal towns and nine key service centres across the Borough

Roads	
9.21	We will continue to seek to minimise the adverse impacts of parking at the school gates
9.22	We will implement improved car parking and cycle parking at bus and railway stations across the Borough where the opportunity exists
9.23	We will promote development which facilitates travel by a variety of transport modes

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11.1 Town Delivery Plan Process

Phase 2 of the Local Transport Plan will focus on how the issues and opportunities identified in the Boroughwide strategy relate to specific areas within the Borough in the form of Town Delivery Plans. The Town Delivery Plans will set out specific schemes and interventions to improve the transport network in line with the issues and opportunities identified in this Boroughwide strategy.

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

- o <u>Principal Towns</u>
  - Crewe, and
  - Macclesfield.

- o <u>Key Service Centres</u>
  - Alsager,
  - Congleton,
  - Handforth,
  - Knutsford,
  - Middlewich,
  - Nantwich,
  - Poynton,
  - Sandbach, and
  - Wilmslow.

Travel to Work Data (Census, 2011)
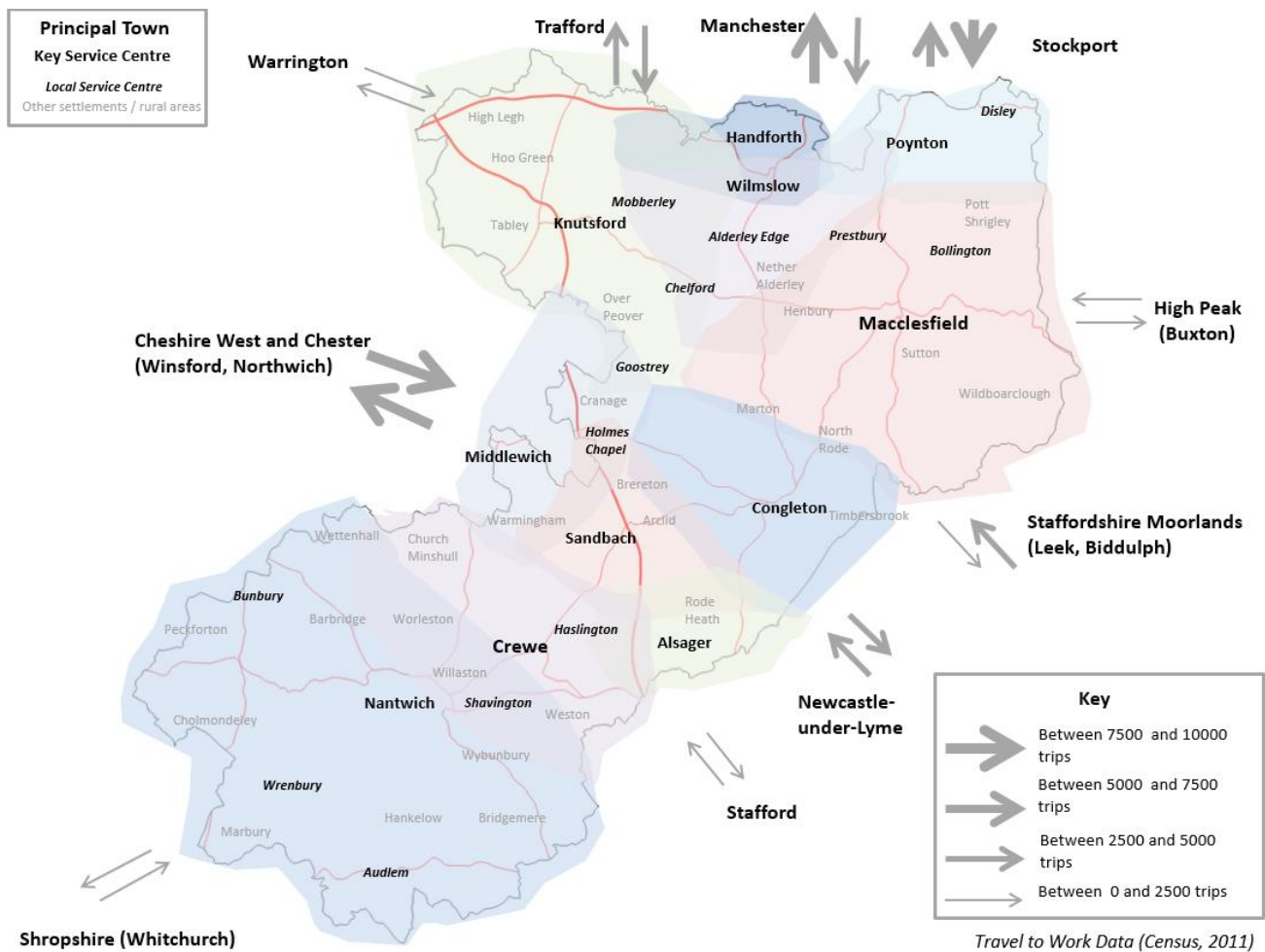
Following on from the LTP borough-wide strategy, the process for development of the Town Delivery Plans is outlined below:

1. **Generate options to resolve challenges**: through examination of the evidence base and detailed stakeholder engagement, including meetings with Town and Parish Councils options will be identified.

2. **Appraisal of options**: the feasible policy options will be appraised and their likely effects predicted through stakeholder workshops, policy refinement and filtering.

3. **Select preferred options**: the strongest set of preferred policy options and priorities will be identified as influenced by stakeholder input workshops, the evidence base and emerging draft strategy consultation feedback.

4. **Strategy delivery**: the preparation of an Implementation Plan which identifies priorities and delivery phasing.

LTP Strategy Changes

Proposed Amendments	Details of Changes Made	Section
Feedback from members regarding the importance of sustainable travel and the need to reallocate road space to sustainable travel uses.	Active and Smarter Travel sections reviewed and paragraph added on opportunity for reallocation of road space.	5.5 – Active and Smarter Travel – Integration with other modes / land use
Feedback from members in regards to the amount of introductory text in the first 6 sections.	Previous sections 1 to 6 reviewed and reduced into sections 1-4.	Sections 1-4
Various comments on the need for specific transport schemes / interventions in towns, villages and rural areas.	Section added which details how Town Delivery Plans will be produced to set out specific schemes and interventions.	11 – Phase 2 of the Local Transport Plan
Ensure that the LTP reflects schemes that are included in SEMMMS.	Schemes included in SEMMMS that are within Cheshire East have been included in the LTP.	Throughout LTP
Inclusion of information on the consultation process that was undertaken.	Summary of the consultation process has been included.	4.5 Consultation Process
Update LTP in reference to the draft Air Quality Strategy and draft Low Emissions Strategy published after the draft LTP was produced.	LTP updated.	3.5 Protecting and Improving our Environment
Clarify the hierarchy of provision regarding new infrastructure.	Section clarified to reinforce message that new infrastructure will be provided where appropriate to address specific challenges or opportunities.	4.1 Hierarchy of Provision
Reference to the development of LCWIPs which have been progressed after the draft LTP was produced.	Reference to this has been included in the LTP.	5.3 Cycling
Consultation feedback regarding buses – a lack of local buses, and poor reliability/efficiency of existing buses in the borough.	The draft LTP was produced prior to the bus service review. The bus section of the LTP has been updated to reflect the bus service review and the Little Bus review. This section has been lengthened to include information on the current context, bus service review, and future opportunities.	6. Bus
Additional narrative on Middlewich Station and reopening the mid-Cheshire line.	Updated narrative on the aim of reopening Middlewich Station/mid-Cheshire line.	5.3.3 Priorities for Improvement
Additional narrative around Manchester Airport as a	Additional information regarding the importance of	5.3.3 Priorities for

LTP Strategy Changes

Proposed Amendments	Details of Changes Made	Section
strategic challenge/opportunity.	connectivity from Cheshire East to the airport and planned HS2 station.	Improvement
Updated information on HS2.	This has been updated to reflect developments since the draft LTP was produced.	5.3.3 Priorities for Improvement
Consultation feedback included concerns that affordability of public transport/ rail fares in the north of the borough are costlier than in Greater Manchester.	Reference to the long-term fare strategy (TfN).	8.1 Ticketing
The consultation highlighted the desire for cross-border integration between Cheshire East and Greater Manchester through improved rapid transit connections.	This has been included as a long-term aspiration of the Council following the inclusion of this in the north of the borough in SEMMMS. The Council will continue to focus upon the development of BRT to enhance cross-border connections with Greater Manchester, which could link into the development of tram train in the long term.	8.4 Integration
Consultation feedback included concerns over traffic levels and congestion.	A section has been added on network performance and information has been updated on progression of major road schemes that will help towards easing congestion and a more efficient network.	9. 1 The importance of the highways network in Cheshire East
Update network management section following the Well Managed Highway Infrastructure consultation.	Inclusion of how permits are coordinated, and the risk-based approach to asset management.	9. 3 Network Management
Consultation noted rural issues regarding transport.	The importance of providing transport accessibility and supporting rural communities is included in the LTP strategy document. Town Delivery Plans will also cover surrounding rural areas to ensure all parts of the Borough are covered in Phase 2 of the LTP.	11 – Phase 2 of the Local Transport Plan
Review information throughout to so it's up to date and reflects existing situation.	Information reviewed and updated to reflect the latest information.	Throughout LTP

South East Manchester Multi-Modal Strategy

Key Messages - Final Version

June 2019

Cheshire East Council

STOCKPORT METROPOLITAN BOROUGH COUNCIL

SNC·LAVALIN

ATKINS
Member of the SNC-Lavalin Group

Contents

Background

The South East Manchester Multi-Modal (SEMMM) Strategy was approved in 2001, outlining a 20-year plan of the transport needs for this area. Delivery of the Strategy progressed over the following years, and many of the measures which the Strategy endorsed are now in place or nearing completion.

The need to update the Strategy comes from the transformational change taking place across this part of the North West region. Transport is key to economic prosperity and updating the Strategy will provide the framework for Cheshire East and Stockport Councils to deliver improved facilities to assist people moving about for the next 20 years.

The continued growth and development of northern cities is anchored by the increased prominence of Greater Manchester as a national focal point and global hub. Manchester Airport is central to this, and the whole of the south east Manchester area has the potential to support wider growth in the region.

The Strategy area (see Figure 1) is one of great diversity. It includes the south eastern extents of Greater Manchester's urban area, and the rural fringe of North Cheshire. Within the area are contrasting levels of urbanisation, and demographic characteristics.

Stockport town centre is established as one of Greater Manchester's major centres, and lies in the heart of the Strategy area, whilst Macclesfield is Cheshire East's second largest settlement and forms the southern tip of the Strategy area. To the immediate west of the area lies Manchester Airport, the North West's main global gateway and the third busiest passenger Airport in the UK.

Some of the schemes delivered through the Original SEMMM Strategy

✓ **ALDERLEY EDGE BYPASS**
Opened in 2010 providing congestion relief to the town centre.

✓ **POYNTON RELIEF ROAD**
Has secured planning approval and is planned to be open by 2021.

✓ **A6 TO MANCHESTER AIRPORT RELIEF ROAD (A6MARR)**
Scheme opened to traffic in October 2018 including a new segregated cycling and walking route along its length.

✓ **A6 QUALITY BUS CORRIDOR (QBC)**
The SEMMM Strategy supported the introduction of the A6 QBC between Manchester and Hazel Grove. This has been in operation since the early 2000s.

✓ **SKYLINE BUS PRIORITY**
A series of bus priority measures, at locations associated with the branded bus services linking Gatley, Cheadle, Cheadle Hulme, Hale, Altrincham, Sale and Wythenshawe to the Airport.

Much of the area is well connected to the Strategic Road Network (SRN) in the form of the M60 and M56, whilst larger settlements have good rail connectivity via the West Coast Mainline (accessed from Stockport, Wilmslow and Macclesfield).

Strategic assets include Manchester Airport, the Cheshire Science Corridor Enterprise Zone, major parkland employment locations for international businesses, and the proximity of Manchester city centre and world-class academic institutions. The phased introduction of High Speed 2 rail will also present an exciting opportunity for better pan-regional connectivity.

Despite its growing strategic role, the area suffers from a number of transport issues. These include highway congestion which impacts many corridors, constrained rail capacity and some poor public transport connections, including limited access to Manchester Airport from many parts of the Strategy area.

The refresh of the SEMMM Strategy has considered these problems, with a particular focus on the main movement corridors and east-west orbital connectivity. The Strategy presents a Vision, Objectives and interventions recommended to create a better multi-modal transport system for the future.

Our Vision for the Refreshed SEMMM Strategy is:

"A transport network that creates conditions for sustainable economic growth, improving quality of life and protection of the environment."
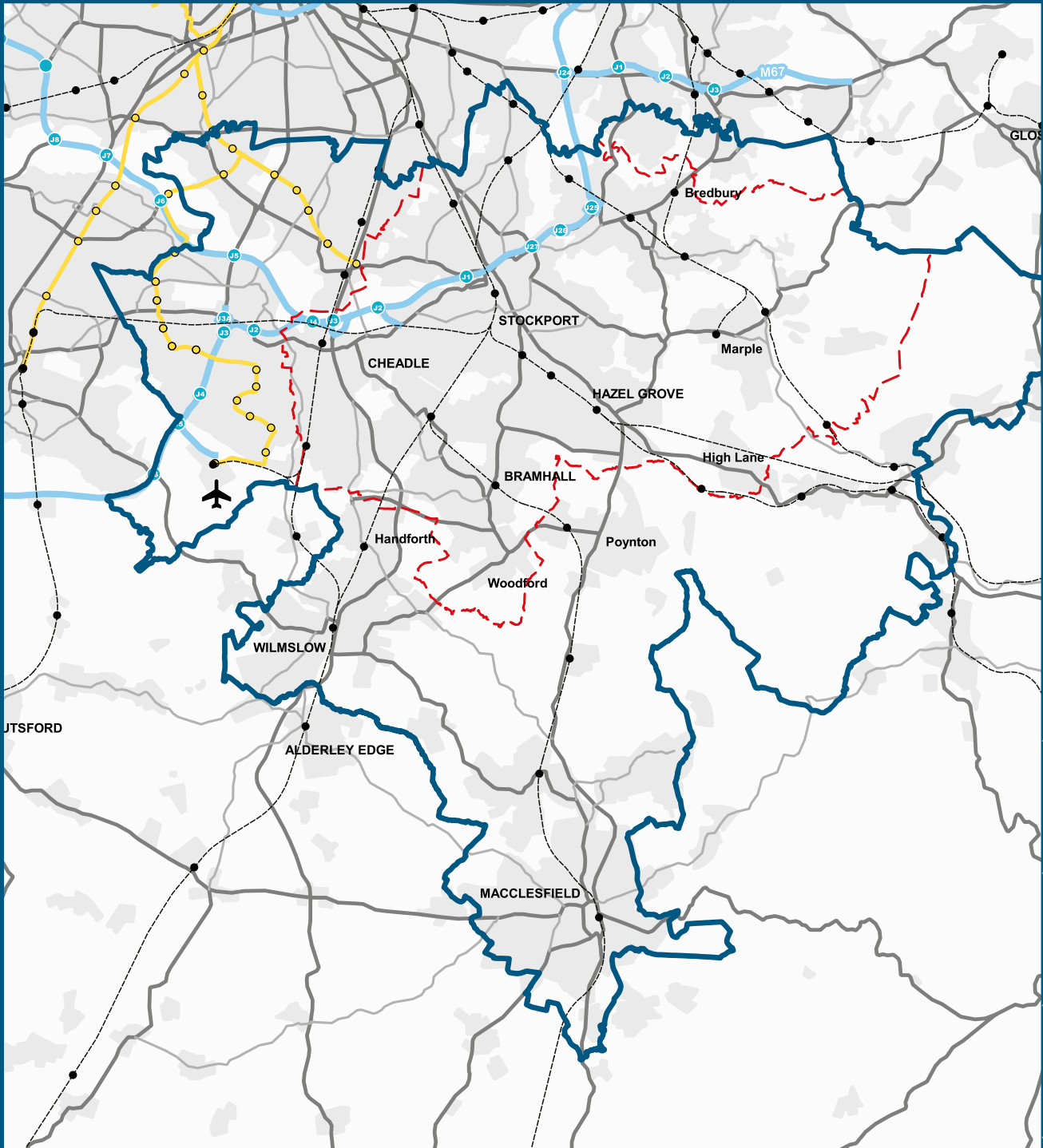
Figure 1 - The South East Manchester Multi-Modal (SEMMM) Strategy area

Context

The refresh of the SEMMM Strategy takes place against a backdrop of increasing investment in transportation infrastructure and challenging growth plans. There are a multitude of different plans, policies and programmes which have informed the Strategy Refresh and will continue to play a role alongside its implementation.

Ambitious development growth plans are set out in the adopted Cheshire East Local Plan, and the January 2019 revised draft of Greater Manchester's new Spatial Framework, whilst growth at Manchester Airport and neighbouring authority areas (such as High Peak and Derbyshire) will also inevitably impact on travel demands within the Strategy area.

Local transport policy is provided by the Greater Manchester 2040 Transport Strategy (published Feb 2017), and the update to the Cheshire East Local Transport Plan which has been developed alongside this SEMMM Strategy refresh and is also due to be published during Summer 2019.

Transport for the North (TfN) has also developed their Strategic Transport Plan and associated Corridors of Opportunity, which seeks to deliver transformational inter-city and pan-Northern connectivity including improved access to Manchester Airport.

The refreshed SEMMM Strategy will support the area's strategic role and improve integration and opportunities with Greater Manchester and the wider North of England. It will also provide important leverage in respect of funding and delivery priorities.

SOME OF THE PLANS, POLICIES AND PROGRAMMES WHICH EXIST ALONGSIDE THIS SEMMM STRATEGY REFRESH

STOCKPORT, CHESHIRE EAST, HIGH PEAK AND THE PEAK DISTRICT NATIONAL PARK **LOCAL PLANS**	**ONE PUBLIC ESTATE (OPE)** PROGRAMME	CHESHIRE EAST **LOCAL TRANSPORT PLAN** 2019 UPDATE
MANCHESTER AIRPORT GROWTH	**NORTHERN POWERHOUSE INDEPENDENT ECONOMIC REVIEW**	CHESHIRE EAST COUNCIL **CORPORATE PLAN**
TFN STRATEGIC TRANSPORT PLAN AND **STRATEGIC DEVELOPMENT CORRIDORS**	**GREATER MANCHESTER STRATEGY**	DERBYSHIRE **LOCAL TRANSPORT PLAN**
'MADE TO MOVE' AND 'THE BEE NETWORK': WALKING AND CYCLING IN GREATER MANCHESTER	**STOCKPORT COUNCIL PLAN**	**GREATER MANCHESTER SPATIAL FRAMEWORK**
GREATER MANCHESTER **2040 TRANSPORT STRATEGY**	CHESHIRE & WARRINGTON LOCAL ENTERPRISE PARTNERSHIP **STRATEGIC ECONOMIC PLAN**	DFT - **TRANSPORT INVESTMENT STRATEGY**
GREATER MANCHESTER DEVOLUTION: BUS REFORM & MANAGED RAIL STATIONS	**HIGH SPEED 2**	**HIGHWAYS ENGLAND** AND **NETWORK RAIL** PROGRAMMES
GREATER MANCHESTER CLEAN AIR PLAN	GREATER MANCHESTER **CONGESTION DEAL**	GREATER MANCHESTER **'STREETS FOR ALL'** STRATEGY

Vision

"A transport network that creates conditions for **sustainable economic growth, improving quality of life and protection of the environment**."

At a time when there is so much competition to attract investment, we want the south east Manchester transport system to be an enabler for future growth, enhancing the perception of the area as an excellent place to live, invest and visit.

We want our transport system to be based around a public transport system which is efficient, seamless, intelligent and easy to use, as enjoyed by leading world cities.

We also want our urban areas to offer safe, attractive and clean environments, which promote and encourage more active and healthy lifestyles, more walking and more cycling, but also provide excellent links to surrounding employment and services. We must also take action to reduce the harmful pollution caused by motor vehicles which is damaging to residents' health as well as the economy.

These challenges require improvements in the quality and coverage of public transport options, and the provision of more attractive walking and cycling routes to make them more viable choices.

We also need to tackle congestion where it causes the biggest problems. Whilst we can help do this by encouraging more people to travel using other modes, we will also need to add capacity to the road network to help address the worst pinch points.

Improving traffic flow is also critical to key sectors of the region's economy, such as manufacturing and logistics, which rely on road links and motorway access and are impacted by congestion. Investing in highway improvements will help to improve productivity within these industries and attract further investment, as well as making journeys easier for bus passengers and car drivers.

To realise this vision, 3 Strategy Objectives are defined, which closely align with the Transport for Greater Manchester's (TfGM) 2040 Strategy and Cheshire East's draft Local Transport Plan.

3 Strategy Objectives:

SUPPORT SUSTAINABLE ECONOMIC GROWTH AND PROMOTE URBAN REGENERATION

IMPROVE QUALITY OF LIFE, SAFETY, HEALTH AND EQUALITY OF OPPORTUNITIES

CONTRIBUTE TO PROTECTING THE BUILT AND NATURAL ENVIRONMENTS

Strategic priorities

The Strategy update has been guided by a transport evidence base which has informed the development of an interventions package. The package aligns to our Vision and Strategy Objectives.

The Strategic Priorities are part of a wide-ranging package of recommended interventions for all modes of travel. The package addresses the positive changes necessary to deliver the progressive and resilient transport system that is required to support continued growth and prosperity in the Strategy area.

Eight Strategic Priorities are identified for the Strategy area:

Multi-modal **improvements** throughout the A34 corridor

New Bus Rapid Transit (BRT) network

Improving the major transport interchanges - Stockport Town Centre, Manchester Airport, and Macclesfield Town Centre

Enhancing the rail network across the area

Continued **development** of the cycling and walking networks

Introducing Tram-Train, better **connecting** Stockport to neighbouring areas

Multi-modal **improvements** to support the A6 corridor

Ensure close **integration** of transport with land use planning

Principal intervention areas

The A34 corridor

Demand for travel in the A34 corridor is a key challenge for the Strategy area, and the existing highways problems are emphasised in the Greater Manchester Congestion Deal.

Taking a multi-modal approach to improving transport in the corridor is identified as a Strategic Priority for the updated SEMMM Strategy (SP1). Recommended interventions include a **new rail station at Cheadle, new park and ride rail station at Stanley Green**, a **new Bus Rapid Transit service** linking Wilmslow and Handforth to Metrolink services at East Didsbury, new offline **parallel walking and cycling routes**, as well as a series of **online highway improvements**, including a major remodelling of **Gatley Crossroads**.

The A6 corridor

The A6 is the main link between Manchester, Stockport and High Peak, and suffers congestion, including the sections through High Lane, Disley, Hazel Grove and Stockport town centre.

A multi-modal package for the A6 corridor is recommended as a Strategic Priority for the updated SEMMM Strategy (SP7). This includes **new rail stations at High Lane and Chapel-en-le-Frith, rail electrification works** and the **extension of Metrolink from East Didsbury to Hazel Grove** through tram-train services (also enabling services to operate between **East Didsbury/Hazel Grove and Stockport town centre),** and additional measures to improve public realm and support walking and cycling in Hazel Grove, High Lane, Disley and Stockport town centre.

These measures would be facilitated by the construction of new offline highways to take traffic off the existing A6, in the form of the **A6 to M60 Relief Road**, with a further single carriageway link recommended to connect Torkington and Newtown, as a **High Lane-Disley Relief Road**. These new routes would deliver additional highway capacity, and re-assign strategic vehicle trips away from existing congestion pinch-points through town and village centres. They also offer opportunities for new walking and cycling infrastructure to be developed as parallel provisions within the same corridor. It is recognised that there are environmental issues associated with road building and detailed consideration of these impacts needs to be undertaken through the design and business case processes.

The A523 corridor

The A523 corridor suffers from existing safety and congestion issues. The opening of **Poynton Relief Road** will provide relief to the section through Poynton village but will increase traffic movements further to the south. As a part of the planning for that scheme, supporting measures will be developed to help lessen the impact, which could include **restricting HGV movements** through Poynton village.

The Strategy Refresh considers that issues on the A523 south of Poynton Relief Road are most appropriately resolved through **local capacity and safety improvements**. We recognise strong local support for measures to reduce the environmental impact of traffic on the A523.

We do not see a strong case for an A523 bypass, but consider it crucial that appropriate localised improvements are progressed.

We also endorse proposals set out in the Cheshire East A523 Corridor Study and Macclesfield Movement Strategy which seek to enhance the corridor for pedestrians, cyclists, and bus passengers, with a recommendation for an **improved cycle route** between Poynton and Prestbury.

Catering for Orbital Travel Demands

Orbital travel demands are largely reliant on the road network at present. Whilst the opening of the **A6 Manchester Airport Relief Road** has improved connectivity for cars, this Strategy refresh focuses on how we can also transform orbital public transport options.

Proposals for a new **Bus Rapid Transit** network operating between Stockport and Manchester Airport are under development by Stockport Council, Cheshire East Council and TfGM, and are identified as a Strategic Priority (SP2).

A new **Tram-Train** connection is also recommended between Stockport and Altrincham, through conversion of the existing rail link, with a link to also run services onto Manchester Airport. **New stations** for rail and/or tram-services could potentially be delivered at Cheadle, Adswood (as well as Timperley and Baguley) for better local accessibility for these communities. This would provide genuine modal choice for east-west movement. East of Stockport town centre, a new tram-train link to Marple would provide better connectivity and mode choice to serve those parts of the Stockport district.

It will also be critical to ensure that existing **bus connections** (which provide the majority of east-west connections currently) are sustained and strengthened wherever possible, although it is recognised that there are short term challenges facing the bus network with some supported services being withdrawn due to a lack of funding.

The Strategy also recommends **widening of the A555** in the longer term to three lanes in each direction between Woodford and Handforth, with the additional capacity to be considered for use as a high occupancy vehicle and/or public transport lane.

THE PROPOSED BRT SCHEME, IDENTIFIED AS A STRATEGIC PRIORITY, WOULD PROVIDE

NEW EAST-WEST LINKS TO CONNECT:

MANCHESTER AIRPORT

STANLEY GREEN

WOODFORD

HAZEL GROVE

HEALD GREEN

HANDFORTH

BRAMHALL

STOCKPORT
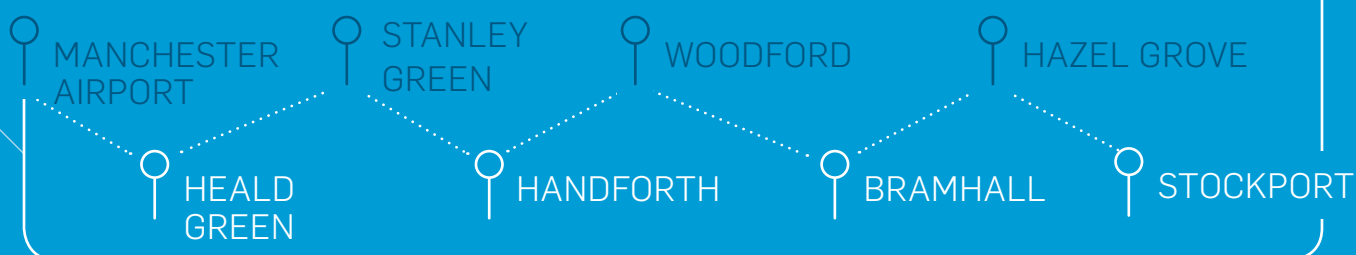
Encouraging Sustainable Travel

Key sustainable transport measures include the aforementioned **Bus Rapid Transit and Metrolink/ Tram-Train** services to better cater for existing and future travel demands. We also recognise that high quality interchanges are critical and recommend upgrades at **Stockport, Manchester Airport and Macclesfield rail stations** as well as the Stockport Bus Interchange (where the planned scheme has secured planning permission). We are also supporting TfGM to develop Rail Corridor Studies which will determine future upgrade requirements for the rail network. This work has already identified investment is needed to upgrade railway infrastructure to the south of Stockport rail station and through the station itself, to enable additional trains to run.

For active travel, we recognise the need for enhancement of walking and cycling facilities, in line with the Greater Manchester Walking and Cycling Commissioner's **'Made to Move'** report and Local Walking and Cycling Infrastructure Plans. The Bee Network is Greater Manchester's long term vision for a comprehensive walking and cycling network, and proposals that will be set within that plan shall include routes throughout Stockport and better linkages with settlements in North Cheshire.

Selected active travel proposals from the Strategy interventions include a **cycle route parallel to the A523**, improved canal path routes, a fully signed **Wilmslow to Manchester Airport cycleway** and new **parallel quiet routes along the A34 and A6**. Various routes which provide **better access into Stockport town centre** from surrounding communities such as Brinnington should also be brought forward.

It is also recommended that Stockport Council should continue to work with TfGM regarding opportunities brought about by **Rail Station Devolution and Bus Reform**, whilst ticketing reforms are also recommended to reduce the cost and impact of **cross-boundary travel**. The Strategy also recommends more local initiatives aimed at improving road safety, access to vehicle and cycle hire schemes, and provision of electric bicycle and vehicle charging points.

Enhancing Centres of Activity

Stockport town centre is one of Greater Manchester's leading centres and is key to the economic prosperity of the Strategy area. It is already receiving significant investment through exciting projects such as Stockport Exchange, Redrock, Stockport Interchange and the Town Centre Access Plan improvements. The investment potential of the town centre will be further enhanced by the creation of the first Mayoral Development Corporation in Greater Manchester, which aims to help unlock development sites and accelerate redevelopment proposals including the Town Centre West area close to Stockport Rail Station.

The Strategy Refresh identifies measures which can further enhance the town centre, including an improved connection between **redeveloped bus and rail stations**, and a **public realm masterplan for the A6**, through Streets for All, as well as improved links across the M60 which addresses the severance barrier it can create for pedestrians and cyclists.

It is strongly recognised that the Strategy area is diverse, and relies on its many local and district centres as much as the more significant town centres. These are the hubs of local communities, providing key local services and facilities.

Further work is recommended to review transport provision and public realm in local and district centres as part of a wider review of their function and environment. Bespoke interventions should be developed with local stakeholders, based around the principles of Streets for All and seeking a finer balance between 'movement and place' functions.

Addressing Air Quality Issues

Air pollution is a significant issue, and the refreshed SEMMM Strategy recommends measures to ease problems for the worst locations, such as **Air Quality Management Areas** in Disley, on the A34 in Gatley, and locations within Macclesfield.

The SEMMM Strategy and partner authorities must align with wider activities to address air quality issues. TfGM are leading the development of a Greater Manchester-wide Clean Air Plan, and the SEMMM Strategy supports the overall principles to reduce traffic volumes and encourage more public transport and active travel. In Cheshire East, the extent of air quality concerns is not as severe, although there are localised problems where high levels of pollutants associated with heavily-trafficked roads exist. Cheshire East adopted a new Clean Air Strategy and Action Plans in December 2018 to respond to these challenges including issues in Disley.

In developing the interventions, it is identified that an **A6 to M60 Relief Road**, and a **High Lane-Disley Relief Road**, could both offer significant congestion relief, and reduce flows in areas which are sensitive to air quality issues on both the A6 and A34. However, it is acknowledged that new road building does not come without environmental issues and further work is required to develop the business case for the schemes.

"The SEMMM Strategy update has been deliberately shaped as a multi-modal approach with an emphasis on sustainable transport, and the recommendation to deliver new highway infrastructure is just one element of the full plan. It is crucial that it is read as a single co-ordinated plan, where the highway capacity upgrades complement and support the substantial focus we are placing on investing in more sustainable and environmentally-friendly travel modes."

STOCKPORT TOWN CENTRE IS ONE OF GREATER MANCHESTER'S LEADING CENTRES ALREADY RECEIVING

A £1BN PROGRAMME OF INVESTMENT

Early priorities

The Strategy includes a recommended package of transport interventions and policy implications.

Whilst the plan looks ahead to 2040, it is important to recognise that problems exist today and some actions will bring immediate benefits.

Recommended short term priorities and associated interventions identified overleaf seek to:

» Improve access to public transport services
» Promote walking and cycling both for local and longer distance journeys
» Support the principles of the Greater Manchester Clean Air Plan
» Address highway pinch-points where minor or medium-scale opportunities present themselves

The Strategy also sets out some of the activities which should be undertaken by Stockport and Cheshire East Councils in the early months and years to support the planning and delivery of longer-term measures. These include necessary business case planning for major road scheme proposals (including A6 to M6 Relief Road and an A34/ Gatley Road junction major enhancement scheme), partnership working with Network Rail and TfGM on rail corridor investment plans and new rail station proposals, and the advancement of tram-train proposal business case development.

The funding and delivery of key interventions will require detailed investigations of delivery constraints, evaluation of value for money, and a funding plan.

Improving Opportunities for Rail Travel

» Increasing parking/ park & ride facilities at selected stations
» Reviewing the business case for new rail stations including Cheadle and High Lane
» Implementation of Stockport Rail Station Masterplan
» Reinstatement of passenger services from Reddish South to Manchester Victoria
» Ongoing input to TfGM Rail Corridor Studies and support to take forward opportunities that are identitied, including the need to invest in improved infrastructure to the south of Stockport rail station, at Slade Lane Junction in Levenshulme, and within Stockport station itself, to increase capacity

Improving Opportunities for Bus Travel

» Developing the business case for a new Bus Rapid Transit network
» Delivering Stockport Interchange as an upgraded high-quality bus terminus in the town centre, with a new link to an improved Stockport rail station
» Delivering improvements to bus stops and facilities
» Additional promotion of Hazel Grove bus Park & Ride site
» Explore opportunities for innovative public transport offers

Promoting Walking and Cycling

» Completion of a high-quality, signed Wilmslow - Airport cycleway
» Exploration of opportunities to improve public realm, walking and cycling facilities along the A6 corridor, including in Stockport Town Centre
» Delivery of a Heatons Link, connecting the Fallowfield Loop and the TransPennine Trail
» Improvements to routes across the M60 to reduce severance
» Improvements to A34 parallel cycle routes
» Improved walking and cycling connections in Wilmslow and improved cycle parking at Macclesfield Rail Station

Targeted Highway Improvements

» A34 corridor improvements, including junction upgrades to existing pinch points at Gatley Crossroads, Stanley Green and Coppice Way
» A523 Corridor safety review and local highway improvements including a local Safety Scheme at Well Lane, Butley Town
» Bredbury Access Improvements including junction improvements and mitigation of bridge height clearance issues
» Delivery of the Macclesfield Movement Strategy

Addressing Air Quality Issues

» Continued close engagement with TfGM and partners to develop the Greater Manchester Clean Air Plan
» Delivery of proposals set out in the Cheshire East Clean Air Strategy and Action Plans
» Expansion of the existing network of electric vehicle charging infrastructure
» Promotional campaigns for sustainable travel modes

Consultation to inform the Strategy Refresh

Initial public consultation was undertaken through an Issues and Options paper, with the feedback used to inform the content of a complete Draft Strategy.

Public consultation on a Draft Strategy document was undertaken during an 8 week period during Summer 2018. The consultation collected feedback on the 10 key actions, as well as the Strategic Priorities (SP) and Early Priorities (EP). A questionnaire was developed to collect feedback, with 599 completed submissions returned. Further submissions were also received from a range of stakeholders.

A report covering the responses to the consultation is published on the Strategy website - www.semmms.info.

Next steps and delivery strategy

This document sets out the strategic direction for the planning of future transport infrastructure across the SEMMM Strategy area. Stockport Council and Cheshire East Council will work with partners to bring forward the recommended components of the strategy in a timely manner, as opportunities for funding arise.

The funding and delivery of key interventions will require extensive further investigations of delivery constraints, evaluation of value for money, and a funding plan. Nevertheless, as per the original 2001 Strategy, the updated Strategy provides recommended priorities for future development, and an overall package of measures intended to meet the wider Strategy Vison and Objectives. The package will only achieve its full intended impact if delivered in its entirety.

Whilst there will be a wide-range of potential delivery partners, close working with TfGM will be particularly important as they develop their future policy and delivery plans alongside the Greater Manchester Mayor's transport initiatives. It should be noted there is close alignment between this Strategy, and the schemes promoted by TfGM in their 2020-2025 Delivery Plan.

As well as delivering the identified early priorities, other ongoing activities are recommended to facilitate longer-term planning and enable an agile and flexible delivery strategy as funding opportunities arise.

Recommended activities include:

» Implementation of Greater Manchester Congestion Deal and Bee Network proposals in the Strategy area.

» Further development of plans and business case material for the Bus Rapid Transit and Tram-Train conversion proposals in conjunction with TfGM.

» Commencement of early planning and business case preparation for A34 interventions, including the major capacity enhancement scheme at Gatley crossroads.

» Ongoing analysis of the potential case for the new rail station locations identified.

» Continued development of the business case for the A6 to M60 Relief Road scheme, including further environmental and technical appraisals, and public consultation.

» Commencement of planning for a High Lane-Disley Relief Road including early planning of a potential alignment and assessment of deliverability challenges.

» Commencement of planning and business case preparation for new cycleways to better connect Prestbury and Poynton, and Disley and Poynton.

» Ongoing engagement with Transport for the North, TfGM and Rail North to advance proposals on Smart Ticketing and associated impacts for cross-boundary ticketing.
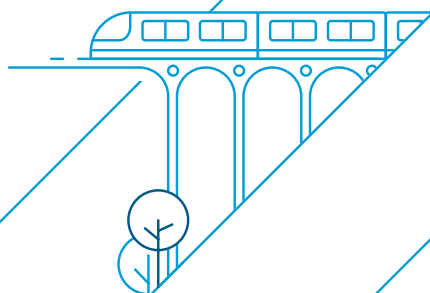
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Cheshire East Council

Working for a brighter future together

Cabinet

Date of Meeting: 08 October 2019

Report Title: Macclesfield Town Centre Regeneration – Strategic Framework and Future Programme

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

Senior Officer: Frank Jordan – Executive Director Place

1. Report Summary

1.1 This report provides an update on the development of a Strategic Regeneration Framework (SRF) for Macclesfield town centre, outlines the process undertaken in its development, and informs Cabinet of the outcome of a public consultation exercise with local residents, businesses and stakeholders on the draft document. It also seeks Cabinet's approval of the final draft of the document.

2. Recommendations

2.1 That Cabinet:

2.1.1 Note the content of the consultation report as outlined in Appendix A.

2.1.2 Approve the Macclesfield Town Centre Strategic Regeneration Framework as outlined in Appendix B.

3. Reasons for Recommendations

3.1. The Council has clearly articulated its ambitions to support the regeneration and improvement of Macclesfield Town Centre. The attached draft Strategic Regeneration Framework (SRF) has been developed to provide clear direction for the delivery of those ambitions and has been refined to take account of views raised through a public consultation.

3.2.   Approving this document is important to provide a clear sense of direction for all stakeholders including other parties also interested in driving forward improvements and regeneration, and to demonstrate to potential funders that the Council has a clear considered strategy and intentions to pursue it.

3.3.   If the Council wishes to pursue initiatives to support the regeneration and improvement of the town centre, it will be necessary to commit further resources to developing key projects. Whilst resources within existing budgets can be used to start to develop plans, officers will also need to seek further funding through the normal budget setting process.

4. Other Options Considered

4.1   There is no statutory requirement for Local Authorities to produce Strategic Regeneration Frameworks. However, the need for an SRF is outlined in Section 5 of this report.

4.2   Proceeding with no specific regeneration strategy for the town centre has been considered but this is likely to result in:

4.2.1 Attempts to secure external funding being undermined;

4.2.2 Promotion of uncoordinated proposals which fail to create potential synergy and at worse are contradictory and counterproductive;

4.2.3 Residents, businesses, developers and potential investors lacking confidence in the Council's commitment to support the regeneration of Macclesfield town centre;

4.2.4 Potential opportunities for growth, including any opportunities associated with HS2, remaining unrealised.

5. Background

5.1   Macclesfield is one of two recognised 'Principal Towns' in the borough as set out in the adopted Cheshire East Local Plan Strategy of 2017 (CELPS). Macclesfield is the principal centre serving the north, whilst its counterpart Crewe is the principal centre serving the south. Crewe and Macclesfield, as the boroughs two Principal Towns, are key to the Council's aspirations for growth and prosperity.

5.2   A number of strategic Council documents including the Sustainable Community Strategy, the Local Plan, and the draft Economic Strategy, recognise the opportunities Macclesfield presents for supporting Council strategic priorities. Central Macclesfield is identified in the Local Plan

(LPS 12) as a location where the Council will look to maximise opportunities for improvement and regeneration through a range of mechanisms including:

5.2.1   Supporting or delivering new dwellings, in-centre retail and leisure development, offices, restaurants, cafes, and an enhanced cultural offer;

5.2.2   Improving highways and pedestrian and cycle links;

5.2.3   Ensuring appropriate car parking;

5.2.4   Improving the public realm and green infrastructure;

5.2.5   Promoting local markets;

5.2.6   Maximising opportunities to bring disused and underused buildings back into use.

5.3   Furthermore, the Local Plan states that:

5.3.1   The retail and leisure sectors must be strengthened with a focus on quality and variety;

5.3.2   There are numerous opportunities to rationalise and consolidate existing car parks to unlock regeneration opportunities;

5.3.3   The area around the station in particular offers significant opportunity to create a hub of activity with commercial, residential and leisure development;

5.3.4   Land to the north of the retail core (around Jordangate) would benefit from enlivening via small scale development and reintegration with the town centre;

5.3.5   Sensitive infill residential development is appropriate around the historic centre and there must be a focus on offering a mix of residential accommodation;

5.3.6   There are opportunities to deliver high quality public open space throughout the town centre.

5.4   Taking into account the above, the importance of prioritising the regeneration of Macclesfield town centre to fulfill its potential is clear.

5.5   To identify the best strategy for Macclesfield town centre the Council has sought external expert advice from a multi-disciplinary team.

5.6   The team was commissioned to develop a draft SRF which:

5.6.1   Ensured 'strategic fit' with existing key strategies and policy documents such as LPS12 of the Local Plan (CELPS);

5.6.2   Was evidence based;

5.6.3   Took account of local stakeholders views;

5.6.4   Sought to enable opportunities which might arise from HS2 to be realised;

5.6.5   Drew on the professional expertise, knowledge and experience of the team to ensure realism and deliverability; and,

5.6.6   Was sufficiently flexible to allow responsiveness to ever-changing market conditions and emerging opportunities.

5.7   On 31st January 2019, the Portfolio Holder for Housing, Planning and Regeneration approved the draft document for public consultation. A public consultation subsequently followed, launched with significant local publicity, including press notice, media release, posters erected around the town centre, information banners installed in the Macclesfield Grosvenor Centre, sharing of the documentation and media material with local organisations, email to 1,100 members of the Cheshire East Digital Influence Panel in surrounding wards, officer visits to Macclesfield College, Kings School and Cheshire Eye Society, an entry in the 'In Focus' section of the Council's homepage, and the running of a Saturday drop in event in the town centre. The public consultation ran from 13th February to 13th March 2019. Fuller details of the process undertaken to engage stakeholders and in running the public consultation are set out in a Statement of Consultation and Engagement.

5.8   The public consultation resulted in the submission of 264 responses. This was a 66% increase in the number of representations received in response to a previous consultation on a draft 5 year regeneration vision for the town centre from 2017, indicating the influence of the publicity undertaken. Respondents were asked a series of closed questions to understand views around a draft vision, draft objectives, draft aspirations for identified character areas, to understand which of those areas stakeholders regard as priority for regeneration, and to gain feedback on provisional actions and a draft illustrative framework. The consultation also allowed opportunity for more open feedback, for example suggestions for additional ideas and issues for consideration by the consultant team.

5.9   Following the close of the public consultation, all issues raised were reviewed. A report at Appendix A summarises the key issues raised by the consultation and the changes they have made to the draft document in response. All responses received are available to view here.

5.10   Respondents were asked how strongly they agreed or disagreed with a draft vision for the town centre. A large proportion (79%) 'strongly agreed' or 'tended to agree' that the draft vision was a good vision for the town centre, with just 12% in disagreement. After consideration of the suggestions received the draft vision has now been amended with the additional text in green:

Macclesfield - a town that celebrates its quirkiness*.

Green, creative, connected and social. A home to innovators, entrepreneurs and independents.

Thriving, diverse, distinctive and inclusive. Rich in heritage and culture, with outstanding employment opportunities and nestled in stunning countryside.

Cherishing its past, striving for a sustainable future

*Quirky *"unusual in an attractive and interesting way."*

5.11 Eight draft objectives for the town centre were set out and respondents asked to rank these in order of priority. The following list orders those objectives as ranked by respondents from most to least important and shows <u>key</u> changes to text resulting from suggestions received via the public consultation in green including the addition of a further objective.

1. **Enhance the town centre environment** - making it greener, more distinctive and a celebration of local creativity through our high quality and sustainable blue and green infrastructure, green spaces and public realm.

2. **Cherish historic buildings and repurpose underutilised assets** - to diversify our offer, celebrate our distinctiveness and attract a wide range of occupiers to the town.

3. **Grow and diversify the leisure, cultural and evening economy** - to balance the existing retail dominated central offer and attract a wider audience and support new resident desires. Encourage people to spend more time and money in the town through new leisure uses including food and drink. Building upon our existing impressive events calendar and proximity and views to the Peak District.

4. **Support businesses to create jobs and develop skills -** Maximise Macclesfield's strategic location and create the right business environment for small and medium sized businesses to co-locate and collaborate with each other and the world class organisations in our hinterland.

5. **Raise aspirations and change perceptions** - get better at promoting all that the town has to offer and encourage new entrants to invest

6. **Harness distinctiveness** - make better use of our assets - such as town and country, rivers and canals, Georgian architecture. Provide reasons, services and experiences that can only be found in Macclesfield.

7. **Grow the town centre population** - building the right mix of quality residential accommodation of appropriate design to attract and sustain a diverse community

8. **Make more of connectivity** - to attract residents, workers and visitors who want a base from which to access our local world class businesses as well as those who want access to the Peak District, London and Manchester. Capitalise on strategic opportunities such as HS2 to unlock and accelerate growth.

9. **Enhance the retail offer** – striving for an uplift in quality, independents and diversity, supporting existing retailers and encouraging new

5.12 The draft SRF identified a number of character areas within the town centre and set out suggested aspirations for these areas. The public was asked to rank these areas in order of importance for regeneration and to consider whether they agreed with the suggested aspirations. The defined areas and an overview of responses is shown below.
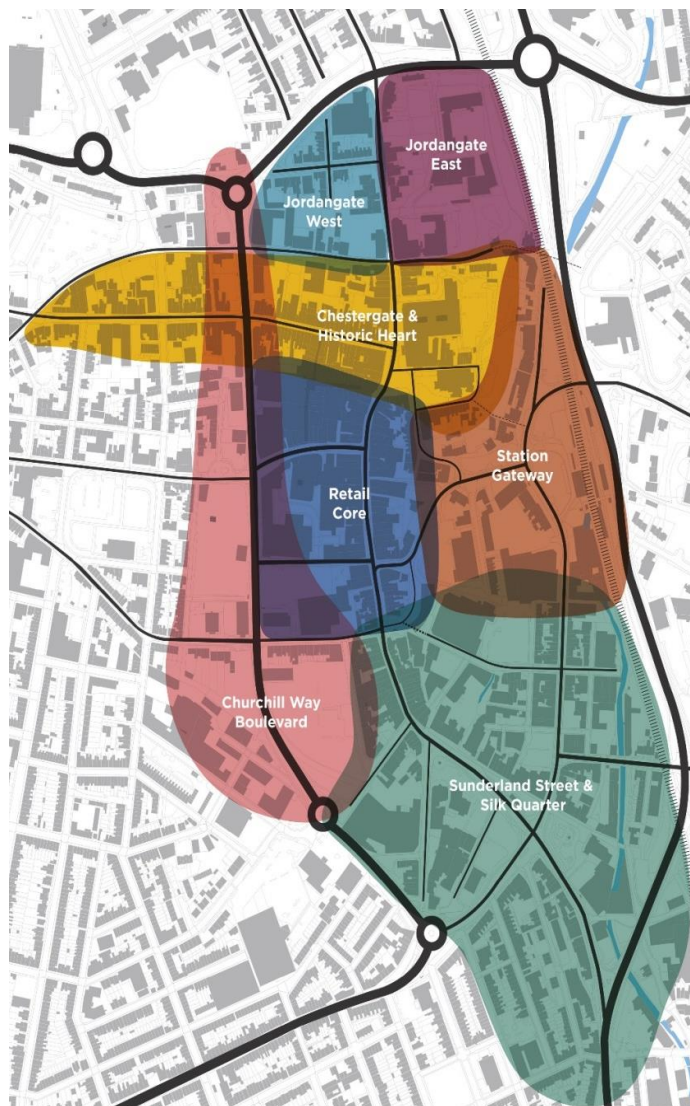
Area	Priority	Agreement with aspirations
Chestergate & Historic Heart	1st	87%
Retail Core	Joint 2nd	74%.
Station Gateway	Joint 2nd	76%
Sunderland St & Silk Quarter	4th	81%
Churchill Way Boulevard	5th	74%
Jordangate East & West	6th	74%

5.13 Cabinet is asked to note that the next steps proposed by officers to take forward the regeneration of Macclesfield Town centre are as follows:

5.13.1 To utilise existing resources within the Macclesfield Regeneration Programme budget to develop detailed designs for the public realm, prioritising in the first instance Chestergate and the Historic Heart of the town to align with the priorities identified in the Strategic Regeneration Framework.

