

# East Cheshire Engine of the North

**The Timing is Right.  
Join us on the Journey.**

DRAFT



# Foreword

## Taking East Cheshire to the Next Stage

In 2030 the economy of Cheshire East will have changed significantly, we will have:

- Repeated the success of past years with *high growth* and *high value growth* in key economic sectors;
- Continued growth of the number of HQ operations and employees operating locally;
- Attracted, started and grown new high value enterprises;
- Maintained our important destination role for higher value occupational profiles
- Developed new global relationships in the US, China and German markets in particular;
- Increased aggregate demand without undermining our special qualities of place;
- Built our reputation as a preferred location for inward investment;
- Increased investment in our town centres;
- Strengthened our position as the No1 location for Life Science businesses in the north through major new investment in a Bio Science Park at Alderley Park; and
- Delivered the greatest level of Superfast Broadband coverage in the Region.

We are building upon solid foundations. We delivered over 20,000 jobs between 1998 and 2008. Even in the depths of the more recent UK and global recession, we have continued to create jobs, outperforming the UK average. We have a fantastic mix of higher value economic sectors and businesses from some very local start-up companies to some of the true global giants of the life science and automotive sectors. We have a strong and loyal existing business base with the potential to invest and grow indigenously.

**We have an occupational requirement of 25,000 Corporate Manager posts being created by our businesses over the next 13 years.**

Our population is set to expand by some 40,000 over this period. Our hierarchy of settlements and cultural and visitor offer, all of which sit within a high quality rural hinterland, sets us apart from other locations.

We are a connected area, with stations on the West Coast Mainline, future High Speed 2, and M6 motorway junctions, and passenger and freight airports on our doorstep including Manchester International, Liverpool John Lennon, East Midlands, and Birmingham.

**High value and high quality growth generates a high investment return.** These are the ingredients of our vision.

We want to take Cheshire East to the next stage and our Vision, Strategy and Investment Plan for Growth sets out how we are working with businesses, investors and developers to make optimal use of our assets and the competitive advantages we enjoy.

## Priority Focus: High Value & High Growth

Our focus is to prioritise high value growth gains. Our attention to detail is as much about how we grow as the scale of growth.

Like many Councils we have in the past sought to spread ourselves too thinly by having perhaps too many priorities. Particularly, in today's world of Local Government Reform, we can no longer cover all bases so we must carefully think about our priorities and where we can intervene to make the maximum possible impact.

This is not just about our capacity as an organisation to drive a growth agenda, but a realisation of the very real threat of a 'productivity compromise' in our economy if we do not stimulate the type of economic activity that we have traditionally been renowned for; that is high value AND high growth.

This Vision, Strategy and Investment Plan for Growth illustrates that Cheshire East has a significant number of pipeline projects that are to be supported wherever possible but a number of which that would not fall into this category of 'high value growth'. Our vision is not one where we look forward in 15 years to being a 'watered down' economy and investment location, and so the policy choices we face now, and the priorities we need to determine, require us to focus our attention on those key projects that deliver high value and high growth.

We are about stimulating demand as a pre-requisite of investment and we strongly believe that this is worth fighting for...

## Our Target Audience

We are seeking investors, existing and new, to engage with us to realise their investment returns. The investment we are targeting will involve both the private sector and the public sector.

Our engagement with the private sector will be much different to what has gone before. This document explains how this is to be done. From a refreshed focus on driving new investment and business support, to a more proactive relationship with the development and investment community, taking Cheshire East to the next level requires first and foremost a greater flow of private capital. We will work with our Local Enterprise Partnership to deliver this.

For the public sector, our proposition to Government, again through the Local Enterprise Partnership, will seek to lever out more public funding where it exists by demonstrating that the best return for government is by investing in success, as demonstrated by Cheshire East's economic track record. For our own part, we are willing to use our covenant strength and planning and policy powers to make it easier to invest in Cheshire East, and to enable investment returns.

Through the Local Enterprise Partnership, the council is also seeking to take the lead in establishing a Revolving Investment Fund for Cheshire & Warrington, that will see public funds work much harder in order to stimulate greater private sector investment.

## Delivering the Vision, Strategy and investment Plan for Growth

We have an ambitious programme and a desire to create a platform for new investment and accelerated development.

