

**Crewe Town Council**

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Crewe Cheshire  
CW12DL

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



**CREWE**  
TOWN COUNCIL

10<sup>th</sup> January 2024

**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 Wednesday 17<sup>th</sup> January 2024. 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 3<sup>rd</sup> October 2023.
- 4** Public Participation

A period not exceeding 15 minutes for members of the public to ask questions or submit comments in relation to the published agenda items. 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. 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
- 6 To consider matters related to the Crewe Heritage Centre
- 7 To consider matters related to Crewe Heritage delivery plan
- 8 To consider matters relating to the Crewe Business Improvement District
- 9 To Receive an update and consider matters related to the Regeneration Delivery Plan 23/24
- 10 To consider matters related to the Heritage and Regeneration Delivery Plan 24/25
- 11 To note the proposed date of the next meeting **Tuesday 12<sup>th</sup> March 2024 at 6.00 pm**



**CREWE**  
TOWN COUNCIL

Crewe Town Council: Operations and Improvements Committee

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**Minutes of the Operations and Improvements Committee Meeting 3<sup>rd</sup> October 2023**

Present: Cllr Toni Mortimer Cllr James Pratt Cllr Kevin Murray  
Cllr Steve Hogben Cllr Stuart MacKay Cllr Alan Coiley

Also in attendance – Melissa Crellin, Local Enterprise Partnership Strategy and Public Affairs Director  
Town Clerk

- 1 Apologies were received from:  
Cllr Bratherton, Cllr Yates, Cllr Straine-Francis & Cllr Messent
- 2 To note declarations of Members' interests  
Cllr Hogben stated non-pecuniary interest as member of the Railway Cottages residents Association
- 3 To confirm and sign the minutes of the Operations and Improvements Committee meeting held on 18<sup>th</sup> July 2023  
**RESOLVED:** That the minutes are approved as a true record of the meeting

**4 Public Participation**

A period not exceeding 15 minutes for members of the public to ask questions or submit comments in relation to the published agenda items.

[Cllr Coiley Joined the meeting at this point.]

- 5 To receive a presentation from the Local Economic Partnership (LEP) – Sustainable & Inclusive Economic Plan.  
The presentation on behalf of the Local Enterprise Partnership was noted.
- 6 To note the year-to-date financial position for the Operations and Improvements Committee.  
Noted
- 7 To receive an update and consider matters related to the Regeneration Business Delivery Plan for 2022/23  
**RESOLVED:**

- i. That the update report is noted
- ii. That the considerations and recommendations relating to the next phase of play area improvements is addressed at the next meeting of the committee.
- iii. That funding the purchase of litter signage utilising public realm budget is approved

**8** To consider matters related to the allotments.

Noted:

- i. That the work towards regularisation and progress so far is noted.
- ii. That there is no capacity for direct management.

**9** Member Items

9.1 Community Involvement in Public Green Spaces – Cllr Simon Yates

It was noted that this forms part of the Corporate Strategy and will be discussed further when Cllr Yates is available to speak to it.

9.2 Town Centre Regeneration – Cllr Simon Yates

This item was deferred to be discussed when Cllr Yates is available to speak to it.

**RESOLVED:** That the discussion is deferred until the next meeting, and a time when Cllr Yates can join the meeting

**10** To consider an update and future delivery of the Cleaner Crewe Project and associated activities

**RESOLVED:**

- i. That the project completion report is requested and awaited from Cheshire East Council
- ii. That the associated budget line is amended to show “Cleaner Crewe”

**11** To receive an update on the Heritage Delivery Plan

The update report was noted and the officer thanked for their work delivery to date.

**12** To consider an update on the Business Improvement District

**RESOLVED:**

- i. That the update report is noted
- ii. That provision is approved to fund the cost of ballot, estimated at £5,000, if called upon

**RESOLVED:** That Standing Orders for meeting length are suspended to facilitate completion of the published meeting agenda.

**13** To Consider the draft committee budget for 2024/25, providing a recommendation to Finance and Governance Committee.

**RESOLVED:** That the draft budget is approved for onward recommendation within the council budget setting process

**14** To note the proposed date of the next meeting **Wednesday 17<sup>th</sup> January 2024 at 6pm.**

Meeting closed at 8.06pm

Chair: Cllr S Mackay

Clerk: L Lewis

10/01/2024

## Crewe Town Council Current Year

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## Detailed Income &amp; Expenditure by Budget Heading 10/01/2024

Month No: 8

## 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>								
<u>305 Town Centre (Strategy)</u>								
1310 Grants Received	0	6,947	0	(6,947)			0.0%	
Town Centre (Strategy) :- Income	<b>0</b>	<b>6,947</b>	<b>0</b>	<b>(6,947)</b>				<b>0</b>
<b>Net Income</b>	<b>0</b>	<b>6,947</b>	<b>0</b>	<b>(6,947)</b>				
<u>307 Town Centre Maintenance</u>								
4170 Equipment Purchase/Repair/Hire	296	2,632	10,000	7,368		7,368	26.3%	
4175 Clothing/PPE	50	50	0	(50)		(50)	0.0%	
4180 CCTV	0	32,160	34,500	2,340		2,340	93.2%	
4184 Rangers Service	41,551	82,064	187,469	105,405		105,405	43.8%	
4186 Regeneration Projects	0	8,780	21,000	12,220		12,220	41.8%	
4188 Enforcement Officer	0	36,176	33,242	(2,934)		(2,934)	108.8%	14,200
Town Centre Maintenance :- Indirect Expenditure	<b>41,897</b>	<b>161,862</b>	<b>286,211</b>	<b>124,349</b>	<b>0</b>	<b>124,349</b>	<b>56.6%</b>	<b>14,200</b>
<b>Net Expenditure</b>	<b>(41,897)</b>	<b>(161,862)</b>	<b>(286,211)</b>	<b>(124,349)</b>				
6001 plus Transfer From EM Reserves	0	14,200						
<b>Movement to/(from) Gen Reserve</b>	<b>(41,897)</b>	<b>(147,662)</b>						
<u>310 Floral Schemes</u>								
4181 Contractors - Services	16,213	31,275	35,000	3,725		3,725	89.4%	
Floral Schemes :- Indirect Expenditure	<b>16,213</b>	<b>31,275</b>	<b>35,000</b>	<b>3,725</b>	<b>0</b>	<b>3,725</b>	<b>89.4%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(16,213)</b>	<b>(31,275)</b>	<b>(35,000)</b>	<b>(3,725)</b>				
<u>320 Parks and Allotments</u>								
4179 Play Area Improvement Scheme	67,522	67,522	100,000	32,478		32,478	67.5%	67,522
4420 Parks & Allotments	0	30,055	7,000	(23,055)		(23,055)	429.4%	30,000
Parks and Allotments :- Indirect Expenditure	<b>67,522</b>	<b>97,577</b>	<b>107,000</b>	<b>9,423</b>	<b>0</b>	<b>9,423</b>	<b>91.2%</b>	<b>97,522</b>
<b>Net Expenditure</b>	<b>(67,522)</b>	<b>(97,577)</b>	<b>(107,000)</b>	<b>(9,423)</b>				
6001 plus Transfer From EM Reserves	67,522	97,522						
<b>Movement to/(from) Gen Reserve</b>	<b>0</b>	<b>(55)</b>						
<u>473 Town Promotion</u>								
1999 Miscellaneous Income	0	7,400	0	(7,400)			0.0%	
Town Promotion :- Income	<b>0</b>	<b>7,400</b>	<b>0</b>	<b>(7,400)</b>				<b>0</b>

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## Detailed Income &amp; Expenditure by Budget Heading 10/01/2024

Month No: 8

Committee Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4721 Public Realm	5,270	29,071	25,000	(4,071)		(4,071)	116.3%	22,353
4723 Town Centre Promotion	0	14,086	0	(14,086)		(14,086)	0.0%	14,086
4727 Heritage Projects	0	31,454	20,000	(11,454)		(11,454)	157.3%	8,744
Town Promotion :- Indirect Expenditure	<b>5,270</b>	<b>74,610</b>	<b>45,000</b>	<b>(29,610)</b>	<b>0</b>	<b>(29,610)</b>	<b>165.8%</b>	<b>45,182</b>
<b>Net Income over Expenditure</b>	<b>(5,270)</b>	<b>(67,210)</b>	<b>(45,000)</b>	<b>22,210</b>				
6001 plus Transfer From EM Reserves	0	44,964						
<b>Movement to/(from) Gen Reserve</b>	<b>(5,270)</b>	<b>(22,247)</b>						
Operations and Improvement :- Income	0	14,347	0	(14,347)			0.0%	
Expenditure	130,902	365,324	473,211	107,887	0	107,887	77.2%	
<b>Net Income over Expenditure</b>	<b>(130,902)</b>	<b>(350,978)</b>	<b>(473,211)</b>	<b>(122,233)</b>				
plus Transfer From EM Reserves	67,522	156,686						
<b>Movement to/(from) Gen Reserve</b>	<b>(63,380)</b>	<b>(194,292)</b>						
Grand Totals:- Income	0	14,347	0	(14,347)			0.0%	
Expenditure	130,902	365,324	473,211	107,887	0	107,887	77.2%	
<b>Net Income over Expenditure</b>	<b>(130,902)</b>	<b>(350,978)</b>	<b>(473,211)</b>	<b>(122,233)</b>				
plus Transfer From EM Reserves	67,522	156,686						
<b>Movement to/(from) Gen Reserve</b>	<b>(63,380)</b>	<b>(194,292)</b>						



**REPORT STATEMENT Item**

Meeting: Operations & Improvements Committee 17 January 2024  
Report Purpose: To provide an update on activity at Crewe Heritage Centre  
Version Control: v1  
Author: Heritage Manager

1. Report Summary

This report updates members on progress at Crewe Heritage Centre in relation to the Community Service Level Agreement.

2. Background

Crewe Town Council and Crewe Heritage Trust entered a Community Service Level Agreement on 1 October 2023. This was in line with Goal 2: A Town to Enjoy and Goal 3: A community with Civic Pride of the Crewe Town Council Corporate Strategy 2024-2028. The agreement is initially for a period of two years with the objective of working in partnership to jointly oversee and deliver the operational development of the Crewe Heritage Centre as it moves towards achieving museum status. The agreement also covers the preparation for a large-scale project design and feasibility phase. To deliver this work, a project officer has been appointed. Activity remains funded by Crewe Heritage Trust.

The governing body remains the Crewe Heritage Trust and this paper is therefore to update and note. Decisions will be reached through the Crewe Heritage Trust Council of Management.

3. Position

**Governance:**

The Crewe Heritage Centre Manager began on 4 December 2023 and has been focussing on developments to the infrastructure and offer for reopening. Recruitment for new trustees has resulted in four new appointments bringing expertise in curatorship, marketing & communications, visitor operations and health & safety. It is hoped a further two appointments will be made shortly with expertise in finance and capital project management.

A draft budget has been agreed. The Clerk is progressing conversations around renewal of leases for the site with Cheshire East Council and Network Rail. The Crewe Heritage Centre Manager is overseeing the approved demolition of the Britannia Shed and the installation of a new toilet block and office accommodation.

**Preparations for 2024 season:**

The 2024 season will open on 29 March and the Crewe Heritage Centre Manager is working with partners to ensure there is a full programme of activity available. This includes establishing the requirements of third-party bookings. The Crewe Heritage Centre Manager is working with the Heritage Manager to redevelop the *Forging History* exhibition for the 2024 season. Once installed, work will begin on a major exhibition for the 2025 season. The Crewe Heritage Centre Manager is also working with Heritage Trust volunteers to ensure the café and shop are ready for the season.

**Accreditation:**

The museum accreditation scheme ensures museums manage their collections properly, engage with visitors and are governed appropriately. Crewe Heritage Centre holds the status *Working towards accreditation* and must submit an application for Full Accreditation by 30 September 2025. The Heritage Manager is leading this element for the Trust. Achieving accreditation will enable the Centre to borrow objects from other accredited museums. It will also enable the Trust to apply for funding it is not currently entitled to.