5.13.2 To seek to identify any available existing funds which might be utilised to progress the development of: a Town Centre Movement Strategy; a Regeneration focused Town Centre Car Parking Strategy; an Options appraisal for Macclesfield's markets, public realm enhancements and a review and options report on the use of Macclesfield Old Town Hall.

5.13.3 To start to consider options for the transformative redevelopment of the Station Gateway, liaising with interested parties to identify potential routes forward.

5.13.4 As and when the timing is appropriate, to pursue further actions recommended in the SRF and Delivery Plan following all normal Council procedures as appropriate to the particular recommendation.

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. There is no statutory requirement to produce a Strategic Regeneration Framework and there should not be any direct legal implications arising from its approval.

6.2. Finance Implications

6.2.1. Cabinet are not being asked to commit to the delivery of specific major capital projects stemming from the SRF, rather they are being asked to agree to officers pursuing the recommendations in the SRF and Delivery Plan. Funding will need to be applied for following normal Council budget setting procedures.

6.3. Policy Implications

6.3.1. The development of the Strategic Regeneration Framework supports the delivery of Objectives 1, 2, 4 and 5 of the Corporate Plan. More specifically it supports the delivery of the regeneration ambitions for Central Macclesfield set out in LPS 12 in the CELPS.

6.4. **Equality Implications**

6.4.1. An Equality Impact Assessment screening has been undertaken. A link to that screening assessment is provided in Section 9. Any individual proposals stemming from the strategy will be subjected to Equality Impact Assessments where appropriate.

6.5. **Human Resources Implications**

6.5.1. There are no identified implications as a result of this report.

6.6. **Risk Management Implications**

6.6.1. The approval of a strategy will raise expectations that the Council will commit resources to the regeneration of Macclesfield Town Centre in the form of future capital projects and work which may generate revenue funding. Whilst each project and initiative would be considered in more detail as part of normal funding allocation processes, it must be understood that stakeholders will anticipate financial support for projects going forward. Dependant on other financial commitments, it may not be possible to finance projects from Council resources and the Council cannot ensure funding from other sources. There are therefore risks around reputation if stakeholders' expectations are raised.

6.6.2. To mitigate risks associated with this it is important to be clear of the level of commitment at every stage and to seek to ensure expectations are managed and not raised unrealistically.

6.7. **Rural Communities Implications**

6.7.1. Macclesfield town centre, being one of largest in the borough, serves not only the residents of Macclesfield but many of the villages and rural populations that live in the surrounding rural areas. Securing the regeneration of the town centre therefore indirectly supports the rural communities in the north east of the borough.

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

6.8.1. There are no direct implications for children and young people although there are indirect implications as it is recognised that people without access to private transport (particularly young people) use town centres more than out-of-centre locations that are less well-served in terms of transport, seating etc.

6.9. **Public Health Implications**

    6.9.1. There are no direct implications for public health although in pursuing projects which will increase walking in the town centre and reduce vehicle dominance, positive health implications could result.

6.10. **Climate Change Implications**

    6.10.1. The Council has committed to becoming Carbon Neutral by 2025 and to encourage all businesses, residents and organisations in Cheshire East to reduce their carbon footprint. Supporting strong and healthy town centres is key to minimising the need to travel by private motor vehicle. Town Centres are generally, relatively well served by public transport compared to alternative destinations such as out of town retail parks. Additionally town centres act as a hub for a wide range of facilities and services in one location, facilitating people to combine activities without unnecessary travel. The Town Centre Movement Strategy recommended as a next step flowing from the SRF would be focused on discouraging driving through the town centre and encouraging and facilitating walking and cycling.

7. Ward Members Affected

7.1 The geographical focus of the Macclesfield Town Centre SRF falls within Macclesfield Central Ward. Ward councillors are Cllr Liz Braithwaite and Cllr Ashley Farrall.

7.2 Macclesfield town centre is however used by residents and visitors from a far wider area and the prosperity of the town centre has implications for the wider economy. This report thus has implications for many of the wards across the north of the borough.

7.3 Local Members were invited to a briefing during the development of the pre-consultation SRF in December 2018 and their views taken into account at that time.

7.4 A further all Members briefing was held in July 2019 on Macclesfield regeneration particularly focused on briefing new members. Additionally a further meeting with Central Macclesfield ward members specifically focused on the SRF was held in late July 2019. Further minor changes were made to the draft SRF following that meeting.

8. Consultation & Engagement

8.1 The draft Strategic Regeneration Framework was developed having regard to views of local stakeholders gathered via a variety of means. The draft document has been subjected to a full public consultation exercise whilst still at a formative stage. The process of engagement and consultation in

developing this document is set out in some detail in the Statement of Consultation and Engagement available by following the link at 9 below.

8.2   The consultants have carefully considered each response received and produced a report outlining how representations have informed the final form of the document. The consultants report on the consultation is set out at **Appendix A**.

8.3   Any proposals stemming from the SRF would be subject to separate public consultation if required following normal procedure.

8.4   The Environment and Regeneration Scrutiny Committee considered the draft strategic framework at its meeting on 16th September 2019.

9. Access to Information

Appended Documents:
Appendix A: Report on Consultation
Appendix B: Macclesfield Town Centre Strategic Regeneration Framework
                Final recommended version

Links:
2011 Place Shaping Consultation Headline Results
CELPS 2017
SADPD (Consultation Draft) 2018
Cabinet Report 12th September 2017
PH Decision 16th August 2018
PH Decision 31st January 2019
Equality Impact Assessment
Macclesfield TC SRF Statement of Consultation and Engagement

Available on Request:
Recommended Delivery Plan
Macclesfield Town Centre SRF final version showing tracked changes from consultation draft

10. Contact Information

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

Name: Jo Wise

Job Title: Strategic Regeneration Manager (North)

Email: jo.wise@cheshireeast.gov.uk

Macclesfield Town Centre

Strategic Regeneration Framework: Report of Consultation

Prepared for:

June 2019

Contents

Appendices

Disclaimer

1.0 Introduction

Purpose of Consultation

1.1 Between 13th February and 13th March 2019 Cheshire East Council, supported by the consultancy team led by Cushman & Wakefield, OPEN and WSP, formally consulted on its newly drafted "Strategic Regeneration Framework" (SRF) for Macclesfield Town Centre.

1.2 The purpose of the SRF is to set out a clear vision, principles, key objectives and recommended actions for the future regeneration of the town centre, and to provide the confidence needed to bring forward investment, jobs and economic growth.

1.3 The consultation gathered feedback on this draft SRF, to see whether consultees felt it was fit for purpose, and to identify how it could be refined and improved. The comments and responses received have led to direct changes and modifications to the SRF in its final form.

Consultation Methodology

1.4 Responses to the draft SRF were requested via an on-line consultation questionnaire, which asked structured quantitative and qualitative responses to each element of the document including Vision, objectives, character areas, illustrative framework and actions, together with views on the overall document as a whole (see Appendix B).

1.5 As set out in the Statement of Consultation (Appendix A) the consultation was widely promoted as follows:

- Press Notice in the Macclesfield Express on 13 February 2019;

- Media release resulting in coverage in outlets such as Place North West, Cheshire Live, Macclesfield Express, I Love Macc website, Cheshire East Council Team Voice newsletter, Cheshire Independent, and various Twitter feeds;

- Posters erected at sites around the town centre including: Macclesfield Library, Macclesfield Customer Centre, Grosvenor Centre, Macclesfield Visitor Information Centre, Macclesfield Leisure Centre and on lampposts in key streets within the town centre;

- Information banners erected in Macclesfield Grosvenor Centre;

- Local organisations sent media release, copy of SRF, posters and images and link to consultation on website and asked to raise awareness via their communication channels e.g. websites, social media, notice boards etc;

- Email to 1,100 Cheshire East residents as members of the Cheshire East Digital Influence Panel in surrounding wards;

- CEC media team raising awareness via social media;

- Council officer visits to Macclesfield College (26.2.19), Kings School and East Cheshire Eye Society (27.2.19);

- In the "In Focus" section on the Council's website homepage; and

- On the Council's consultation webpages.

Drop In Event

1.6   The consultation was supported by a drop-in consultation event at the Grosvenor Shopping Centre on Saturday 16th February 2019 attended by the Council and its consultants. The event raised awareness of the Draft SRF, summarised its content via engaging consultation boards, and promoted the opportunity for stakeholders to complete the consultation questionnaire online. It also facilitated the opportunity for people to ask questions and raise concerns directly with the SRF team.

1.7   The event was attended by around 130 people[1]. Figure 1.1 shows the postcodes of people who attended. Whilst there are a couple of outliers from Liverpool, Warrington and Congleton, there is clearly a local focus with the vast majority of attendees coming from Macclesfield.

Figure 1.1 Postcodes of Attendees
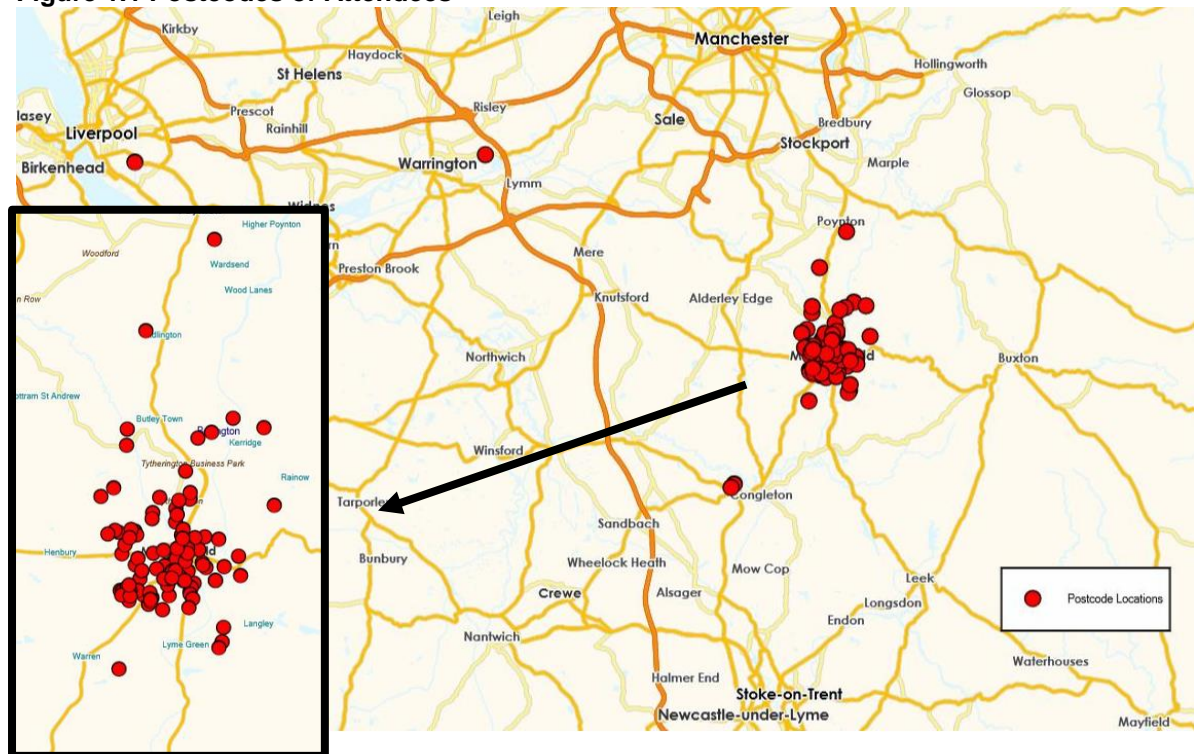
1.8   In total, 264 consultation responses were received on the draft SRF, including:

- 238 online survey responses

- 2 paper survey responses

- 24 additional formal written responses

1.9   Overall, the feedback on the draft SRF through the consultation questionnaire was positive with the large majority of respondents (199-208 responses) agreeing that the draft SRF was good (79%), clear (70%), ambitious (66%) and comprehensive (65%).

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[1] Signed in

Purpose of this Paper

1.10   This Report of Consultation provides a summary of all consultation survey responses received and identifies the ways in which it is proposed to refine the SRF document in response.

1.11   A revised full draft SRF for the Town Centre will be prepared which, where appropriate, incorporates these suggested amends, ensuring that local views have been taken into account and had a material consideration and impact on the final document.

2.0 The Draft SRF Vision

2.1 The draft SRF set out a draft vision for Macclesfield Town Centre as follows:

> *Macclesfield - a town that celebrates its quirkiness.*
>
> *Green, creative and connected. A home to innovators, entrepreneurs and independents.*
>
> *Thriving, diverse, distinctive and inclusive. Rich in heritage and culture, with outstanding employment opportunities and nestled in stunning countryside.*

Quantitative Questionnaire Response

2.2 The consultation questionnaire asked respondents *"how strongly do you agree or disagree that this is a good vision for Macclesfield Town Centre?" (Question 1)*

2.3 A large proportion (79%) 'strongly agreed' or 'tended to agree' that this is a good vision for the Town Centre, with just 12% in disagreement.

How strongly do you agree or disagree that this is a good vision for Macclesfield Town Centre?

- Agree
- Neither agree nor disagree
- Disagree

12%
9%
79%
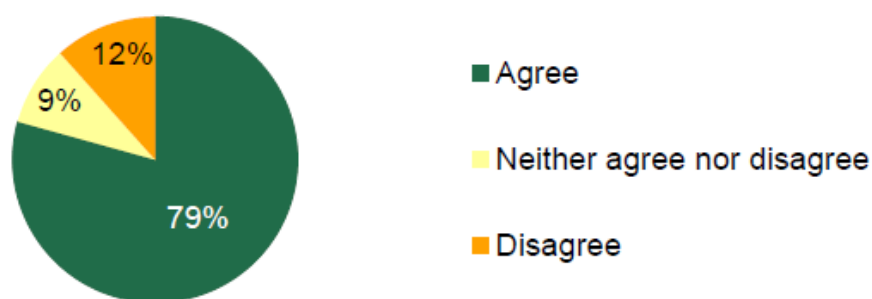
Number of responses = 198

Qualitative Response and Changes to the SRF

2.4 The questionnaire provided the opportunity for respondents to expand upon *"How do you think this vision could be improved?" (Question 2)*

2.5 142 people commented via the questionnaire, however only 66 of the responses received related directly to the question regarding the overall vision or specific elements within it:

Overall Vision	
Comments	**Response and Change to SRF**
Many agreed with or were positive about the draft SRF vision indication that it does not need improving (14 comments)	Positive response supported by the 79% stated to be in agreement that this is a good vision for Macclesfield. **No change - vision broadly supported**
The main concern surrounds the ability to deliver the vision (12 comments) with issues around funding, clear actions and previous disappointment raised	Understandable concerns, which will be picked up within the SRF actions and delivery plan. The Vision is intended to be aspirational and not focussed on delivery. This is covered in the Delivery Plan. **No change to vision but ensure delivery is covered in actions and delivery plan.**

Overall Vision	
Some felt the vision was too generic or vague, or should be bolder (5 comments)	Numerous stakeholder consultations have sought to identify a vision that is distinctive to Macclesfield. **No change to vision**
Others questioned the value of having a vision at all (3 comments)	A vision is an appropriate means to guide future strategy and ensure all stakeholders are focused on the same aspirations for the town centre **No change to vision**
A small number found the vision hard to relate to or difficult to understand (3 comments)	**Provide greater introduction to the Vision**
The vision must be flexible in order to respond to future structural change (2 comments)	The draft vision for Macclesfield provides an aspiration for the future of the town centre regardless of structural changes in the market or wider economy. This issue is covered in the other aspects of the SRF. **No change to vision**
The vision could be replaced with a Neighbourhood Plan (1 comment)	The SRF and its vision does not form part of the Local Development Plan nor does it in any way preclude the preparation of a separate Neighbourhood Plan. **No change to vision**

2.6   Comments related to more specific elements of the draft SRF vision were as follows:

Specific Elements of the Vision	
Comments	**Response and Change to SRF**
A notable number of respondents did not like the adjective "quirkiness" (13 comments). Some were unsure what it means, considered it to be a subjective word or considered it to have negative connotations of being peculiar, odd, ad hoc, unintentional, bloody minded, backward looking or reluctant to move with the times. Suggestions for an alternative included "unique", "originality", "individuality", "progressive", "radical" or "singularity".	"Quirky" was an adjective that was frequently used as a positive reference to Macclesfield throughout the previous stakeholder engagements. Quirky is defined in the Cambridge Dictionary as "unusual in an attractive and interesting way". However, it is clear from the consultation that it divides opinion and may not be interpreted as intended. Given the scale of response to this single word within the SRF vision, the case for a more agreeable alternative was considered, but suggestions including 'individuality' and 'original' were deemed too bland and go against the aspiration for Macclesfield to be distinctive. **No change to vision but definition of 'quirky' added as footnote**

Specific Elements of the Vision	
Comments	**Response and Change to SRF**
"Connected" was the second most commented upon element of the draft vision (9 comments). It was suggested that Macclesfield is too focused on rail connectivity and there is a need to strengthen connectivity by road, public transport, walking and cycling. One felt that 'connected' was too ambiguous - does relate to transport links or many stakeholders and networks? Along this theme there was also calls to improve connectivity for local communities and surrounding countryside.	The word "connected" is intended to encompass all of these elements. The vision aspires for Macclesfield to be well connected by all transport modes and to all users and surrounding destinations. It is recognised that aspects of connectivity do need to be improved but this is dealt with in other aspects of the SRF. **No change to vision**
The theme of "green" (7 comments) was considered ambiguous by some, or to have been included out of expectation. A few mentioned the need for stronger emphasis around 'sustainability' or the 'green economy' particularly when considering future development.	The word "green" is intended to incorporate not just the theme of sustainability but the recognition that Macclesfield is surrounded by beautiful countryside and green spaces within the Town Centre. **No change to vision but mention of sustainability picked up in next point.**
A number considered that the vision could be improved through greater emphasis of the "traditional and modern" theme (7 comments). Comments centred around "complementing the traditional but inspired by the new", "modernisation without losing heritage feel", "celebrate past while moving to a sustainable future" and "inspired by the past but connected to the future."	These are valid and constructive comments. **Revise vision to include an additional line 'Cherishing its past, striving for a sustainable future'**
Some commented that the vision should be more people focused (4 comments), both recognising the strong community and social capital of Macclesfield and that it must appeal to all groups.	These are valid and constructive comments. People are at the heart of the vision and drawn out explicitly within the objectives. **Add 'social' to the vision – 'green, creative, connected and social'**

3.0   The Draft SRF Objectives

3.1   The starting point must be that the basics are done well in Macclesfield and that it must be clean and safe for all users. We must however go beyond these basics if the centre is to thrive. The Draft SRF sets out 8 objectives for the town centre which together ultimately seek to ensure that the retail heart of Macclesfield thrives:

- **Grow our town centre population** - building the right residential accommodation to attract and sustain a diverse community

- **Grow and diversify our leisure and evening economy -** to balance the existing retail dominated central offer and attract a wider audience and support new resident desires. Encouraging people to spend more time and money in the town. Building upon our existing impressive events calendar

- **Make more of our connectivity -** to attract residents, workers and visitors who want a base from which to access our local world class businesses as well as those who want access to the Peak District, London and Manchester. Capitalise on strategic opportunities such as HS2 to unlock and accelerate growth

- **Support economic growth aspirations -** our strategic location makes Macclesfield a great base for small and medium sized businesses to co-locate and collaborate with each other and the world class businesses in our hinterland

- **Harness our distinctiveness** - make better use of our assets - such as town and country, rivers and canals, Georgian architecture. Provide reasons, services and experiences that can only be found in Macclesfield

- **Cherish our historic buildings and repurpose our underutilised assets** - to diversify our offer and attract a wider range of occupiers to the town

- **Enhance the town centre environment** - making it greener, more distinctive and a celebration of local creativity

- **Raise aspirations and change perceptions -** get better at promoting all that the town has to offer and encourage new entrants to invest

Quantitative Questionnaire Response

3.2   Respondents were asked *"thinking about how important these objectives are for the regeneration of Macclesfield Town Centre, how do you rank each of the objectives in order of priority from 1 (most important) to 8 (Least important)?" (Question 3)*

3.3   "Enhance the town centre environment" was ranked as the most important objective by the 199 consultees that responded with an average rank of 2.3 out of 8 (where 1 is the most important). Thereafter, respondents ranked "cherish our historic buildings and repurpose our underutilised assets" as second most important with a rank of 3.0 out of 8.

3.4   "Make more of our connectivity" and "grow our town centre population" ranked 4.7 and 4.4 out of 8 respectively, placing them as the lowest priority objectives of the respondents.

Average rank of each of the draft SRF objectives in order of priority from 1 (most important) to 8 (least important)?

Objective	Average rank
Enhance the town centre environment	2.3
Cherish our historic buildings and repurpose our underutilised assets	3.0
Grow and diversify our leisure and evening economy	3.6
Support economic growth aspirations	3.9
Raise aspirations and change perceptions	4.0
Harness our distinctiveness	4.2
Grow our town centre population	4.4
Make more of our connectivity	4.7
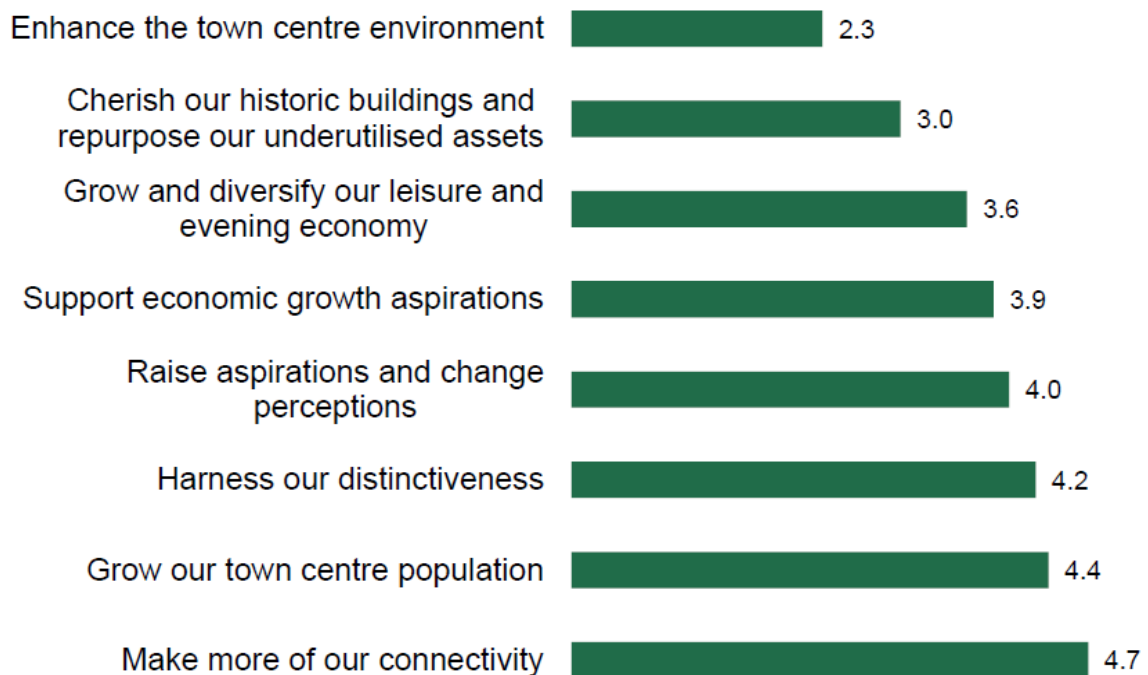
Number of responses = 199

Qualitative Response and Changes to the SRF

3.5 Consultees were asked *"how do you think these objectives could be improved?" (Question 4)* and *"is there anything you feel is missing from these objectives?" (Question 5).* A total of 119 and 121 responses respectively were received to these questions. However, the responses received generally overlapped in their commentary and so they have been combined in order to glean a more coherent analysis and response:

Improving Objectives - Overall	
Comments	**Response and Change to SRF**
Responses confirming agreement with draft objectives (9 comments) including recognition of challenges in respect of limited budgets.	Positive response **No change to SRF objectives**
A further 20 comments stated that nothing was missing from the objectives, or that the comments had been noted within the previous question.	Positive response **No change to SRF objectives**
A number of responses felt that the objectives could be improved by making them more specific and identifying how they can be achieved (14 comments) including adding clear measures; setting out the capital, skills and resources required; focusing on specific areas; delivery strategy and considering how the objectives are interlinked.	Understandable concerns, which will be picked up within the SRF actions and delivery plan. The Vision and Objectives are intended to be aspirational and not focussed on delivery. **No change to objectives but ensure delivery plan is clear in respect of actions, resources and measures of success**

Improving Objectives - Overall	
Comments	**Response and Change to SRF**
Some considered the objectives difficult to understand (5 comments) owing to the use of jargon or a belief that they are meaningless. Simplifying the objectives was suggested.	**Objectives to be revisited to consider if any 'jargon' can be removed without losing the essence of the message.**
A total of 6 comments referenced greater consultation or local democracy to enhance the objectives.	Both the draft SRF and the previous 5 year vision and strategy for Macclesfield have been consulted upon with all comments taken on board through the SRF process. **No change to SRF objectives**
2 comments challenged the overarching statement that 'all the objectives ultimately seek to ensure that the retail heart of Macclesfield thrives' on the basis that modern town centres require social, cultural and leisure experiences to be as important as retail, not just in respect of footfall but in creating identity and character.	The vision and objectives seek to be flexible to future market trends and promote the success of the town centre as a whole. The detail within the 8 identified objectives expand upon this but this is a constructive point on which to be clarified. **Update SRF to read "Recognising that whilst retail needs to continue to play a key role in the town centre, fundamental changes to the sector means less retail floor space is needed in going forward. The purpose of this SRF is to create a town centre where social, cultural, leisure, business and other uses and experiences not only support the retail function but are seen as equally important."**

3.6   Comments deemed to relate to specific draft SRF objectives are considered as follows:

Improving Objectives - Specific Objectives	
Comments	**Response and Change to SRF**
Despite being the lowest ranking in terms of priority, the objective to **'make more of our connectivity'** received the most comments (59) in specific reference to: **Public transport (20 comments)** - The need to link Macclesfield to surrounding local villages and in the evening via extended and more frequent bus and rail services was considered vital to attracting people to the town centre and supporting the local and evening economy. This could also reduce congestion and parking needs. One respondent recognised that there is currently no incentive for bus or rail operators to extend the service and so intervention will be required. A couple also suggested park and ride facilities. A few respondents did not agree with the HS2 reference, fearing that it could marginalise Macclesfield at the expense of Crewe.	The number of comments received in respect of improving public transport, road connectivity and parking suggests that this is of greater importance to local stakeholders than the ranking of objectives has suggested. The challenges in respect of local public transport provision has been well documented within the SRF and local providers have been engaged. Transport experts WSP are tasked with reviewing connectivity and movement across the town centre as part of the SRF. They will be identifying actions to improve road accessibility within the delivery strategy. The importance of local bus and rail connectivity will also be covered within the delivery strategy together with that of more pedestrian and cycling friendly routes and facilities.

Improving Objectives - Specific Objectives	
Comments	**Response and Change to SRF**
Parking (16 comments) - Parking responses sought to encourage town centre footfall through adequate cheap or free parking in convenient locations. The importance of providing/retaining disabled parking was also raised and the need for a clear parking strategy was identified by one. **Road accessibility (14 comments)** - Comments included the need to improve connectivity to Greater Manchester, enhance signage and reduce traffic and congestion within the town centre, particularly for large vehicles and during the day. **Cycling and walking (9 comments)** - The need to give greater priority of movement to pedestrian and cyclist was raised by some including safer road crossings, cycle lanes and more pedestrian areas making this the first choice for short journeys.	The need for a town centre wide parking strategy has been identified within the delivery plan of the SRF. This will consider and try to address those concerns raised. The objectives are seeking to consider connectivity at the strategic level and are not intended to identify how they will be delivered at this stage **– no change to objectives** **Ensure delivery plan adequately considers road, public transport, walking and cycling, and the requirement for a parking strategy which considers location, price, quality, type and usage including resident and disabled parking, charging points and car pools.**
The **'grow and diversify our leisure and evening economy'** objective attracted many comments (40) despite ranking third in order of priority. Almost all comments (32) were to identify the type of leisure facility sought by the respondent including cinema; youth facilities; food and drink; more events; sport facilities; theatre; museum; 5* hotel; public toilets; and community space. Further comments (8) sought to raise awareness of the wider leisure and tourism offer including making the most of the Peak District (including views), National Trust properties and Macclesfield Forest.	The comments and ideas in respect of the leisure and evening economy are welcomed and it is clear that there is broad support for the objective of growing and enhancing this sector in Macclesfield. Whilst, the objectives are not intended to provide a list of specific uses, those suggested will inform future thinking. Revise object to **'grow and diversify our leisure, *cultural* and evening economy'** **Events are already specifically mentioned within the objectives, but could include mention of leisure facilities - "Encouraging people to spend more time and money in the town *through new leisure uses including food and drink"*** The SRF is focused on the town centre rather than wider attractions, but the importance of proximity and views to the Peak District is not underestimated **- "Build upon our impressive events calendar *and proximity and views to the Peak District"*** **The Delivery Plan will advise on steps required to support the delivery of more leisure investment in the town.**

Improving Objectives - Specific Objectives	
Comments	**Response and Change to SRF**
Comments in respect of the objective to **'enhance the town centre environment',** which was the highest ranking priority objective, totalled 34 comments and covered three broad themes: **Green space and public realm (15 comments)** - Considered important to enhancing the town centre environment. Suggestions focused on more trees, planting and green spaces in which to sit and meet. This could also serve to attract visitors, improve wellbeing and air quality. Green space and public realm must keep pace with proposed development and be high quality. 'Make it greener' was not considered specific enough objective which should also reference 'green/blue infrastructure'. **Providing a safe environment (10 comments)** - Some felt unsafe within the town centre, especially in the evening with key concerns being anti-social behaviour, homelessness and drinking. **Cleanliness (9 comments)** - Street cleaning, litter and weeds were mentioned as contributing to dirty streets and poor impressions, particularly around Silk Street. Car parks and shop fronts were also considered to require greater cleaning and maintenance.	Many of these comments in respect of providing a safe and clean environment are about 'getting the basics' right in Macclesfield Town Centre. The draft SRF is clear that the *"starting point must be that the basics are done well… that it must be clean and safe for all users".* However, the draft objectives seek to go beyond these basics, and must do so if the centre is to thrive. Notwithstanding this, the comments are a reflection of the current perceptions of the town and the importance of attaining and maintaining a clean and safe environment should not be taken for granted. The actions to support this will be addressed within the delivery strategy. The creation of new and enhanced green spaces and public realm are considered by OPEN throughout the emerging SRF but could be expanded upon within the objectives. **Expand upon this objective - 'making it greener, more distinctive and a celebration of local creativity *through our high quality blue and green infrastructure, green spaces and public realm*'** The delivery strategy will set out where this is to be targeted and how this is to be implemented and could include the recommendation of a Green Streets Plan but must also acknowledge the on-going cost and delivery of maintenance of any new public realm or green infrastructure.
'Grow our town centre population' attracted 15 comments. A couple stated it was essential for Macclesfield's future but another that new housing was irrelevant without the facilities to support it. Requests were made for the consideration of housing needs of overlooked groups including older people, singles, working couples and young families. Social housing and live-work accommodation was also mentioned. Some raised the need for housing to be affordable and suggested the conversion of retail voids. Ensuring energy efficiency was also suggested. One highlighted the contribution South West Macclesfield could play and another the importance of considering the existing population as well as the new.	The responses indicate that the principle of growing the town centre population is generally supported. The objective seeks to respond to the comments identifying the need to diversify the local housing offer through "building the right residential accommodation to attract and sustain a diverse community." Different housing types, tenures and target markets are implicit in this statement and the product delivered will largely be determined by the market, financial viability and practicalities of individual site/premises, but must be of good quality and appropriate design. **Update objective to "building the right *mix of high quality* residential accommodation *of appropriate design* to attract and sustain a diverse community"**

Improving Objectives - Specific Objectives	
Comments	**Response and Change to SRF**
Despite the objective to **'cherish our historic buildings and repurpose our underutilised assets'** ranking second highest in order of priority, relatively few comments (16) were received in response. Comments made sought to ensure good quality new and refurbished buildings, or compelled action in response to derelict buildings through repurposing, demolition or CPO. Planning policy should be adhered to when protecting Macclesfield's unique historic environment and decision making timescales reduced to allow sites to be cleared quickly.	The relative lack of comments in respect of improving or missing elements of this objective imply stakeholder support. Further, comments received seek to strengthen the aspirations established and will be picked up within the delivery strategy. **The reference to unique assets could strengthen this objective – "to diversify our offer, *celebrate our distinctiveness* and attract a wider range of occupiers to the town"**
Comments (8) in respect of the objective to **'support economic growth aspirations'** were focused on supporting local businesses through the creation of new jobs and an attractive business environment, provision of office space and support to start up and independents, including within the creative and digital sectors.	Broad support for this objective with comments seeking to strengthen or deliver its aspirations, although there is potential to simplify the wording of this objective: **Simplify objective to "Support businesses, create jobs and develop skills – Maximise Macclesfield's strategic location and create the right business environment for small and medium sized businesses to co-locate and collaborate with each other and the world class organisations in our hinterland"** The way in which economic growth can be supported will be considered within the delivery strategy.
No direct comments were made in respect of the objective to **'raise aspirations and change perceptions'**. However, it's purpose to 'get better at promoting all that the town has to offer and encourage new entrants to invest' did receive a small number of comments (6). More specifically, identifying the need for funding and investment to deliver the SRF and for investment to be of the 'right kind'.	Whilst this objective ranked mid table in terms of stakeholder priorities, there were a lack of comments. This is likely to be because those who responded and engaged with the consultation exercise are already passionate about the town. Action is needed to focus on those who are not yet engaged in the town centre. **No change to this objective**
No direct comments were made in reference to the objective to **'harness our distinctiveness'**, although elements of its aspiration to make better use of our assets and to be distinctive were picked up in comments to the other cross-cutting objectives.	**No change to this objective**

3.7   In addition to the comments considered above, a series of comments were received that do not directly relate to one of the existing objectives, but provide an indication of some of the themes that stakeholders would like to see considered:

Improving Objectives - Other Comments	
Comments	**Response and Change to SRF**
12 comments were made in respect **sustainability**. Some stated that sustainability should be 'at the heart of' or 'the central theme' of all of the objectives. Other comments were more specific including energy efficient development; maximising renewable energy; reducing carbon footprint; improving air quality; waste management schemes; electric vehicle charging points; SUDS, retention ponds , green walls and roofs; waste management schemes and celebrating local produce.	Sustainability is of increasing importance and awareness. Whilst the objectives are not designed to identify specific sustainability actions, which will be picked up within the delivery plan, they should reflect upon the theme of sustainability if they are to be relevant both now and in the future. Sustainability is at the heart of the strategy and this aspiration is now picked up within the overarching vision "striving for a sustainable future." **Sustainability added to the overarching vision to woven through the wording of the objectives**
Reducing retail **rental levels and/or Business Rates** for small businesses or all received 10 comments.	Whilst the impact of high rates and rents is recognised, particularly within the challenged retail sector, the setting of rates and rents is beyond the control of the Council or the SRF. There have been some changes to small business rate relief recently, but the focus will be on lobbying Government to support access to funding to deliver change and support businesses. **No change to SRF objectives**
A number of respondents (10 comments) suggested that the objectives **should 'put people first'** and recognise the importance and value of Macclesfield's strong local community and voluntary groups. This could include local stakeholders working together or encouraging diversity to enhance the social and community profile.	This consultation process has sought to engage Macclesfield's many and varied stakeholders to ensure views are considered and there is local buy-in to the delivery of the vision and objectives. The principle of being involved/engaged will come out further within the Delivery Plan. **The word 'social' has been added to the vision to reflect the importance of local people.**

4.0 Character Areas for Regeneration

4.1 The draft SRF identifies 6 character areas within or adjacent to the town centre with unique characteristics, and sets out brief aspirations for each.

Questionnaire Response

4.2 The questionnaire asked respondents *"how strongly do you agree or disagree with the aspirations for each of these character areas?" (Question 6)*.

4.3 Overall, the majority (74%-87%) of the 194-200 respondents to this question 'strongly agreed' or 'tend to agree' with the aspirations for all of the identified character areas. The aspirations for 'Chestergate and Historic Heart' received the greatest proportion of positive responses (87%) and least in disagreement (4%), followed by 'Sunderland Street and Silk Quarter' with 81% in agreement and just 7% disagreeing.

4.4 Whilst still largely supported, the 'Retail Core' and 'Churchill Way Boulevard' character areas received the lowest proportion of responses in agreement with the aspirations (74% each) and the highest in disagreement (11% and 10% respectively).

How strongly do you agree or disagree with the aspirations for each of these Character Areas?

Character Area	Agree	Neither agree nor disagree	Disagree
Chestergate & Historic Heart	87%	10%	4%
Sunderland Street & Silk Quarter	81%	11%	7%
Station Gateway	76%	15%	9%
Retail core	74%	16%	10%
Churchill Way Boulevard	74%	15%	11%
Jordangate west and east	74%	19%	8%

Number of responses between 194 and 200

4.5 Respondents were also asked *"thinking about how much of a priority each of these character areas is for regeneration, how do you rank each area from 1 (top priority for regeneration) to 6 (bottom priority for regeneration)?" (Question 7)*

4.6 Aligned with the responses above, 'Chestergate and Historic Heart' was ranked the most important character area for regeneration by the 193 respondents, with an average rank of 1.8 out of 6 (where 1 is the top priority). Thereafter, respondents ranked 'Station Gateway' and 'Retail Core' as the second most important priority character area for regeneration, with an average rank of 2.4 out of 6 in both cases.

Average rank of each of the character areas for regeneration in order of priority from 1 (most important) to 8 (least important)?

Character Area	Average Rank
Chestergate & Historic Heart	1.8
Station Gateway	2.4
Retail core	2.4
Sunderland Street & Silk Quarter	3.3
Churchill Way Boulevard	3.5
Jordangate west and east	3.7
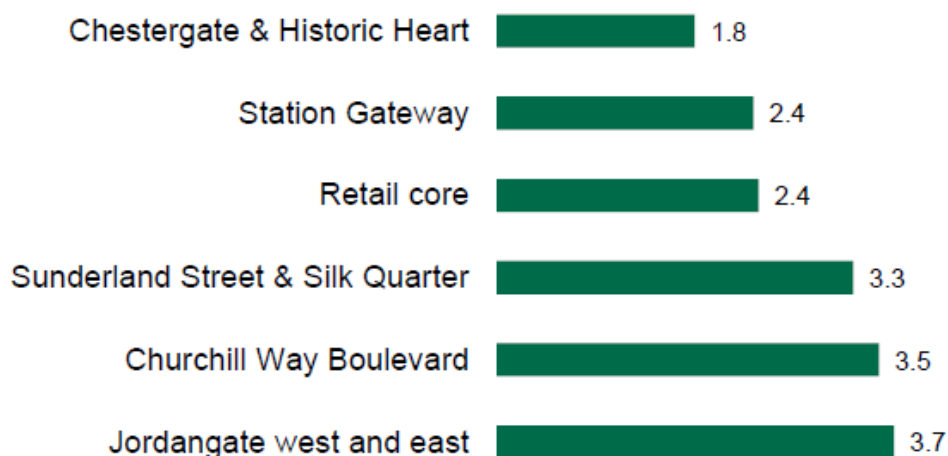
Number of responses = 193

Qualitative Response and Changes to the SRF

4.7 Finally, respondents were asked *"how do you think these plans for the character areas could be improved?" (Question 8)*, providing an opportunity for a more descriptive response.

4.8 A total of 114 responses were received to this qualitative question. Positively, 18 responses (16%) were supportive of the aspirations for the identified character areas. Such comments included "there are some very strong, well considered ideas here"; "they are well articulated, thoughtful, hang together well and are coherent"; "All great ideas"; "they are fine…let's hope some of them get done". These comments suggest no further changes to the character areas are required.

4.9 However, 2 negative comments were received suggesting to "scrap them and start again" and "the areas should focus much more on how and why they will be used by residents and visitors". The purpose of the character areas is to support the preparation of the illustrative framework. Actions will focus on how residents and visitors will interact in different parts of the town.

4.10 6 comments raised concerns that the character areas cover too broad an area of the town centre and that there should be greater focus on a single core or 'flagship' area that has the greatest potential to attract and retain businesses and footfall. Once this is achieved, attention can be turned to more peripheral areas in order to prevent focus and initiatives being spread too thinly. In response, we would argue that the character areas help to identify and define the different roles each area of the town centre performs, both now and as the focus in the future. They are not intended to dilute the aspirations for the town centre as a whole and the importance of the central 'core' areas are appreciated. It also supports the thinking on the actions which will be prioritised in terms of key areas.

4.11 Comments in respect of each individual character area are summarised below. The Station Gateway and Retail Core character areas attracted the greatest level of response, indicative of their importance to stakeholders as also identified in the prioritisation question.

4.12 A number of more general comments were also received which do not relate specifically to any of the individually identified character areas. These are therefore picked separately and incorporated in to the responses to Question 14.

Improvements to Character Areas	
Comments	**Response and Change to SRF**
Station Gateway 18 comments were received in respect of the station gateway around the following themes: **Multi-storey parking (7 comments)** - This proposal was not popular with respondents owing to concerns that it would "attract even more cars and look hideous"; be "potentially out of character"; "at odds with improving the station environment"; "would spoil the initial view looking up to the town"; and would spoil the "iconic view". Some also commented that multi-storey car parks are generally unpopular, particularly with older people. **Waters Green (7 comments)** - Comments were generally supportive of the proposals for public space at Waters Green with some commenting that it is "a vital gateway for the town" where unattractive car parking currently dominates. It could form a "natural amphitheatre" with views of St Michaels Church and the hills, encouraging people to "linger". A couple highlighted that the space should be "green" but one wished to retain the area as parking and another stated that traffic must still be able to traverse the Green to access the Surgery and bus station. **Station improvements (4 comments)** - Some sought improvements to the station including an eastern access, a high level pedestrian route to the retail core and enhancing the Victorian style.	**Amend SRF to make clear that any proposal for multi-storey car parking will be sensitive to the views and character of the area and consider options for screening such as green walls.** Comments are generally supportive of the proposal to "re-instate a public space at Waters Green" within the SRF. **Update SRF to add public 'green' space and reference importance of continued access in response to comments.** The aspirations for the Station Gateway include 'improving the environment outside the station and sense of arrival'. However, these comments concern improvements to the station itself. Whilst this is an aspiration, it is reliant upon the very limited funds of Network Rail and cannot be implemented by the Council itself. The change in operator of the West Coast Main Line may present an opportunity to lobby for some spend and improvements. The Delivery Strategy will include this action.
Retail Core This character area received 13 comments: **Residential (5 comments)** - A number sought to encourage more residential within the retail core through use of upper floors and conversion of existing buildings, with a couple even suggesting it should take priority over retail. **Retail (4 comments) -** There was a keenness to "retain and encourage new national retailers" within the retail core and ensure that "there are no empty shops" with suggestions including lowering business rates, removing retail voids, improving shop fronts and attracting small independent retail outlets. **Physical environment (4 comments)** - The need to renew, regenerate and modernise the retail core was raised by some as important in order to attract occupiers and appeal to visitors. This may require re-	The SRF recognises 'some alternative uses such as food and drink and residential/office space on the periphery'. The comments received suggest the potential to strengthen the messaging around housing within the retail core **- replace 'on the periphery' with 'on upper floors and through conversion of existing buildings on the periphery'** Comments support the aspiration for the retail core to continue to 'function as the shopping area of the town' **- no change to SRF** The importance of the physical environment to this area of the town centre is noted. **Update the SRF, drawing out the need to enhance the town centre environment within the Retail Core through attractive public**

Improvements to Character Areas	
Comments	**Response and Change to SRF**
configuration. Making best use of the town's heritage will also support.	**realm, greening and shop front improvements.**
Sunderland Street and Silk Quarter 10 comments were received in respect of this character area: **Traffic reduction (7 comments)** - Proposals to reduce traffic on Sunderland Street via redirection to Silk Street were unpopular with some. Concerns related to access to the train and bus station, Aldi and Waters Green Medical Centre; increased traffic on London Road/Mill Lane/Park Green; the narrowness of the road; and impact on attracting interest. **Identity (3 comments)** – One commented that they would like to see a greater sense of identity in this area linked to the 'Silk Quarter'. The conversion of existing mills to residential or other uses and utilising the area around the War Memorial.	This element of the SRF appears to have been misinterpreted by some. The proposal is to divert unnecessary traffic via signage etc. rather than all traffic on Sunderland Street **- change to 'reduce volume of unnecessary traffic on Sunderland Street' and reference importance of retained access.** The character of this area is indeed reliant upon its history and heritage assets. More could be made of this identity within the SRF – **update to include reference to the silk trade and use of heritage assets.**
Churchill Way Boulevard A total of 6 comments were received covering: **Green Boulevard (5 comments)** - This aspiration provoked a mixed response with some liking the idea but others questioning its deliverability. Remaining comments included "the area west of Churchill Way should be deleted from the SRF" and "no new infill development".	The challenge of deliverability will be covered within the Delivery Strategy but the indication from the comments received is that of general support for all initiatives that support the 'greening' of the town centre – **no change to SRF.** The area west of Churchill Way is an important part of the boundary to the town centre and infill development will contribute to reinvigorating this area. As such, both should remain within the SRF **- no change to SRF.**
Chestergate and Historic Heart Despite this being the most highly prioritised character area, it only received 6 comments: **Part of the Core (2 comments)** - Some suggested that this area should form the true 'retail core' or be extended to include the southern part of Jordangate East, behind the Town Hall and Sparrow Park. **Use of the Area (2 comments)** - A couple raised the aspiration to make better use of the Butter Market, Market Place, the Town Hall and market area in the Chestergate Precinct. **Pedestrianisation (2 comments)** - Pedestrianisation of this area was an aspiration for a couple.	Parts of this area are different in characteristic to the traditional retail core but there is scope to extend this area – **extend Chestergate and Historic Heart character area east on Character Area map.** The SRF meets this aspiration through its "focus on the evening and cultural economy and the expansion of cultural and event activities" and the "refurbishment of existing historic buildings" **- no change to SRF** The SRF seeks to support the prioritisation of walking and cycling throughout the Town Centre. An action within the Delivery Strategy will be a review of the Town Centre TRO and

Improvements to Character Areas	
Comments	**Response and Change to SRF**
	circulation across the town to support this aspiration – **no change to SRF.**
Jordangate West and East 4 comments were received in respect of the future use this area with respondents keen to witness the removal of the "large, ugly modern buildings" and a residential focus. However, the area should also develop naturally and therefore dependent on cessation of employment uses.	These comments are broadly aligned with the existing aspirations for this character area as set out within the draft SRF **- no change to SRF.**
Christ Church Whilst not included within the identified character areas, 4 comments were made to consider the inclusion of Christ Church and its Conservation Area based on heritage and housing uses and need for further investment.	Christ Church is an important heritage asset but outside of the physical focus of the town centre SRF and emerging Local Plan Site Allocations document. Further, many comments have been received throughout the consultation seeking even greater focus on the core area of the town centre. The wider area is highlighted in the illustrative framework component plan - **No change to SRF**

5.0 Draft Strategic Actions

5.1 Draft strategic actions have been suggested and designed to support each of the draft SRF objectives. These have been tested through the consultation process.

