



Macclesfield Town Council Corporate Strategy

1. Macclesfield Town Council

1.1 Introduction

Established following the Community Governance Review carried by Cheshire East Council in 2015, the first meeting of the now Town Council was held on 21st May 2015 at Macclesfield Town.

The meeting was convened as Macclesfield Parish Council and members took the decision to reclassify the authority as Macclesfield Town Council, thereby establishing the first Chairman of Macclesfield Parish Council as the first Mayor of Macclesfield Town Council.

Made up of 12 members, representing the 7 wards of Macclesfield, The Town Council is responsible for local service delivery within Macclesfield, funded through the annual precept.

The corporate strategy is a living document that will be revisited and revised as the council refines its approach to local service delivery.

2. Town Council Vision

To act as a focus and catalyst, driving Macclesfield forward as a centre for commerce, retail, administration, community empowerment and tourism, providing and supporting inclusive and sustainable services and constantly working towards continuing improvement for residents, businesses and visitors to the Macclesfield.

2.1 Corporate Values

2.1.1 Efficiency

Service provision and commissioning will be under scrutiny and review to ensure all services supported and provided by Macclesfield Town Council are delivered in the most resource efficient manner achievable at that time.

2.1.2 Innovation

Macclesfield Town Council seeks to find innovative ways to deliver services and support initiatives that promote Macclesfield and provide improvements for residents, businesses and visitors.

2.1.3 Inclusion

In all aspects of Macclesfield Town Council's service provision, consideration must be given to ensure accessibility and representation of all of the community.

2.1.4 Sustainability

Consideration and attention will be given to ensure that Macclesfield Town Council provides socially, economically and environmentally sustainable services wherever possible.

3. Environment

When considering the environment, Macclesfield Town Council takes a view of both the broader environmental impact of its services, improvements and strategy as well as considering the local environment in terms of green spaces, appearance and accessibility.

3.1 Issue Matrix

Issue	Impact	Action	Policy	Lead
Litter	Poor quality public realm Discourage visitors & shoppers	Influence ANSA Promote the development of a Community Clean Team	Community & Social Policy H&S policy Website link	Ward Members Town Clerk Community ANSA
Air pollution	Public Health Issues Perception of the town	Influence Highways and Planning decisions Develop community lead	Terms of reference Planning Committee	Chair of Planning Committee
River Bollin	Pollution and littering	Liaison with DEFRA/Rivers Authority/Environment Agency Promote community work/action projects Develop Community Lead	Community & Social Policy	Ward members Town Clerk Community
Greenbelt	Building on green spaces	Responses to planning applications Development of planning policy Neighbourhood Development Plan	Develop NDP and/or Planning Policy	Chairman of Planning Committee
Green spaces (leisure) and soft landscaping	Reduction in quality of the available green spaces	Partnership and relationship with ANSA	Develop public realm policy	Ward members ANSA CEC Highways

	Public realm works focus on hard landscaping	Promote soft landscaping in the Macclesfield where possible eg highways works and planning applications	2016/17 budget funds for public realm	
Public realm	Low investment in the public realm	Funding from Macclesfield Town Council Ward members identify opportunities for improvements	2016/17 budget funds for public realm	Ward members Chair of Services Committee

3.2 Delivery Strategy

3.2.1 Litter

- a. Macclesfield Town Council officers will develop key relationships with ANSA as the service provider for public realm street cleansing
- b. development of a deliverable Town Centre Economic Development Strategy to include consideration of mechanisms to ensure effective street cleansing
- c. Macclesfield Town Council website to include links to CEC service pages where waste issues can be reported.
- d. Promote and facilitate the development of a community clean team, which will support the work of ANSA street cleansing as well as acting as a focus for promotion and marketing of keeping the town tidy.
- e. Through available budgets, seek opportunities for greater provision of on street waste facilities.
- f. Macclesfield Town Council will develop, adopt and review a Social and Community Engagement Policy to inform and support the engagement and facilitation of community groups and activities.

3.2.2 Air Pollution

- a. Officers and members to develop effective working relationships with senior highways decision makers and influence developments in such a way as to seek consideration for the reduction and mitigation of pollution in Macclesfield.
- b. Officers and members to respond to development and highways consultations, such that responses include consideration of the effect of further development on pollution in Macclesfield.
- c. Planning Committee to have consideration for the impact of proposed developments on pollution and the opportunity to advise mitigation where possible.

