

## Agenda

**Meeting:** Winsford 1-5 Executive Group Meeting

**Date:** 26<sup>th</sup> April 2007

**Time:** 12.00pm – 2.00pm

**Location:** Groundwork, Yarwoods Arm, Navigation Road, Northwich

1. Approval of Minutes of last meeting and actions Gary
2. Payment of BID Monies Update Iain
3. Executive reports
  - Chair (Overall Benefit Delivery responsibility, and PR)
  - Vice Chair (Liaison with MK and KPI measure tracking)
  - Treasurer (Liaison with VRBC rating)
  - Business Support Theme
  - Security & Crime Prevention Theme
  - Transport Improvements Theme
  - Image Enhancement Theme
4. Estate Managers Report Mike
5. 2007/08 Projects for Executives GC
6. KPIs and the Annual Business Questionnaire GK
7. Structure and format of future 1-5 Group meetings All
8. A.O.B.

Date of next meeting – 26<sup>th</sup> April 2007 @ Groundwork, Yarwoods Arm, Navigation Road, 12.00pm – 2.00pm

Note: A meeting to discuss the George Osborne event on the 18<sup>th</sup> May 2007 will take place after the executive.

## Executive Board Minutes

**Meeting:** Winsford 1-5 Executive Board Meeting  
**Date:** 26<sup>th</sup> April 2007  
**Time:** 12.00-14.00  
**Location:** Groundwork, Yarwoods Arm, Navigation Road

**Present:**

- Greville Kelly (Groundwork)
- Tony Kershaw (County Commercial Stationery Ltd)
- Mike Kelly (Groundwork)
- Pete Price (Office Essentials)
- Iain Paton (VRBC)
- David Harrison (Henkel Consumer Adhesives)
- Gary Chester (Ambassador Packaging)
- Graham Howarth (Office Link)

**Apologies:**

- Jane Byrne (Brand Express)
- Steve Blackie (747 Freight)

Agenda Item	Minutes	Actions
Approval of Minutes of last meeting and actions	Minutes of the previous meeting were agreed as an accurate record.  Matters arising: <ul style="list-style-type: none"> <li>• GK has passed date to IP for future meeting at VRBC, this has been confirmed as the 25<sup>th</sup> September, and will be held at the Council Chambers.</li> <li>• MK has completed the fire risk assessment training for Meridian House companies.</li> <li>• Business networking <b>event to be carried forward with a launch date after the 25<sup>th</sup> September Board meeting. PP/MK</b></li> <li>• A report has been received from CCC on the morning of the Executive meeting regarding the proposed highway improvements. <b>MK to circulate to all executive.</b></li> <li>• Lorry parking – Mike Kelly has reviewed an option off the estate, however will still seek an estate based solution as well– <b>MK/SB</b></li> <li>• Estate audit – a date is required. The last audit was in March, no representatives were available from VRBC. <b>MK/TC and VRBC Rep.</b></li> <li>• MK reported he had informed Vernons of the property bulletin board, and the opportunity for their vacant units to be posted on the site.</li> <li>• GK had confirmed the process for Executives to be re-elected.</li> <li>• GH confirmed he had responded to the FPB. <b>MK/GH to write to companies to inform companies of membership</b> and post article on the website.</li> <li>• Action on GK to circulate 1-5 annual questionnaire to Executives carried forward. <b>GK to circulate questions.</b></li> <li>• GK had obtain a price from profile communications for writing of the bulletin. <b>GK to circulate to executives and obtain feedback.</b></li> </ul>	See <b>bold</b> text in minutes
Payment of BID Monies Update	The full budget target of income for the BID was secured in 06/07.  IP reported that the BID demands had been sent out.	<b>MK</b> contact Phil Nadowski to review VRBC databases for BID
Executive reports	<b>Chair</b> Gary Chester reported that in the 2007/08 annual report he would like to see some reference to the KPIs from the BID proposal.	