### **Redevelopment Project:**

Crewe Town Council secured £45,000 of UK Shared Prosperity Funds (UKSPF) to undertake a feasibility study at Crewe Heritage Centre. 6a Architects has been appointed as the lead contractor, supported by historian Christian Wolmar, business case consultant Stephen Escritt, Stockdale Quantity Surveyors and Ritchie + Daffin Environmental Engineers. The team has previously delivered feasibility studies for MK Gallery in Milton Keynes, Tate Liverpool, V&A Fashion Galleries, Centre for Art, Research and Alliance CARA in New York, National History Museum and clients include Arts Council England, BAFTA, Hepworth Wakefield, Kew Gardens, Tate Britain and Tate Modern.

The first phase of the study will be complete by the end of March 2024 and will provide:

- Information on the Heritage Centre's current and potential audience.
- A full review of the Heritage Centre's current business model and high-level operational cost models, income and revenue targets.
- A review of heritage narratives and collection strengths within the Heritage Centre.
- Development of the case for capital investment.
- An options appraisal of initial architectural designs at a variety of scales and ambitions.
- A preferred project vision and design with high-level environmental and services overlay.
- A high-level project budget.
- A co-curation / community participation strategy for further consultation on the plans.
- A list of further studies and surveys required.

The preferred vision, design and supporting documents will direct the phase two studies and enable conversations to begin with major funders. To develop the feasibility study, a project board has been established consisting of the Chair of the Crewe Heritage Trust, a nominated trustee of the Crewe Heritage Trust, a Crewe Town Council councillor, the Crewe Heritage Centre Manager and the Heritage Manager.

#### 4. Equality Impact

The redevelopment of the Crewe Heritage Centre will enable a more representative museum for the town. Narratives that represent residents will be developed with the community and the co curation / community participation strategy will ensure all residents are able to comment on plans for the Centre in a way that is right for them.

#### 5. Sustainability Impact

The Community Service Level Agreement lays out the commitment to developing an offer which is sustainable ensuring the museum can protect and champion Crewe's heritage while providing access for all residents. The museum should also act as a draw to the town that can deliver secondary spend. The feasibility study will develop a business case for investment and a clear, workable business plan for redevelopment with revenue and income targets.

The Crewe Heritage Trust had identified the age profile of the trustees and volunteers as a risk on the risk register. The latest appointments to the trust were via application to broaden the spectrum of skills and attract different demographics. This has successfully lowered the risk on the register.

All major funding awards and the museum accreditation scheme require museums to be mindful of their



environmental responsibilities. This is a key consideration in the redevelopment as evidenced by the inclusion of Environmental Engineers in the project team.

## 6. Community Impact

The development of the Crewe Heritage Centre should enable more access to the site and a renewed visibility within the community. It is intended the space will be available for community use. The success of the Centre should also lead to visits to the town that result in secondary spend.

## 7. Governance

Crewe Town Council Corporate Strategy 2024-2028

- *Goal 2: A town to enjoy – Proactively support and work with key visitor attractions in the town (eg the Heritage Centre) to build and develop their capacity, relevance and offering.*
- *Goal 3: A community with civic pride – Liaise with and operationally lead the Heritage Centre to realise the potential of Crewe’s railway heritage and support its bid for museum status.*

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

The governing body remains the Crewe Heritage Trust. Decisions will be reached through the Crewe Heritage Trust Council of Management.

## 8. Financial Impact

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

## 9. Resource Impact

Officer time.

## 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. The feasibility study includes a co curation / community participation strategy to ensure consultation is meaningful.

## 11. Wards Affected

The Heritage Centre is in Crewe Central however, the impact of its offer should reach all wards.

## 12. Conclusions

The paper serves as an update on the significant work underway to ensure the Heritage Centre is compliant and able to access external funding. Work has initially focussed on strengthening governance procedures and improving site infrastructure. The Crewe Heritage Centre Manager, supported by the Heritage Manager, will now focus on developing the 2024 offer before opening and then the 2025 offer. Work is also underway on the UKSPF supported feasibility study which will be available to begin conversations with funders later in the year.

## 13. Consideration Sought

The report is for members to note and there are no considerations sought.



**REPORT STATEMENT Item 7**

Meeting: Operations & Improvements Committee 17 January 2024

Report Purpose: To provide an update and project proposals for the Heritage Business Delivery Plan for 2023/24

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 2023/24. It also provides more detail on project proposals for allocated and unallocated heritage budget spend.

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
473 4281	Plaque Scheme	£1,500	
473 4281	Heritage Engagement Resources	£5,000	
473 4281	Heritage Learning Offer	£5,000	Development of schools’ session for delivery at the Heritage Centre.
345 EMR	Heritage	£800	Plaques for Ada Nield Chew and Wilmot Welch.
345 EMR	Heritage	£1,500	Development of self-led walking trails.
345 EMR	Heritage	£5,000	Schools & Community Needs Assessment.
345 EMR	Heritage	£10,000	Valley Brook Interpretation.
345 EMR	Heritage	£4,500	Development of school resource packs.

**473 4281 Plaque Scheme (£1,500):** Following a review of the Crewe Town Council criteria for heritage plaque nominations, the Heritage Group is recommending a programme of engagement to raise the scheme’s profile. The Heritage Group is particularly keen to engage young people. The group would therefore like Members to consider a proposal to use the 2023-24 budget allocation of £1,500 to work with the Crewe Engineering & Design UTC to research, design and create temporary plaques for display in the town. The project would aim to:

- Engage Crewe parish boundary schools in the competition.
- Help young people learn about and champion people from Crewe’s past.
- Create a cross-curricula project with a final output that is visible within the town for a defined period of time and available to the competing schools afterwards.
- Raise the profile of the heritage plaque scheme and identify possible candidates for commemoration.

The Crewe Engineering & Design UTC Principal has agreed to supply a teacher to coordinate the project and oversee the creation of the plaques. This would also include inviting other schools to the UTC to see their plaques manufactured. The UTC will also support recruitment of a History Teacher to run the research, debate and nomination of candidates and an Art Teacher to run the design competition across schools. The project would provide an opportunity for gathering further candidates for plaques both from schools and the community.

**345 EMR Plaque Scheme (£800):** The Heritage Group has proposed wording for the plaque to commemorate Ada Nield Chew. The proposal is now under consideration by the South Cheshire Chamber of Commerce and Industry, who own the land where the plaque will be located.

**473 4281 Heritage Learning Offer (£5,000):** The Crewe Works learning offer was piloted with schools during November and December. The session focusses on the history of the site and the jobs undertaken at the Works. It has a strong STEM element looking at coding, electrical circuits, pulleys and axels, while also providing opportunities to compare photographs and maps, and undertake object handling. The session was piloted with Key Stage 2 students (7-11 year olds) from Edleston Primary School and Hungerford Primary Academy. The feedback has been very positive with staff noting *“We all learnt lots (staff included!) and found it really interesting...The activities planned were appropriate and fun and the volunteers/experts were great support”*. A full evaluation of the session and recommendations for future delivery is now underway.

**345 EMR Development of self-led walking trails (£1,500):** The content for the Crewe Works trail and the Town Centre trail has been finalised. The Heritage Manager has been considering platforms for the information and is exploring digital apps alongside a downloadable pdf.

**345 EMR Development of school resource packs (£4,500):** The Crewe Works resource pack has now been trialled with St Michael’s Community Academy, Underwood West Academy and St Thomas More. Initial feedback included *“I absolutely love the look of the resources for the Crewe Works project, the photographs are fascinating! There are lots of ‘sources’ for the children to discuss too. This will certainly be a very useful resource!”* and *“The main [PowerPoint] is very impressive with all the pictures of the works is great and we will definitely use it. The only suggestion I have is adding a ‘what’s there now’ picture as many kids don’t know the local street names at all well”*. This feedback is being incorporated into the final resource which will be launched shortly. Work continues on researching the Migration and World War II resource packs.

### **Building community**

The allocated budget for building community is:

<b>Code</b>	<b>Budget Line</b>	<b>Amount</b>	<b>Notes</b>
473 4281	Memberships & Conferences	£200	
473 4281	Expenses	£300	
473 4281	Heritage Community Support	£5,000	£1,110 allocated to Cheshire Wildlife Trust for Heritage Open Day activities.

			£1,000 allocated to A Statue for Ada for awareness raising in schools. £2,890 unallocated.
473 4281	To be allocated	£3,000	

**473 4281 Heritage Community Support (£5,000):** The committee resolved to contribute £1,000 to an educational and awareness campaign under OI/23/1/8(iii) to Cheshire Women’s Collaboration on behalf of the “A Statue for Ada” group. The Statue for Ada group has now opened its own bank account meaning the grant can be made directly to the group, rather than through Cheshire Women’s Collaboration.

**Heritage Open Days (M&E Budget):** The first planning meeting for the 2024 festival was held in November. The festival will run from 6 to 15 September with a theme of “The History of Routes, Networks and Connections”. Proposals for the development of the festival will be brought to the March Operations & Improvements Committee.

**Protecting heritage assets**

The allocated budget for protecting heritage assets is:

Code	Budget Line	Amount	Notes
366 EMR	Conservation Area	£70,000	Crewe Conservation Area Appraisal & Management Plan.
UKSPF grant	Feasibility Study	£45,000	Crewe Heritage Centre Feasibility Study, phase 1.
350 EMR	Christ Church	£6,685	

**366 EMR Conservation Area (£70,000):** Purcell UK was awarded the contract to undertake a Conservation Area Appraisal and Management Plan. A stakeholder group has been established consisting of the Chair of the Planning Committee, the Cheshire East Council Conservation Officer for Crewe, the Chair of the Railway Cottages Residents Association, the Chair of the Heritage Group, the Built Heritage representative for the Heritage Group and the Heritage Manager. Stage 1 of the project is now complete and has identified the areas that require further study. Stage 2 is underway and will focus on identifying the heritage significance of the proposed areas. The project is expected to last a year and a full report will be provided to the Planning Committee on 29 January.

**UKSPF grant Crewe Heritage Centre Feasibility Study (£45,000):** A full report on work at the Heritage Centre including the UK Shared Prosperity Fund (UKSPF) supported feasibility study, is included in a separate paper.

**Proposal for remaining 2023-24 budget:**

The Crewe Heritage Centre Report Statement outlines the work undertaken through the Community Service Level Agreement. The ambition for the Heritage Centre is delivery of a large-scale redevelopment capital project. This is a key area of delivery in the Crewe Town Council Corporate Strategy 2024-2028 as it would improve the town’s access to high-quality arts and culture and provide a draw to the town resulting in secondary spend. The work underway at the Heritage Centre and the completion of a feasibility study through the UK Shared Prosperity Fund (UKSPF), will enable Crewe Town Council and Crewe Heritage Trust to enter conversations with funders.

A key outcome for all funders and the museum accreditation scheme is demonstrating the impact of heritage spaces on their communities and evidencing the need for delivering more activity. This evidence helps build the case for redevelopment and is required for the Heritage Centre. Crewe Town Council has supported the initial steps to create offers that can welcome the community, including the *Forging History*

exhibition, development of the schools' workshop and delivery of Operation Summer and Autumn programme. Delivery of this activity is currently reliant on volunteer availability. While this is acceptable, it means the offer can be irregular and therefore difficult to promote, access, and evaluate regular impact. It also means development of activity is currently reliant on Crewe Town Council officers.

To regularise and develop the offer to reflect the ambition for the Heritage Centre and consequently broaden the access to heritage across the town, a dedicated resource is required. Delivery of heritage learning and engagement projects with a dedicated project officer are grant fundable. Officers would therefore like to propose combining the remaining budget for heritage activity to commission a freelance bid writer to explore and secure appropriate funding for a Heritage Centre Learning Officer. This would provide a total budget of £10,890 made up from:

- £5,000 for Heritage Engagement Resources
- £2,890 for Heritage Community Support
- £3,000 of unallocated funds

The proposal is to use this money to create an earmarked reserve to appoint a freelancer by the 30 June 2024. The delay in appointment is due to officer capacity and would enable work to focus on reopening the Heritage Centre and completion of the phase 1 feasibility study which would inform bids. If successful, a Learning Officer could provide access to formal learning through delivery of the established schools' workshop and development of further workshops relevant to Crewe's heritage. This would provide enhanced access for Crewe parish boundary schools and an income stream from non Crewe parish boundary schools. The role would also develop delivery of informal learning which is focussed on programme and resources for community groups and visitors. Additionally, the role would inform the School & Community Needs Assessment (345 EMR £5,000) and support the feasibility study co curation / community participation strategy.

If approved, a bid writer would develop the business case for appointment and prepare and submit the bids anticipated to leverage in the region of £100,000.