3.2.3 River Bollin

- a. Officers to engage with the Environment Agency with regard to reporting issues.
- b. Where possible, community involved to generate community ownership of the river
- c. Community engagement with fishing groups
- d. Macclesfield Town Council will develop, adopt and review a Social and Community Engagement Policy to inform and support the engagement and facilitation of community groups and activities (ref 3.2.1).

3.2.4 Greenbelt

- a. Macclesfield Town Council to develop, over time, a register of commercial property owners such that a picture can be developed of under-utilised built environment capacity can be identified in a meaningful manner
- b. The development of structured planning policies, guidelines and/or a Neighbourhood Development Plan will support the delivery of meaningful involvement by Macclesfield Town Council in the process of considering planning applications.

3.2.5 Green spaces (leisure) and soft landscaping

- a. Macclesfield Town Council will work in close partnership with ANSA with regard to the provision of green spaces, their maintenance and investment
- b. Planning Committee will inform improvements to planning proposals and request provision of improvements to soft landscaping where appropriate.
- c. Macclesfield Town Council will develop, adopt and review a Public Realm Policy, which will inform the priorities for investment and influence.

3.2.6 Public realm

- a. Macclesfield Town Council, through the budget setting process, will consider provision for public realm improvements
- b. through the LAP, Macclesfield Town Council will inform the investment in public realm
- c. Through close relationships with Cheshire East Highways, Macclesfield Town Council officers and members will take every opportunity relating to informing the delivery of public realm improvements
- d. Macclesfield Town Council will develop, adopt and review a Public realm Policy, which will inform the priorities for investment and influence.

4. Culture

When considering Culture, Macclesfield Town Council takes in to consideration the preservation of the town's cultural heritage in the form of both the built environment and infrastructure as well as recognition of the town's social heritage. Accessible and developing culture for Macclesfield is an integral part of the community's cohesion and leisure and should add value for residents, businesses and visitors

4.1 Issue Matrix

Issue	Impact	Action	Policy	Lead
Provision of public / accessible arts	Improvements in the public environment Improve visitor experience Community pride	When presented with the opportunity to support the provision of public arts, wherever sustainable, support the project as appropriate to the circumstances	Grants policy Public realm policy	Chair of finance Committee Ward members
Heritage – built environment	Distinct identity Visually attractive architecture	Develop a property ownership register Promote the protection of the town's architectural character through the planning process	Planning policy / NDP	Chair of Planning Committee
Heritage – Social	Community identity Tourism	Support cultural heritage projects where possible and appropriate Promote the cultural heritage of Macclesfield to tourism outlets	Economic development policy	Heritage and Culture Partnership Town Clerk

Social integration	Inclusion of all societal groups Broad interest activities	Ensure that the provision of cultural initiatives recognises the broad range of communities in Macclesfield	Diversity policy	Ward members
Civic heritage and events	Public engagement with the Mayoral-led civic calendar	Wide promotion of the Mayor's activities	Civic policies and protocols	Civic officer Mayor

4.2 Delivery Strategy

- 4.2.1 Provision of public / accessible arts
 - a. Working in partnership with Cheshire East Council's regeneration section.
 - b. Promotion of support arts activities and installations.
- 4.2.2 Heritage – built environment
 - a. Over time, identify key buildings and areas of the town. From that information, develop a property ownership list so that, subject to need and opportunity, owners can be contact when architectural redundancy can be addressed.
 - b. The development of structured planning policies, guidelines and/or a Neighbourhood Development Plan will support the delivery of meaningful involvement by Macclesfield Town Council in the process of considering planning applications.
- 4.2.3 Heritage – social
 - a. Work with heritage project providers within Macclesfield to identify opportunities for further promotion and inclusion.
 - b. The development of a Town Centre Economic development Strategy should identify opportunities to promote heritage, museums, events and activities, adding value to the town and its users.
 - c. Macclesfield Town Council will support and promote events in the town as much as is possible and sustainable.
- 4.2.4 Social integration
 - a. Through broad contact with community groups, Macclesfield Town Council will, where possible and sustainable, support events and activities that promote greater social integration and cultural awareness.
 - b. Macclesfield Town Council will maintain and review its Diversity Policy annually.
- 4.2.5 Civic heritage and events
 - a. Macclesfield Town Council will uphold the traditions and protocols associated with the Mayoral and civic rights of Macclesfield.
 - b. Macclesfield Town Council will maintain an asset register which includes all town “treasures” and gifts.
 - c. Macclesfield Town Council will consistently seek opportunities to display town assets of interest and cultural heritage, such as in the Town Hall.

