

**Crewe Town Council**

1 Chantry Court  
Forge Street  
Crewe Cheshire  
CW1 2DL

**T: 01270 756975**

**[www.crewetowncouncil.gov.uk](http://www.crewetowncouncil.gov.uk)**



**CREWE**  
TOWN COUNCIL

**28<sup>th</sup> February 2023**

**To: Members of the Operations and Improvements Committee**

Dear Councillor,

You are summoned to attend the meeting of the **Operations and Improvements Committee** to be held at 6:00pm on Tuesday 7<sup>th</sup> March 2023. The meeting will be held at the **Crewe Town Council offices, 1 Chantry Court, Crewe, CW1 2DL**.

In the interests of maintaining safety, adherence to guidance and to facilitate appropriate public access, the meeting will be recorded and shared on the Crewe Town Council youtube.com channel.

Yours sincerely,

Peter Turner  
Town Clerk  
Crewe Town Council

## **Agenda**

- 1** To receive apologies for absence
- 2** To note declarations of Members' interests
- 3** To confirm and sign the minutes of the Operations and Improvements Committee meeting held on **31<sup>st</sup> January 2023 (attached)**
- 4** Public Participation

A period not exceeding 15 minutes for members of the public to ask questions or submit comments. Any member of the public wishing to participate should email [support@crewetowncouncil.gov.uk](mailto:support@crewetowncouncil.gov.uk) by 4.00 p.m. on the day of the meeting, providing their name, email address and an indication of the subject of their question or comment. Alternatively, your comments or questions can be submitted in advance and read to the committee at the meeting by the clerk.

Attendance at the meeting in person is permitted, but space is limited and you are asked to consider if you might be able to access the meeting virtually in consideration of available space and associated safety guidance. Please feel free to contact the office to discuss this in more detail if you would like to.

- 5 To note the year-to-date financial position for the Operations and Improvements Committee **(attached)**.
- 6 To receive an update and consider matters related to the Delivery Plan for 2022/23 **(attached)**.
- 7 To receive an update and consider matters related to Heritage **(attached)**.
- 8 To receive an update and consider matters related to the Knife Angel **(attached)**
- 9 To note the proposed date of the next meeting Wednesday 10<sup>th</sup> May 2023 at 6pm.



**CREWE**  
TOWN COUNCIL

**Crewe Town Council**

1 Chantry Court  
Forge Street  
Crewe Cheshire  
CW1 2DL

**T: 01270 756975**

**[www.crewetowncouncil.gov.uk](http://www.crewetowncouncil.gov.uk)**

**Minutes of the Operations and Improvements Committee - 31st January 2023**

Present: Cllr Messent, Cllr Wye, Cllr Clark, Cllr Edwards, Cllr Straine- Francis  
Town Clerk, Heritage Manager, Regeneration Manager

- 1** To receive apologies for absence.  
Apologies were received from: Cllr Coiley, Cllr Cosby, Cllr Palin, Cllr Walton, Cllr Minshall, Cllr Morrissey.
- 2** To note declarations of Members' interests.  
No interests were declared.
- 3** To confirm and sign the minutes of the Operations and Improvements Committee meeting held on **31<sup>st</sup> October 2022**.  
The minutes accepted and duly signed.
- 4** Public Participation  
A period not exceeding 15 minutes for members of the public to ask questions or submit comments.  
No questions were received.
- 5** To note the year-to-date financial position for the Operations and Improvements Committee.  
The financial position was **Noted**.
- 6** To receive an update and consider matters related to the Delivery Plan for 2022/23.  
**Resolved:**
  - i. To place residual budget 307/4180 CCTV £2340 in earmarked reserves to be used against future costs.
  - ii. To Fund additional two Bear Bins for Nantwich Road at a cost of up to £600 from 473 4721 Public Realm budget.
  - iii. To allocate remaining funds from 320 4120 volunteer support to an earmarked reserve to support the development of Frank Webb Park and opening activity.
  - iv. From 307 4186 regeneration projects: To place up to £6500 in earmarked reserves towards cost associated with the Knife Angel and associated programme. Any remaining

budget to be allocated to purposes outlined in delivery plan.

v. To note the completion of the AHF – funded project and final funding claim.

- 7** To receive an update and consider matters related to the Cleaner Crewe Project.

**Resolved:**

I. That £2934 is allocated from Public Realm budget 23/24 to cover increased costs of the contract to provide and Enforcement Officer with Cheshire East Council.

II. Allocation of £1500 Regeneration Projects budget For 23/24 to provide creative activities in the section 46 area for community events.

- 8** To receive an update and consider matters related to

8a. Heritage

8b. Christ Church:

8a Heritage.

**Resolved:**

(i) To approve the requests to transfer identified budgets to ear marked reserves.

- £800 for the production of plaques.
- £1,500 for the production of heritage trails.
- £5,000 to undertake a schools & community needs assessment.
- £2,000 to develop a significance assessment of Crewe.