Accordingly, I have proposed a new way of working for our economic development team that creates a new venture that is specifically tasked with implementing the priorities identified in this document.

This is a new way of working for the Council and complements our recent innovations in the way we procure and partner with services and construction activity.

**Economic growth is the Council's top priority.**

# Current Position, Strategic Context and Growth Potential

The aspiration for growth across Cheshire East is driven by its strategic location and unrivalled quality of life assets

Cheshire East has a unique position on the national road and rail infrastructure as being viewed as a gateway to both the north and the Midlands and south. The M6 corridor serves and connects the eastern areas including Crewe, Middlewich, Congleton and Sandbach. The West Coast Mainline connects Crewe, Macclesfield and Wilmslow to London, Manchester, the north of England and Scotland.

The rail and road network connects Cheshire East to Manchester International, Liverpool John Lennon, Birmingham and East Midlands Airports.

Major announcements of secured investment to upgrade and enhance this infrastructure ensure that connectivity will continue to be a driver of growth within the Cheshire East area, which include:

- **Funding secured to deliver the £27million Crewe Green Link Road** including from the Department for Transport and private sector investment, unlocking private sector investment and employment delivery at Basford East and West;
- **The new £120m M6 to M56 Dual Carriageway**, easing congestion on the A556 and improving access to south Manchester, and Manchester International Airport;
- Regional Growth Funding secured to deliver the **2.2km Middlewich Eastern Bypass**, opening up employment development opportunity at Midpoint 18;
- Over **£6million** secured from Government to improve facilities at Crewe Railway Station and the adjoining former Royal Mail site acquired by the Council in 2011;
- The announced **proposed routing of the High Speed 2 network through Crewe**, reducing travel times to London to just 58 minutes with 8 services an hour, with the Council continuing to lobby for a HS2 station at Crewe with associated potential for greater economic impact;
- Successful delivery of A34 Alderley Edge Bypass; and

- Successful Regional Growth Fund bids in Rounds 1, 2 and 3 for Bentley, and **£2million** secured from the Governments 'Advanced Manufacturing Supply Chain Initiative' to part fund the car manufacturers 'Niche Luxury Vehicle Cluster Supplier Capacity Building Programme'.

Beyond its connectivity, the economic vitality of the Cheshire East economy is in part attributable to its physical geography, including a **unique settlement hierarchy within a high quality rural hinterland**.

The principal towns of Crewe and Macclesfield are the main urban centres within Cheshire East, with associated employment, retail, education and access to services for large catchment areas.

Beyond these principal towns, Cheshire East is further characterised by its smaller distinctive market towns, each with their own history, character and key service sector functions. These smaller service centres include Alsager, Congleton, Handforth, Knutsford, Middlewich, Nantwich, Poynton, Sandbach, and Wilmslow, set within a largely rural context. These support significant national and international employers such as Barclays, AMEC NNC, Siemens, Waters Corporation and AstraZeneca.

There is an **undeniably strong housing** offer across the authority with a range of properties right up to some of the most prestigious within the North West. Supply is growing, with over 3,000 homes consented or under construction across Cheshire East to be delivered in the next five years.

The housing market is in no small part underpinned by education provision within Cheshire East, with recent key investment in key facilities totalling just under £150m. This includes £70m investment by Manchester Metropolitan University in their Crewe Campus, and £74m invested in the new South Cheshire College Campus. Reaseheath College also opened a new £7.2m food and drink manufacturing centre in 2011.

Cheshire East has a **strong rural and visitor economy**, with key assets including Jodrell Bank, Tatton Park, Crewe Hall, the Cheshire Peak District, and the canal networks. The visitor economy alone is worth over £600m annually (circa 10% of the total GVA across Cheshire East), representing a tangible economic asset.

A remarkable net occupational requirement from Cheshire East's businesses of over 25,000 Corporate Managers, approximately 15,000 of which are anticipated retirements, over the next fifteen years has been identified. As a result there will be significant demand for new housing in quality residential areas.

'People' and 'place' go hand-in-hand and in Cheshire East, with the unique strengths of physical environment and economic performance, there is a clear opportunity to deliver a step-change in attracting new investment.

The aspiration for growth across Cheshire East is ambitious, and rightly so.

