

REPORT:

Development of the Mid Cheshire Plan

CHESHIRE WEST & CHESTER | MAY 2025



	Contents	Page
	Executive & Plan summary	3
1	Introduction	6
2	Mid Cheshire definition and Economic Data	13
3	Stakeholder engagement and findings	24
4	Action Plan	31
5	Board/Group and Remit	43
	Appendices	
1	Strategic alignment	47
2	List of LSOAs/MSOAs	50
3	List of consultees	53
4	Transport Connectivity	56



The plan

Mid Cheshire is a strong economic area rooted in shared industrial heritage and connected by rivers and waterways. The market towns of Middlewich, Northwich and Winsford and the significant rural economy provides employment to almost 50,000 people, is home to 110,000 residents and offers opportunities for investment.

Many of the opportunities and challenges of the area are shared and as Cheshire & Warrington moves towards a devolution deal with Government the articulation of these will become increasingly important. Each of the Mid Cheshire communities has a proud identity, but do not yet identify as one place across local authority boundaries, and the Mid Cheshire Plan will be essential to raise the prominence of the area in the context of devolution.

The economy

At an aggregate level, Mid Cheshire is a high performing area. Economic activity is high, the area has a greater proportion of residents with level 4 skills than the regional average and a higher proportion of residents are employed in senior managerial positions than the national average.

The aggregate level, however, does not identify that some communities suffer high levels of deprivation and across the area the population is ageing with the likelihood of a shrinking working age population in the next decade.

Issues and opportunities

The strength of the economy, potential employment locations, the rural and market town environment but with links to the City Regions of Manchester and Liverpool could drive further business and visitor economy investment. This is a narrative which could be strengthened.

Whilst employment locations exist across the area, some have suffered from under-investment particularly as tenant voids have arisen. In these areas it is considered likely that a modest investment could deliver significant financial and economic benefits.

Some of the strengths of the economy derives from the skills of the workforce but changes to Further Education provision have meant that whilst academic provision is generally strong, broader educational training, particularly vocational training is under-provided.

Not all communities have benefited from the strength of the Mid Cheshire economy and there is a need to ensure that greater priority is placed on an inclusive approach. Part, but not all, of that focus on inclusion will need to be improved provision of infrastructure and in particular improvements in public transport.



EXECUTIVE SUMMARY

The approach

In order to seize the future opportunities and address the issues faced by the area an action plan has been developed which is summarised overleaf and set out in further detail in this document. The actions will require a collective effort of organisations and stakeholders across the area.

It is intended that the work will be overseen by a refreshed governance board. It is intended that the individuals involved will have influence over those involved in delivery. In order to be successful, however, the plan will need to be owned and set a direction of travel for all of the stakeholders across the area.



PLAN SUMMARY

Objective

To draw together strengths, eliminate barriers to new investment, and make Mid Cheshire's economy stronger, greener, and fairer

Core Evidence

- Economic activity levels are high
- The area has demonstrable specialisms in aspects of manufacturing
- There is a visitor economy offer focused on rural areas, market towns, waterways and heritage

- There are areas of high property voids
- There are limited spaces for training delivery and little flexible workspace for small businesses

- Residents have lower level 4 skills attainment than average
- The lack of provision of vocational-based training is at odds with the manufacturing strengths of the area

- Some areas of deprivation
- Rurality causes difficulty in service provision
- Older residents will increase sharply over the next 15 years
- Housing developments are often distant or poorly connected to employment

- High dependency on car transport
- Digital rollout does not yet provide a universally fast service
- Decarbonising heat requires insulation and community-scale investment

Key Themes

Investment, promotion & Business Support

Property for employment

Skills and employment

Partnerships and neighbourhoods

Infrastructure

Priority Actions

1. Develop marketing material and an on-line presence for businesses; visitors and residents
2. Link business investment promotion to an improved property portfolio
3. Develop visitor campaigns linked to adjacent locations

4. Develop a prospectus of available property (public and private)
5. Create a reporting mechanism on building occupation for the Board
6. Consider the opportunities to repurpose space for training and flexible business centres
7. Implement small scale capital works and tenant incentives to generate revenue

8. Use the devolution agenda to secure greater emphasis on skills and attract alternative providers to the area
9. Use the business support programme to understand skills needs better
10. Map and promote improvements in local skills provision and link employment opportunities to transport

11. Redefine the local delivery roles of CW&C/CE vis-à-vis the Town Councils and VCSE sector
12. Map the different VCS providers
13. Actively manage the transfer of some hyper-local provision and ensure this can be accessed by local transport.
14. Ensure that housing developments reflect resident demand and integrate with local transport, service delivery and employment opportunities.

15. Promote routes for active travel and existing public transport offer
16. Use digital infrastructure and services to aggregate demand for services
17. Lobby nationally for funding for increased frequency of services
18. Create an information portal for low-carbon implementation
19. Continue to lobby nationally for further road and rail improvements
20. Complete Waterways Strategy





CHAPTER 1

Introduction



INTRODUCTION - WHY IS THE PLAN NEEDED?

Why a plan?

Improving areas where people live, work and spend their leisure time involves many different groups over the long term. In order to contribute, all groups need to believe in a direction and recognise the benefits. The Mid Cheshire Plan helps to set out that direction.

The Mid Cheshire Plan is recognised as being particularly important because the area is not currently well recognised as a distinct area despite contributing significantly to the Cheshire economy and offering potential for greater business and visitor economy growth. The Plan has also been created in advance of the Cheshire and Warrington devolution agreement with Government and there is a need to ensure that the aspirations of Mid Cheshire are reflected in a future where more powers are devolved.

The plan is to guide future activity within the area and is a plan for all stakeholders. The actions will be jointly owned with support from the Unitary Authorities.

Creating direction for Mid Cheshire

In the Summer of 2024, Cheshire West & Chester Council, in conjunction with the Chair of the Mid Cheshire Board, commissioned a project to help co-develop a new plan that with the aim to re-evaluate what are the key goals for Mid Cheshire, in order guide future economic growth for the region.

This document sets out the plan and protocol at a point in time (November 2024), amalgamating many views expressed across the area. The plan is anticipated to evolve as work develops, but the work does create a direction for the area as Cheshire and Warrington enter into discussions about economic development under a newly devolved model.

Setting a clear set of challenges and opportunities to focus on for the coming years

The plan's development followed similar exercises undertaken in Ellesmere Port and Chester, identifying the most important short, medium, and long-term economic interventions for the areas concerned. These plans involved gaining the views of local stakeholders and businesses. They had retained a Board of these parties to retain oversight and, in some cases, to get involved in the delivery of the different aspects of the plan.

The work involved establishing a working boundary for the area (Mid Cheshire means different things to different people), gathering the economic indicators for the area and undertaking an extensive stakeholder consultation exercise.

The work has resulted in a new Mid Cheshire Plan and a delivery group protocol.



INTRODUCTION - WHY IS THE PLAN NEEDED?

Refreshing the governance approach for Mid Cheshire

The second key strand of the Plan involved rethinking and evaluating Mid Cheshire's governance approach and accountability processes.

This included redefining the structure of the former Mid Cheshire Board, which is needed to ensure that the appropriate organisation delivers the required actions against the timetable set when an agreement has been reached.

Mickledore

Mickledore is an economic development advisory business based in Warrington. Established in 2008, we have worked on economic development projects across the UK for over 15 years. We have significant experience supporting projects in our local area of Cheshire and Warrington. Mickledore also provides all the operational support for the Institute of Economic Development.

Mickledore supported this project by providing economic analysis and conducting the consultation exercise. We then worked with partners to help co-develop Mid Cheshire's future economic plan.



INTRODUCTION - MID CHESHIRE CONTEXT

Geography

Mid Cheshire encompasses the three market towns of Northwich, Middlewich, and Winsford, which lie at the centre of the Cheshire Plain. The area is 20 miles east of Chester, 25 miles south-west of Manchester, and 30 miles south-east of Liverpool. Between the market towns, the region comprises rural areas of countryside and villages linked by rivers and canals, which were important to the region's development.

The area was a single political constituency in the 19th Century and this was re-created in 2023. The area straddles the Unitary Authority boundaries of Cheshire West & Chester and Cheshire East, and each market town has its own Town Council.

This plan covers a slightly enlarged geographic area than the Constituency boundary recognising the expanding geographic influence of Northwich in particular and a specific area has been defined for the purposes of analysing economic data.

In terms of public perception, Mid Cheshire does not have a rigid 'red-line' boundary but sits at the heart of the Cheshire countryside and is important as a leisure and tourism destination. This less rigid demarcation is recognised in aspects of the plan.

History

The growth of Northwich, Middlewich, and Winsford was centred on the salt industry. Salt extraction started in Northwich in Roman times, but it expanded dramatically in the 19th Century.

The position of Winsford on the River Weaver, Middlewich on the River Dane and Northwich at the confluence of the two rivers then allowed a network of canals to be created and a canalisation of the River Weaver to the River Mersey. At the same time, the population of the three towns grew markedly.

In the 20th Century, growth continued with residential expansions and the addition of employment land, which allowed the economy to diversify.

Economy

The Mid Cheshire economy retains companies linked to the salt industry with businesses such as Tata Chemicals (Soda ash and at the centre of carbon capture and storage), Compass Minerals (Rock Salt mining), and Storengy (gas storage in salt caverns).



INTRODUCTION - MID CHESHIRE CONTEXT

The area has additional important manufacturing employers such as TigerTrailers (HGV trailer manufacturer), Frank Roberts & Sons (Bakery), Henkel (adhesives), Advanced Medical Solutions (wound care), and Celeros FT (control valves). Mid Cheshire employs a greater proportion of manufacturing employees (10.2%) than England (7.1%).

The area has strengths in IT and Professional Services, with more than 4,700 people employed and logistics, with more than 1,800 people employed (including a major logistics centre for grocery multiple Morrisons). The town centres remain important retail destinations (almost 7,000 people are employed across the whole area), and the dairy industry remains an important aspect of the rural economy.

Potential

Mid Cheshire is well-placed for further economic growth. The Cheshire & Warrington economy generates the highest Gross Value Added (GVA) per employee across the North of

England. Mid Cheshire has a high employment rate and is recognised as one of the most attractive places to live in the North West, with excellent academic education provision.

From a location perspective, the area is served by rail connections to Manchester and Liverpool, is close to the M6 and M56 motorways, and both Manchester and Liverpool airports are a 30-minute drive from the area although some housing developments are poorly connected to the main service centres and employment opportunities.

Despite its potential, Mid Cheshire is not well recognised as an economic area. In addition, some aspects of the area's economic fabric could be improved. An amplification of the area's potential role is important as Cheshire & Warrington considers its economic approach post-devolution.

The report sets out the area's potential and the key themes and actions that can be addressed to unlock this potential.



Alignment with Other Strategies

The Mid Cheshire Plan has not been developed as a brand-new initiative, and the work has not been carried out in isolation from other strategies developed by Cheshire West & Chester and other stakeholders.