5. Sustainability

The consideration of sustainability includes social, economic and environmental considerations. The Town Council seeks to deliver services in a sustainable and responsible manner.

5.1 Issue Matrix

Issue	Impact	Action	Policy	Lead
Procurement	Product miles Cost efficiency Accountability	Local sourcing of products and services Meet the criteria of financial regulations Financial reporting to Finance committee and Full Council	Financial Regulations Standing Orders Environmental Policy Social and Community Engagement Policy	Chair of Finance Committee Mayor Town Clerk
Transport	Pollution Accessibility to Macclesfield	Inform CEC Highways Inclusion in all associated consultation	Environmental Policy Planning Policy / NDP	Chair of Planning Committee
Energy	Financial sustainability Environmental sustainability	Source energy suppliers on cost effective basis balanced with environmental considerations	Environmental Policy Financial regulations	Town Clerk
Social inclusion		See Section 4. above		
Financial planning	Adequate resources to meet service needs	Financial Regulations met Investment policy met	Financial Regulations Investment Policy Financial Risk Assessment	Chair of Finance Committee

		Appropriately considered budget planning and setting		
Fair trade	Social sustainability	To source fairly traded products whenever practicable	Council resolution 7/7/15	Cllr Alift Harewood

5.2 Delivery Strategy

5.2.1 Procurement

- a. Where appropriate, competitively sourced and viable, services and products will be sourced locally to reduce the impact of product miles and support local economic development.
- b. All procurement will meet the Standing Orders and Financial regulations as adopted and amended by Macclesfield Town Council
- c. When sourcing products and service, effort will be made to meet environmental responsibility aims, as set out in an Environmental Policy
- d. The procurement of services may include the development of Service Level Agreements with community groups and/or community delivery partnerships, where such agreements meet the Financial Regulations and promote social sustainability within Macclesfield.

5.2.2 Transport

- a. Develop, review and deliver an Environmental Policy
- b. Officers and members to develop effective working relationships with senior highways decision makers and influence developments in such a way as to seek consideration for the reduction and mitigation of pollution in Macclesfield.
- c. Officers and members to respond to development and highways consultations, such that responses include consideration of the effect of further development on pollution in Macclesfield.
- d. Planning Committee to have consideration for the impact of proposed developments on pollution and the opportunity to advise mitigation where possible.

5.2.3 Energy

- a. Energy will be sourced in a balanced financially and environmentally sustainable manner.
- b. Develop, review and deliver an Environmental Policy.

5.2.4 Financial Planning

- a. Approved and reviewed Financial Regulations
- b. Approved and reviewed Investment policy
- c. Approved and reviewed Financial risk Assessment
- d. Clear budget setting process, committee's to feed in to the budget setting.
- e. Adequate provision for service and operational requirements in budget setting process.

5.2.5 Fair Trade

- a. Sourcing products which support the principles of fair trade

6. Transport

Macclesfield Town Council will take a proactive part in the planning of transport provision and infrastructure, building strategic relationships with associated business and agencies.

6.1 Issue Matrix

Issue	Impact	Action	Policy	Lead
Rail	Connectivity with the "Northern Powerhouse" Sustainable incoming and outgoing commuter provision Tourism information Signage for the Town Centre & attractions Strategic relationship with station operator	Lobbying/representation with regional and sub-regional agencies Funding for tourism, economic development and street furniture Strategic relationship with the station operator and rail interest groups	Economic Development Strategy	WCSWG
Car	Road infrastructure currently strained Town Centre pollution Town Entry Signage Future strategic infrastructure development	LAP Strategic relationship with appropriate agencies Provision of Town Entry Signage	Communications Strategy	WCSWG

Road Freight	Town Centre pollution Traffic congestion	LAP Strategic relationship with appropriate agencies		
Cycle	Roads are congested – concern over road safety Provision of cycle routes and paths	LAP Strategic relationship with appropriate agencies Provision of additional signage, paths,		
Pedestrian	Footpath maintenance Signage Benches	Community inspection Reporting link on MTC website Provision of additional signage and street furniture		
Canal	Tourism Leisure and recreation	Links to Canals and Rivers Trust Tourism marketing Provision of signage		
Car parking	Perception of cost of parking Provision for visitors and shoppers Provision for workers Parking strategy supports economic development	CEC parking Strategy Consider asset transfers to secure parking provision & strategy	CEC Parking Strategy Economic Development Strategy	

6.2 Delivery Strategy

6.2.1 Rail

- a. Members to be aware of the importance of prioritised rail links with Macclesfield and to reinforce the importance to the town at any appropriate forum.
- b. Officers to develop a key relationship with the operators of the station to facilitate marketing and publicity as well as inform responses to proposed changes
- c. Budget setting process to consider the provision for tourism services and signage associated with rail-users.