The aspiration for growth across Cheshire East is based on strong economic foundations, evidenced over the last 15 years.

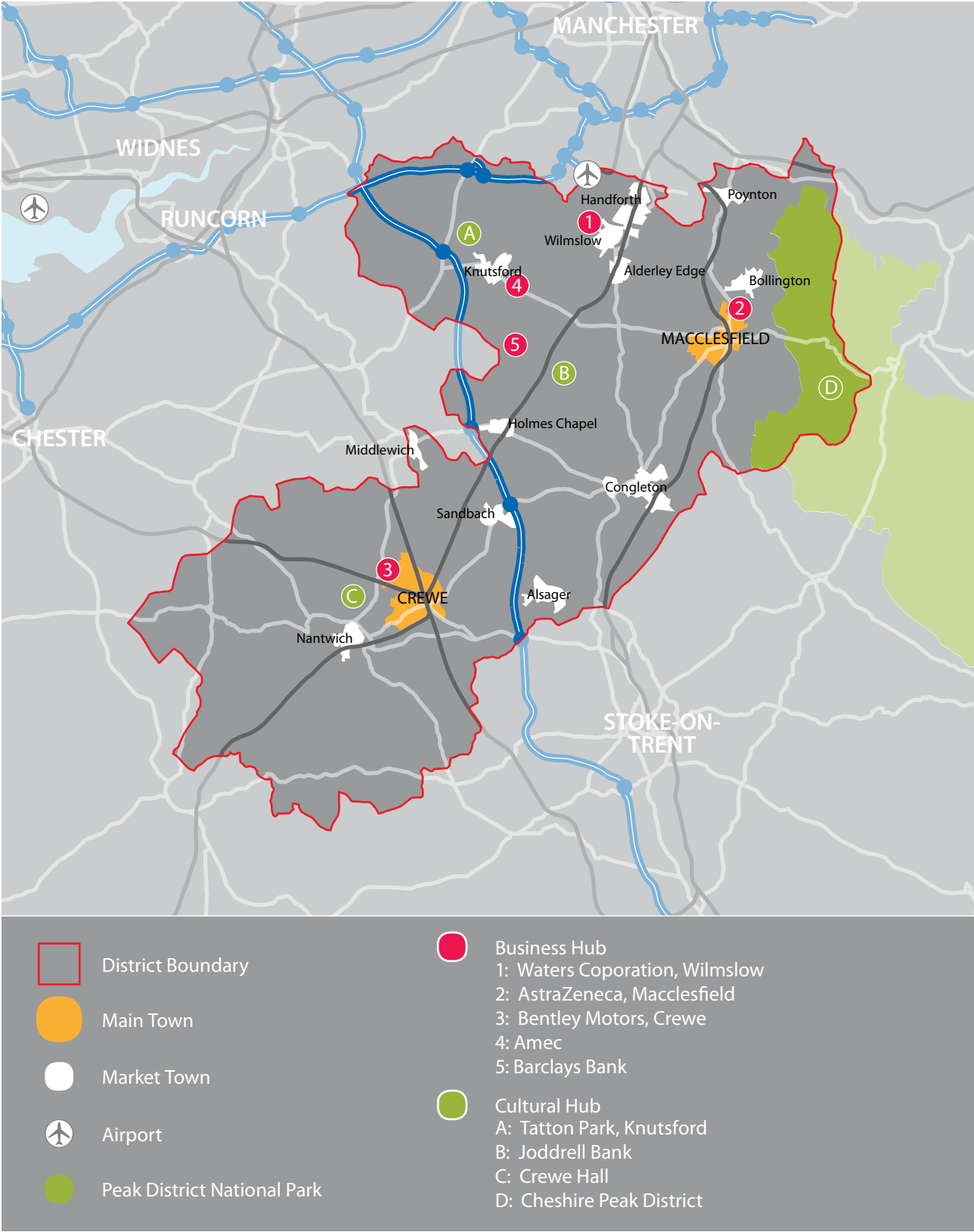
Over this period the economic success of Cheshire East has been truly remarkable:

- **Over 20,000 jobs delivered between 1998 and 2008**, the majority of these making a high value contribution (GVA) to the local economy – outstripping the regional and national averages over this period;
- Responding to the economic downturn far quicker than adjoining areas, still-outperforming regional and national average periods of recovery;
- **Key sector strengths and locational advantage** in automotive manufacturing, scientific research and development, life sciences, energy, remediation industries, paper production, food production, and activities of head offices – with the latter having 1.5 times more people than the national average;
- The presence of AstraZeneca as Cheshire East's largest private sector employer has been a major driver for the region as a whole. Whilst disinvestment in some R&D functions present a risk, plans are emerging to ensure the Alderley Park site is developed for a more diverse mix of life science businesses. Recent investment enquiries and expansion of businesses such as Waters Corporation gives us confidence in this strategy.