#### 4. Equality Impact

The *Heritage Strategy for Crewe* highlights the importance of developing narratives for the town which represent all who live here. The exploration of people's lives through Crewe Works and migration provides opportunities to uncover and tell stories not usually considered in Crewe's heritage narrative. These projects include working with communities to tell stories in their own words and in a way that is right for them. The development of a school's project to nominate plaques is designed to enable communities to recognise individuals who are not part of Crewe's heritage narrative currently. It is also designed to ensure no child is excluded from taking part. 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 Open Days Festival and other heritage initiatives 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 2024-2028

- *Goal 2: A town to enjoy*
  - *Deliver the ambition for Crewe as a vibrant town, which is also a destination for visitors.*
  - *Proactively support and work with key visitor attractions in the town (eg the Heritage Centre) to build and develop their capacity, relevance and offering.*
- *Goal 3: A community with civic pride*
  - *Recognise and promote the town's heritage.*
  - *Liaise with and operationally lead the Heritage Centre to realise the potential of Crewe's railway heritage and support its bid for museum status.*
  - *Support reviews and maintenance of both listed buildings and buildings on a local list.*
  - *Through the planning process, seek to identify risks and threats to Crewe's built heritage.*
  - *To make heritage a central, visible corporate theme within service delivery, including events and regeneration, recognising that the town council is the custodian and steward of the town's heritage on behalf of its residents and as such can demonstrate community leadership without seeking to control it.*
  - *Continually seek to identify assets of heritage merit and to engage and work with those asset partners to improve access and visibility. In doing so, work towards finding sustainable futures, in partnership with asset owners, for heritage assets.*
  - *Find ways wherever possible to tell the story of Crewe's heritage that is relevant to popular culture and linking it to today's community.*
  - *Promote community engagement with the town's heritage, building understanding and also pride.*

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, and revitalisation of the Heritage Centre offer.

#### 12. Conclusions

The paper highlights progress on projects that provide a significant long-term investment in Crewe's heritage offer. The proposals for consideration would widen access to heritage in the town and contribute to the sustainability of activity.

#### 13. Consideration Sought

The following considerations are sought:

- (i) To consider for approval the proposal to allocate the 2023-24 budget allocation of £1,500 for plaques to develop and deliver a school engagement project with the Crewe Engineering & Design UTC.
- (ii) To consider for approval the proposal to combine the remaining 2023-24 budget of £10,890 to appoint a freelance bid writer to secure grant funding income (approx. £100,000) for a Crewe Heritage Centre Learning Officer.
- (iii) To note the grant of £1,000 to the Statue for Ada group agreed under resolution OI/23/1/8(iii) will be made direct to the group, instead of via Cheshire Women's Collaboration.
- (iv) To note the establishment of a Stakeholder Group to work with Purcell UK to deliver the Conservation Area Appraisal and Management Plan.



**REPORT STATEMENT**

Meeting: Operations & Improvements Committee

Version Control: v1

Author: Regeneration Manager

1. Report Summary:

This provides an update on the Crewe Business Improvement District and next steps. Members are also being asked to consider whether to claim back the contribution made by Council to the development of the BID.

2. Background:

Crewe Town Council had a long- held ambition to give businesses the opportunity to form a Business Improvement District (BID). After funding a feasibility study, the decision was taken that a BID could be viable. The Council therefore supported the development of a BID by holding a tender and commissioning Groundwork to take forward the process. They also provided the time resource of the Regeneration Manager to support and advise on the project. A ballot was held in November and the result was a majority vote in favour of a BID.

3. Position

Following a 'yes' vote, the work had started to have a BID ready for April 2024, when the levy will start to be paid. A BID company along with relevant Articles of Association and bank account will be formed over the next few months with a view to commencing in April 2024. Over the 5-year term, it is estimated that the BID will raise £1.38 million from levy payments and £227,000 from fund raising to be invested into Crewe.

Over January and early February, BID levy payers are being invited to come forward to become company directors and or board members. These are unpaid roles.

The board members (up to 12) will be selected to represent the cross – section of businesses and geography within the BID area. The board members assume standard director responsibilities and will be tasked to oversee and report to its members on delivery of the business plan, in line with the published proposal and budget.

Other businesses not eligible to pay the levy may also be eligible to support the BID and become associates.

Once the directors are in place, a process of recruitment for a BID manager or management company will then begin.

Groundwork are contracted by the Town Council to spend approximately 6 working days in



setting up the BID business. The Regeneration Manager will continue to support this process until the board is up and running.

It has been a long – held ambition of Crewe Town Council to see a BID developed in Crewe, with first meetings and discussions talking place in 2014. As the Town Council’s own property has a ratable value below the threshold to pay a levy, it will not be eligible to have representation on the BID board as a voting member. However, it has been identified and will be in a position to act in an advisory role at board meetings and as a key delivery partner to the BID. It is suggested that Town Council officers undertake this role.

In order to enable the process to take place, the Town Council tendered for and commissioned the BID development to the value of £47,866. In line with BID regulations, it would be possible to claim back the cost of the development process from the BID company. Re- claim of funds was never guaranteed: Had the BID not been successful, the Town Council would not have had an option to request re-payment.

In comparison, Cheshire East Council will be a levy payer, contributing in the region of £16,500 per annum based on current ownership of hereditaments over the 5-year BID term with an estimated total of £82,500 over the term.

The proposed budget for the BID is as follows:

BID Expenditure	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Theme One - A Better Crewe Experience (£)	105,000	128,500	137,050	140,653	144,310	655,513
Theme Two - Safer, Cleaner, Greener (£)	104,500	108,000	115,338	122,767	115,293	565,897
Theme Three - Connecting Crewe’s Business Communities (£)	29,000	30,450	31,973	33,571	35,250	160,243
Managment and Levy Collection Costs (£)	41,914	28,162	29,455	30,806	42,219	172,556
BID Development Costs	10,000	10,000	10,000	10,000	10,000	50,000
<b>Total Annual Expenditure Budget (£)</b>	<b>290,414</b>	<b>305,112</b>	<b>323,815</b>	<b>337,796</b>	<b>347,072</b>	<b>1,604,209</b>
Project Contingency and Estimated Cashflow Balance (£)	2,037	4,499	4,004	2,271	4,007	4,007

The business plan states:

- The costs for developing the BID have been funded by Crewe Town Council. The budgets for the BID assume that these costs invested by Crewe Town Council to develop the BID would be recovered from the BID Levy by Crewe Town Council.
- The Town Council would have 6 months from the day of the BID Ballot in which to formally request repayment of BID monies, after which Crewe Town Council would lose the right to recover all or part of the BID development monies invested.

Members are now asked to consider their position regarding re- claiming the funds put forward for the BID development.

Option	Impact	Benefit	Disbenefit	Risk	Mitigation
Request repayment over 5 years of the total £47,866	Income for BID board reduced by £9573 per	Additional income for Crewe Town Council for	Additional administration and accounting processes to	May affect relationship with newly formed	Repayment costs are included in the BID business plan.

from BID funds.	annum.	period of 5 years, which could be invested in other projects.	receive payments and reallocate.	board. The Town Council would not have a financial stake in the BID. Perceptions by levy payers of CTC: Supporting a BID development without making a financial commitment	Would have to seek further opportunity by purchasing membership as associate member.
Do not request re- payment of costs.	BID company would have increased budget made available for expenditure on activities	Potential for improved outcomes from BID activity.  Demonstration of CTC commitment to BID and partnership working.  Council would have a stake in the BID.	Opportunity to increase incremental CTC budget removed.	An alternative re-use of the funds has not been identified therefore no specific activity is at risk.	Resource has already been committed and expenditure made to BID development from financial year 2022/23.
Do not request repayment of costs, but request that the funds are identified as a contribution to the BID.	As above	As above. CTC would be seen to be actively supporting the BID	As above	As above	As above

#### 4. Governance: Corporate Strategy

The Town Council's support of the BID development is in line with the corporate strategy:

- Working with others to maximise effectiveness.

And with our brand values:

- We are people powered.
- We build connections.
- We get things done together.

The BID business plan also aligns with the Town Council's strategic goals:

### **Strategic Goals:**

#### **1. A TOWN TO LIVE IN**

To make Crewe a clean, attractive and sustainable environment

#### **2. A TOWN TO ENJOY**

To provide an environment and activities for residents to enjoy a variety of experiences

#### **3. A TOWN WITH CIVIC PRIDE**

To provide a voice for Crewe and its residents, as well as encouraging residents to be proud of their town and its heritage

#### 5. Equality Impact:

The BID will represent a cross – section of levy paying businesses and organisations across Crewe.

#### 6. Sustainability Impact:

Investment in BID development should generate up to £1.5m in activities and additional resource to promote Crewe and serve the levy paying community which will improve the environment of Crewe for 5 years with potential to continue beyond this subject to a further ballot.

#### 7. Community Impact:

Promotion of Crewe and improvements to the presentation and service delivery will benefit residents.

#### 8. Financial Impact:

A decision required to re- claim or not, previously allocated and expended funds.

#### 9. Resource Impact:

Allocation of Officer time, dependent on whether the Town Council wishes to step away after the board is formed, or whether to continue to act in a partnership capacity with the BID.

#### 10. Consultation/Engagement:

The BID ballot was promoted to all hereditaments with opportunity for all levy payers to vote.

The resulting vote in favour of a BID was 67% by number and 63% by ratable value.

11. Wards Affected:

All wards affected as the BID areas serve the wider Crewe Community.

12. Conclusions:

The Town Council has created the opportunity for businesses to vote on a BID in order to create an organisation which will create an improved offering for Crewe and support its businesses. The Committee is now asked to advise whether they wish to retain the investment made in the BID body to support its future development or to re-claim the funds previously allocated. These would be drawn from the board's income once established. The BID company is not yet legally established therefore it is not possible to obtain a view from its board on the future relationship with the Town Council or any degree of responsibility or role which the Council might assume. However it is highly likely that with some common goals and mutually-beneficial projects, there will be potential to work together in a proactive partnership – 'Connecting Crewe'

13. Consideration Sought:

Does the committee advise the Town Council to request repayment of funds over the five- year life of the BID, or does it advise to contribute to the sustainability of the new organisation and refrain from requesting the return of funds?

Option 1- To re-claim the investment made in the BID development over the five- year period of the BID.

Option 2 – To advise Council to not re-claim the funds invested in the BID's development.

Option 3 – To instruct officers to hold a discussion with the BID board about the potential retention of the funds invested by the Town Council, which would be reflected in the Council retaining a role as a sponsor or associate member of the BID. This view to be reported back to Council in March, for a final decision on whether to request a return of the funds.



**REPORT STATEMENT O&I 2 Item 9**

Meeting Operations and Improvements Committee 17.01.24

Report Purpose: To provide an update on Regeneration Projects and delivery plan

Version Control: v1

Author: Regeneration Manager

1. Report Summary

Work is proceeding against the delivery plans with some additional activity as highlighted in the attached.

2. Background

The 2023/24 budget was approved by council on 6<sup>th</sup> December 2022 and was further informed by O&I meetings in January and March 2023.

3. Position

Item and budget code	Status	comments
Business Improvement District 353 EMR £33,204	Following a successful ballot the BID company is now in development	See report – Item 10
CCTV	Additional cameras installed for Cleaner Crewe project. Now located on Alton St and Chambers St	Note £2340 in EMR for data costs
Knife Angel	Project delivered May 2023	
Play area equipment Frank Webb Avenue. 359 EMR £100,749	Completed with the exception of two new benches – approved Oct 23 Opening celebration /photographs to be organised Signage competition for schools	
356 EMR Town Capital Projects	Rolling Programme of improvements identified and approved in July 2022. <ul style="list-style-type: none"><li>• Tree lighting scheme Victoria St.</li><li>• Re- paint phase 3 under way.</li><li>• Additional paving repairs</li></ul>	Completed  Completed  quote awaited.