Gary commented that the AGM and forging links event went very well, however attendances at the AGM was poor. Gary Chester thought there was some confusion about what time the event started. All the Executive and Chair were voted in for re-election at the AGM.

Mike Kelly asked if GC had received a response to the letter sent in March to Anthony Haward requesting that specific company names being included on the main name board for companies from Wallace court. No response had been received.

**Vice Chair**

Graham Howarth reported that he had been working with Mike Kelly and VRBC on the George Osborne visit. To date 22 people have responded, when the Executive is taken into account this number will increase to 29.

**Treasurers**

In the absence of the Treasurer GK reported on the finances for 2006/07. The finances for 2006/07 required auditing, GK to arrange with Murray Smith.

**Business Support**

Pete Price is working on developing the Business Networking club.

Tony Kershaw asked if it was possible to get information on the number of hits the web site received.

**Security and Crime Prevention**

Dave Harrison reported that he had reviewed the report from CCTV consultant NSG consultants. This raises a number of issues to be discussed later in the meeting. Mike Kelly reported that VRBC's CCTV system did not have capacity to accommodate new cameras.

Dave Harrison reported that their security guard reported a 3<sup>rd</sup> party accessing the site, however could not report it to Groundwork due to the answer machine being on when contacting Mike Kelly.

Gary Chester reported that the 24/7 rapid text system would resolve this matter.

**Transport**

Steve Blackie was unable to attend. Mike Kelly reported he had received a report from CCC on highway improvements, this had rejected a pull in lane for the estate, however a number of additional improvements were included. See attached letter.

Dave Harrison asked whether a cycle lane could be included on the estate.

**Image Enhancement**

Tony Kershaw reported that the last estate audit was done without any representation from VRBC.

**GC** follow up letter sent to Anthony Haward regarding the Wallace Court signing.

**MK** to chase responses to this event.

**GK** to arrange for audited accounts to be presented at 1-5 meeting

**MK** and Peter Price to visit Ruck to agree arrangements for a Breakfast networking event.

**GK** to obtain traffic stats for the estate website.

**MK** to progress 24/7 rapid text service with Graham Howarth and Dave Harrison.

**GC** to raise the feasibility of additional cycle ways with CCC.

	<p>The new planter is in place at the southern entrance to the estate, however flowers had been stolen over the Easter holiday.</p>	
<p><b>Estate Managers Report</b></p>	<p>See attached estate manager report.</p> <p>In addition Mike asked whether Gary Chester would write to the owners of the old Tesco Building to encourage them to enhance its presentation, as this is having a negative impact on the estate.</p> <p>Mike Kelly raised the issue of travellers, and that the estate had been subject to a number of unauthorised trespasses by travellers visiting the estate. He has been disappointed by the response from Cheshire Police to this issue, despite the Gypsy liaison officer being contacted.</p> <p>Graham Howarth report that there are private companies who specialise in management of traveller issues. Gary Chester commented that he was pleased that Mike was proactive in engaging Travellers when they arrived on the estate.</p>	<p><b>GC</b> to formally write to the owners of the Tesco building.</p>
<p><b>2007/08 Executive Projects</b></p>	<p>See attached summary of projects for 2007/08, this was presented by Gary Chester.</p> <p>Gary has concerns about the profile of the car sharing website. Discussion was held about how to promote the car share website.</p> <ul style="list-style-type: none"> <li>• Temporary banner at each end of the estate – <b>MK arrange with Greensplash</b></li> <li>• Poster for company canteens – <b>MK to arrange production of posters</b></li> <li>• Prize draw to encourage people – <b>MK to arrange purchase of incentive to be awarded through a prize draw to encourage people to sign up in May/June and July.</b></li> <li>• Signs on road one telling people to use the car share website – <b>MK to arrange design and purchase.</b></li> </ul> <p>The project to install business unit numbers was discussed, however the Executive were not clear on permissions required from VRBC planning and the Post office.</p> <p>GK reported that he was planning a meeting with Martin Thornhill to discuss the planned image enhancement schemes.</p> <p>Tony Kershaw left the meeting at this stage.</p> <p>The consultant report from NSG was reviewed. (See attached) After discussion, <b>it was voted on and agreed by all present that option 1 of the report would be proceeded with.</b> Dave Harrison suggested use of local firms to provide monitoring services as the Local Authority did not have capacity within their monitoring systems to accommodate cameras from the proposed CCTV project</p> <p>Dave Harrison raised the issue of a maintenance contract.</p>	<p>IP apply to building control to find out how building units can be applied.</p> <p><b>MK</b> to obtain agreement from Royal Mail for scheme.</p> <p><b>GK</b> to set up a meeting with Martin Thornhill regarding the landscape improvements.</p> <p><b>MK</b> contact the security consultant and confirm the choice of options 1, and then proceed with development of the tender specification for the system .</p>
<p><b>KPIs and Annual Business</b></p>	<p>GK presented the KPIs for the BID, and emphasised the importance of gathering the data and for Executives to monitor progress. (see attached)</p>	<p>All executives to ensure that data gathering is in</p>