Questionnaire Responses and Changes to SRF

5.2 Respondents were asked *"if you disagree with any of the draft strategic actions please explain why" (Question 9).*

5.3 A total of 62 responses were received in respect of this question, around a third of which (20 responses) did not disagree with any of the identified actions. A summary of the responses and any proposed changes to the SRF are as follows:

Disagreement with Draft Strategic Actions	
Comments	**Response and Change to SRF**
A total of 20 people stated that they did not disagree with the identified actions. Some added further positive messages including "all positive ideas"; each action "is well defined, realistic, sufficiently flexible and interdependent"; and "covers all aspects". However, a small number who agreed with the actions raised concerns around deliverability, funding and felt that they do not optimise the vision for Macclesfield.	Positive response to the identified draft actions. The actions seek to overcome issues of deliverability. **No change to actions.**
Objective: Enhance the town centre environment **Action: Rationalisation of surface car parking which currently creates visual blight** 7 comments responded directly to this action with key concerns being the need to retain existing surface car parks in order to aid accessibility and enable many of the other objectives in the SRF to succeed, at least until provisions are made for public non-polluting transport. One stated that existing surface car parking is often very busy and therefore justified, whilst another suggested that the appearance could be improved through planting, selective fencing and trees. Some felt that the alternative of multi-storey or decked car parking could cause visual blight of equal or greater measure to that of surface parking. Others indicated that many 'do not like' multi-storeys; people feel safer at night on a surface car park; and that they do not suit those wanting a quick 'nip into town'. **Action: Ensure all development proposals conform to high quality design principles** Two comments did not disagree with this action but felt that it is too vague and requires a definition of high quality e.g. a design guide and energy efficiency standards.	The SRF includes an additional action to 'consider a car parking strategy'. **This needs to be strengthened to a requirement and should include consideration of utilisation, location, quality, cost, movement and public transport links across the town centre as a whole.** The car parking strategy will identify the opportunities for different types of parking including resident and disabled provision. Multi-storey and decked car parks play an important role in some locations e.g. commuter parking. There are ways in which to reduce the visual impact of such facilities and the SRF states must 'conform to high quality design principles **– no change to action** The SRF is not intended to be prescriptive in respect of design – **no change to action**

Disagreement with Draft Strategic Actions	
Comments	**Response and Change to SRF**
<u>**Objective: Grow the town centre population**</u> **Action: Ensure town centre meets 'everyday' needs of a resident population including local services, health care and education provision** Several comments (4) were received questioning if the town centre could cope with an influx of population in terms of parking, public transport, waste collection, amenities, hospitality and retail, schools and health. **Action: Improve housing choice in terms of type and tenure to attract and sustain a more diverse community of occupiers attracted to town centre living** One commented that any housing which is built must include affordable homes. **Action: Consider the delivery of specialist housing for older people given accessible and well served location** One respondent mentioned that well designed housing can be suitable for a diverse market and doesn't have to be 'specialist' **Action: Exploit the opportunities presented by an enlarged catchment through large scale housing and population growth at SMDA by ensuring Macclesfield becomes their local shopping destination of choice** Reference must be included to the use of 'safeguarded land' SW of the town.	This action seeks to ensure that the town is prepared to support a growing town centre population and picks up on these concerns - **add 'local amenities' to action.** Valid comment in respect of affordable homes which will be dictated by planning policy rather than the SRF. **Add action - 'Ensure appropriate provision of affordable homes within the town centre'** Older person housing is a diverse and fragmented market incorporating numerous sub-sectors dependent upon scale of care required, some of which require 'specialist' facilities that are well suited to town centre locations - **no change to action** The SMDA area is already picked up within this action but could be made clearer through its full name **- change to 'safeguarded land at South Macclesfield Development Area (SMDA)'.** In response to previous comments regarding over-reliance on retail **- amend to 'local centre of choice'**
<u>**Objective: Grow and diversify our leisure and evening economy**</u> **Action: Consider the potential for a new and accessible events space around the station gateway** The comments received in respect of this action (4 comments) disagreed with the location of the proposed event space near the station. It was suggested that any events should take place in the town centre in/around the Town Hall so as to draw people into the town; increase the frequency of use of Market Place; raise the impact of events; and avoid bottlenecks around the station. There was also concern that an accessible event space around the station would clash with the need for more parking in response to HS2. One commented on liking the fair in its current location.	The aim is to identify a range of spaces in the town that could be made available for events, in addition to Market Place. The station gateway is an important area to 'attract' visitors due to its high visibility but could continue to be used at other times as green open space with some parking for example – **add 'multi-functional events space which complements Market Place'** The focus of encouraging a café

Disagreement with Draft Strategic Actions	
Comments	**Response and Change to SRF**
Action: Grow the food and drink offer to support existing retail and create a café culture/evening economy One respondent was concerned if this meant 'cheap bars' and 'pavement drinking'	culture/evening economy is on quality food and drink establishments in the early evening rather than the 'night time' economy that is the focus of concern here **- no change to action**
Objective: Cherish our historic buildings and repurpose underutilised assets **Action: Protect and maintain distinctive heritage buildings including but not limited to Town Hall, Police Station and Buttermarket and poor quality buildings such as the former Three Pigeons Public House** 5 comments were received in respect of this action. There was some disagreement with the element of this action which seeks to protect and maintain poor quality buildings with respondents stating that they should be knocked down to make way for new buildings which enhance rather than detract from the town centre (2 comments). In terms of implementation, one felt enforcement or CPO is required and another mentioned the need to work with all owners of heritage buildings to ensure they are all maintained and protected. Two commented that Christ Church should be included in the list of distinctive heritage buildings. Another felt that this action was too wide and needs to focus on a couple of individual assets that are in the key Churchgate and Market Place core areas.	There is merit to considering an alternative approach to heritage buildings in a poor state of repair - **reword action to 'consider future potential of poor quality buildings such as the former Three Pigeons Public House on a case by case basis'** Methods of implementation for challenging sites and premises are picked up in other actions including enforcement of Listed Building and Conservation Area status requirements, engagement with land/property owners and CPO - **no change to actions** **Add Christ Church to list of historic cherished buildings**
Objective: Make more of our connectivity **Action: Maximize opportunities presented by HS2 proposals to drive future growth and regeneration** Two respondents disagreed with this action considering it to be too long a time coming, if at all, to benefit Macclesfield within this SRF. **Action: Redevelopment of station gateway to enhance first perceptions of arrival and provide clear routes into the town centre** One stakeholder commented that deck or multi-storey car parking would actually negatively impact upon both the view from the station up to the town centre and wayfinding. **Action: Lobby public transport operators to expand scope of destinations and timetable for bus and rail users**	Delivery of HS2 is beyond the control of the Council. However the opportunity it presents should be harnessed. As stated, any redevelopment of the Station Gateway will seek to enhance perceptions and routes into the town centre. As such, care will be taken to ensure any proposals, for parking or otherwise, will not detract from the current position. Alternative parking locations may be considered **- no change to action.**

Disagreement with Draft Strategic Actions	
Comments	**Response and Change to SRF**
Whilst in agreement with this action, two commented that it requires funding commitment in order to implement, with one suggesting that this should come from the Council as part of a strategy to ensure good public transport links for all and an integrated time-table for rail and bus services. **Action: Encourage greater pedestrian and cycle movement through enhanced routes** 3 comments in respect of this action included that this should not be at the expense of parking provision; that the action is too vague and should reference the need to increase funding to implement; and that cars should be removed from Churchill Way.	As commercially operated the greatest scope to lobby for improved public transport will come from the increased footfall and spend generated through the implementation of the other actions. Council subsidies do not often represent good value for money **– no change to SRF** Churchill Way is a primary route through the town centre from which it will not be possible to remove traffic, however the SRF does propose ways in which car dominance can be reduced **- no change to actions**
Objective: Harness our distinctiveness **Action: Support independent retail and leisure businesses to set up and thrive** Concerns remain regarding the over reliance on retail (3 comments) which some felt is no longer viable in light of changing trends as evidenced by empty shopping arcades and precincts. The suggestion is to do 'something new' or include a mix of uses including businesses.	Whilst retail trends have indeed changed, and the sector is likely to continue to face challenges, it remains an important contributor to our town centres. As such the action to support retail, alongside other uses as identified in other actions, remains valid **– refine action to "support a wide range of independent, distinctive businesses"**
Objective: Raise aspirations and change perceptions **Action: Continue to engage and work collaboratively with key local stakeholder groups to support delivery of actions** One respondent felt that there is 'no collaborative working with any of the cultural and community stakeholders, and no forums where the mix is brought together to see who varied actors can support and build partnerships'.	This SRF consultation exercise has sought to engage local stakeholders and the aspiration identified within this action is to continue to do so - **no change to action** The delivery plan will identify new opportunities for collaboration

5.4 Following on the questions around the actions, respondents were asked *"Which of the draft strategic actions do you think should be prioritised?" (Question 10).*

5.5 A total of 90 responses were received for this question, 13 (or 14%) of which were unable to prioritise any actions with 3 stating that it depends on which is easiest to implement, would have the most immediate impact or had funds available; and a further 3 stating that they are all equally important.

5.6   Many respondents chose to rank the objectives rather than the actions which sit below them. Of the 64 comments prioritising objectives, over a third (34% or 22 comments) prioritised 'enhance the town centre environment', followed by 'grow our town centre population' (15 comments), and 'cherish our historic buildings and reutilise underutilised assets' (11 comments). 'Raise aspirations and change perceptions' (1 comment) and 'harness our distinctiveness' (2 comments) were the least prioritised objectives. Interestingly, this represents a slight shift in the prioritisation of objectives established in Question 3, but given the more limited volume of responses and indirect interpretation of this question, it is not proposed to consider this to represent a change in the overall priority of the objectives.

5.7   Within the objectives, specific actions have been prioritised through the consultation process. Those that have attracted the greatest number of responses by far are in respect of 'supporting independent retail and leisure' (14 prioritised or 18%) and 'redevelopment of the Station Gateway' (13 prioritised or 17%). This indicates some alignment with the priority character areas being the more central retail focused areas of 'Chestergate and the Historic Heat' and the 'Station Gateway'.

Objective	Action	Responses to Prioritise
Enhance the town centre environment	Rationalisation of surface car parking which currently creates visual blight	7
	Support the 'greening' of the town centre through increased planting	3
	Ensure basics are delivered well - streets are clean and tidy	1
	Prioritise the physical enhancement of key gateways and corridors including the station and major car parks	1
Grow town centre population	Engaging with the private sector and social housing providers to deliver new high quality homes within the town centre through new build, infill development and refurbishment of underutilised and vacant buildings	3
	Following the recent announcement for a food hall in the former Picturedrome, grow the food and drink offer to support existing retail and create a café culture/evening economy that encourages increased spend and dwell time and appeals to the town's affluent catchment population	2
	Ensure town centre meets 'everyday' needs of a resident population including local services, health care and education provision	1
	Improve housing choice in terms of type and tenure to attract and sustain a more diverse community of occupiers attracted to town centre living - employees (particularly young professionals) from the highly skilled businesses in the local catchment (e.g. Alderley Park) first homes, singles, young families, downsizers, retired and older people etc.	1
Grown and diversify our leisure and evening economy	Explore scope to provide new leisure destination within the town centre but with flexibility to adapt to future changing trends	3
	An extended events strategy that builds upon existing success and the Town's distinctive and cultural assets	2
Support economic growth aspirations	Target SMEs in sectors of strength including science, finance, creative and digital and promote opportunities for collaboration	2
	Provide refurbished quality workspaces with appeal to smaller local occupiers across a mix of sectors within existing buildings recognising the viability challenges associated with new build	2

Objective	Action	Responses to Prioritise
	Work with existing major occupiers to understand their requirements and role they could play in supporting new investment	1
	Promote the excellent skills and labour market credentials of Macclesfield to inward investors	1
	Support establishment of creative and digital start up - potentially by supporting reuse of heritage buildings potentially on a temporary basis	1
Harness our distinctiveness	Support independent retail and leisure businesses to set up and thrive	14
	Build on and promote cultural, arts and heritage assets to encourage local tourism including the Silk Museum, Heritage Centre and the proposed Picturedrome	1
Raise aspirations and change perceptions	Continue to engage and work collaboratively with key local stakeholder groups to support delivery of actions	2
	Utilise key gateways to change perceptions for those who usually 'pass through' Macclesfield, for example through enhanced signage and physical environment at station and along key road corridors	1
Cherish our historic buildings and repurpose underutilised assets	Engage with land/property owners to encourage underutilised buildings and sites to be repurposed to attract new investment and occupiers into the town including residential, employment and cultural uses	2
	Protect and maintain distinctive heritage buildings including but not limited to Town Hall, Police Station and Buttermarket and poor quality buildings such as the former Three Pigeons Public House	1
Make more of our connectivity	Redevelopment of station gateway to enhance first perceptions of arrival and provide clear routes into the town centre	13
	Lobby public transport operators to expand scope of destinations and timetable for bus and rail users	6
	Encourage greater pedestrian and cycle movement through enhanced routes	5
	Consider a parking strategy which includes pay on exit and clear signage to guide visitors to the best place to park relative to their arrival point and purpose of visit	1
	Ensure good legibility into and around the town centre through improved signage and wayfinding both on foot and by road from the motorway	1
	Total:	**78**

6.0   Draft Illustrative Framework

6.1   A draft Illustrative Framework is set out within the draft SRF which seeks to demonstrate how the proposed objectives and actions would manifest physically within the town centre. A summary of the 7 key spatial ambitions was also set out within the illustrative framework.

Questionnaire Responses

6.2   Respondents were asked *"how strongly do you agree or disagree with each of the spatial ambitions of the Illustrative Framework?" (Question 11)*.

6.3   The response was broadly supportive for all of the spatial ambitions of the Illustrative Framework with 73% to 90% of the 184-192 respondents being 'strongly agreed' or 'tend to agree' with each. Enhancements to 'green space and planting' was most strongly agreed (90%), followed by 'public realm' (85%) and 'optimising the topography' (82%), each of which only received 4% of responses in disagreement.

6.4   'Car parking rationalisation' was largely supported (79% in agreement), but also received the largest proportion of those in disagreement (12%), although this is still a relatively small proportion.

How strongly do you agree or disagree with each of the spatial ambitions of the Illustrative Framework?

Ambition	Agree	Neither agree nor disagree	Disagree
Green space and planting	90%	6%	4%
Public realm	85%	12%	4%
Optimising the topography	82%	14%	4%
Improved pedestrian crossings	82%	13%	6%
Car Parking Rationalisation	79%	8%	12%
Enhanced existing linkages	80%	15%	5%
Potential new linkages	73%	18%	9%

■ Agree ■ Neither agree nor disagree ■ Disagree

Number of responses between 184 and 192

7.0 Views on the Overall Draft SRF

Questionnaire Responses

7.1 Respondents to the consultation were asked *"generally speaking, how strongly do you agree or disagree with each of the following statements about the draft Strategic Regeneration Framework? The draft Strategic Regeneration Framework is good; clear; ambitious; comprehensive; and deliverable"* (Question 12).

7.2 Overall, the feedback on the draft SRF through the consultation questionnaire was positive with the large majority of respondents to this question (199-208 responses) agreeing that it was good (79%), clear (70%), ambitious (66%) and comprehensive (65%).

7.3 However, there was clear concern as to the deliverability of the SRF, with less than half (45%) agreeing that it was deliverable and 28% responding that it was not deliverable. This clear but understandable concern will be responded to within the delivery strategy of the SRF at the next stage of its preparation.

How strongly do you agree or disagree the draft SRF is...

	Agree	Neither agree nor disagree	Disagree
...good	79%	11%	11%
...clear	70%	18%	12%
...ambitious	66%	19%	14%
...comprehensive	65%	17%	17%
...deliverable	45%	28%	28%

Number of responses between 199 and 208
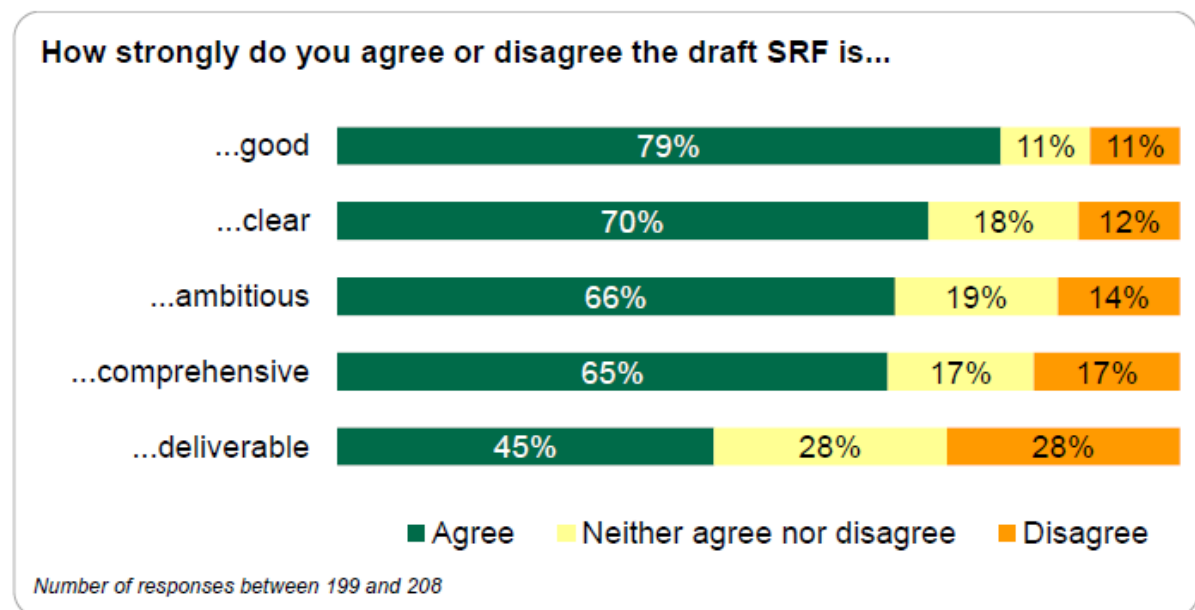
Questionnaire Responses and Changes to SRF

7.4 The consultation questionnaire asked respondents *"should any aspect of the proposed SRF be altered, and if so in what way?"* (Question 13)

7.5 96 responses were received to this question. However, just 40 comments (42%) responded to the questions with comments specifically related to the overall structure or content of the SRF. The remainder raised or reiterated individual points picked up elsewhere within the consultation e.g. need a cinema or improve cycling routes. Those comments that do relate to the SRF as a whole are considered below:

Alterations to the SRF	
Comments	**Response and Change to SRF**
16 comments were received stating that no alterations to the SRF are required with some expanding that 'it represents a well thought through, well informed analysis of the issues, with some intelligent, ambitious but realistic solutions' and that it is 'making the most of what we have given budgetary constraints'. However, another reported that there is 'no point in commenting, no one ever listens'.	**Positive response - no change to SRF**
The greatest number of responses (10 comments) concerned deliverability and the need for the SRF to identify and provide more detail as to how and when its vision, objectives and actions will be delivered. The lack of delivery mechanism is currently considered 'a weakness in the document'. Whilst a number determined the intentions of the SRF to be good, some commented that without securing funding support, it will not be deliverable. The availability and commitment of funding needs to be considered within the objectives and their prioritisation for delivery. Another delivery constraint mentioned is the need for the SRF to better articulate the strategy for who and how stakeholders (owners, landlords, tenants, Council, Government and local groups) will be engaged and incentivised to action.	Whilst these concerns are valid, the Consultation Draft SRF makes clear that "once these emerging actions have been consulting upon, they will be worked up in more detail to set out who needs to drive specific actions forward, how and when (immediately or in the short, medium or long term)". This should address these comments. **Update delivery strategy in revised SRF**
Some commented (4 responses) that the SRF is currently too 'vague' or 'wide ranging'. Suggestions included making 'clearer what is proposed and how will be delivered' and focusing on achieving aspirations 'solely on the core areas' first before considering and consulting upon wider strategy. Stronger links to the Vision are required to make the SRF 'more bold and specific' but also recognise the importance of existing assets which are not then referred to throughout the remainder of the document e.g. getting the basics right, heritage and supporting events.	Ensure actions and delivery strategy all relate back to the Vision and are clearly informed by the priorities emerging from the consultation process. The delivery strategy will also start to identify the specifics of implementation, making the SRF less 'vague' and more focused **Revised Delivery Strategy**
4 comments reported that the SRF process should be informed by greater consultation. Comments included the need for the document to be 'inclusive and community led' and 'less disingenuous'. It should help local people 'achieve new things for the good of their town' for example through 'imaginative leadership' and a 'stakeholder forum for collaboration, partnership and delivery' without which the 'best plans will flounder.'	Extensive consultation has taken place in respect of the SRF (as demonstrated by this document) and the previous Draft 5 year vision and strategy which has also been taken into account. **Ensure consultation and engagement is a clear action within Delivery Strategy**
A few questioned the spatial extent of the current SRF (3 comments), more specifically - 'the boundary to the East of Sunderland Street does not make sense… would make	The spatial focus of the Macclesfield Town Centre SRF was agreed at the onset of the

Alterations to the SRF	
Comments	**Response and Change to SRF**
sense for it follow the natural boundary of the river'; the SRF 'should include the Christ Church conservation area' given that no agreement has been reached to redraw the town centre boundaries'; and that the SRF should 'consider wider population of Macclesfield beyond the town centre'.	project and has been informed by existing legislative and planning boundaries. Additionally, the suggestion of expanding the boundary to the east contradicts the more numerous other views suggesting the geographical focus of the SRF should be narrower **- no change to SRF**
A small number of comments (3) suggested that work on the SRF should cease to avoid 'any more money being wasted' on another attempt at regeneration; to replace with a 'Neighbourhood Development Plan that is truly inclusive'; or to 'start again with Macclesfield in mind, not history but future'.	The SRF is a holistic framework to guide future development and support investment in the centre. Indeed, it has already been used to support a bid to the Future High Street Fund.
One comment was received requesting the SRF to simplify its use of language	The SRF is intended to be a public document that is easy to read and understand. **In finalising the SRF consideration should be made to ensure terminology is as accessible as possible**

7.6 Respondents were also asked *"what, if any, additions to the document should be considered?" (Question 14)*

7.7 A total of 97 consultees responded to this question. The comments received to this question, more than any other, covered a wide range of topics and enabled the respondee to elaborate on their thoughts and ideas.

7.8 Throughout the consultation questionnaire, respondents fed back comments on what they would like to see in Macclesfield and other areas of consideration for the SRF. In some cases, these comments did not directly relate to the question being asked, and as such these have been combined here to provide a more comprehensive overview of additional comments received. This approach seeks to ensure that all comments are reviewed but not double counted and allows emerging 'themes' to be identified.

7.9 Together with the direct responses to question 14, these were 222 responses analysed here, often with multiple comments on varying themes. These have been reviewed and sorted into 'themes' with the number of comments in respect of each theme identified below, allowing the topics of greatest importance of those consulted to be identified.

7.10 Suggestions for town centre uses received a significant number of comments (31), which when combined with those received in respect of residential (22) and retail (22), makes a strong case for the future of Macclesfield Town Centre to be repositioned and diversified to create a mixed use destination that caters for a wide variety of needs. This is subject to ensuring that there is an appropriate car parking strategy for the town in place, which a recommendation of the SRF, with this emotive topic attracting a high number of comments (31).

7.11 Numerous comments were concerned about deliverability of the SRF (23). The consultation document made clear that a Delivery Plan will be put in place at the next stage to support implementation of the vision, objectives and actions set out within the SRF. Linked to deliverability, 12 comments concerned consultation, with most seeking more engagement and openness, but some illustrating 'consultation fatigue' and a desire for more 'action'.

7.12 Improving walking and cycling and the creation of green spaces (both 21 comments) were of equal interest to consultees, closely followed by ensuring a safe, clean and tidy environment (19). These comments all seek to create a town centre that is welcoming, people focused and encourages increased dwell time.

Theme	No. of Responses
Town Centre Uses – cinema, cafes, restaurants, sports, theatre, town hall, retail, youth, events, markets, community groups and space	31
Improve Car Parking – cost, location, volume, type, quality, disabled, charging points	31
Delivery – ability, speed, actions, funding, delivery strategy, BID, Neighbourhood Plan, planning, resources, partnership	23
Residential – for and against, brownfield sites, conversion, above retail, affordable housing, social housing, older people, supporting amenities	22
Retail – fill voids, quality, multiples Vs independents, experience, rents and rates, hours, market challenges, indoor and outdoor markets	22
Walking and cycling – access, routes, signage, bike storage, crossing points, pedestrianisation, bikes on buses	21
Green – green spaces, new and existing, outdoor seating, planting and trees, landscape plan, covered areas, SUDS, air quality, biodiversity, public art	21
Safe, clean and tidy – general appearance, little, dog fouling, wardens, lighting, security and CCTV, homelessness	19
Consultation – too much Vs too little, young people, communication, openness, experience from elsewhere, community led, forum	12
Business – encourage investment, local businesses, start ups, employment, incentives, modern workspace, offices, rents and rates	10
Peak District – branding, Cheshire Peak Town, Gateway to the Peaks, utilising views, promotion	9
Heritage Buildings – Restore Vs demolish, heritage signs, limit time vacant	7
Public Transport – bus times, destinations, links to villages, park & ride	6
Highways – traffic, safety, to support development, created by development, connectivity, links to communities	6
Promotion – raise image and profile, destinations, tourism, signage, SRF launch	6
Culture – performing arts, local history, heritage, events	5
Sustainability – environmental focus, all aspects, carbon footprint	3
Evening Economy – not nigh time/drinking, extend opening hours	2

7.13   Finally, respondents were given the opportunity to identify if *"any of the proposals in the document would adversely affect you directly, if so please explain in what way?" (Question 15).*

7.14   66 people responded to this question, however a large proportion of these were to state "no impact" (29 responses or 44%). An additional 2 were unsure at this stage owing to the SRF being 'too vague'.

7.15   6 respondents stated that the SRF would impact upon almost all town centre users in some way, be that positively or negatively. Others noted positive impacts including spending more time in the town; easier commute; and supporting local businesses more.

7.16   However, very few of the comments received related to direct adverse impacts of implementing the SRF. The only ones that did related to movement and parking:

   ▪   **Disabled parking and access** - blue badge parking is currently inadequate and removal of car parks will further restrict my access to the town centre (4 responses)

   ▪   **Parking -** lack of accessible, reasonably priced parking will continue to discourage me to visit (4 responses)

   ▪   **Congestion** - new housing and other development will make town centre congestion worse for me (3 responses)

7.17   Given the scale of responses to the consultation, very few state that the proposals within the SRF would adversely affect them. Those that do, include concerns that cannot be directly evidenced to the SRF which ultimately seeks to ensure that Macclesfield town centre works better for everyone in the future. As such, no changes to the SRF are proposed in response to this question.

8.0 Additional Responses

8.1 In addition to the consultation questionnaire responses, a further 26 formal written responses to the Macclesfield Town Centre Draft SRF were received within the consultation timeframe. However, some were multiple submissions, reducing the number of unique representations to 20.

8.2 Given that these responses do not all 'fit' with the requested consultation questionnaire response making direct comparison challenging, and also to avoid any double counting from those that also completed the questionnaire, these responses have been considered separately.

8.3 These additional responses were predominantly from established organisations and groups representing a number of stakeholders (14 responses). The majority welcomed the opportunity to comment on the draft SRF and were supportive of the emerging framework.

8.4 Many of the comments received have already been picked up within Sections 1-7 above, but the additional responses and any resulting in changes to the SRF can be summarised as follows:

Theme	Responses	Response and Change to SRF
Vision and Objectives	Almost all additional responses were supportive of the draft vision and objectives established within the draft SRF with comments including "clear vision and bold and ambitious objectives"; "welcomed and… commended"; and "founded on a thorough understanding of the history and character of the town, whilst aiming to capitalise on its merits". However, one was "disappointed" and another unsure what 'quirky' means.	Broadly positive response to the draft vision – no change to the SRF vision but definition of quirky added as footnote
Character Areas	Comments in respect of the identified character areas included: **Jordangate** – need to recognise the presence of valued and valuable housing of various types on Cumberland Street which should be retained. A hotel would form a better use of the views in the eastern area than residential. **Retail Core** – this area should be the priority and a town centre first approach is required (including no mention of Barracks Mill impacts). The conversion of retail voids should be encouraged and investment made in the indoor market and Grosvenor Centre car park. Events should be placed on an equal footing to retail in this area **Chestergate –** need to invest in the public realm and consider this area in respect of any retail related actions. **Sunderland Street** – the only character area to explicitly mention residential **Station Gateway** – leisure, food or drink uses	Importance of existing residential within the Jordangate area added to SRF. Text expanded to reference town centre first approach to new retail uses in retail core and suggested investment in indoor market and Grosvenor Centre Car Park. Reference to public realm improvements in Chestergate area added to SRF. Other Character Areas now reference residential. Focus for Station Gateway

Theme	Responses	Response and Change to SRF
	in this location would detract from the retail core. Residential and employment considered more appropriate.	realigned within the SRF to residential and employment development.
Enhance the town centre environment	6 commented on this objective with a focus on new and enhanced green spaces including more planting, trees, biodiversity plus water fountains and public toilets to support, but being aware of the maintenance of such spaces required. Park Green, Waters Green and Castle Street were identified as areas of focus for improvement. Some of these 'pocket parks' are not identified in the SRF but create important green links. The suggestion of a Business Improvement District (BID) was also made.	Creation of new and enhanced green spaces are considered throughout the SRF but objective expanded upon and Delivery Strategy will set out how this will be targeted. Reference to green links now made within Illustrative Framework. Investigate support for creating a BID added to Strategic Actions and Delivery Plan.
Grow town centre population	Most welcomed this objective (13 comments) and the benefits provided to town centre footfall, supporting staff retention, reuse of brownfield and underutilised assets, and satisfying housing need. The new offer should support diverse communities including first time buyers, young families and older people by providing a mix of tenures including affordable housing. However, thought should be given to impact on traffic, conflicting uses with retail and evening economy and ensuring high quality and sustainable design. The exclusion of the Christ Church area and other large allocations to SMDA as an important contributors to residential growth was also noted.	Caution of residential impacts on existing businesses added to relevant Character Areas and Strategic Actions. Reference to other housing allocations made.
Grow and diversify our leisure and evening economy	Numerous comments (17) suggested ways in which the leisure and evening economy could be diversified including a good sized event space and full programme of events including activity based experiences that are of high quality and distinctive to Macclesfield, although reference to 'event space' within the SRF was considered vague by one. A few (3) were keen to open up the Town Hall as a heritage, cultural and emotional asset. New leisure, sporting, cinema and food and beverage uses were also proposed, particularly where they can be closely linked to the retail core and utilise views. Developing the evening economy raised concerns by one in respect of resourcing the increased demands for CCTV, street cleaning etc. and units being 'shuttered' during the day creating 'dead spots'.	Importance of linking new uses with retail core; exploring options for opening up the Town Hall to community; and creation of events information pack added to Strategic Actions.
Support	5 comments received supporting this aspiration, particularly the nurturing of SMEs and creative	Importance of promoting a mix of workspace types of

Theme	Responses	Response and Change to SRF
economic growth aspirations	and digital businesses. This could be supported through business support and the provision of appropriate workspaces with suggestions including innovation incubator, business centre in library and high quality repurposing of underutilised assets. In turn, increased skill levels will act as an incentive to inward investment and further business growth.	high quality expanded upon within SRF.
Harness our distinctiveness	2 comments were received in support of this aspiration with suggestions including maximising Macclesfield's position as the 'gateway to the Peaks' and the western end of the Silk Road. Investment in the Silk Museum and Christ Church were also mentioned.	Promote Macclesfield's positioning at the 'Gateway to the Peaks' and the western end of The Silk Road added as a Strategic Action.
Cherish our historic buildings and repurpose underutilised assets	12 comments received. The focus included intervention in problem sites and buildings including the Three Pigeons and Kings Head sites through enforcement or CPO for example. Redevelopment of Craven House was considered preferable to conversion by a couple. Other sites suggested for redevelopment included Sutton Castings Car Park and the former Halle Models site. Retention of Butter Market given its links to Market Place events was also raised. Other points included suggestion of a 'town trail' highlighting buildings of interest; encouraging schools to use educational visits of heritage/cultural sites and recognising the cost of sustaining heritage faith assets which also act as community spaces.	Enforcement and CPO already referenced in Strategic Actions – no change to SRF.
Make more of our connectivity	23 comments responded to the theme of movement and connectivity: **Parking** – a strategy is required to identify the quantum, quality and location needed to inform development, but preference to retain in central locations including Exchange Street. Duke Street and Grosvenor multi-storey were considered to have redevelopment potential but Churchill Way divided opinion. Consideration should also be given to retaining views (if decked); disabled spaces; shoppers with trolleys; resurfacing and remarking, and 'sprucing up'. In contrast to the questionnaire, only one response sought cheaper car parking. **Public Transport** – bus and rail stations on periphery of town with large gradients, further the SRF does not mention the bus station. There is a need to invest in the bus network particularly links to surrounding villages and in the evening. Reference to HS2 needs elaboration given uncertainties.	Expanded upon content of Parking Strategy within Strategic Actions. The Delivery Plan will provide more detail. SRF amended to retain and enhance Exchange Street Car Park. The importance of local bus and rail connectivity will be covered in Delivery Strategy. Bus station now referenced within Transport and Movement section of SRF.

Theme	Responses	Response and Change to SRF
	Traffic flow – into and around Macclesfield is extremely poor at peak times. Congestion and routes need to be considered before significant investment in new development is implemented. New link road to south and west could provide a solution. The current objectives and actions do not address traffic congestion or parking capacity.	The need for a comprehensive movement strategy identified.
	Walking and cycling – Silk Road and Churchill Way act as barriers to the town centre, particularly the residential areas to the west. Safe crossings, priority of movement, resurfacing and cycle routes will help to make walking and cycling the natural choice. Route from the station and River Bollin needs improving. The TRO should be reviewed to enhance the pedestrian environment. One suggested "improved connectivity to surrounding villages" should be an identified outcome of the SRF.	An action within the Delivery Strategy will be a review of the Town Centre TRO. Prioritisation of pedestrian and cycle movement already raised within SRF including enhanced crossing points – no change to SRF. Improved connectivity to surrounding villages will be covered in proposed Movement Strategy.
Other Objectives	**Sustainability** – 5 respondents considered there to be greater consideration of sustainability required within the SRF including energy efficiency, low carbon, air quality, low carbon, public transport, local energy schemes, and smart technologies such as EV points. **Retail –** one suggested the need for a retail focused objective such as "supporting and enhancing the retail offering – to support existing retailers and encourage new retail proposals within MTC while resisting edge and out of centre retail schemes"	Sustainability added to the overarching vision and the wording of the objectives. New strategic action to ensure proposals future-proofed for emerging connectivity trends. 'Enhance the retail offer' added as a new objective within the SRF.
Illustrative Framework	2 comments related directly to the Illustrative Framework and noted the need to action the physical enhancements identified, particularly some early action sites that could give confidence.	The Delivery Plan will guide the implementation of the Illustrative Framework.
Consultation	7 raised the desire for greater or more comprehensive consultation both through the SRF and in respect of the town centre generally. A couple felt that the existing stakeholder workshop groups were not open or inclusive and felt greater community, business, voluntary and faith sector engagement is required to implement the SRF. A collaborative forum could be an appropriate approach.	The SRF consultation undertaken has met formal statutory requirements and been held at a stage allowing genuine change and influence as a result of comments received. This can be evidenced through this Report of Consultation. The SRF is a strategic level document and there will be opportunities for wider engagement with a range of

Theme	Responses	Response and Change to SRF
		stakeholders as specific projects and initiatives are progressed.
Delivery and Funding	Whilst there was broad support for the draft SRF, 15 raised comments with regard to delivery and funding. Specifically, asking what tactical measures can be devised to action the SRF within a reasonable timescale. There is a clear need to ensure adequate funding to deliver the SRF. It is not clear what the Council's commitment is in terms of capital investment and resources but considered to be a lack of parity with Crewe. Opportunities include HSF and use of CIC to bid for funds the Council cannot. The need for a dedicated town centre resource/nominated officer to deal with minor town centre planning applications, act as town centre manager and promote Macclesfield was also raised.	The Delivery Plan will pick up on funding and implementation including the identification of a 'go-to person' for developers and investors.

Appendix A - Statement of Consultation

Appendix B - Questionnaire

Appendix C - Respondent Profile

The below tables show number of responses to the consultation questionnaire, by gender and age of respondent.

What is your gender identity?	Count	Percentage
Male	113	47%
Female	92	39%
Prefer not to say	7	3%
Not answered	26	11%
Total	238	100%

What age group do you belong to?	Count	Percentage
16-24	2	1%
25-34	11	5%
35-44	28	12%
45-54	41	17%
55-64	46	19%
65-74	58	24%
75-84	16	7%
85 and over	1	0%
Prefer not to say	8	3%
Not answered	27	11%
Total	238	100%

Macclesfield Town Centre

Strategic Regeneration Framework
Final Draft

Prepared for:

September 2019

Contents

Disclaimer

Executive Summary

The Macclesfield Town Centre Strategic Regeneration Framework (SRF) will guide the future sustainable success and regeneration of Macclesfield Town Centre. It sets out a clear vision, objectives and spatial framework for regeneration; provides a credible platform for engaging with local communities and stakeholders; and, in articulating the Council's long-term commitment to Macclesfield, provides the development sector with the confidence and certainty needed to bring forward investment, jobs and economic growth. The SRF focuses proposals for change on Macclesfield Town Centre but also considers how the town centre interacts with the surrounding hinterland and wider spatial context.

Analysis of the strategic and economic context of Macclesfield has revealed the town's core assets and highlighted constraints which need to be understood and overcome for the town centre to thrive:

- **Clear strategic priorities** are set out in principal planning documents

- **Engaged and passionate stakeholders**, both public and private sector, who share in the Council's commitment to the future regeneration of Macclesfield Town Centre

- **A growing catchment population, attractive labour market and a strong business base, as well as an affluent catchment**. Macclesfield has above average proportions of the working age population being economically active. Many of which are engaged in high value sectors

- Macclesfield's **favourable market dynamics and strategic competitive advantages** which appeal to a broad market mix of uses and includes the town's strategic accessibility, rich and attractive built heritage, distinctive retail and event offer and an affluent surrounding population

- **Current and future investment proposals** by the public and private sector will contribute to generating footfall and market confidence within the town centre

- The **spatial analysis and transport and movement assessment** of Macclesfield have identified the town's attractive historic buildings as well as its unique topographic setting which presents opportunities in the form of attractive rural vistas but also challenges to movement and development

Engagement with stakeholders has been fundamental to the preparation of the SRF. This included participation from organisational and community stakeholder groups as well as a 4 week public consultation period. The comments and responses received have led to direct changes and modifications to the SRF in its final form.

The **Vision** of the Strategic Regeneration Framework is as follows:

> **Macclesfield - a town that celebrates its quirkiness[1]**
>
> **Green, creative, connected and social. A home to innovators, entrepreneurs and independents**
>
> **Thriving, diverse, distinctive and inclusive. Rich in heritage and culture, with outstanding employment opportunities and nestled in stunning countryside**
>
> **Cherishing its past, striving for a sustainable future**

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[1] Defined as *"unusual in an attractive and interesting way."*

This Vision will be supported by the following **objectives**:

- **Grow our town centre population**
- **Grow and diversify our leisure, cultural and evening economy**
- **Enhance our retail offer**
- **Make more of our connectivity**
- **Support businesses to create jobs and develop skills**
- **Harness our distinctiveness**
- **Cherish our historic buildings and repurpose our underutilised assets**
- **Enhance the town centre environment**
- **Raise aspirations and change perceptions**

A series of **character areas** have been identified across Macclesfield Town Centre with suggested aspirations for each:

- **Chestergate and Historic Heart** - characterised by a wealth of attractive and historic buildings and urban spaces and the focus of cultural events. The priority in this area is on enhancing what is already here through the refurbishment and repurposing of historic buildings to create new quality space for homes and jobs.

- **Jordangate** - the north-south axis of Jordangate forms an area of potential change with aspirations for the modernisation of Jordangate Car Park, public realm enhancements and infill development on Jordangate's frontage.

- **Station Gateway** - whilst Macclesfield's strategic rail linkages are a major asset to the town the area around the main line rail station does not currently create a good first impression. As such, the Station Gateway needs to be a key area of change with a leisure, business and residential focus.

- **Retail Core** - the main retail centre of Macclesfield should continue to function as the shopping core of the town but recognise that some retail consolidation and re-use of existing units and voids for alternative uses such as food and drink, and residential on the periphery will enhance the current offer.

Source: OPEN

- **Churchill Way Boulevard** - transforming this key route to create a greener 'boulevard' would enhance first impressions of the town, improve legibility and wayfinding, and reduce car dominance, resulting in pedestrian prioritisation at key junctions. New infill residential development would enhance the currently 'broken' frontage to Churchill Way whilst providing new homes that are well connected to the town centre. Consolidation and enhancement of car parking in this area will be a priority.
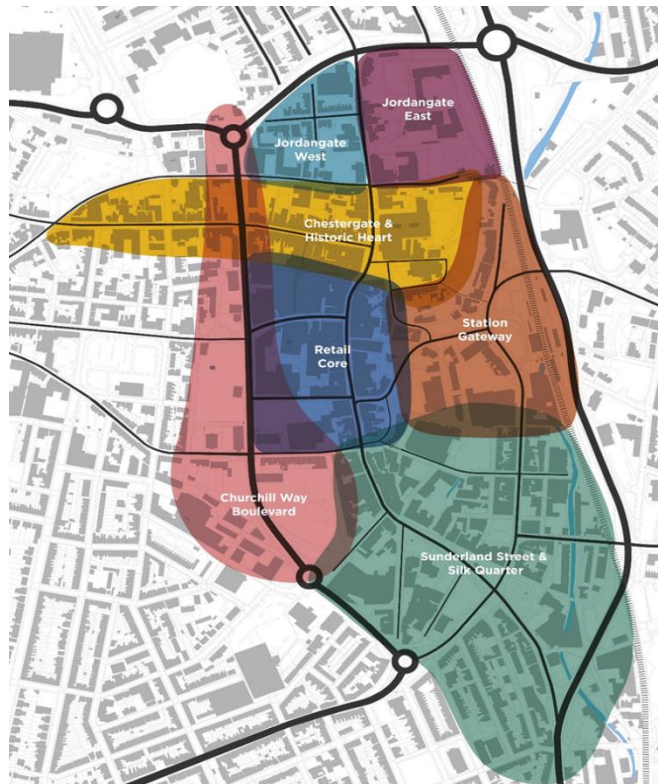
▪ **Sunderland Street and Silk Quarter** - the traditional historical character and buildings within this area has potential to become a vibrant urban mixed use area incorporating residential, boutique retail, employment, leisure and evening/night-time economy uses characterised by distinctive independent businesses.

The components of the **Spatial Framework** represent the aspiration for Macclesfield should the opportunity and resources arise. Implementation will require significant additional development, planning, feasibility and viability testing.

The numbered components of the Spatial Framework for Macclesfield Town Centre are as follows:

1. Improve existing condition for established businesses

2. Improve setting of historical buildings

3. Make the most of views

4. Extend Chestergate through **i**mproved pedestrian crossing over Churchill Way

5. Improve existing condition for established businesses

6. Enhance Market Place

7. Create a new arrival space and pursue rationalising parking to unlock development opportunities

8. Encourage more Town Centre living

9. Better pedestrian connections

10. Refurbishment and re-use of existing buildings

11. Support creation of live/work spaces

12. Enhance active public spaces

13. Improve setting and wayfinding
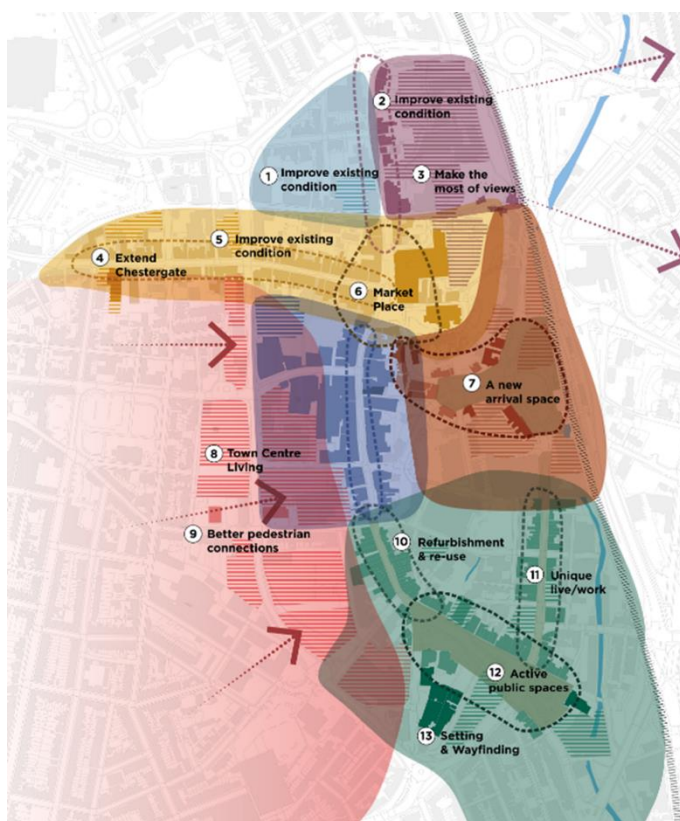
In order to realise the aspirational vision for Macclesfield Town Centre a number of **strategic actions** have been devised to respond to the identified objectives. These actions have been consulted upon and ultimately seek to ensure that Macclesfield's Town Centre thrives. The actions are not a 'to do' list for Cheshire East Council but will require commitment and collaborative input from all Macclesfield's stakeholders to be successful - public, private, community and voluntary.

The **Illustrative Framework** for Macclesfield Town Centre demonstrates how this Strategic Regeneration Framework and the strategic actions will manifest physically. It focuses on physical environment enhancements as a very visual indication of the successful regeneration of the Town Centre.

This could include development/refurbishment of vacant or underutilised sites and buildings as well as softer actions to support the objective of 'enhancing the town centre environment'. This could include improved public realm, new green space and street planting to ensure that the whole town benefits from investment not just individual sites. There is also a focus on improving connectivity in and around the town centre; shifting the focus away from the current car dominance, integrating the town centre with the surrounding residential areas, enhancing existing linkages or creating new linkages, and tackling car parking issues in a sensitive way.

The Illustrative Framework

Key:

- Existing buildings
- Existing buildings along a key route
- Approved planning application
- Plots with potential for improvement
- Potential site for intensified/modernised town centre parking or parking alongside development
- Improved public realm (crossings/vehicular movement/integrated parking)
- Improved public realm (pedestrian focused)
- Pedestrian only public realm
- Key gateways
- Improved pedestrian crossing
- New street planting
- New green space and planting
- Improved environment through planting
- Improved links and wayfinding
- Potential new pedestrian links
- Strengthened frontages along key routes
- Optimising the topography (views)
- Existing green space

We will know that we have **met our objectives** through the following:

- More people living in the central wards

- More housing choices - in terms of unit types, tenures, prices

- Reduction in number of vacant units

- More places to eat, drink and enjoy leisure time including an enhanced family friendly offer and more "after-five" uses including leisure and residential

- More independents

- Increased footfall and spend

- Number of historic buildings and/or under-utilised sites brought back into use

- More trees and soft planting in the town centre

- Better sustainability credentials

- More public art and celebrations of creativity

- Increased private sector investment and business growth

1.0 Introduction

Introducing Macclesfield Town Centre

1.1   Macclesfield town centre is a principal retail, commercial and administrative centre of the Cheshire East Borough. The market town has a large rural population of over 50,000, is the second largest town in Cheshire East and is surrounded by attractive rolling countryside. Macclesfield has strong links to the other nearby key towns and cities of Congleton (9 miles), Crewe (17 miles), Stockport (14 miles) and Manchester (21 miles), with Manchester Airport within 10 miles of the town centre. Macclesfield also has good connections to Sheffield, Derby and Nottingham across the Pennines via major A road routes (A537/A6/A623).

1.2   The town is located on the edge of the Peak District and nestles in the foothills of the southern Pennines on the eastern fringe of the Cheshire Plain. The historic heart of Macclesfield enjoys an elevated aspect with stunning views eastwards towards the Peak District National Park. Owing to the town's location, as well as falling within the Cheshire market, Macclesfield can also draw upon the South Manchester, Staffordshire and Peak District market catchments.

1.3   Despite its rural hinterland, Macclesfield benefits from direct rail linkages to key employment destinations including Manchester (22 mins), Birmingham (1h 5min) and London (1h 45 min), plus future potential for HS2 linkages; a rich heritage displayed by its built assets and links to the silk industry; distinctive retail offer owing to its independent retailers and vibrant festivals and events including the Barnaby Festival and monthly Treacle Market; and an affluent surrounding population.