	<p>and maintenance – quote awaited.</p> <ul style="list-style-type: none"> <li>Heritage light restoration including feasibility and costing</li> </ul>	Highways testing of heritage light awaited.
Repurposing the High Street 358 EMR Hoardings and Frontages £21,487	Images being collated for shop window designs to decorate up to 5 properties.	CEC now wish to use Repurposing High St funds for this project. Regeneration Manager will complete work on M&S building and remainder to be completed by CEC.
The budget and delivery plan for 2023/24 is as follows:		

Item	Budget	Definition	Comments/Status
<b>Operations</b>			
Equipment Purchase/Repair/Hire	10000	Expenditure on resources for Ranger activity etc.	On- going as required.
CCTV	34500	3- year contract expires 31 <sup>st</sup> March 2024 for delivery by Cheshire East Council CCTV unit. Maintenance of new cameras mobile cameras including Wi-Fi for q1 2024 onwards. Plus EMR of £2340 contribution to Data costs	£32,160 for CCTV support, plus possible additional costs for maintenance or additional movement of the mobile cameras (additional contract requires further definition). Additional mobile camera purchase may be feasible within budget to support Cleaner Crewe or Town Centre security.
Ranger Service	187469	Service Level Agreement with ANSA to provide for 4 rangers, dedicated to Crewe and responsible to Crewe Town Council, supported by 2 vehicles (2 transit style flat- bed vans) Increased service with associated costs.	On- going
Enforcement officer	33242	Contribution to Cleaner Crewe	To be reviewed by

		Project. Total Cost £36,176 See Public realm re shortfall.	committee-measuring value and future recommendation to council. <b>See Item 10.2</b>
Floral Scheme	35000	Provision of the floral schemes through Ansa contract and additional planting enhancements – Summer and Winter displays.  New pole planters and baskets purchased <b>£3000</b>	
Play Area Improvement Scheme	100000	With reference to Parks Strategy: Delivery of capital improvement to Brook house Drive Play area. Working in partnership with ANSA in delivery. Council will be asked to approve final proposals recommended by members when they are defined. To be considered for approval when detailed proposals are completed.  <b>See below</b>	
Allotments	7000		<b>No further developments</b>
<b>Regeneration</b>			
Public Realm	25000	Design services and purchase of Street furniture, signage, painting, lighting and equipment to be defined, to support the town Centre regeneration and activities to support environmental improvements.  O&I 31.1.23 Cleaner Crewe support – contribution to Enforcement Officer Role <b>£2934.</b>  Wildlife Trust interpretation materials for wildflower meadow <b>£800</b>	Requested approval July 2023 to support Victoria Square improvements.  Asda area carrying out repairs and the Regeneration Manager has requested discussions about potential additional improvements once the repairs are completed.  <b>See below</b>
Regeneration Projects	21000		

		<p>Resource and project management support for new and existing regeneration projects to be further defined and agreed. Incorporates previous town animation budget.</p> <p>O&amp;I 31.1.23 The committee supported 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.</p> <p>Half Term Animation <b>£6000 Delivered</b></p> <p><b>Christmas animation £5000 Delivered.</b></p> <p>Match funding for Arts Council project ( Bent Architect production)</p> <p style="text-align: right;"><b>£250</b></p> <p style="text-align: right;"><b>See below</b></p>	<p>Improving visitor and trading environment in town, with potential support for short – to medium term actions identified through BID development, surveys and data : Investment may include: Purchase of data. Town Animation and Cultural activities including: Christmas Animation £5000 Tackling empty properties and engaging with landlords. Shop front improvements. Branding and marketing support or training, Town Signage or banners Security measures. Community involvement in regeneration projects and environmental improvements. Alleyways – creative activities £1500 Wildlife projects £3000 to be further defined.</p>
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## Rangers

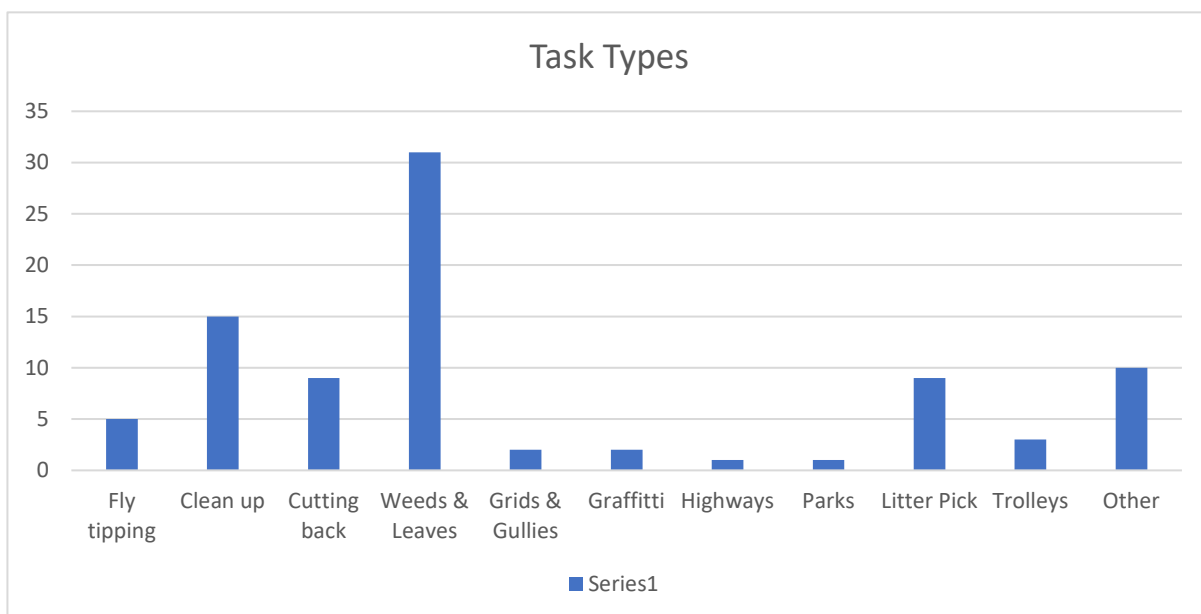
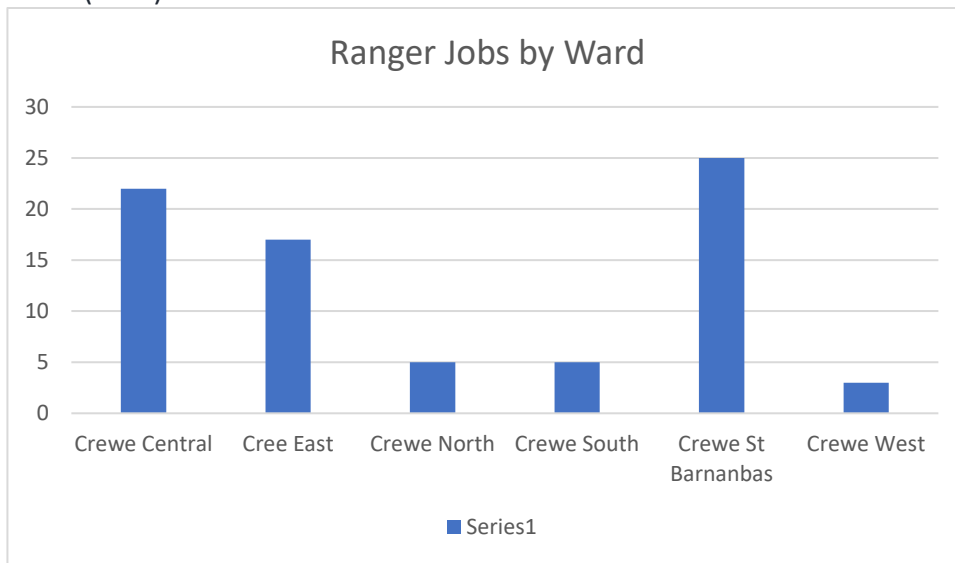
The Rangers have continued to respond to the issues raised by residents and to support town council projects.

The autumn season is very busy with cutting back, clearing of leaf litter and gullies. The Rangers have also been supporting events such as Remembrance and the Christmas Switch on. This has been supplemented by additional Ansa operatives where required.



Details of Ranger jobs completed and type are below:

( PTO)



### Town Centre

Town Centre Arts project: 'Keep On Keepin' On '

Following a successful project development grant application, representatives from Bent Architect theatre company visited Crewe in early September. Subject to final funding approval from the Arts Council they have allocated week commencing 4<sup>th</sup> November for performances. The team visited on 4<sup>th</sup> October and brought a professional set designer with them to discuss potential work with the UTC.

Discussions and plans will continue over the next few months.

As previously notified, it is anticipated that there will be a requirement for additional funding of £5000 towards project development to cover the local elements of the national tour.

It is suggested that this funding be allocated from 23/24 budget Regeneration Projects  
**£5000**

### **Ping Pong Parlour**

This is now a popular and well- used feature of the Market Shopping Centre.

### **Half Term Activity**

The regeneration manager arranged street performances in the half term holiday, with walkabout artists visiting the Market Centre, which kindly provided changing rooms and facilities, The Market Hall and Market st/Victoria St area. The artists were ably supported by volunteers from the Creative Champions and Cllr Wye.



### Christmas Activity.

Artists were also organised to animate the town centre over every Saturday in December plus the Sunday Makers Market.



The Regeneration manager is indebted to the support of volunteers to make delivery of the animation activity possible over this period as it would not have been possible to resource the extra time and support required to steward the activity over this period without their assistance. Their value in welcoming performers and familiarization with the spaces, local knowledge and representing the Town Council has been significant.

### Easter:

Activity in the town centre has attracted positive support and the Christmas Sloths generated the third largest response on social media for the town council behind Crazy Races and Coal for Christmas.

It is anticipated that the BID, when active will contribute greatly to town centre animation but as an interim, it is suggested that the Town Council invests in some school holiday animation to connect with Operation Easter.

Additional funds requested to support Easter animation **£6000**.

### **Public Realm**

Expenditure of 2023/24 budget has been delayed due to the demands of other projects and the requirement to see match investment made in areas of public realm before developing further. Decisions will be required shortly to enable procurement to take place and to commit budget before the year – end.

### **Victoria Centre**

Further discussion has taken place with Asda to look at potential improvements to the Victoria Centre. Investment has been made in to repairs, jet washing, painting of the wheel feature, new roofing and new paving.

The property manager is also looking to replace bins with larger ones and repairs to the block paving, and to create a white ‘pop up’ space in one of the smaller units.

Cheshire East Council is in discussions to provide decorations to shutters.

The Town Council has been asked if support can now be given to further cosmetic improvements with planters or lighting enhancements.

Initial request to committee was for £10,000 towards improvements.

If committee is satisfied that the level of investment is sufficient , will they support funding further improvements to Victoria Square and its vicinity?

### **Lighting**

The new lighting on Victoria Street has been well – received and positive comments have been made by a local restaurant which has noted additional custom in the evenings from people visiting the theatre, which he believes has been encouraged by the attractive lights.. Pre – covid, councillors identified other areas of the town centre which could be enhanced by lighting schemes:

- Prince Albert St
- Market Street
- Market Square
- Chester Street

Should Committee support this, the Regeneration Manager will seek quotes for approval at the next O&I meeting.

### **Play areas:**

#### **Frank Webb Avenue**

The play area has been completed with the exception of new benches. Some issues of ASB have continued but is receiving attention from a Multi – Agency Action sub-group chaired by the Regeneration Manager. Just before Christmas, Councillor Pratt and the Regeneration Manager attended Leighton Academy and Underwood Lane Schools to launch a competition to design no littering and CCTV signs for the park. A photograph and official opening will be organised when we have better weather. This might be linked to installing the signs.

### Brookhouse Drive park and play area

The Consultation on Pebble Brook Play area has been completed and is attached as **appendix a**. This involved an online and paper survey which was promoted through social media, a door drop to neighbouring properties, local shops and on posters around the park. Pebble Brook School students submitted their views, and the Chesire East Youth team shared with young people whilst working in the area.

It was initially intended to issue a brief to suppliers at the end of the consultation and agreed at the last meeting to discuss designs for the park at the January Committee meeting. However after considering the consultation responses and discussion with ward members on 5<sup>th</sup> January alternative approach is suggested:

Consultation results showed that the park is valued for play but also for its value as a green space.

There were 168 responses in total.

### Question 1: What do you currently use the park for?

1. What do you currently use the Park for? Please select all that apply.

[More Details](#)

● Exercise	43
● Play	131
● Walking the dog	54
● Meeting friends	57
● Other	9



Many comments were received about use of the park for different ages, zoning, quality of surfaces, maintenance and state of repair, accessibility around the park and the need for more seating. Much of the existing equipment was liked but required repair. Issues were raised about the need for more equipment for smaller children.

