

Crewe Town Council



Strategic Plan 2014 - 2020

Introduction to and purpose of the plan

The prime purpose of this plan is to provide a focus for the Council over the next seven years. The plan which is evidence based aims to ensure that what we are seeking to achieve is in line with what the community of Crewe wants to see delivered.

We will review this plan¹ annually and develop bespoke one year action plans that map out the tasks we are seeking to deliver each year. We will also refresh what we know through improving our level of consultation and community engagement and use this information to adjust our plans where necessary. Each year we will feedback to the community what has and has not been achieved and seek to provide an indication as to how the successes each year are contributing to the delivery of the plan over the six year time frame.

We also commit to reviewing the plan at a fundamental level following each election cycle.

Our Mission Statement

The Council believes its mission is to represent the best interests of the Town and people of Crewe, to maintain and sustainably improve the quality of life for all who enjoy the Town and to deliver efficient and effective services to Crewe.

Our Strategic Ambitions

We have reviewed our priorities and believe that our ambitions for the Town can be adequately described by the following themes:

1) To make Crewe a better place to live, work and visit

- Review the on-going needs of the Town in line with changes in circumstances
- Maximise opportunities to access sports, leisure and recreation resources
- To promote business development, employment and economic vibrancy
- To promote accessibility for all our community

2) To preserve and enhance the nature of the town through the development processes

- Seek to control development to ensure developments enhance the town and provide local employment opportunities.
- To improve the overall quality of the housing stock.
- To promote improvement in the town centre facilities.

¹ Each annual action plan

3) To deliver effective services

- Make effective choices based on individual business cases to determine what services and functions the Council will deliver.

4) To work with others to deliver improvement in areas where we have no direct control

- Work with cleansing services and landowners to ensure a consistently high level of cleanliness in the town.
- Work with the Police and other agencies/partners to reduce crime and the fear of crime
- Work with all parties to make Crewe a Town which is seen as a centre of excellence for sustainable transport.
- Work with transport authorities to secure enhanced road and rail infrastructure and protect public transport.
- Work with health services to influence the provision of adequate and effective health care
- Work with housing providers to maintain and develop a range of appropriate housing options.
- Work with education providers and employers to increase skill levels and maximise employment opportunities.
- Work with local business to increase levels of sustainable economic activity.

5) To have an Improvement Plan in place for the Town Council

- Improve community engagement and communications
- Demonstrate the quality of our services
- Build effective internal management process and policies

Priority actions

The actions that will deliver these ambitions in year 1 are set out in the action plan appended as Annex A.

What we don't see as a priority

Having clearly stated what our priorities are we need to identify what we do not see as priorities for the Town Council. The purpose of doing this is to add clarity and avoid a loss of focus through seeking to do too much or falling into the trap of trying to deliver things that others are responsible for. We therefore do not see the following as priorities for the Town Council:

- Delivery or funding of services where other bodies have a clear remit to deliver those functions.
- Delivery of functions that are currently delivered more appropriately and more cost effectively by the private sector.
- Directly expending resources at the Regional or National level to influence decisions at those levels.

How we will finance this plan

If we are to deliver this plan we must be able to resource the activities that we wish to undertake. We hold the general view that increases in precept or borrowing are the least two favoured options for financing this plan. We do not rule out such choices but will only do so where there is a strong business case for making such choices and where other options are not available. We will therefore prioritise efforts to increase income from other sources such as the Community Infrastructure Levy,

direct charges for services, grant funding, support funding from other authorities or community donations.

We will ensure that the Council has adequate reserves to cover its revenue and capital needs in a sustainable way.

What we know

Making the right choices for the Town is dependent on a solid evidence base that provides information concerning the needs of the Town and its people. We have therefore used a diverse range of information including; research arising from the Town Plan, Local Plan, election manifestoes, the Parish Profile, resident feedback and Member surgeries to inform our prioritisation.

How we will measure and monitor progress in delivering improvement

Given that we know what our priorities are we need to have a few high level measures that will help us review our progress in delivering the plan and bringing about improvement. The qualitative and quantitative indicators we plan to use are as follows:

- Annual Action Plan – Progress to be formally reviewed by Council twice per year and outcomes to be reported annually in the Annual Report (To ensure that overall progress on delivery is monitored).
- Committees to monitor those action areas where they have responsibility on a routine basis (to ensure Committees take responsibility for delivery of the Plan).
- To have in place simple measures of the volumes and scope of customer interactions (to ensure we know our customers and what they want from us).
- To put in place a framework to predict and measure the economic, social and environmental impact (social value) of our initiatives to help inform priorities in our strategic planning.