Figure 1.1 Locational Context of Macclesfield Town Centre
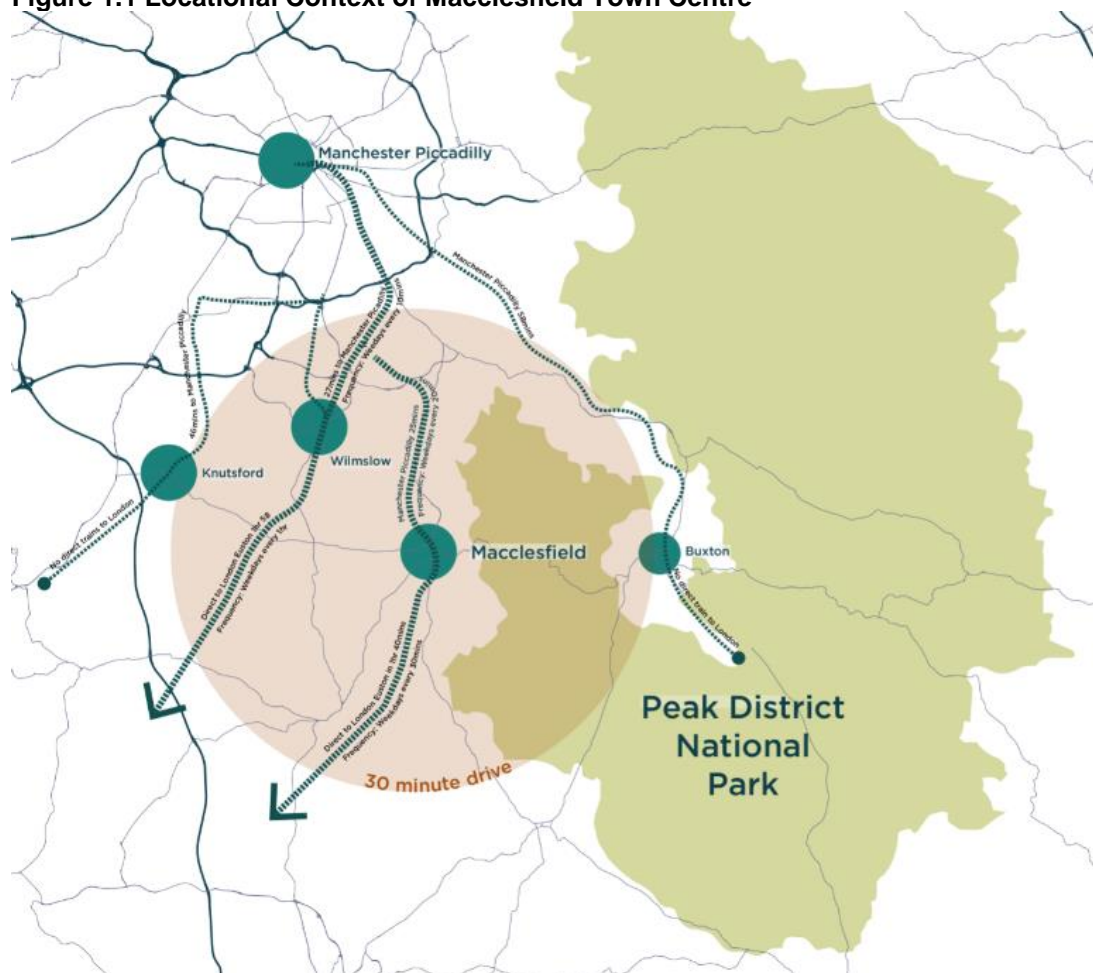
1.4   Notwithstanding these strategic advantages, Macclesfield is facing some challenges due to the fundamental changes which have affected the role of town centres over the last decade owing to shifting socio-demographic and market trends including the growth of car based/out of town and online retailing, the rise of the discounters and increased leisure spend, and a resurgence of town centre living. As a result, Macclesfield is currently considered to be 'punching below its weight' as a town centre destination, particularly given its affluent surrounding catchment. The latest Town Centre Health Check (2016) identified a relatively weak leisure offer, rising retail voids and declining day visitors.

Purpose of the Macclesfield Town Centre Strategic Regeneration Framework (SRF)

1.5   In the face of the well documented market forces threatening the vitality and viability of town centres across the UK, Cheshire East Council is committed to securing the future regeneration and sustainable success of Macclesfield Town Centre.

1.6   Towards this aim, Cushman & Wakefield, supported by Optimised Environments (OPEN) in respect of urban design and WSP for transport and infrastructure, has been commissioned by Cheshire East Council to prepare a Strategic Regeneration Framework (SRF) to guide and co-ordinate the future regeneration of Macclesfield Town Centre.

1.7   The SRF sets out a clear vision, principles and key objectives for the future regeneration of the town centre, provides a credible platform for engaging with local communities and stakeholders and, in articulating the Council's long-term commitment to Macclesfield, provides the development sector with the confidence and certainty needed to bring forward investment, jobs and economic growth.

1.8   The SRF provides a holistic strategy and framework for the whole of Macclesfield Town Centre, bringing together the market, spatial and movement opportunities and constraints within the context of the planning framework rather than concentrating on individual sites as previous documents and proposals have done. This integrated town-wide approach should ensure greater prospects of delivery and success.

More specifically, the SRF:

- Sets out a fresh Vision for the town centre, focused on its key role in driving and underpinning 'Future Macclesfield' while not losing sight of the area's important heritage, sense of place and aspects of its individual character held in high regard by local stakeholders;

- Identifies high level objectives for the town centre;

- Identifies major opportunities for regenerating the town centre and provides a spatial vision which illustrates the opportunities for development and establishes the parameters and principles of good design;

- Articulates how development can capitalise on Macclesfield's unique character and locational advantages and support more sustainable communities;

- Considers the need for improved infrastructure as a means of facilitating regeneration, with a focus on achieving the right balance between streets where people can move about easily and safely, with spaces for events and activities, while maintaining good access for vehicles;

- Reflects the views of stakeholders;

- Provides a framework for delivery and an assessment of development options taking into account site constraints, requirements for delivery, land ownerships, and market demand, and having regard to the desire to unlock potential associated with a proposed HS2 link;

- Determines a viable, deliverable strategy, underpinned by sound market advice and consistent with the policy context such that it may be used as a material consideration in determining planning applications; and

- Advises on the best route to implementation, initial priorities and next steps to bring forward realisation of the vision set out.

Geographical Extent of Study

1.9 The SRF focuses on Macclesfield Town Centre as defined within the emerging Draft Site Allocation and Development Policies Document (SADPD) as illustrated in Figure 1.2 below. It is essential however that the principles of the Framework are not limited by defined boundaries, and as such consideration as to how the town centre interacts with the surrounding hinterland and wider spatial context is given.

Figure 1.2 Provisional Macclesfield Town Centre Boundary in Draft Site Allocations and Development Policies Document 2018

Town Centre Boundary

Source: Cheshire East Council

Structure of the Report

1.10   The remainder of this Report is structured as follows:

- Understanding Macclesfield Town Centre (Section 2)

- Analysis of constraints and opportunities (Section 3)

- Vision and objectives (Section 4)

- Spatial Framework (Section 5)

- Strategic Actions (Section 6)

- Delivering the SRF (Section 7)

2.0   Understanding Macclesfield Town Centre

2.1   An understanding of the strategic and economic context is important as it provides a clear indication of the key economic opportunities and strategic priorities at the regional, sub-regional and local level and will inform the emerging Vision and positioning in terms of the future role of Macclesfield Town Centre. However, this context must also be set within the realities of the market if the aspirations to regenerate Macclesfield Town Centre are to be deliverable.

2.2   This section brings together the document review, property market analysis, spatial and transport analysis to showcase Macclesfield's core assets whilst highlighting the constraints that it must overcome if the Town Centre is to thrive. It covers the following elements:

- Clear strategic priorities
- Engaged and passionate stakeholders
- A growing catchment population
- An attractive labour market and strong business base
- An affluent catchment
- Tipping the balance in favour of market dynamics
- Harnessing the potential of town centre living
- Current and pipeline investment
- Spatial analysis
- Transport and movement

2.3   Key messages from the baseline review are summarised here alongside a summary of engagement and testing of the emerging messages with various stakeholder groups which has informed our understanding.

Clear Strategic Priorities

2.4   Ensuring strategic fit will be an important consideration when appraising the emerging development opportunities within the town and is critical to ensuring that the SRF may be used as a material consideration in determining planning applications.

2.5   In planning terms, the adopted Cheshire East Local Plan (2010-2030) provides a clear strategy for the future of 'Central Macclesfield' (Policy LPS12). It reflects a town that is already successful but has yet to fully reach its potential. The Plan's overriding objective for Macclesfield is to create *a "quality of life and urban environment which is attractive to all."*

2.6   This aspiration for a vibrant and viable town centre will be achieved through maximising opportunities for regeneration; efficient use of brownfield land and underutilised buildings; and an increase in both the density and mix of central development including housing, retail, leisure, commercial and evening uses. Macclesfield has ambitions for growth that respects the past but reacts to the future, maximising on opportunities such as the role of HS2 in driving demand for more diverse development.

2.7   The Cheshire & Warrington Strategic Economic Plan (SEP) also recognises the important service and functional role that Macclesfield plays as a mid-sized market town within the sub-region.

2.8   In addition to the strong and supportive strategic planning context, Macclesfield has been the focus of numerous visioning, planning and design studies over recent years. These documents have been reviewed and interpreted, with the key messages incorporated into the vision and objectives for the SRF.

2.9   The SRF must integrate the strategic ambitions and objectives of the planning policy context with the messages emerging from the previous studies undertaken to date to prepare a unifying and holistic vision and action plan for Macclesfield Town Centre which is overarching rather than site specific and is built upon a pragmatic realism to ensure deliverability. It must be evidenced based and ensure flexibility to respond to market changes and emerging opportunities; but be set within strong development parameters. It will provide a cohesive long term framework for regeneration which can be used to inform decisions about the development and management of the town centre.

Engaged and Passionate Stakeholders

2.10   Cheshire East Council has evidenced its commitment to the future regeneration of Macclesfield Town Centre through its strategic planning policies, work undertaken to date and commissioning of this SRF. It is a commitment that is shared with numerous other public and private sector stakeholder groups including Macclesfield Town Council; Macclesfield Chamber of Commerce; Macclesfield Civic Society; Make it Macclesfield Community Interest Company (CIC); Enterprising Macclesfield CIC; Macclesfield Culture, Heritage and Arts Forum (MCHAF); Peaks and Plains Housing Trust; Macclesfield College; and Silk Heritage Trust to name but a few.

2.11   The scale and detail of consultation responses to the previous visioning and strategy work, and that of the formal public consultation in respect of the draft SRF; further demonstrates the passion and commitment of local people and businesses.

2.12   Engaged and passionate stakeholders are a real asset to Macclesfield, and whilst they may not always agree, the ability of the public and private sectors to work collaboratively together towards the shared objective of regenerating the town centre and realising Macclesfield's economic and physical growth potential will be instrumental to its success. The Vision, objectives and actions that have emerged from this SRF have been informed and revised through ongoing engagement and discussions with key stakeholders and through a public consultation exercise to create a sense of ownership and buy-in to its delivery and ensure that Macclesfield's social capital is utilised to its best potential.

A Growing Catchment Population

2.13   The demographic and socio-economic profile of the town centre and its catchment population provides an important indicator as to the future potential, target market and role of the town centre. It informs likely drivers of demand for various uses including residential, employment, retail and leisure.

2.14   Macclesfield Town Centre currently has a resident population of c.9,300 people representing just 2.5% of Cheshire East's total figure (379,000 people)[2]. However, the Central Ward's rate of population growth (3% since 2011) has exceeded that of the wider Borough (2.4%). Cheshire East's Local Plan also anticipates further population growth of 15.7% over the plan period to 2030. These figures would suggest both rising demand for housing generally and potential for an increased residential population within Macclesfield Town Centre.

2.15   Thinking about how the resident population impacts upon the demand for housing, employment and retail, Cheshire East has an under-representation of working age residents but an over-representation of those of retirement age[3]. Aligned with well documented national trends, Cheshire East's population growth is projected to rise much faster within the over 65 population (up 65% 2010-2030). This is likely to suggest future demand for specialist or older person housing.

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[2] ONS 2017 Mid-Year Population Estimates - Macclesfield Central Ward

[3] ONS 2017 Mid-Year Population Estimates - Working age (16-64 years) 60% Cheshire East; 63% UK; Retirement (65+ years) 22.5% Cheshire East; 18% UK.

2.16   However, within Macclesfield Town centre itself, the converse is true with the working age population forming a relatively large share of the population and those aged 65 and over a lower proportion[4]. This suggests greater potential for Macclesfield to provide housing for families and young professionals, which in turn could support job creation, footfall and spend to underpin an enhanced town centre retail, leisure and employment offering.

2.17   Within the wider Macclesfield area significant new housebuilding is planned, including a 53 hectare urban extension known as the South Macclesfield Development Area (SMDA). The site is allocated within the Local Plan and gained outline planning consent in August 2017 for up to 950 new homes, green open space and supporting social infrastructure including local retail, primary school, employment space and a £19.5 million new link road. The scale of new development in relatively close proximity to the town centre has potential to increase the resident population and consequently catchment of Macclesfield.

An Attractive Labour Market and Strong Business Base

2.18   Macclesfield town centre and the wider Cheshire East borough benefits from an attractive and engaged labour market with above average proportions of the working age population being economically active[5] and relatively low rates of unemployment[6].

2.19   The true strength however, is the high value skills and occupations within which the local labour market is employed. Within the Macclesfield Central Ward which covers the SRF study area, the majority are in professional occupations (21%) with many working in science, research, engineering and technology professions (8%). Across Cheshire East 20% of the economically active population are in professional roles, above the national proportion of 17%.

2.20   The existing business base reflects the strengths of the local labour market, with Location Quotient (LQ) analysis demonstrating Cheshire East's specialism in high growth high value sectors including professional, scientific and technical activities (LQ 1.45); manufacturing (LQ 1.32); and financial and insurance activities (LQ 1.21)[7]. A LQ score of '1' represents the national average, so an LQ of 1.5 indicates that 50% more people are employed within a specific sector and place than at the national level, and a score of 0.5 would indicate half of that nationally.

2.21   The Borough is home to a plethora of international science and technology based businesses including AstraZeneca occupying the largest pharmaceutical manufacturing site in the UK (101 acres) and employing in the region of 2,000 people at Hurdsfield under 2km (1.2 miles) north of Macclesfield Town Centre. Slightly further afield, Alderley Park is a UK Centre of Excellence in life sciences R&D and is witnessing significant investment as it is transformed into a multi-let site; Sanofi in Holmes Chapel employs 900 people in one of Europe's largest aerosol drug manufacturers; Waters in Wilmslow is a world leader in mass spectronomy; and Siemens in Congleton specialising in electronic components. The existence of these major international companies is testament to the locational advantages of the area. However, it is important to avoid over-reliance on a small number of employers if the strength of the local economy is to remain resilient.

2.22   The town also has strong connections, historically and current, to the creative sector. This is a growth sector which can be harnessed by ensuring that there is an appropriate supply of interesting buildings to meet their occupation requirements such as incubator/co-working space.

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[4] Cheshire East Economic Profile (2018)

[5] ONS Census 2011 - 84% Macclesfield Central Ward; 79% Cheshire East; 77% England and Wales

[6] ONS Census 2011 - 5.2% Macclesfield Central Ward; 5.4% Cheshire East; 7.6% England and Wales

[7] ONS 2011 Business Sector LQ Workplace Analysis

2.23 From a business investment perspective, the prospects for Macclesfield are therefore strong in terms of both the established high value business base and the ability to draw from a skilled labour market. Further, commercial office occupiers are increasingly drawn to vibrant town centre locations that offer amenities and good accessibility to staff. Macclesfield Town Centre is likely to be of greatest appeal to smaller office occupiers with local connections to the area. However, existing rental levels in Macclesfield are likely to be insufficient (£8-£12 psf) to support financially viable new build office development. As such, the focus should be on refurbishing existing unused and underutilised built spaces to provide a higher quality offer to attract employment. This should be considered alongside a new town centre residential offer in recognition that if Cheshire East is to achieve its economic growth aspirations, housing growth will also be required.

An Affluent Catchment

2.24 The relatively high proportions of skilled professional level employees in the local area is reflected in the above average earning power of local people. The most recent ONS Annual Survey of Hours and Earnings (2018) identifies median incomes in the Macclesfield parliamentary constituency to be £30,069 per annum, which is slightly above average earnings in Cheshire East (£29,916 per annum) and nationally (£29,706) and higher than the North West average of £27,492.

2.25 CACI Acorn classifications which provide precise information and an in-depth understanding of different consumer types by analysing significant social factors and consumer behaviour shows that Macclesfield's catchment area is dominated by 'Lavish Lifestyles', 'Executive Wealth' and 'Mature Money' consumer groups which indicates an affluent catchment. The majority of households in central Macclesfield are identified as lower level consumer groups such as 'Career Climbers', 'Starting Out' and 'Young Hardship'. Key characteristics of these lower level groups are younger residents as well as smaller household types and rented tenures which can be typical of central locations in urban areas.

2.26 The affluence of a catchment population is considered to be more closely correlated to the resilience of the high street than its catchment size[8]. As such, the prospects for Macclesfield Town Centre's future regeneration are positive, provided that the offer and functionality of the town is aligned with the demands and aspirations of the catchment in order to capture their footfall and spend.

Tipping the Balance in Favour of Market Dynamics

2.27 The role of town centres has fundamentally changed over the last decade owing to shifting socio-demographic and market trends including the growth of car based/out of town and online retailing, the rise of the discounters and increased leisure spend. As a result, the success of town centre locations has become increasingly polarised between larger destinations with a critical mass of activity and the strategic accessibility capable of attracting and retaining retail, leisure, residential and office investment; and smaller secondary town centres lacking the profile, accessibility and local catchment capacity to drive footfall, dwell time and spend.

2.28 As the second largest town centre in Cheshire East, Macclesfield is at the cusp of this market polarisation trend. The town centre is of a scale and critical mass that is too small to compete successfully with the major regional destinations such as Manchester, Chester, Trafford Centre and Cheshire Oaks, and nor should it try. It does however benefit from many of the strategic competitive advantages required to be a successful and sustainable sub-regional town centre of the future which appeals to a broad market mix of uses including strategic accessibility, a rich and attractive built heritage, distinctive retail and event offer and an affluent surrounding population.

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[8] Knight Frank 'Retail News' Issue 4

2.29   Despite these advantages, market analysis indicates that Macclesfield is currently 'punching below its weight' as a town centre destination, particularly in respect of retail and leisure provision given its affluent catchment. The latest Town Centre Health Check identified a relatively weak leisure offer, rising retail voids and declining day visitors.

2.30   The town's anchor national multiple retailers including Boots, Marks & Spencer and a new TK Maxx are important to drive footfall but are trading from relatively small units compared to their usual requirements and other branches across the region. It is critical that the town performs to retain their presence but does not dilute the retail offer further with the introduction of additional comparison floorspace which is already considered to be in oversupply in terms of total floorspace and future spend projections[9] and is evidenced by above average retail voids (15% compared to 9% nationally at last count)[10]. The town centre convenience offer will also be well served once the new Lidl at Parsonage Street is completed and adds to the current anchor provision from Tesco Express, Food Hall within M&S Store and Aldi.

2.31   Whilst there is no desire for Macclesfield to become a 'clone town', these retail anchors are needed to support a strong and independent retail and leisure mix offering a distinct offer in the town and a reason for visitors to choose Macclesfield over other destinations in the sub region. Over recent years, a number of independent retailers and food and drink providers have emerged and helped to diversify and differentiate the local offer. This has been further underpinned by the hugely successful Treacle Market and Barnaby Festival and recently announced proposals for an 'Altrincham Market' style food hall at the former Picturedrome. There is a recognition that such leisure uses have gone some way to fill the voids left by traditional retailers and play an important role in extending dwell time as structural change on the high street places increasing importance on non-retail attractions and quality of experience not just convenience of access.

2.32   Despite this, leisure uses in Macclesfield (including food and drink) continue to be under-represented compared to national trends (18% of floorspace compared to 23% nationally[3]). Proposals by Ask Real Estate to deliver a leisure-led development of a cinema with restaurant, café and bar space on Churchill Way sought to fill this gap in the market but were subsequently abandoned owing to challenges within the food and beverage sector undermining viability. Whilst disappointing, strategically this may turn out to be a good decision for Macclesfield, as significant challenges can persist if the wrong product is delivered at the wrong place and time (as currently being evidenced by continued voids at Cheshire West's new Northwich Barons Quay scheme).

2.33   New leisure provision, including the potential for a new hotel and an enhanced food and drink offer to support the evening economy and extend dwell time and spend, should be encouraged in Macclesfield, but must have a strong relationship to the retail heart of the town and be aligned to local demand, in this case for distinctive and independent operators, and retain the flexibility to adapt to ensure future sustainability to changing trends.

2.34   Macclesfield should harness and build upon its market advantages and progress to date to continue to diversify and extend the independent retail and leisure offer and ensure that it successfully responds to market drivers to tip the balance towards being an attractive and sustainable sub-regional town centre.

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[9] Cheshire East Retail Study Update 2018

[10] Macclesfield Town Centre Health Check 2016 (latest available) as at August 2015

Harnessing the Potential of Town Centre Living

2.35 Housing continues to be a hot topic nationally as we seek to deliver the volume of new homes required to meet demand and meet our economic growth aspirations. The challenges of increasing provision whilst protecting what is special and unique about our individual cities, towns and villages has been played out within the Planning arena. However, there is broad agreement that our urban centres, including Macclesfield, will need to play an ever greater role in answering the housing challenge.

2.36 The existing residential offer in Macclesfield Town Centre is predominantly made up of older terrace units typical of historic market towns together with apartments in converted period buildings. However, Macclesfield Town Centre benefits from many of the attributes that are attractive to town centre investors, developers and occupiers. It is well connected (particularly by rail to mainline stations including Manchester and London); home to high value businesses, skilled labour market and an affluent catchment suggesting good levels of affordability; offers outstanding and good rated schools[11] which are a key driver to growing families; a high quality of life through proximity to rural areas; and potential to appeal to those 'priced out' of the very high value areas within the surrounding catchment or in commutable locations such as Manchester City Centre.

2.37 From a viability and deliverability point of view, residential values in Macclesfield Town Centre are currently in the order of £160 per sq ft but are likely to be constrained by the current grade of the existing stock. Where new development or refurbishment has been delivered close to the town centre, such as at Waterways 1831 by Bellway on Gunco Lane and Hope Park by Elan Homes adjacent to Macclesfield Hospital, higher values in the order of £240 per sq ft have been achieved. At this level, development will be attractive to developers and investors alike. This can currently be evidenced at the former Kings School site on the edge of the town centre where Bellway and reputable Cheshire developer Hillcrest Homes are proposing to deliver up to 150 new high quality executive family homes through new build housing and conversion of the historic main school building.

2.38 Harnessing the potential of town centre living in Macclesfield through new build, infill and refurbishment of underutilised and vacant buildings will not only respond to emerging market trends for urban living and contribute to challenging housing delivery targets, but could also help to make the most efficient use of brownfield land, reduce the supply of vacant retail and underpin mixed-use development value. A growing residential population will enhance the vibrancy of the town centre; generate footfall and spend; and enliven streets and spaces beyond the working day. However, care must be taken to ensure it does not negatively impact on the operations of existing businesses. The new stock must cater for a new form of aspirational housing and lifestyle, appealing to young professionals and reflecting the generational shift towards ever-increasing demand for more urban forms of living. This is not to say that the focus should be entirely on providing accommodation for young professionals. Town centre living opportunities which cater for all ages, including older people, should be embraced if of appropriate quality and design. The repurposing of Macclesfield's characterful and Georgian buildings are well placed to respond to this.

2.39 As such, diversifying and expanding the residential offer in Macclesfield Town Centre will be an important contributor to the objectives and delivery of the SRF. Interest is already being seen for this opportunity in the form of planning applications for change of use to residential in the town centre as well as new residential development proposals. Further, Cheshire East Council has already taken steps to facilitate and encourage town centre living by progressing Local Development Orders (LDOs) for residential development and working with private property owners to facilitate conversion of space above shops.

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[11] Ofsted - Primary: Parkroyal Community School (Good,2017), Bollinbrook CofE (Good, 2015). Secondary: All Hallows Catholic College (Outstanding, 2014), Fallibroome Academy (Outstanding, 2013)

Current and Pipeline Investment

2.40   Macclesfield Town Centre is already starting to witness public and private sector investment that will contribute to encouraging footfall and generating market confidence. For example:

- **Public Realm** - Cheshire East has delivered a series of public realm and environmental interventions at the Waters Green Underpass, Middlewood Way, and the historic Sparrow Park (2016-17) and are progressing a significant scheme of enhancements works for Castle Street

- **Shop Front Improvements -** shop front improvement grants have enhanced the appearance of the units on Chestergate and Market Place (2015) with the second phase focused on Mill Street, Park Green and Park Lane.

- **Grosvenor Shopping Centre Expansion** - Eskmuir Group completed the £11 million extension and refurbishment of the Grosvenor Centre in 2018 and has subsequently successfully secured TK Maxx as a new occupier for the town

- **Georgian Mill** - Peaks and Plains Housing Trust secured planning consent in March 2018 to demolish the remaining fire damaged buildings on the Park Green site and deliver 67 new 1 and 2 bedroom apartments. The vision is to create a high density, vibrant and distinctive quarter that appeals to young professionals

- **Lidl -** proposals to deliver a new 14,000 sq ft Lidl on Parsonage Street were granted permission in early 2018. The 1.4 acre site had been vacant for around a decade

- **Macclesfield Picturedrome -** planning was approved in November 2018 for change of use of this iconic vacant building on Chestergate to create a communal food hall housing 8 independent restaurants and bars. The applicant, Market operations, currently operates in Altrincham and Mackie Mayor, Manchester

- **Craven House -** Huntsmere Construction are seeking to convert this former office building with a prominent frontage to Churchill Way to residential use

Spatial Analysis

2.41   Macclesfield has a unique topographic setting (see Figure 2.1) which presents opportunities in the form of attractive rural vistas to the Peak District to the east but also challenges to movement and development.

2.42   Macclesfield Town Centre is characterised by numerous attractive historic buildings, many of which are from the Georgian period. Conservation Areas serve to protect and enhance these important assets that make Macclesfield unique. Figure 2.2 identifies Macclesfield's Conservation Area and Listed buildings.

2.43   The key constraints and opportunities identified from the spatial analysis are provided in Section 3.

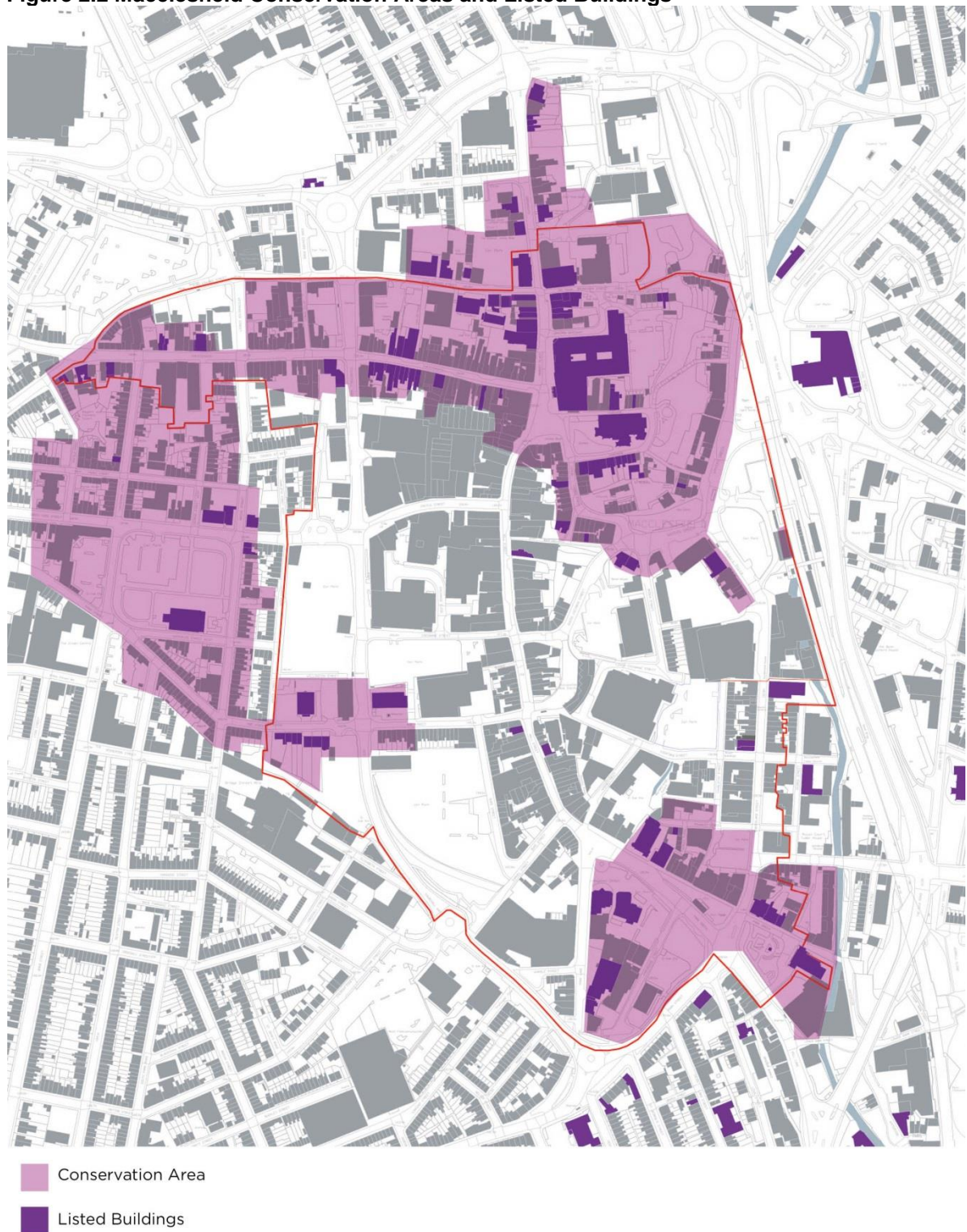**Figure 2.1 Macclesfield Topographical Analysis**
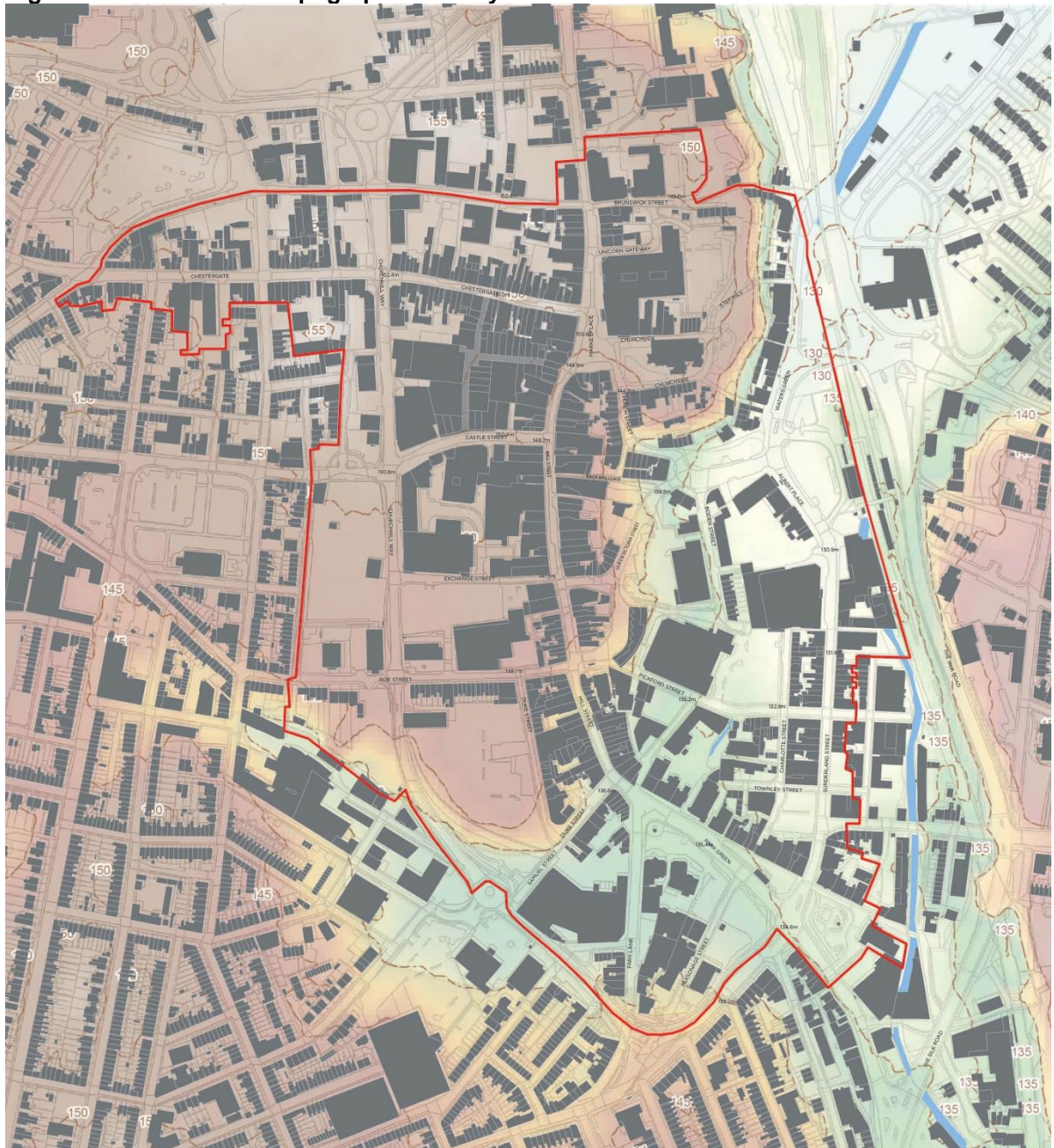
Key:

⌒⌒⌒ Contours - 5m Interval

Landform DTM

Elevation (m)

High : 165.51

Low : 126.64

Source: OPEN

Figure 2.2 Macclesfield Conservation Areas and Listed Buildings

Conservation Area

Listed Buildings

Source: OPEN

Transport and Movement

2.44 Macclesfield's transport facilities compare favourably with many sub-regional town centres of a similar size and status. The rail station provides excellent rail access via the West Coast Main Line to London Euston, Manchester Piccadilly and further afield directly to locations such as Bristol Temple Meads and Cardiff Central. Improved rail services and timetabling, particularly in the evenings and to locations within an hour journey time, would help to improve Macclesfield's connectivity and encourage more visitors to the town both during the day and night time.

2.45 A modern bus station, close to the retail heart of the town and at a high point relative to the local topography, provides further public transport linkages to surrounding villages. However, as with the train services, a greater range of services in terms of both destination and hours of operation would enhance accessibility to the town centre. Thought should also be given to better integrating linkages between the bus and rail stations in order to encourage interchange.

2.46 Existing highway links also provide good access from Macclesfield to Manchester Airport, Wilmslow and Prestbury to the west (A538), Congleton and Leek to the south (A536 and A523), Stockport and Manchester to the North (A523) and Buxton to the east (A537). Furthermore, the construction of the planned South Macclesfield link road would provide an alternative route for vehicles currently passing through Macclesfield town centre from the south and west and enhance improved road connections for the anticipated population growth in the area. However, accessibility to the major motorway network is more remote than comparative market towns such as Knutsford and Wilmslow. Figure 2.3 illustrates Macclesfield's current town centre road hierarchy.

2.47 Despite the above, future transport facilities within the town itself require improvement with an emphasis to encourage people to live and work in an attractive and sustainable town centre.

2.48 The major points of arrival, the rail station and other major parking facilities in the town (such as Jordangate and Churchill Way car parks) have been identified as areas that require improvement to support this objective. The area fronting onto the station approach could act as a major gateway for the town but does not currently provide a high-quality arrival point. Those who access the station by car or taxi are not currently encouraged to enjoy the space in front of the station and use the local shops and cafés other than the facilities within the station itself.

2.49 The town centre itself is characterised by lots of small scale surface parking which currently creates visual blight. Opportunities have therefore been identified to improve existing parking in the town by 'rationalising' parking facilities as part of a town centre strategy that seeks a high quality parking offer at key gateways and could include reconfiguring the existing facilities. The Local Plan[12] recognises the important regeneration opportunities that could be unlocked through such a rationalisation and consolidation strategy. Furthermore, in some cases it may even be beneficial to intensify parking at specific locations with the intention of improving parking legibility in the town for visitors and allowing development at those sites considered more appropriate for other uses.

2.50 As part of this process there is also an opportunity to determine where public and private non-residential parking is best suited and what car park opening times would best support retail and leisure facilities and events during both the day and night time.

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[12] Cheshire East Local Plan Strategy (2017) Policy LPS12 Site Specific Principles states *"there are numerous opportunities to rationalise and consolidate existing car parks – in doing so unlocking important regeneration opportunities."*

2.51   However, in order to create a more sustainable sub-regional town centre, pedestrian and cycle journeys must be encouraged as an alternative to the private vehicle. There are a number of locations identified where the introduction of high quality walking and cycling facilities on traffic calmed routes would strengthen the lively street character in the town centre and support specific developments, specifically on Sunderland Street and on either side of Churchill Way. As part of this process it would be important to establish the preferred pedestrian and cycle routes bearing in mind the topography and existing quality of routes as well as the location of specific future developments.

2.52   Sections of the ring road such as Churchill Way have been identified as places where the introduction of building frontage and public realm/green space improvements could support better pedestrian and cycle links across and along the route. In particular, this intervention should improve cycle/walking permeability between the affluent neighbourhoods beyond the ring road to the town centre and allow the centre to develop into a more attractive destination for Macclesfield residents living within close proximity of the town.

2.53   To support any pedestrian and cycle route enhancement projects, a need has also been identified to improve the legibility of the streetscape within the town and introduce improved signage, possibility as part of a wayfinding strategy for the town centre. This would be especially beneficial for those routes between the major gateways identified and the main retail, civic and recreational locations, for both day and night time use, and help to support Macclesfield as a sustainable community within a unique character destination.

Figure 2.3 Macclesfield Town Centre Road Hierarchy

Source: WSP

Stakeholder Engagement

Consultation on 5 Year Vision, Strategy and Action Plan

2.54   In 2017, Cheshire East drafted "There's no place like Macclesfield", a 5 year Vision, Strategy and Action Plan for the revitalisation of Macclesfield Town Centre with the purpose of refreshing and replacing the Macclesfield Town Centre Vision of January 2014. The document was tested through extensive consultation with both organisational and community stakeholder groups and the general public in late 2017 and received substantial feedback.

2.55   A number of recurring 'themes' from the comments have been incorporated into the analysis and consideration of opportunities and constraints for Macclesfield Town Centre, the consultation on the 5 year strategy also revealed the following requirements:

- **Vision** - need a clear, ambitious and distinctive/unique vision for Macclesfield.

- **Timescales** - a 5 year strategy was considered too short. The strategy should look ahead over the next 20 years and be 'future proofed' to respond to future trends

- **Outputs and milestones** - should be identified and measurable in order to provide clear goals and a plan for delivery

- **Actions** - should be clearly prioritised and limited resources and investment clearly targeted

- **Governance** - a clearer governance structure should be put in place that includes stakeholders beyond those linked to major financial investment or property development schemes e.g. culture, heritage, events, faith, local business representatives

- **Communication Strategy** - setting out how stakeholders will continue to engage with the wide range of interested parties

- **Branding and marketing** - the approach to branding and marketing needs to be determined

Macclesfield Town Centre Workshops

2.56   Workshops and briefings were held during November and December 2018 with key stakeholder groups to support the preparation of the SRF including gleaning local views on the current perceived positives and negatives of the town centre, considering high level objectives and identifying areas of spatial focus. The workshops were supported by The Institute of Place Management.

2.57   The initial findings of these workshops have been incorporated into our understanding and can be summarised as follows:

- **The 'Good'** - A distinctive town centre characterised by attractive urban spaces; independent retailers, pubs, cafes and events; and a rich cultural and built heritage. Great strategic connectivity access to surrounding rural hinterland. 'Quirky' place with committed local people.

- **The 'Bad'** - A town dominated by cars and surface parking, and challenged by congestion, poor wayfinding and legibility, impacting on first impressions, particularly from key gateways. Poor quality physical environment combined with under-utilised and vacant buildings creating blight. A limited offer in terms of evening economy, aspirational retail, leisure and residential. A lack of public transport options to surrounding catchment.

2.58   The latter workshop and briefing sought to test the emerging vision, objectives and spatial priorities that were developed in response to the initial session, each of which were subsequently refined as a result.

Public Consultation

2.59   Between 13th February and 13th March 2019 Cheshire East Council, supported by the consultancy team led by Cushman & Wakefield, OPEN and WSP, formally consulted on its newly drafted "Strategic Regeneration Framework" (SRF) for Macclesfield Town Centre. The 4 week consultation gathered feedback on the Consultation Draft SRF, to see whether consultees felt it was fit for purpose, and to identify how it could be refined and improved. The comments and responses received have led to direct changes and modifications to the SRF in its final form.

2.60   The consultation was supported by a drop-in consultation event at the Grosvenor Shopping Centre on Saturday 16th February 2019 attended by the Council and its consultants. The event raised awareness of the Draft SRF, summarised its content via engaging consultation boards, and facilitated the opportunity for people to ask questions and raise concerns directly with the SRF team. In the order of 130 people attended the event.

2.61   Responses to the Draft SRF were requested via an on-line consultation questionnaire, which asked structured quantitative and qualitative responses to each element of the document including Vision, objectives, character areas, illustrative framework and actions, together with views on the overall document as a whole.

2.62   A separate Report on Consultation provides a summary of all consultation survey responses received and identifies the ways in which the SRF document has been revised in response ensuring that local views have been taken into account and had a material consideration and impact on the final document.

3.0 Constraints and Opportunities

3.1 Bringing together the findings of the initial review work, the following SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis starts to identify the emerging implications and potential future role of Macclesfield Town Centre.
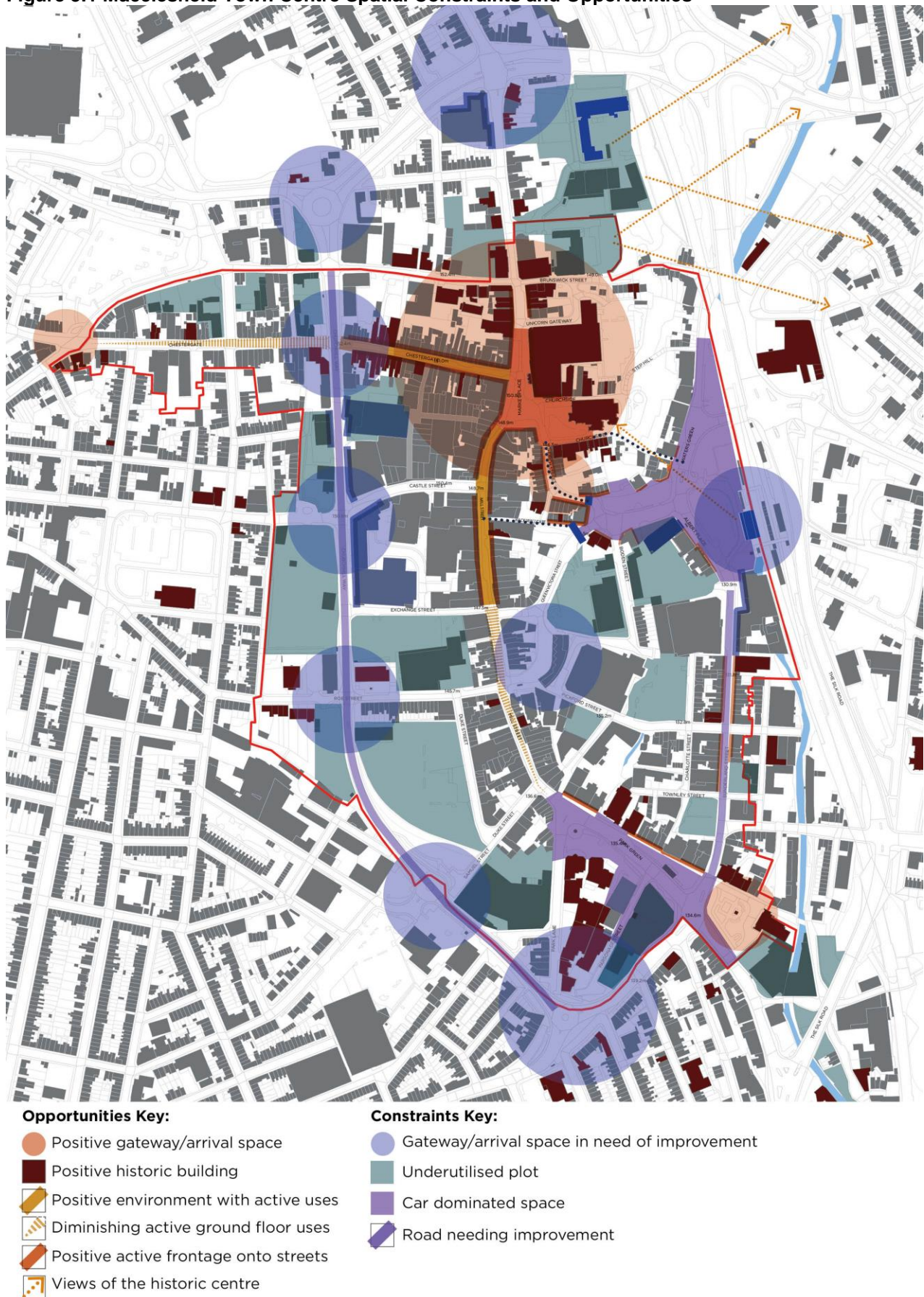
Table 3.1 Macclesfield Town Centre SWOT Analysis

Strengths
Strategic connections - by rail to Manchester, London, Birmingham and Stoke   **Rural hinterland** - attractive setting and views to the countryside, alongside easy access to the Peak District and activities it supports   **Clear strategic priorities** - for the Town Centre established within the adopted Local Plan provides an opportunity to prepare a regeneration framework which can be used to inform decision making   **Engaged and committed stakeholders -** potential to harness the passion, skills and knowledge of numerous town centre stakeholder groups to inform and deliver the SRF   **Attractive labour market and strong business base -** in high value sectors including internationally recognised science based businesses and highly skilled workers   **Emerging independent offer -** especially in respect of cafés, restaurants, pubs and shops helping to diversify and differentiate the local offer   **Relative affordability -** making Macclesfield well positioned to accommodate new residents and businesses   **Successful culture and events** - Barnaby Festival and Treacle Market alongside rich cultural and music heritage that encourage visitors from a wide catchment   **Active creative scene** - including street art galleries, independent cinema, studios etc. and the Macclesfield Culture Heritage and Arts Forum (MCHAF) seeking to coordinate heritage and culture regeneration   **Built heritage and urban spaces -** including quality and architecture of historic buildings and links to silk trade. Need to take advantage of prominent landmarks such as Arighi Bianchi

Weaknesses
Relatively weak retail and leisure offer - relative to affluent catchment including voids and under-represented leisure including food and drink   **Low commercial property values** - limiting the ability to viably deliver new office space within the town centre   **Poor image and first impressions** - both generally and in respect of key gateways into the town   **Car dominance** - acting as a barrier to pedestrian movement and resulting in congestion   **Car parking** - surface parking dominates the town particularly around the station. Management and maintenance of town centre car parks and charges including directional signage required   **Poor way finding and legibility** - especially in terms of walking routes from the rail station and vehicular routes through town to car parks. Locational signage would improve   **Under-utilised and vacant buildings** - number of voids blighting the town centre   **Topography -** creating challenges to movement, connectivity and development scope   **Current residential offer** - limited to older and smaller properties within the town centre   **Mismatch -** between affluent town centre catchment and retail and leisure offer   **Poor interchange -** between bus and rail services   **Limited greenspace** - within which to "dwell" in the centre

Opportunities
▪ **Growing working age population -** creating opportunities for housing, employment footfall and spend to underpin an enhanced town centre retail, leisure and employment offering
▪ **Growth in town centre living** - could make efficient use of brownfield land and underutilised premises, contribute to housing targets, and enhance the leisure and evening economy through increased footfall and spend. Opportunity to deliver a step change in housing choice
▪ **Significant Residential Allocations –** including, but not limited to, the South Macclesfield Development Area (SMDA) urban extension just 2 miles south of the town centre will expand the market catchment
▪ **An affluent catchment -** can support a resilient town centre through footfall and spend, provided the offer and functionality of the town is aligned with their demands and aspirations
▪ **Rise of the evening economy** - can extend dwell time and spend, and re-purpose retail voids but must be aligned to local demand, in this case for distinctive and independent operators
▪ **Commutability -** providing residential market appeal to young professionals priced out of large employment centres or those who want better access to green spaces
▪ **Market appeal -** to families and individuals seeking attractive life balance through great connectivity, proximity to the Peak District, affordability, good amenities etc.
▪ **Current and pipeline investment -** including public realm, Grosvenor Centre, Georgian Mill and Picturedrome will encourage footfall and generate market confidence
▪ **Facilitate organic growth** - create the right conditions to flourish, stimulate and nurture independence
▪ **Enhanced linkages -** including cycling and walking links to facilitate both pedestrians and cyclists travelling into and through the town centre
▪ **Quality and character -** opportunity to re-use and refurbish attractive underutilised buildings including upper floors
▪ **Opportunity sites** - potential to consolidate existing surface car park sites and redevelop other underused sites and premises
▪ **Marketing and promotion -** to raise the profile and enhance perceptions of Macclesfield
▪ **Stakeholders** – want change but worried about disruption. Frustration over number of studies but lack of delivered development and changes. Scope to harness this passion
Threats
▪ **Declining retail trends** - socio-economic and market shifts are resulting in polarised town centres and a requirement for a critical mass of non-retail attractions and experiences
▪ **Negative perceptions** - gives out wrong message. Social media could help change perceptions
▪ **Inward looking town -** need to get messages out to the development community that Macclesfield is open for business and development will happen!