A site visit with Ansa's technical officer in December demonstrated that the park is difficult to use and navigate due to the poor drainage, meaning that for example older children's equipment is not as well used as it could be and crossing the park is difficult. Some of the requested repairs were already completed or were intended with the basket swing seat replaced and Zip Wire set on order. Much of the equipment is in reasonable order although in need of re- paint or minor improvements.

A limitation has also been found in terms of installation and removal of equipment in that a main power cable runs under the younger childrens' play area. For this reason, it is suggested that we avoid any excavations over the line as this will have associated risks and become very expensive.

This restricts available space for installation of equipment. Suggestions would be to

maximise the use of available space by installing ground marking play features on the area over the cables and use fences for installation rather than ground fixings for sensory play features.

The Regeneration Manager has sought the experience and views of Ward Councillors who have studied the consultation results and made the following suggestions:

- In principle they were supportive of the idea of improving drainage and paths to make existing facilities more usable, with preference for a long circular path which connects to the main path and creates a circuit round the youth area. This would also serve dog walkers and people training as well as providing a level area for small children on bikes.
- Play area to feature new equipment where possible. The noughts and crosses interactive panel in Westminster park is well used and was a suggestion as an addition and a slide suitable for smaller children.
- Soft surfaces are a concern – consider replacing or repair.
- Maintenance on all the play areas is something which concerns them (although constraints of budgets understood).
- MUGA – could it be re-marked out for basketball and other games.
- keep/improve the youth shelter which although disliked by some members of the community, is supported by the PCSOs as a distinct teen area.
- More benches around the park and bins, which should be fixed down to prevent them from being moved.
- Wild flower/tree planting – supportive of this to add more colour and interest, and to help improve drainage
- With regard to community involvement and increased use of the park would be welcomed, with the suggestion to approach the Green spaces team working with groups in Queens Park.
- Issues around anti- social behaviour were noted and therefore any opportunity to invest in features to improve site safety and security should be considered such as features to deter vehicular access.

As a result of discussions and consideration of the consultation, the Regeneration manager has asked Ansa to cost the proposed improvements including play options, with a view to presenting back to committee in March.

Ansa advise that they were anticipating an early summer installation therefore this is not expected to impact heavily on delivery.

#### 4. Equality Impact

All projects intended to improve the environment and amenity for the community.

#### 5. Sustainability Impact

Animation of the town over key periods promotes the town centre.

Lighting in the town centre requires additional resource but should be of low-voltage and used in such a way not to impact on local wildlife.

Ranger activity maintains the environment for the community and provides enhancements to green spaces as well as improving or repairing existing facilities.

Investment in play facilities will be maintained in future years by Ansa/Cheshire East Council.

6. Community Impact  
Benefit to broad section of Crewe's community
7. Governance  
Corporate Strategy: A Place to Live in , A Place to enjoy, A community with Pride
8. Financial Impact  
All activity within allocated budget
9. Resource Impact  
Officer and Ranger time augmented by support and input of partners.
10. Consultation/Engagement
  - Play areas – consulted on before design process commenced.
  - Town Centre Stakeholders engaged in town centre activity planning and delivery.
11. Wards affected  
Town Centre activity and improvements serve residents from all wards.  
Ranger activity supports all wards according to demand and identified need. The public and councillors are encouraged to submit requests online and to the support officer.  
Play areas – St Barnabas and Crewe South
12. Considerations Sought
  - I. To note the update.
  - II. To allocate £5000 from Budget Regeneration Projects for the 'Keep on Keeping On' project from Regeneration Projects.
  - III. To register thanks to volunteers and the Creative Champions for their support of town centre animation.
  - IV. Support for Easter animation £6000 from Regeneration Projects.
  - V. To support Victoria Centre improvements to the value of £10,000
  - VI. The residual Public Realm funding 23/24 be allocated to lighting enhancements in the town centre.
  - VII. To request that the Regeneration Manager investigates cost of lighting enhancements for consideration and approval at the next O&I meeting.
  - VIII. To support the revised approach to investment in Brookhouse Drive Park, with a view to agreeing on final designs in March.

# APPENDICES

## Appendix a

### Brookhouse Drive Play area consultation



## Brookhouse Drive Play Area Consultation

### Evaluation of Responses

There were 168 responses in total.

#### Question 1: What do you currently use the park for?

1. What do you currently use the Park for? Please select all that apply.

[More Details](#)

<span style="color: blue;">●</span> Exercise	43
<span style="color: orange;">●</span> Play	131
<span style="color: green;">●</span> Walking the dog	54
<span style="color: red;">●</span> Meeting friends	57
<span style="color: purple;">●</span> Other	9



Other responses:

*Picking wild fruits like sloes*

*Wildlife watching*

*Sit with friends while our children play*

*Swing*

*Making new friends*

*Fresh air*

*Access to other parts of Crewe*

*Cycling*

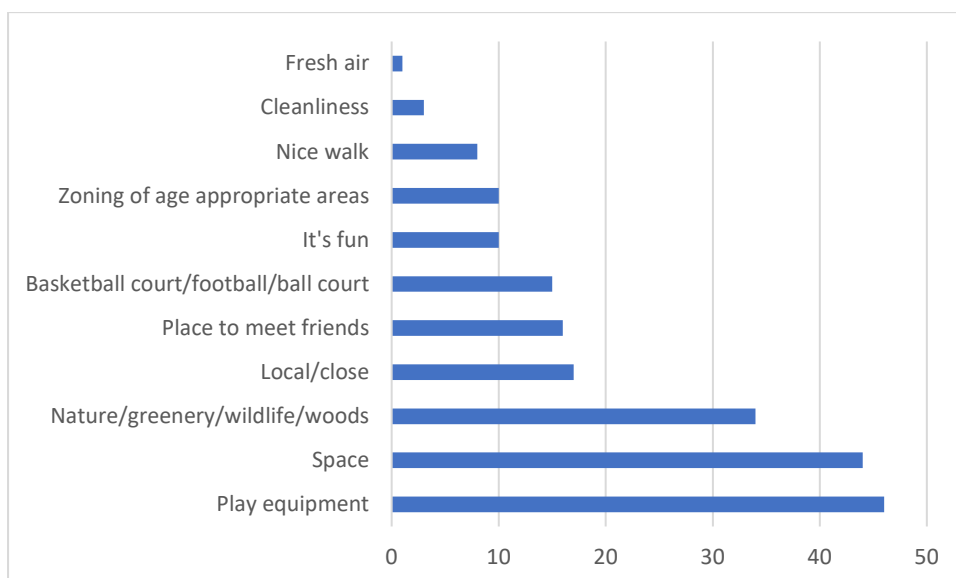
## Question 2: What do you like about the park?



### Question 2: What do you like about the park?

### Number

Question 2: What do you like about the park?	Number
Play equipment	46
Space	44
Nature/greenery/wildlife/woods	34
Local/close	17
Place to meet friends	16
Basketball court/football/ball court	15
It's fun	10
Zoning of age appropriate areas	10
Nice walk	8
Cleanliness	3
Fresh air	1



### Comments on play equipment:

*My children love the climbing frame that is there so would love to either see that stay or if replaced it be replaced with something similar. Seems to be one of the only equipment that has not been*

*vandalised or damaged. I know lots of children love this climbing frame and use it on every visit to the park*

20 respondents stated that they loved the swings and mentioned the old rope/basket swing that broke and was removed

15 respondents highlighted the basketball/ball court:

*The football / basketball court is good and well used and very popular*

*The multi purpose court must stay its vital and used regular*

14 respondents specifically mentioned how much they loved the zipwire before it broke

10 respondents said that they loved playing on the slides

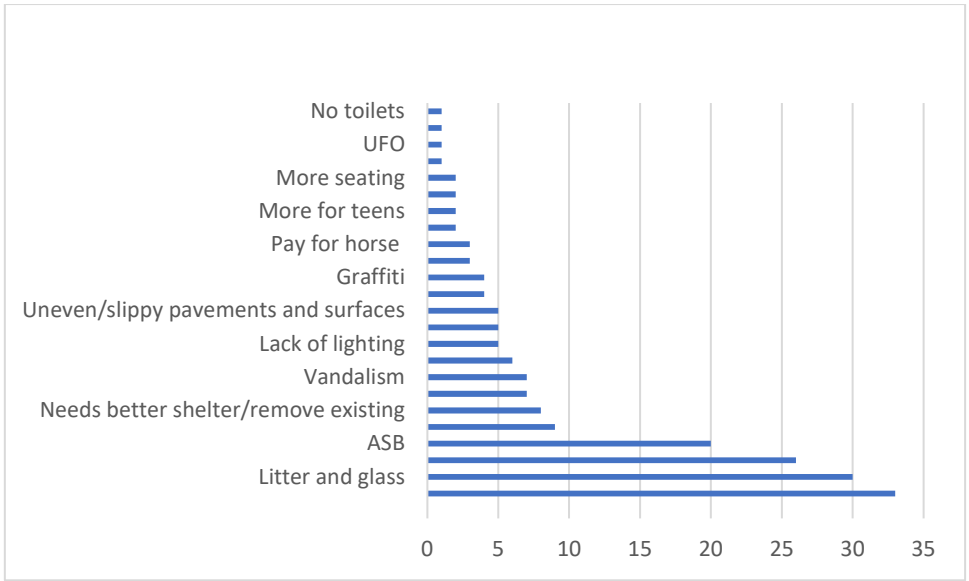
3 respondents said that they enjoyed playing on the UFO before it broke

### Question 3: What do you dislike about the park?

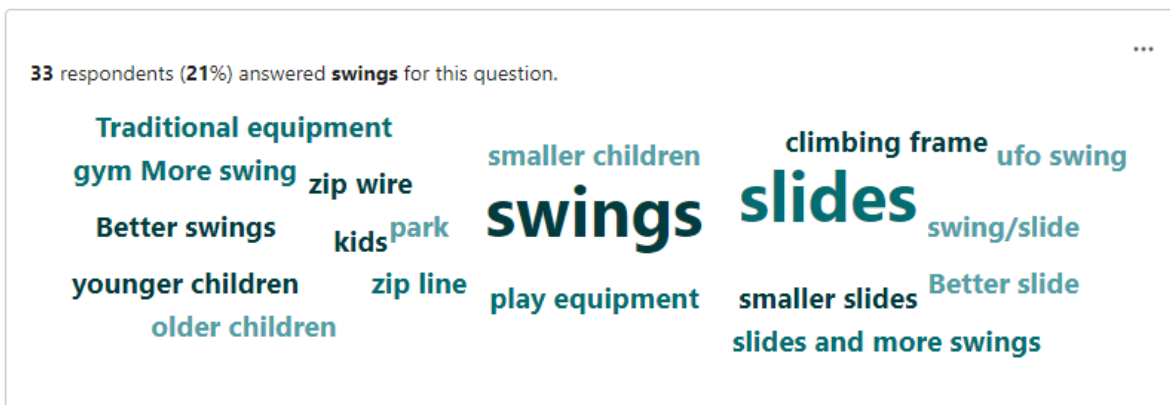


### Question 3: What do you dislike about the park?

Broken equipment	33
Litter and glass	30
Needs more/better equipment	26
ASB	20
Poor maintenance of grounds	9
Needs better shelter/remove existing	8
More for younger children	7
Vandalism	7
Dog mess	6
Lack of lighting	5
Dogs off lead	5
Uneven/slippery pavements and surfaces	5
Slide too high	4
Graffiti	4
Drug use	3
Pay for horse	3
Safety	2
More for teens	2
Accessibility/accessible equipment	2
More seating	2
Needs gym equipment	1
UFO	1
Flower beds	1
No toilets	1