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<b>Questionnaire</b>		place to enable a full evaluation of the impact of the BID against the proposal document.
<b>Structure and format of future 1-5 meetings.</b>	<p>Iain Paton felt that there was not any need for full range of public sector partners to present, as there are other mechanisms such as the website/estate manager/bulletin for these bodies to disseminate information about their projects/plans. .</p> <p>Dave Harrison suggested that networking/workshops should be incorporated into future meeting. Pete price offered to contact the co-ordinator of BNI to see if he would be prepared to talk at the meeting on the 25<sup>th</sup> September about the value of networking. .</p> <p>Dave Harrison – suggested having boards at each meeting promoting the companies in attendance at the meeting.</p> <p>Pete Price commented that companies who attend meeting should feature in the next bulletin.</p>	<p><b>MK</b> to only invite business representatives to future 1-5 meetings.</p> <p><b>PP</b> to contact BNI co-ordinator about talking at the 25<sup>th</sup> September event.</p> <p><b>GK</b> to review feasibility.</p> <p><b>GK</b> to arrange.</p>
<b>AOB</b>	<p>IP reported that planners at VRBC would like to know whether companies want to be consulted with regarding the new leisure centre for Winsford. It was agreed that businesses should be included in the consultation</p> <p>Dave Harrison reported that Bill Joyce (Verdin High School) and Iain Griffiths (St.Chads School) were arranging a project at Henkel for gifted and talented children. The project will involve sixty children from ten primary schools who will visit Henkel to carry out projects which will seek to improve the company's processes and reduce its environmental impacts.</p> <p>Mike Kelly attended the Verdin Technology day; the next event is on the 6<sup>th</sup> July if companies wish to get involved contact Mike Kelly for further details.</p>	<p><b>IP</b> to inform the planning department of this decision.</p> <p><b>Any member of the executive</b> willing to be involved to contact Dave Harrison.</p> <p><b>MK</b> circulate details to companies and post on the website.</p>

**Future meeting dates:**

- **Winsford 1-5 Business Environment Group meeting/George Osborne visit 18<sup>th</sup> May 2007 @ Winsford Civic Hall.**
- **Executive Group (1-5) Meeting 29<sup>th</sup> June 2007 @ Brand Express.**
- **Winsford 1-5 Business Environment Group, 25<sup>th</sup> September @ VRBC Council Chamber, Wyvern House, Winsford.**