- At its Booths Hall Business Park, Bruntwood has a strong recent track record in attracting new occupiers including Mastercard, Medline and Sir Robert McAlpine. With strong ambitions for growth, it is well placed to attract major new investment at this prestigious office location.
- A high level of enterprises involved in computer programming, architectural and engineering activities and professional and scientific activities – all emergent sectors but already employment significant numbers, which is promising for future growth;
- **Take-up of over 1.1million sq ft of industrial and distribution floorspace**, a growth of 45% compared to a national contraction of 25%, including Expert Logistics taking up 360,000sqft in Crewe, one of the top 12 largest deals in England in 2011;
- **Major investment announcements** including the Waters Corporation purchase of the former Ciba-Geigy Life Sciences site at Wilmslow for a new mass spectrometry headquarters including 212,620sqft of development and a £60million investment in world class customer demonstration laboratories, R&D facilities and expanded manufacturing capacity;
- Jodrell Bank is the HQ for the new SKA (Square Kilometre Array) - a £1.3bn project to build the worlds biggest radio telescope.
- Other **inward investment commitments secured** including US machine tool manufacturer Climax Portable Machine Tools into Macclesfield, Chinese-owned Imperial Bathrooms into Middlewich, and the opening of the first Northern Dealership for McLaren in Kunutsford;
- **Growth of high value indigenous businesses** including Bentley Motors recording sales rise of 37% in 2011, Oliver Valves, Pets at Home, Music Magpie and McCann Erickson; and
- **Attraction of new retailers** including WH Smith (Knutsford); Laura Ashley and Morrisons (Wilmslow); Waitrose (Knutsford); Costa Coffee and Frankie & Benny's (Crewe), and the opening of the first Northern dealership for McLaren in Knutsford in 2011.
- Part of the Cheshire & Warrington Local Enterprise Partnership (LEP), already giving access to over £13m Growing Places Fund and expected to be the conduit for future public funds - UK and European. This will stimulate investment and growth, alongside other funding sources which include the Evergreen and North West Funds.

Over 20,000 jobs delivered between 1998 and 2008	1.5 times more people employed in 'Head Office Activities' than the national average	
A visitor economy worth over £600m annually	Anticipated population growth of 40,000 to 2026	Unemployment rate of just 2.4%
HS2 Connection: Crewe to London direct in 90 minutes	Direct connectivity to M6 Corridor	Home to over 18,000 businesses, including 21 of Insider's 'Top 200' companies
Named in Top 10 of best local authority areas to locate a business	Sector strengths in life sciences, automotives, engineering, R&D, and paper products	







# The best place to invest and do business

By 2030, Cheshire East economy will have...

1. Repeated the successes of past years – high growth and high *value* growth in its key economic sectors – outperforming national averages and through raising aggregate demand, making Cheshire East a destination of choice for additional investment;
2. Continued growth of the number of HQ operations and employees operating locally. The Council and partners will have pro actively targeted this sector;
3. Attracted, started and grown new high value enterprise, with spin-outs from well established sectors – advanced engineering, life sciences and creative media especially – thereby embedding further key growth businesses;
4. Maintained its important destination role for the higher value occupational profiles;
5. Developed new global relationships in the US, China and German markets in particular; and
6. Increased aggregate demand without undermining the special qualities of place that make Cheshire East so attractive, distinctive and unique.
7. Cheshire East will have built upon its reputation as a preferred location for inward investment, with a much stronger presence of corporate HQ operations within the borough,
8. We will have increased investment in our town centres, offering themselves as attractive locations for retail and leisure operators.
9. Strengthened our position as the No 1 location for life science businesses in the north, through major new investment in a BioScience Park at Alderley Park
10. The greatest coverage of Superfast Broadband in the region, with 96% of our borough covered, and thousands of businesses benefiting from increased commercial competitiveness globally.