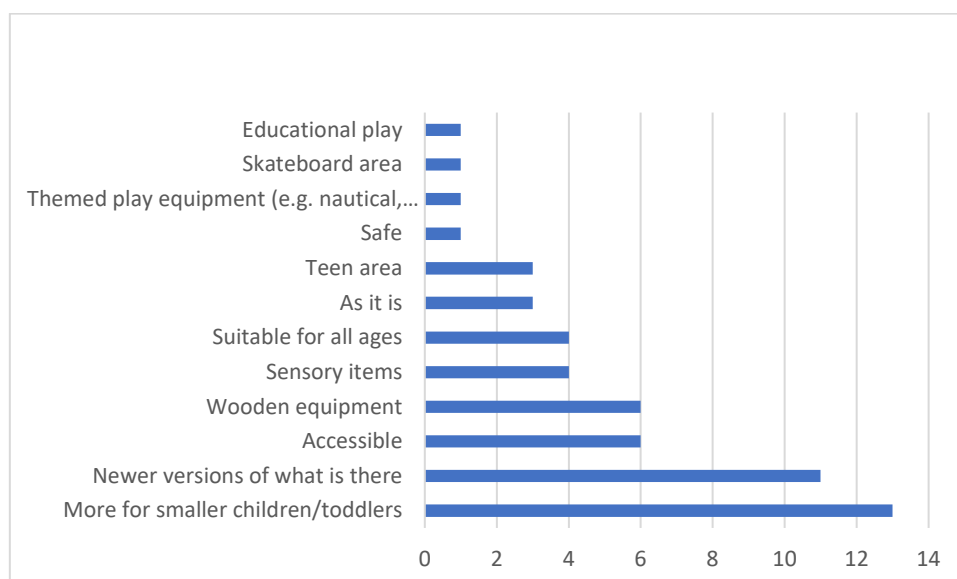


## Question 4: What type of play equipment would you like to see?



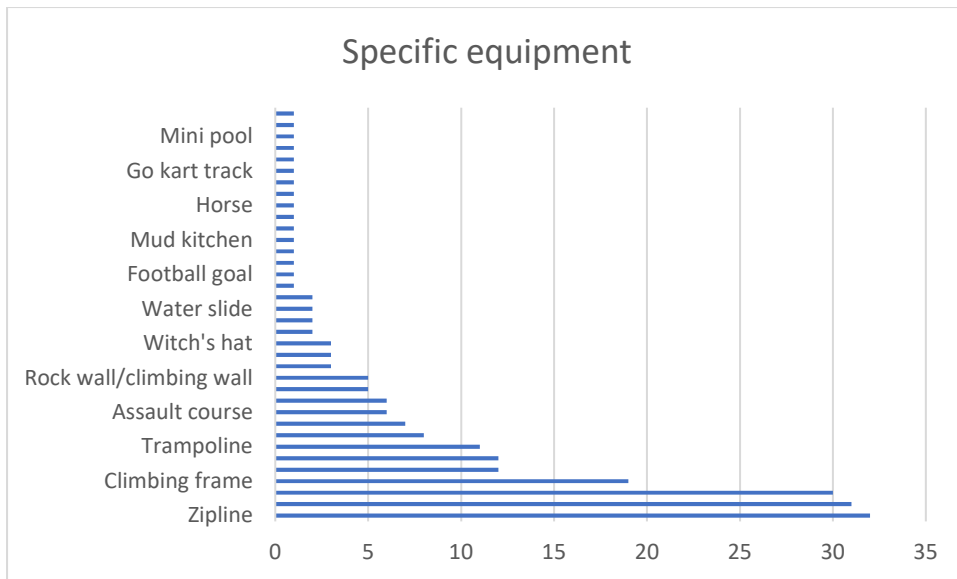
### What type of play equipment would you like to see?

More for smaller children/toddlers	13
Newer versions of what is there	11
Accessible	6
Wooden equipment	6
Sensory items	4
Suitable for all ages	4
As it is	3
Teen area	3
Safe	1
Themed play equipment (e.g. nautical, trains)	1
Skateboard area	1
Educational play	1



Specific equipment named:

Zipline	32
Swings	31
Slides	30
Climbing frame	19
Outdoor gym	12
UFO	12
Trampoline	11
Monkey bars	8
Replace basket swing	7
Assault course	6
Seesaw	6
Roundabout	5
Rock wall/climbing wall	5
Noughts and Crosses board	3
Football pitch on grass	3
Witch's hat	3
Picnic area/benches	2
Pole slide	2
Water slide	2
Hopscotch	2
Ground level inflatable bouncing pad	1
Football goal	1
Netball posts	1
Water play	1
Mud kitchen	1
Sand box	1
Wooden train	1
Horse	1
Play house	1
Tunnels	1
Go kart track	1
Dog park	1
Ping pong	1
Mini pool	1
Hammock	1
Spider web	1



Selected comments:

*More things for toddlers/ smaller children e.g smaller slides, more baby swings, maybe some sensory type items*

*Assault course style fun runs similar to Wheelock Farm facilities*

*Large jungle gym with platforms that connect to each other with a slide*

*Our 6 year old say that newer stuff would be brilliant. The right things are there, they're just old.*

*Something similar would be fine, again it needs to be contained so that dogs that are around off leads can't get in*

*Equipment needs to be open i.e. no shelters or places where older kids especially can hang out/hide.*

*Maybe a smaller slide especially for those with smaller children - maybe similar to that at Queen's Park where they have a bridge to cross etc.*

*More seesaws, currently only 1 for babies. A tall slide like the one from Queens Park.*

*The zip wire needs to be the same - adults can go on this one with their kids which is great.*

*Football pitch that isn't concrete and has bigger proper goals.*

*Activity play EQ like what you find at Telford Town Park.*

*I would like to see more play equipment aimed at toddlers and young children. Wooden climb on construction vehicles, or a fire engine. I have seen many parks have wooden, solid vehicle play equipment, sometimes they have a little tunnel that the child can crawl through, or a small slide. A safe climbing frame for smaller children. Small rocking chairs in the shape of motorcycles or animals.*

*The little metal playhouse that is at joey the swan play park is amazing, if we would have something like that, that would be brilliant.*

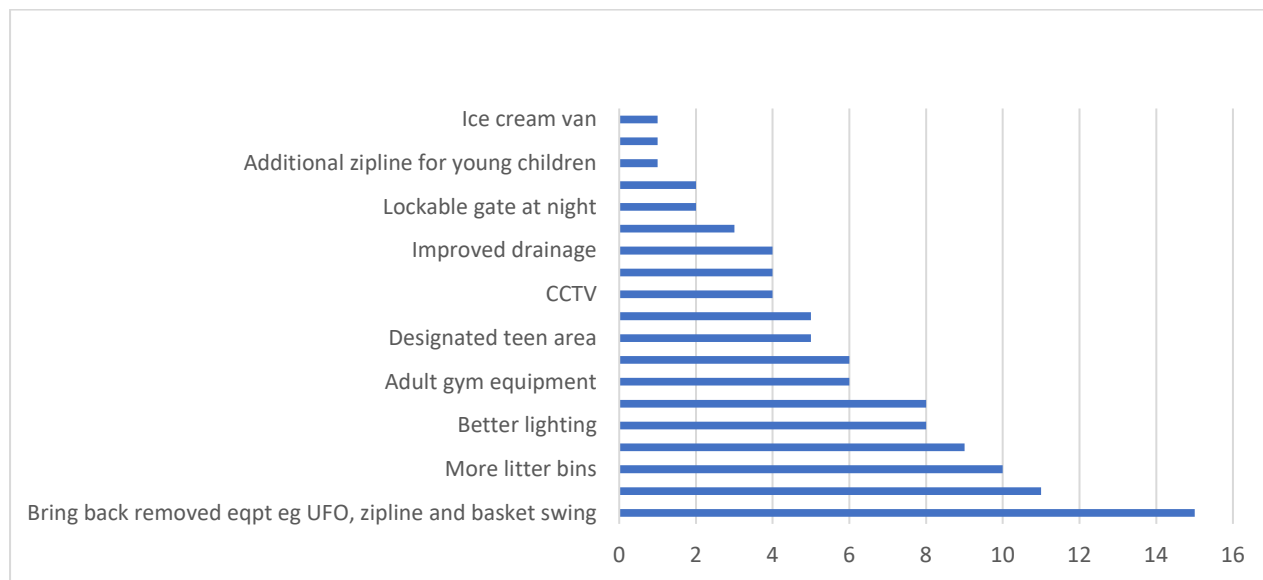
*Bike locks*



## Question 5: Do you have any other comments or suggestions?

### **Do you have any other comments or suggestions?**

Bring back removed eqpt eg UFO, zipline and basket swing	<b>15</b>
More benches/seating	<b>11</b>
More litter bins	<b>10</b>
Better maintenance of the space	<b>9</b>
Better lighting	<b>8</b>
More PCSO presence	<b>8</b>
Adult gym equipment	<b>6</b>
Remove shelter	<b>6</b>
Designated teen area	<b>5</b>
More and newer equipment	<b>5</b>
CCTV	<b>4</b>
Dog exercise area	<b>4</b>
Improved drainage	<b>4</b>
Brand new football pitch	<b>3</b>
Lockable gate at night	<b>2</b>
More for younger children	<b>2</b>
Additional zipline for young children	<b>1</b>
Built in shade	<b>1</b>
Ice cream van	<b>1</b>



Comments:

**ASB:**

*I live on Manor Way and frequently at the minute see youths on electric bikes that go excessively fast that have their faces covered with black masks and hoods up*

*Vehicle barriers required to dissuade joy riders and council staff who empty bins from driving on grass/paths*

**Friends Group:**

*We have a Facebook group set up for local residents and dog walkers. We are planning to try and recreate a community like joey the Swan has and would appreciate any support. We're looking to host our first event in Oct Nov starting on litter picking*

**Litter:**

*I would like to see some 'animal themed' litter bins to encourage the correct disposal of litter from a young age.*

*More bins with sealed lids would be good as open top bins when full drop their litter in the wind.*

**Nature:**

*Importantly: to expand young peoples understanding of their environment, it would be nice to have some interpretation boards of flora and fauna that can be found in the nearby green area. I feel that the boundary of the play area could be linked to a trail around the brook area (start at the play area and weave its way around the brook path etc)*

**Practical suggestions:**

*Gates on small children's area reversed so not open onto path.*

*I would like to see a smoother pavement around the park area, so kids could learn to ride bikes, roller skate, scoot, etc with ease.*

*A hand rail heading down towards the river for those that need it in the wetter weather.*

*Maybe brighter colours on the play equipment*

*More shade*

*Please put some thing soft under zip line.*

*Signage saying where to report issues*

*Regular checks or feedback requests via school would be good*

*Separate park areas. Under 5s and over 5s.*

*And a circular path connecting the play equipment on the field. Maybe like a running track.*

*When kit breaks it needs repairing alot quicker.*

*That when the grass is mowed, it is not collected and everything sticks to shoes and clothes when children play*

**Teens:**

*I wish it was more of a kids park instead of teenagers unless you know them*

*A larger teenager seating area to replace the current one. Maybe something like the one at Lettie Spencer Playing Fields in Willaston.*

*Concrete base for Shelter. Shelter is essential meeting place for teens. Just needs better under foot condition*

*The shelter area for teens at the other side of the field is a great idea and perhaps adding more of that type of thing with seating etc in other parts of the park would further deter them from using the play area to socialise.*

**Vandalism and security:**

*Vandal paint on roof of hut.*

*Flooring that is easily vandalised ruins the park consistently.*

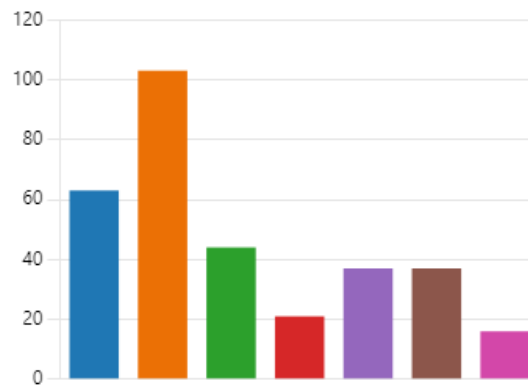
*It would be ideal if the play park could be locked at a certain time to stop the facilities from being abused.*

## Age groups of the household using the park

6. Please select the age groups of all members of your household who use the Park:

[More Details](#)

● 1 to 5	63
● 6 to 12	103
● 13 to 15	44
● 16 to 25	21
● 26 to 40	37
● 41 to 60	37
● 61+	16



**REPORT STATEMENT**      **O&I Committee meeting 17.01.24 Item 10**

Meeting: Operations and Improvements Committee 17.01.23  
 Report Purpose: To consider matters related to the O&I Delivery Plan 24/25  
 Version Control: v1  
 Author: Regeneration Manager

1. Report Summary  
 This report sets out and seeks guidance on the O&I delivery plan based on the approved budget for 2024/25
2. Background  
 The 2024/25 budget was approved by council in December 2023
3. Position  
 The table below displays the budget headings and a description of the delivery costs. Included in 2023/24 budget.