Members **noted** the support of the Railway Cottages Residents Group and to convey thanks to their Chair for their support and assistance on the Heritage walks.

8b Christ Church

**Noted** :The update on the project and conclusion of the Architectural Heritage Fund award.

- 9** To receive an update on the Crewe BID.

The report was **noted**.

- 10** To receive an update on the Cheshire East Council potential disposal of garage sites.

**Resolved:**

To convey to Cheshire East Council that the Town Council would not wish to take up their offer of taking ownership of the garage sites.

- 11** To consider matters related to the Draft 2023/24 Business delivery Plan.

**Resolved:**

i. That the service delivery plan and associated spend within the approved 2023/24 budget is recommended to Council.

ii. That £2934 is allocated from Public Realm to cover increased costs of the contract to provide and Enforcement Officer with Cheshire East Council.

iii. That the committee supports further investigation of resources and funding to develop delivery of the Cultural Strategy and gives permission for regeneration projects funds to be utilised to support town centre cultural activities.

iv. That Earmarked Reserve 'Hoardings and Frontages' £21,487 is reallocated on request of Cheshire East Council to improving shop fronts and associated activity

in support of the repurposing the high street programme.

v. That all associated spend and procurement is delivered within the council's governance

vi. That all ongoing work, actions and outcomes are reported regularly to the associated committees and council where relevant.

vii. That undefined aspects of delivery are progressed through the appropriate governance, committee or council for further development and definition for later approval.

**12** To note the proposed date of the next meeting: **Tuesday 7<sup>th</sup> March 2023 at 6pm.**

Meeting closed at 6.55 pm.

Chair Cllr J. Messent

Clerk : L. Lewis

## Detailed Income &amp; Expenditure by Budget Heading 17/02/2023

Month No: 10

## Committee Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<b>Operations and Improvement</b>								
<b>307 Town Centre Maintenance</b>								
4170 Equipment Purchase/Repair/Hire	70	6,247	8,000	1,753		1,753	78.1%	
4180 CCTV	0	32,160	34,500	2,340		2,340	93.2%	
4184 Rangers Service	35,391	135,529	170,426	34,897		34,897	79.5%	
4186 Regeneration Projects	3,698	10,798	16,000	5,202		5,202	67.5%	
4188 Enforcement Officer	16,949	16,949	31,200	14,251		14,251	54.3%	
Town Centre Maintenance :- Indirect Expenditure	<b>56,108</b>	<b>201,683</b>	<b>260,126</b>	<b>58,443</b>	<b>0</b>	<b>58,443</b>	<b>77.5%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(56,108)</b>	<b>(201,683)</b>	<b>(260,126)</b>	<b>(58,443)</b>				
<b>310 Floral Schemes</b>								
4181 Contractors - Services	0	31,915	35,000	3,085		3,085	91.2%	
Floral Schemes :- Indirect Expenditure	<b>0</b>	<b>31,915</b>	<b>35,000</b>	<b>3,085</b>	<b>0</b>	<b>3,085</b>	<b>91.2%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>(31,915)</b>	<b>(35,000)</b>	<b>(3,085)</b>				
<b>320 Parks and Allotments</b>								
4102 Volunteer Support	0	251	1,000	749		749	25.1%	
4179 Play Area Improvement Scheme	0	20,657	100,000	79,343		79,343	20.7%	20,657
4420 Parks & Allotments	0	1,600	0	(1,600)		(1,600)	0.0%	1,600
Parks and Allotments :- Indirect Expenditure	<b>0</b>	<b>22,508</b>	<b>101,000</b>	<b>78,492</b>	<b>0</b>	<b>78,492</b>	<b>22.3%</b>	<b>22,257</b>
<b>Net Expenditure</b>	<b>0</b>	<b>(22,508)</b>	<b>(101,000)</b>	<b>(78,492)</b>				
6001 plus Transfer From EM Reserves	0	22,257						
6000 less Transfer to EM Reserve	0	161						
<b>Movement to/(from) Gen Reserve</b>	<b>0</b>	<b>(413)</b>						
<b>465 O&amp;I Projects</b>								
1310 Grants Received	10,217	38,889	0	(38,889)			0.0%	
O&I Projects :- Income	<b>10,217</b>	<b>38,889</b>	<b>0</b>	<b>(38,889)</b>				<b>0</b>
4277 Christ Church Project	0	0	3,000	3,000		3,000	0.0%	
O&I Projects :- Indirect Expenditure	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>3,000</b>		<b>0</b>
<b>Net Income over Expenditure</b>	<b>10,217</b>	<b>38,889</b>	<b>(3,000)</b>	<b>(41,889)</b>				
<b>473 Town Promotion</b>								
1310 Grants Received	0	10,000	0	(10,000)			0.0%	
Town Promotion :- Income	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>(10,000)</b>				<b>0</b>