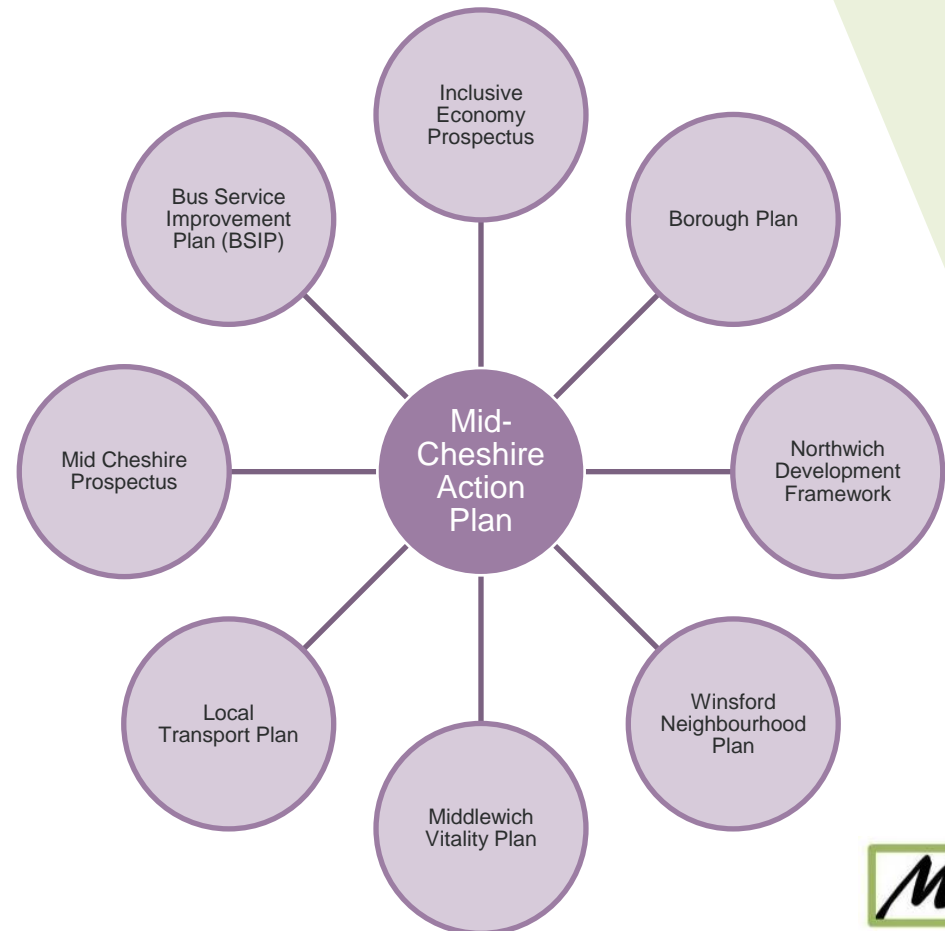
A key principle of the plan was to build on the work undertaken over many years in Mid Cheshire and ensure that the plan aligns with broader strategies for the area.

The diagram opposite illustrates some of the strategies considered, and the appendices include a summary of how the plan aligns with these strategies.

Other strategies that have also informed the development of the Plan include the Draft Waterways strategy (2020), Place Plan (2020-24), Stronger Futures (2020-24), Climate Emergency Response Plan, Towards a Digital Borough (2021-25), Our People Plan (2020-24), A Fairer Future, Local Plan, Northwich Neighbourhood Plan, Local Cycling & Walking Infrastructure Plan (2020-30), Cheshire and Warrington Destination Management Plan (2024-2029).

The appendices provide further detail on these strategies which have particularly informed ongoing work, priorities and key areas for development for Mid Cheshire. Their impact on the Plan is reflected on the alignment of objectives and outcomes for the area.

Illustration: Some of the significant strategies which have influenced the findings in the Mid Cheshire Plan



INTRODUCTION - THEMES

The following themes set out the key areas of focus that will guide economic plan for Mid Cheshire:

Investment, promotion & Business Support	Property for employment	Skills and employment	Partnerships and neighbourhoods	Infrastructure
<ul style="list-style-type: none">• Aiming to enhance regional appeal for investors, businesses, and visitors by establishing a strong place-based narrative.• With a strong workforce, rich heritage, and vibrant leisure options, this area is primed for investment.• Building a cohesive brand and targeted campaigns will highlight the region's unique strengths, ensuring sustainable economic growth and attracting diverse investment across both urban and rural communities.	<ul style="list-style-type: none">• Focusing on revitalizing commercial areas through strategic property marketing, small-scale capital improvement, and flexible workspace solutions.• Addressing post-COVID shifts, to support business growth, attract new tenants, and adapt underused spaces.• Priorities include targeted property investments and easing zoning for diverse rural and business urban use.	<ul style="list-style-type: none">• Address the need for local, accessible vocational education and apprenticeship training, especially in trades and low-carbon technologies.• Leveraging local educational strengths to align training with employment opportunities in construction, manufacturing and care sectors.• Priorities include expanding partnerships or supporting the development of skills programs	<ul style="list-style-type: none">• Aiming to empower underserved communities, leveraging local resources to improve life opportunities and promote sustainable development.• Fostering collaboration between unitary authorities, Town Councils, and the VCSE sector to address Mid Cheshire's varied economic and social needs.• Priorities include working on coordination, reallocating hyper-local services, and expanding community support• Ensuring that residential developments are better integrated into local services and employment opportunities	<ul style="list-style-type: none">• Prioritisation of universal access to digital services and low-carbon transitions.• Expanding 5G and digital connectivity will bridge rural gaps and enable smarter, on-demand services like transport and healthcare.• Transitioning to low-carbon, retrofitting building and promoting active travel are key to reducing emission, while improved public transport integration and rail enhancements will support regional connectivity.• Complete the Mid Cheshire Waterways Strategy and build on the strengths of the canals and rivers of the area.





CHAPTER 2

Mid Cheshire definition and economic data



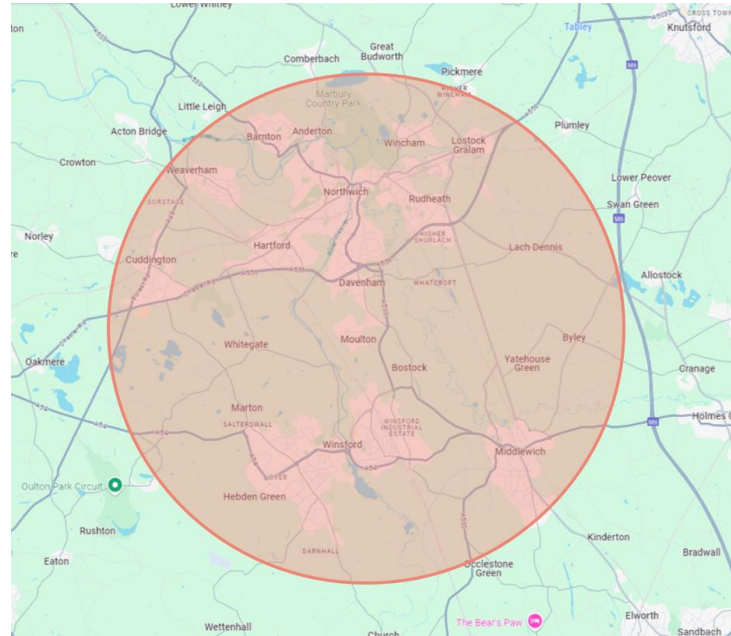
Conceptual Area

The consultation exercise identified a lack of a standard definition for the boundary of Mid Cheshire. The broad area of understanding is roughly illustrated by the map below with a definition that includes the three towns of Northwich, Winsford, and Middlewich, as well as the rural areas between them, reflecting the extent of the influence of the three towns.

Stakeholder discussions questioned the need for a rigid boundary for every aspect of the plan – transport, skills, and aspects such as the attractiveness of the visitor economy, which are each likely to include assets outside a defined area.

By way of illustration, transport plans may include discussions relating to passenger service capacity on the Chester-Manchester and Middlewich lines. Skills discussions will likely reference the importance of Reaseheath College and University (in Nantwich) for rural, farming and land management skills. The visitor and leisure economy may consider the importance of Delamere Forest as an attractor to the broader area for example.

Illustration: Broad area of Mid Cheshire with flexibility over the boundary

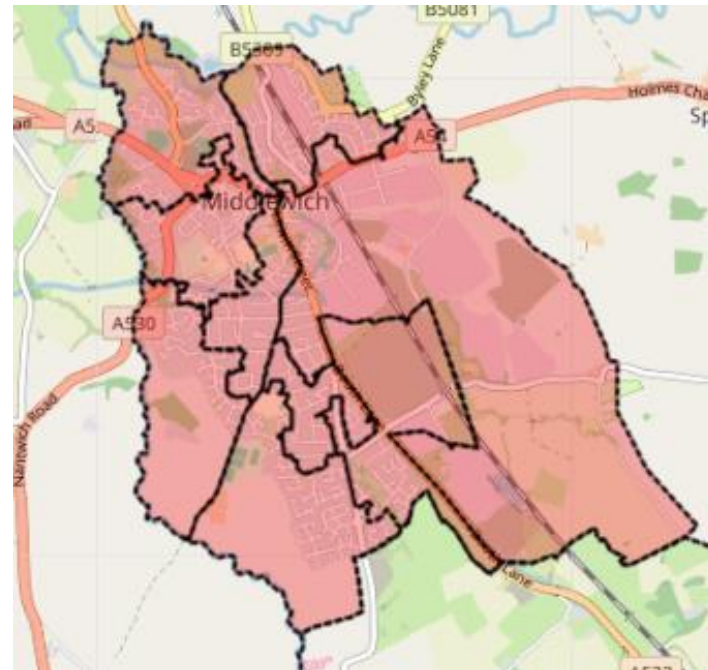
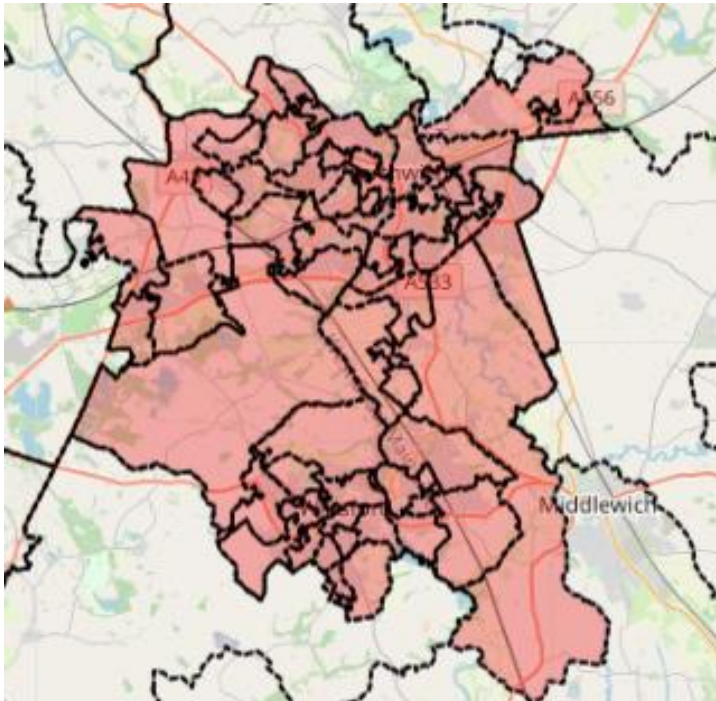


Defined Area

Whilst a flexible area is a valuable approach to considering the broad activities within the Plan, it is also necessary to define the area by pulling together economic data and measuring its performance in the future.

The approach has, therefore, defined the smaller-level economic building blocks of Lower-Level Super Output Areas (LSOAs) for the broader areas of influence of Northwich, Winsford, and Middlewich. These are illustrated below and listed in an appendix.

Illustration: Lower Level Super Output Area Maps



Key Data Findings

This table lists seven of the key data findings for Mid Cheshire, which are then detailed in the following pages.