6.2.2 Car

- a. Ward member responses to LAP
- b. Strategic relationships developed with the delivery agencies
- c. Provision of funding for the delivery town entry signage via the WCSWG

6.2.3 Road Freight

- a. Planning Committee aware of the impact of increased congestion on pollution in the town
- b. Support for south Macclesfield infrastructure to provide mitigation for town centre traffic.
- c. Strategic relationships with appropriate agencies.

6.2.4 Cycle

- a. Strategic relationships with appropriate agencies.
- b. Ward member responses to LAP
- c. Budget setting process to consider opportunities to fund additional provision

6.2.5 Pedestrian

- a. Promote the opportunity for community reporting of issues
- b. Ward member responses to LAP
- c. Reporting link on the MTC website
- d. Budget setting process includes consideration for the provision of appropriate street furniture.
- e. Working with the unitary authority, promote greater enforcement of the pedestrianised area and consideration of reviewing its hours of enactment.

6.2.6 Canal

- a. Officers to develop a strategic relationship with the waterways operator (Canals and Rivers Trust) to enable co-ordinated approach to add value to the provision of leisure tourism facilities associated with waterways in the town.
- b. Through budget setting process, consider the provision of funding for tourism marketing, signage and public realm furniture.

6.2.7 Car Parking

- a. Develop business cases for proposed asset transfers associated with parking provision
- b. Review the effect of the CEC Parking Strategy when issued.

7. Communication

Macclesfield Town Council will work towards maintaining clear and open communications to the public and media, using all available forms as appropriate. The Town Council will ensure transparency and accountability through its communications strategy.

7.1 Issues Matrix

Issue	Impact/ Risk	Action	Policy	Lead
Awareness of MTC Activities	Lack of engagement Lack of feedback Unmatched expectations	Clear communication through multiple media Event & engagement promotion Develop an email contact list Develop newsletter	Website and Communications Strategy	Cllr A Schofield
Website	Lack of engagement Lack of relevance	Public consultation Member input		WCSWG
Member Information	Members not aware of council issues	Email communication of all known projects, updates, issues, partnership work, committee and full council agendas	Website and Communications Strategy	
Facebook	Risk of unmanaged information and contact	Town Clerk (or deputy) to be lead contributor	Website and Communications Strategy	Town Clerk

Twitter	Risk of unmanaged information and contact	Town Clerk (or deputy) to be lead contributor	Website and Communications Strategy	Town Clerk
Instagram	Risk of unmanaged information and contact	Town Clerk (or deputy) to be lead contributor	Website and Communications Strategy	Town Clerk

7.2 Delivery Strategy

- 7.2.1 Awareness of Macclesfield Town Council Activities
 - a. Website & Communications Strategy Working Group (WCSWG) lead on communications strategy and recommend to Services Committee actions
 - b. Clear event and engagement promotions
 - c. Clear identification of media and actions for their utilisation
- 7.2.2 Website
 - a. Development of the website should include public inclusion and member input.
 - b. The website should contain up to date information, accessible meeting records (where appropriate) and valuable community information
- 7.2.3 Member Information
 - a. Members will be emailed with all current and available information as it comes available.
 - b. Members will receive copies of all working group, committee and full council minutes and agendas in a timely fashion
 - c. Members shall be emailed with all press releases prior to their release (for reference, not approval).
- 7.2.4 Facebook
 - a. Town Clerk is the lead contributor to all social media, unless delegated to an appropriate officer.
 - b. Macclesfield Town Council will develop and review a Communications Strategy to inform and co-ordinate all communications.
- 7.2.5 Twitter
 - a. Town Clerk is the lead contributor to all social media, unless delegated to an appropriate officer.
 - b. Macclesfield Town Council will develop and review a Communications Strategy to inform and co-ordinate all communications.
- 7.2.6 Instagram
 - a. Town Clerk is the lead contributor to all social media, unless delegated to an appropriate officer.
 - b. Macclesfield Town Council will develop and review a Communications Strategy to inform and co-ordinate all communications

8. Finance

Macclesfield Town Council will maintain robust and accessible financial records and practices to support efficient service delivery and provision of resources.