# The Strategy for Change

The Strategy for Growth is structured around three key elements. Under each key element, priority areas have been identified. These priority areas will shape public sector activity in East Cheshire over the coming years.

The three key elements of the Strategy for Growth are:

1. Productive and Competitive Businesses – a focus on key assets, established and emerging sectors, and image and identity.
2. New Investment and Business Development – a focus on capacity, the package and the proposition.
3. Creating the Conditions for Sustainable Growth – a focus on sustainable development, connectivity, housing and neighbourhoods, town centres and the rural and visitor offer.

Each of these elements and priority areas within each, are considered in the following paragraphs.

## 1. Productive and Competitive Businesses

### Assets for High Value Growth

Cheshire East is able to offer a range and quality of sites and premises to capture investment opportunities. A clear priority emerging through the Strategy is for the Council, in particular, to target those locations and sites that are conducive to high value – high growth businesses and sectors.

It is essential that a more fine grained understanding of the locational attractors of investment within Cheshire East is undertaken. 'Sites' are one such category of investment location, and the Vision, Strategy and Investment Plan for Growth has identified those that should be considered priorities for delivery over the next 15 years, including:

- Alderley Park : AstraZeneca's announcement (March 2012) that it intends to significantly reduce its R&D operations at this site represent an opportunity as well as a challenge, particularly given the potential for growth in the NW life sciences sector.
- Basford East / West: High quality employment offer including office and distribution floorspace as part of mixed-use developments including potential rail freight connection on the western site.
- Wardle: Enhancement of existing employment area, and expansion of current provision to intensify and grow quality employment opportunities in a rural setting.
- Midpoint 18: Phases 2 and 3 of Midpoint 18 Business Park including high specification distribution opportunities within Phase 2 and small SME units up to 600,000sqft, high specification office, distribution and manufacturing space, and extension of Middlewich Bypass in Phase 3.
- Junction 16 / Radway Green: Expansion of existing Radway Green Business Park including new investment into existing buildings and the construction of new purpose-built, industrial and light industrial units.
- HS2 Crewe Station 'Hub': Potential for strategic station hub at Crewe on the HS2 line including wider mixed use development opportunity to include commercial floorspace, retail provision, and residential development with potential to deliver up to 17,500 jobs and 5,000 new homes.
- Jodrell Bank: Maximising the benefits from the £1.3bn SKA project, headquartered here, but supported by investment from 20 countries.

Cheshire East's economy is skewed towards a relatively small number of key sectors including locational advantage in automotive manufacturing, life sciences, energy, remediation industries, paper production, food production and activities of head offices.

Support programmes, sector leadership, property matching, skills development and inward investment services are required to help develop Cheshire East companies and allow them to capture new business opportunities.

## Supporting Emerging Sectors and Enterprise

Successful local economies typically demonstrate high company start-ups, survival rates and a high rate of churn. Consistent with the above, the Cheshire East economy has generally performed well. Of particular note has been the growth in high value enterprises, with spin-outs from well established sectors – automotive and life sciences especially – thereby embedding further key growth businesses locally. The continuation of this trend is a critical strand of the Vision, Strategy and Investment Plan for Growth.

## Cheshire East's Identity and Brand

The economy of Cheshire East is arguably one of the North West's best kept secrets. There is substance in the argument that perhaps Cheshire East (and Cheshire more generally) has been portrayed more for its lifestyle qualities than its economic contribution and performance.

This is a perception that is changing, as a result of the Local Enterprise Partnership and programmes such as All Change for Crewe and Make it Macclesfield, in which the business community play a central role in informing and driving change. But more should be done to promote Cheshire East's sectors, businesses and assets to a national and international investment audience.

This Vision, Strategy and Investment Plan for Growth represents a first step along the way to a more considered approach that promotes the positive aspects of the Cheshire East economy. As described throughout this document, there are a number of building blocks to develop a bespoke Cheshire East brand, alongside the undoubted lifestyle qualities the area already enjoys.