## Detailed Income &amp; Expenditure by Budget Heading 17/02/2023

Month No: 10

Committee Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4281 Heritage Working Group	0	80	10,000	9,920		9,920	0.8%	
4721 Public Realm	1,159	4,327	31,500	27,173		27,173	13.7%	1,200
4726 Town Centre Lighting	0	0	6,000	6,000		6,000	0.0%	
4764 Food activities	0	504	0	(504)		(504)	0.0%	504
4991 Town Board Website	0	470	0	(470)		(470)	0.0%	470
Town Promotion :- Indirect Expenditure	<b>1,159</b>	<b>5,381</b>	<b>47,500</b>	<b>42,119</b>	<b>0</b>	<b>42,119</b>	<b>11.3%</b>	<b>2,174</b>
<b>Net Income over Expenditure</b>	<b>(1,159)</b>	<b>4,619</b>	<b>(47,500)</b>	<b>(52,119)</b>				
6001 plus Transfer From EM Reserves	0	2,174						
<b>Movement to/(from) Gen Reserve</b>	<b>(1,159)</b>	<b>6,793</b>						
Operations and Improvement :- Income	<b>10,217</b>	<b>48,889</b>	<b>0</b>	<b>(48,889)</b>			<b>0.0%</b>	
Expenditure	<b>57,268</b>	<b>261,488</b>	<b>446,626</b>	<b>185,139</b>	<b>0</b>	<b>185,139</b>	<b>58.5%</b>	
<b>Net Income over Expenditure</b>	<b>(47,051)</b>	<b>(212,599)</b>	<b>(446,626)</b>	<b>(234,028)</b>				
plus Transfer From EM Reserves	0	24,431						
less Transfer to EM Reserve	0	161						
<b>Movement to/(from) Gen Reserve</b>	<b>(47,051)</b>	<b>(188,329)</b>						
Grand Totals:- Income	<b>10,217</b>	<b>48,889</b>	<b>0</b>	<b>(48,889)</b>			<b>0.0%</b>	
Expenditure	<b>57,268</b>	<b>261,488</b>	<b>446,626</b>	<b>185,139</b>	<b>0</b>	<b>185,139</b>	<b>58.5%</b>	
<b>Net Income over Expenditure</b>	<b>(47,051)</b>	<b>(212,599)</b>	<b>(446,626)</b>	<b>(234,028)</b>				
plus Transfer From EM Reserves	0	24,431						
less Transfer to EM Reserve	0	161						
<b>Movement to/(from) Gen Reserve</b>	<b>(47,051)</b>	<b>(188,329)</b>						



**REPORT STATEMENT O&I 4 07.03.23 Item 6**

Meeting Operations and Improvements Committee 7<sup>th</sup> March 2023

Report Purpose: To consider matters relating to the delivery plan and associated budget for 2022/23

Version Control: v1  
Author: Regeneration Manager

1. Report Summary

This report provides an update of the status of projects against the delivery plan and details expenditure against budget which may need to be earmarked for use in the new financial year.

2. Background

Members approved a delivery plan for 2022/23 with associated budget for both operational expenditure and specific projects. Additional expenditure was also approved to support development of a BID. All budget lines require varying degrees of time and resource to deliver, and time frames for delivery can be impacted by the level and speed of response from external parties. In the last quarter there have also been additional calls on officer time which have impacted on time allocated to original projects. These are specifically: Knife Angel, Repurposing the High Streets and BID development.

This report outlines the delivery against objectives, associated budget spend and highlights areas which will require additional time before expenditure can be finalised. Members are asked to consider whether these projects should continue into the new financial year and therefore whether to approve creating earmarked reserves to enable them to be completed. These projects will then be added to the 23/24 delivery plan.

3. Position

The delivery plan in summary is below.

Item	Budget and code	Status	Requested action
Business Improvement District	£50,000 353 EMR	In process. Steering group developing and business engagement. Ballot to be registered with CEC spring 23 Proposed ballot Autumn 23	Retain EMR Business Improvement District
	4180 CCTV	Additional cameras installed	Note approval £2340 to



			EMR for future data costs.
307 Town Centre Maintenance	4186 Regeneration Projects	Knife Angel £6500 allocation for installation and programme.	<b>Approval</b> Create EMR of remaining Regeneration projects budget towards Knife Angel costs
	Enforcement Officer	Rolling programme with budget already identified.	Note £14,200 committed to contract to EMR
320 Parks and Allotments	4102 Volunteer support  Play area improvement scheme – Frank Webb Avenue. Main expenditure will take place in 2023/24 financial year.	Consultation completed, Suppliers briefed, and designs awaited. Summer/autumn installation intended.	<b>Note:</b> £771 to support Frank Webb Avenue Community support.  <b>Approval:</b> £100,000 to EMR for equipment and installation
473 Town Promotion	4721 Public Realm 4726 Town Centre Lighting.	Rolling programme of improvements identified and approved in July 2022. Out -standing items awaiting delivery: 1)Tree lighting scheme Victoria St – quotes sought and opportunity advertised.  2)Re- paint phase 3 under way.  3)Additional paving repairs and maintenance – quote awaited.  4) Highways testing of heritage light awaited.	Allocation of remaining budget: Previously approved: £9000 Public Realm to augment £6000 town centre lighting approved for tree lighting  <b>Approval:</b> Transfer Public Realm remaining budget to EMR to fulfill outstanding payments and improvements identified and approved July 2022 ( See appendix 1) £19,000 Approve Town Centre lighting £6000 to EMR