Table: Seven Key Findings

1. Employment	▪Residents are widely engaged in work. Residents in Mid Cheshire are more economically active than across the North West Region and England and are less likely to be unemployed.
2. Occupations	▪The workforce is somewhat skewed at either end of the occupation scale with a slightly higher proportion of residents in management positions or elementary roles compared to the wider region or England as a whole.
3. Skills	▪Skill levels reflect the slight skewing of occupations. Whilst residents are generally more likely than those across England and the region to have attained different levels of skills, the proportion attaining level 4 or above lags that of England.
4. Sector activity	▪The sectors in which Mid Cheshire has specialisms compared to the national economy tend to be in manufacturing. The area has a higher proportion of employees (10.2%) engaged in manufacturing compared to England (7.1%).
5. Demography	▪ Across Cheshire East and Cheshire West & Chester, the population aged over 65 is forecast to grow by 28% by 2037, whilst the working-age population is forecast to shrink by 9%. The position is even more pronounced in Mid Cheshire.
6. Deprivation	▪The somewhat skewed skills and occupation data is reflected in statistics for deprivation. Overall, the majority of the population is in the 50% least deprived in England, there are areas which are in the 10% most deprived in England.
7. Public transport	▪.Mobility is dominated by private car use. For those reliant on bus travel, the service is infrequent, and there are no evening services between the key towns of the area. Rail services, where they are available, are also infrequent, and the service to Manchester, in particular, is a slow journey.



Economic Activity & Employment

Residents of Mid Cheshire are more engaged in the labour market than regionally or nationally. Economic activity is higher in Mid Cheshire than the

average for the North West Region or for England. The unemployment level within the area is lower and the most common reason for those who are not economically active is retirement.

Table: Economic Activity Status percentages - All usual residents aged 16 years and over 2021

	Mid Cheshire	North West	England
	%	%	%
Economically active (excluding full-time students)	62.1	56.5	58.6
Economically active (excluding full-time students):In employment	59.7	53.7	55.7
Economically active (excluding full-time students): Unemployed	2.3	2.8	2.9
Economically active and a full-time student	1.6	2.4	2.3
Economically active and a full-time student: In employment	1.2	1.7	1.7
Economically active and a full-time student: Unemployed	0.3	0.6	0.6

Table: Reason for economic inactivity percentages – all usual residents aged 16 years and over 2021

%	Mid Cheshire	North West	England
Retired	62	54	55
Student	9	14	14
Looking after house / family	11	11	12
Long term sick or disabled	12	13	11
Other	7	8	8

Source: Census 2021 (NB small geography data only available at census. Economic activity at census only available as all residents over 16)

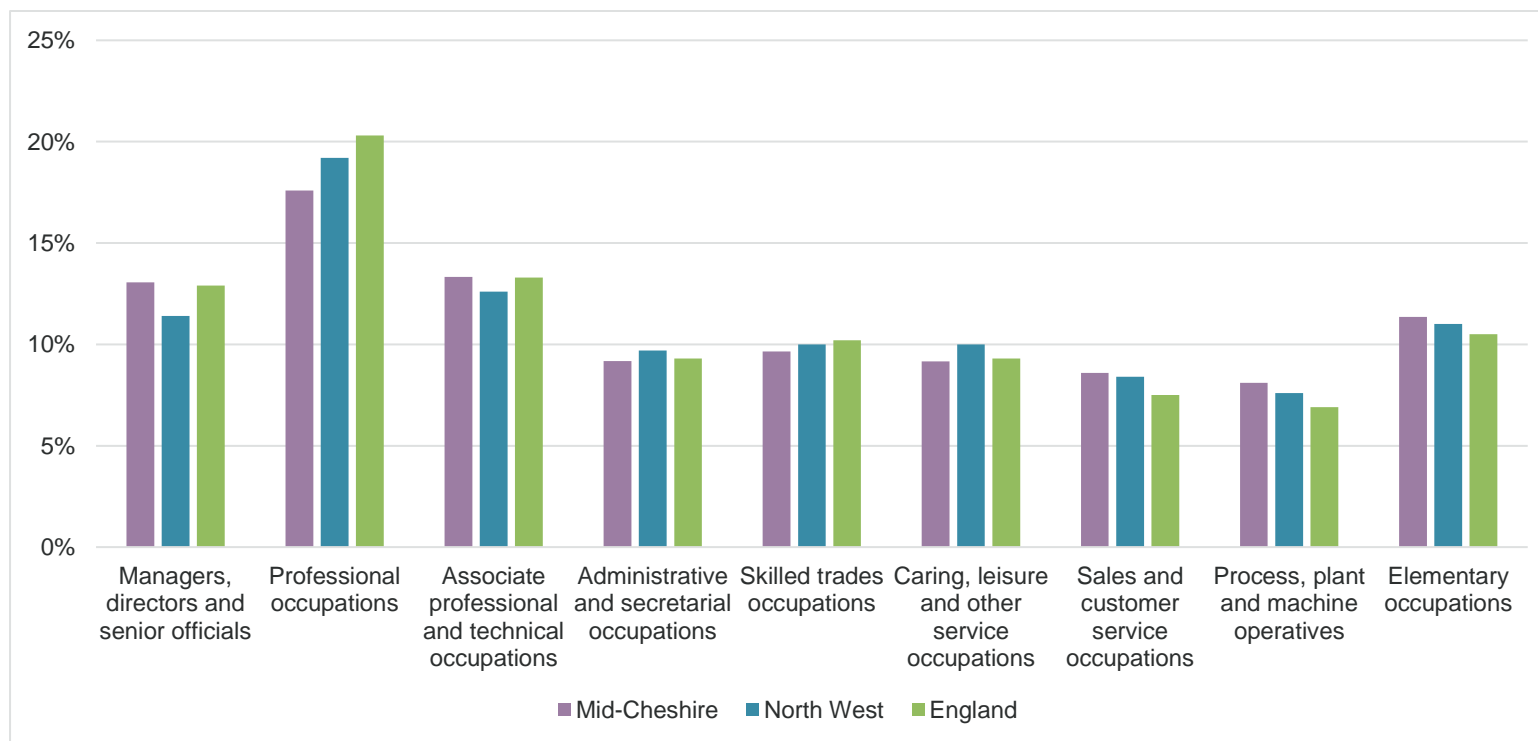


Occupation

The split of occupational activities of the residents of Mid Cheshire is slightly skewed, with residents more likely to be

involved in senior management positions or sales, process, or elementary roles than those across the region or England. There is a relatively lower proportion of those occupying professional roles

Table: Occupational Classification of residents 2021



Source: Census 2021



Skills

Mid Cheshire is a mid-skilled economy. The area has a lower proportion of residents with no qualifications compared to the region and England. There is a higher

proportion of residents with level 1-3 qualifications. The area does not however have the same proportion of residents who have achieved level 4 qualifications.

Table: Skills attainment of residents 2021



Source: Census 2021



Employment and specialisation

The largest sectors in terms of employment are generally in common with most economies, non-tradable or public sector-related, except warehousing and specialised construction. Mid Cheshire has several tradable industries in which there is a more significant proportion of employment than in England (a location quotient shows the number of times the proportion of jobs is more significant than that

found nationally).

The area has high employment (>300 employees) and a specialism in remediation, chemicals, pharmaceuticals, paper products, rubber and plastic products, and the manufacture of motor vehicles and trailers.

Overall, manufacturing employs 10.2% of employees compared to 7.1% in England.

Table: Largest sectors by employment 2022

Sector	Employees
Retail	6,770
Public administration	3,895
Education	3,820
Food and beverage service	3,385
Wholesale trade	2,035
Warehousing	1,815
Social work	1,410
Wholesale and retail of motor vehicles	1,325
Health	1,235
Specialised construction	1,210

Source: Business Register and Employment Survey 2022

Table: Sectors with the high location quotient 2022

Sector	Employees	Location Quotient
Remediation and waste management	830	44.4
Mining and quarrying	210	8.2
Manufacture of basic pharmaceutical products	350	5.9
Manufacture of paper and paper products	420	5.7
Manufacture of chemicals and chemical products	620	4.9
Repair of computers and personal and household goods	270	2.8
Waste collection, treatment and disposal activities	510	2.4
Manufacture of rubber and plastic products	515	2.3
Public administration	3,895	2.0
Manufacture of motor vehicles, trailers and semi-trailers	410	1.9



Demographics

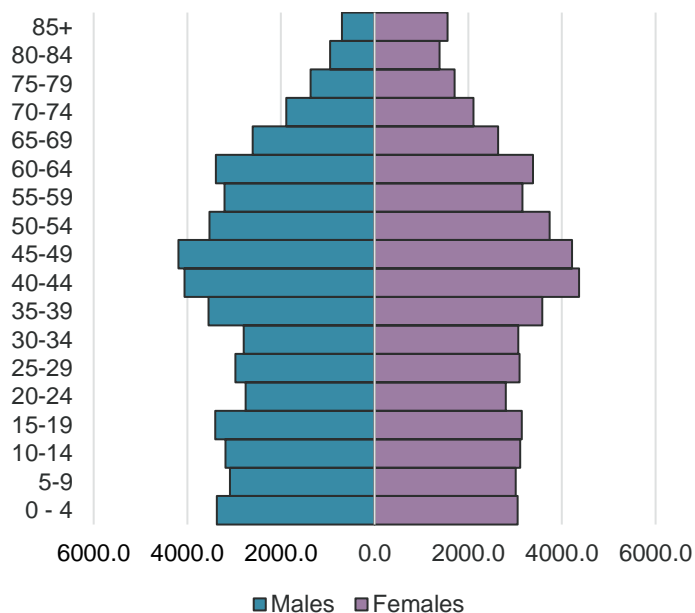
The residents of Mid Cheshire are ageing, and the proportion of those aged over 65 is higher than in the Local Authorities, Region or England. This ageing demography will

reduce the working-age population of the area more quickly than across the country as a whole. The working-age population in Cheshire East and Cheshire West & Chester as a whole is expected to shrink by 9% by 2037 while supporting an increase of 28% in the population over 65 years old.