## **ESTATE MANAGERS REPORT APRIL 2007**

- The estate web site is now up and running, jobs starting to appear on vacancy board. Many companies have yet to complete details for directory section; however there are currently sixty companies listed.
- New play barn opened also builders merchant on Navigation Park
- MSI and Newbury Data have both relocated from Premier Park to other parts of the estate.
- Works commenced on clearing the site adjacent to Linpac in preparation for new buildings.
- Work ongoing within the Thorn building on the corner of road three to completely refurbish.
- Premier Park to be redeveloped to the rear of site in the area vacated by MSI and Newbury Data
- Travellers have visited the site three times recently. The Cosmopolitan site lacks sufficient protection to prevent more incursions. Landlord informed.
- Water wheel installed at Southern Entrance
- One serious crime to report, the daylight robbery of a £3500 jack hammer off a JCB left unattended on Navigation Park. In addition plants stolen from water wheel feature over Easter weekend, generator stolen from a van in Wallace Court, diesel theft from road five and pick up truck side panels stolen from road three.
- Lorry park concept at Brighton Belle no longer an option. The ex landlord of the Belle is trying to lease the old Cheshire Mobile site opposite Grampian Foods, just off the estate with a view to creating a lorry park facility.
- CCC are working on the positioning of bus shelters across the estate and will submit a proposal shortly.
- The invitations for George Osborne visit have been sent out. Work still outstanding on promoting this event.
- Capital Partnership moving out of Meridian House, My Loan is relocating within Meridian House to larger premises.
- Legal Surgery being held in Meridian House to assist businesses with queries. The solicitor will be Mr Stephen Worrall of CFP Limited.
- IPC have now got new Spanish ownership and are renamed Saica

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- Genesys are a new company who have taken over the VRBC property vacated by Richmonds on Road One.
- Welcome signs erected at either end of estate.
- Request made to VRBC to replace damaged decorative fence at Southern entrance
- Training packages continue to be rolled out for the estate. Coming forward we have courses on basic health and safety and risk assessments.
- Unique fire risk assessment training provided for tenants of Meridian House foc, on 14<sup>th</sup> and 15<sup>TH</sup> of March.(8 delegates)
- Delivering the **FREE** Workplace Health Connect programme to estate companies and seeking to expand this to all estate SMEs
- Made introductions to new personnel on the estate, provided them with tours and also suitable contact details. William Joseph, DJM, Boughey and Rural Enterprise consultant.
- Spoke to Cheshire Highways requesting that they look again at road markings at Northern entrance
- Spoke to Zurich Insurance requesting that they screen or tidy up the old Tesco warehouse on road one. Suggest a formal letter be sent.
- Smoking cessation event held on estate at Ruck Café on 1<sup>st</sup> March.
- Along with Jane Byrne met with Nick Saunders and Fred Hoyle of NSG Security Consultants regarding the estate cameras.
- Met with gypsy families on two sites, Navigation Park and Cosmopolitan. Liased with tenants, landlords and police.

Mike Kelly  
Estate Manager

## 4.0 Plans for 2007-08

Below is a summary of the projects which will be delivered by the Winsford 1-5 Business Environment Group in 2007/08

### 4.1 *Business Support*

- Estate manager;
- Range of training courses for estate companies;
- Provision of a legal update service to companies;
- Trial of a Business Networking Breakfast Club;
- Development and maintenance of the Winsford1-5.co.uk website;
- Regular estate news bulletins;
- Adverts and leaflet drops to promote the estate and the jobs bulletin board on the estate website;
- Provision of business networking events and the regular Winsford 1-5 Business Environment Group meetings, including a visit by MP George Osborne on the 18th May 2007.

### 4.2 *Security and Crime*

- Installation of CCTV;
- Additional security signage;
- Launch of a 24/7 rapid text service.

### 4.3 *Transport*

- Maintenance of the Car share website;
- Continue development work on the lorry park facility;
- Review of bus timetables across the estate;
- Implementation of a number of new bus shelters across the estate.

### 4.4 *Image Enhancement*

- Launching a frontage charter;
- Installation of lighting to illuminate the entrance signs on the estate;
- Installation of company unit numbers;
- Installation of a 'Thank you for visiting Winsford Industrial Estate' sign;
- Enhancements to Road Five;
- Implementation of a landscape improvement scheme in front of the substation on Road One.