Repurposing the High Street	358 EMR Hoardings and Frontages £21,487	Images being collated for shop window designs to decorate up to 5 properties.	Approval to seek quotes for design and installation of shop window and hoarding decorations and purchase up to £21,487.
-----------------------------	--	---	---

4. Financial Impact

All expenditure using existing budgets.

5. Resource Impact

Officer time to deliver, and reallocation of grant received from Cheshire East Council to deliver shop window improvements

6. Conclusions

The regeneration manager seeks to ensure that the programme of activity previously agreed has the financial resource available to deliver. Payment for a number of projects will take place in the new financial year, therefore approval is sought from members to ensure that the funds are appropriately identified and accounted for .

7. Consideration Sought

- I. To note existing approved Earmarked Reserves as listed.
- II. To approve creation of Earmarked Reserves for projects to be completed.
- III. To recommend to council that approval is given for Regeneration Manager to seek quotations for shop window and hoarding decorations up to the value of £21,487 in line with financial and procurement regulations.



**O&I 4 Item 6 Appendix 1**

Meeting: Operations and Improvements Committee 19<sup>th</sup> July 2022  
Report Purpose: To outline and request authority to proceed with delivery based on agreed budget  
Version Control: v1  
Author: Regeneration Manager

1. Report Summary

This report presents options for further town centre improvements and requests delegated authority for the Regeneration Manager to procure relevant services and items to proceed.

2. Background

Crewe Town Council is responsible for the town centre floral schemes for which it owns and maintains the items of street furniture. However the majority of public realm is in the ownership of Cheshire East Council. Whilst the major regeneration activity will introduce new infrastructure to areas such as the Royal Arcade, History Centre and Lyceum Square, there are areas which are not currently earmarked for improvement or which will not see development for a number of years. Maintenance and repair budgets within Cheshire East Council and Ansa are stretched and to some extent this can be seen as reflected in the condition of the public realm with the last investment being made in 2017 with some additional, modern benches and cycle racks being installed. These have not since been maintained. With the demolition of the Royal Arcade, some items of street furniture have been moved, further complicating the confused style and presentation of the town centre.

In 2021/22 The Town Council agreed to support a re- paint of various items of street furniture and also selected and agreed to maintain new planters purchased through Welcome Back funding. The Town Council has commissioned Orbitas to conduct a town centre repaint. This is progressing over the summer and the majority of phase one work has been completed.

**PHASE 1**

- 40 Bollards.
- 40 Hanging basket stands. (pole planters)
- 9 Metal planters (Painted in one colour).
- 23 'U' shaped bike racks.

The metal planters are the last items awaiting painting before phase 2 commences.as follows:

**PHASE 2**

- 11 Metal benches various shapes. (Paint)
- 5 Benches with metal sides and wooden lats. (Paint and stain)
- 10 Wooden Bollards. (Stain)
- 7 Square tree barriers. (Stain)

The impact of current work can be seen in the images below:



Before



### 3. Position

The Regeneration Manager has also been working with Crewe Police to look at issues of town centre security. An audit of the town highlighted the poor condition and presentation of lighting and public realm which it is believed contribute to a feeling of lack of security, perpetuating further damage and anti – social behaviour ( broken window theory) and deterring visitors and investors.

The Town Council has budgeted £31500 for public realm improvements this year . A list of potential improvements has been produced which would address short – term issues and improve the presentation of the town while major investment is awaited.

#### **Public Realm Strategy**

At the time of writing there is little guidance to assist with high – value and transformative investment. The town does not yet have an adopted public realm strategy although a draft was produced in 2018 by Cheshire East Council. The town has a unique industrial heritage and as a purpose – built railway colony, had a planned grid design and layout. Careful consideration is



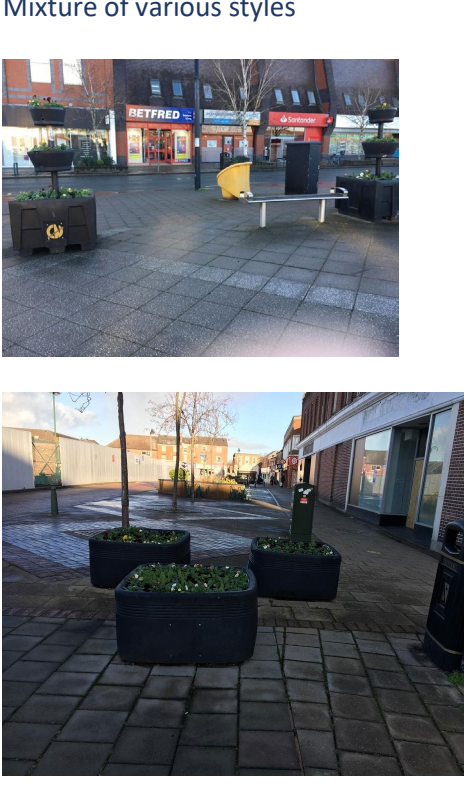
required to inform and ensure that a future strategy and design plan for Crewe supports its future growth while respecting its heritage.