8.1 Issue matrix

Issue	Risk/Impact	Action	Policy	Lead
Budget setting	Inadequate funding Excess funding Lack of information	Learn from previous year spend, plan for possible service changes (up and down) Communication with partner agencies		Chairman of Finance Committee Chairman of Services Committee
Investments	Return on reserves	Review investment policy Review investment options	Investment policy	Chairman of Finance Committee
Accurate record keeping	Poor Audit Unable to respond to queries Risk of financial mis-management	Appropriately trained staff Reports to Finance Committee	Finance Committee Terms of reference	Chairman of Finance Committee
Value for money	Reduced efficiency	Competitive purchasing	Financial regulations	Chairman of Finance Committee
Long –term financial planning	Inadequate reserves for service needs	Develop reserves fund Maintain a capital assets fund	Investments policy Financial regulations	Chairman of Finance Committee

	Inadequate funds to address capital needs			
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8.2 Delivery Strategy

8.2.1 Budget Setting

- a. Each previous year's spend will be available as supporting information to advise the budget setting process.
- b. Consideration of potential service development, new services and asset acquisitions will be given when setting budgets.
- c. Clear communication with partner agencies will be maintained to be aware of potential asset transfers and service devolutions
- d. members will be engaged via committees from September each year to agree and progress the budget setting process and time scale.

8.2.2 Investments

- a. Develop, adopt and review an Investment policy
- b. Regular review of investment options
- c. Seek appropriate advice from professional advisors

8.2.3 Accurate Record Keeping

- a. Macclesfield Town Council will appoint such appropriately skilled officers as is deemed necessary for the proper management and administration of financial records and management.
- b. The Finance Committee shall receive and review such reports as is necessary to understand and manage the financial responsibilities of Macclesfield Town Council.
- c. reports on spend to date will be shared with Full Council at each meeting of Macclesfield Town Council.

8.2.4 Value for money

- a. Maintain and review the Financial Regulations, with attention to aspects that control spend on behalf of Macclesfield Town Council.
- b. When sourcing materials and services, records must be kept to demonstrate efficient and competitive sourcing.

8.2.5 Long-Term Financial Planning

- a. Through the budget setting process, generate an operational reserve of 6 to 12 months of running costs for the council to protect against mal administration or failure to receive income.
- b. maintain a Capital Asset ring fenced reserve to fund uninsured losses associated with Macclesfield Town Council's capital assets.
- c. Through the busget setting process, allow for ring fenced reserves for future service development and delivery, to be approved by Full Council.

9. Business

Macclesfield Town Council is positive about business and will support the economic development and commercial investment within the town as much as is possible.

9.1 Issue Matrix

Issue	Risk/Impact	Action	Policy	Lead
Empty Shops	Poor impression of the high street Excessive start up costs Focus of antisocial behaviour	Screen glazing with printed images Promote MiM Enterprise Scheme CCTV Promotion and advertising Improved public realm through Christmas Lights and Floral Displays	Economic Development and Town Centre Strategy	
Network Co-ordination	Multiple opportunities missed for joined working	Promote communication and networking through business groups	Communications Strategy	
Business rates	High NDR deter occupancy	Lobby CEC and MP for review of business rates Provide information on NDR appeals		

Footfall	Customers attend businesses away from Macclesfield	Promotion and advertising Improved public realm through Christmas Lights and Floral Displays Review markets provision	Economic Development and Town Centre Strategy Budget setting	
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9.2 Delivery Strategy

9.2.1 Empty Shops

- a. Seek opportunities to install window screen prints that improve the appearance and reduce the visual impact of vacant units
- b. Support work of external and community agencies and their initiatives
- c. Funding provision for CCTV in the town to combat aspects of antisocial behaviour.
- d. Work through the Website and Communications Strategy Working Group to develop an effective and reviewable communications strategy
- e. Consider the development of a property register to hold details of property ownership, with the intent of maintaining effective communication with property owners

9.2.2 Network Co-ordination

- a. Working with community delivery partners (for example the Chamber of Trade and Make it Macclesfield), maintain a network of business groups and organisations.
- b. Develop an Economic development and Town Centre Strategy that includes a view on effective networking.