<b>OPERATIONS &amp; IMPROVEMENTS</b>		
<b>Operations</b>		
Equipment Purchase/Repair/Hire	10000	10000
CCTV	34500	37456
Ranger Service	187469	206215
Cleaner Crewe	33242	37277
Floral Schemes	35000	35000
Play Area Improvement Scheme	100000	100000
Allotments	7000	7000
<b>Regeneration</b>		
Public Realm	25000	25000
Heritage Projects	20000	20000
Regen Projects	21000	21000
<b>Total O&amp;I Committee</b>	<b>473211</b>	<b>0 498948</b>

Matters for Committee to consider are as follows:

Some detail has been received regarding operational and project costs:

### 3.1 Operations:

- i. Weeds are a constant issue in Crewe. Reduced CEC budgets have led to less frequent treatment of weeds which not only impacts on the visual amenity of the town. At the moment one Ranger is qualified to apply weed treatment. Training is being organised for other team members however to ensure that we have resource available, a quote has been supplied by Ansa's grounds maintenance team as follows:

#### To carry out the weed spraying listed below:

- Nantwich Road – East start/roundabout to Bedford St
- Gresty Rd – Nantwich Rd to Davenport Ave
- Edleston Road – length of
- Mill St – length of
- West Street – Vernon Way to Ford Lane
- Badger Avenue – Vernon Way to Ford Lane
- Middlewich St – length of
- Hungerford Rd – Laurenston Ave to Macon Way
- Streets south of Alton/Electricity St, North of Nantwich Rd, East of Walthall St and west of Mill Street (known as the 'ladder streets' )

Start April/May 2024

Cost per occasion - £1,678.51 ex vat

3 sprays a season, between April to October - **£5,035.53 ex vat**

#### ii. Floral Schemes ( Ansa)

- 38 Barrier Baskets
- 8 Four Tier Planters
- 40 Pole Baskets
- 20 Haymangers
- 8 Round tubs
- 2 Post Baskets
- 15 Square Tubs
- 2 Seat planters
- 9 large Sq Planters
- 7 troughs
- 39 Hanging Baskets
- 40 Pole Baskets Winter display
- 4 Haymangers Winter display

**Total Cost for the above works £34,844.10 plus VAT**

### iii. CCTV

A three- year agreement with Cheshire East Council incorporating a new camera on Mill Street **£37,027**

### iv. Cleaner Crewe: £37,277

Summary or report (Please see appendices a for full report and details)

Crewe Town Council has supported a Cheshire East Council Business Improvement Project- Cleaner Crewe Pilot , with Officer time and funding since June 2021.

The pilot has been supported by a project manager to collate information and oversee delivery of the related improvement of: processes, policies, enforcement, development of assets, use of CCTV, management data, alleyway improvements and communications.

The project has involved working with residents and other stakeholders to:

- Reduce fly-tipping
- Reduce bins and bags on streets
- Develop resident engagement and pride in the area.

A community group has been established to enable residents to take ownership and pride in their areas. Much of the success of the alleyways project has been attributed to the work of the volunteers and its co-ordination by the Cheshire East Council Project Manager

In October 2023 the project manager was re- allocated to new projects and we have been informed that the Cleaner Crewe project will finish at the end of March 2024.

Crewe Town Council has funded the role of an enforcement officer to complement the Cheshire East service. Two officers in particular have been trained as dedicated support for the Cleaner Crewe project. These officers will be moving to new roles therefore if the Town Council would like specific enforcement to continue a new team member would have to be recruited and trained.

Committee is asked for guidance on whether they would like to continue to support Cleaner – Crewe activities through continued funding of an enforcement officer or alternatively to consider neighbourhood support.

## 3.2 Suggestions for inclusion in the delivery plan are as follows:

### i. Play area Improvement Schemes (£100,000)

Council has, or will be investing in new play areas for:

- Lansdowne Road

- Frank Webb Avenue
- Brookhouse Drive
- 

Cheshire East Council is also investing Towns Funding in to

- Queen Street
- Derby Docks
- McLaren Street
- School Crescent
- Samuel Street
- Lime Tree Avenue
- Valley Park
- Westminster Street
- Land by Jubilee gardens (multi – use games area)

Between these investments, the broad area of Crewe will be served with new park and play facilities.

There are potential improvements which could be made to extend the useability and sustainability of parks beyond that of play area upgrades. These could include designing out crime through structural changes, improving paths and drainage and new planting schemes.

## ii. Regeneration Projects: (£21,000)

**To improve engagement in public spaces in the town centre and parks by commissioning:**

- **Park Activities** to support community engagement with local parks, such as small events, family activities or friends groups support. This may involve commissioning of external parties to deliver activity programmes.

- **Animation activities and support.**

**The Town Council commissions artists to entertain visitors to the town.**

Typically these events happen over weekends and holiday periods. Whilst the support of volunteers is very much appreciated there may be occasions where additional support is required with a level of responsibility which may not be appropriate for volunteers to assume.

Should members wish to continue providing animation over weekends and holidays, they might wish to consider how this could be enhanced with the employment of casual staff to oversee animation delivery and represent the Town Council.

Benefits:

- Assistance can be guaranteed over busy periods with continuity and consistency of people involved.
- On- site supervision for any additional volunteers.



- Fair recompense for time given.
- Training and creation of work opportunities.
- Create flexible roles which can be extended to support other events in the town.
- Casual support staff are employed at appropriate market wage.

### iii. Public Realm £25,000

Priorities for Public Realm to be:

- Continue town centre re- paint and repairs
- Town Centre Lighting schemes
- Planters
- Banners

### 3.3 Proposals for 2024-25 Business Delivery Plan Heritage Activity include:

#### I. £3,500 – School Workshop Support

- a. The 2023-24 heritage budget delivered the development and piloting of a Key Stage 2 history and STEM workshop for schools, based on life in Crewe Works. The session is now available for delivery at Crewe Heritage Centre. To ensure consistency, freelance staff will be required to deliver the session. Schools will therefore be required to pay to attend the workshop. It is proposed to allocate £3,500 of the heritage budget to enable all schools within the Crewe Parish Boundary to access the workshop free of charge. This ensures cost will not prohibit children in the parish from accessing this offer.

#### II. £16,000 – Community Group Engagement

- a. 2025 will mark the 80<sup>th</sup> anniversary of the end of the Second World War. This provides an opportunity to work with people in our community who find it more challenging to access heritage. It is proposed to allocate £16,000 from the heritage budget to appoint a freelance community engagement specialist. The freelancer would be required to develop a project(s) to feed into the anniversary either via a programme of events or displays in the proposed “Crewe at War” exhibition at the Heritage Centre. The freelancer would identify key community groups to work with to highlight heritage narratives which are often overlooked. Developing narratives that are inclusive of all our community is a key priority for heritage development.

#### III. £500 – Memberships and Conferences

#### 4. Equality Impact

Services delivered across the community.

#### 5. Sustainability Impact

Provision of a business delivery Plan ensures clarity of work schedule, transparency of council projects and services and provides the maximum amount of time to facilitate delivery.

**6. Community Impact**

Approval of a business delivery plan allows for efficient delivery of services to the community.

**7. Governance**

Crewe Town Council Financial Regulations  
Crewe Town Council Financial Risk Assessment  
Crewe Town Council Corporate Strategy  
Crewe Town Council Terms of Reference  
Localism Act 2011 s 1-6

**8. Financial Impact**

The business delivery plan allows for the delivery of services within the approved budget. Unallocated sums will be returned to council or delegated committee for approval.

**9. Resource Impact**

Approval of the business delivery plan reduces the time burden on members, committees and officers.

**10. Consultation/Engagement**

All projects requiring engagement will meet their obligations and record and report accordingly

**11. Wards Affected**

All

**12. Conclusions**

Corporate strategy priority aims related to this committee point towards town centre and public realm maintenance and enhancement; high standards in green space maintenance and investment; heritage development and building civic pride. The delivery plan is open for the committee to inform and direct within corporate priorities and budget and some approval along with guidance regarding the plan is sought.

**13. Consideration Sought**

- I. That the above service delivery plan and identified associated spend within the 2023/24 budget is approved or recommended to Council as appropriate.
- II. Operations: Where costs have been confirmed with public service providers (Cheshire East Council and its subsidiary, Ansa), permission is given to agree contracts.

- III. With regard to the Cleaner Crewe project:  
How would Committee like to respond to the end of the project?  
Does Committee wish to continue to fund an Enforcement Officer to be employed by Cheshire East Council and if so, for what period and for what area would they cover?  
Or: Would members like to consider alternative use of budget such as supporting a neighbourhood role rather than an enforcement role?
- IV. To include wider park improvements within the use of play area improvement budget.
- V. Regeneration Projects:  
To support animation and engagement with public spaces through supporting volunteers and commissioned activities and employment of casual staff to support.
- VI. Public Realm: to continue to enhance town centre spaces through painting, lighting, repairs and new street furniture.
- VII. Heritage – to support the activities and expenditure listed.
- VIII. That all associated spend and procurement is delivered within the council's governance
- IX. That all ongoing work, actions and outcomes are reported regularly to the associated committees and council where relevant.
- X. That undefined aspects of delivery are progressed through the appropriate governance, committee or council for further development and definition for later approval.

**BLANK**



**Report Purpose:** To provide an update on the Cleaner Crewe Project and to obtain committee guidance on the next steps to be taken by Crewe Town Council.

Version Control: v1  
Author: Regeneration Manager

## 1. Report Summary

Crewe Town Council has supported the Cleaner Crewe Pilot Project with Officer time and funding to Cheshire East Council since June 2021. This followed a two year period in which the Town Council employed two street scene officers, who worked with the community to understand and tackle some of the issues surrounding fly tipping and poor waste management. Their work informed the Cleaner Crewe pilot project.

The pilot was set out as a Cheshire East Council business improvement project and involved support of a project manager to collate information and oversee delivery of the related improvement of processes, policies, enforcement, development of assets, use of CCTV, management data, alleyway improvements and communications. The project has involved working with residents and stakeholders such as CTC, housing and Ansa . As a contribution to the project, the Town Council agreed to provide funding for a dedicated Community Enforcement Officer, employed by Cheshire East Council within their enforcement team, to focus on the pilot area of 20 streets.

Agreed priorities (as set out in Cheshire East report) were to:

- Reduce fly-tipping
- Reduce bins and bags on streets
- Develop resident engagement and pride in the area.

In October 2023 the project manager was re- allocated to new projects, and therefore their support is now limited to collation and issuing of monthly data.

This report provides an update on the current situation and asks members to consider their view on continued support for the project.

## 2. Background

Crewe has been identified as the source of the majority of waste and fly tipping issues in Cheshire East. In the last quarter of 2023, 324 issues were cleansed in the pilot area of Crewe, compared to 620 in the rest of Crewe and the borough.

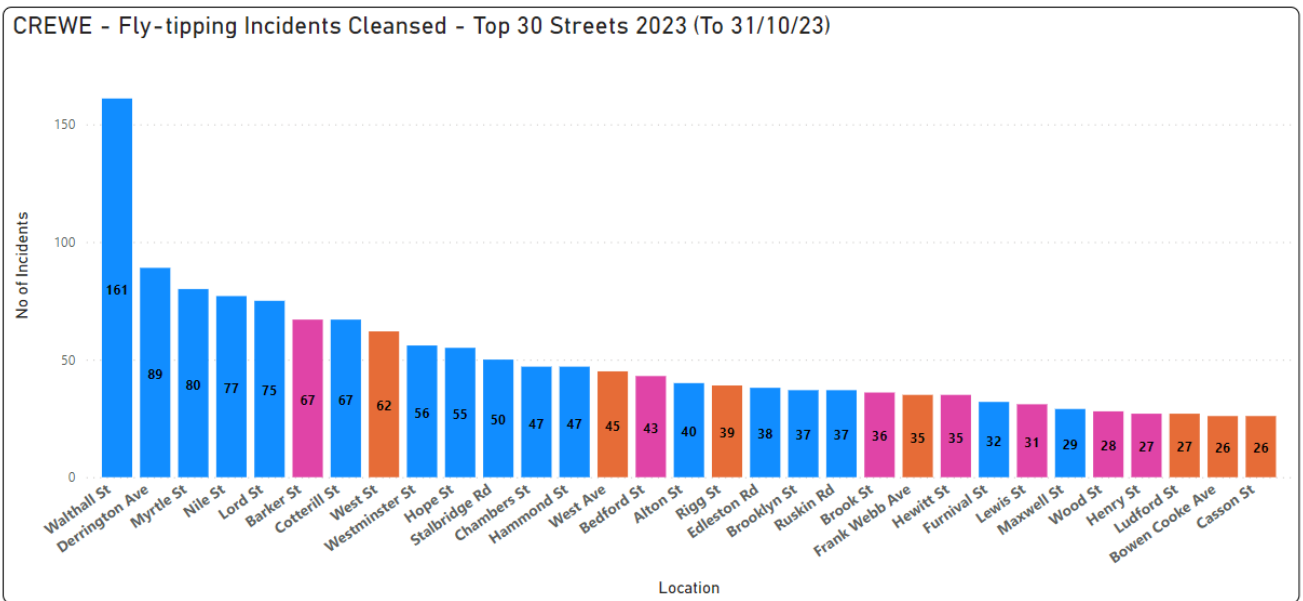
- 78% of the Borough’s fly-tipping takes place in Crewe.
- 70% of the Crewe problem takes place in 20 streets/alleyways.