In the absence of an adopted strategy, the Town Council may like to consider some principles as set out in the draft strategy and recommended by Historic England:



- Identify and remove superfluous or redundant items
  - Keep new street furniture to a minimum
  - Seek permission to attach signs, traffic signals and lighting onto existing street furniture and buildings
  - Coordinate style, colour and siting of street furniture
  - New equipment should be simple, elegant and appropriate to context
  - Consult local access groups or disability organisations
- 
- Compile an inventory of historic street furniture and its condition
  - Encourage the preservation and maintenance of historic street furniture
  - Identify and conserve street furniture that contributes to the area’s significance or that may be a heritage asset in its own right
  - Record and remove old pieces that have degenerated beyond repair (except those deemed of historic importance)
  - Consider recasting local designs, ensuring details are accurate and authentic.

The items below represent a menu of achievable improvements (subject to relevant permissions) These represent a range of items, a selection of which can be delivered within budget, and could provide a starting point for further years as a rolling programme.

Item		Comments	Cost
Phase 3 repaint	 <p data-bbox="376 1458 844 1518">Remaining items such as town gates and pedestrian barriers</p>	Work with highways to repair where necessary, Cost and procure painting of remaining items as phase 3 of repaint project.	Estimate £5000
Heritage Victorian Street light  'the four lamps'		Locally listed, property of CEC Requires repairs to light fittings including lanterns and re- paint including commemorative plaque. Highways contacted to request repairs to lamps and additional quotes sought for full restoration.	TBC

<p>Cycle shelter</p>		<p>Standard repair – replacement of opal covering not practical. Fabricate new covering.</p> <p>Consider replacing or adding to with a more distinctive and decorative item. Previous interest expressed for letters of bicycle shapes.</p>	<p>TBC</p>
<p>Banners Earle Street</p>		<p>Damaged and worn. replace with new designs based on branding</p>	<p>Advertising consent Permissions New banners and fittings Estimate:£7500</p>
<p>Planters</p>	<p>Mixture of various styles</p> 	<p>Dated and mis – matched schemes and styles,</p> <p>Recycle and re – site where possible, remove and replace where appropriate.</p>	

			
Grit Bins		Request clean and refill  (Highways)	
<u>Recycling Bins</u>		These are emptied and treated as per all other street bins but dominate the street scene on Victoria Street. New processes for recycling are being tested out by Ansa but the item here would not be material to any proposed changes. Remove and replace with planter, seating or additional bins	Costs tbc
Decorative features		Repair and replace items of street decoration where relevant. May require specialist sourcing.	Costs tbc

Redundant and damaged street furniture		Repair , replace or remove	Subject to further discussion and input from CEC To remove redundant items
Damaged and uneven paving, redundant tree pits, gaps in paving around items		Repair, replace or cover. Investigate costs of repairs to make good damaged areas or cover with appropriate items such as planters.	Costs to be investigated

**For future consideration**

Town Centre lighting		Repair and replace damaged light units, re-paint lighting columns.  CEC review of Crewe lighting to be conducted in next 8 months	
----------------------	--	---	--

4. Equality Impact

Benefits residents, visitors and businesses alike through improved public amenity and presentation of the town. Consideration given to making spaces safer and more accessible.

5. Sustainability Impact

Recycling and retaining existing items where possible with consideration of heritage features.

6. Community Impact

Raising standards - Poor quality public realm impacts on the quality and enjoyment of the town centre with a mix of clashing periods and styles of street furniture, areas of damage and redundant items.

7. Governance

Crewe Town Council Corporate Strategy – a place to live, a place to work.



8. Financial Impact

Within allocated budget for this purpose.

Seeks to work in partnership with other stakeholders to ensure best use of available budgets.

9. Resource Impact

Officer time, Ranger time and associated budgets.

Some delivery will rely on commissioned support or partner resource.

10. Consultation/Engagement

Engage with community as improvements delivered, consult with community, owners or stakeholders with regard to any major changes.

Potential future engagement through development of strategies.

11. Wards Affected

All.

12. Conclusions

This report sets out a menu of improvements to cover the short – to medium term improvement of the town centre, whilst major redevelopment is awaited. The project shows positive intent to improve the condition of the town centre with investment and collaboration with stakeholders.

Items which cannot be delivered within 2022/23 budget period will be highlighted for future delivery as part of delivery plan.