9.2.3 Non-Domestic Rates (NDR)

- a. Working in partnership with Cheshire East Council, inform the direction associated with NDR

9.2.4 Town Centre Footfall

- a. Promotion and advertising as advised through the Communications Strategy and Economic Development and Town Centre Strategy.
- b. Proactive improvements to the public realm in the form of street furniture, increased provision for floral displays and Christmas lights.
- c. Within the Economic Development and Town Centre Strategy consider the provision of markets within the town centre to add value to visitors and businesses.
- d. develop a diary of promotional and community events which add value to visitors and businesses as well as supporting community engagement and cohesion.
- e. Through the Communications Strategy, develop a town map to be distributed around the town to aid access to businesses, attractions and services.

10. Our Services

Macclesfield Town Council will seek to deliver the most effective and efficient services possible, through clear service strategies and policies, investment in its members and staff and ensuring cost effective and efficient sourcing and commissioning of services and materials.

10.1 Issues Matrix

Issue	Risk/Impact	Action	Policy	Lead
Weston Community Centre	Hire usage not adequate Cost of operation increases	Better publicity and advertising Promote new events Work with partner agency		Chairman of Services Committee
Public Toilets	Antisocial Behaviour Property costs Complaints	CCTV Maintenance programme Proper service delivery and review		Chairman of Services Committee
Public realm	Poor appearance	Work with Streetscapes Develop Clean Team volunteers		Chairman of Services Committee
CCTV	Inadequate coverage Costs too high	Work with CEC CCTV unit		Chairman of Services Committee
Floral Displays	Inadequate impact	2016/17 budget identified increased investment		Chairman of Services Committee

Allotments	Poor Occupancy Maintenance Costs of management	Work with allotment societies to deliver a self-managed system		Chairman of Services Committee
Economic Development	Lack of awareness and investment in the economy of Macclesfield	Development of an Economic Development and Town Centre Strategy	Economic Development and Town Centre Strategy	
Grants	Community development is ineffective due to lack of investment	Provision of a Community Grants Scheme Promotion of the scheme to the community	Community Grants Scheme Policy	Finance Committee
Christmas Lights	Failure to compete with other town centres for retail footfall	Provision of Christmas Lights 2016/17 budget increase investment in lights provision		Cllr B Dooley
Civic	Failure to recognise the importance of retaining the Civic heritage of Macclesfield	Dedicated officer to support civic functions	Civic protocols document developed	Mayor

10.2 Delivery Strategy

- 10.2.1 Weston Community Centre
 - a. Through the Communications Strategy, identify effective marketing routes.
 - b. Seek and facilitate, wherever possible, new events, activities and usages, which are cost neutral or income generating.
 - c. If possible, secure a partner to support the sustainable delivery of a facility in this location.
- 10.2.2 Public Toilets
 - a. Review provision of CCTV to ensure coverage of the public conveniences as appropriate with the intention of decreasing anti-social behaviour.
 - b. Whilst in operation, ensure there is an effective and managed maintenance schedule.
 - c. Through the Services Committee ensure the service is reviewed and considered for best value.
 - d. Develop a comfort scheme in the Town Centre
- 10.2.3 Public realm
 - a. develop an effective working partnership with the service delivery organisation for street cleansing
 - b. Where possible, engage the community to develop a Clean Team.
- 10.2.4 CCTV
 - a. Ensure that a clear Service Level Agreement (SLA) is in place
 - b. Work with the delivery partner (CEC) to ensure the provision is regularly reviewed.
- 10.2.5 Floral Displays
 - a. Review provision of displays each season.
 - b. Through the budget setting process, ensure appropriate financial provision is made.
- 10.2.6 Allotments
 - a. Work with the allotment site societies to develop and establish an effective self-management system for each site.
 - b. Ensure that the provision of leases/licences is supportive of the provision of allotments in the town, whilst also ensuring the assets are secured for management intervention should it be required.
- 10.2.7 Economic Development
 - a. An Economic Development and Town Centre Strategy will be developed, with consideration of CEC's regeneration projects.
 - b. Working in partnership with CEC, ensure that the town council's considerations are included in the regeneration of the town centre.

10.2.8 Grants

- a. The council has a community grants scheme and supporting policy, to be reviewed at least annually.
- b. The community grants scheme will be promoted to the community on an ongoing basis.