## 2. New Investment and Business Development

### The Proposition... Success Factors

Cheshire East's economic assets and opportunities, detailed throughout this document, need to be turned into a proposition to market. Success will be determined by:

- Having the right mix of high value economic assets to make shortlists of investors and occupiers;
- A competitive cost base, and good quality land and property options;
- A proactive approach to attracting companies, but also retaining and growing them; and
- Personal relationships forged through evolving and maturing partnerships.

The Cheshire East proposition will not be a 'fixed viewpoint', but should be proactive to market opportunities. A good current example of this is the emergence of the idea of 'North Sourcing', which is likely to result in the repositioning of national law firms and subsequent attraction of the north on the basis of operational costs and available talent pool. A clearly articulated 'Cheshire East Proposition' could and should target this type of investment potential.

### Investment Delivery Team

Cheshire East will develop a new investment model which will:

- Stimulate investment levels in existing businesses;
- Create additional jobs and businesses and increasing confidence throughout the economy;
- Raise profile of Cheshire East globally, particularly in the US, China and Germany markets; and
- Provide additional funding to the Council through the new Business Rates generated locally.

Investment from indigenous business generates some 75% of new investment/jobs. The role of investor development i.e. maintaining and growing the existing business base within Cheshire East, is therefore a critical area of focus.

The following component parts are necessary:

- 'Back-office' – researches companies and trends; maintaining economic, labour market and property data; builds profiles for particular targets.
- Relationship managers – builds and maintains key local business relationships in liaison with UKTI; networks with decision makers and agents; carries initial leads through to development phase.
- Agency and transactions – leads on appraisals; pulls together incentive packages; negotiates with investors; has high level relationships with public and private decision makers.

### Inward Investment... Getting Better

Cheshire East has as much, if not more, to gain than other Cheshire and Warrington partners, from a more concerted push on new inward investment, given the themes that have emerged through this Vision, Strategy and Investment Plan for Growth.

### Develop the Package

Incentives are a significant factor in attracting investment and in 'sealing the deal'. Yet Cheshire East (like Cheshire) has traditionally not had the financial support from other public funds or the promotional bias that other brands in the region have benefited from.

The high value - high growth pitch of Cheshire East should form the central thrust of any promotional activity. The following typology reflects what inward investors look for:

- **Priority 1 Actions:** a coherent, compelling proposition for new investment, based principally on cost, skills and connectivity.

- **Priority 2 Actions:** direct financial support; reduction on rates; contribution to capital, plant and machinery.
- **Priority 3 Actions:** a commitment to work closely in assisting the company's relocation including support for staff and HR requirements and sector networking and business advice and access to third party financial support and capital venture funds.

This, particularly where it is supported by local Ambassadors (eg Leader's office, MPs, Major Business Corporate Managers), offers Cheshire East the best incentive package to take to the market

## 3. Creating the Conditions for Sustainable Growth

### Integrated Sustainable Development

This is essential for Cheshire East given what has been said before regarding the capacity for growth. The challenge of high-value growth economic growth needs to be couched in terms of the environmental challenges and impacts on those qualities of place that make Cheshire East the attractive investment location that it undoubtedly is.

### Improved Connectivity and Collaboration

Cheshire East is already implementing a Superfast Broadband programme to increase the competitive edge of businesses and maximise the opportunities arising from superfast broadband connections. Given the settlement hierarchy within Cheshire East, and the spin-out enterprises being formed, this is very much a priority project for the Vision, Strategy and Investment Plan for Growth.

Key projects identified include:

- SEMMMS / A555
- A51 / A500 Strategic Corridor
- A534 Sandbach – Congleton



- A536 Congleton – Macclesfield
- HS2 Crewe Station ‘Hub’
- A556 investment (M6 -M56)
- Superfast Broadband
- Poynton Relief Road (A523)
- Congleton Relief Road (A34)

## Quality Of Place Considerations

This theme envelops the settlement hierarchy and the contribution that the rural economy makes to Cheshire East.

The latter directly contributes one-tenth of the output that Cheshire East generates but perhaps more important is the less tangible and indirect benefits that Cheshire East’s attractive rural hinterland, its parks and gardens and its food festivals, contribute to attracting high value businesses and workers to relocate to Cheshire East.