13. Consideration Sought

- Approval to proceed with full costing and procurement of services and items in line with Council processes and procedures and governance.
- Request for delegation to Regeneration manager in agreement with Town Clerk for items of expenditure under £10,000 to be undertaken in line with financial regulations.
- Budget line:  
473 4721 Public Realm £31,500



**REPORT STATEMENT**

Meeting: Operations & Improvements Committee 7 March 2023

Report Purpose: To provide an update on the Heritage Business Delivery Plan for 2022/23

Version Control: v1

Author: Heritage Manager

1. Report Summary

This report updates members on progress against the heritage activity in the Business Delivery Plan for 2022/23 and requests to transfer spend to ear-marked reserves. The report also requests approval for spend for the Business Delivery Plan for 2023/24.

2. Background

Heritage activity is focusing on delivering Crewe Town Council’s *Heritage Strategy for Crewe* which seeks to celebrate, promote and protect Crewe’s unique history and heritage for the future. Work is being developed in three areas:

- (i) Making heritage visible
- (ii) Building community
- (iii) Protecting heritage assets

3. Position

**Making heritage visible**

The allocated budget for making heritage visible is:

Code	Budget Line	Amount	Notes
345 EMR	Heritage	£800	Plaques
345 EMR	Heritage	£1500	Engagement Resources
345 EMR	Heritage	£5000	Schools & Community Needs Assessment
345 EMR	Heritage	£10,000	Valley Brook Interpretation
345 EMR	Heritage	£10,000	Match Funding for Crewe Works Exhibition
345 EMR	Heritage	£4,500	Heritage Resources for Schools
345 EMR	Heritage	£500	Digitisation of the Albert Hunn Collection

**Match Funding for Crewe Works Exhibition:** BR!L has presented a first draft of an interpretation grid for the exhibition. The proposal is for the exhibition to focus on the central narrative of *Locomotives were a catalyst for change in Crewe*. This would be explored through four themes:

- a. Crewe Works – exploring why Crewe Works was built, who worked here and what they made
- b. How did Crewe Works affect people’s lives – exploring the impact of Crewe Works within the UK and beyond
- c. How did Crewe Works affect the development of Crewe – exploring how Crewe Works shaped the town
- d. Looking to the future - exploring the legacy of Crewe Works and what is still made here today

The designers also held two story days to collect memories and objects from the community. The days

were very successful and resulted in further offers of volunteering within the exhibition.

The exhibition group is now focussing on improving the visitor journey for the Heritage Centre to ensure visitors to the exhibition can find it easily. The group is also considering promotion of the exhibition and further animation during it.

**Digitisation of the Albert Hunn Collection:** The digitisation of the Albert Hunn Collection has now been completed by Cheshire Archives.

**Building community**

The allocated budget for building community is:

Code	Budget Line	Amount	Notes
473 4281	Heritage Working Group	£200	Membership & Conferences
473 4281	Heritage Working Group	£500	Expenses

**Heritage Open Days:** Submissions for Crewe’s offer for the national Heritage Open Days Festival 2023 have been received. A meeting to develop the programme will take place on 1 March.

**Local Cultural Education Partnership (LCEP):** The Crewe LCEP has now been established. LCEPs are partnerships that work together to improve cultural education for children and young people in a local area. Heritage forms a large part of a cultural offering, and it is hoped this will be an additional resource to engage schools and young people with the town’s heritage. Partners include schools, charities, cultural organisations and local authorities. The partnership has submitted a proposal for funding to develop a music performance for the King’s Coronation as a first project.

**Additional work to build community:**

The Heritage Manager has supported:

- Two property developers in recognising the heritage of their sites.
- Members of the community looking to develop a film on the Villers-Russell Twins.
- The Travel Watch North West team to bring their conference to Crewe in October.
- Engagement with the Oaks Academy, the team developing the museum on HMS Ambuscade, the Community Rail Partnership and the project team handling the demolition of the Library.
- The development of the Cultural Strategy Group.

**Protecting heritage assets**

The allocated budget for protecting heritage assets is:

Code	Budget Line	Amount	Notes
345 EMR	Heritage	£2000	Project Scoping – conservation & significance assessments
465 4277	Christ Church Project	£3000	
350 EMR	Christ Church	£3685	
334 EMR	Railway Cottages	£7976.21	Repaint of Lamps & Railings – COMPLETE Development of Heritage Strategy

**Christ Church:** Initial works to remove vegetation from Christ Church will begin in the next two weeks. This will enable Cheshire East Council to assess the works required to make the space safe and acquire a faculty to undertake the work. Once the works are complete, the space will be available for community engagement events to improve the visibility of the site. It is therefore requested that the budget of £3000 is transferred to ear marked reserves, taking budget line 350 EMR to £6,685.

**Railway Cottages:** The development of a strategy to manage the Railway Cottages is underway. The history and significance of the cottages is almost complete, and focus will now shift to developing ideas for future maintenance.