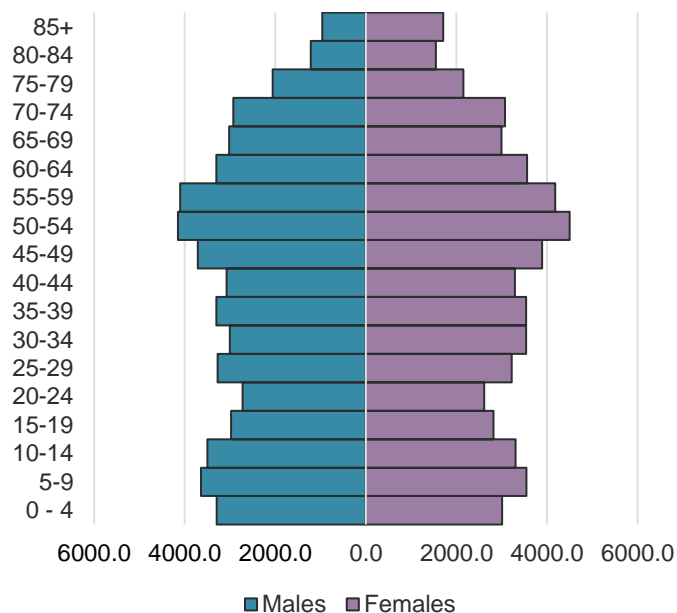
Table: Percentage population over 65 years old

%	Mid Cheshire	Cheshire East	CW&C	North West	England
65 years +	20%	11%	11%	9%	9%

Graph: Population pyramid 2011 Mid Cheshire



Graph: Population pyramid 2021 Mid Cheshire



Source: 2011 and 2021 census

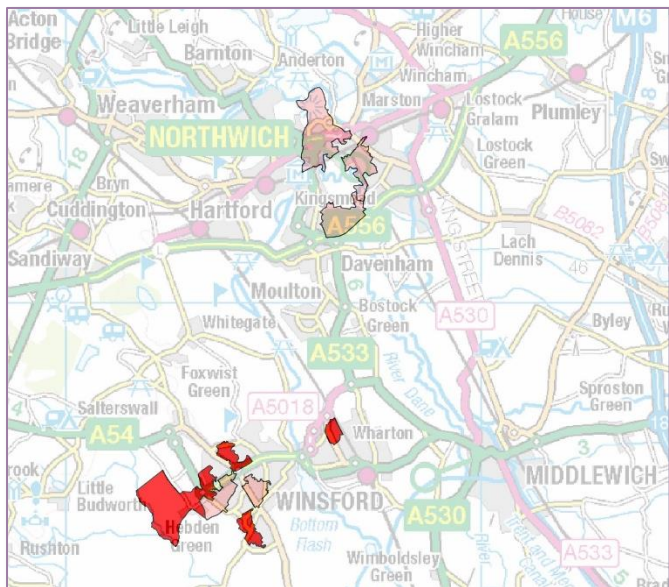


Deprivation

The 2019 Indices of Multiple Deprivation (IMD) use a basket of socio-economic to rank small geographic areas (Lower Level Super Output Areas – LSOAs) across England. The LSOAs are ranked from 1 (most deprived) to 33,755 (least deprived). These LSOAs tend to be grouped in deciles from the 10% most deprived to the 10% least deprived.

In an area with an even distribution of all levels of deprivation, each decile would account for 10% of the LSOAs.

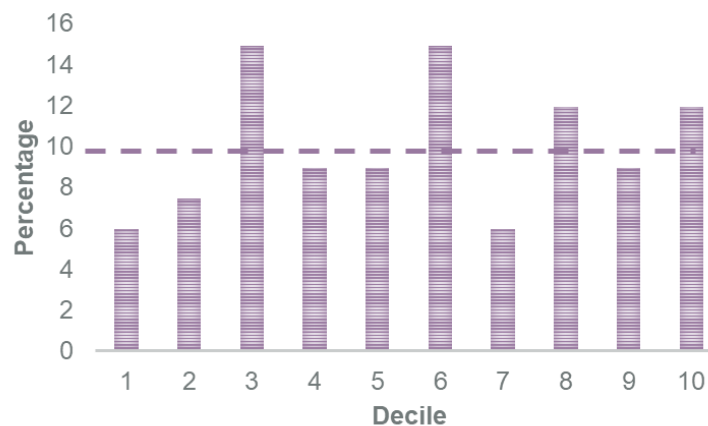
Map: Most deprived small areas in Mid Cheshire (red 10% most deprived in England, pink 20% most deprived in England)



In Mid Cheshire, the LSOAs are marginally skewed towards the less deprived, with 54% of LSOAs ranked in decile 6-10 and 12% ranked within the 10% least deprived in England.

Nevertheless, there are areas in the 10% and 20% that are most deprived in England, and these areas (within Northwich and Winsford) are shown on the map below. The most deprived LSOA in Mid Cheshire is ranked 1,300 out of 33,755 in the Wharton area of Winsford.

Graph: Distribution of small geographic areas across Mid Cheshire by deciles of deprivation (1=10% most deprived and 10=10% least deprived in England)



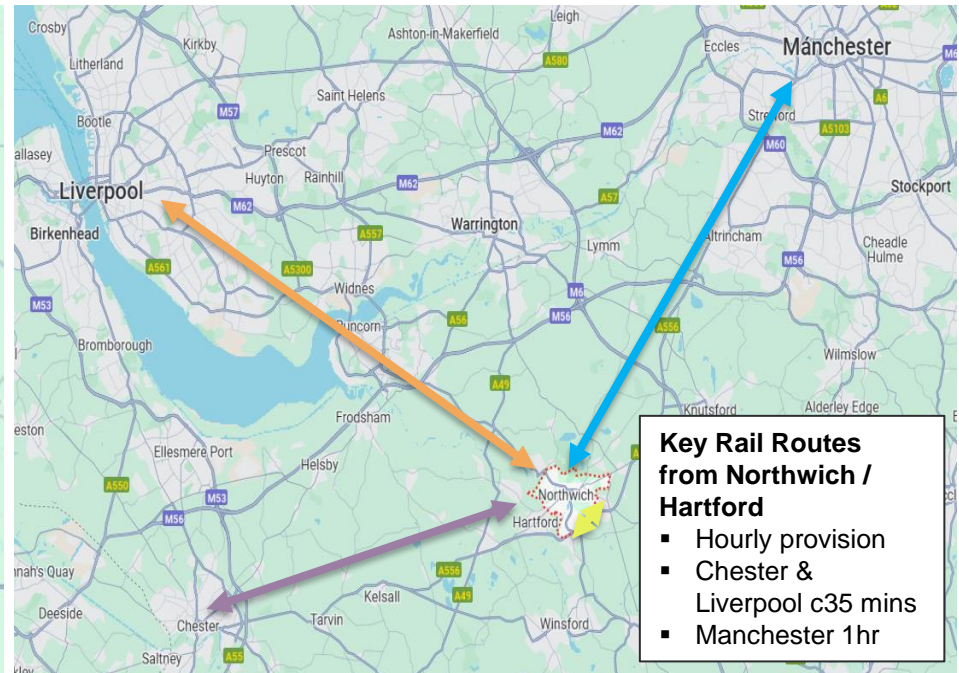
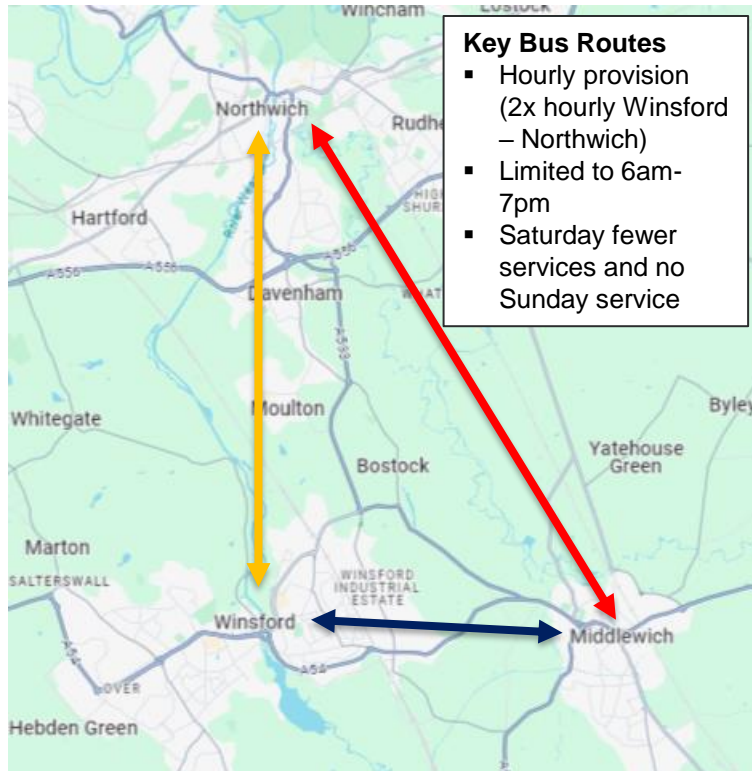
Source: All data MHCLG Indices of Multiple Deprivation 2019

Transport

Journeys within Mid Cheshire are generally dependent upon private car use. Public transport services mostly operate on a one-service-per-hour basis, and there are no evening

services between the towns of Mid Cheshire. Rail services to Manchester, in particular, are also slow. Rail services do, however, provide more evening services.

There is limited inter-connectivity timetabling between bus and rail provision.



A photograph of a woman with dark, curly hair, wearing a dark purple top, smiling and shaking hands with another person whose arm is visible on the left. The background is blurred, showing what appears to be a window or glass partition. A white diagonal line cuts across the image from the top right to the bottom left.

CHAPTER 3

Stakeholder engagement and findings



Approach

Data has informed the development of the Mid Cheshire Plan, which has been linked to the broader strategies related to the area. However, the plan has been developed mainly through an extensive consultation exercise.

Stakeholder Engagement

The consultation exercise has involved almost 50 individual conversations as well as discussions with the steering group for the work and the completion of a workshop with some of those organisations most closely involved in work across Mid Cheshire to date.

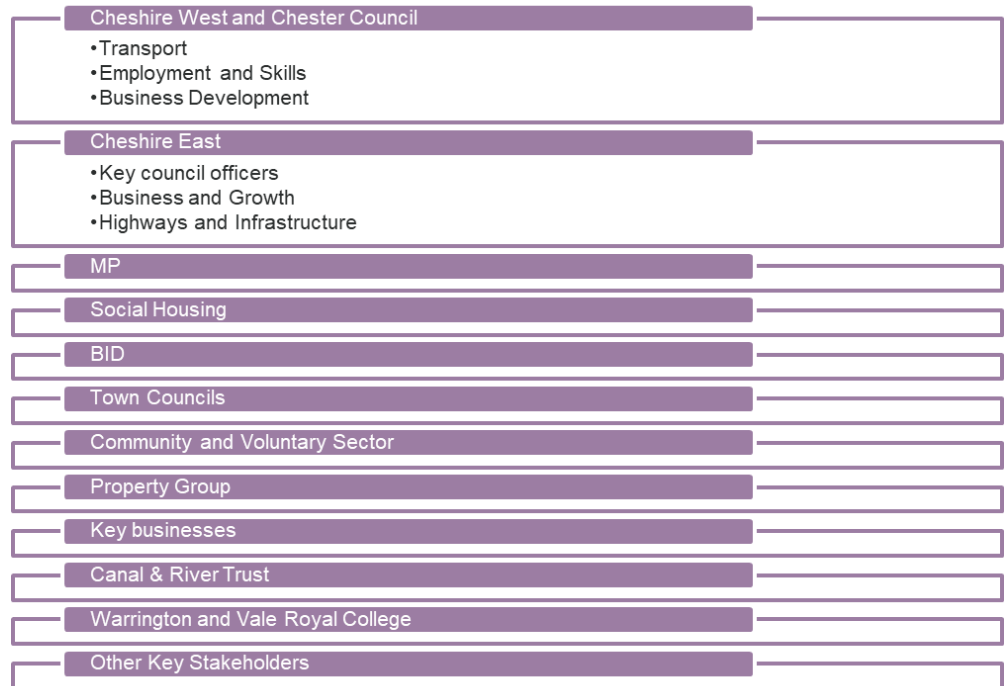
The appendices provide the full list of consultees, but the diagram opposite sets out the approach taken.