10.2.9 Christmas Lights

- a. Macclesfield Town Council is committed to the provision and gradual improvement in provision of town centre Christmas Lights
- b. Consideration through the budget setting process for the provision of Christmas Lights
- c. regular review of provision.
- d. Community and business engagement with the associated Christmas Lights Switch On event and its regular planning and review.

10.2.10 Civic

- a. Develop and review a Civic Protocols and diary to support the civic functions of the town council.

11. Planning & Housing

Macclesfield Town Council will take an active and informed role in the strategic development of the town, responding, with consideration, to planning applications, consultations and strategic projects.

11.1 Issue Matrix

Issue	Risk/Impact	Action	Policy	Lead
Planning Applications	Lack of consultation with the community	Planning Committee consideration Larger applications may benefit from public meetings	Terms Of reference Planning Committee	Chairman of Planning Committee
Neighbourhood development Plan	Lack of influence on planning issues associated with the town Cost of provision Timescale for delivery may not meet legislative change	Planning Committee consideration and recommendation to full council.		Planning Committee

11.2 Delivery Strategy

11.2.1 Planning Applications

- a. Planning Committee meetings scheduled to meet the demands of the planning applications
- b. When identified, larger applications may benefit from further scrutiny such as public meetings and consultation events.

11.2.2 Neighbourhood Development Plan

- a. The Planning Committee will consider the provision of a Neighbourhood Development Plan and advise the council.
- b. The provision of a plan can be achieved via community lead and facilitated by Macclesfield Town Council
- c. Subject to full council approval, provision can be made within the budget to deliver a comprehensive review of the council's approach to planning.

12. Sport & Leisure

Macclesfield Town Council recognises the value of a town that provides the opportunity for leisure and recreation. In this, the council will look for opportunities to improve provision and promote existing facilities and activities.

12.1 Issue Matrix

Issue	Risk/Impact	Action	Policy	Lead
Provision of sports facilities	Public Health issues Lack of community facilities	To consider opportunities and requests for facility provision To promote greater provision with CEC as a lead partner.		Services Committee
Provision of green spaces	Deterioration of town's greenspaces	To consider service transfers		Services Committee
Food & Beverage (F&B) Economy	Lack of support for emerging town centre economy	Economic development and Town Centre Strategy		
Canals	Lost opportunities relating to tourism and leisure spend	Develop strategic relationship with Canals and Rivers Trust		
Cycling	Lost opportunities relating to tourism and leisure spend	Economic development and Town Centre Strategy		

Peak district	Lost opportunities relating to tourism and leisure spend	Economic development and Town Centre Strategy		
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12.2 Delivery Strategy

- 12.2.1 Provision of Sports Facilities
 - a. Consideration given to appropriate opportunities and/or requests to provide facilities for leisure and sport
 - b. Close partnership work with CEC with regard to the current and planned provision of facilities within Macclesfield
 - c. Development of a strategic approach to parks, play areas and leisure facilities in Macclesfield.
- 12.2.2 Provision of Green Spaces
 - a. Should assets be proposed for transfer, full consideration will be given to acceptance and the operational impacts.
 - b. Business cases will be developed for any proposed asset transfers.
- 12.2.3 F&B Economy
 - a. The development of the Economic Development and Town Centre Strategy will make clear reference to the F&B economy and how it can be supported, promoted and developed.
 - b. Through business networks, the developing F&B economy will be promoted.
- 12.2.4 Canals
 - a. A strategic relationship will be developed and maintained with the Canals and Rivers Trust.
 - b. Canal-related events will be developed to promote tourism and community engagement.
 - c. Overall strategy to support outdoor activities and promote Macclesfield as a centre for associated tourism and economy.
- 12.2.5 Cycling
 - a. Overall strategy to support outdoor activities and promote Macclesfield as a centre for associated tourism and economy.
 - b. Where possible and appropriate, support the inclusion of Macclesfield in stages of high profile events
 - c. develop relationships with local interest groups
 - d. Facilitate the development of events
- 12.2.6 Peak District
 - a. Overall strategy to support outdoor activities and promote Macclesfield as a centre for associated tourism and economy.
 - b. develop relationships with local interest groups
 - c. Facilitate the development of events
 - d. Strategic links with the Peak District National Park and associated local authorities and agencies.
 - e. Promote the Wild Play agenda.