**Additional work to protect heritage assets:**

- The Heritage Manager continues to support the Crewe Heritage Centre Trustees in key areas. Work has focussed on budgeting for the year 2023-24, obtaining appropriate insurance and supporting conversations with Network Rail to repair infrastructure.
- The Heritage Manager presented a paper to the Planning Committee on the development of a Conservation Area(s) for Crewe. The Planning Committee resolved to recommend the proposal to Full Council.

**Business Delivery Plan 2023/24**

The allocated budget is:

Code	Budget Line	Amount	Notes
473 4281	Heritage Working Group	£1,500	Plaque Scheme
473 4281	Heritage Working Group	£5,000	Heritage Engagement Resources
473 4281	Heritage Working Group	£5,000	Heritage Learning Offer
473 4281	Heritage Working Group	£200	Memberships & Conferences
473 4281	Heritage Working Group	£300	Expenses
473 4281	Heritage Working Group	£5,000	Heritage Community Support
473 4281	Heritage Working Group	£3,000	To be allocated

**Heritage Learning Offer:** Initial development of local heritage learning resources, focussed on use during lessons in a school setting. There is significant evidence that accessing heritage in non-school settings can develop empathy, a sense of identity and raise self-esteem. Ofsted notes that museum trips build *cultural capital* which is linked to better educational attainment and an economically and socially stable life. It is therefore proposed that the £5,000 allocated for the Heritage Learning Offer is used to develop a workshop session about Crewe Works to be delivered at the Crewe Heritage Centre. This opportunity to engage in a non-school setting would be developed with pilot schools and offered to all schools within the Crewe Town Council boundary. The workshop should be developed during the exhibition but should become a permanent offer for children in Crewe.

4. Equality Impact

The *Heritage Strategy for Crewe* highlights the importance of developing narratives for the town which represent all who live here. The proposals to explore Crewe Works, migration and trade all provide opportunities to uncover and tell stories not usually considered in Crewe’s heritage narrative. These projects would include working with communities to tell stories in their own words and in a way that is right for them. The Schools & Community Needs Assessments will ensure heritage activity is appropriate and sensitive to all.

5. Sustainability Impact

Heritage activity is being delivered in partnership and looking to strengthen sustainability through collaborative delivery. Activity looks to equip participants to discover heritage confidently and independently. External funding will be explored to establish where support can be achieved.

6. Community Impact

The development of the heritage forum and the Heritage Open Days Festival enable wider community engagement. Developing narratives that focus on sense of place helps deepen pride and cultural identity.

Heritage activity is also proven to improve health and wellbeing ratings.

#### 7. Governance

Crewe Town Council Corporate Strategy  
Crewe Town Council Heritage Strategy for Crewe  
Crewe Town Council Community Plan  
Crewe Town Board Town Investment Plan  
Cheshire East Council Cultural Strategy for Crewe

#### 8. Financial Impact

All projects within allocated budget and grants or requests from earmarked reserves. Where appropriate, grant funding will be explored.

#### 9. Resource Impact

Officer time and budget allocation.

#### 10. Consultation/Engagement

Activity is based on consultation undertaken for *A Heritage Strategy for Crewe*, the Town Investment Plan, the Local List Project and Heritage Resource evaluation.

#### 11. Wards Affected

All wards are able to engage with heritage activity, especially through the heritage resources, heritage forum and schools & community needs assessments.

#### 12. Conclusions

During this period, work has focussed on building opportunities for the heritage community to be involved in project development through the exhibition, Heritage Open Days and LCEP. To ensure this involvement can continue into the Christ Church project development work, it is requested that the unspent 2022/23 budget of £3,685 is transferred to 350 EMR Christ Church. This would provide a significant budget to develop activity at the site, once repair works are complete.

The paper also requests approval to spend £5,000 from budget line 473 4281 Heritage Working Group for development of a learning offer in a heritage setting. The *Heritage Strategy for Crewe* recognises the need to engage with schools. There is significant evidence that providing learning experiences outside of the classroom has a positive impact on developing empathy, a sense of identity and raising self-esteem, as well as improving attainment levels. Developing a Crewe based offer would improve access to this type of learning within the parish and provide a template for further offers. It would also provide an offer for schools outside of the parish to come to Crewe to learn about the town's heritage and impact on the nation's history.

#### 13. Consideration Sought

- (i) To approve the request to transfer £3,685 from 465 4277 Christ Church Project to 350 EMR Christ Church to support community engagement activity.
- (ii) To approve the proposal to spend £5,000 from 473 4281 Heritage Working Group 2023/4 Business Delivery Plan to develop a heritage workshop for schools.



**REPORT STATEMENT O&I 4 Item 8 : 07.03.23**

Meeting Operations and Improvements Committee

Report Purpose: To provide information related to the Knife Angel installation  
Version Control: v1  
Author: Regeneration Manager

1. Report Summary

The Knife Angel is a project which is being jointly funded between CTC – O&I and M&E committees, Crewe Police and Cheshire East Council. This report outlines progress to date and a summary of key issues which require further consideration and input from members.