Key Themes from Consultation

The key themes which arose from the consultation exercise are set out in the pages which follow and are summarised as follows:

- Investment, promotion & business support
- Commercial and heritage property
- Skills and employment
- Partnerships and neighbourhoods
- Infrastructure

Chart: Summary of consultation exercise



Key Findings

- Mid Cheshire, as defined, is home to approximately 110,000 residents, and 46,000 people work within the area. It is home to several major employers and locations such as Winsford industrial estate and Gadbrook Park (as well as others) offer opportunities for more investment but the area is not widely recognised as a location for investment despite its advantages in terms of labour catchment area, skills and location.
- Similarly, from a visitor economy perspective, the area has significant strengths, which can be built upon with its rivers, canals, heritage, market towns, events and open spaces. Mid Cheshire could attract more day visitors from adjacent conurbations and also add to the wider Cheshire & Warrington offer to encourage overnight visitors to extend their stays.
- Greater brand promotion and the development of a compelling narrative around both business and tourism could significantly extend interest from both the perspective of the business and visitor economy.
- Business support activity is already undertaken across the area and is recognised as essential to securing follow-on investment from existing businesses. This support appears to have less emphasis on the rural economy, encouraging farm diversification, helping to drive up and downstream supply chain activity, and supporting the growth of businesses linked to the visitor and leisure economy.

Opportunities

>The area presents an attractive offer for the visitor and leisure economy as well as for business investment

>The rural economy is a significant contributor to both the economy and environment of the area

Challenges

>Mid Cheshire is not widely recognised as a geographic area, and different people would define the boundary differently

>The area is diverse in character and its future requirements. The area includes rural communities and large-scale manufacturing, and the area contains areas of affluence and deprivation

Key Findings

- Structural changes to the economy and post-Covid working practices have resulted in different demand patterns for some commercial premises – notably, although not exclusively, in Mid Cheshire Baron's Quay and Gadbrook Park.
- Linked to Theme 1, there is an opportunity to develop a prospectus of available publicly and privately owned commercial properties and to actively market the opportunities available, paving the way for growth and development.
- There is a sense that in some locations (particularly Gadbrook Park) lettings may be achieved more readily if some small scale capital investment was undertaken in public realm and building improvements; if grounds maintenance work was increased and if letting incentives were increased. Such small-scale investment may achieve a rapid payback. If budget constraints do not allow such an approach, a different ownership model may benefit the development.
- Wider observations concerning commercial space identified a potential need for greater levels of flexible business space for micro and small business occupiers linked to a reduced need for full-time offices and/or reduced commuting post-pandemic. Identifying a training need within the area may suggest an additional space requirement directly related to economic development

and employment.

- Discussions also focused on the ability to secure appropriate changes of use in rural areas to allow farm diversification and rural employment and similarly re-purposing of heritage buildings to allow employment uses.
- In all cases there is a need to ensure that locations which become a focus for employment are adequately accessible by public transport.

Opportunities

- >Actively marketing and/or repurposing vacant spaces for broader uses linked to growing the economy
- >Ensuring that successful locations such as Winsford Industrial Park can extend their capacity as required.

Challenges

- >Limited resources to undertake active management of property assets
- >Condition of some of those areas allocated for employment uses
- >Difficulty in gaining a change of use for some activities.

Key Findings

- Post-16 education provision in Mid Cheshire is mainly provided through Further Education Colleges (or private provision). Sir John Deane College (Northwich) has a solid academic provision and an emphasis on Higher Education entrance, whilst Warrington & Vale Royal College provides a broader range of provision but with its most extensive base in Warrington, a smaller centre in Winsford and closed its Northwich campus acquired during a FE College rationalisation.
- Young people accessing Higher Education often leave the area given that there is no University provision in Mid Cheshire (although Reaseheath, Leahurst and the University of Chester are within Cheshire).
- The result is a minimal provision of vocational courses and/or skilled trade Apprenticeship training for young people or adult learners within Mid Cheshire. Learners need to travel outside Mid Cheshire to undertake any training, and similarly, employers must make arrangements for training outside of the area if they employ Apprentices. This is a disincentive (and cost barrier) to both the employer and the learner.
- The significant challenges presented by an ageing population, the need to retrofit low-carbon measures into commercial and residential property, the government's focus on delivering new housebuilding, and the relative importance of manufacturing to the area all suggest that a wider range of education and skills provision within Mid Cheshire is a high priority.



Opportunities

- >Warrington and Vale Royal College expansion, including investment in Winsford provision and award of Institute of Technology
- >Strengths of the academically focused education provision within the area
- >The breadth of employment opportunities, including in manufacturing and the need for greater low-carbon relevant skills and skills in construction and care (for example)

Challenges

- >Loss of the Northwich FE campus as a result of College rationalisation and reorganisation
- >Limited non-academic subject provision within Mid Cheshire for school leavers
- >Employers seeking apprenticeship staff need to identify out of area training provision.



Key Findings

- Communities across Mid Cheshire include some areas of affluence and long-standing deprivation. There is a need to support those communities where individuals seek to improve their life chances but have fewer opportunities. This is linked to skills and employment (Theme 3) and community support provision.
- The level of resources available to the Unitary Authorities has diminished and they are less able to provide non-statutory support whilst at the same time the Town Councils and the Voluntary, Community and Social Enterprise (VCSE) sector are keen to engage more fully in assisting in provision.
- A shift in provision represents a significant cultural shift at an organisational level and will require additional coordination but many of the building blocks are in place to enable the shift.
- Hyper local delivery of non-statutory activities could be reallocated to different organisations and would include aspects such as:
 - Environmental maintenance and neighbourhood cleansing
 - Sport ground maintenance
 - Sport and pastime coordination
 - Cultural organisation development and creative/culture/event provision at a local level
 - Community support for local groups
 - Hyper local employment and training support
- Some of this support is already provided in different areas of Mid Cheshire through organisations such as the Town Councils, social housing providers and voluntary

groups. Still, there is an opportunity to extend its reach and standardise delivery.

- Where this does involve cost, there is the opportunity to examine the Twin Council Precept and to recognise that the VCSE sector can generally deliver provision for a fraction of the current cost.
- There is an opportunity to take advantage of the deep local knowledge of the board to help ensure new residential developments reflect local needs, help build local economies and align better with local services and employment opportunities.



Opportunities

>Widen the provision of community support to Town Councils and the Voluntary, Community and Social Enterprise (VCSE) sector to deliver services and support economic activity

>Repurpose the Partnership to result in a collaborative group that enables and delivers change alongside and out with the two Unitary Authorities

Challenges

>Some limitations in communication and regular catch-ups between key stakeholders in the area

>Establishing wider trust, new boundaries of responsibility and accountability will be resource-intensive and will likely face some challenges

>The breadth of the VCSE sector is likely to lead to some difficulty in coordination

>Some residential areas are poorly connected to service centres and employment opportunities.



Key Findings

- Digital and 5G services are not universally available across the area. Completing the rollout of high-quality digital provision is a priority, could reduce the need to travel, and it can unlock increased access to services, whether simply by linking communities into services or increasingly through aggregating demand for the smarter provision of services on-demand (e.g., weekly transport services) or routine health and social care (such as post-procedure check-ups). Improved digital provision is especially relevant to more rural communities.
- Within the infrastructure theme is low-carbon transition, particularly the transition to lower-carbon heat for commercial and residential buildings. Community system approaches to micro-generation, battery storage, and electrification of heat (through heat pumps or electrical heating systems) or community-based district heat schemes can reduce emissions and offer near-term cost savings in off-gas grid properties. Linked to the rollout, however, is a need for greater understanding and awareness, high-quality provision through contractors and upfront work to improve building insulation.
- Transport in Mid Cheshire is heavily car-dependent. Public transport links between towns are mainly by bus, although no inter-town evening services exist. Rail transport to adjacent conurbations is slow and infrequent, and there is no integrated timetabling of bus and train services.
- Locally, there is an opportunity to establish more active travel routes, in some cases using canal tow paths linking this approach into the Mid Cheshire Waterways Strategy.



Opportunities

>Digital solutions can provide different, high-quality, and cost-effective solutions for delivering services in difficult-to-reach communities (addressing aspects such as ageing or rurality).

>Existing rail lines offer opportunities for greater rail capacity

>Bus and rail timetable integration can deliver public transport improvements

>Canal, river and green space corridors can allow the development of more active travel routes

>Retrofit of building efficiency measures and low carbon approaches to domestic and commercial heat solutions can impact on emissions.

Challenges

>Rurality, distances between towns and the critical mass of users limit the efficiency of infrastructure provision (digital or transport).

>Some historic and rural housing stocks (in particular) present significant energy efficiency challenges.





CHAPTER 4

Action Plan



ACTION PLAN

Introduction

An action plan has been established to address some of the important issues identified in the area's key themes. This plan addresses the objective of the Mid Cheshire Plan, which is, 'to draw together strengths, eliminate barriers to new investment, and make Mid Cheshire's economy stronger, greener, and fairer'.

Actions have been prioritised according to timescale and resource requirements in the short, medium, and long term.



PLAN SUMMARY

Objective

To draw together strengths, eliminate barriers to new investment, and make Mid Cheshire's economy stronger, greener, and fairer

Core Evidence

- Economic activity levels are high
- The area has demonstrable specialisms in aspects of manufacturing
- There is a visitor economy offer focused on rural areas, market towns, waterways and heritage

- There are areas of high property voids
- There are limited spaces for training delivery and little flexible workspace for small businesses

- Residents have lower level 4 skills attainment than average
- The lack of provision of vocational-based training is at odds with the manufacturing strengths of the area

- Some areas of deprivation
- Rurality causes difficulty in service provision
- Older residents will increase sharply over the next 15 years
- Housing developments are often distant or poorly connected to employment

- High dependency on car transport
- Digital rollout does not yet provide a universally fast service
- Decarbonising heat requires insulation and community-scale investment

Key Themes

Investment, promotion & Business Support

Property for employment

Skills and employment

Partnerships and neighbourhoods

Infrastructure

Priority Actions

1. Develop marketing material and an on-line presence for businesses; visitors and residents
2. Link business investment promotion to an improved property portfolio
3. Develop visitor campaigns linked to adjacent locations

4. Develop a prospectus of available property (public and private)
5. Create a reporting mechanism on building occupation for the Board
6. Consider the opportunities to repurpose space for training and flexible business centres
7. Implement small scale capital works and tenant incentives to generate revenue

8. Use the devolution agenda to secure greater emphasis on skills and attract alternative providers to the area
9. Use the business support programme to understand skills needs better
10. Map and promote improvements in local skills provision and link employment opportunities to transport

11. Redefine the local delivery roles of CW&C/CE vis-à-vis the Town Councils and VCSE sector
12. Map the different VCS providers
13. Actively manage the transfer of some hyper-local provision and ensure this can be accessed by local transport.
14. Ensure that housing developments reflect resident demand and integrate with local transport, service delivery and employment opportunities.