3.2 Figure 3.1 brings together the spatial constraints and opportunities for Macclesfield Town Centre:

Figure 3.1 Macclesfield Town Centre Spatial Constraints and Opportunities

Opportunities Key:

- 🔴 Positive gateway/arrival space
- ⬛ Positive historic building
- ▨ Positive environment with active uses
- ▨ Diminishing active ground floor uses
- ▨ Positive active frontage onto streets
- ▣ Views of the historic centre

Constraints Key:

- 🟣 Gateway/arrival space in need of improvement
- 🟦 Underutilised plot
- 🟪 Car dominated space
- ◥ Road needing improvement

Source: OPEN

4.0 Vision and Objectives

4.1   This section sets out the Vision and Objectives for Macclesfield Town Centre which have been tested and refined through stakeholder engagement and public consultation.

Vision for Macclesfield Town Centre

4.2   The vision for Macclesfield Town Centre provides an aspirational description of what the Strategic Regeneration Framework and the actions that support it are seeking to achieve in the medium to long-term future. It is intended to inspire all stakeholders and serve as a clear 'destination' ensuring all actions align to this aspiration which will remain unique to Macclesfield.

4.3   The Vision of the Strategic Regeneration Framework is as follows:

> **Macclesfield - a town that celebrates its quirkiness[13]**
>
> **Green, creative, connected and social. A home to innovators, entrepreneurs and independents**
>
> **Thriving, diverse, distinctive and inclusive. Rich in heritage and culture, with outstanding employment opportunities and nestled in stunning countryside**
>
> **Cherishing its past, striving for a sustainable future**

Objectives

4.4   The starting point must be that the basics are done well in Macclesfield. Such things as ensuring that the town centre is clean and safe for all users falls into this definition and are not therefore included as specific objectives. This does not mean that they are not important. Each of the objectives recognise that whilst retail needs to continue to play a key role in the town centre, fundamental changes to the sector means less retail floor space is needed going forward. The purpose of this SRF is to create a town centre where social, cultural, leisure, business and other uses and experiences not only support the retail function but are seen as important in their own right.

4.5   The Macclesfield Town Centre SRF will be supported by the following objectives:

- **Grow our town centre population** - building the right mix of high quality residential accommodation of appropriate design to attract and sustain a diverse community

- **Grow and diversify our leisure, cultural and evening economy -** to balance the existing retail dominated central offer and attract a wider audience and support new resident desires. Encouraging people to spend more time and money in the town through new leisure uses including food and drink. Building upon our existing impressive events calendar and proximity and views to the Peak District

- **Enhance the retail offer** – striving for an uplift in quality, independents and diversity, supporting existing retailers and encouraging new

- **Make more of our connectivity -** to attract residents, workers and visitors who want a base from which to access our local world class businesses as well as those who want access to the Peak District, London and Manchester. Capitalise on strategic opportunities such as HS2 to unlock and accelerate growth

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[13] Defined as *"unusual in an attractive and interesting way."*

- **Support businesses to create jobs and develop skills -** Maximise Macclesfield's strategic location and create the right business environment for small and medium sized businesses to co-locate and collaborate with each other and the world class organisations in our hinterland

- **Harness our distinctiveness** - make better use of our unique and special assets - such as town and country, rivers and canals, Georgian architecture. Provide reasons, services and experiences that can only be found in Macclesfield

- **Cherish our historic buildings and repurpose our underutilised assets** - to diversify our offer, celebrate our distinctiveness and attract a wider range of occupiers to the town

- **Enhance the town centre environment** - making it greener, more distinctive and a celebration of local creativity through our high quality and sustainable blue and green infrastructure, green spaces and public realm

- **Raise aspirations and change perceptions -** get better at promoting all that the town has to offer and encourage new entrants to invest

Signs of Success

4.6   We will know that we have met our objectives through the following:

- More people living in the central wards

- More housing choices - in terms of unit types, tenures, prices

- Reduction in number of vacant units

- More places to eat, drink and enjoy leisure time including an enhanced family friendly offer and more "after-five" uses including leisure and residential

- More independents

- Increased footfall and spend

- Number of historic buildings and/or under-utilised sites brought back into use

- More trees and soft planting in the town centre

- Better sustainability credentials

- More public art and celebrations of creativity

- Increased private sector investment and business growth

5.0 Spatial Framework

Character Areas

5.1   A series of character areas can be identified across Macclesfield Town Centre and surrounding locality. These are illustrated in Figure 5.1. Each character area has its own unique assets and characteristics which have been considered and interpreted through the Spatial Framework to identify areas of **potential aspirational change**[14].

Figure 5.1 Macclesfield Town Centre Character Areas
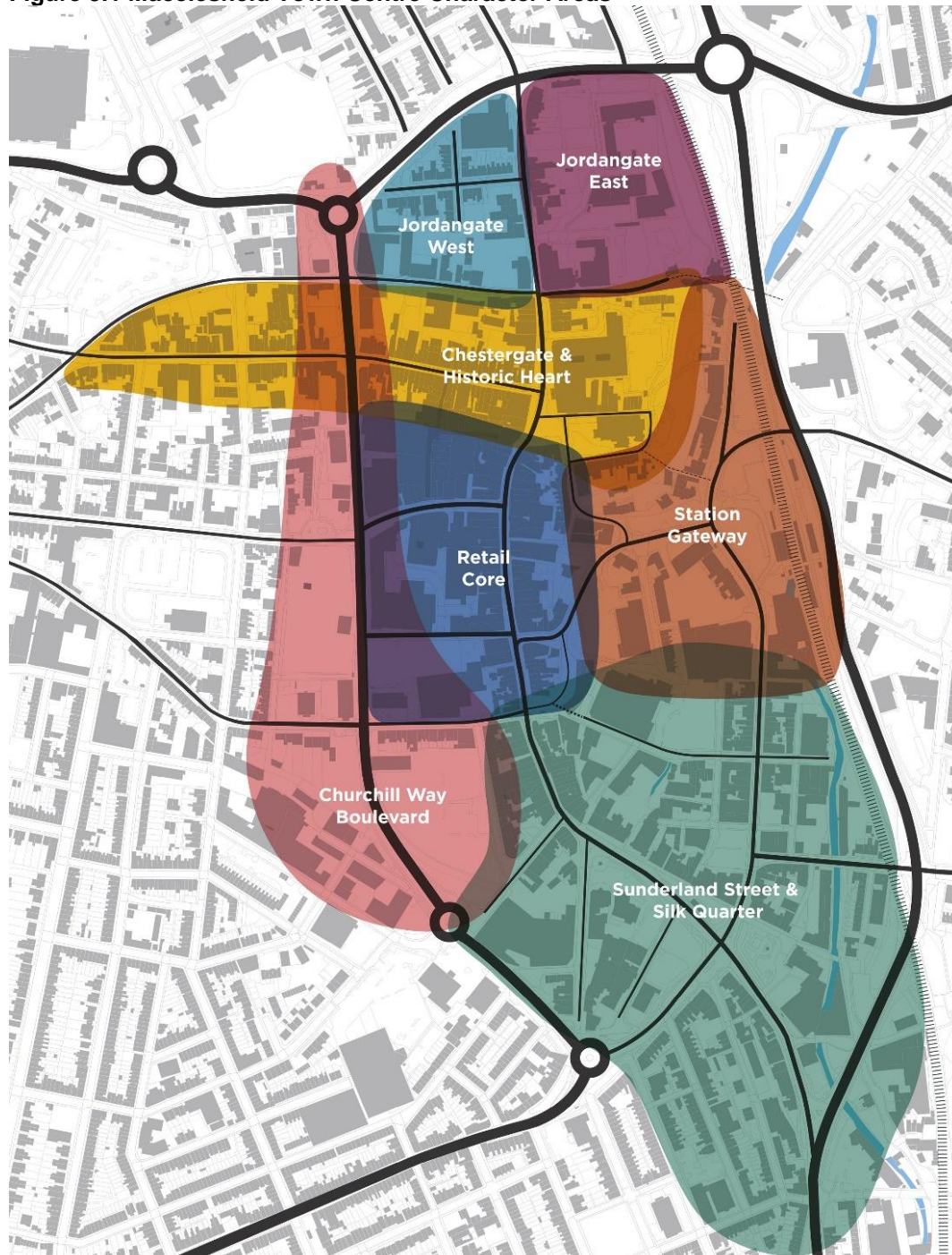
Source: OPEN

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[14] Not in order of priority

Chestergate and Historic Heart

5.2 Chestergate and Market Place form the historic heart of the town centre. The area is characterised by a wealth of attractive and historic buildings and urban spaces and is the focus of cultural events such as the Treacle Market.

5.3 The focus in this area should be on enhancing what is already here through public realm improvements and the refurbishment and re-use of historic buildings including the conversion and reutilisation of upper floors to provide characterful apartments. The area is home to independent retail and café businesses that make Macclesfield distinctive. These uses should be promoted and supported to encourage further investment and start-ups from other independent businesses, particularly those that can contribute to extending the evening and cultural economy, helping to extend dwell time and spend. Market Place should continue to be the 'heart' of the town. Its events should be celebrated and new opportunities for culture and event activities explored.
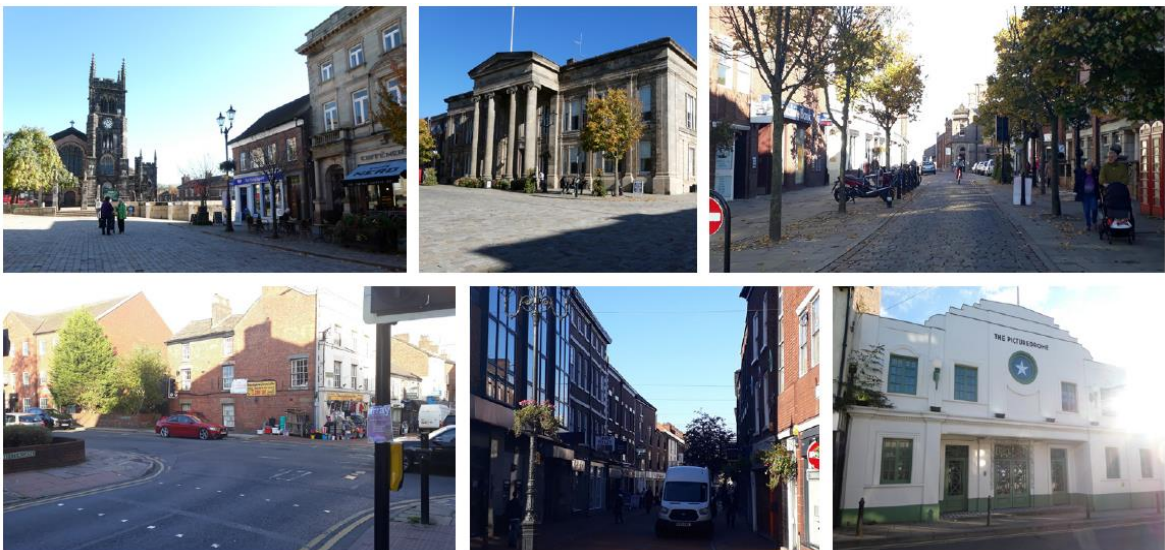
Jondangate West and East

5.4 The north-south axis of Jordangate forms an area of potential change within the Town Centre. Starting with the modernisation of Jordangate Car Park into a convenient, light and inviting car park at an important gateway to the town, public realm enhancements and infill development to mend gaps in the frontage along Jordangate itself should, together with an enhanced public realm and signage, draw people into the town centre.

5.5 The area to the west of Jordangate forms a local employment area within an attractive historic setting and this should continue to be the predominant use, alongside existing residential. Refurbishment of existing buildings, and if viable in the future, new development for business uses should be the focus. The priority being to create an appropriate supply of employment space which attracts local occupiers who recognise the benefits of a town location whilst also having great rail connections and links to major employers in the wider area. New workspaces should be of high quality and should consider opportunities for small companies, flexible working and clustering.

5.6 To the east of Jordangate in the area between Jordongate and the rail line a number of large employment uses dominate including BT, a Royal Mail Delivery Office and the Police Station. Should any of these buildings become surplus to requirements, this area would make an attractive 'town and country' residential area, benefiting from its historic setting and elevated position providing rural views.

Station Gateway

5.7 Whilst Macclesfield's strategic rail linkages are a major asset to the town, the area around the main line rail station does not currently create a good first impression of the town to either those disembarking or passing through on their journey. The area is surrounded by a sea of surface car parking and pedestrian routes to the centre are not clear. As such, the Station Gateway is proposed as a key area of change.

5.8 The Local Plan Strategy (LPS 12) references the significant opportunity in this location to create a "hub of activity built around the station with commercial, residential and leisure development." Benefitting from its strong connectivity, the Station Gateway has the potential to be an attractive and accessible destination for those seeking to live, work or visit Macclesfield. New development must be of high quality given its visual prominence to the railway.

5.9 Improvements to car parking provision will be a critical consideration. Parking for the station will need to be retained, but the potential to do this more efficiently through decked or multi-storey provision will be explored. This would then enable opportunities for new build business space, live/work or co-working facilities, residential and/or leisure development to be unlocked and the area in front of the station to be opened up to provide a more pedestrian friendly and welcoming sense of arrival to the town taking into consideration the current change in levels. Any proposals for multi-storey car parking will be sensitive to the views and character of the area and consider options for screening such as green walls, or even alternative parking locations within the locality.

5.10 The historic Waters Green has the potential to form an attractive plaza that draws people in and up into the town centre through enhanced legibility and signage. Reinstating this pubic green space could even be used for public events or to support the evening economy. However, vehicular access to key services including the bus station and Waters Green Medical Centre must be maintained.

Retail Core

5.11 The main retail centre of Macclesfield along Mill Street, Castle Street and Exchange Street should continue to function as the primary shopping area of the town with a 'town centre first' approach taken in respect of new retail uses, but recognising that some retail consolidation and re-use of existing units and voids for alternative uses such as food and drink, as well as residential on upper floors and through conversion of existing buildings on the periphery will enhance rather than detract from the offer as high streets continue to respond to shifting socio-economic and market trends. However, caution must be taken to ensure no conflicts with the operations of existing businesses within the Retail Core.

5.12 It is critical to reconnect people to the town centre. To this end, legibility along key routes should be enhanced such as from Churchill Way through the Grosvenor Shopping Centre and from the rail and bus stations. This can be achieved through improved way finding and signage, reducing car dominance and enhancing pedestrian and cycle movement.

5.13 There is a need to enhance the physical environment of the Retail Core in order to better appeal to all town centre users. Interventions to support this could include attractive public realm, greening- including tree planting, and shop front improvements to transform the look and feel of the town. Investment in enhancing the indoor market and Grosvenor Centre Car Park would also improve the look and feel of the Retail Core.

5.14 One area of change could include Exchange Street Car Park which could provide a more attractive frontage to the Heritage Centre, enhancing this important focal point and asset through enhancement, refurbishment and repositioning from a long to a short stay car park. This is in recognition of the role this car park plays in supporting local convenience shops and town centre footfall, particularly to those requiring disabled spaces or likely to have numerous or heavy shopping bags and requiring proximity by car (e.g. Tesco, B&M, Iceland).
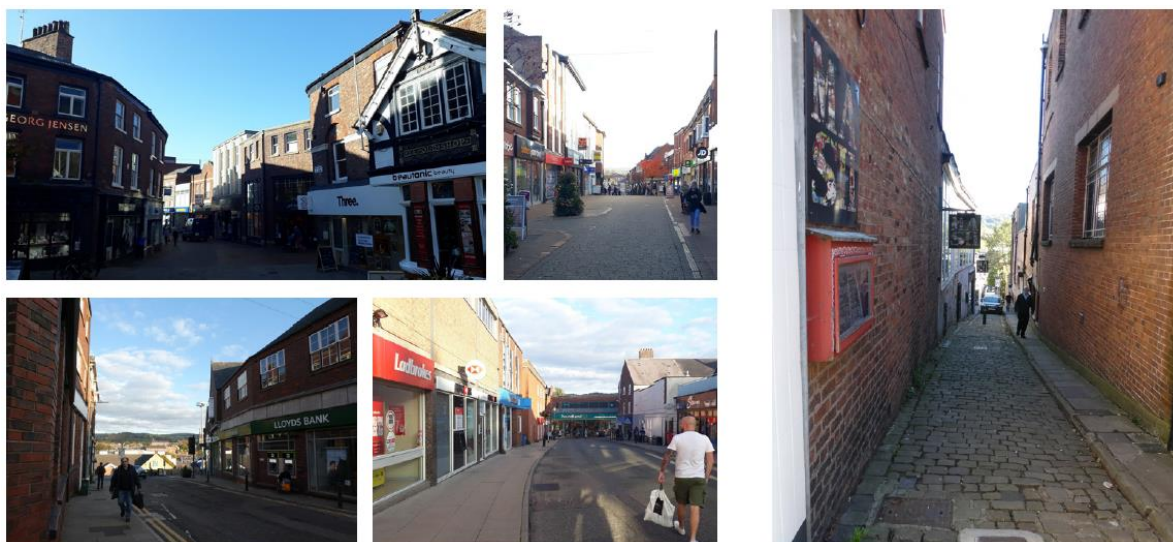
Churchill Way Boulevard

5.15 Churchill Way forms a primary route through the town centre but currently acts as a barrier between the heart of the town and the residential and business areas to the west. Transforming this key route to create a greener 'boulevard' will enhance first impressions of the town, improve legibility and wayfinding, and reduce car dominance, resulting in pedestrian prioritisation at key junctions and safer pedestrian and cycle routes.

5.16   New infill residential development will enhance the currently 'broken' frontage to Churchill Way whilst providing new homes that are well connected to the town centre, but must not impact on the operation of existing businesses. This is already starting to appear with proposals to convert the visually prominent former office building Craven House on the corner of Castle Street into apartments.

5.17   Consolidation of car parking in this area will be a priority. In the longer term this could include a possible decked car park on Duke Street to increase provision with improved access and partial redevelopment/ enhancement of Churchill Way car park and the redevelopment or upgrading of the poor grade Grosvenor Centre Car Park.

Sunderland Street and Silk Quarter

5.18   This southern gateway area to the town has the potential to become a vibrant urban mixed use area incorporating residential, boutique retail, employment, leisure and evening/night-time economy uses and characterised by distinctive independent businesses. The traditional historical character and buildings within this area, linked to the heritage of the Silk Trade, lends itself well to such an approach. References to this rich past should be incorporated into modern uses and through the reutilisation of heritage assets as the area seeks to strengthen this distinctive identity. There is an opportunity to open up and enhance the appearance of the River Bollin in this area to provide a waterside aspect to new residential development and conversions, and to enhance the area for the benefit of the general public.

5.19   Cars continue to dominate on Sunderland Street. Whilst vehicular access should be maintained, where possible, the volume of traffic on Sunderland Street should be reduced by redirecting unnecessary traffic back out onto the ring road and consideration given to enhancing the public realm.

Spatial Framework

5.20   Figures 5.2 to 5.4 set out the components of the Spatial Framework for Macclesfield Town Centre including:

- Improved gateways, pedestrian movement and sense of arrival;

- Strengthened frontages and revitalising empty plots;

- A sensitive, contextual response to existing buildings and uses; and

- Enhanced public realm.

5.21   The components of the Spatial Framework represent the aspiration for Macclesfield should the opportunity and resources arise. Implementation would require significant additional development, planning, feasibility and viability testing.

Figure 5.2 Spatial Framework Components – Gateways, Pedestrian Movement and Arrival
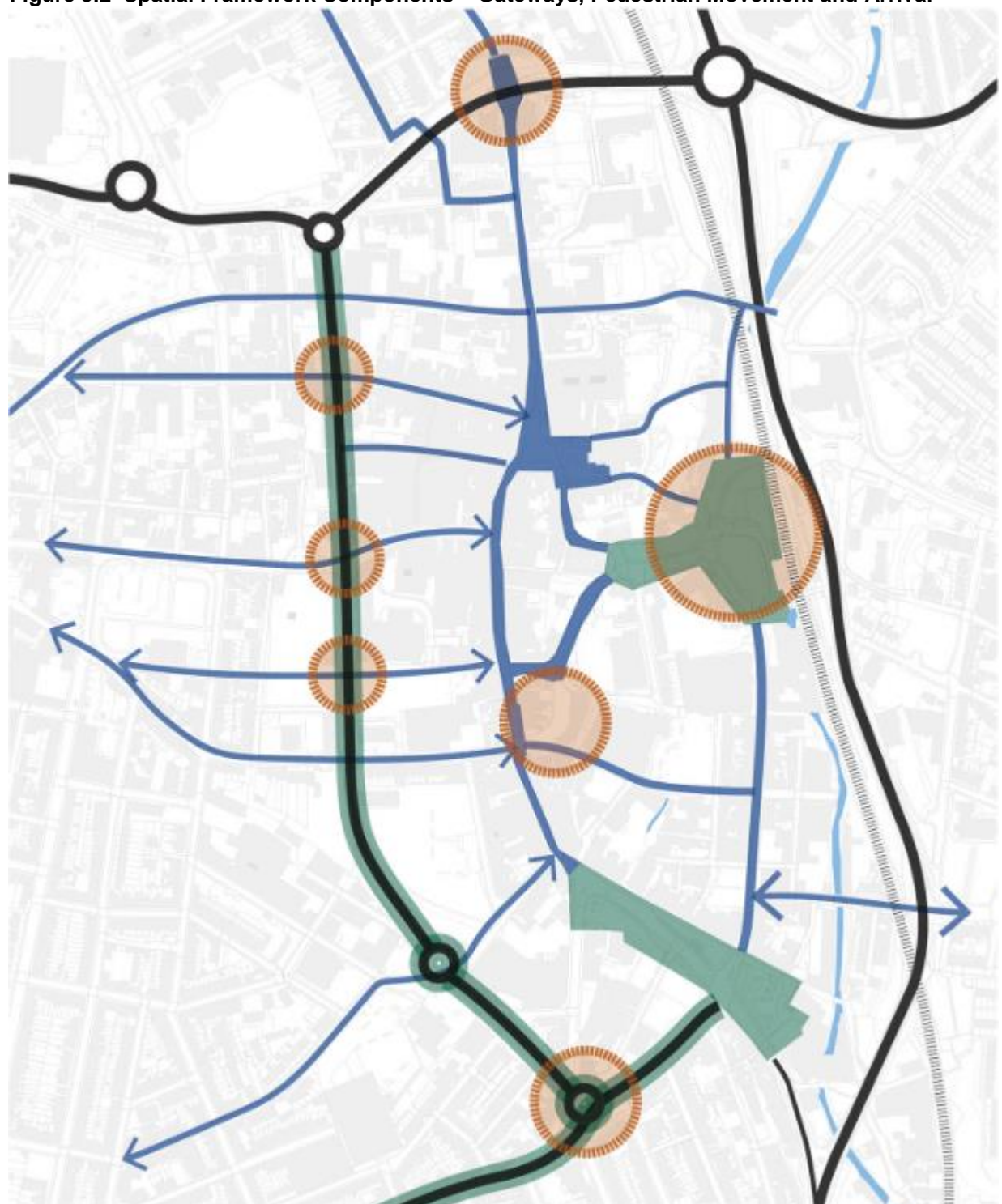
Improved gateways, pedestrian links and sense of arrival

- ⭕ Improved gateways/junctions
- Improved pedestrian links
- Improved public realm quality/frontage onto vehicular routes
- Existing vehicular routes
- Existing train line

Source: OPEN

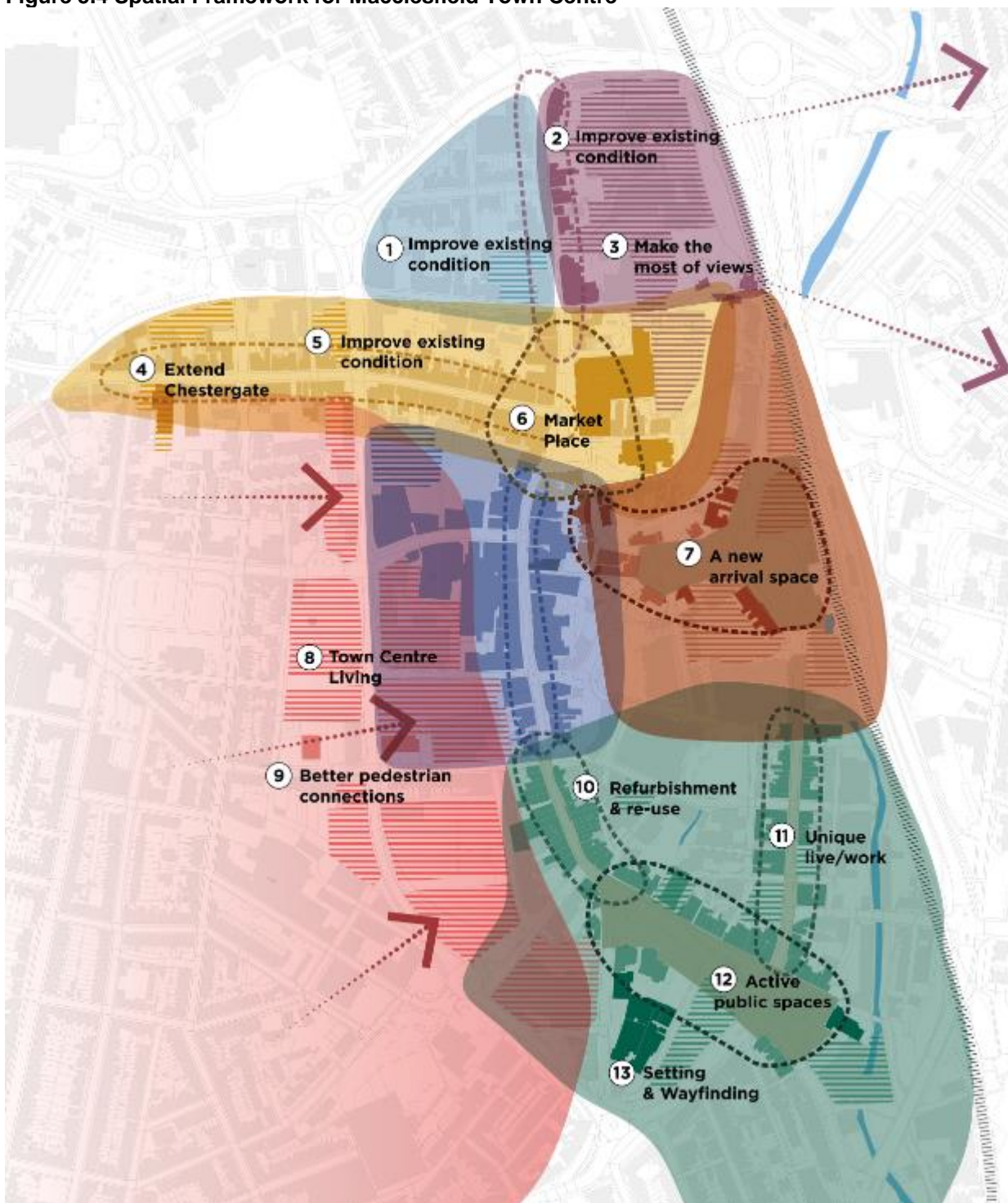**Figure 5.3 Spatial Framework Components – Strengthened Frontages and Empty Plots**

Strengthened frontages and plots with potential for improvement

- Plots with potential for improvement
- Active/strengthened frontages
- Improved routes

Source: OPEN

Figure 5.4 Spatial Framework for Macclesfield Town Centre

Key:

Buildings of architectural/cultural interest

Opportunity sites

Existing buildings along a key route

Intensification of uses

Source: OPEN

5.22 The numbered components of the Spatial Framework for Macclesfield Town Centre identified in Figure 5.4 are described in more detail as follows:

1. **Improve existing condition:** Improving the setting of already well established businesses to promote an identity for the area

2. **Improve existing condition:** Improving the setting of existing historical buildings through sensitive infill development

3. **Make the most of views:** The topography here means excellent views over the valley to the Peak District

4. **Extend Chestergate:** Improve the pedestrian crossing over Churchill Way to better connect it to the heart of the town

5. **Improve existing condition:** Improving the setting of already well established businesses to promote an identity for the area

6. **Enhance Market Place:** The market place is a strong anchor point for the town. New initiatives can benefit from the strong existing setting and promote alfresco/community/leisure uses including events

7. **Station Gateway:** Existing group of traditional pubs, independent bars and cafes. Potential to rationalise parking in order to create a new green public plaza and opportunities for new development to generate a better arrival experience from the station

8. **Town Centre Living:** The residential community to the west of Churchill Way is currently somewhat separated from the town centre. There is an opportunity for a much more mixed-use approach to bring residential into the town centre

9. **Better pedestrian and cycling connections:** Pedestrian and cycling links to surrounding residential communities can be improved to better connect the residents of Macclesfield to the amenities in the town centre. Better lighting along pedestrian routes at night will also help the local evening and night-time economy

10. **Refurbishment and re-use of existing buildings:** To provide ground floors living space & studio office space

11. **Unique live/work:** Warehouse living and live-work spaces. Views onto the River to be capitalised

12. **Active public spaces:** Consolidation of car parking to the north of Park Green would make space for higher quality public realm outside the bars and restaurants to the north and improve the setting of the buildings around Park Green in general

13. **Setting and wayfinding:** Improve the setting and enhance wayfinding to the Silk Museum as part of a wider wayfinding package

6.0 Strategic Actions

6.1 With the aim of realising the aspirational vision for Macclesfield Town Centre, the following potential strategic actions have been devised to respond to the identified objectives. All of these actions **ultimately seek to ensure that Macclesfield's town centre thrives as the local centre of choice for all uses and users**.

6.2 These actions have been consulted upon and worked up into more detail to set out who needs to drive specific actions forward, how and when (immediately or in the short, medium or long term). It is important to note that the strategic actions do not represent a 'to do' list for Cheshire East Council but will require commitment and collaborative input from all of Macclesfield's stakeholders to be successful – public, private, community and voluntary.

Table 6.1 Strategic Actions

Objective	Draft Actions
Grow our town centre population	▪ Engaging with the private sector and social housing providers to deliver new high quality homes within the town centre through new build, infill development and refurbishment of underutilised and vacant buildings ▪ Improve housing choice in terms of type and tenure to attract and sustain a more diverse community of occupiers attracted to town centre living – employees (particularly young professionals) from the highly skilled businesses in the local catchment (e.g. Alderley Park) first homes, singles, young families, downsizers, retired and older people etc. ▪ Ensure appropriate provision of affordable homes within the town centre ▪ Consider the delivery of specialist housing for older people given accessible and well served location ▪ Ensure town centre meets 'everyday' needs of a resident population including local services, amenities, health care and education provision and a quality of place which is attractive as a residential location. ▪ Ensure new housing provision within the town centre does not negatively impact upon the operations of existing businesses and maintains good levels of amenity for existing as well as new residents ▪ Exploit the opportunities presented by an enlarged catchment through large scale housing and population growth at South Macclesfield Development Area (SMDA) and other housing allocations by ensuring Macclesfield becomes their local shopping destination of choice
Grow and diversify our leisure and evening economy	▪ Following the recent announcement for a food hall in the former Picturedrome, grow the food and drink offer to support existing retail and create a café culture/evening economy that encourages increased spend and dwell time and appeals to the town's affluent catchment population ▪ An extended events strategy that builds upon existing success and the Town's distinctive and cultural assets ▪ Work with event organisers to develop an information pack and resources list to inform others seeking to create new events ▪ Consider the potential for a new and accessible multi-functional space around the station gateway which could be used for events to complement Market Place ▪ Explore scope to provide new leisure destination within the town centre but with flexibility to adapt to future changing trends ▪ Work with the private sector to determine the appetite for delivering a new hotel offer ▪ Seek to attract walkers and cyclists visiting the surrounding countryside/ Bollin Valley/Canal Network to stop and explore Macclesfield ▪ All new provision must have a strong relationship with the retail core

Objective	Draft Actions
Enhance the retail offer	- Support proposals to enhance the range and quality of town centre retail uses with a focus on independents - Prioritise the retail core for any new retail provision - Ensure proposals for residential and alternative uses in the retail core do not negatively impact upon the operation of existing retailers - Consider options for 'meanwhile' uses and pop ups within retail voids - Lobby centrally for reduced town centre business rates
Make more of our connectivity	- Redevelopment of station gateway to enhance first perceptions of arrival and provide clear routes into the town centre as well as providing new opportunities for residential, business and leisure uses which would benefit from the rail line connectivity. - Promote strategic rail access to world class businesses and labour markets to inward investors - Promote access to surrounding countryside (Peak District and Bollin Valley) including increased utilisation of cycle and foot links such as the river and canal network - Maximize opportunities presented by HS2 proposals to drive future growth and regeneration - Undertake a comprehensive parking strategy which considers the utilization, location, quality and cost of parking across the town to inform rationalization and redevelopment potential of sites whilst maintaining appropriate parking provision for residents, workers and visitors - Undertake a Movement Strategy that considers all modes of transport and seeks to enhance linkages, connectivity and way finding and facilitates and supports people to travel into and across the town centre by walking, cycling and other sustainable modes of transport - Consider implementation of residential permits, disabled parking, pay on exit and clear signage to guide visitors to the best place to park relative to their arrival point and purpose of visit - Ensure good legibility into and around the town centre through improved signage and wayfinding both on foot and by road from the motorway - Enhance ease of connectivity to/from surrounding residential areas and to points of interest on the periphery e.g. Christ Church, Victoria Park and West Park - Lobby public transport operators to expand scope of destinations and timetable for bus and rail users - Encourage greater pedestrian and cycle movement through enhanced routes with improved infrastructure to make walking and cycling a safer and more attractive transport choice - Ensure all proposals are future proofed for emerging connectivity trends including EV charging points and autonomous vehicles
Support businesses to create jobs and develop skills	- Work with existing major occupiers to understand their requirements and role they could play in supporting new investment - Target small and medium sized-enterprises in sectors of strength including science, finance, creative and digital and promote opportunities for collaboration and clustering - Provide refurbished quality workspaces with appeal to flexible working and smaller local occupiers across a mix of sectors within existing buildings recognizing the viability challenges associated with new build - Support and promote the high quality of life and housing offer demanded by high value growth sector employers - Promote the excellent skills and labour market credentials of Macclesfield to inward investors - Support establishment of creative and digital start up – potentially by supporting reuse of heritage buildings potentially on a temporary basis

Objective	Draft Actions
Harness our distinctiveness	▪ Promote services and events that are unique to Macclesfield ▪ Support a wide range of independent, distinctive businesses to set up and thrive ▪ Build on and promote cultural, arts and heritage assets to encourage local tourism including the Silk Museum, Heritage Centre and the proposed Picturedrome. ▪ Explore the potential to work alongside the Weave and Silk Trust ▪ Promote Macclesfield's positioning at the 'Gateway to the Peaks' and the western end of The Silk Road
Cherish our historic buildings and repurpose underutilised assets	▪ Protect and maintain distinctive heritage buildings including but not limited to Town Hall, Police Station, Buttermarket and Christ Church and consider future potential of poor quality buildings such as the former Three Pigeons Public House on a case by case basis ▪ Explore options for opening up the Town Hall to greater community use ▪ Enforce Listed Building and Conservation Area status requirements ▪ Engage with land/property owners to encourage underutilised buildings and sites to be repurposed to attract new investment and occupiers into the town including residential, employment and cultural uses ▪ Reduce the negative impact of retail voids through creative or temporary re-use ▪ Working with stakeholders, research potential to access funding streams focused on restoring and heritage assets and bringing back into active and viable uses ▪ Harnessing interest in local markets support the revitalisation of the existing indoor market to attract a wider range of shoppers
Enhance the town centre environment	▪ Ensure basics are delivered well - streets are clean and tidy and basic needs of visitors are catered for and improved where possible, for example through the provision of EV charging points ▪ Build on public realm and shop front improvements undertaken to date ▪ Act on and enforce action by land owners on derelict and/or dangerous buildings which create an eyesore. ▪ Compulsory Purchase Orders (CPO) should be a last resort, but can provide a useful tool for persistent problem sites and premises ▪ Prioritise the physical enhancement of key gateways and corridors including the station and major car parks ▪ Rationalisation of surface car parking which currently creates visual blight, subject to a comprehensive car parking strategy for the town ▪ Ensure any new decked or multi-storey car parking provision is well screened and visual impact minimised ▪ Support the 'greening' of the town centre through increased tree planting and soft landscaping and if possible through the introduction of new green open space ▪ Ensure all development proposals conform to high quality design principles ▪ Consider the preparation of a 'green plan' to bring each of these elements together across the town but recognizing the financial implications of delivery and maintenance ▪ Investigate support for creating a Business Improvement District (BID)
Raise aspirations and change perceptions	▪ Develop a comprehensive marketing and communication strategy which raises awareness of the existing offer and promotes the town centre ▪ Identification of Macclesfield 'Ambassadors' to utilise existing social capital and informally promote the town ▪ Utilise key gateways to change perceptions for those who usually 'pass through' Macclesfield, for example through enhanced signage and physical environment at station and along key road corridors ▪ Consider the potential to generate income through advertising of local businesses at highly visual locations such as the station ▪ Continue to engage and work collaboratively with key local stakeholder groups to support delivery of actions

The Illustrative Framework

6.3   Figure 6.1 sets out the Illustrative Framework for Macclesfield Town Centre which seeks to demonstrate how this SRF and the proposed actions could manifest physically.

Enhancements to the Physical Environment

6.4   Enhancing the physical environment would be a very visual indication of the successful transformation of the Town Centre. New development on vacant sites and the refurbishment or redevelopment of underutilised or vacant buildings will be fundamental to bringing new investment and uses into the town. Softer actions to support the objective of 'enhancing the town centre environment' should also be progressed as resources and opportunities allow. This could include improved public realm, new green space and street planting to ensure that the whole town benefits from investment not just individual sites.

6.5   The Illustrative Framework spatially prioritises these interventions as follows:
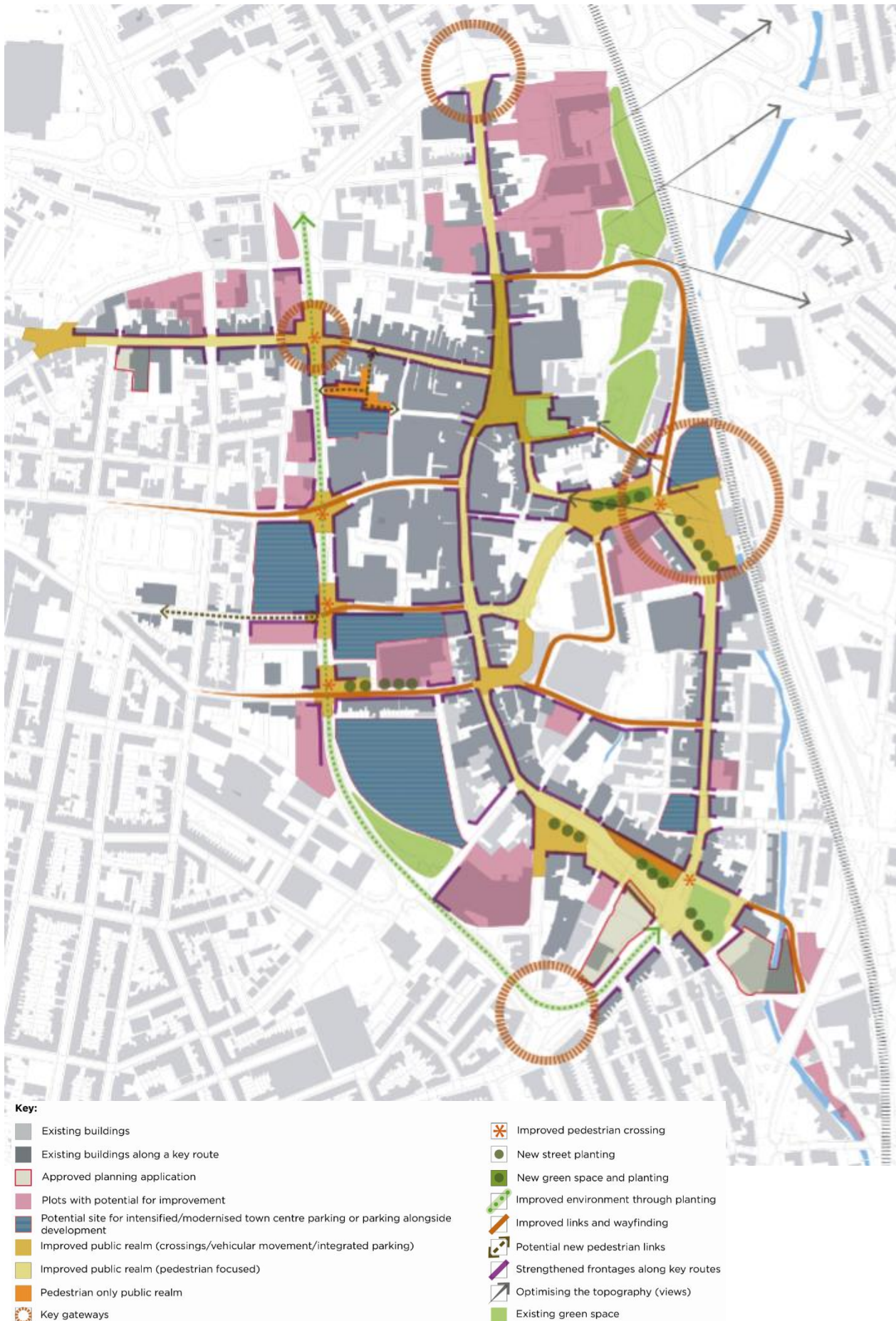
- **Public realm** – Beyond the improvements already being progressed for Castle Street, pedestrian focused public realm enhancements should be prioritised around routes with greatest footfall including Chestergate, Mill Street, Park Green, Jordangate, Station Gateway and Sunderland Street. There will be some areas that will need to consider integrated vehicular movements, in particular Market Place, Waters Green and at key crossing points on Churchill Way. Focus will also be given to ensuring critical gateways provide a quality initial welcome to the town centre and that where proposals are developed the ambition to make cycling into and through the town centre a safer and more attractive transport choice is included as a key objective.

- **Green space and planting** - Churchill Way currently presents a poor quality environment dominated by car use but has the potential to become an attractive 'boulevard' through the town through strategic tree planting. Other areas with potential to create attractive green spaces where people can dwell include Park Green, Waters Green and Roe Street as are other key areas for potential new tree planting.

- **Optimising the topography -** The Illustrative Framework identifies key views out to the surrounding countryside to the east and up to St Michaels Church from the Rail Station that should be optimised and protected in response to any development proposals

Improved Connectivity

6.6   Shifting the focus away from the current car dominance within the town centre, actions seeking to enhance pedestrian connectivity and wayfinding, and integrate the town centre with the surrounding residential areas include:

- **Enhanced existing linkages** - focused on east-west connections to the residential areas to the west of the town centre along Great King Street/Castle Street; Waterloo Street West/Exchange Street; and Roe Street. Improved links south along Waterside; from the station into the town centre core via Churchside, Brunswick Street and Boden Street; and to the parks on the periphery including West Park, Victoria Park and South Park, making use of existing green linkages. Enhanced connectivity along these routes also incorporates improved wayfinding through signage, sight lines and consistent public realm

- **Potential new linkages** - are identified in respect of the potential opportunity sites at Jordangate East, Churchill Way, and for a potential new frontage and pedestrian access to the shopping centre off Churchill Way and Chestergate around the current Grosvenor Car Park site creating an intimate new square

- **Improved pedestrian crossings** - are suggested at Waters Green to enhance pedestrian movement from the rail station into the town centre core and across key junctions on Churchill Way and Sunderland Street. Each seeks to enhance pedestrian priority in areas currently dominated by traffic barriers

- **Car Parking -** car parking was an issue raised in a number of the consultations and needs to be tackled to ensure that there is an appropriate supply of car parking serving key destinations in the town whilst protecting adequate provision for residents. Consideration needs to be given to the amount, location and pricing of parking in the town

- **Cycling –** ensuring that as proposals for public realm and highways schemes are developed they look to include interventions to make cycling safer and a more attractive transport choice, thus improving walking and cycling infrastructure wherever possible

Figure 6.1 Macclesfield Town Centre Illustrative Framework

Key:

- Existing buildings
- Existing buildings along a key route
- Approved planning application
- Plots with potential for improvement
- Potential site for intensified/modernised town centre parking or parking alongside development
- Improved public realm (crossings/vehicular movement/integrated parking)
- Improved public realm (pedestrian focused)
- Pedestrian only public realm
- Key gateways
- Improved pedestrian crossing
- New street planting
- New green space and planting
- Improved environment through planting
- Improved links and wayfinding
- Potential new pedestrian links
- Strengthened frontages along key routes
- Optimising the topography (views)
- Existing green space

7.0 Delivering the SRF

7.1 The preparation, consultation and publication of the Macclesfield Town Centre SRF establishes a clear vision and strategy for change; which together with the adopted policy framework provides strategic guidelines which consider the future potential and aspirations of the town as a whole. The approach taken to develop this SRF has included significant engagement with key local stakeholder groups and formal statutory consultation with residents and businesses. The outcome is a demonstration of the Council's commitment to the future of Macclesfield Town Centre, buy-in from local stakeholders and enhanced business and investor confidence.

7.2 However, whilst delivery of the strategic actions will rely upon strong strategic leadership, the Council will not be able to deliver transformational change in isolation but will require the support of numerous stakeholders from across the public, private and voluntary sectors.

7.3 A separate Delivery Plan has been put forward to advise those looking to push forward initiatives and projects which will see the vision and objectives delivered. The Delivery Plan identifies recommendations for who needs to do what and when to start to move towards the aspirations set out in the vision and objectives of this SRF. It provides a 'route map' to delivery and will require the support and buy-in of all stakeholders if the town centre is to thrive. The Delivery Plan should be treated as a working document, not a definitive action list.

The Outcomes

7.4 The objectives/themes and proposed actions have been developed to support the delivery of the vision for Macclesfield Town Centre, but will also help attain the following outcomes:

- Delivery of a wider choice of homes in the central wards

- Attract and sustain a growing and diverse business community

- Increased footfall, spend and vibrancy within the town centre

- Attract a wider audience to Macclesfield including residents, workers and visitors

- Reduced vacant/underutilised sites and premises

- Support increased economic growth and employment

- Increased demand for town centre facilities

- Diversified range of services, facilities and events

- Increased functionality of the town centre

- Enhanced physical environment and 'quality of place' including investment in public realm, art, tree planting and soft landscaping

- Appropriate supply of car parking that serves key destinations

- Improved first impressions and aspirations

- Raised Macclesfield profile within the wider area

- Increased market confidence and attraction of new private sector investment

- Improved sustainability and improvements in air quality

Working for a brighter future together

Cabinet

Date of Meeting: 08 October 2019

Report Title: Everybody Sport & Recreation Annual Performance Report 2018/19 and future investment programme.

Portfolio Holder: Cllr Mick Warren – Portfolio Holder for Communities.

Senior Officer: Frank Jordan – Executive Director Place

1. Report Summary

1.1. This report provides Cabinet with the fifth Annual Performance Report from Everybody Sport & Recreation (ES&R) for the financial year 2018-19.

1.2. The report also provides an update on proposed improvements to a number of leisure centres, to maximise their use and provide modern facilities to improve the health and wellbeing of local residents. Whilst the budget required to deliver these improvements over the next three years is identified in the Council's approved capital programme for 2019/20, approval is being sought for the Council to enter into a range of contracts for these works as they become due.