2. Background

The project was reported to members at January’s O&I meeting. Since then there have been developments to the plan and a greater understanding of some of the issues around it. Funding has been committed by O&I to the level of £6500 and by M&E to the level of £15,000, to cover costs associated with delivery, installation, security and as far as possible programming. Additional funds of £19,700 have also been committed by Safer Cheshire East partnership for delivery. In the absence of an events manager, the project is being jointly managed within CTC by the Regeneration Manager and Town Clerk, with support from PH Productions.

3. Position

Following the last meeting the Clerk signed an agreement with the British Ironworks, to host the Knife Angel in May this year. The loan of the monument has been agreed, subject to a deposit of £4000 to the Ironworks. This is returnable on delivery of the project according to agreed requirements and the onward delivery of the monument in good condition to the next host town. The Angel will be forwarded by Bradford Youth Justice Team and following its time in Crewe, will be sent to Peterborough Cathedral.

The monument is a unique art piece and as such is to be insured to a value of £1,000,000.

The Clerk has sought cover from the Market and has extended cover with the Council’s regular provider, Zurich . As the item is bespoke, other insurers were not prepared to cover as this is a short- term policy without the addition of all standard insurance, which was not practical. Brokers have therefore recommended that the Town Council insures with its current provider. Alternatives are still being sought but at the time of writing, the Insurer has required an excess of £50,000 which the Town Council will have to underwrite.

Due to the urgency of meeting legal deadlines for road closures and event bookings, officers had to make commitments to dates before being provided with details of other towns in the programme. As contacts have been established with the previous and following host towns, some logistical issues have come to light meaning that the previous town will have to take the monument down before the end of their calendar month. As a result some agreement is being

negotiated around storage and related costs.

In preparation for arrival of the Angel, additional crowd barriers to the value of £489 have been purchased in order to restrict access to the statue.

As requested by members, the location for the Angel to be displayed has been confirmed with Cheshire East Council as Memorial Square. The Royal British Legion have been informed and consulted on the installation. They have thanked the Town Council for providing the opportunity to discuss the matter with them.

Programme:

The related programme is to be further developed but will include:

April 2023 – Perceptions theatre company - 10 performances in Crewe secondary Schools  
Workshops on gangs and knife crime – 3 focused workshops with smaller groups in secondary schools.

02/05/23 Knife Angel installed on Memorial Square.

03/05/23 Opening event with presence of MP, Police Commissioner and Civic Dignitaries.

As the event is within the Local Election Purdah period, visible input from members will be limited at this point.

04/5/23 – 30/05/23

Community activities

Promotion of knife amnesty and availability of amnesty bins

Primary school workshops led by Crewe Police

Lessons in schools based on prevention of knife crime.

30/05/23 Farewell ceremony, awarding of certificates etc.

31/05/23 Knife Angel removed and forwarded to Peterborough Cathedral.

#### 4. Equality Impact

Project is part of a national campaign to reduce violent crime, which affects people from all walks of life in its many guises from street violence to domestic violence.

Crewe Central and Crewe South report the highest levels of violent crime in Crewe therefore any impact in tackling aggressive behaviour reducing ownership of knives will have a positive impact on the communities most affected.

#### 5. Sustainability Impact

Intention of the project is to strengthen partnerships in tackling violent crime, and in educating 'Anti-Violence Champions' -whereby children and young people are deputised in renouncing violence as a solution for solving issues.

#### 6. Community Impact

Project targeted to achieve social change. Also presents an opportunity for the community to have 'ownership' of an iconic piece of art, attracting people to visit Crewe.

#### 7. Governance

Crewe Town Council Corporate Strategy 2022-24 – ‘A town to live in, a town to enjoy, a community with pride.’

8. Financial Impact

Expenditure from allocated budget 20022/23 £21,500, combined with match funding £19700

9. Resource Impact

Officer time and resource in logistics, engagement and communications.

10. Consultation/Engagement

The project will create community conversations and comments. Consultation is under way with individuals and local organisations to ensure that local experiences are learned from and taken into account, and to obtain support and input into activities.

11. Wards Affected

All wards will be affected with the educational programme in schools and the opportunity to visit the town centre to see the Angel.

12. Conclusions

The installation of the Angel and meeting the conditions of the Agreement signed with the Ironworks is presenting a number of challenges in delivery. It has become apparent that this is a project which has not been entered in to by any other Town Council therefore this will prove to be a pilot for lower tier authorities. Officers are working with other host towns to share information and resources and the project should create a catalyst for improved partnership working, providing benefits for the community beyond what will be a six week programme.

13. Consideration Sought

- i. To note the deposit of £4000
- ii. To note the additional Insurance cover required and excess of £50,000
- iii. To note the purchase of barriers £489 from 473 4721 Public realm