15. Promote routes for active travel and existing public transport offer
16. Use digital infrastructure and services to aggregate demand for services
17. Lobby nationally for funding for increased frequency of services
18. Create an information portal for low-carbon implementation
19. Continue to lobby nationally for further road and rail improvements
20. Complete Waterways Strategy



ACTION PLAN

Theme	Issue	Impact	Approach	Action
Investment, promotion and business support	Mid Cheshire's lack of a place-based narrative constrains the area's significant potential in terms of business investment and the visitor economy.	Business investors and visitors do not automatically consider the location even when Cheshire, more generally, or North West England is seriously considered a destination.	There is an opportunity to create a marketing approach for the area to attract business investment and tourism. Continued business support can ensure potential investments are secured.	Short: 1. Develop marketing material and an on-line presence for businesses; visitors and residents
				Medium: 2. Link business investment promotion to an improved property portfolio 3. Develop visitor campaigns linked to adjacent locations
Property for Employment	There are areas of voids in commercial properties across the area	Empty commercial units limit economic potential and a significant concentration in one place leads to further deterioration in attractiveness	Undertake more active management and marketing of property assets with small-scale investments and tenant incentives to increase attractiveness. Consider alternative uses to support the other investment themes for the area.	Short: 4. Develop a prospectus of available property 5. Create a reporting mechanism on building occupation for the Board 6. Consider the opportunities to repurpose space for training and flexible business centres
				Medium: 7. Implement small scale capital works and tenant incentives to generate revenue
Skills & Employment	There is a gap in the provision of vocational training across the area, coupled with poor transport network which create multiple barriers to employment and education.	Young people and adult learners alike have limited options for vocational courses or face long and expensive journeys to study for some careers. Over time this could limit the appropriate skills available to employers and the attractiveness of the area	Work on the opportunity for a more varied and local provision to align with local skills needs.	Short 8. Prioritise action on skills in the devolution deal and attract alternative providers to the area 9. Use business support programme to better understand skills needs
				Medium 10. Map and promote improvements in local skills provision and link employment opportunities to transport



ACTION PLAN

Theme	Issue	Impact	Approach	Action
Partnerships and neighbourhoods	Areas of deprivation, and reduced Local Authority budgets make delivering a wide range of services difficult. Residential developments are often distant from services provision and employment opportunities exacerbating the situation.	<p>Some of the more deprived communities across the area have higher levels of economic inactivity and poorer health outcomes, which reduces the area's economic potential.</p> <p>Relatively isolated communities rely on car use in some cases excluding residents from employment, training and services.</p>	<p>Further develop the provision of hyper-local services through the capability of the Town Councils and the Voluntary and Community Sector.</p> <p>Contribute to delivery planning for future residential development to ensure strong integration of residential growth with employment and services.</p>	<p>Short</p> <p>11. Redefine the local delivery roles of CW&C/CE vis-à-vis the Town Councils and VCSE sector</p> <p>12. Map the different VCSE providers</p> <p>13. Engage in initial discussions and statutory planning consultation ensuring housing developments align with services, employment and local transport</p>
				<p>Medium</p> <p>14. Actively manage the transfer of some hyper-local provision and ensure that the provision aligns with local transport</p>
Infrastructure	Transport connections across the area are limited in terms of road and rail. Some areas have poor broadband, and much of the housing stock presents challenges in reducing carbon emissions.	Transport and digital connectivity issues reduce access to skills provision and employment. In addition, an inability to transition to lower carbon solutions in the built environment will reduce the attractiveness of both commercial and residential properties.	Support initiatives to increase the frequency and integration of public transport and support improved road links and digital infrastructure. Support wider rollout of low-carbon technologies	<p>Short</p> <p>15. Promote and ensure maintenance of routes for active travel and promote existing public transport offer.</p>
				<p>Medium</p> <p>16. Roll out greater smart digital infrastructure and services to help aggregate demand for transport and community services</p> <p>17. Lobby for national funding for improvement in public transport integration, frequency of services and required road improvements</p> <p>18. Create an information portal for low carbon implementation</p> <p>19. Complete the Waterways Strategy</p>
				<p>Long</p> <p>20. Continue to lobby nationally for rail investment and road improvements to the M6</p>



Short-term

Actions to develop and create impact within a period of 1-2 years

Investment, promotion and business support

Develop marketing material and an online presence for businesses, visitors and residents.

- A clear and strong place-based narrative that highlights the strengths and potential of the area but recognises individuality and commonality..
- The business investment proposition will set out the sector strengths (including advanced manufacturing, energy, logistics, food and drink, visitor economy), labour catchment area, skills, costs, commercial land/property, location in terms of transportation, and services for investors.
- The visitor proposition can highlight the key attractions, including heritage assets (canals, Anderton Boat Lift, Salt Museum, etc.), market towns and events (eg Pina Colada Festival in Northwich, Folk and Boat Fest in Middlewich and Winsford Water Festival), open spaces and waterways for leisure, and those assets on the area's fringes.
- The residents' site can highlight what's on in the local area, clubs, groups, and opportunities for volunteering and participation. It can also provide information on other aspects of this plan, such as transport links.

Maintain the business support provision.

- A business support programme is already being

undertaken across the area. As a result, this is not a specific action, but its importance is recognised in safeguarding investment and building on business intelligence.

- There is a need to ensure that this support also focuses on rural businesses.

Property for Employment

Develop a prospectus of available property.

- Linked to the business investment proposition (above), there is the opportunity to highlight significant areas of employment space and the larger properties that are currently vacant both publicly and privately owned. This will need some resource to update, but it is not intended as a comprehensive database of available stock.

Create a reporting mechanism on building occupation for the Board.

- There is a risk that areas with high levels of voids will fall into a cycle of declining attractiveness. It is considered helpful for the Mid Cheshire Board to receive an update from the Local Authority Property teams to understand the available stock and receive an update on the approach to address voids.



Short-term

Actions to develop and create impact within a period of 1-2 years

Consider the opportunities to repurpose space for training and flexible business centres.

- Work across the Board to develop the demand case for repurposing suitable space and consider the suitability of vacant sites. This may include contacting suitable Apprenticeship training providers and business centre operators to understand the industry's view.

Skills and employment

Prioritise action on skills in the devolution deal and attract alternative providers to the area.

- Skills are a priority focus of the C&W devolution deal, representing an opportunity to address some of the gaps in skills provision within Mid Cheshire.
- There is a lack of local vocational skills training linked to skilled trades, manufacturing and social care. There is an opportunity to engage with private providers of suitable courses and understand their appetite for local provision while engaging with Warrington & Vale Royal College to understand the barriers to them increasing local provision.

Use business support programme to understand skills needs better

- The Local Skills Improvement Plan and existing business support programme undertaken across the area can be a

useful information-gathering exercise to inform the likely skills provision requirements. This will support conversations with potential alternative providers.

Partnership and Neighbourhoods

Redefine the local delivery roles of CW&C/CE vis-à-vis the Town Councils and VCSE sector.

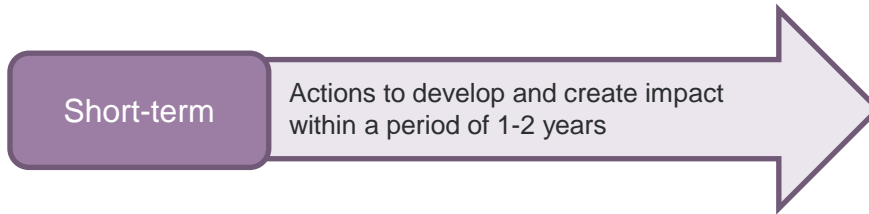
- It is recognised that the budgets of the Unitary Authorities are stretched and that trends such as the rapidly ageing population of the area will place further burdens on resources. At the same time, there is an opportunity to redefine roles and responsibilities between those other organisations keen to support the area.
- Discussing the opportunity for others to provide non-statutory services to maintain locations, support communities, and provide opportunities for volunteering and participation may allow for an enhanced provision at a lower cost.

Map the different VCSE providers.

- As part of the redefining of local delivery, the opportunity for different models of delivery can be informed through a capability and capacity mapping exercise of VCSE providers



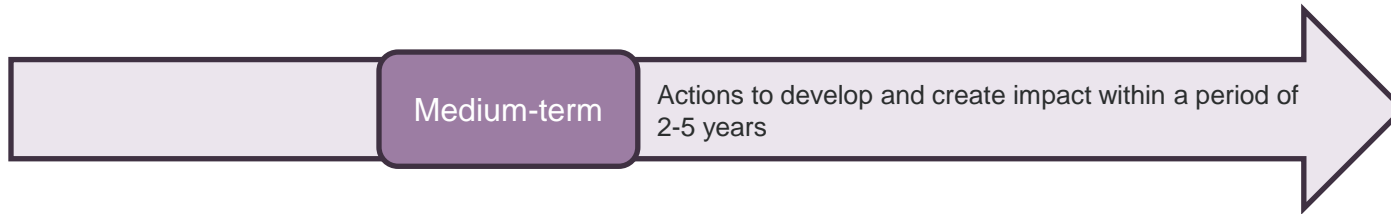
ACTIONS cont



Infrastructure

Promote and ensure maintenance of routes for active travel and promote existing public transport offer,

- In the short term, improvements in different aspects of infrastructure provision are difficult, but there is an opportunity to encourage better take-up of those aspects already in place, in line with Councils' emerging Local Transport Plan.
- The proposed action for the provision of a Mid Cheshire resident's website focused on improving the impact of transport in local health and accessibility, can promote:
 - Different active travel corridors
 - Public transport timetables
 - Broadband providers and potential solutions for those encountering connection speed difficulties
 - Case studies for low-carbon residential energy and heating solutions



Investment, promotion and business support

Link business investment promotion to an improved property portfolio.

- The short-term work addressing the issue with the current property stock and improving letting performance can then be incorporated into the business investment offer. Business investment can include prospective new employers and new investment in commercial property, training provision, and the visitor economy (addressing multiple aspects of the plan).

Develop visitor campaigns linked to adjacent locations.

- Work with Marketing Cheshire to help further develop Mid Cheshire's brand awareness and visitor offer and ensure that campaigns encourage visitors to other parts of Cheshire and Warrington to extend their stay and include aspects of the Mid Cheshire offer.

Property for Employment

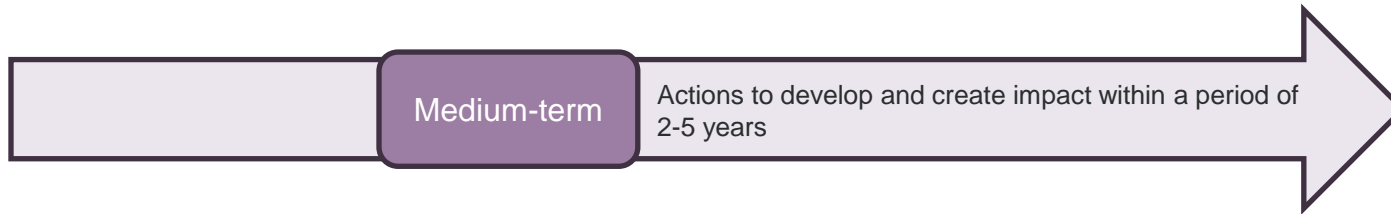
Implement small-scale capital works and tenant incentives to generate new employment and revenue.

- As work is undertaken to market voids more actively in the commercial property portfolio, an understanding will be gained of those locations/properties where some small capital works and the offering of tenant incentives may be required to achieve a letting. When carefully managed, such small-scale expenditures may have an almost immediate payback through rental income.
- Where capital works cannot gain approval, there is the potential to introduce new ownership models to ensure investment can be achieved. Identifying potential new investments is recognised as part of the investment promotion activity.

Skills and employment

Map and promote improvements in local skills provision

- The short-term skills work will better identify skills gaps, needs, and potential providers. If the gaps in provision have not been addressed in the short-term work, there is an opportunity to build proactive work into the business support programme to attract a different range of suitable providers.



Partnership and Neighbourhoods

Actively manage the transfer of some hyper-local provision and ensure the location aligns with transport accessibility.

- The shift in the delivery of some non-statutory services from the Unitary Authority to other local providers will require a cultural change for all those involved. Scrutiny from the Mid Cheshire Board is likely essential to ensure this process achieves its full potential.

Ensure that residential developments of the future are better linked to services and opportunity by considering the upcoming Cheshire West Design Code.