Strategic Risk Assessment

We need to manage the risks associated with the delivery of the Strategic Plan. These risks are set out below:

Risk #	Risk description	Likelihood ²	Impact ³	Score	Controls
1	Financial resources not sufficient to deliver the priorities	2	5	10	Strategic action plan to feed into and link to budget setting process.
2	Identified priorities are too ambitious	1	4	4	Annual review of the action plan to ensure targets remain realistic and achievable.
3	Organisational capacity is lacking to deliver the priorities	2	4	8	Maintain a review on the organisational capacity to deliver.
4	Failure to achieve support from partner organisations to help deliver priority actions	3	4	12	Effective liaison with key partners.
5	Priorities and actions are not aligned to community needs and aspirations	2	5	10	Improved level of customer engagement, through implementation of Strategy.

² Scale 1 to 3 (high is more likely to occur)

³ Scale 1 to 5 (high is most impact)

Evidence of issues

The Crewe Town Council Strategy is a reflection of the issues regarded as of most concern to the residents of Crewe. These findings are based upon what we already know, but we also know that we need to do more to build this evidence base.

Key areas for action identified so far include:

1. Management of land allocation
2. Commercial and Industrial Development is a priority
3. Town Centre regeneration and increased footfall in the Town
4. Development of sustainable transport options allied to improved road infrastructure, reduction in traffic congestion and adequate parking
5. Engagement with young people, youth employment, education/training and the provision of adequate recreational facilities.
6. Planned housing developments in and around the town and the proportion of social housing
7. Engagement with the voluntary and community sector
8. Identification of the services that the Town Council is best placed to deliver or manage
9. Monitoring of the development of 'big' infrastructure projects such as HS2 to ensure that it benefits the Town.
10. Ensuring planning gain resources deliver benefits to the people of Crewe.
11. Building of Civic Pride
12. Enhanced enjoyment of the street scene through Civic Art and street entertainment

Annex A: Action Plan 2014/15

Strategic Ambition	Strategic actions	Committee Responsible	Outcome/Output or milestone expected	Level of Funding required	Timescale
To make Crewe a better place to live, work and visit	a) To identify options to create a Town Museum	ED	Business Plan identified	Substantial	Summer 2014
	b) To influence the Local Plan and guide land allocations	Planning	A plan that helps the strategic and sustainable growth of the Town	Minor	Spring 2014
	c) To have in place an annual programme of events	C&E	Programme in place	Substantial	Winter 2014
	d) To have developed a prioritised list of Town projects awaiting funding	All	Costed prioritised list produced	Minor	Spring 2014
	e) To have the Youth Council actively setting policy	C&E	Functional Youth Council in place	Minor	Spring 2014
	f) To deliver a revised Christmas Programme with the 'wow' factor	C&E	Positive feedback	Substantial	Winter 2014
To preserve and enhance the nature of the town through the development processes	a) Maximise income through the Community Infrastructure Levy (CIL)	Planning	Appropriate funding negotiated and assigned when opportunities permit. Prepare a Community Plan ⁴ .	Substantial	2015
	b) To identify priority improvements and modifications to the town centre	Ec Dev/ Planning	A clear set of priorities	Minor	Autumn 2014
	c) To review and update the 'Local List' of buildings of historic significance	Planning	List submitted to Cheshire East for adoption	Minor	Summer 2014
To deliver effective services	a) To complete the transfer of toilets, allotments and markets (subject to business cases)	F&R	Assets under full control of the Town Council.	Substantial	Winter 2014

⁴ Under CIL 15% of income is expected to go direct to the Town Council, where a Neighbourhood Plan is in place that value rises to 25%.

	b) To deliver a programme of specialist markets through the year	Ec Dev	High levels of public satisfaction	Substantial	Winter 2014
	c) To review transfer and function options.	F&R	Prioritised list of functions and assets for negotiation with Cheshire East	Minor	Winter 2014
To work with others to deliver improvement in areas where we have no direct control	a) To lobby for rail and road infrastructure improvements.	Ec Dev	Principles established in Local Plan and Transport Infrastructure Plans	Minor	Ongoing
	b) To promote and increase the level of volunteering in the town.	C&E	Increased levels of volunteer activity	Minor	2015
	c) Look to have in place a park and ride service.	Ec Dev	A scheme implemented if supported by sound business case	Substantial	2015
	d) To work with others to promote sustainable transport	C&E	Increased use of alternative transport options to the car	Significant	Ongoing
	e) To contribute to an effective and vibrant business/trader forum	Ec Dev	Forum driven by the business community and supported by the Council	Minor	Ongoing
To have an Improvement Plan in place for the Town Council	a) To have in place performance monitoring system to report on frequency and outcome of customer contacts.	F&R	Performance system in place.	Minor	Summer 2014
	b) To approve and implement a Consultation Strategy	C&E	Strategy implemented	Significant	Summer 2014
	c) To seek accreditations to validate the quality of the Council and its operations.	F&R	An initial 'quality award' achieved.	Minor	2015
	d) To develop and implement a customer charter	F&R	Evidence to the public of what service standards they can expect from officers and Members.	Minor	Autumn 2014
	e) To have an updated Strategic action plan in place for 2015/16	Council	Action plan agreed and in place for 1 st April 2015	Minor	2015
	f) To have a plan in place to promote the work of the Town Council	C&E	Increased profile of the Town Council	Minor	2015