## NSG Security Consultants

# General Report

**To** Mike Kelly, Winsford Industrial Estate Manager **Date** 16/4/2007

**From** Nick Saunders, NSG Security Consultants

**cc**

**Subject** CCTV System Installation – Site Survey Report (Summary of Consultant Observations)

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NSG Security Consultants have been commissioned by Groundwork Environmental Business Services to provide specialist security consultancy to assist with the procurement of a Closed Circuit Television (CCTV) System at Winsford Industrial Estate.

A Commissioning Meeting took place 11am, 13 April 2007 between representatives of Groundwork Environmental Business Services (Winsford 1-5 Business Environment Group) and NSG Security Consultants. During the meeting consultants began the process of identifying the intended CCTV System Operational Requirement Analysis. The system requirements identified are listed in meeting minutes prepared and submitted by NSG Security Consultants. Immediately following the Commissioning Meeting consultants undertook a site survey (feasibility study) with regards to the intended system installation and the user requirements. This report summarises the more significant issues arising which need to be addressed before the preparation of system performance specifications are produced by consultants.

### **The Effectiveness of CCTV as a Means of Preventing and Detecting Crime**

The United Kingdom has in the region of 25% of all of the worlds CCTV cameras and is arguably under a greater level of public space surveillance than any other country. One of the reasons for such a dramatic increase in the number of cameras being installed in 'public' areas has been the availability of Government funding, £170 million to 680 schemes. This despite the fact that up to the point at which the funding was made available it is arguable whether the effectiveness of CCTV had been properly assessed.

Prior to 2005 a number of evaluations had been undertaken, but these were considered poor and largely subjective. In 2005 the findings of the most authoritative and wide ranging evaluation undertaken on behalf of the Home Office by Professor Martin Gill and his team at the Scarman centre, Leicester University concluded that the most appropriate and effective use of CCTV technology in delivering community safety is as a means of directing police resources. Furthermore the evaluation questions the notion of CCTV as a substantial, meaningful deterrent, to criminal behaviour.

Elsewhere, due to the sheer amount of CCTV recorded images, some police forces have withdrawn police response to some companies and organisations using CCTV technology, particularly where the images are not considered 'fit for purpose'. It is also true to say that whilst post incident analysis of CCTV recorded footage in London following the events of 7/7 was useful in establishing the identity of those responsible for the bombings, this type of investigation by the police is only assured in the most serious of offences.



## **The Legal Position**

The roads throughout the Winsford Industrial Estate are public i.e. they have been adopted and are maintained by the local authority.

Throughout the United Kingdom CCTV surveillance of the public realm is undertaken by local authorities and is controlled by the Data Protection Act 1998 and the Human Rights Act 2000. Since the Court of Appeal ruling in the case *Durrant v Financial Services Authority* the Information Commissioners Office has taken the view that fixed (static) cameras are exempt from the provisions of the Data Protection Act 1998, however this is not a widely held view in legal circles and may be subject of future challenge in the courts. Nevertheless the Information Commissioners Office is of the view that the private sector should not undertake public realm CCTV surveillance without the consent of the Local Authority.

## **Equipment Limitations**

The use of only three fixed cameras will have a significant impact upon the system's capability to observe, detect, recognise and identify vehicles and pedestrians. In order to meet this requirement a total of seven cameras would be required and the capability to observe, detect, recognise and identify would only be slight due to the fixed nature of the camera, and the combination of inability to focus and potentially fast moving vehicles.

In order to truly meet the operational requirement consultants would advise the installation of fully functional pan tilt and zoom cameras, but to be effective these would need to be monitored to ensure that the cameras were focused properly on the target which need to be observed. The use of fully functional cameras would need to be registered with the Information Commissioners Office and with a potential for 120 data processors, full compliance with the Data Protection Act 1998 might be difficult to achieve.

Consultants also have reservations about the security of recording equipment in the field, which would be located inside street cabinets.