2. Recommendations

That Cabinet:

2.1. Note the progress made by ES&R in its fifth year of trading as an independent charitable trust.

2.2. Delegate authority to the Executive Director - Place, in consultation with the Portfolio Holder for Communities, to enter into all necessary contracts to deliver the improvement programme as set out in the report subject to approval by the Finance Portfolio Holder to transfer the capital budget for each scheme from the addendum into the main capital programme.

3. Reasons for Recommendations

3.1 ES&R is key to the delivery of a range of services and "outcomes" for local residents, in particular Outcome Five "People Live Well & For Longer". It is

important to ensure that these are achieved through the ongoing monitoring of the Leisure Services Operating Agreement.

3.2 The High level Business Case for the redevelopment and improvement of leisure facilities in Poynton, Nantwich, Knutsford, Middlewich and Wilmslow was approved as part of the 2019/20 budget setting process and £12.7m is included within the approved budget addendum for 2019/20. Approvals to transfer this funding from the Addendum to the main capital programme will be requested from the Portfolio Holder Finance when business cases for these schemes are finalised.

3.3 This report outlines a proposed investment programme in leisure centres which will require formally entering into a contract with the successful contractor to undertake these works. As the contracts will have a value greater than £1m, this is a Key Decision and requires Cabinet approval.

4. Other Options Considered

4.1. Under the Performance Reporting Framework of the Leisure Operating Agreement, there is a requirement for ES&R to report back to the Cabinet with its Performance Report on an annual basis.

4.2. The Council could decide not to provide support to ES&R investment programme at a time when significant investment is required to upgrade and replace aged building infrastructure. It would significantly reduce the attractiveness of the leisure offer and not encourage growth in participation and the income generation required to fund the required investment.

5. Background

5.1 Following a full options appraisal of the best way to deliver leisure services in February 2014, Cabinet approved the transfer of the management of a range of leisure services to ES&R, a new Charitable Trust set up for that purpose. The Trust was formally established in March 2014 with a Board of eleven members including two Cheshire East Council Elected Member representatives. The decision to create the Trust was based on the aim of giving it the freedoms and flexibility to develop and expand the service and its quality whilst adopting a more commercial approach with the aim of improving value for money and reducing the overall costs to the council. The contract to manage the leisure facilities and leisure development services commenced on the 1 May 2014 and included the transfer of over 750 staff.

5.2 During its first five years of operation, ES&R have successfully made savings through efficiencies and delivered the outcomes required by the Council. During this time ES&R has developed commercially including

winning further delivery and catering contracts with other public authorities and private organisations.

5.3 The Leisure Operating Agreement contains a variety of elements to ensure that ES&R provides a range of services to the residents of Cheshire East. These are set out in Service Specification which helps form the basis by which the Council monitors how ES&R is performing, against the expected outcomes, through a series of performance indicators. The commissioning and monitoring of this service is undertaken by the Corporate Commissioning Manager via quarterly reports of ES&R's performance against a range of contractual performance indicators, reported back through the Council's performance management framework.

5.4 The Performance Report outlines a number of achievements from ES&R's fifth year of trading. Some headline successes, based on the key performance indicators, include:

5.4.1 An annual attendance at Council owned leisure centres of 3,607,231 against the target of 3,509,006, an increase of 3%. This increases further to 3,732,541 and 6% when attendances at Holmes Chapel Community Centre, owned by Holmes Chapel Parish Council and operated by ES&R, are also taken into account.

5.4.2 Once again there has also been an increase in the time dedicated to the support local residents to be more active, facilitate events and provide crucial support to local sports clubs with over 8,000 volunteer hours being given against the target of 7,065 hours.

5.4.3 Funded by the Department for Transport through to 2020 the "Bikeability" scheme saw 6,497 young people trained in cycling skills, via school visits throughout the year, against a target of 6,080 - an increase of 6.8%.

5.5 Other areas reflected in the Performance Report include:

5.5.1 E&SR's "Learn to Swim Scheme" has over 7,700 learners attending each week. All enjoy free swimming at other times to encourage participation and progress. There is a growth in swimming participation which is contrary to the national trend.

5.5.2 Targeted memberships, supported by the Council's investment in leisure, have increased by:

- Talented Athletes by 10.6%; and,
- Cared for Children by 7.9%.

5.5.3 Being awarded the ESCAPE-Pain contract by Health Innovation Network – ES&R's first NHS contract. ESCAPE-Pain is an evidenced based rehabilitation programme designed to reduce pain and disability for people with chronic joint pain or Osteoarthritis. Everybody have been labelled as a model of best practice nationally for their work on the programme.

5.6 The original Agreement with ES&R was a contract of ten years with the option to extend for a further five years subject to successful performance and by agreement of both parties.

5.7 Cabinet agreed in November 2018 to extend the Leisure Operating Agreement with Everybody Sport and Recreation for a further five years subject to the terms being agreed with the Executive Director, Place in consultation with the Portfolio Holder, Health. The agreement will now operate to 30th April 2029 and continue to be subject to regular performance review by the Council.

5.8 Whilst the Council has transferred the majority of the leisure centre sites to ES&R by way of a lease, the responsibility for the buildings remains with the Council. This includes the provision of repairs and maintenance, energy and capital improvements. Many of these improvements are aimed at improving the efficiency of the buildings and reducing their cost in both financial and environmental terms.

5.9 During the last financial year a range of planned maintenance works have been delivered by the Council's Facility Management Service through its Planned Maintenance Budget including:

5.9.1 Macclesfield Leisure Centre – completion of pool skimmer project, swimming hall and gym air handling replacement, boiler replacement and installation of combined heat and power unit. Items funded by ES&R, as part of the current £4m redevelopment programme, include the refurbishment and enlargement of the gym, new poolside changing village, new group cycling studio and refurbished squash courts.

5.9.2 Sandbach Leisure Centre – Stairwell lighting upgrade.

5.9.3 Nantwich Pool – replacement pool hall ventilation, main pool hall roof replacement, recoating of outdoor pool tank and internal decorations.

5.9.4 Wilmslow Leisure Centre – replacement swimming pool hall air handling and lighting, squash court refurbishment, reception ceiling and lighting upgrade, pool and dry side boiler replacement, activity room lighting

replacement, new energy monitoring controls for swimming pool and dry side areas.

5.9.5 Knutsford Leisure Centre – swimming pool refurbishment and replacement sports hall floor.

5.9.6 Poynton Leisure Centre – reception and first floor corridor refurbishment including new flooring, swimming pool hall lighting upgrade.

5.9.7 Alsager Leisure Centre – replacement lift, reception refurbishment, replacement sports hall lighting and new heat metering installation to facilitate accurate energy management and recharging by the adjoining school.

5.9.8 The Barony Sports Complex, Nantwich – replacement flooring in various areas.

5.9.9 Shavington Leisure Centre – refurbishment of the outdoor astro turf pitch and floodlighting, plus refurbishment of the changing rooms, toilets and showers.

5.10 The Council along with ES&R has commenced on a programme of major improvements to its leisure centre facilities within the Borough. This commenced with Crewe Lifestyle Centre in 2016 and has followed on with a new gym at Sandbach Leisure Centre in 2018, pluswide ranging improvements at Macclesfield Leisure Centre due for completion in November. The new sports hub in Alsager will also open in 2019 and the project to develop Congleton leisure Centre will continue.

5.11 The investments for which delegated authority to enter into contracts above £1m is being sought are for the following locations:

Poynton
- Extended gym (80 stations)
- New reception, café and soft play
- Multiple flexible studio spaces – used for group exercise & health programmes
- Group cycling studio
- Refurbished wet side changing rooms
- Refurbished dry side changing rooms – compliant to Football Foundation standards
- Extended car park
- Lift to access first floor

    Also includes – as part of the overall scheme in partnership with CEC Education Team, Poynton High School, Cheshire FA & Football

Foundation – provision for an AstroTurf pitch and grass pitch improvements.

Nantwich

Nantwich Pool

- Extended gym (60 stations)
- Extended reception with café
- Group cycling studio
- Lift to access first floor
- Extended outdoor changing provision

Barony Sports Complex

- Group exercise studio
- Consultation rooms
- Lift to access first floor
- Fencing around perimeter of the site to further develop the potential for leisure activities

Knutsford

- Extended gym (60-80 stations)
- Extended reception
- Café
- Consultation rooms
- Car park & access improvements
- Learner pool

Middlewich – potentially at an alternative Council facility

- Gym (50-60 stations)
- Multiple flexible studio spaces – used for group exercise & health programmes
- Changing rooms
- Consultation room
- Reception

Wilmslow

- Car parking improvements
- Reconfigured studio spaces – used for group exercise & health programmes
- Increased gym capacity
- Re-configuration of MUGA space for alternative use – TBC

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. The presentation of an Annual Report to the Council is in line with the requirements of the Leisure Operating Agreement and allows the Council to be updated on ES&R performance for 2018/19.

6.1.2. The original Agreement with ES&R was a contract of ten years with the option to extend for a further five years subject to successful performance and by agreement of both parties. The extension was agreed by Cabinet on 6th November 2018 and will now operate to 30th April 2029.

6.1.3. As part of the planned improvement and redevelopment programme for leisure in Poynton, Nantwich, Knutsford, Middlewich and Wilmslow, the Council will utilise existing regional frameworks to procure and award the required construction contracts. The Council currently has access to the North West Construction Hub. This is a regional Framework Agreement administered by Manchester City Council. it can be used by local authorities and other public bodies in the North West of England, is in line with government and construction best practice, and offers a range of value bands over £1m, which can be used to offer the flexibility required for phasing and programme options. A Framework enables the Council to meet its needs for a service, supply of goods or works for a set period in order to obviate the need to undertake a wide competitive procurement process for each individual scheme. It complies with the Public Contract Regulations 2015 ("the Regulations") and the Council's Contract Procurement Rules.

6.2. Finance Implications

6.2.1 ES&R receive an Operational Management Fee, currently £1.667m, for the delivery of service that is renegotiated annually with the Council. The fee funds a series of commissioned elements required by the Council as set out in 6.2.2 below. The Council also covers all the leisure centre corporate landlord revenue costs such as energy, water, statutory compliance and repairs and maintenance. Whilst the works to be undertaken as part of the improvement programme will lead to buildings that are more efficient, it needs to be noted that an increase in footfall may also have an impact on Council budgets including energy.

6.2.2 Regular monitoring of ES&R has identified its services as representing good value for money. They are improving the overall quality of service whilst reducing the cost of that provision in terms of the management

fee. Analysis of the current management fee by the Trust has identified that the element of subsidy to facilitate direct "operational management", which has been steadily reducing since transfer has now been removed altogether. This leaves the remaining elements of the management fee consisting of commissioning service provision based on decisions made directly by the Council. These include free use by the Council's currently "looked after" young people as part of the Council's corporate parenting role, free use by disability swimming clubs, support to joint use education sites, and reduced charges for senior citizens, young people and those with a disability.

6.2.3   There is a 3% default reduction clause in the agreement should the Council and ES&R not agree on the Operational Management Fee for the following financial year, and appropriate due diligence continues to be carried out by the Council's Finance service as part of the annual fee negotiations. There has been a reduction in the base operational management fee budget since transfer in May 2014 of 26.6%. The trust is also required to absorb its standard year on year cost pressures and inflationary increases such as pay awards.

6.2.4   It is important to understand that ES&R, as a fully independent organisation, is required by the Charities Commission to submit a full set of accounts. In addition, they are a company limited by guarantee, and under this status is additionally a "not for profit" organisation which means it has to reinvest any surpluses into services and facilities. ES&R's financial position is reported to the Council as part of the company's Annual Performance Report

6.2.5   The Council continues to work with ES&R on the potential for further reduction in the Operational Management Fee in a variety of ways, including capital investment in facilities leading to improved usage and income levels that in the last twelve months has included the commencement of £4m of improvement works at Macclesfield Leisure Centre. The five year extension to the current Leisure Operating Agreement which was approved at Cabinet in November 2018 has created this greater certainty and stability to allow ES&R to maximise the commercial opportunities of longer term investment in the Council's facilities and services whilst at the same time continuing to reduce the management fee.

6.2.6   A budget of £12.7m is included within the approved budget addendum for 2019/20 in support of the improvements set out in 5.11 of this report. The additional approval to transfer the budget from the addendum for each project needs to be obtained from the Portfolio Holder for Finance

and S151 Officer, with approval being based on the presentation of a detailed business case. This has now been completed for both Nantwich and Poynton, with the required approval of the Portfolio Holder Finance being given on 30th July 2019.

6.2.7 Each redevelopment project will be funded from prudential borrowing and the debt repayments are to be financed from an equivalent reduction of the management fee paid to ES&R.

6.3. Policy Implications

6.3.1. The establishment of the Trust was in line with the Council's "best fit" approach to service delivery. ES&R is a significant contributor to the Council's Outcome Five, "People Live Well & For Longer" in support of improving the health of local residents as set out in the Council's Corporate Plan. ES&R's Performance Report, presented today, evidences this in more detail.

6.4. Equality Implications

6.4.1. ES&R remains committed to ensuring that services are delivered and available to all residents in Cheshire East, including provision to those of all ages and those with disabilities.

6.4.2. The proposed improvements at the various leisure centres will further address the need for accessibility to all residents along with a range of programmes being developed to attract a wide range of user groups.

6.5. Human Resources Implications

6.5.1. There are no implications in respect of the recommendations in the report.

6.6. Risk Management Implications

6.6.1. In addition to the requirement to deliver its Annual Performance Report to the Council, to ensure that ES&R is delivering the requirements of the Leisure Operating Contract, the Council regularly monitors ES&R's performance including, quarterly performance meetings and reports, the submission of performance indicators as part of the Council's Corporate Performance Management Framework and regular site visits.

6.6.2. In respect of the proposed leisure redevelopment and improvement programme there are inherent risks found with any capital build project. Each scheme will be project managed to include identification and review of risks and creation of a risk register which will be regularly

reviewed by the project team.. All risks will have assigned owners who are responsible for mitigating and managing them.

6.7. Rural Communities Implications

6.7.1. ES&R remains committed to delivery across Cheshire East including within rural communities and this is demonstrated in the Annual Report.

6.7.2. The proposed improvements to leisure provision will serve as an enhanced destination offering a diverse range of accessible facilities not only for nearby residents but also the wider rural communities in and around the locality

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

6.8.1. ES&R is required through the Leisure Operating Agreement to make a significant contribution to supporting the involvement of children and young people participating in sport and active recreation. This is again demonstrated throughout the Performance Report with highlights including:

6.8.2. Under 16's form over half of active attendances supported by targeted programmes including "teen gym", learn to swim scheme and holiday activities.

6.8.3. Almost 8,000 young people on the Learn to Swim Scheme.

6.8.4. Availability of apprenticeships through the Everybody Academy, with the offer of a permanent position at the end of the scheme. It currently has eleven young people being trained. Ten graduates of the scheme have secured a permanent job with ES&R.

6.8.5. 6,497 young people trained in Bikeability during the year.

6.8.6. 422 registered Cared for Children members attending 3,862 gym, swim and class sessions, up from 2094 the previous year. The provision has a positive impact on these users and is also well reflected when the service is externally reviewed

6.8.7. The proposals for the leisure centres, once redeveloped, will provide a range of new and refurbished facilities that will be fully accessible for young people. Safeguarding arrangements will be improved in Poynton, Knutsford and Middlewich through the proposed developments.

6.9. Public Health Implications

6.9.1. ES&R is expected to be a significant contributor to the Council's "Outcome Five – People Live Well & For Longer" in support of active

participation and improving the health of local residents as set out in the Council's Corporate Plan. The Performance Report addresses ES&R's progress on this area of work.

6.10. Climate Change Implications

6.10.1. Given that the majority of these activities are undertaken within the Council's leisure centres, ES&R continues to work on improving the efficiency of buildings through joint investment with the Council on a range of projects to reduce energy consumption. To focus on this, the Council and ES&R have agreed a new annual performance indicator that will identify the costs to allow analysis of energy use by KwH per visit.

7. Ward Members Affected

7.1. ES&R provides a service across the whole of the Borough of Cheshire East reflected in the Annual performance report

7.2. In respect of the proposed leisure investments, the representative local ward members are:

- Poynton – Cllr Jos Saunders, Cllr Nicky Wylie, Cllr Michael Beanland, Cllr Mike Sewart.

- Nantwich – Cllr Penny Butterill, Cllr Arthur Moran, Cllr Peter Groves, Cllr Andrew Martin.

- Knutsford - Cllr Quentin Abel, Cllr Tony Dean, Cllr Stewart Gardiner.

- Middlewich – Cllr Carol Bulman, Cllr Mike Hunter, Cllr Jonathan Parry.

- Wilmslow – Cllr Toni Fox, Cllr David Jefferay, Cllr Don Stockton, Cllr Mark Goldsmith, Cllr Iain MacFarlane.

8. Consultation & Engagement

8.1. There are no implications as a result of the Annual Report.

8.2. In development of each leisure proposal, initial consultation was undertaken as part of the business case preparation. Further consultation at a local level will follow as appropraite, through where required the planning approval process and also with regular meetings with site user groups.

9. Access to Information

9.1. Appendix 1 – Everybody Sport & Recreation – Annual Performance Report 2018/19.

10. Contact Information

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

Name: Mark Wheelton

Job Title: Corporate Commissioning Manager - Leisure

Email: mark.wheelton@cheshireeast.gov.uk

everybody

Performance Report
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providing
'Leisure for life'

Everybody Sport & Recreation
Registered Charity Number: 1156084
Registered in England & Wales (No. 08685939)

Contents

Chief Executive Report

At the end of another successful year for Everybody, our 5th as a matter of fact, I cannot help but reflect back on each anniversary and the challenges and changes we have all shared along the way.

In 2014 we started our adventure as an independent charity, full of anticipation and optimism for the opportunities that still lay ahead. I seem to recall our only concern was would we be able to make the most of this once in a lifetime chance to do things differently.

It is a remarkable tale of investment, growth and service improvements, of which we can all be justly proud, I hope you will agree. For my part, I could not ask for more from everyone at Everybody, whatever their role in our charity and I am so very privileged to work alongside them every day.

Whatever we have previously delivered is now in the past. The future beckons and thankfully, there is always, always more to do. Therefore, as we celebrate our 5th birthday and past successes, we will grow in confidence and self belief - such that this will inspire us to do even more for local people in the years to come.

So, where do I start? For me, paying tribute to all our volunteers would perhaps be best. I am continually humbled and amazed at the contribution they make in helping others to get more active, to enjoy their lives and to get involved in sport and recreation. Using their own skills, expertise and experience - they give their precious time to encourage and support others in their local communities to take part......and all without any expectation of reward. It is fitting that their dedication and outstanding contribution to this overall success is recognised here first. Thank you for all that you give and all that you do for others.

Since May 2014 we have grown our membership base by almost 10,000, welcoming18,000 members during this time. This is largely thanks to the investment in equipment and services that we have made. Someone apparently once said 'build it, and they will come' - so it has proved.

At the same time, we have seen participation in all our centres across the borough area grow by almost 40% to an incredible 3.73 million visits last year alone. We now welcome over a million more visits each year than when we started. Importantly, if we are serious about ensuring participation in sport and recreation is a habit for a lifetime, it is pleasing to see that over 400,000 of these additional visits have been generated by those aged 16 and under. Good news I think for the future health of our communities.

Customer satisfaction has increased too alongside this performance and now stands at 8/10 for overall satisfaction. With the new facilities

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at Alderley Park & Alsager and our investment plans for a further £15M still to come, we expect this will improve further as our offer is developed too.

Our Learn to Swim programme continues to increase with over 7,700 learners attending lessons each week to gain this vital life skill. An increase over the first five years of over 30%!

Swimming participation generally has seen a significant increase of over 20% to 414,098 last year. A success made all the more dramatic against the backdrop of a national decline of around 7% elsewhere in the country.

In 2016, we tendered for and won the Public Health 'One You' contract to provide a range of innovative, bespoke programmes to support improved wellbeing, particularly in areas of need and long-standing health issues. These services have helped transform our business to ensure all our delivery is increasingly focussed on tackling health deprivation too, helping everyone to live well and for longer.

It came as no surprise then, when the recent Sport England Active Lives Survey showed Cheshire East is now the most active area in the north west. I think we have played our part in that alongside all our customers and partners.

We have set up our very own catering and cafe service - Taste for Life - aimed at improving our customers experience at our centres and events. Starting with nothing in 2016, this service now generates over £3/4M turnover and is a key part of our overall offer as well as now being an integral part of other centres run by colleagues in Bollington and Newcastle under Lyme.

We have created over 250 new jobs in all sorts of roles across the business, established our own training Academy to ensure we have the skills and knowledge necessary to deliver our services and we are 'growing our own' through our award winning apprentice programme. Over 20 young people have learned new skills and secured a permanent job with Everybody.

We attained 'Investors In People' accreditation in 2015 and retained it on re-inspection in 2018. Staff satisfaction is the highest it has ever been at over 91% and an incredible 99.3% of our staff said they feel trusted to get on, do their jobs and serve our customers. What more can anyone ask?

Our Talented Athletes Scheme continues to support young people to be able to develop to their full potential and we have watched, with some pride, their successes at regional, national and international

levels. We hope we have helped them along their way to be the best they can be.

Linked with this success, we have also established our own 'charity within a charity' - our Everybody Foundation. Through this, we support local people and community groups to participate in sport, health and leisure, at all levels and for all abilities by making small grants of up to £500 available to them. This funding can often make the difference in helping applicants achieve their goals, meeting the costs of travel, coaching, adaptations, events or new equipment for example. Removing barriers to their participation and achievements.

In addition to all these, we have also delivered over £10M in savings, without any loss of services or the closure of local centres. We have invested over £2M now in new equipment and products as well as securing over £32M in facility improvements along the way, with another £15M already planned.

It is important to remember that, as a local charity, we reinvest all our surpluses and resources into improving our services for local residents. In turn, we have then seen growth in participation and memberships. This is proving to be a sustainable approach, a virtuous, expanding circle of greater Involvement driving greater investment - for the benefit of all.

I would like to take a moment to thank all our staff for their dedication, hard work and loyalty over these years. This report attempts to tell their story and I hope that my words and the remaining pages of the case studies, stories and KPI's do justice to their efforts and skill.

Our Trustees have given so much of their time, their experience and their knowledge to support us all and guide our charity through our early years. I am grateful to them all for their advice and challenge - the combination of which has brought us to where we are now.

Finally, I want to express our sincerest thanks to all our customers, members and visitors. We exist to serve you, we would achieve very little without you of course, and I hope the rest of this annual report shows that your involvement, your personal achievements, make it all worthwhile.

It's been quite an adventure so far - and truth be known, we've really only just begun.

Best wishes
Peter Hartwell
Chief Executive, Everybody Sport & Recreation

Peter Hartwell
Chief Executive

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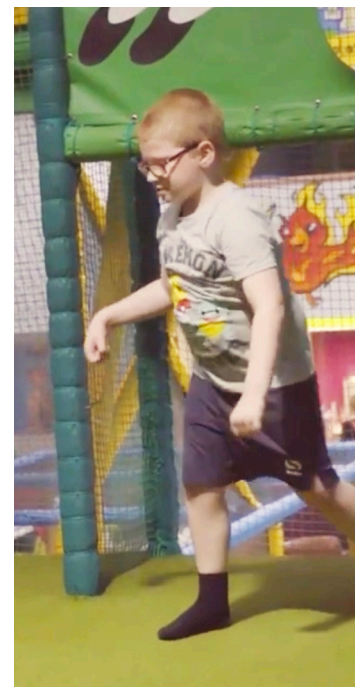
Five Year Overview

2014

Queen's Baton Relay
Everybody, in partnership with Cheshire East Council, hosted the Queen's Baton Relay in the run-up to the Commonwealth Games.

#EverybodyChallenge
We encouraged the people of Cheshire East to take on the #EverybodyChallenge and take part in 30 minutes of activity five times a week.

Everybody launches
Everybody Sport & Recreation launches as a 'not for profit' organisation with charitable status, helping people to live well and for longer.

First Everybody Awards
Local sporting clubs and individuals gathered for the first-ever Everybody Awards held at Cranage Hall, Cheshire.

2015

On-Line Booking
On-line bookings became available for all customers after a massive project to merge all the Everybody sites into a single management system.

Everybody Academy Launch
Wilmslow Leisure Centre hosts the launch of Everybody Academy providing a wide range of training opportunities from entry-level to advanced.

2.7 Million Visits
Welcomes 2.7 million visits in the first year of existance.

Fitness Establishment of the Year
Everybody named Sport and Fitness Establishment of the Year in the UK Heart Safe Awards 2015.

2016

Taste for Life Launches
Taste for Life opens its doors for the first time at the Crewe Lifestyle Centre. Offering great food, coffee and a place to relax and unwind.

HCCC Opens
Holmes Chapel Community Centre was officially opened by Paralympic Gold medallist's Megan Giglia and Sophie Thornhill.

Crewe Lifestyle Centre Opens
President of the International Paralympic Committee Sir Philip Craven officially opened the £15m state-of-the-art Crewe Lifestyle Centre.

Investors in People award
Receive the 'Investors in People' award which leads the drive for better leadership and better workplaces.

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2017

Taste for Life opens at Jubilee 2
Opened a brand new catering facility in partnership with Newcastle Borough Council within Newcastle's 'Jubilee 2'.

First Everybody Junior Awards
Awards took place at Holmes Chapel Community Centre celebrating the fantastic sporting achievements of young people.

20,000 Volunteer Hours
Thanked 150 volunteers who helped clock up 20,000 volunteer hours across the trust since 2014.

Everybody Foundation
The 'Everybody Foundation' is created to offer grants and assistance to fund individuals and groups who promote active and healthy lifestyles.

2018

Speedflex launches
Wilmslow Leisure Centre saw the launch of the new Speedflex Studio officially opened by football legend Alan Shearer.

Macclesfield Leisure Centre Investment
A major £4m upgrade includes extended gym, improved fitness studios, changing facilities, reception & new spa.

Escape Pain
Awarded National Lottery funding to deliver a new specialist rehabilitation programme, 'Escape-Pain'.

Investors in People Award
Everybody is awarded 'Investors in People' status for a further three years.

2019 & Beyond

3.7 Million Visits
Record 3.7 million customer visits during 2018/19 - 1 million more than our first year.

Everybody@Alderley Park
The new sports complex will include a health and fitness suite, dance studio, sports hall, three tennis courts and a five-a-side all-weather football pitch.

£14.5 Million Investment
Cheshire East Council supports £14.5m investment plan in five towns; Nantwich, Poynton, Knutsford, Middlewich and Wilmslow.

Alsager Leisure Centre Major Refurbishment
The refurb includes a new gym extention, new reception & social area, new fitness & group cycling studios and development of the sports hub.

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About Us

Everybody Sport & Recreation is a registered charity and a company limited by guarantee, we re-invest 100% of our surplus back into our local communities.

We are responsible for delivering leisure services and public health initiatives in partnership with Cheshire East Council and Holmes Chapel Parish Council.

Our key services include:

- 15 leisure facilities
- Everybody Fitness membership scheme
- Everybody Learn to Swim scheme
- Everybody Healthy – a range of health and wellbeing programmes and initiatives to support people in our communities;
- Sports development service including key programmes such as Talented Athlete Support Scheme, Volunteer Programme, Club & Coach Development, Bikeability and more
- Everybody Academy – specialist leisure training provider delivering a range of training and development opportunities including volunteering, apprenticeships and work placements
- Taste for Life Catering – onsite cafés in local Everybody leisure centres in Cheshire East, business and event catering as well as children's party catering
- Everybody Options concessionary discount programme
- Everybody Personal Training programme
- Everybody Foundation – a new charity (Registered Charity No. 1174873) that raises funds to support individuals and groups to promote a healthy and active lifestyle.

Strategic direction is provided by the independently appointed Board of Trustees. The Board has ultimate responsibility for the governance of the Trust and supports the management team to deliver their strategic aims.
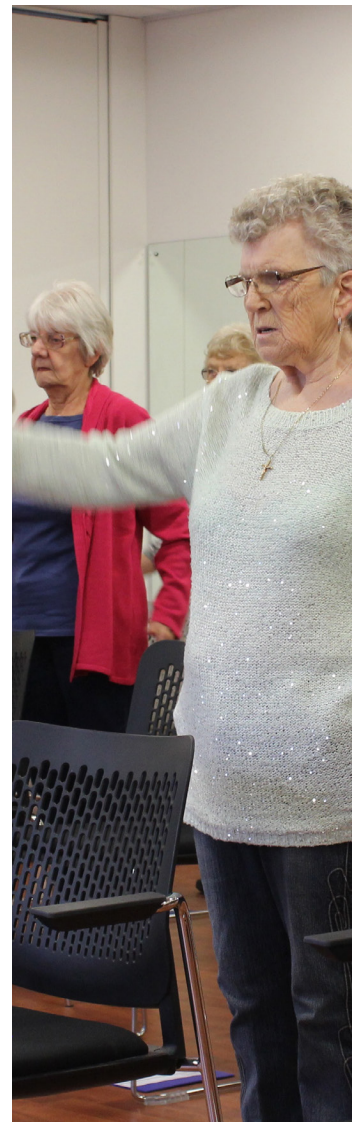
There are 11 Trustees on the Board, all of whom are local volunteers with a wide variety of professional backgrounds from various sectors. They bring a wealth of expertise and experience to help shape and improve our services.

Where we work

The majority of our work is in Cheshire East, in the communities surrounding our 15 leisure centres. We also manage the café at the Jubilee 2 in Newcastle-under-Lyme.

The map on the next page illustrates where our current centres and future sites, ones that we have agreements with, are situated. Fifteen,

including two in Holmes Chapel, are situated in Cheshire East with one in Newcastle-under-Lyme borough.

Poynton

Wilmslow

Knutsford

Alderley Edge

Bollington

Macclesfield

Middlewich

Holmes Chapel

Congleton

Sandbach

Crewe

Alsager

Nantwich

Shavington

Jubilee 2

Newcastle-under-Lyme

Cheshire East has an estimated current population of 378,800 (Cheshire East Council website). This has risen from 370,127 at the last Census (2011).

Cheshire East is noted as having an aging population. According to the Cheshire East Local Plan (paragraph 1.27) there will be a 65% increase in the population aged 65 and above and a 134% increase in the population aged 85 and above by 2030.

The overall population is also expected to increase, due to new housing provision. The overall growth proposition is to deliver at least 36,000 new homes which forecasts an increase in the borough's population of around 58,100 people by 2030.

Getting more people physically active

Supporting people to be more physically active is a key aspect of what we do. Whilst we have a major part to play in this, we work

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collaboratively with local partners including Cheshire East Council, Holmes Chapel Parish Council, Newcastle-under-Lyme Borough Council, numerous health partners, local officers from sports national governing bodies and Active Cheshire to address this issue. We also work closely with a number of national partners including ukactive, CIMSPA, Sporta and Health Innovation Network.

The level of physical activity is measured nationally as part of the Sport England Active Lives Survey. Within Cheshire East, participation in physical activity has been growing for the last few years since Sport England redefined these measures.

In the latest survey, released in April 2019, Cheshire East is now the most active borough in the North West. 69.8% of people are classed as active – completing over 150 minutes per week – an increase of 5.8% or 19,000 people since the same time last year. The number of inactive adults has also decreased to 21.1% (-2.0%). Over three in four adults (78.9%) are now meeting the Chief Medical Officer's recommendations.

Table 1 – Level of Physical Activity (Source: Active Lives – April 2019)

Area	Inactive (<30)	Low-active (30-149)	Active (150+)
England	25.1% (-0.6%)	12.3% (-0.2%)	62.6% (+0.8%)
North West	25.6% (+1.1%)	12.5% (-0.5%)	60.3% (-1.1%)
Cheshire East	21.1% (-2.0%)	9.1% (-3.8%)	69.8% (+5.8%)
Cheshire West	24.3% (+0.4%)	13.4% (+1.0%)	62.3% (-1.5%)
Warrington	27.5% (+3.8%)	15.3% (+3.7%)	57.3% (-7.4%)

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Vision

At Everybody, we don't just believe in getting more people, more active, more often – that goes without saying! In order to make a real impact on the health and social issues affecting our communities, we need to target our efforts and our service offer. Only in this way can we make participation in leisure and recreation an important part of everybody's day to day lives, whatever their ability or need.

Leisure for Life

Our simple vision of providing 'Leisure for Life' requires us to help people live a healthy life of course. It also seeks to make participation in any recreational or leisure activity an enduring habit from the earliest years to later life.

Helping people to live well and for longer

We also have a long-term shared vision with Cheshire East Council, 'helping people to live well and for longer', to emphasise our commitment to positively impacting the health of everyone in the borough of Cheshire East.

By achieving our vision of 'Leisure for Life' we will be making a major contribution towards helping people to live well and for longer.

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Values

In order to build on our successes to and have an even greater impact on our mission and strategic aims, we will need to continue to work with our values at the heart of all that we do.

These values have guided our thoughts and actions since May 2014 and are the foundation of our way of working.

Fit for the future	We will give everyone the opportunity to train and enhance their skills by encouraging people to develop themselves and others. Creating and promoting 'careers in leisure'.
Working as one	We will all work to the common goal of providing 'leisure for life' and support each other in all we do.
Trusted and Honest	We respect and value the input of every person and at all times act with integrity and respect.
In the service of others	We will provide first class facilities and services that are well maintained, inviting and valued by our customers.
Free to do our Best	Our culture and business processes will support people to act on their own initiative – with innovation being recognised and rewarded.
Caring for all	We will actively seek to involve everyone in all communities, working in partnership and with a passion for people.

We are proud of not what we have achieved but also 'how' we have achieved these with everyone committed to the organisation's values. We will continue to engage with our people at every opportunity to ensure all are engaged and supported in a positive manner.

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Key Achievements

This section highlights our achievements over the past year. To help to illustrate what we have achieved, we have broken them down under our Strategic Aims.

Improve Wellbeing through Physical Activity & Healthy Recreation	**Build an Ethical and Sustainable Business**
Provide a Great Customer Experience	**Develop our People to be the Best**

Our Strategic Aims help to guide what we do and subsequently what we have achieved.

Improve Wellbeing through Physical Activity & Healthy Recreation

One You

One You, commissioned by Cheshire East Council, involved the delivery of a range of lifestyle services to support individuals and families to change their behaviour. We deliver five areas:

- Physical Activity (Active Lives, Fit for Birth)
- Adult Weight Management (Re-Shape)
- Children's Weight Management (Lets Get Movin')
- Falls Prevention (Be Steady Be Safe)
- Healthy Eating (Taste for Life Cookery Courses for Adults, Children & Family Workshops and Fakeaway Classes)
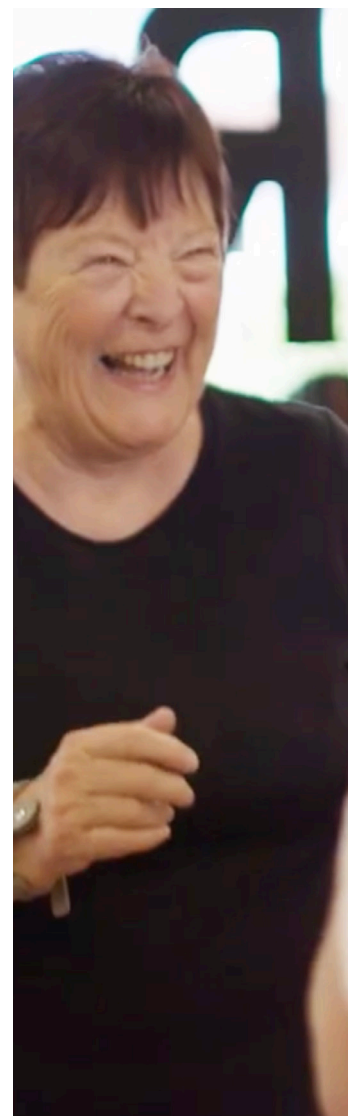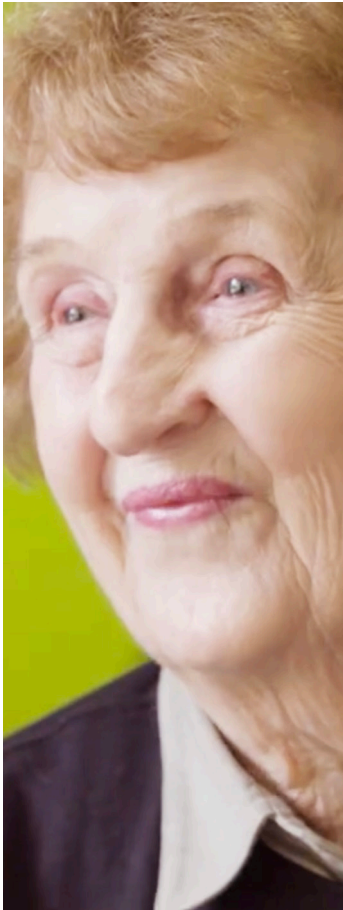
In 2018/19, we achieved the following results

Active Lives

1,615	74%	94%
Completers	Gone From Inactive to Active	Increased Physical Activity Levels

Re-Shape

364	98%	35%
Completers	Lost Weight	Lost Over 5%
65%	**98%**	**86%**
Lost over 3%	Reduced BMI	Reduced Waist Size

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Be Steady Be Safe

249 Completers	71% Reduced their Fear of Falling Score	84% Improved their TUG score

Taste for Life Cookery Courses

367 Completers	84% Improved DQS Score	95% Increase in Knowledge & Understanding

Lets Get Movin'

47 Completers	83% Increased Physical Activity Levels	89% Increased Rating of Overall Health

Fit for Birth

13 Completers	62% Increased Physical Activity Levels

All programmes are rated very highly by participants. All six programmes were rated at an average of over 8 out of 10. Taste for Life Cookery Courses were rated an average of 9.7 out of 10.

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Case Study: Active Lives

Mark joined the Active Lives programme at Sandbach Leisure Centre. In just 12 weeks, Mark has improved his strength, stamina and most importantly his mental fitness.

Mark suffered with many medical conditions including osteoarthritis, chronic fatigue, claudication, neurological damage, depression and anxiety.

When he started the Active Lives programme he was very nervous of even walking up the stairs to the gym, let alone getting on any of the machines. Mark's carer would drive him from Middlewich to Sandbach Leisure Centre and wait while he trained.

Upon completion of his 12 week programme, Mark takes the bus on his own - he even walks to another bus stop further away to keep himself more active. Mark was very dubious that exercise was going to help him in the beginning and had no confidence in himself. Mark shares, 'I cannot believe the difference this has made to my quality of life'.

Mark now trains 4 to 5 times a week and is thrilled with his progress - he says he 'feels taller'. He does not hesitate to take the stairs or to walk anywhere.

ESCAPE-pain

In early 2018, we were commissioned by Health Innovation Network South London (HIN). They had secured funding from Sport England to roll out the ESCAPE-Pain across the country. ESCAPE-pain is an evidenced based education and exercise programme for people with Osteoarthritis of the knee or hip.

Since the start of the programme, 62 people have completed the course over 8 cohorts. Of these completers, 68% have gone from inactive to active.

As a result of our programme delivery, we have been labelled as a model of best practice for structure of delivery and screening against inactivity by HIN. Due to this, we were asked to present to current and new providers of similar lifestyle programmes on the methods we have adopted within the programme delivery. We illustrated the key methods, performance information and success stories to help the partners to continuously improve.

Volunteering

201 volunteers contributed their own time to support us to help people to live a healthy and lifestyle throughout the last year. Collectively they

contributed over 8,000 hours across a variety of opportunities including delivering Nordic Walking sessions, assisting at swimming lessons and supporting disability sessions to name a few.

Back in 2014, we outlined a target for the volunteer programme to reach 40,000 hours by 2020. As of the end of 2018/19, our volunteers have contributed over 35,000 hours. This puts us on target to achieving this milestone this year.

Disability

The Ability for All programme provides inclusive activities for all ages. Part of this includes with funding from Cheshire East Council through Short Breaks to deliver activities for children with disabilities with their families. In 2018/19 a total of 440 sessions were delivered for 317 individuals resulting in 2,140 attendances.

![everybody logo]

Case Study: Ability for All

Pearl is 12 with a range of additional needs. She attends a range of activities on our Ability for All programme. In the summer of 2017 Pearl started to attend some of our holiday and Activity Hub sessions on an occasional basis. Over the past 2 years she has progressed and is now regularly attending swimming lessons on Alpha Swim Scheme and the Activ8 soft play sessions at Fun4All Play Centre.

Pearl's mum, Jane, writes a regular blog page, The Wrong Kind of Snow, which reflects on Pearl's day to day and family experiences. Jane recently wrote a blog article on their experiences of attending different social activities such as Activ8 session at Fun4All.

It begins by giving a 'shout out to an organisation that has given Pearl something I did not think was achievable, an age appropriate social life'.

It summarises the challenges that Pearl has faced in accessing social activities and personal concern's regarding worrying about 'your child's loneliness, and a sad place reflecting that all your twelve year olds friends are adults'.

It outlines how Pearl's and Jane's confidence grew as they accessed more sessions including Alpha Swim and 'highlight of her week' the session at the Fun 4 All soft play centre.

It concludes by highlighting the key learnings including 'that it is possible to make local services inclusive to everyone'.

We continue to take every opportunity to improve accessibility and improve programming for individuals with specific needs. Key aspects of the forthcoming development programmes include improving accessibility for all potential users where feasible. As part of each scheme, our Disability & Inclusion Lead is consulted at the planning stage to ensure the everyone's needs are considered at this stage.

Options

The Options membership allows people in various demographics and those in receipt of certain allowances/benefits to enjoy leisure activities at a discounted rate. We have worked with the council to maintain this offer to ensure the discounts are maintained to encourage access for the whole community.

As of the end of March, nearly a quarter (24.8%) of fitness memberships were held by Options card holders. When looking at all members, 12%

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have an Options card.

Talented Athlete Support Scheme

Another successful year has seen a 10.6% growth in memberships to 136 at the end of the year. Athletes are involved in a diverse range of sports including athletics, gymnastics, martial arts, rugby, sailing and snow sports.

September 2018 saw the first TASS Conference held at Holmes Chapel Community Centre. Six existing members shared their stories highlighting their successes and outlining their journey including some of the challenges encountered. We look forward to welcoming the athletes at the conference again this year.

We have also delivered a number of workshops and our second TASS Camp. The workshops including Appropriate Strength Training, Effective Recovery and Improving Performance were each attended by between 15 and 25 athletes. Feedback received has been positive. The TASS Camp was attended by small group for six hours in total. At the start each athlete was screened then techniques were examined to look at improvement areas. With measurements taken at the start and end, all participants improved their scores. One of the participants outlined that their stability improved as a result of attending the camp.

Some of the talented athletes supported community events including the Crewe & Nantwich Town Sports.

Family Focus

Commissioned by Cheshire East Council, Family Focus supports targeted families to supports them to live a healthy lifestyle. Families have access to regular physical activity opportunities, education and nutritional support.

In the last year, 43 families have accessed the programme. 75% have increased their activity level, 46% have improved their diet, 46% have improved their mental wellbeing and 53% of adults have lost weight.

Cared for Children

Supported by Cheshire East Council, we continue to support Cared for Children to access a variety of activities along with their carers and siblings. As of the end of March 2019 we had 478 members. Throughout the year they attended 3,862 times in varying activities including the gym and playing badminton.

Bikeability

Cheshire East Council has a grant, from the Department for Transport, to deliver Bikeability until 2020. We deliver the programme on their behalf and have done for a number of years.
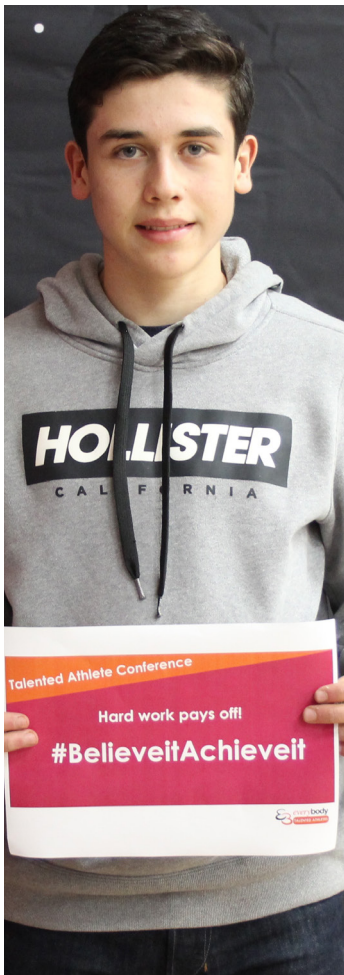
During 2018/19, 6,497 children, from 125 schools across Cheshire East, completed a Bikeability course.

We continue to have a good working relationship with, our delivery partner, Cyclist Training Limited. We receive positive feedback from participants and schools alike.

During 2019 we will be working with Cheshire East Council on the submission for the continuation of Bikeability funding for 2020 onwards.

Everybody Foundation

The Everybody Foundation is an independent charity that raises funds to support individuals and groups to promote a healthy and active lifestyle. Organisations and individuals can make applications for up to £500 for projects that meet the Foundation's aims.

Staff and customers have raised funds to allow the Foundation to provide the grants awarded to date. Challenges have included a group climbing Ben Nevis and a Coast to Coast cycle ride. Direct support has also been provided by identified roles within the business and each £ raised by the Foundation is matched up to a maximum of £5,000 per annum.

Throughout 2018/19, the Everybody Foundation, has awarded 23 grants for a total of £6,833. Recipients included community sports clubs, individuals to access training opportunities and talented athletes to help them to reach their potential.

Build an Ethical and Sustainable Business

Investment

Over the last year, in partnership with Cheshire East Council, we have seen further significant investment into a number of our sites. Together we are continuing the investment into a number of sites with a focus on modernisation and reducing energy consumption. These have included:

Alsager Leisure Centre – an extended gym, now offering 51 pieces of Technogym equipment, and a new reception with lift access to the first floor. Work is continuing on the new studios that will be completed over the summer.

Macclesfield Leisure Centre – improvement and extension to gym, dedicated group cycling studio and refurbished exercise studio. Work on the changing rooms is due to be completed over the summer.

Shavington Leisure Centre – the changing and toilet facilities have been modernised and improved.

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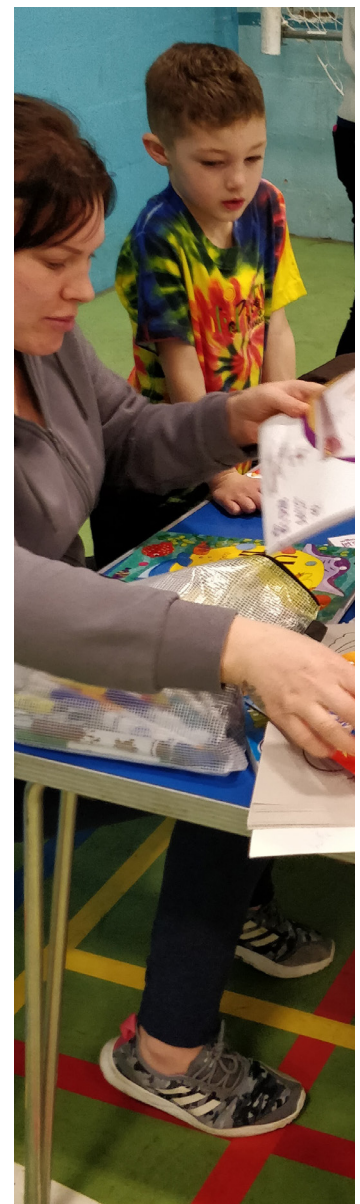
Wilmslow Leisure Centre – improvement to the gym, development of a new studio space and improved air handling for the pool hall.
Congleton - We have, working closely with Cheshire East Council, secured £14.5M worth of investment through the Council's Medium-term Financial Strategy. The investments into Knutsford, Middlewich, Nantwich, Poynton and Wilmslow are built on a financial model that the increased usage at each facility will repay the cost of the investment. The capital programme will improve facilities and services across a variety of communities. Work will begin on the first two projects, Nantwich and Poynton, later in 2019.

Case Study: Macclesfield Gym Extension & Bio-circuit

The gym at Macclesfield Leisure Centre, kitted out with Technogym equipment, has been extended and modernised. The expansion has seen an increase to 79 pieces of equipment – the second largest gym in our portfolio.

In addition, users benefit from the state-of-the-art Bio-circuit studio. It offers a personalised workout, based on revolutionary aerospace technology, to deliver a tailored workout to help users achieve results in a short amount of time.

Furthermore, a dedicated group cycling studio and refurbished exercise studio complete the fitness offer at the site.

These developments have resulted in an initial membership growth of over 300 since the start of the year and this is continuing to climb.