- The Board should play a role as a consultee in both the early concepts and statutory planning consideration of new housing developments. Sympathetic residential growth can support the delivery of the wider economic aspirations of the Mid Cheshire Plan but residential developments will need to align with market demand and in the future must be better aligned with and connected to larger service centres and employment opportunities for the benefit of both residents and environmental considerations.

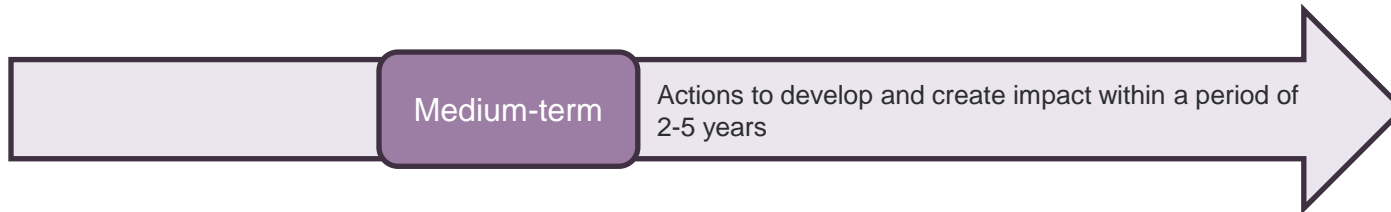
Infrastructure

Roll out more smart digital infrastructure and services to help aggregate demand for transport and community services.

- Extending fast digital connectivity to every household is considered a priority.
- Once almost universal provision is in place, there is the opportunity to introduce new services that link those across communities, provide care and support, and trial new 'smart neighbourhoods' solutions such as aggregating service demand.

Lobby nationally for funding for improvement in public transport integration, frequency of services and road improvements

- There is a need to continue making the case for small incremental improvements to service provision within the area, both with the transport providers and the government through the local MP (Andrew Cooper) and local political Leaders.



- Improvements in bus links into employment sites and integration with the rail services is likely to involve local discussions with the service provider. An increased frequency of service on the Mid Cheshire rail line is likely to involve Network Rail (signalling) and the train operator Northern Rail.
- Monitor and align marketing strategy with the reopening of the freight line for passenger services between Middlewich and Northwich as well as the proposals for new stations in Middlewich and Gadbrook.

actions to build on the strengths of the canals and rivers.

Create an information portal for low-carbon implementation.

- A lack of consumer awareness of potential solutions, nervousness about effective suppliers/contractors, and a lack of clarity regarding cost and payback are some of the aspects holding back residential transition, and they can be partly addressed through high-quality information provision.

Infrastructure

- Complete the Waterways Strategy and the associated





General

- The board will likely determine the plans that need to be in place for the longer term, which may vary over time.
- The Plan suggests some aspects for consideration in the longer term

Infrastructure

Continue to lobby nationally for rail investment and road improvements to the M6 including the Middlewich Bypass.

- Through emerging Cheshire East and Cheshire West and Chester Local Transport Plans, longer term transport schemes are likely to be required to improve further links to the M6 motorway – particularly traffic from Winsford Industrial Estate and Gadbrook Park, given the potential

expansion of these sites. This could include proposals for a Middlewich bypass.

- A southern spur rail line from Manchester airport would improve links into Mid Cheshire, creating a direct airport link and an alternative faster and more frequent link to Manchester.

Other

- Support the extension of Winsford Industrial Park to deliver further economic growth to the south of the area.
- Identify providers of a broader range of adult training opportunities to address labour force issues likely to emerge from the reduction in working-age people and the increase in older people within the area.



CHAPTER 5

Board/Group and remit



BOARD/GROUP AND REMIT

The mission of the group is to provide a focus for activities that can develop the area's economy by fostering collaboration and leveraging delivery with key partners and community groups. The Plan will define an inclusive economic growth strategy and together we will ensure that Mid Cheshire is a prosperous place for current and future generations.

Introduction

The creation of the Mid Cheshire Plan is intended to provide a focus for activities that can develop the area's economy. This focus will likely be particularly important for the area as Cheshire and Warrington secure increased devolved powers in economic delivery. The Plan will help ensure that Mid Cheshire is recognised in the planning for devolution.

A governance board is needed to ensure that the appropriate organisation delivers the required actions against the timetable set when an agreement has been reached.

Name

The 'board' is intended to be known as the 'Mid Cheshire Partnership', which will be responsible for delivering the Mid Cheshire Plan.

Remit

A formal protocol document will be prepared for the Partnership, but in summary, the role of the Partnership will be as follows:

- Manage the delivery of the Mid Cheshire Plan
- Own the Mid Cheshire Plan and continue to determine and prioritise key issues
- Share information between all members of the Board relevant to the broader economy of the area
- Receive reports from delivery bodies on issues relating to Mid Cheshire
- Establish sub-groups of interested parties, identify projects, and manage delivery
- Influence broader strategies and actions

The Partnership intends to have direct links to the Chief Executive of relevant delivery bodies and, in particular, the Unitary Authorities. Through these links, the Partnership will hold influence.

However, it is essential to note that the Partnership will work with a wide range of delivery bodies and that actions will likely be undertaken by a broader range of organisations than solely the Unitary Authorities.

Meetings

- The Partnership will meet quarterly



BOARD/GROUP AND REMIT cont

Membership

The Partnership itself will determine the membership. The group is intended to consist of 12-16 people who represent the key stakeholders and businesses who can influence the delivery of the plan and determine future requirements. The Local Authorities are intended to have only 1 elected representative member of the Partnership (Relevant Portfolio Holder). Members will likely be invited to join the Partnership because of their role and the organisation they represent. It is, however, the individual who is the member of the Partnership (whilst they are in the relevant position in their organisation). It is not intended that the organisation is the member and then delegates attendance. The Partnership will elect a Chair, and Cheshire West & Chester Council will provide the administration/secretariat function. The Partnership is likely to include the MP for Mid Cheshire, Mid Cheshire Champion, a senior representative from the NHS, Social Housing, transport providers, the College, the VCSE sector, and local businesses, although the Partnership will determine this.

The Partnership may wish to also have a local engagement group which will help ensure that the communications and messaging from the Partnership is communicated and linked

into the wider local network of stakeholders, local members and civic groups.

Recruitment

The recruitment process is expected to begin in May 2025.

How it will be done?

Processes that will be established to ensure all relevant stakeholders will have to opportunity to apply.



A stack of brown paper folders is shown on the left side of the image. Behind the folders, a spiral-bound calendar is visible, featuring a grid of dates with some numbers in red. A tab labeled 'NOTES' is partially visible at the bottom of the calendar stack. The right side of the image is a white background with a diagonal green line separating it from the left side. The word 'Appendices' is written in green on the white background.

Appendices



1. ALIGNMENT WITH KEY STRATEGIES

Key Strategies	West Cheshire Inclusive Growth Strategy	Cheshire West & Chester Borough Plan 2024-28
Priorities	<ul style="list-style-type: none"> • Greener, fairer and stronger economy that benefits everyone in West Cheshire • Reduce poverty and inequality • Addressing the climate emergency • Support community well-being • Strengthen local enterprises 	<ul style="list-style-type: none"> • Starting well – early intervention • Tackling hardship and poverty • Resilient communities • Greener communities • Fair local economy • Neighbourhood pride
Actions	<ol style="list-style-type: none"> 1. Promote good employment practices 2. Increase access to skills and training 3. Improve public transport 4. Support housing retrofit 5. Develop an anchor network with key institutions 	<ol style="list-style-type: none"> 1. Educational improvements 2. Support for families 3. Tackle homelessness 4. Promote sustainable living 5. Digital inclusion
Governance and Delivery bodies	<ul style="list-style-type: none"> ➤ Public-private partnerships ➤ Anchor network of major local employers ➤ Community organizations and local institutions 	<ul style="list-style-type: none"> ➤ Cheshire West and Chester with local partners – NHS, police, community groups, businesses, schools, care providers and housing associations
Progress evaluation	<ul style="list-style-type: none"> ✓ Employment rates ✓ Wage improvements ✓ Reduction in fuel poverty ✓ Carbon emissions ✓ Social mobility ✓ Continuous review of key performance indicators 	<ul style="list-style-type: none"> ✓ Educational attainment rates ✓ Homelessness rates ✓ Health outcomes ✓ Carbon emission reductions ✓ Digital access
Influence on Mid Cheshire Plan	<p>The strategy promotes equitable growth and community well-being supporting Mid Cheshire's goal of creating a fair and inclusive economic environment. This aligns with the Plan's goals to promote economic interventions that will benefit local communities and address inequalities.</p>	<p>With a focus on community support, tackling poverty, and fostering local pride, this plan reinforces Mid Cheshire's aim to enhance its economic identity and quality of life. Its emphasis on educational improvements and digital access supports the Plan's objective of boosting skills and infrastructure in the area.</p>



1. ALIGNMENT WITH KEY STRATEGIES cont

Key Strategies	Northwich Development Framework	Winsford Neighbourhoods Plan	Middlewich Vitality Plan
Priorities	<ul style="list-style-type: none"> • Sustainable growth • Support businesses, attract visitors and improve connectivity • Enhance public realm, waterfronts and open spaces • Achieve net-zero carbon goals 	<ul style="list-style-type: none"> • Develop sustainable housing and employment opportunities • Improve the town's image, shopping centre, transport links and leisure activities • Ensure access to education, community services, and healthcare • Encourage local events and preserve Winsford's natural assets and heritage 	<ul style="list-style-type: none"> • Address challenges in retail due to changes in shopping habits • Leverage local assets like green spaces, heritage, and the canal network for tourism and community tourism • Enhance town connectivity and accessibility • Promote housing development, especially affordable and starter homes • Support local businesses and ensure sustainable economic growth
Actions	<ol style="list-style-type: none"> 1. Revitalise – Barons Quay, Lower Witton St, and Weaver Square 2. Strengthen- retail, cultural, leisure offer and integrate green spaces 3. Enhancing – pedestrian and cycling routes, wayfinding and promoting tourism through local events 	<ol style="list-style-type: none"> 1. Allocation of the land for 3,250 new homes and 35 hectares of employment land by 2030 2. Enhancing the Weaver Valley and improving the retail offer in the town centre 3. Initiating quick wins – improving local transport or revitalizing community spaces 4. Building strong social and leisure infrastructure to improve the quality of life for residents. 	<ol style="list-style-type: none"> 1. Revitalization of the town centre focusing on tourism, retail and residential use 2. Rebalancing the housing offer with a focus on affordable housing and homes for older residents 3. Enhancing transport infrastructure to improve connectivity within Middlewich and to nearby towns 4. Prioritizing key interventions – brownfield redevelopment at Brooks Lane and reinstating the train station



1. ALIGNMENT WITH KEY STRATEGIES cont

Key Strategies	Northwich Development Framework	Winsford Neighbourhoods Plan	Middlewich Vitality Plan
Governance and Delivery bodies	<ul style="list-style-type: none"> ➤ Cheshire West and Chester Council with input from key local stakeholders ➤ BID – active role to promote economic and social wellbeing of the town 	<ul style="list-style-type: none"> ➤ Partnership: Winsford Town Council, CWACC and (former) The Weaver Valley Partnership ➤ Involvement of Tibbalds Planning & Urban Design for technical assistance 	<ul style="list-style-type: none"> ➤ Main governing body is CEC, which oversees the delivery of the plan ➤ Collaboration with Cushman & Wakefield, Optimised Environment and Mott Macdonald ➤ Middlewich Town Council key role in local governance and coordination ➤ S106 funding from developers
Progress evaluation	<ul style="list-style-type: none"> ✓ Development and implementation to be guided by periodic stakeholder consultations and data analysis ✓ Focus on the town's own assets sustainable growth 	<ul style="list-style-type: none"> ✓ Monitoring short-term wins while targeting long-term development goals ✓ Monitored by local governance by bodies 	<ul style="list-style-type: none"> ✓ Dependant on securing funding and implementation of specific actions like improving infrastructure and promoting local businesses
Influence on Mid Cheshire Plan	The focus on sustainable growth, enhancing connectivity, and improving public spaces aligns with the Plan's vision to revitalize local assets and encourage tourism while lobbying for projects to upgrade Mid Cheshire's infrastructure.	The neighbourhood-focus approach aims to promote local job creation, housing, and community events, supporting Mid Cheshire objectives of job growth, affordable housing, and community cohesion to ensure inclusive economic growth.	Addressing challenges in retail and housing while promoting tourism evidences how the Plan's focus on economic diversification, support for local businesses and improvement of public infrastructure are key to balance residential needs with tourism and retail growth.