## **Options**

Taking into account the foregoing, consultants believe that there are three options to consider:

### Option 1 – Consultants Preferred Option

Install 3 No fully functional cameras at the locations required and transmit images back to the Vale Royal Borough CCTV control centre where they can be monitored and recorded

Provisional estimated cost; installation of cameras only £24,000 - £27,000, including civils, mounting, improved lighting and UPS, but excluding cost of transmission, transmission equipment and any required control room upgrade or expansion capability.

### Option 2 – Meets the Client's Operational Requirement Analysis

Install 7 No. fixed cameras located as follows:

3No. each end of Road 1 – 1No. looking at a single carriageway to view oncoming cars (assumes vehicles will always be on the right side of the road and 2No. to view footpaths



1No. located at the end of Road 2, providing surveillance of footpath/footbridge onto the industrial estate

Provisional estimated costs; installation of cameras required and transmit via broadband connection to all 120No. companies with 10No. concurrent user licences £28,000 - £35,000, including civils, mounting, improved lighting and UPS, but excluding cost of broadband. Recording and control equipment, (assumes Network Video Recorder NVR located at single location inside a single company base) a further £12,000; plus software and licences £15,000 (this assumes that all companies have compatible PC platform to run the client software and excludes cost of network connectivity (which might be considerable) and rental at each company location.

Total cost £55,000 - £62,000 (excluding cost of broadband and network connectivity).

Option 3 – Most Closely Meets the Budget Allocated

Install 3No. cameras fixed at the locations required with microwave links transmitting to 1No. company and images recorded onto a Digital Video Recorder (DVR)

Provisional estimated costs; installation of cameras required, 3No. microwave links and DVR £27,000 - £32,000, including civils, mounting, improved lighting and UPS

This option would be subject to site survey to establish the feasibility of utilising microwave transmission technologies and even if feasible, degradation of images in bad weather cannot be ruled out.

Advantages & Disadvantages

Option	Advantages	Disadvantages
1	<p>From a crime reduction perspective offers the best guarantee of achieving a reduction/likelihood of crime (system is monitored within a control room environment)</p> <p>Meets accepted 'best practice' in public space CCTV surveillance and offers the best opportunity for a police response to suspicious activity monitored</p> <p>Cameras can be focused and moved to truly meet the Operational Requirement Analysis and better guarantee 'evidential' quality images</p> <p>Continuity of operation, offenders might be tracked 'off-site' using existing town centre cameras</p> <p>Improved surveillance capability</p> <p>The system would be subject of service &amp;</p>	<p>The Industrial Estates company's would not have access to the images</p> <p>The cameras would need to be 'owned' for the purpose of the Data Protection Act 1998, by the Local Authority</p> <p>Recurring annual revenue costs associated with transmission and monitoring by the Local Authority, which cannot be estimated at this stage</p>



	maintenance under the Local Authority contract	
2	Meets the Operational Requirements	<p>Exceeds the budget allocated</p> <p>May later come under the requirements of the Data Protection Act 1998, and will in any event require the consent of the Local Authority</p> <p>There may be network compatibility issues that will need resolving by the companies on the Industrial Estate with the system provider, and the cost for this cannot be estimated. This means that installation costs to achieve full network connectivity cannot be controlled</p>
3	Most closely meets the budget allocated	<p>Does not meet the Operational Requirement in any regard</p> <p>May later come under the requirements of the Data Protection Act 1998, and will in any event require the consent of the Local Authority</p>

Mike Kelly/Groundwork  
02/05/2007 09:54

To Greville Kelly/Groundwork  
cc  
bcc  
Subject Fw: Winsford 1-5 Station accessibility (LTP funding)

----- Forwarded by Mike Kelly/Groundwork on 02/05/2007 09:35 -----



"JONES, Mark (Environment)"  
<Mark.S.Jones@cheshire.gov.uk>  
26/04/2007 10:58

To <mike.kelly@groundwork.org.uk>, <gchester@pregis.com>  
cc "GARNER, Christine" <Christine.Garner@cheshire.gov.uk>  
Subject Winsford 1-5 Station accessibility (LTP funding)

Mike & Gary

I am sure you are aware that Cheshire County Council has allocated an amount of money from the Local Transport Plan to improve access between the Industrial Estate and the railway station. The funding has to be spent before 31 March 2008.