Construction of the Alderley Park Sports Complex is progressing well. It will open in the Autumn. The facility will include a 60 station gym, two group exercise studios, a sports hall, tennis courts, small sided astroturf, cricket pitch and football pitches. Everybody @ Alderley Park will feature a state of the art immersive cycling studio.

Finance – Surplus Position & Business Growth

2018/19 has proved to be another successful year. Our turnover has increased to £16,469,489. This increased turnover along with controlled expenditure resulted in a surplus of £212,112. This exceeded our budget targets.

The surplus of £212,112 for 2018-19, is shared between funds which are classed as being either 'Unrestricted Funds' (available for distribution) or 'Unrestricted Designated Funds' (available for specifically designated purposes). These funds have increased in size by £120,426 and £91,686 respectively during the year.

Performance Management Framework

Last year we launched the Everybody Scorecard, our performance management framework. It is made up of four sections – social impact, commercial, customer excellence and people. No single area is more important than any other and when put together they equate to the totality of our business.

Looking back on the first five years of performance, we have worked with our Contract Manager to review our performance indicators and ensure they reflect our future direction. The existing indicators have been kept with a few new indicators introduced including investment per head and energy usage being monitored to help us to continue to ensure we are jointly 'helping people to live well and for longer'.

Inclusion & Diversity

To support our approach to ensuring there are no barriers to accessing our services and facilities, an internal working group has been formulated. The group, which meets twice per year, ensures that we recognise the differences and treat people according to their needs. Diversity celebrates the ways in which we differ and is about valuing everyone as an individual. This helps, supported by a clearly initiated policy, to ensure that no one regardless of their age, ability or background receives less favourable treatment or is disadvantaged because of a protected characteristic as identified in the Equality Act 2010.

Environment

Considering the environment is a key aspect to building an ethical and sustainable business. The Everybody Environmental Steering Group, with representatives from all centres, monitor current performance and input ideas in to our future environmental commitments. They are responsible for the delivery of the Environmental Policy and sharing learnings with colleagues.

Along with Cheshire East Council Assets Team, we look at ways we can reduce energy usage. This includes investing in modern systems that use less energy and training staff in how to best utilise all systems to ensure optimal energy performance. In line with this, a joint key performance indicator has been agreed – energy usage per visit. Upgrades to equipment will be considered as part of future investment schemes.

Data Protection

In line with the updated General Data Protection Regulations (GDPR), that were applied in May 2018, a full audit was undertaken. A number of recommendations were made and subsequently actioned across the business. New or improved processes have been implemented accordingly. As part of the project, policies were either written or

Performance Report 2018 - 2019
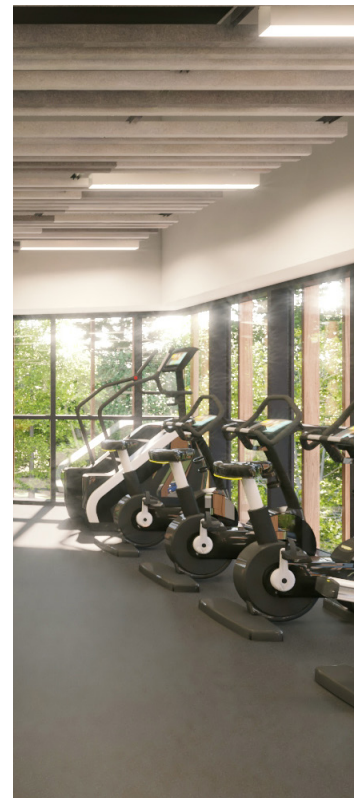
reviewed and updated with staff undertaking face-to-face awareness training. All sites and teams were audited by our independent Data Protection Officer – a Quest assessor noted this was an example of best practise.

Provide a Great Customer Experience

Participation

Level of physical activity participation is increasing across the country. We are also seeing this at a local level as participation increased by 7.9% in 2018/19 compared to the year before.

Overall attendances at our facilities and sessions held within our communities have also increased. We recorded 3.75M attendances last year – an increase of 7.4% from 2017/18.

Active attendances by people aged 60 and over have increased by 15.9% with those aged under 16 increasing by 9.0%. The diverse programming and follow on sessions from referral programmes have supported this growth.

We also continue to buck the national trend locally, according to Sport England's Active Lives survey, of a decline in swimming participation. At our centres participation in swimming is on the rise. Last year we saw a 5.3% increase in attendances in swimming.

Memberships

Fitness and Learn to Swim Scheme memberships have been maintained over the last year. The improved facilities at Macclesfield and Alsager, once fully completed, will be felt throughout this year.

We launched a new membership type called the Wild Card. For £5, it enables a new group to access services in flexible ways. They are incentivised by discounts and offers to participate in activities at our centres.

Case Study: Personal Training Boot Camp

At Shavington Leisure Centre we offered a personal training boot camp to members at a discounted price compared to the general public.

All 18 places available were taken by existing members. Smaller group PT sessions are popular at the moment. Other classes, services and products were promoted during the session resulting in some secondary spend. Results and feedback received have all been positive.

everybody

Performance Report 2018 - 2019

Everybody Awards

Hosted by Olympian Sharron Davies MBE, the awards recognised exceptional achievements of community heroes, took place on Friday 26th October. A keynote speech was provided by Ironman Triathlon World Champion Chrissie Wellington. Over 200 guests enjoyed the evening, sponsored by Applewood Independent, held at Wrenbury Hall. Those recognised include:

- Sports Personality of the Year – Nicola Bruce (Ultra Marathon long distance runner)
- Young Sports Achiever of the Year – Abby Warren (Crewe Rifle and Pistol Club)
- Disabled Sports Achiever of the Year – Sean Savage (Seahorse Swimming Club)
- Coach of the Year – Grace Dodd (Cheshire Blades)
- Health & Wellbeing – Andrea O'Neill (Millfields Primary School)
- Club of the Year – South Cheshire Amateur Boxing Club
- Volunteer of the Year – Kath and Mike Povall (Health Walks)
- Young Volunteer of the Year – Fran Townsend (Alsager Netball Club and Alsager Bridgestone Swimming Club)
- Everybody Customer Hero – Mark Rimmer (Sandbach Leisure Centre)
- Chairman's Award – Nicola Bruce (Ultra Marathon long distance runner)
- Lifetime Achievement – Pat Arnott (Alsager Netball Club)

Junior Awards

Children aged 5-11 years old were recognised at the Everybody Junior Awards, on Saturday 24th November at Wilmslow Leisure Centre, for their inspirational efforts and contributions to local sporting success. Over 100 guests were welcomed with entertainment from Sylk Dance Academy. The winners were:

- Everybody Swim Rising Star Award – Emily Smart
- Junior Achiever of the Year – Daisy-Mae Poolford
- Junior Member – Jake Alex Coombs
- Everybody Family of the Year – Rebecca Singleton, Andrew, Lincoln and Verity Stafford
- Junior Helper of the Year – Rubylee Rogerson
- Junior Superstar Award – Arthur Elliot
- Junior Sports Personality (5-8 years old) – Heidi Woods
- Junior Sports Personality (9-11 years old) – Mia Brookes

Website

A new website was launched in August 2018. The development phase included an analysis of the previous website performance and an understanding of what our current customers wanted from a website. This allowed us to scope out an improvement plan for a new improved online user experience and customer journey.

Performance Report 2018 - 2019
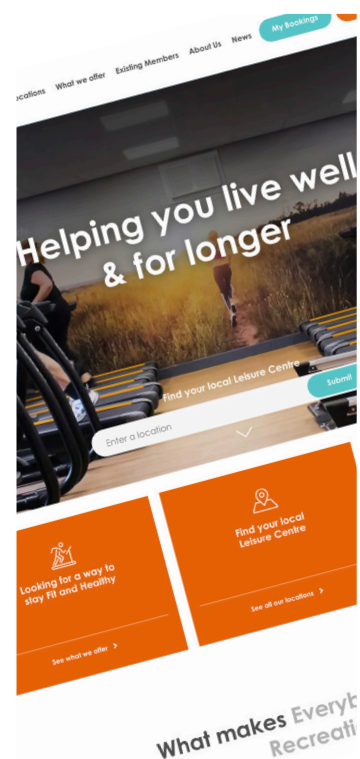
We appointed web development company Persona Studio to develop a new website including online joining and improved online bookings. The new website was optimised for use on all devices ensuring compatibility for our customers. Security of the website has also been improved.

Since the launch, performance has increased highlighted by the following statistics:

- Visitors increased by 7.8% from 224,509 (August-March 2017/18) to 242,002 (August-March 2018/19).
- Visits increased by 5.4% from 581,453 (August-March 2017/18) to 613,229 (August-March 2018/19).
- Online transactions increased from 35% (2017/18) to 38% (2018/19) supported by improved integration with our booking system.

Security of the new website has also improved. This is highlighted through the following:

- Uptime now at 99.7% compared to 97% the previous year.
- Over 5 days downtime with over 1000 outages in 2017/18 compared to only 14 hours downtime and only 161 outages in 2018/19.

Membership sales have increased through a new quick and easy way to sign up for memberships using Xn pay. We have achieved 500 Annual Cash memberships sales online between August 2018-March 2019. In March, we have added Direct Debit memberships for purchase through our website.

A good example of this in action is the Commit to Fit Campaign in September 2018. A combination of the discounted offer, the ease of purchasing online and some online marketing tactics means that the sale of annual passes increased by three times as many when compared to the total for the previous year.

Taste for Life

Another busy year for Taste for Life is highlighted by delivering more events than ever before. More equipment has been bought and staff upskilled to cater for this growth. The appointment of a dedicated Events Manager will see this grow over the coming year.

A key expansion has been the opening of a café at Bollington Health & Leisure. The café compliments their offer and has been welcomed by their customers.

Customer Survey

We continue to test the effectiveness of our sites and products using mystery customer visits. ProInsight provide an industry recognised service, benchmarkable internally and externally, which helps us to understand how our processes are functioning in practice. All aspects

of our sales process is tested during surveys. Visits are undertaken every three months with repeat visits and action plans completed for any site that doesn't achieve 70% for any individual audit.

Develop our people to be the best

Staff Survey Results

In Summer 2018, we carried out our second biennial staff survey. We were thrilled to see that staff satisfaction had increased from 84% back in 2016 to 91% this time. This also compares to an original staff satisfaction percentage of just 48% from staff within Leisure Services before moving to Everybody. This reflects so positively in how we treat one another and how we work together every day to help our customers. Other key results were:

- 93% feel proud to work for Everybody (up from 83%).
- 90% speak positively about Everybody to others (up from 84%).
- 90% would recommend Everybody as an employer (up from 81%).
- 88% had trust and confidence in local managers (up from 76%).

Since the last staff survey, we had launched the iTrent system which includes Payroll, HR records, Employee and Manager self-service, annual leave and e-timesheets. 87% of employees and 96% of managers felt that iTrent and the MyEverybody ESS site had improved their experience of working for us.

Key measures from the staff survey have been incorporated into the People category on our Everybody Scorecard. We have also launched a new series of short pulse surveys to touch base with the team and seek further feedback. The next full staff survey will be done in 2020.

Investors in People

In November 2018 we were delighted to retain our Investors in People (IIP) accreditation for a further three years. This reflects positively on our culture and process, and on the achievements of everyone across the organisation. Positive feedback from our IIP assessor included:

- We have a clearly defined purpose and vision for Everybody.
- There are good levels of staff ownership and positive team working.
- We have open and transparent leadership with a continuous improvement culture.
- There is a strong focus on reward and recognition across the business.

We are currently making progress on our action plan to ensure we continue to improve as an employer. This plan covers the following areas:

- How we manage.
- Giving feedback.

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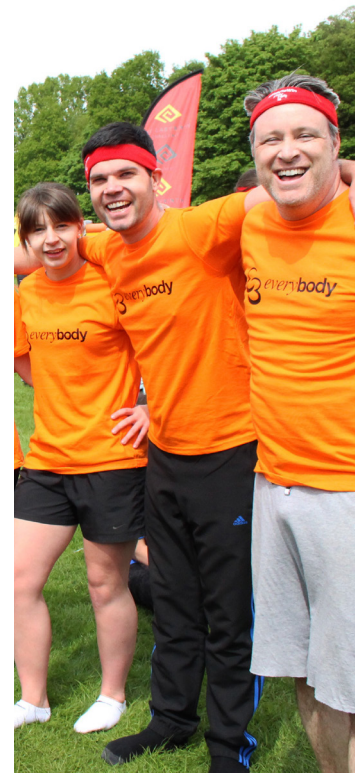
- Communication.
- Performance Development Reviews.
- Health and wellbeing.

Since our IIP review, we have launched a couple of new iTrent modules. The Learning and Development module provides a 'one stop shop' online environment for employees and their managers. Both can see a full Learning and Development record at a glance with events bookable online including a new automated approval process. The Recruitment and Selection module stores details from previous applications, making it easier to apply for new roles across the business. Since launching the Recruitment and Selection module, we have managed to attract 40% more applications for jobs compared to the same period last year.

Apprentices

We have continued to develop the apprenticeship scheme, adding value to personal development aspects of their progress through the scheme. We have also changed the Academy staffing structure to enable our new role of Learning & Development Lead to have a clear focus on the apprenticeship programme.

A further three apprentices have now progressed to permanent roles with us, taking the total to ten, and a further five are due to graduate through the scheme within the next six months. We also have a further six apprentices who are part way through their first year with us.

2018 saw our apprenticeship team plan, organise and deliver the second Apprenticeship Event, rebranded as the Holmes Chapel Village Festival. The event was open to staff and the local community and was highly successful with an increase in attendance from the previous year and most importantly creating lots of happy experiences. Planning is well underway for this years event in July which is looking to be bigger and better than ever.

Later in 2019, four of our senior managers will begin a three year Level 6 Business Management apprenticeship as we continue to invest in apprenticeships and our management development programme.

Academy

The Everybody Academy spent much of the first three years ensuring that the key corner stones of learning and development were in place throughout the organisation especially at operational level. This year the focus has started to change to ensure that the future requirements are planned for including clear progression routes for staff and managers and preparing for succession management principles.

This led to the introduction of a number of career frameworks, wherever possible based on industry standards, and then modified to ensure that they meet our requirements. These frameworks will form a

Performance Report 2018 - 2019

key part in future development of employees working alongside other support mechanisms to empower managers and staff.

Our management development programme has begun with the successful implementation of a 360° review process for a number of managers. The results are being used alongside information from the 2018 Staff Survey and Investors in People report to ensure that identified skills and knowledge gaps will be targeted for development. The Development Programme will include developmental opportunities at all levels from our future managers through to our existing Senior Managers.

We have worked closely with all departments to set new objectives, targets and programmes to meet their evolving needs. In 2018/19, we supported and facilitated programmes including Data Protection, Mental Health First Aid, training on our new website and iTrent as well as targeted Resilience training for staff from Sandbach Leisure Centre who have been experiencing a number of local challenges.

During 2018/19 we facilitated 118 different learning & development types (81 in 2015/16) to 630 individuals (317 in 2015/16) – this does not include Lifeguard ongoing training and competency assessments which have been counted separately in the past. In total 69% of staff accessed a training opportunity (48% in 2015/16).

We continue to offer a number of work placements providing various experiences including within leisure centres, sports development and marketing. Last year we provided 48 work placements.

Staff Awards

In November 2018 we held our third Staff Awards to recognise individual contribution, team achievement and long service of our staff and volunteers. The biggest to date, held at Wilmslow Leisure Centre, was attended by over 220 people. Staff reaching key service milestones were celebrated alongside volunteers that have reached milestones in terms of the number hours served.

Finance

Operating Surplus 2018 - 19

	Unrestrcted Funds	Restricted Funds	01 April 2017 – 31 March 2018	01 April 2016 – 31 March 2017
	£	£	£	£
Income				
Donations and Legacies	2,497,819	-	2,385,732	2,781,274
Charitable Activities	10,227,740	-	9,250,477	9,068,484
Other Trading Activities	814,690	-	705,340	318,158
Investment Income	6,874	-	1,414	2,057
Grants and Contracts	2,922,366	-	3,103,315	2,651,257
Total Income	**16,469,489**	**-**	**15,446,278**	**14,821,230**
Expenditure on Charitable Activities				
Other Trading Activities	723,331	-	620,907	350,671
Charitable Activities	15,534,046	-	14,751,154	14,359,079
Total Expenditure	**16,257,377**	**-**	**15,372,061**	**14,709,750**
Net Income (Expenditure)	**2112,112**	**-**	**74,217**	**111,480**
Transfers Between Funds	-	-	-	-
Operating Surplus / (Deficit)	**212,112**	**-**	**74,217**	**111,480**

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Company Information

Registered Office Everybody Sport & Recreation, 3rd Floor, 1 Ashley Road, Altrincham, Cheshire WA14 2DT

Head Office Holmes Chapel Community Centre, Station Road, Holmes Chapel, CW4 8 AA

Company No. 8685939

Registered Charity No. 1156084

Chief Executive Peter Hartwell

Executive Directors Thomas Barton
Kerry Shea
Paul Winrow

Trustees Andrew Kolker (Chair)
Phil Bland
Colin Chaytors
Zoe Davidson
Helen Gowin
Martin Hardy
Harry Korkou
Richard Middlebrook
Steven Percy
Kimiyo Rickett
Alex Taylor

Bankers Barclays Bank, 1 Churchill Place, London, E14 5HP

Solicitors Bates, Wells & Braithwaite, 2-6 Cannon Street, London, EC4M 6YH

Auditors Crowe Clarke Whitehill LLP, 3rd Floor, The Lexicon, Mount Street, Manchester, M2 5NT

Company Secretary Oakwood Corporate Services, 3rd Floor, 1 Ashley Road, Altrincham, Cheshire WA14 2DT
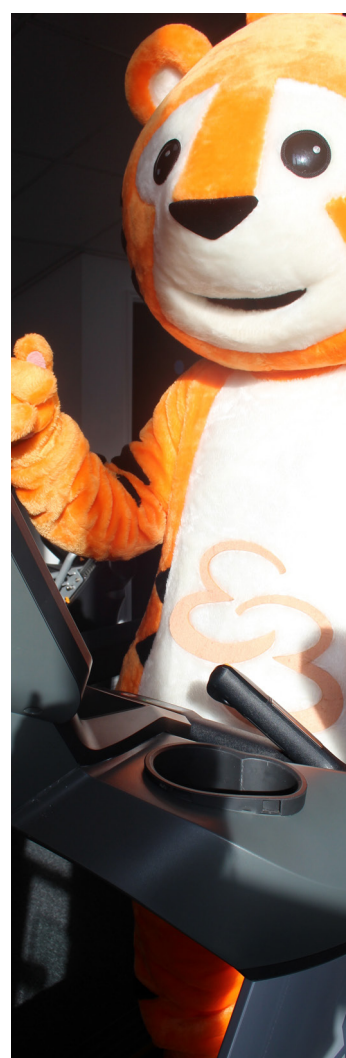
Performance Report 2018 - 2019

"As we celebrate our 5th birthday and past successes, we will grow in confidence and self belief - such that this will inspire us to do even more for local people in the years to come."

Peter Hartwell - CEO Everybody Sport & Recreation

Agenda Item 13

Cabinet

Date of Meeting: 08 October 2019

Report Title: Recommissioning of Housing Related Support Services

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

Senior Officer: Frank Jordan – Executive Director - Place

1. Report Summary

1.1.   Cheshire East Council currently commission Housing Related Support Services. These include accommodation based and floating support services provided directly to people in their own homes. In addition to this we also commission a diverse range of services to meet the needs of some of our most vulnerable individuals. These services are in addition to the emergency homelessness provision provided in both Macclesfield and Crewe.

1.2.   These services are provided for people at times of crisis and also for those who require further ongoing support. They provide a stable environment for people who have previously led chaotic lives and support them to ensure that they are ready to successfully manage a tenancy and eventually live independently.

1.3.   The current Housing Related Support contracts run from 1st April 2017 until 31st March 2020. Although there is an opportunity to extend these contracts for a further 2 years, there have been changes within the environment in which we are operating which have instigated a need for review.   Following consultation with partners, current providers, potential providers and service users on the whole, the consensus is that recommissioning at this point will provide more targeted services to meet the current and future needs of the residents of Cheshire East.

1.4.   Strategic Housing have taken this opportunity to review the current services alongside short term commissioned services and are looking to streamline

the contracts and include all related services as part of the proposed tender process.

1.5.   The new services would have an initial 3 year contract with the option to extend by one year on two occasions making the maximum term of the contract 5 years.

1.6.   The Housing Related Support Contracts are funded within Housing's base budget which is £988,000, however additional services, particularly aimed at rough sleepers and people with multiple needs, have been commissioned using short term Government funding. We are therefore looking to consolidate all services within the available budget to ensure future sustainability of these services.

2. Recommendations

2.1.   That Cabinet:

2.1.1. Agrees to the recommissioning of the services as outlined within this report using an open procurement process for an initial term of 3 years from 1st April 2020 with the option to extend for up to a further 2 years.

2.1.2. Delegates authority to the Executive Director of Place in consultation with the Portfolio Holder for Environment and Regeneration to award the contracts following the procurement process.

3. Reasons for Recommendations

3.1.   These services are required to support the Council's delivery of statutory housing services. For many people in crisis the provision of accommodation could not be sustained without the support services that are an integral part of the offer.

3.2.   These services meet the key aims outlined in the Council's Homelessness Strategy.

4. Other Options Considered

4.1.   Extending the current contracts for a further 12 months, however the environment in which we are working and funding has changed since the contract was originally awarded and therefore the existing arrangements are no longer meeting the needs of our service users.

4.2.   Do nothing, however this would lead to all services ceasing on 31st March 2020 at the end of the current contracts. This would leave approximately 30 people street homeless without support, 100 without accommodation

that would need to find alternatives or face rough sleeping and a further 125 people without the support required to maintain their tenancy.

5. Background

5.1. The current services commenced in April 2017 following a full review and are outlined below along with details of the Rough Sleeper Initiative Services and the proposed new services to be implemented from 1/4/20. The provision is commissioned in units and this level of provision has to be maintained during the contract period.

5.2. Over the life of the current contract it has become apparent that the needs of people accessing the service have become more complex, particularly regarding substance misuse and mental health issues.

5.3. Following analysis of the usage of current services it has become clear that some services are underutilised and other services are overstretched.

5.4. Consultation has taken place including a market testing event which was held on 22nd July 2019 with 47 partners and providers in attendance. Following consultation the following lots are proposed to be included in the specification for the contract:

Proposed Lots - North	Units
Floating Support	55
Complex/25 & Over/Mental Health Provision	30
Under 25/Fast Track/Women & Families	20
No First Night Out/24/7 Emergency Access Service	12
Total	117

Proposed Lots - South	Units
Floating Support	70
Complex/25 and Over/Stat Beds	27
Under 25/Fast Track/Women & Families	18
No First Night Out/24/7 Emergency Access Service/Severe Weather Emergency Provisions	24
Total	139

5.5. In order to continue to provide a pathway of services to enable people to be as independent as possible as well as the change in provision, staffing changes are required in order to run both the housing related support and rough sleeper services. These posts have previously received short term

funding but are important to the success of the services. It is proposed to cover the cost of these posts within the existing base budget.

5.6. The proposed timetable for the procurement and contract award are as follows:

Action	Timeframe
Development of specifications	29th July – 11th September 2019
Request TUPE information	5th August due 16th August 2019
SMT/CLT approval	19th September 2019
Cabinet consideration	8th October 2019
Published on the Chest	16th October 2019
Tenders Close	4th December 2019
Interviews	11th – 13th December 2019
Tender Award	3rd January 2020
Mobilisation Period	4th January – 31st March 2020
Contract Commencement	1st April 2020

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. These services are required to support the Council's delivery of statutory housing services outlined in the Housing Act 1996 Part VII as amended by the Homelessness Reduction Act 2017. Under the Homeless Reduction Act, all eligible people who are found to be homeless or threatened with homelessness are entitled to tailored support from the housing authority, regardless of priority need and intentionality. Support to prevent homelessness has to be available to everyone regardless of local connection. In addition to this the authority has to provide interim accommodation for all people found to be homeless and in priority need.

6.1.2. Existing contracts expire on 31st March 2020. A procurement process in accordance with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules will need to be undertaken due to the proposed values of the contracts.

6.1.3. The Council will also need to ensure that the requirement of TUPE legislation is met, as there is a potential for provider staff to transfer in accordance with TUPE regulations.

6.2. Finance Implications

6.2.1. The value of the contract is in the region of £720k per annum. This is within the current budget for the service and leaves a contingency for additional services or movement in the tender price. The balance will be used to cover the additional staffing within the council.

6.2.2. This funding makes up a part of the overall funding of the services. Providers will be able to claim housing benefit for most of the accommodation based services and also residents will pay service charges to cover things such as electricity.

6.3. Policy Implications

6.3.1. These services are essential to meet the 4 priorities of the Council's Homelessness Strategy which are:

- Enable more people to remain in their own home

- Help people who are homeless to secure appropriate affordable accommodation

- Provide interventions to prevent rough sleeping

- Ensure adequate support is in place to help people maintain and sustain accommodation

6.4. Equality Implications

6.4.1. An equality impact assessment has been undertaken and is available on request.

6.5. Human Resources Implications

6.5.1. Funding has been put in place to make permanent the posts outlined in the report.

6.5.2. TUPE is likely to apply to some of the services being re-procured.

6.6. **Risk Management Implications**

6.6.1. Lack of interest in the tender from the market. Soft marketing testing has been undertaken and considerable interest has been shown in the tenders so this is low risk.

6.6.2. Budget available for the services. The budget has been set in line with the costs of comparable services and housing benefit will be available for the majority of accommodation based services which has been taken into account when developing the proposed tender values.

6.6.3. Change in benefit regulation regarding supported housing. Central Government are looking at the funding of supported housing across the country. Any changes would have to be subject to a transition period and the Council would work with providers to ameliorate against any impact.

6.6.4. Break clauses will be included within the contract and payments to providers can be withheld if the key performance indicators within the contract are not achieved.

6.7. **Rural Communities Implications**

6.7.1. The specifications will ensure that floating support is available throughout Cheshire East.

6.7.2. Although it is impossible to provide accommodation in all rural areas the accommodation will be spread throughout the whole of Cheshire East in order to keep people close to their communities.

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

6.8.1. Services will be available for all households including families with children and care leavers.

6.9. **Public Health Implications**

6.9.1. Part of the role of supported housing provision is to help households to live healthier lives.

6.10. **Climate Change Implications**

6.10.1. The Council has committed to becoming Carbon neutral by 2025 and to encourage all businesses, residents and organisations in Cheshire East to reduce their carbon footprint.

6.10.2. Provision of services will be split down into geographical areas across the Council's footprint which will avoid unnecessary travel throughout the Borough.

7. Ward Members Affected

7.1. All ward members

8. Consultation & Engagement

8.1. A series of meetings have been held with service users, current providers, partners and staff. A market engagement event was held on 22nd July including staff, current providers and prospective providers. This event was advertised on the Chest and via the CVS.

8.2. Questionnaires were circulated for feedback and a summary of the key points are included in this report.

9. Access to Information

9.1. Background papers are available on request

10. Contact Information

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

Name: Lynn Glendenning

Job Title: Housing Options & Homelessness Manager

Email: lynn.glendenning@cheshireeast.gov.uk

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Agenda Item 14

Cheshire East Council

Working for a brighter future together

Cabinet

Date of Meeting: 08 October 2019

Report Title: Cheshire East Council Enforcement Policy

Portfolio Holder: Cllr Mick Warren - Communities

Senior Officer: Frank Jordan - Executive Director Place

1. Report Summary

1.1. The current Cheshire East Enforcement Policy was approved by Cabinet in July 2016 and was based on all guidance on enforcement available at the time.

1.2. This policy has been reviewed to consider changes in relevant legislation and guidance and provides an up to date overarching Enforcement Policy for use by all regulatory services across Cheshire East.

1.3. The report seeks approval to this revised policy.

2. Recommendations

2.1. That Cabinet

2.1.1. Approve the overarching Cheshire East Enforcement Policy 2019 as set out in appendix 1 to the report.

2.1.2. Delegate approval to the Portfolio Holders that have specific responsibility for enforcement activity to approve changes to service specific policies as required.

3. Reasons for Recommendations

3.1. There is a statutory requirement for Cheshire East Council to have an appropriate Enforcement Policy in respect of the regulatory services that it provides.

3.2. The Corporate Plan outlines the six strategic outcomes for the Council. Outcome 1: Our local communities are strong and supportive identifies our role as a proactive and enforcing council and therefore to support this there is a need to be clear about our approach to enforcement. Approval of the draft Enforcement Policy would provide this clarity.

3.3. A number of sanctions are available across the range of enforcement services however, in some cases, sanctions are limited to a specific service area. Service specific policies are therefore aimed at providing clarity on enforcement options to those who are the subject of enforcement action by those services.

3.4. The constant changes to legislation and the creation of new and additional sanctions requires an expedient update and approval process to ensure that services can take advantage of new sanctions when they become available. The Portfolio Holder approval route would provide this expediency.

4. Other Options Considered

4.1. The 2016 Cheshire East Enforcement Policy provided for a policy review process every three years or more frequently in response to significant service change or changing regulation. This 2019 revision meets that requirement.

4.2. The Council could continue to operate under the provisions of the 2016 Corporate Enforcement Policy. However, where changes to guidance and legislation have occurred in the intervening purposes these may not be adequately addressed and could leave the authority open to potential criticism and challenge in relation to its enforcement activity.

5. Background

5.1. As part of the government's commitment to reducing regulatory burdens and supporting business growth, the Regulators Code (the Code) was developed and came into statutory effect on 6 April 2014. The Code was enacted under the Legislative and Regulatory Reform Act 2006 and

provides clear principles on how local authorities should interact with those that they are regulating in order to encourage open and constructive relationships.

5.2. The Code is underpinned by the principles of good regulation, which states that regulatory activity should be carried out in a way that is transparent, accountable, proportionate, consistent and targeted only at cases where action is needed. It is a statutory requirement that regulators must have regard to the Code when developing policies and procedures that guide their regulatory activities.

5.3. The key principles of the Code are that regulators should:

5.3.1. Carry out their activities in a way that supports those they regulate to comply and grow;

5.3.2. Provide simple and straightforward ways to engage with those they regulate;

5.3.3. Base their regulatory activities on risk;

5.3.4. Share information about compliance and risk;

5.3.5. Ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply; and

5.3.6. Ensure their approach to their regulatory activities is transparent.

5.4. The current Cheshire East Corporate Enforcement Policy was approved by Cabinet in July 2016 and took into account all existing guidance on enforcement available at the time. The Policy was designed to apply to all regulatory areas covered by the council including Environmental Health, Trading Standards, Planning Enforcement, Building Control, Licensing, Housing, Antisocial Behaviour, Waste & Littering, CCTV, Parking, the Blue Badge Scheme and Public Rights of Way.

5.5. The 2016 review also created new service specific policies for most of these regulatory areas to provide further clarity for those individuals subject to enforcement. This was considered particularly important given that not every sanction listed within the overarching policy is available to every regulatory team and this could create ambiguity and unnecessary challenge.

5.6. This service specific approach allows for the easier update of any changes to the enforcement approach or policy that affects upon single services i.e.

the update/amendment or suspension of specific sanctions, changes to Statutory Guidance etc. This report also recommends that service specific policies be subject to approval by the relevant Portfolio Holder to ensure timely updates as appropriate.

5.7. Changes to the Enforcement Policy between the 2016 and 2019 versions have been minimal and include:

5.7.1. A review of wording to make the Cheshire East Policy clearer and more concise particularly given the breadth of information contained within service specific policies;

5.7.2. A review of legislation and guidance related to enforcement activity to ensure that it remains current; the main change being new references to the Data Protection Act 2018, the General Data Protection Regulations 2018 and the Investigative Powers Act 2016; and

5.7.3. A review of links within the document to ensure that they are current.

5.8. This work has been completed in consultation with those regulatory services detailed within paragraph 5.4.

5.9. The Cheshire East Enforcement Policy continues to provide guidance to officers, businesses and the public on the range of options that are available to achieve compliance with legislation enforced by relevant services. It is designed to help businesses and individuals understand our objectives and methods for achieving compliance as well as the criteria we consider when deciding the most appropriate response to a breach of legislation.

5.10. It is important that the Enforcement Policy is communicated to all those that it may affect. A copy of the Cheshire East Enforcement Policy and Service Specific Policies is published on the Cheshire East website and is communicated to individuals and business as part of general regulatory activity.

5.11. In accordance with the Regulators Code details of fees and charges associated with regulatory activity are already published on the Councils website and regularly updated.

5.12. In addition, the Council is required to publish details of performance against the policy including feedback from satisfaction surveys and data relating to complaints about them and appeals against their decisions.

5.13. It is proposed that the Cheshire East Enforcement Policy is reviewed every 3 years as a minimum. Updates will also be considered in response to feedback by individuals and businesses or because of legislative changes.

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. The objective of the enforcement policy is to support the underlying mechanisms for enforcement set out in legislation and a formal policy is required to ensure that our principles and approach to enforcement are clear and transparent.

6.1.2. The policy provides that there will be a consistent approach across the Council that all officers must follow to ensure that non-compliance with legislation is dealt with fairly and proportionately.

6.1.3. The existence of a policy provides the public with clear guidance as to how we approach enforcement matters and can provide the opportunity to discuss matters thus avoiding the need for formal enforcement action to be taken.

6.1.4. Whilst certain enforcement action would not be deemed unlawful without the existence of a formal policy, other enforcement legislation is prescriptive in its expectations of the Council and its policies.

6.1.5. Failure to adopt an Enforcement Policy may leave the Council open to legal challenge and place the Council at risk of reputational damage.

6.2. Finance Implications

6.2.1. Implementing this enforcement policy would incur staff time but no other additional costs. Staffing costs are already covered by base budgets within the relevant service areas.

6.2.2. Some enforcement activities incur a charge designed to solely recover the cost of the enforcement action taken and are recoverable from those subject to enforcement activity. Some charges are set by statute whilst others are determined by the Council and must demonstrate financial transparency in how they are evaluated.

6.3. Policy Implications

6.3.1. The Enforcement Policy contributes to *Strategic Outcome 1: Our local communities are strong and supportive* through being a proactive and enforcing council.

6.4. **Equality Implications**

6.4.1. The Enforcement Policy aims to outline a transparent and consistent approach to enforcement across Cheshire East. There are therefore no equality implications resulting from its adoption and application.

6.5. **Human Resources Implications**

6.5.1. Those services that undertake enforcement activity have an ongoing commitment to ensuring that officers engaged in enforcement are suitably trained and supported. There are therefore no additional implications arising from the adoption of this Policy.

6.6. **Risk Management Implications**

6.6.1. Failure to adopt the Regulators Code and Enforcement Policy can increase the risk of legal challenge and adverse scrutiny. Care has been taken to ensure that the Council is not unduly constrained in taking the appropriate regulatory action. If a policy is too restrictive then this could be detrimental to fair and effective regulation; conversely there is a need to provide detail to enable individuals and businesses to understand what they might expect because of non-compliance.

6.6.2. There is a reputational risk to Council by not having a transparent and robust approach to enforcement.

6.6.3. Once adopted failure to comply with one's own Enforcement Policy is open to legal challenge as an abuse of process.

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 although regulatory activity covered by this Policy may have a direct or indirect positive impact upon public health.

6.10. **Climate Change Implications**

6.10.1. The Council has committed to becoming Carbon neutral by 2025 and to encourage all businesses, residents and organisations in Cheshire East

to reduce their carbon footprint. There are no direct implications for climate change although regulatory activity covered by this policy may have a positive impact upon the carbon emissions.

7. Ward Members Affected

7.1. All wards and ward members. The implementation of the Corporate Enforcement Policy is borough wide.

8. Access to Information

8.1. None.

9. Contact Information

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

Name: Tracey Bettaney

Job Title: Principal Manager: Regulatory Services and Health

Email: tracey.bettaney@cheshireeast.gov.uk

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Corporate Enforcement Policy

September 2019

Cheshire East Council – Enforcement Policy

1.0 Background

1.1 This document sets out what businesses and others being regulated can expect from Cheshire East Council ('The Council') and its Enforcement Officers.

1.2 It commits the Council to good enforcement practice with effective procedures and clear policies.

1.2 The Council has an existing Enforcement Policy that was approved in July 2016. This new Policy provides an update and refresh of the 2016 version and was approved by Cabinet on [insert date].

1.3 Our policy does not aim to provide a 'one size fits all' approach to enforcement across the wide range of regulatory services, but is more of a general overarching view of how the Council and its officers will undertake regulatory and enforcement action as part of their day to day work.

1.4 It also takes into account the subtle differences in regulatory approach between the various service areas by providing links to specific local enforcement procedures which will be useful for business and individuals. Where there is a conflict between this general policy and any service specific enforcement policies, the service specific policy will take precedence.

2.0 Scope and Meaning of Enforcement

This Policy applies to all the legislation enforced by Officers with delegated enforcement powers employed by the Council.

'Enforcement' includes any criminal or civil action taken by the Council aimed at ensuring that individuals or businesses comply with the law.

The term 'enforcement action' has been given a general statutory definition, which is:

(a) Action to secure compliance with a restriction, requirement or condition in relation to a breach or supposed breach;

(b) Action taken in connection with imposing a sanction for an act or omission; and

(c) Action taken in connection with a statutory remedy for an act or omission.

'Enforcement Officer' includes any individual who has been duly authorised by the Council under the terms of the Cheshire East Council Constitution and/or scheme of officer delegations to undertake 'Enforcement' and 'Enforcement Action' in accordance with paragraphs (a)-(c) above.

3.0   What Guides Our Enforcement Approach?

3.1   The Principles of Good Regulation

The Legislative and Regulatory Reform Act 2006 requires every local authority to have regard to the five Principles of Good Regulation when carrying out specific regulatory functions.

1.   Proportionate

Our activities will reflect the level of risk to the public and enforcement action will relate to the seriousness of the offence.

2.   Accountable

Our activities will be open to public scrutiny, with clear and accessible policies, and a fair and efficient complaints procedure.

3.   Consistent

Our advice to those that we regulate will be robust and reliable and we will respect advice provided by others. Where circumstances are similar, we will endeavour to act in similar ways to other local authorities.

4.   Transparent

We will ensure that those we regulate are able to understand what is expected of them and what they can anticipate in return.

5.   Targeted

We will focus our resources on higher risk enterprises and activities, reflecting both local need and national priorities.

3.2   The Regulators Code

The Council has had regard to the Regulators' code in the preparation of this policy. This provides for an efficient and effective approach to all Council regulatory inspection and enforcement functions to improve compliance with legislation whilst minimising the burden on businesses, individuals, organisations and the Council itself.

In certain instances we may however conclude that a provision of the Code is either not relevant or is outweighed by another provision. We will ensure that any decision to depart from the Code will be properly reasoned, documented and based on material evidence.

3.3   Human Rights Act 1998

The Council is a public authority for the purposes of the Human Rights Act 1998. This Policy and all associated enforcement decisions therefore take account of the provisions of the Human Rights Act 1998. We therefore apply the principles of the European Convention for Human Rights and Fundamental Freedoms and in particular, due regard is had to the right to a fair trial and the right to respect for private and family live, home and correspondence.

3.4 Data Protection Act 2018 and General Data Protection Regulations 2018 (GDPR)

Where there is a need for Cheshire East Council to share enforcement information with other agencies, we will follow the provisions of the Data Protection Act 2018 and General Data Protection Regulations 2018 (GDPR) and in line with the Council's Data Protection Policy.

3.5 The Code for Crown Prosecutors

When deciding whether to prosecute, the Council will have regard to the provisions of The Code for Crown Prosecutors as issued by the Director of Public Prosecutions.

The Code for Crown Prosecutors is a public document that sets out the general principles to follow when decisions are made in respect of prosecuting cases. The code sets out two tests that must be satisfied, commonly referred to as the 'Evidential Test' and the 'Public Interest Test'.

1. Evidential Test: Is there enough evidence against the defendant?

When deciding whether there is enough evidence to prosecute, the Council will consider what evidence can be used in court and whether it is reliable and credible. We must be satisfied there is sufficient evidence to provide a realistic prospect of conviction against each suspect on each charge. As part of this assessment we need to consider the impact of any defence or any other information that may be put forward or relied upon by the defendant.

2. Public Interest Test: Is it in the public interest for the case to be brought to court?

The Council will balance factors for and against prosecution carefully and fairly, considering each case on its merits. The following public interest criteria will normally be taken into account when deciding on the relevance of legal proceedings, although this list is not exhaustive.

- The seriousness of the offence committed.

- The level of responsibility of the suspect.

- The circumstances of and the harm caused to the victim.

- The past and current performance or actions of any business and/or individual concerned.

- A person's age in relation to young people (termed 'juveniles') aged under 18.

- The impact on the community.

- Statutory requirements, guidance or Codes of Practice.

- Legal advice.

- Whether prosecution is a proportionate response.

- The need to protect sources of information.

3.6   Regulatory Enforcement and Sanctions Act 2008

The Regulatory Enforcement and Sanctions Act 2008, as amended, established the Primary Authority scheme. We will comply with the requirements of the Act when we are considering taking enforcement action against any business or organisation that has a Primary Authority relationship and in those circumstances will have regard to guidance issued by the secretary of State in relation to Primary Authority.

Under this Act we may also refer the matter to the Office for Product Safety & Standards.

4.0   Which functions operate in accordance with this Enforcement Policy?

This policy relates to all Council services that operate a regulatory function within or on behalf of the Council.

Some examples of service areas that have a role to enforce legislation include;

- Environmental Health (food safety, health and safety, environmental protection, public health)

- Licensing (alcohol, hackney carriage & private hire, street trading)

- Animal Health and Welfare (farmed animal health, animal boarders and breeders, zoos, riding schools)

- Trading Standards (doorstep crime and scams, fraud, counterfeiting and intellectual property, under age sales, weights and measures, food standards, product safety)

- Safety of Sports Grounds

- Financial Investigations (Proceeds of Crime)

- Housing (housing conditions, licensing of houses in multiple occupation, empty homes, harassment and illegal eviction)

- Unauthorised Gypsy and Traveller encampments

- Planning Enforcement

- Building Control

- Waste & Litter

- Antisocial Behaviour

- Parking Services

- Blue Badge Scheme

- Public Rights of Way and Countryside Services

Please note that this is not exhaustive and refers to the 'traditional' name of the service area/function for simplicity.

5.0 Who does this Enforcement Policy affect?

5.1 This policy provides a framework for Council employees, Members and contractors whilst they are carrying out their day to day duties. It is also designed to provide an overview of the Council's approach and general operating principles to those who might be affected by its use; this would include members of the public, commercial businesses and voluntary organisations.

5.2 This policy is also applicable where the Council is the 'Enforcing Authority' for its own premises. In such instances steps are taken to ensure that enforcement decisions are free from any conflict of interest. In particular, any serious breaches of legislation would be brought to the attention of the Head of Service and Senior Management Team without delay.

6.0 Evidence Gathering during an Investigation

6.1 Regulatory bodies are empowered to gather evidence by various means and as part of any ongoing investigation. This can include overt methods where the subject is aware of the investigation or, where appropriate, covert methods where the subject is unaware.

6.2 Where the Council undertakes to gather information covertly then they will have regard to the procedures and protocols laid down within the Regulatory Investigation Powers Act 2000 (RIPA), Investigative Powers Act 2016 and the Protection of Freedoms Act 2012 as applicable. The Council has a corporate application and authorisation process for the use of these specific measures in addition to the use of Privacy Risk Assessments. These processes are monitored by senior officers of the Council.

6.3 As part of any investigation and to support decisions around the need for further action a wide variety of evidence and intelligence will be gathered; this may include information from other agencies such as those listed in Section 10.

6.4 Evidence that is gathered as part of an investigation may be retained indefinitely or in accordance with established data retention policies. In certain circumstances the Council may seek to destroy equipment or goods that have been seized as part of an investigation, for example where there is a potential risk to health. This will take into consideration any statutory process.

6.5 In gathering evidence the Council routinely undertake recorded investigative interviews. These are carried out in accordance with the Police and Criminal Evidence Act 1984 and associated Codes of Practice and seek to provide an individual or business with the opportunity to provide their version of events as part of an ongoing investigation.

6.6 Attendance in person at an interview under caution is expected on the grounds of gathering complete evidence and to maximise the efficiency of the investigation process.

6.7 Failure to assist an investigation or the act of obstructing an officer is an offence under many pieces of legislation used by enforcement agencies. The Council expect cooperation and will take action where appropriate, if this is not forthcoming.

6.8 In order to take enforcement action there needs to be sufficient supporting evidence to prove that there is a breach of legislation upon which enforcement action can be taken. In response to anonymous complaints or cases where there is no independent witness the Council will take a view as to whether they can take any further action or whether to retain the details purely for intelligence purposes. Factors that may be taken into account as part of this decision include the availability of corroborating independent evidence or whether evidence exists that undermines the case.

All investigations will be carried out lawfully having regard to the following legislation (as amended) and in accordance with any associated guidance or codes of practice, in so far as they relate to the Council:

- Police and Criminal Evidence Act 1984
- Criminal Procedure and Investigations Act 1996
- Regulation of Investigatory Powers Act 2000
- Investigative Powers Act 2016
- Criminal Justice and Police Act 2001
- Human Rights Act 1998

These Acts and associated guidance control how evidence is collected and used and give a range of protections to citizens and potential defendants.

7.0 What does enforcement look like?

7.1 The primary function is to achieve regulatory compliance in order to protect the public, legitimate business, the environment and groups such as consumers and workers. However, we reserve the right to take action in some cases even after compliance has been achieved if it is in the public interest to do so. We will retain the discretion to depart from national guidelines where doing so will better meet local priorities and circumstances.

7.2 The Council is committed to working with its local residents, business and volunteer communities to provide practical and proactive help and advice to all parties to help them achieve compliance with the law.

7.3 If a resident or business operator chooses not to act on advice, an enforcement intervention should be expected. Similarly the Council is committed to taking firm action against those that deliberately or persistently fail to comply with legislation and where this is considered appropriate.

7.4   Where non-compliance is identified then the Council will seek compliance through a combination of Promotion, Compliance Advice, Guidance and Support, Regularisation, Informal Warning and Formal Enforcement action.

7.4.1 Promotion

This typically involves a push of information to residents and businesses about specific matters of legislation. This is usually achieved by methods such as direct correspondence, press releases, face to face contact and website information.

7.4.2 Compliance Advice, Guidance and Support

The Council uses compliance advice, guidance and support as a first response in the case of many breaches of legislation that are identified. Advice is provided, sometimes in the form of a warning letter, to assist individuals and businesses in rectifying breaches as quickly and efficiently as possible, avoiding the need for further enforcement action. If a similar breach is identified in the future, this advice will be persuasive in considering the most appropriate enforcement action to take on that occasion. Such advice cannot be cited in court as a previous conviction but it may be presented in evidence. Failure to comply could result in an escalation of enforcement action.

The Council recognises that where a business has entered into a partnership with a Primary Authority, the Primary Authority will provide compliance advice and support, and the Council will take such advice into account when considering the most appropriate enforcement action for it to take. It may discuss any need for compliance advice and support with the Primary Authority in accordance with the Regulatory Enforcement and Sanctions Act 2008.

7.4.3 Informal Warnings

This method is used in circumstances where there has been a breach of legislation, usually minor, and where it was not thought appropriate to take more formal action. In these cases the remedy may be simple and easily achieved following a written or oral warning. Such warnings can be challenged by the recipient and a review by a senior officer can be requested.

7.4.4 Formal Enforcement

This includes a wide variety of sanctions including statutory (legal) notices, written undertakings, the refusal to grant or the revocation of an existing licence or registration, fixed penalty notices, powers of seizure and detention, cautions and prosecution. Formal enforcement action is taken in line with corporate procedures and having regard to Codes of Practice and professional guidance notes. Formal enforcement action also extends beyond the prosecution process as the Council may apply for further post-conviction sanctions.

7.4.5 Statutory (legal) Notices

Many pieces of legislation enforced by the Council provide for the service of statutory notices to seek compliance with legal requirements. A statutory notice will require a person, business or organisation to comply with specific legal requirements within a specified time period. A notice shall explain what legislation has been breached, how to comply with the

notice and the consequences of not complying with a notice. Notices will be accompanied by any relevant appeal information.

In general, failure to comply with a notice makes the person or business named in the notice liable for prosecution. Further, the Council may, in some cases carry out the works identified within the notice and recover costs from the recipient of the original notice (work in default). Prosecution and work in default may run in parallel.

7.4.6 Written Undertakings (Voluntary and Formal)

Where an individual or organisation persistently fails to comply with the law, the Council may seek a written undertaking from that person that they will cease the action causing the breach. If appropriate and proportionate, this action may preclude the need for further formal action whilst the agreement is met.