2. GEOGRAPHY – MSOAs

The following MSOA areas make up the economic geography for Mid Cheshire

1. E02003813 : Cheshire East 024
2. E02003814 : Cheshire East 025
3. E02003876 : Cheshire West and Chester 012
4. E02003879 : Cheshire West and Chester 018
5. E02003880 : Cheshire West and Chester 019
6. E02003881 : Cheshire West and Chester 020
7. E02003882 : Cheshire West and Chester 021
8. E02003883 : Cheshire West and Chester 023
9. E02003884 : Cheshire West and Chester 024
10. E02003885 : Cheshire West and Chester 026
11. E02003886 : Cheshire West and Chester 035
12. E02003887 : Cheshire West and Chester 037
13. E02003888 : Cheshire West and Chester 038
14. E02003890 : Cheshire West and Chester 042
15. E02003889 : Cheshire West and Chester 040



2. GEOGRAPHY – LSOAs

The following LSOA areas make up the economic geography for Mid Cheshire

1. E01018671 : Cheshire West and Chester 012A
2. E01018672 : Cheshire West and Chester 012B
3. E01018673 : Cheshire West and Chester 012C
4. E01018674 : Cheshire West and Chester 012D
5. E01018704 : Cheshire West and Chester 017A
6. E01018706 : Cheshire West and Chester 017C
7. E01018718 : Cheshire West and Chester 017D
8. E01018714 : Cheshire West and Chester 018B
9. E01018715 : Cheshire West and Chester 018C
10. E01035369 : Cheshire West and Chester 018D
11. E01035370 : Cheshire West and Chester 018E
12. E01035371 : Cheshire West and Chester 018F
13. E01035372 : Cheshire West and Chester 018G
14. E01018726 : Cheshire West and Chester 019A
15. E01018727 : Cheshire West and Chester 019B
16. E01018728 : Cheshire West and Chester 019C
17. E01018729 : Cheshire West and Chester 019D
18. E01018709 : Cheshire West and Chester 020A
19. E01018710 : Cheshire West and Chester 020B
20. E01018711 : Cheshire West and Chester 020C
E01018712 : Cheshire West and Chester 020D
21. E01018699 : Cheshire West and Chester 021A
22. E01018701 : Cheshire West and Chester 021B
23. E01018716 : Cheshire West and Chester 021C
24. E01018717 : Cheshire West and Chester 021D
25. E01018719 : Cheshire West and Chester 021E
26. E01018720 : Cheshire West and Chester 021F
27. E01018691 : Cheshire West and Chester 023A
28. E01018693 : Cheshire West and Chester 023B
29. E01018694 : Cheshire West and Chester 023C
30. E01018700 : Cheshire West and Chester 023D
31. E01018702 : Cheshire West and Chester 023E
32. E01018703 : Cheshire West and Chester 023F
33. E01018676 : Cheshire West and Chester 024A
34. E01018678 : Cheshire West and Chester 024C
35. E01018679 : Cheshire West and Chester 024D



2. GEOGRAPHY – LSOAs cont

36. E01018692 : Cheshire West and Chester 024E
37. E01018680 : Cheshire West and Chester 026A
38. E01018681 : Cheshire West and Chester 026B
39. E01018682 : Cheshire West and Chester 026C
40. E01018683 : Cheshire West and Chester 026D
41. E01018733 : Cheshire West and Chester 035A
42. E01018734 : Cheshire West and Chester 035B
43. E01018748 : Cheshire West and Chester 035C
44. E01018749 : Cheshire West and Chester 035D
45. E01018736 : Cheshire West and Chester 037A
46. E01018737 : Cheshire West and Chester 037B
47. E01018743 : Cheshire West and Chester 037C
48. E01018744 : Cheshire West and Chester 037D
49. E01018732 : Cheshire West and Chester 038A
50. E01018745 : Cheshire West and Chester 038B
51. E01018746 : Cheshire West and Chester 038C
52. E01018747 : Cheshire West and Chester 038D
53. E01018730 : Cheshire West and Chester 040A
54. E01018738 : Cheshire West and Chester 040B
55. E01018739 : Cheshire West and Chester 040C
56. E01018741 : Cheshire West and Chester 040D
57. E01018731 : Cheshire West and Chester 042A
58. E01018735 : Cheshire West and Chester 042B
59. E01018740 : Cheshire West and Chester 042C
60. E01018742 : Cheshire West and Chester 042D
61. E01018419 : Cheshire East 024A
62. E01018425 : Cheshire East 024B
63. E01018426 : Cheshire East 024C
64. E01018427 : Cheshire East 024D
65. E01018419 : Cheshire East 025A
66. E01018420 : Cheshire East 025B
67. E01018421 : Cheshire East 025C
68. E01018422 : Cheshire East 025D
69. E01018423 : Cheshire East 025E



3: CONSULTEES DETAILS

Name	Role	Organisation
Shaun Sagar	Business Service Director & Board Member	Storengy
Wayne Gales	CEO & Board Member	Weaver Vale Housing Trust
Jane Hough	Deputy Director & Board Chair	Groundwork BID Companies
Rebecca Mason	Enterprise Manager & Board Member	Canal & River Trust
Mike Roberts	Enterprise Management Board Member	Roberts Bakery
Andrew Cooper	Board Member	MP
Cllr Sam Naylor	Board Member	Cheshire West & Chester Council
Cllr Lynn Gibbon	Board Member	Cheshire West & Chester Council
Cllr Nathan Pardoe	Board Member	Cheshire West & Chester Council
Cllr Gillian Edwards	Board Member	Cheshire West & Chester Council
Aleta Steele	Communities & Engagement	Cheshire West and Chester Council
Jack Mayhew	Transport Planning	Cheshire West and Chester Council
Mike Dugine	Digital Deployment Lead	Cheshire West and Chester Council
Roz Munslow	Economic Growth - Tourism	Cheshire West and Chester Council
Carmel Clapson	Arts Officer	Cheshire West and Chester Council
James Holden	Employment & Skills Team	Cheshire West and Chester Council
Matthew Smith		Cheshire West and Chester Council
Leah Maltby		Cheshire West and Chester Council
Iain Paton	Business Development Manager	Cheshire West and Chester Council
Caroline Devine	Insights and Intelligence	Cheshire West and Chester Council
Jamie Barron	Integrated Transport Service	Cheshire West and Chester Council
Kristy Littler	Transport Planning Manager	Cheshire West and Chester Council
Gill Smith	Planning Policy	Cheshire West and Chester Council



3: CONSULTEES DETAILS cont

Name	Role	Organisation
Rebecca Anderson-Moss	Assistant Principal	Warrington & Vale Royal College
Nikki Halliday	Manager	Northwich BID
Hugh Shields	Manager	Winsford Industrial Estate BID & Gadbrook Park BID
Christopher McLaughlin	Managing Director	MIS Active Management Systems Ltd.
Mark Swaffield	Manager	Brio Leisure
Matt Parker	Managing Director	
Kerry Goryl	Operations Director	
Mark Bailey	Town Clerk	Winsford Town Council
Denise French	Deputy Town Clerk	
Chris Shaw	Town Council Representative	Northwich Town Council
Cath Kirwan	Town Council Representative	
Gary Cliffe	Chief Executive	CW Voluntary Action
Charles Jarvis	Head of Economic Development	Cheshire East
Debra Foxley	Business and Growth Manager	
Jo Wise	Development and Regeneration Delivery Manager	
Cllr Rachel Waterman	New Mid Cheshire Champion	Changing Lives Together Charity
Judith Donaldson	Senior Business Development Programme Manager	Cheshire East



3. CONSULTEES DETAILS cont

55

Name	Role	Organisation
Alex Buckley	Programme Manager	Cheshire East
Annette McDonald	Head of Strategic Partnerships and Sustainability	Tatton Estates
Laura Prendeville	Principal Transport Planer, Cities and Places	Jacobs Groups
Lucie Ferneyhough	Community Development officer	Cheshire East
Liam Harzenberg	Head of Marketing	Marketing Cheshire
Michelle Hawthorne	Consultant in Cheshire	Freelance
Tom Moody	Director of Highways and Infrastrcuture	Cheshire East
Adam Briggs	Policy Manager - North	National Farmers Union



4. TRANSPORT CONNECTIVITY WITHIN MID CHESHIRE

56

	Northwich – Winsford	Winsford – Northwich
First bus	6:05am (ex, Bank Holidays & Sundays)	6:54am (ex, Bank Holidays & Sundays)
Frequency	Every 60 minutes	Every 60 minutes
Last bus	6:20pm (ex, Bank Holidays & Sundays)	6:09pm (ex, Bank Holidays & Sundays)
	Winsford – Middlewich	Middlewich – Winsford
First bus	6:34am (ex, Bank Holidays & Sundays)	6:46am (ex, Bank Holidays & Sundays)
Frequency	Every 60 minutes	Every 60 minutes
Last bus	6:49pm (ex, Bank Holidays & Sundays)	6:01pm (ex, Bank Holidays & Sundays)
	Northwich – Middlewich	Middlewich – Northwich
First bus	6:05am (ex, Bank Holidays & Sundays)	6:46am (ex, Bank Holidays & Sundays)
Frequency	Every 60 minutes	Every 60 minutes
Last bus	6:20pm (ex, Bank Holidays & Sundays)	6:01pm (ex, Bank Holidays & Sundays)



4. TRANSPORT CONNECTIVITY WITH KEY LOCATIONS cont

	Northwich – Hartford	Hartford – Northwich
First bus	6:00am (ex, Bank Holidays & Sundays)	8:00am (ex, Bank Holidays & Sundays)
Frequency	Every 60 minutes	Every 60 minutes
Last bus	5:40pm (ex, Bank Holidays & Sundays)	6:48pm (ex, Bank Holidays & Sundays)

	Northwich – Manchester	Manchester – Northwich
First direct train	6:28am	6:10 am
Frequency	Every 60 mins	Every 60 mins
Journey time	58 minutes	55 minutes
Last direct train	11:24pm	11:13pm

	Hartford – Liverpool	Liverpool - Hartford
First train	5:49am	6:10am
Frequency	Every 60 mins	Every 60 mins
Journey time	31 minutes	31 minutes
Last train	11:04pm	11:33 pm

	Northwich – Chester	Chester – Northwich
First train	7:05am	5:56am
Frequency	Every 60 mins	Every 60 mins
Journey time	32-34 minutes	30-33 minutes
Last train	11:05pm	8:59pm