With its stunning countryside Cheshire East has its share of picturesque villages, market towns with quality independent shops, charming country inns and mouth watering gastro pubs and restaurants, while having easy access to the metropolitan delights of Manchester or the wilds of the Peak District. When it comes to days out, visitors can take their pick from some of England’s most popular stately homes and gardens, ranging from mansions full of art treasures and historic deer parks to horticultural and historical marvels.

There are a number of existing projects and initiatives underway to deliver new investment into the towns of Cheshire East, which are particularly important if there is a direct link to the stimulation of high value growth opportunities. The challenge and opportunity within Cheshire East is to create high quality places which appeal to the different needs of existing and new households and occupational classes.



# The Investment Plan

## The Cheshire East Project Pipeline

The development of this Investment Plan has included the consideration of the whole pipeline of projects, covering physical development (commercial, residential and infrastructure) and non-physical projects, currently identified across Cheshire East.

This included the identification of over 230 projects currently known to the public sector, recognising that this does not fully capture currently unknown private sector investment plans.

These projects have the potential to deliver the following outputs, alongside other non-physical outputs:

- Total dwellings (to 2030) – 16,670, as part of our provision for up to 27,000 new homes in this period.
- Total jobs (to 2030) – 34,186.

The figures above reflect the pipeline of total residential and commercial projects as defined by the Council and other delivery agencies within Cheshire East. It is a point in time analysis and will be kept under review.

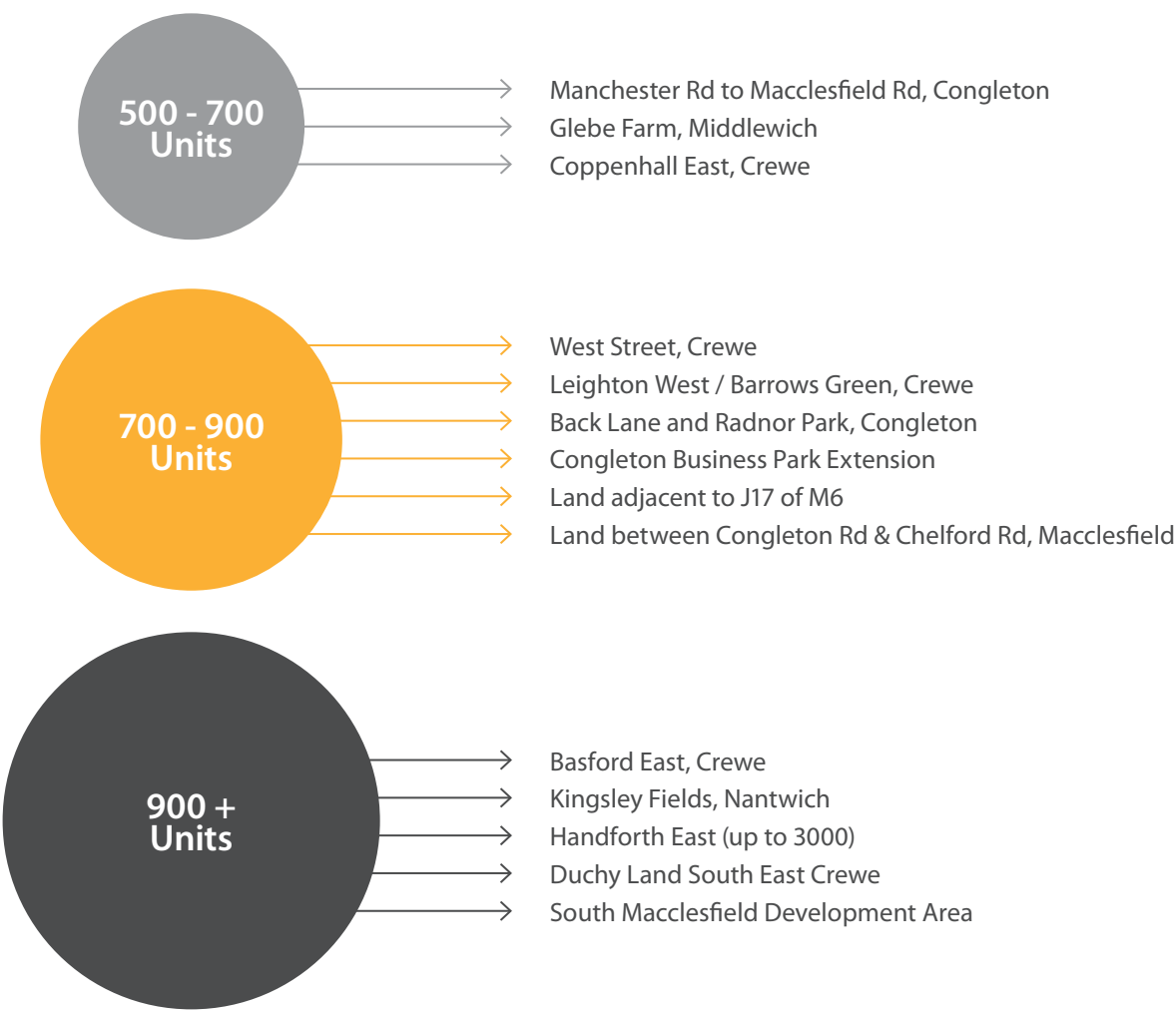
The Vision, Strategy and Implementation Plan points to a set of priorities around high-quality and high-value growth and within this total pipeline there will be key projects that will need particular focus to ensure their effective delivery and maximum impact in investment terms.