Failure by an individual or business to agree to a written undertaking or, breach of agreement in the case where an agreement is in place, can lead to further formal action being taken by the Council in accordance with the relevant legal provisions.

7.4.7 Injunctions/ Enforcement Orders etc. and other civil sanctions including financial and civil penalties

In certain circumstances the Council may consider it necessary or expedient to seek a direction from the court (in the form of an order or an injunction) to control behaviour or an activity. The court may also direct that specified activities be suspended until the breach has been rectified and/or safeguards have been put in place. Injunctions are orders of the court, breach of which are punishable as a contempt of court by imprisonment or a fine.

Where applicable legislation permits the Council may also seek civil sanctions including financial and civil penalties.

7.4.8 Seizure proceedings

Certain legislation enables authorised officers to seize goods, for example, unsafe food, sound equipment that is being used to create a statutory noise nuisance, unsafe products or any goods or documents that may be required as evidence for possible future court proceedings.

7.4.9 Fixed Penalty Notices

A Fixed Penalty Notice may be used as a means of dealing with a low-level offence instead of prosecution action and enables a defendant to avoid a criminal record by discharging their liability to a prosecution for the original offence. Certain lower level offences such as littering, dog fouling and smoking in prohibited places are subject to Fixed Penalty Notices and they enable the offender to discharge their liability and avoid a criminal record.

The Council will comply with any current relevant guidance on the use of Fixed Penalty Notices to include;

a) There must be sufficient evidence to give a realistic prospect of conviction;

b) The offence is not so serious as to warrant a prosecution and is of a nature suitable for being dealt with by a Fixed Penalty Notice; and

c) Specific guidance on issuing Fixed Penalty Notices to juveniles; including provisions for issuing a Fixed Penalty Notice to an individual aged between 10-17 years of age; cases where there is doubt over the age of a juvenile; first and second offence provisions.

Where an adult recipient does not pay the penalty offered, or is a repeat offender there will be a presumption that prosecution will follow in relation to the actual offence.

7.4.10 Penalty Charge Notices

Penalty Charge Notices are issued in relation to contraventions of parking restrictions whereby an individual pays an amount of money as a consequence of the breach.

The method and circumstances for issuing a Penalty Charge Notice is prescribed by specific legislation.

Failure to pay a Penalty Charge Notice may ultimately result in the individual being pursued by enforcement agents where their fees will also apply.

The notices issued are no longer breaches of criminal law enforceable through the criminal justice system, but instead 'Penalty Charge Notices' (PCN's) are a debt owed to the Council, enforceable through the civil justice system.

7.4.11 Revocation, suspension and withdrawal of licences and permits

Where the Council has issued a permit, approval, licence or other form or permission, removal of that permission in line with the relevant guidance or legislation will be considered as an enforcement remedy. This action does not preclude further parallel formal enforcement action by the Council e.g. prosecution.

When considering future licensing applications, the Council may take previous breaches and enforcement action into account.

7.4.12 Forfeiture Proceedings

This procedure may be used in conjunction with seizure and/or prosecution where there is a need to dispose of goods in order to prevent them re-entering the market place or being used to cause a further problem. The Council may seek an order of the court for forfeiture of goods it has seized either as part of criminal investigations or during the exercise of its enforcement functions.

7.4.13 Simple Caution

As an alternative to prosecution and in appropriate circumstances a simple caution may be considered as a means of formal enforcement action. A caution is not a criminal conviction but it will form part of an offenders' criminal record and may be referred to in any subsequent proceedings.

For a caution to be issued the following criteria must be met;

a) There is sufficient evidence to provide a realistic prospect of conviction and it is in the public interest to caution;

b) There has been a reliable admission of guilt by the offender; and

c) The offender is over 18 years of age.

Consideration will be given to the Ministry of Justice - Simple Caution for Adult Offender guidance (MoJ Guidance).

The refusal of an offender to be cautioned does not preclude the matter being passed for prosecution. In fact, any such failure will be material consideration when deciding whether the offender should then be prosecuted for that offence.

7.4.14 Prosecutions

The Council will consider a prosecution when;

a) It is appropriate in the circumstances as a way to draw attention to the need for compliance with the law, especially where there would be a normal expectation of a prosecution, or where;

b) Through the conviction of offenders, others may be deterred from offending; or

c) There is potential for considerable harm arising from the breach; or

d) The gravity of the offence, taken together with the general record and approach of the offender justifies it.

The decision to prosecute will always take into account the criteria set down in the Code for Crown Prosecutors (section 3.5). The Council will use discretion in deciding to initiate a prosecution and may do so without prior warning taking place.

7.4.15 Proceeds of Crime

There are some cases where an application under the provisions of the Proceeds of Crime Act is considered appropriate. This seeks to confiscate assets from an offender in order to recover the financial benefit they have gained during the course of their criminal activities. Where such an approach is considered then the Council will seek the advice of an Accredited Financial Investigator at the earliest opportunity so that a parallel financial investigation can be undertaken.

There is a defined timescale for the application to proceed with confiscation; it must be made after conviction but prior to any sentencing.

7.4.16 Charges

Certain enforcement activities incur a charge designed to solely recover the cost of the enforcement action taken and are recoverable from the offender or perpetrator. Some charges are set by statute whilst others are determined by the Council and must demonstrate financial transparency in how they are calculated.

The Council also has the power to apply interest charge rates to any expense it incurs in the course of enforcement action including works in default. Such charges will be applied with regard to advice provided by financial services.

7.4.17 No Action

In certain circumstances, contravention of the law may not warrant any action. This can be where the cost of compliance to the offender outweighs the detrimental impact of the contravention, or the cost of the required enforcement action to the Council outweighs the detrimental impact of the contravention on the community. In addition there may be circumstances where there is insufficient evidence or it is not in the public interest to proceed.

Some areas of legislation only allow the Council to take action where it is expedient to do so, taking into account the level of harm caused by the contravention. In certain cases it may not be considered expedient to take enforcement action. All such decisions will be made transparently.

8.0 How do we determine the most appropriate enforcement action?

8.1 The Council will carry out its duties in a fair and consistent manner. Whilst officers are expected to exercise judgement in individual cases the Council has formal documented arrangements in place to review proposed enforcement actions in the more serious cases and local schemes for officer delegation. This could include an internal case review and discussion on whether the proposed action is the most suitable means of achieving compliance.

8.2 As part of its decision making process, the Council will also consider the role of supplementary decision making policies and tools that are available across the wide range of regulatory functions; this could include the use of the HSE Enforcement Manager Model, Codes of Practice or the role of Primary Authority protocols etc.

8.3 Where there is a shared enforcement role with other local authorities and/or enforcement agencies, the Council will ensure that effective liaison and consultation takes place to ensure that the needs of all parties are considered and to help achieve the best outcome from formal enforcement action.

9.0 What can you expect from your enforcing officer/Council?

9.1 All officers engaged in enforcement functions are appropriately trained and authorised in line with the provisions of the Cheshire East Council Scheme of Delegations to ensure the highest standards of service delivery.

9.2 Authorised officers will carry out their enforcement activities in accordance with the principles of this Policy and the requirements of the particular legislation under which they are acting and with any associated guidance or codes of practice.

9.3 The Council believes that prevention, including education, is better than cure and encourages businesses and individuals to seek advice on matters that they are

unsure of without fear that this will trigger direct enforcement action. In return the Council will be clear about issues that constitute direct non-compliance with legislation and those matters which are examples of good practice. Where appropriate, advice and guidance will be followed up by dedicated compliance checks or will form part of any routine inspection programme.

9.4   The Council will endeavour to provide information and advice in plain language. The Council will discuss general issues, individual compliance failures or problems with anyone experiencing difficulties should it be requested. To support this, the Council will identify a point of contact in any correspondence that it issues.

9.5   The Council will have regard to the challenges faced by individuals and businesses, particularly small businesses. It will ensure that any action it requires is proportionate and balanced against risk. As far as the law allows, the Council will take account of the individual circumstances of each case when considering action. This includes the seriousness of the offence, past history, confidence in management, the consequences of non compliance and the likely effectiveness of the various enforcement options.

9.6   A business or individual will be notified of any intended enforcement action as soon as possible, unless this could undermine an investigation or pose a safety risk to those concerned, the environment or the general public.

9.7   In cases where there is an imminent risk to health or the environment, enforcement action may be taken before any right or challenge can be heard.

9.8   The Council will provide information on how to challenge or appeal any enforcement decision as part of the enforcement action and where a statutory appeal process exists; where no statutory appeal process exists, guidance on how to challenge or make a representation is provided at the time the action is taken. In addition the Council will also provide details of its formal complaints procedure for those wishing to use this approach.

9.9   The Council will make businesses and individuals aware of the current Enforcement Policy through the website, direct correspondence or as part of day to day contact.

9.10   In certain circumstances we will seek to raise awareness and increase compliance levels by publicising unlawful trade practices or criminal activity. Where appropriate the results of specific court cases may also be published.

10.0 Which other agencies might we work with?

10.1   The Council will aim to maximise its effectiveness by working with other authorities and other agencies to share intelligence and resources where it is lawful to do so. Where issues are identified that extend beyond the remit of one agency and into the role of another, then joint operations will be undertaken to maximise resources and improve any enforcement outcome.

Some examples of agencies that the Council might work with include;

- Police

- Environment Agency

- Health and Safety Executive

- Food Standards Agency

- Fire Service

- HM Revenue and Customs

- DEFRA

- Animal Plant Health Agency

- Office for Product Safety & Standards

- Citizens Advice

- Department for Work and Pensions

- Department for Transport (DfT)

- Registered providers of social housing

- Other Local Authorities (particularly where a Primary Authority relationship exists)

- Other Enforcement Agencies as appropriate

11.0 Equality and Diversity

The Council is committed to providing high-quality, customer focussed services for all people living in, working in, or visiting the area. Promoting fairness and providing equality and inclusion is one of our important ambitions and relates to:

- Accessing the Council's services

- Accessing employment opportunities with the Council, or with its contractors who supply goods or services to the Council.

- Developing policies and plans that impact upon communities and individuals

Through all our work we are committed to achieving the following outcomes:

- Narrowing the gaps between our communities

- Providing access to services for all our communities

- Understanding and reflecting the needs of all our communities

- Fostering good relations with all our communities and partners

- Ensuring our workforce is representative of the communities it serves

12.0 Complaints, compliments and suggestions

12.1   Complaints, compliments or suggestions on any aspect of the services the Council provides should be directed to the service area in the first instance.

12.2   If the Council's response to a complaint about the service fails to resolve the matter then you may wish to lodge a formal complaint using our dedicated corporate complaint procedure.

12.3   For further details on how to register a complaint, complement or suggestion, please see our web page detailed below.

https://www.cheshireeast.gov.uk/council_and_democracy/customer-services/complaints_and_feedback/complaints_and_feedback.aspx

12.3   Where a complaint is received about the conduct of an officer then this will be investigated separately to run in parallel with the enforcement investigation; this will ensure that there is no unnecessary delay in the enforcement process.

13.0 Monitoring

13.1   The Regulators Code requires that the Council publish details of performance against the Enforcement Policy. This should include feedback from satisfaction surveys and data relating to complaints and appeals against enforcement decisions.

13.1   To meet this requirement the various regulatory functions will provide an annual report on enforcement activities to the appropriate Committee.

14.0 Review of this enforcement policy

14.1   This policy will be reviewed every three years or more frequently in response to a significant service change or changing regulation.

14.2   If you have any queries regarding the content of this policy then please contact:

Tracey Bettaney Principal Manager: Regulatory Services and Health

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Cheshire East Council

Working for a brighter future together

Cabinet

Date of Meeting:　08 October 2019

Report Title:　School Nurseries Capital Fund

Portfolio Holder:　Cllr Dorothy Flude – Children and Families Portfolio Holder

Senior Officer:　Mark Palethorpe – Acting Executive Director of People

1. Report Summary

1.1.　Cheshire East Council successfully applied to the Department for Education (DfE) for £926,989.95 from the School Nurseries Capital Fund (SNCF), subject to further information being provided. This report seeks approval to accept the funding when confirmed and enable the Council to expand the offer of childcare provision in line with need described in our sufficiency assessment.

2. Recommendations

That Cabinet:

2.1.　Approve the addition of Capital Projects for £226,267 in respect of Ash Grove School, Macclesfield and £700,722.95 in respect of Beechwood School, Crewe to the Council's Capital Addendum.

2.2.　Delegate authority to the Executive Director People to accept the Capital Grants from the Department of Education (DfE).

2.3.　Delegate authority to the Executive Director of People to enter into contract to deliver and manage the works committed by the grant funding on terms and conditions to be agreed with the Department of Education (DfE), subject to approval of the Portfolio Holder for Finance, ICT & Communications and the S.151 Officer to remove the items from the Capital Addendum.

3. Reason for Recommendations

3.1. To create 88 new high-quality school-based nursery places for 2, 3 and 4 year olds and 85 new wrap around childcare places for school aged children. This will support the delivery of the government's commitment to build more school-based childcare in areas of disadvantage, and boost social mobility.

4. Other Options Considered

4.1. The Council could choose to decline the grant from the DfE, however this would deny opportunities and choice for residents in areas of high need and demand.

5. Background

5.1. In September 2018, the DfE invited local authorities to apply for capital funding to create new or extend existing nursery provision in schools in disadvantaged areas.

5.2. Applications were invited for projects that met a very clear initial pass or fail criteria set out by the DfE. The criteria were as follows:

5.2.1. The project must be directly linked to a school, and governed by that school or multi-academy trust. (The nursery does not need to be located physically in the school. That is, it could be in a separate building, not necessarily on school grounds).

5.2.2. The school must deliver early years entitlements.

5.2.3. The school must have at least 20% of pupils registered at the school eligible for Free School Meals (FSM) in their census data from January 2018.

5.2.4. If FSM data is not available from the January 2018 census, bids should provide evidence that the school has at least 20% of pupils registered at the school eligible for FSM.

5.2.5. The school must have a good or outstanding rating with Ofsted. If the initial inspection result is pending, the local authority or regional schools commissioner will need to provide a statement assuring us that the school is of good quality.

5.2.6. The project must offer wraparound and holiday care, or make the nursery provision available to other early years providers to offer

wraparound and holiday care. If a project cannot deliver this, then they must supply a strong and convincing reason why they cannot.

5.2.7. The project must confirm that their local authority is content that the project outputs will deliver new early years funded places for disadvantaged children, without detriment to existing good quality early years provision.

5.3. The following schools met the pass / fail criteria set out in 5.2 above:

5.3.1. Sandbach Community Primary School

5.3.2. Ash Grove Primary School and Nursery

5.3.3. Beechwood School

5.3.4. Brierley Primary School

5.3.5. Manor Park School and Nursery

5.4. Cheshire East Council Officers discussed the potential viability of expansion at each eligible site that expressed an interest. Viability was assessed in terms of physical space for expansion and sustainability of extended provision.

5.5. Viable schemes were identified at the following eligible schools:

5.5.1. Ash Grove Primary School and Nursery, Macclesfield

5.5.2. Beechwood School, Crewe

5.6. Schemes for the following eligible schools were not submitted:

5.6.1. Sandbach Community Primary School - additional nursery provision unsustainable due to current under occupancy and limited space on the school site for expansion.

5.6.2. Brierley Primary School – no expression of interest received from the school.

5.6.3. Manor Park School and Nursery – no expression of interest received from the school.

5.7. Detailed applications were written in partnership between Cheshire East Early Years officers and the schools. The applications considered:

5.7.1. Deliverability and Sustainability.

5.7.2. Testing and evaluating approaches aimed at closing the disadvantage gap.

5.7.3. Levels of deprivation and need in the area.

5.7.4. Value for money.

5.8. The following applications were submitted to the DfE by the deadline of 22 November 2018:

5.8.1. Ash Grove - £226,267 to extend the existing nursery by 113m^2. The single storey extension would also provide a multi-functional space to provide wrap around care and holiday provision for school aged children. 49 nursery places and 40 wrap around childcare places.

5.8.2. Beechwood - £700,722.95 to remove the existing modular building and build a new, larger, purpose built 260m^2 facility and outdoor area. 39 nursery places and 45 wrap around childcare places.

5.9. The DfE announced on 2 July 2019 that they received requests for £66M across 143 projects and 66 projects at an overall value of £22M had been approved. The 2 projects submitted by Cheshire East in this report were approved. A copy of the offer from the DfE is at appendix 1.

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. The Council's Finance and Procedure Rules (FPRs 6.26) state that Chief Officers are authorised to submit applications for grant funding and that acceptance of grant funding, shall be in accordance with FPR 2.40 and 2.45. Cabinet therefore need to authorise acceptance of grant funding in excess of £500,000 up to and including £1,000,000.

6.1.2. At present the terms and conditions under which the grant funding is made by the DfE is unknown. Officers will need to ensure that they understand and are aware of the grant conditions attaching to any funding and consider whether the Council's processes and procedures are sufficient to comply with these conditions or whether more detailed processes need to be followed.

6.1.3. Funding will be awarded by the DfE to the Council. Beechwood is a community school and the project would be managed by the Council . Ash Grove is an academy and the project would be managed by an appropriate funding agreement between the council and academy trust.

6.1.4. Works will need to be subject to a tender process that complies with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015 in terms of the project to be managed by the Council. Suitable conditions to ensure a fair and transparent tender process will be inserted in to the funding agreement for Ash Grove.

6.2. **Finance Implications**

6.2.1. The award from the DfE would be required prior to any expenditure, and as noted in 6.1.1 the acceptance of the grants will need to be approved or delegated for approval by Cabinet.

6.2.2. Cabinet are being asked to include each project on the Capital Programme Addendum. Subject to receipt of the funds, and a suitable business case, the Portfolio Holder for Finance, ICT & Communications and the S.151 Officer can then provide approval for the projects to be included within the Council's main Capital Programme.

6.2.3. Spending on these projects will be entirely grant funded so this will not impact on the overall balanced position of the Council's budget.

6.2.4. Anticipated completion timescales:

6.2.4.1. Ash Grove Academy – complete by 30 April 2020

6.2.4.2. Beechwood Nursery – complete by 31 August 2020

6.3. **Policy Implications**

6.3.1. Supports the sufficiency needs of childcare across the Council.

6.4. **Equality Implications**

6.4.1. An Equality Impact Assessment will be completed by the schools in line with each site.

6.5. **Human Resources Implications**

6.5.1. Additional teaching and support staff will be required by the school upon project completion in 2020.

6.6. **Risk Management Implications**

6.6.1. The Beechwood project would be directly managed by Cheshire East Council in line with the Council Capital programme risk management standards.

6.6.2. The Ash Grove project would be managed by a funding agreement between the council and the academy trust including a detailed risk management plan.

6.6.3. All aspects of the capital building projects would be risk managed in line with existing capital development programmes.

6.7. **Rural Communities Implications**

6.7.1. There are no direct implications for rural communities given the sites selected by the DFE.

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

6.8.1. Access to high quality school based nursery provision for 2, 3 and 4 year olds includes priority places for our most vulnerable children.

6.9. **Public Health Implications**

6.9.1. Positive impact on healthy child development in the Early Years will be promoted through this additional provision of high quality childcare places.

6.10. **Climate Change Implications**

6.10.1. Planned changes to school buildings will require full compliance with the latest building regulations relating to such factors as insulation/heat loss and energy efficiencies. These factors will be key considerations as each scheme is progressed, thus resulting in the reduction in our overall energy consumption/carbon footprint. Closer proximity of high quality childcare in our disadvantaged communities will encourage parents to utilise local centres reducing the need for using cars or public transport.

7. Ward Members Affected

7.1. Crewe Central – Councillor Anthony Critchley.

7.2. Macclesfield South – Councillor Laura Jeuda and Councillor Brian Puddicombe.

8. Consultation & Engagement

8.1. Headteachers and Governors of named Schools consulted with Cheshire East Council as part of the formal application process. In terms of the expansion and availability of sufficient childcare this was also undertaken, going forwards each school will undertake consultation with local parents in

terms of significant changes to the school site although this is not a formal requirement.

9. Access to Information

9.1. Copy of the offer from the DfE is at appendix 1.

10. Contact Information

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

Name: Ali Stathers-Tracey

Job Title: Director of Prevention & Early Help

Email: Alison.Stathers-Tracey@cheshireeast.gov.uk

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Department for Education
Sanctuary Buildings
20 Great Smith Street
LONDON
WC1P 3BT

Tel: 0300 000 2288
By email

2 July 2019

School Nurseries Capital Fund application outcome

E- mail address: mark.thornton@cheshireeast.gov.uk

Dear Mark Thornton

I am writing to you regarding Cheshire East Council's applications for the School Nurseries Capital Fund (SNCF).

As you know, the aim of the SNCF is to create new high-quality school-based nursery places, targeted at closing the gap for disadvantaged children. This investment forms part of the government's commitment to build more school-based nurseries and to boost social mobility.

We received requests for £66 million across 143 projects. Following a rigorous assessment process, the Secretary of State has approved 66 projects at an overall value of £22 million. More information on the applicants and successful projects has been published on GOV.UK.

Following a rigorous assessment process I am pleased to inform you that your applications for Ash Grove Academy and Beechwood Primary and School and Nursery are successful, subject to you providing us with additional information on your projects. We may require you to develop your projects with us further before issuing grant funds, however a member of my team will work closely with you throughout this period.

Please complete the attached additional project information at smartsurvey and return to by 31 July 2019. When this information is received, my team will contact you to discuss next steps.

Sincerely

Lya Noon
Deputy Director, School Estates and Post 16 Capital
Capital Directorate, Operations Group

Department
for Education

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Cheshire East Council

Working for a brighter future together

Cabinet

Date of Meeting: 08 October 2019

Report Title: Re-commission of Short Breaks Services for Children with Disabilities

Portfolio Holder: Cllr Dorothy Flude – Children and Families

Senior Officer: Mark Palethorpe – Acting Executive Director People

1. Report Summary

1.1. The Council currently commissions 10 different providers to deliver Short Breaks Services for Children with Disabilities. These providers form an integral part of the overall local offer for children with disabilities within Cheshire East ensuring that our statutory duty as a local authority is met. The two year initial terms of the contracts (1 September 2017 to 31 August 2019) for the 10 providers have been extended by 1 year and therefore contracts are due to end on 31st August 2020. This report recommends a re-commission of the short breaks services for disabled children in order to continue working towards the vision from our Short Breaks Services Statement 2017-2020:

'Our vision is for disabled children and young people to have the same opportunities to develop and fulfil their potential as all other children'

1.2. The total value of the current commissioned service delivery is £233,260 per year. In addition to commissioned services, the local offer for children with disabilities includes Early Help Individual Payments (EHIPs) which are provided following a Common Assessment Framework (CAF) assessment by the Children with Disability Short Breaks Team, thereby meeting our short break duties. Direct Payments and Residential Short Breaks are also provided following a Children and Families assessment completed by the Children with Disability Social Work Team under Section 17 of the Children Act 1989, meeting our Child in Need, 'Cared for' and Safeguarding duties. The total cost of support to disabled children across Cheshire East is £1.8m per year. There are 852 children accessing commissioned short break

sessions, 340 families receiving EHIPs in order to access non commissioned short breaks, 117 children receiving Direct Payments to arrange and purchase provision that meets assessed needs and 22 children accessing Residential Short Breaks via various external specialist providers. The total number of children and families accessing the individual elements of the children with disability support offer is 1331, however it is important to note that some children and families access more than one support mechanism.

1.3. The current service design of commissioned services will be reviewed to ensure that the re-commission focuses on achieving the 6 outcomes of the Children and Young People's Plan 2019-2021 and in particular the priority for those children with additional needs and improving their life chances. The re-commission will also focus on achieving greater value for money and effectiveness for residents. In doing so, it would also address the following commissioning question:

"How do we ensure that Cheshire East Council commissions high quality short breaks services for children and families of Cheshire East through a short breaks offer which responds to assessed needs, offers effective interventions, good outcomes for children and their families, maximises uptake and ensures value for money?"

1.4. The procurement process will ensure that the Council continues to deliver efficiency and effectiveness through its commissioning activity. Starting the re-commission early will allow for extensive co-production with children and families therefore ensuring this element of the offer meets the needs of children with disabilities and their families across Cheshire East. This specialist commission works within the context of the local offer with a focus on partnership working with other agencies.

1.5. We are passionate in our support for all children with disabilities. Local people have been able to have choice of good quality short breaks services as a result of this commission but learning from contract management, consultation with a wide range of stakeholders and changes in local provision indicate that re-commissioning these services will provide better value for the Council with enhanced support for children and families accessing short breaks services.

1.6. This re-commission supports the strategic intentions and ambition for children and families within Cheshire East and demonstrates further evidence of the Council's passion and commitment to put children and particularly children with additional needs at the heart of all that we do. Good quality interventions at the right time in the right place is integral to achieving the priorities in our 2019 – 2021 Children and Young People's

Plan, in particular, children, young people and young adults with additional needs have better chances in life.

1.7. The Council's Corporate Plan 2017 – 2020 is clear in its priority that children and young people should get a good start in life, are prepared for the world of work and are equipped to live independent, self-sufficient lives, and to realise their particular talents and abilities. The Corporate Plan also looks to ensure quality and best value for local people, striving to get it right first time, and acting with integrity, being open, honest and accountable and delivering on our promises. This re-commission is an integral part in achieving these outcomes for a vulnerable group of children and young people who have additional needs within the authority.

2. Recommendations

That Cabinet:

2.1. Approve the re-commission of Short Breaks Services for Children with Disabilities.

2.2. Delegate authority to the Executive Director – People, to award contracts for Short Breaks Services for Children with Disabilities.

3. Reasons for Recommendations

3.1. The Council provides a range of short breaks for disabled children under the Breaks for Carers of Disabled Children Regulations 2011. The law says that a local authority must provide, as far as is reasonably practicable, a range of services which is 'sufficient to assist carers to continue to provide care or to do so more effectively'. The Short Break regulations require local authorities to:

- provide a range of breaks, as appropriate, during the day, overnight, at weekends and during the school holidays.
- provide parents with a Short Break Services Statement detailing the range of breaks and any eligibility criteria attached to them.

3.2. The short breaks for disabled children commission is integral to the delivery of the Cheshire East Short Breaks Services Statement 2017-2020:

https://www.cheshireeast.gov.uk/pdf/livewell/short-breaks-statement-2017-2020.pdf

The statement recognises that short breaks are a necessary and valuable break for parents from their caring responsibility that also provide disabled

children with meaningful activities in a safe and positive atmosphere. The opportunity to spend time with friends, to develop personally and socially, and to reduce isolation requires preventive and early intervention strategies across our Council and partnership workforce that work together with dedicated expert provision from the specialist sector.

3.3. Short breaks services are an essential service for our children with disabilities which supports effective interventions that ensure better outcomes and to prevent escalation of their needs where possible.

3.4. This re-commission will ensure transparency of our purchasing of services, evidence testing of the market to ensure current market conditions are taken into account and ensure the council achieves value for money.

3.5. Through consultation with professionals and co-production with families and service users the best fit model of delivery will be captured and in particular the siting of any specialist services to children and young people will be considered.

4. Other Options Considered

4.1. An in-house model of delivering short breaks services for children with disabilities has been considered. However the Council has never delivered this type of service and we are not aware of any other Council in the region that delivers this type of service in-house. The experience of operating this type of service is crucial in delivering the best life chances for children with disabilities. The cost structure of the current commissioned service model is highly effective as it is operated by small local charitable organisations.

5. Background

5.1. As of July 2019 there were 852 children with disabilities accessing 41 commissioned short break sessions, provided by 10 small local charitable organisations and funded by Cheshire East Council. Short Breaks range from activity sessions, youth groups to specialist 1:1 sessions in specialist settings. Children and young people who did not meet the threshold criteria for specialist social care services or do not want to access these services were able to receive a break without a requirement for a social care assessment. In addition to this, approx. 340 families are currently accessing Early Help Individual Payments which provide access of up to £1000 per year to access short breaks services that are not Council commissioned services. Children and young people who do meet the criteria for specialist social care services and choose to be assessed by social care could receive a Direct Payment, there are currently 117 Direct Payments being made to children across Cheshire East to arrange and

purchase provision that meets assessed needs. In addition to this, there are currently 22 children accessing Residential Short Breaks provided by the Council via external specialist providers.

5.2. Having a graduated local offer for families ensures cost effectiveness is achieved. In 2018-19 nine families moved from direct payment packages down to commissioned services or EHIPs saving £23,400. The Short Breaks Team also have a number of children and young people currently receiving commissioned services / EHIPs who would be eligible, due to their complex needs, for a high cost package of support but choose to remain on lower level support routes in order to continue to access short break provider groups and activities.

5.3. Over the last 2 years Cheshire East Council has put in place a varied and person centred short breaks offer. In order to monitor the current offer and develop it further we have listened to the voice of children and young people, parents and commissioned service providers. Extensive consultation and engagement has taken place through quarterly monitoring meetings and included the introduction of 'Coffee Mornings' that include representation from the Short Breaks Team, Children With Disabilities Team, commissioned providers and the Cheshire East Parent Carer Forum. This gives commissioners a good insight into what is currently working well and what could be improved in the delivery of short breaks services.

5.4. The current commissioned service offer provides added value in terms of sustainability as children and young people and families have access to non-commissioned activities/sessions through the Short Breaks team and each commissioned provider. This means that children, young people and families have choice and control in choosing the best services available. The procurement will be looking to award contracts to a number of providers to ensure the continuance of an effective short breaks offer.

5.5 The indicative procurement timeline for this re-commission is as follows:

Co-production with Provider/Carer/Young People – September 2019 – January 2020
Specification development – February 2020
Tender issue date – March 2020
Submission deadline – April 2020
Bids evaluated (including the Cheshire East Parent Carer Forum on the panel) – April 2020 – May 2020
Approval (Officer Decision Record completed) – May 2020

Final Award letter – June 2020 (following standstill)
Mobilisation – June 2020 – August 2020
New services go live - 1 September 2020

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. The aggregate value of the short breaks for children with disabilities contracts is such that these services must be procured in accordance with the Public Contracts Regulations 2015 and in compliance with the Council's Finance and Contract Procedure Rules. This will require a fully OJEU compliant procurement exercise. The Service is engaging with Legal Services and the Council's Corporate Procurement Team in this process.

6.1.2. The Council will be carrying out extensive engagement with stakeholders, including providers, carers and children and young people, to co-produce the service specification, and in doing so should ensure that the Council adheres to its consultation duties and duties under the Equality Act 2010.

6.1.3. The Breaks for Carers of Disabled Children Regulations 2011 impose a duty on local authorities to secure a sufficient supply of a range of short break services and to publish clear and transparent information about these services and how they can be accessed. The recommendation supports this statutory duty.

6.2. Finance Implications

6.2.1. The anticipated annual value of the short breaks for children with disabilities contracts is £235,000 per annum and £1,175,000 over the proposed five year term of the contract (3 years plus 2 x 12 months extensions). The commission is charged to the overall children's commissioned service base budget.

6.2.2. In addition to commissioned services, the local offer for children with disabilities includes Early Help Individual Payments (EHIPs) - £277,000, thereby meeting our short break duties. Direct Payments - £695,000 and Residential Short Breaks - £614,000 are provided to meet our Child in Need, 'Cared for' and safeguarding duties. The total cost of support to disabled children across Cheshire East is £1.8m per year. Having a graduated local offer for families ensures cost effectiveness is achieved.

6.2.3. Each of the above components ensure that the local authority provides a range of short break services that meets our statutory duty under the Breaks for Carers of Disabled Children Regulations 2011.

6.3. Policy Implications

6.3.1. The review will put all children with disabilities at the centre of Council policy and decision making. The review will be undertaken with clear reference to the Children and Young People's Plan 2019-2021 and the Short Breaks Services Statement 2017-2020.

6.4. Equality Implications

6.4.1. All public sector authorities are bound by the Public Sector Equality Duty as set out in section 149 of the Equality Act 2010. An Equality Impact Assessment will be completed as part of service development. This proposal is not expected to discriminate or have negative impacts on people with protected characteristics. Some of those people affected will have learning disabilities or mental health needs and many will have additional needs, disabilities and/or other protected characteristics.

6.5. Human Resources Implications

6.5.1. There are no human resources implications for the Council. If there is a change in supplier then it will be for the outgoing and incoming suppliers to work through any TUPE implications.

6.6. Risk Management Implications

6.6.1. Children with disabilities are a vulnerable group that are at risk of a number of factors – poor education and training, health, safeguarding and transition into adulthood. The design of an effective short breaks offer will aim to mitigate these risks to our children.

6.7. Rural Communities Implications

6.7.1. There are no direct implications specific to rural communities.

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

6.8.1. There are direct, significant and lasting implications for children with disabilities when delivering short breaks services. Short breaks for disabled children are an essential service for our children, young people and families which ensure better outcomes to prevent escalation of their needs where possible.

6.9. **Public Health Implications**

6.9.1 Children and young people with disabilities are more at risk of health inequalities than their peers. The proposals are expected to improve the awareness and response in respect of these health needs.

6.10 **Climate Change Implications**

6.10.1 There are no direct implications for climate change.

7. Ward Members Affected

7.1 The recommendations have the potential to affect all areas of Cheshire East as the aim is to commission services across the whole borough.

8. Consultation & Engagement

8.1. Consultation and engagement will take place with our children and young people, families, commissioned (and non-commissioned) providers and the Cheshire East Parent Carer Forum prior to the procurement in order to configure the highest quality commission of short breaks services that will meet the needs of this vulnerable group. The Cheshire East Parent Carer Forum will also play an important part of tender evaluation and ongoing contract management.

8.2. Market engagement will take place prior to the procurement process starting in order to promote this exciting opportunity to support our children, young people and families and gain best practice from across the market.

9. Access to Information

9.1. Link to Short Breaks Services Statement 2017-2020:

https://www.cheshireeast.gov.uk/pdf/livewell/short-breaks-statement-2017-2020.pdf

10. Contact Information

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

Name: Dave Leadbetter

Job Title: Head of Children's Commissioning

Email: dave.leadbetter@cheshireeast.gov.uk

Agenda Item 17

Cheshire East
Council

Working for a brighter future together

Cabinet

Date of Meeting: 08 October 2019

Report Title: Disposal of the former Vernon Infant School, Poynton

Portfolio Holder: Cllr N Mannion – Environment and Regeneration

Senior Officer: Frank Jordan – Executive Director Place

1. Report Summary

1.1.   This report refers to the Former Vernon Infant School, Clumber Road, Poynton (referred to as The Site from hereon). The Site comprises a vacant former school and comprises of a complex interconnected single storey school buildings extending to 1,190.5 sq. m (12,814 sq. ft.) on a site area which extends to 0.7 hectares (1.74 acres). It is vacant and in a dilapidated condition. The remainder of the Site is part of school playing fields.

1.2.   The playing fields element of the Site requires consent to dispose from the Secretary of State for Education, under section 77 of the Schools Standards and Framework Act 1998. This is obtained via the Department for Education and it is a departmental expectation that receipts from this element should be reinvested back into local sports facilities and / or education. Other permissions may also need to be sought in respect of the land (for example Schedule 1 to the Academies Act 2010).

1.3   The Site is located in an area subject to the Macclesfield Local Plan Boundary and the area surrounding the Site is allocated for residential use. The Site previously had outline planning consent from 2010 (now expired) for a 73 apartment extra care scheme.

1.4   The Site is considered to provide a development opportunity and this report recommends that the officers develop a strategy of the disposal of the Site for approval by the Council. This report seeks approval in prinicple for the disposal of the Site shown edged red in Appendix 1 subject to the statutory Public Open Space disposal procedure and the statutory procedure pursuant to section 77 of The School Standards and Framework Act 1998, in relation to the dispoal of former playing field land.

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2. Recommendations

2.1. That Cabinet:

2.1.1. Confirm that the Former Vernon Road Infant School Site can be declared as surplus to the Council's requirements and authorises the advertisement of the intention to dispose of the land delineated 'cross hatched red', as outlined on Appendix 1, which is identified as open space, in accordance with section 123 of the Local Government Act.

2.1.2. Delegate authority to the Executive Director - Place to give due and proper consideration to any representations and/or objections made in response to the requisite public open space advertisement and in consequence of such consideration, to decide whether or not the proposed disposal will proceed.

2.1.3. Subject to either there having been no representations and no objections made in response to the requisite advertisement of the proposal to dispose of open space land or the Executive Director – Place having given due and proper consideration to those responses made and having taken a decision to proceed with the proposed disposal delegates authority to:

2.1.3.1. the Head of Education Infrastructure & Outcomes to undertake the consultation exercise required as detailed in section 8 of this report and to seek and obtain any necessary consents required from the Secretary of State for Education through the Department for Education; and,

2.1.3.2. The Head of Estates to seek and obtain any other consents necessary prior to or in respect of the proposed disposal.

2.1.4. Subject to either there having been no representations and objections made in response to the requisite advertisement of the proposal to dispose of open space land, or a decision having been taken to dispose of the land in accordance with 2.1.2 above and all requisite consents having been obtained under 2.1.3 above, delegate authority to the Executive Director for Place in consultation with the Portfolio Holder for Environment and Regeneration to develop a disposals strategy for the Site and to report back to Cabinet with the proposed strategy and recommendations for the method of disposal of the Site.

3. Reasons for Recommendations

3.1. The former school buildings situated on the Site are vacant and not required for an alternative use by the Council and, therefore, it is considered surplus to operational requirements. The playing field element of the Site is currently utilised by Vernon Primary School but the school will continue to have playing field provision in excess of the DfE guidelines. If the Council disposes of this

land the funds raised by the disposal of the playing field are anticipated to be required to be reinvested back into local education sports provision in Poynton.

3.2. As the Site is vacant, it is a maintenance liability to the Council and is subject to holding and security costs (circa of £1,000 per annum) and a potential health and safety risk to members of the public.

3.3. If the Site were to be developed it would bring the Site back into economic use and this will have a positive effect on the local economy.

3.4. Further work on the disposal strategy is required to determine the best route to market for the Site, however if Cabinet waits until this work is completed then this would further delay progressing the matter and expose the Council to further risk, costs and liability in holding a vacant asset.

4. Other Options Considered

4.1. The Council could choose to retain the Site; however the Site would not be brought back into economic use and continue to present a revenue and risk liability to the Council.

4.2. The Council could dispose of the buildings and hardstanding areas only. This is not promote the best potential future use of the Site.

4.3. Alternative configurations of the Site to be disposed have also been considered. These options are difficult to deliver and would also increase the costs for the Council in preparing the Site for disposal.

4.4. The Site is also subject to the requirement for consent under section 77 of the Schools Standards and Framework Act 1998. The monies from this element of the sale are expected to be required to be reinvested into educational sport provision in the area.

4.5. The subject land has been identified within the emerging local plan. It has been recommended as a parcel to be included as an "allocated site" in the Draft Site Allocations and Development Policies Document (SADPD) to deliver circa 50 dwellings, it is recommended that the Site is brought to the market for sale.

4.6. Officers will investigate options around the route to market for the Site and recommend a disposals strategy following the statutory procedures being completed (as recommended in this report).

5. Background

5.1. The Site is located on Clumber Road close to the village centre. The surrounding area is predominately residential with Vernon Primary School located to the southern boundary. Poynton High School is within close proximity to the south east.

5.2 Vernon Infant School was closed in 2007 when it was amalgamated with the adjacent school to create Vernon Primary School. The new Vernon Primary School opened on 1 January 2008 initially in the existing buildings. The former school's playing fields have since been used by the new Vernon Primary School, a small proportion of which is included with the Site. However, disposing of part of the school playing fields would not result in the adjacent Primary School having insufficient provision as they will still have in excess of the DfE guideance for playing pitch provision.

5.3 The Site is located in an area subject to the Macclesfield Local Plan Boundary and the area surrounding the Site is allocated for residential uses. The Site previously had outline planning consent (now expired) for a 73 apartment extra care scheme from 2010.

5.4 The Site itself is allocated in planning terms as "Existing Open Space". This can restrict development to protect the most recent community use. That being said, the outline planning consent previously granted for 73 extra care apartments involved the loss of the open space and this would be a material consideration in any new proposal for residential development for the entire Site.

5.5 It has been calculated that the playing fields extend to 0.49 acres and, therefore, on a pro-rata basis, we estimated that circa 28% of the receipt for the Site would be set-aside for re-investment. A list of schemes that would benefit from the reinvestment would also need to be submitted to the DfE.

5.6 The Secretary of State's consent to dispose of playing fields land is required under Section 77 of the School Standards and Framework Act 1998. There is a departmental expectation when an application is made for such consent that any proceeds received from the sale of land which is designated as playing fields is re-invested into local education infrastructure. In the first instance for the purposes of sport and recreation and then should these needs be met funding can be spent on other education projects.

5.7 The application requires a formal valuation report to be included (preferably by the District Valuer, or alternatively another registered valuer) and a list of schemes, which the Council is proposing to deliver, and how these schemes are sustainable. The projects are listed in a hierarchy should the enclosed valuation not be achieved to allow some flexibility. If the Council makes a decision to proceed with a disposal at less than best consideration in order to secure the promotion or improvement of the economic, social or environmental well-being of Cheshire East then further consent may be required from the Secretary of State.

5.8 The DfE will then monitor the projects to make sure the Council delivers in accordance with its application.

6.1. **Legal implications**

6.1.1 The Council has the power to dispose of land pursuant to s123 of the Local Government Act 1972 subject to it being at the best consideration that can reasonably be obtained. Section 123 of the Local Government Act requires the advertisement of the proposal to dispose of open space before its disposal and proper consideration of any objections received following such advertisement. The consent of the Secretary of State is required prior to the disposal of land used as school playing fields by a maintained school in the period that is ten years prior to the disposal pursuant to s77 of the School Standards and Framework Act 1998.

6.1.2 The General Disposal Consent 2003 authorises the disposal of land for 7 years or more at less than best consideration if the undervalue is £2 million or less and subject to those powers being exercised in line with public law principles and subject to compliance with State aid regulations. Normally the Council anticipates a disposal of the Site will be for best consideration, should this not be the case further approvals may be needed.

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

6.1.4 The Council's Legal Department will provide further advice in relation to any additional consents that may be required prior to the sale of the Site and arising as a result of the previous use of the Site for Educational purposes. The Legal Department will provide advice throughout the sale process.

6.2. **Finance Implications**

6.2.1 The sale of land will generate a capital receipt for the Council and dispose of a maintenance liability.

6.2.2. Future reactive maintenance costs will cease to be the responsibility of the Council on the completion of the sale.

6.2.3 Estates annual holding/security costs for this asset are circa of £1,000 per annum.

6.3. **Policy Implications**

6.3.1. The disposal will aim to bring a redundant asset back into economic use. The Council acting in capacity as landowner only cannot control the future use of the Site. In addition to this, it will also reduce the Council's corporate risk and liabilities relating to holding a vacant asset.

6.4. **Equality Implications**

6.4.1. There are no equality implications in respect of this proposal.

6.5. **Human Resources Implications**

6.5.1. There are no human resources implications in respect of this proposal. The Council's Assets and Legal Departments will deal with the disposal.

6.6. **Risk Management Implications**

6.6.1 There is the normal transactional risk associated with asset disposals. This will be managed through careful monitoring of the disposal process.

6.7. **Rural Communities Implications**

6.7.1. There are no rural communities' implications in respect of this proposal.

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. The reinvestment of funds arising from the disposal of the playing field into local sports provision has the potential to increase accessibility to sports and leisure on a wider footprint.

6.9.2. Preservation of green space alongside residential development has the potential to increase the physical activity and wellbeing of individuals if it is made accessible to residents.

6.10. **Climate Change Implications**

6.10.1. There are no climate change implications in relation to the processes outlined in this report. In terms of a future potential disposal strategy for the site climate change implications will be form part of the considerations to inform the recommended option.

7. **Ward Members Affected**

7.1. Poynton East and Pott Shrigley

7.2. Cllr Jos Saunders & Cllr Nicky Wylie.

8. **Consultation & Engagement**

8.1. Consultation will be required as part of the application to the Department for Education with regard to the disposal of playing fields and the re-investment of any sale proceeds. The public open space disposal procedure involves advertising the proposed disposal in newspapers local to the area concerned for two consecutive weeks prior to any final decision being made.

9.   Access to Information

9.1.   Appendix 1- plan of site proposed for disposal

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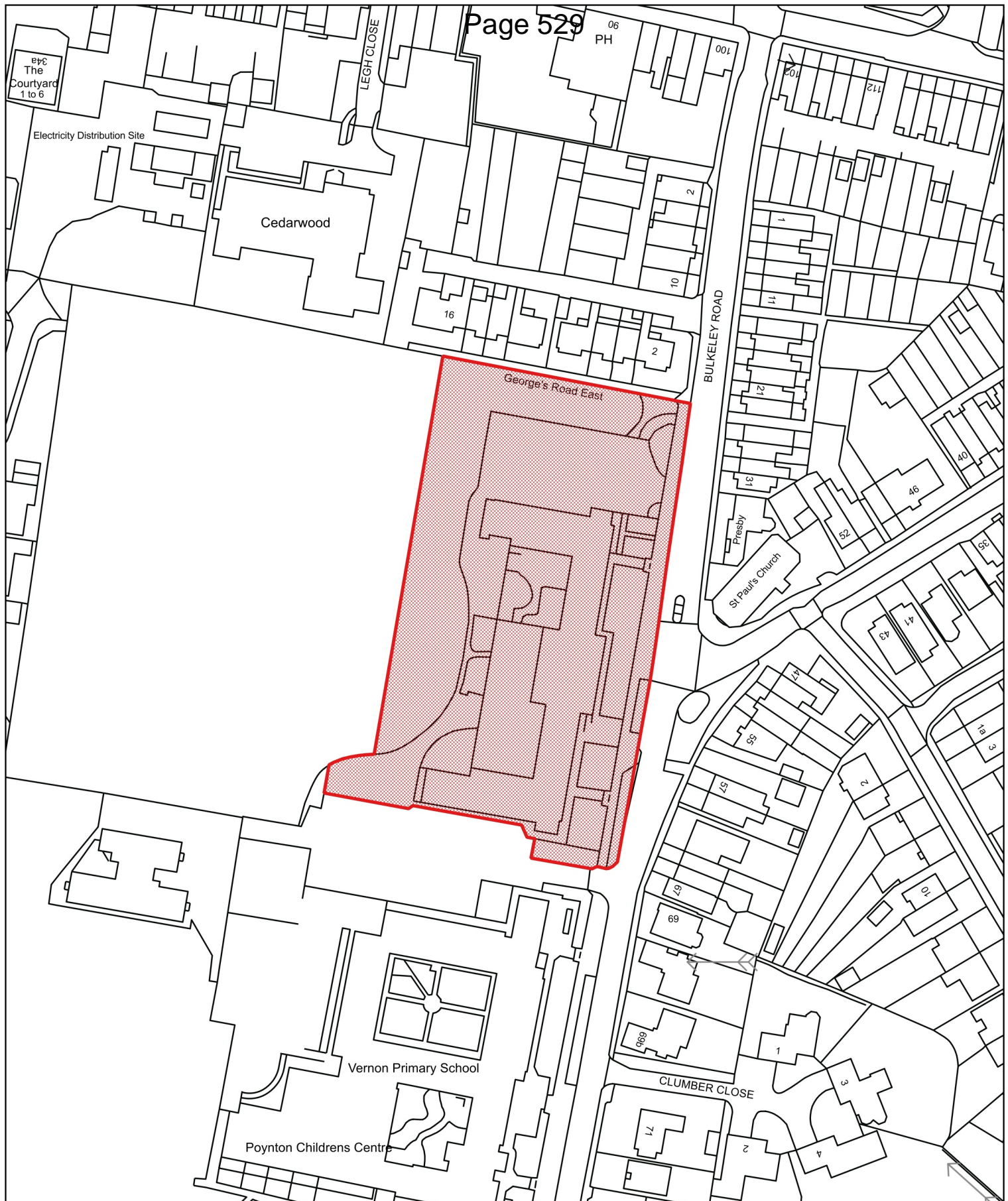
10.1.   Any questions relating to this report should be directed to the following officer:

      Name: Lee Beckett

      Job Title: Surveyor

      Email: lee.beckett@cheshireeast.gov.uk

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The Courtyard 1 to 6
34a

Electricity Distribution Site

Cedarwood

LEGH CLOSE

06 PH

90

100

102

112

2

1

10

11

16

BULKELEY ROAD

2

George's Road East

St Paul's Church

Presby

31

21

52

40

46

35

44

43

41

1a
3

55

2

57

67

69

1

10

69a

CLUMBER CLOSE

1

3

4

Vernon Primary School

71

2

Poynton Childrens Centre

Vernon Infant School, Poynton

Ref: Vernon Infant School, Poynton
Date: 20/09/19

Cheshire East Council

N

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