I am keen to identify how links between the two can be improved. Therefore can we meet in the next week or two and discuss the matter?

My availability is: May 1 PM, May 2, May 3, May 8 PM, May 9 PM and May 11.

With regard to the list of issues you left me with following the meeting on 14 February:

- 1) The Middlewich Rd signal timings should have been changed following the re-opening of the Aqueduct;
- 2) 'Middlewich Road' sign should have been repaired/renewed by Vale Royal BC;
- 3) Broken fence near sign above should also have been repaired by VRBC;
- 4) I am awaiting a decision regarding the request for a yellow box junction at Rd 1/Rd 3;

5) Mini roundabouts at each Rd 1 junction is a non starter due to costs and amount of work required;

6) Unstable flags outside Iveco. A bid has been submitted to improve the footways between Rd 2 and Pineapple Park. Outside of this area only significant defects will be dealt with;

7) The condition of Rd 1 has been assessed and a bid to improve the length between Middlewich Rd and Rd 2 has been submitted;

8) Your request for high kerbs at business entrances will be considered once the locations for the treatment have been submitted;

9) The footways along Rd 5 have been improved and there are plans to carry out patching work on the carriageway. This will probably take place in late summer;

10) A layby to read the map sign at each end of Rd 1 is not feasible, there is no funding for such work even if it could be justified;

11) The safety concerns regarding the play barn at Pineapple Park are being discussed with the police;

12) Your request to upgrade the classification of Rd 1 is a matter which is dealt with by our head office at Backford Hall, I would suggest you write to the County Engineer;

13) There are no plans to surface the footway along the south side of Rd 2. There is a surfaced footway along the north side and in the past vehicles have parked on the unmade south side causing rutting;

14) We have specified the maximum number of parking places possible for the new play barn at northern end the of estate;

I hope this information is helpful.

**Mark Jones**  
**Engineering Assistant (Traffic) - Vale Royal**

Cheshire County Council  
Engineering Service  
Vale Royal Area Highways Office  
Phoenix House  
Clough Road  
Winsford  
Cheshire  
CW7 4BD

Tel No: 01606 541836  
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## Winsford Ind. BID KPIs

### Business Support

KPI's	Baseline	Target	Source for information
Business Support satisfaction rating	1 <sup>st</sup> year evaluation of project will set baseline	80% of businesses reporting that the business support from the BID is good or excellent.	Annual business survey

### Crime and Security

KPI's	Baseline	Target	Source for information
Number of reported crimes	25 in 2004	15 – 2008	Police criminal statistics
% of companies who have suffered physical criminal damage in the last 3 years	33% in 2005	15% - 2010	Business Survey
% of companies feeling vulnerable to crime	33% in 2005	15% - 2010	Business Survey

### Transport

KPI's	Baseline	Target	Source for information
Number of people using the car sharing database and actually sharing lifts	0	250	Liftshare web site
Number of bus journeys to the estate	To be established in January 2005	50% increase by 2010	Arriva
Number of bus journeys from the estate	To be established in January 2005	50% increase by 2010	Arriva

### Image

KPI's	Baseline	Target	Source for information
% of companies considering the image of the estate to be good	17%	50%	Business Survey
% of companies considering the image of the estate to be good or acceptable	78%	95%	Business Survey
% of companies planning to leave the estate	17%	5%	Business Survey
% of companies planning to leave the estate due to image or estate facility problems	0%	0%	Business Survey
Turnover of companies on the estate.	To be established in Year one	10% increase in the estates combined turnover.	Business Survey
Employee numbers	To be established in year one	5% increase in employees numbers.	Business Survey