Priority 1: Productive and Competitive Business	Priority 2: Inward Investment and Business Development	Priority 3: Creating the Conditions for Sustainable Growth
Alderley Park	Superfast and Ultrafast Broadband	Knowledge Transfer Partnerships
Basford East (including Basford Innovation Centre)	A51 / A500 Strategic Corridor	Investor Development & Aftercare Programme
Basford West, Crewe	A534 Sandbach - Congleton	Investment Delivery Team
Cheshire Green Employment Park, Wardle	A536 Congleton - Macclesfield	Propositional Marketing Strategy
Junction 16 / Radway Green	Sustainable Urban Extensions including Handforth East	Workforce Development Action Plan
Capricorn Employment Site, Sandbach	Major Housing Delivery Sites	Cheshire East Visitor Economy Strategy
University Technical College, Crewe	SEMMMS	
Deep GeoThermal energy project	Crewe Town Centre	
HS2 Including Crewe Rail Gateway	Macclesfield Town Centre / SMDA	
Advanced Engineering Technology Hub	A556 Investment	
Radnor Park, Congleton	Poynton Relief Road	
Booths Park, Knutsford	Congleton Relief Road	
	Tatton Vision Programme of Investment	
	Jodrell Bank	

# Housing Delivery

In addition to physical and non-physical projects with commercial / direct economic outputs, the pipeline includes some key housing development, identified in the Council’s Strategy Document. Housing delivery will be critical to deliver both the scale and quantum of dwellings required to meet aspirations. These are identified within this Investment Plan on the basis of their alignment with the Vision, in terms of scale and potential to deliver the right type of housing growth required to deliver the quality premium set out in this document. The list included is not exhaustive and does not prejudice the planning process.

This includes recognition that connections and synergy with drivers outside of the area including, for example, Airport City in Greater Manchester is critical, both for the continued growth and prosperity of Cheshire East, but also ultimately for the success of those individual projects and initiatives.



## A Dedicated Resource

The Vision, Strategy and Investment Plan makes a case for a dedicated new investment and business development team to be established, which could be aligned for the proposed new Development Company but ultimately remain accountable to the Leader of the Council.

This would be a major commitment on behalf of the Council but provides the dedicated resource to realise the aspiration set out in this document.

It could involve a redeployment of existing staff but the introduction of specialist new skills will be particularly important.

Shared resourcing with the Local Enterprise Partnership may also offer support for the venture.

In establishing a delivery team, consideration should be given to the need to consider the following ‘thematic’ areas:

- Investment – refers to the skills highlighted in previous sections of this document.
- Development – refers to a team of development specialists who are tasked with the project management of key high-quality high-value projects and a responsive single point of access for private sector projects. Ethos of this team could be to accelerate development.
- Financial – refers to a team of specialists that understand finance and funding, as well as the contribution that assets make to delivering regeneration. This is the team that will help to ‘unlock’ development. This team also takes the lead on developing any local asset backed vehicles, TIF/ ADZ schemes, and in establishing any property/ venture funded vehicles.



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