**Geography – Pilot area:**

The pilot area covers 20 streets in the geographic area with the highest generation of fly tipping issues.



As the chart below shows, the area does not strictly include all of the top 20 streets for waste issues in Crewe.



## **Project support provided by Crewe Town Council:**

### **i. Officer time**

The Regeneration Manager has worked alongside the team from Cheshire East Council: attended the section 46 actions meetings to address details raised through the project, communicating with the CCTV team and directing Ranger support.

### **ii. Enforcement**

The Town Council has funded an enforcement officer role to assist in the enforcement of section 46 of the environment act 1990, to work in pilot area. The allocated budget for Cleaner Crewe in 2024/25 is £37,277. This was initially to be committed to Enforcement but following concerns about the continued project delivery, committee requested that this be re- framed as support for Cleaner Crewe rather than enforcement.

This process of enforcement adopts the 4 Es principles of Engage, Educate, Encourage, Enforce. 'Where possible officers should consider informal action/preventative measures in the first instance. However, there may be occasions, depending on the severity of the contravention, threshold or public interest tests within legislation where formal action will be considered as the most appropriate course of action.' (Cheshire East Community Enforcement Policy)

Resident responsibilities regarding presentation of bins on streets is outlined in Cheshire East Council's waste management policy. Notable is the fact that and the use of legislation to enforce better management of bins is being tested in the pilot area, and is not policed in the rest of Crewe or the Borough.

### **iii. CCTV**

The Town Council has funded the purchase of two mobile cameras to support the project which are managed by Cheshire east Council's CCTV unit. The cameras are capable of being battery powered although in their current applications, are being powered from lamp posts. The cameras are currently located at Chambers St and Alton Street. The installation of sockets for the cameras was subject to numerous delays meaning that cameras were not initially utilised until February 2023.

Despite some initial issues transferring data to enforcement officers, there are currently 5 cases being investigated by CEC enforcement which have been picked up on the mobile cameras.

The cameras are currently placed on Alton St and Chambers St.

The Alton St camera was moved from Lord St in September 2023

The cost of wifi data for the cameras will be £680 per camera for 24/25.

### **iv. Rangers**

The Rangers have been committed to support resident clean up activity, by preparing alleyways and removing items of rubbish, cutting back and weed removal before or after resident action days. They have also joined some resident clean up days.

**v. Equipment**

The Town Council has purchased items of equipment for the resident group such as tools and gloves to assist with their alleyway improvements.

**vi. Community grant**

The Town Council provided a grant of £2450 to the Friends of Crewe South 1 Alleyways in 2023 to enable the purchase of equipment.

**3. Position**

The Town Council receives monthly data on the Cleaner Crewe Project which in headlines shows that since the project began in Q2 2021:

- **In the Section 46 area** -Fly-tipping has reduced by 17%.
- **In Crewe, excluding the Section 46 area** – The fly-tipping has reduced by 4%.
- **In the Borough, excluding the Section 46 area** – Fly-tipping has reduced by 6%.
- Incidents investigated in the pilot area have declined by 61% apparently due to the decline of evidence found in the fly – tipped waste.
- 21 alleyways have been cleaned up
- 16 have been maintained over 72 sessions, involving 535 people donating 1,357 hours.
  
- There have also been 16 resident meetings involving 204 people donating 280 volunteer hours.
- In 2021, 96 bins were removed from the streets and alleyways.
- In 2022 73 bins were removed.
- In 2023 125 bins have been removed to date.

It is suggested that the removal of bins has improved the appearance of the streets and alleyways and deters people from leaving bagged waste in the same location.

(See appendix b fly tipping data)

A community group has been established to enable residents to get involved in improving the alleyways and to take ownership and pride in their areas. Much of the success of the alleyways project has been attributed to the work of the volunteers and its co-ordination by the Cheshire East Council Project Manager who has co-ordinated activities, order plants, mobilised volunteers and other agencies and businesses to support clean ups and improvements.

(See appendix c Social value report)

The Town Council has been a leading partner in the Cleaner Crewe project. Despite this it was not informed by Cheshire East Council when they notified residents that the project officer was to be re- deployed.



Officers have been seeking detailed information from Cheshire East Council on its plans for the future of the project, a report on the findings of the work, and the results of resident feedback surveys and plans for the future.

The information received on 8.01.24 is as follows:

The officers who have been trained as dedicated support for the Cleaner Crewe project have successfully applied for new roles within Cheshire East's Community Enforcement team. Therefore if the project was to continue, new team members would have to be recruited and trained.

The Cleaner Crewe project will finish at the end of March 2024

The enforcement role will be fulfilled until the end of March 2024, after which point enforcement officers will respond to reports on an ad-hoc basis as they do for the rest of the Borough.

It is not known yet whether Cheshire East Council will continue to enforce the removal of bins from streets which is exclusive to the pilot area.

Should Crewe Town Council wish to continue with a dedicated enforcement role from Cheshire East Council then a new funding agreement would be required to enable recruitment to take place for additional resource. We have been advised that recruitment for temporary roles has proved to be difficult and therefore the Town Council might wish to consider a funding agreement for an extended period of 2- 3 years in order to attract suitable applicants.

We are awaiting copies of a report and a presentation which relate to the closure of the project.

Cheshire East Council is considering inclusion of the pilot area into proposals for areas of selective licensing. This might help to address some of the issues related to management of rental properties in the area. The matter will be considered by Cheshire East Council's Economy and Growth Committee in due course.

#### 4. Equality Impact

The Cleaner Crewe project pilot has addressed issues affecting a specific neighbourhood of Crewe, which is understood have led to some improvements in the quality of life and quality of valuable outside space for residents in a densely populated area. It has helped to foster an improved sense of community with residents working together to manage the place they live in.

#### 5. Sustainability Impact

Learning from the project indicates that addressing the problems of fly tipping and poor waste management is an on-going process and requires input from many stakeholders. A systematic approach has tackled one street at a time over the period of two and a half years. Where improvements have been made, residents have converted waste-filled alleyways to communal space and replaced rubbish with plants and artwork. To continue or

extend the benefits of the pilot would require continued investment over a long period of time to maintain the benefits achieved in the existing area and to tackle new areas. However the improvements to environment have been cumulative. The residents of Crewe South group has attracted volunteers and won additional external funding from various sources such as the Bentley Foundation to enhance their work.

#### 6. Community Impact

Previous comments received from residents have suggested that there have been improvements to the environment and conditions in the pilot area with bins removed from streets and alleyways being tidied and brought into communal use. The residents have appreciated the support of a project manager who has engaged with the community and galvanised efforts and resources. (see Appendix 4 comments from residents).

#### 7. Governance

##### Financial Impact

The Town Council has allocated a budget towards Cleaner Crewe for 2024/25 of £37,277

The budget is sufficient to cover the costs of one role such as a neighbourhood support or enforcement officer. Alternatively it could fund a part – time role with budget for some elements of project delivery.

#### 8. Resource Impact

Management of the pilot has required significant resource from a range of partners :

Project management and resident engagement

Dedicated Enforcement officer resource funded by CTC

CCTV – funded by CTC

Ranger support – funded by CTC

Volunteer support

Additional funding for equipment and tools ( CTC and external)

Budget (CEC members) to pay for weed spraying of alleyways.

Input/support in-kind from Local businesses and MP

The powers and responsibilities of waste collection, housing management and environmental enforcement sit with Cheshire East Council therefore their input and involvement would be essential to any form of continuation of the project.

#### 9. Consultation/Engagement

The results of a resident smart survey conducted by Cheshire East Council are awaited.

#### 10. Wards Affected

The Cleaner Crewe Project is restricted to one area of Crewe South, however this is not the only ward impacted by issues of poor waste management.

## 11. Conclusions

The Cleaner Crewe Pilot scheme will finish at the end of March 2023.

The Town Council has made a budget provision for Cleaner Crewe support therefore guidance is sought from members as to the allocation of the budget. Activity in the pilot area will continue in the form of the activity of the residents group, which has received a great deal of support and assistance in the past from the project manager. Despite a lack of final report from Cheshire East Council it is clear that the approach to dealing with fly tipping and poor waste management requires input from many agencies. The funds available from Crewe Town Council could still provide a valuable contribution to continuing the work but guidance is required about how the budget should be applied.

## 12. Consideration sought:

How would Committee like to respond to the end of the project?

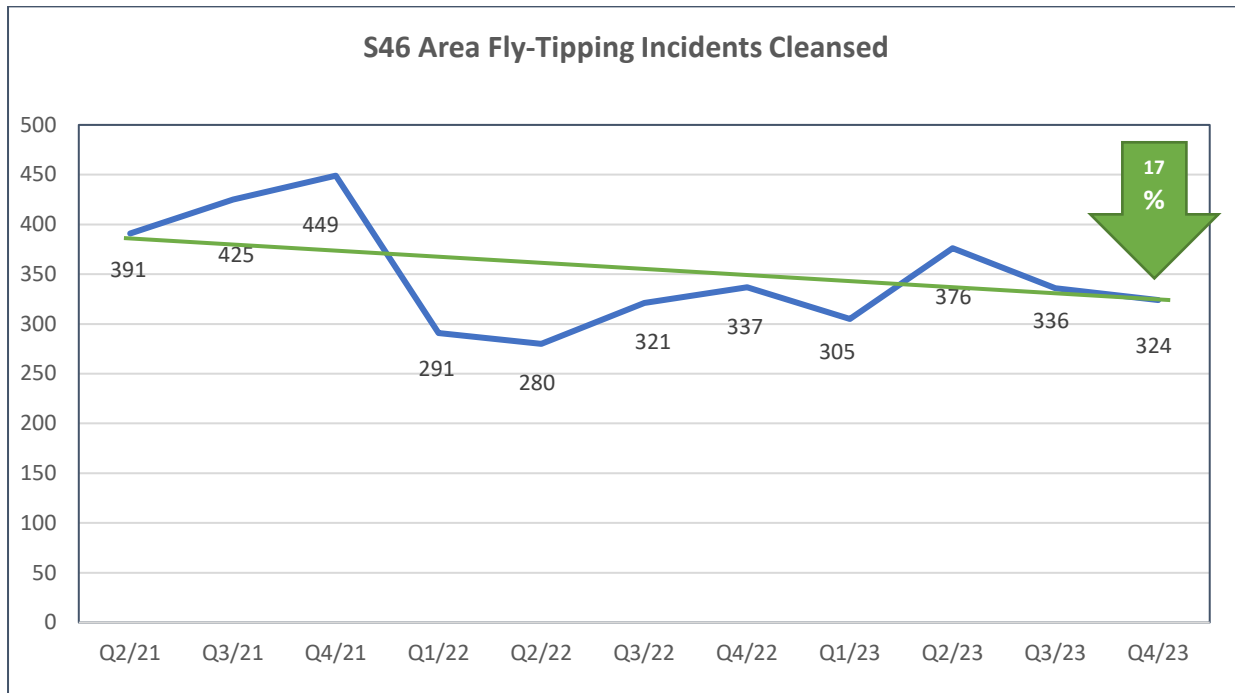
Does Committee wish to continue to fund an Enforcement Officer to be employed by Cheshire East Council and if so, for what period and for what area would they cover?

Or: Would members like to consider alternative use of budget such as supporting a neighbourhood role rather than an enforcement role?

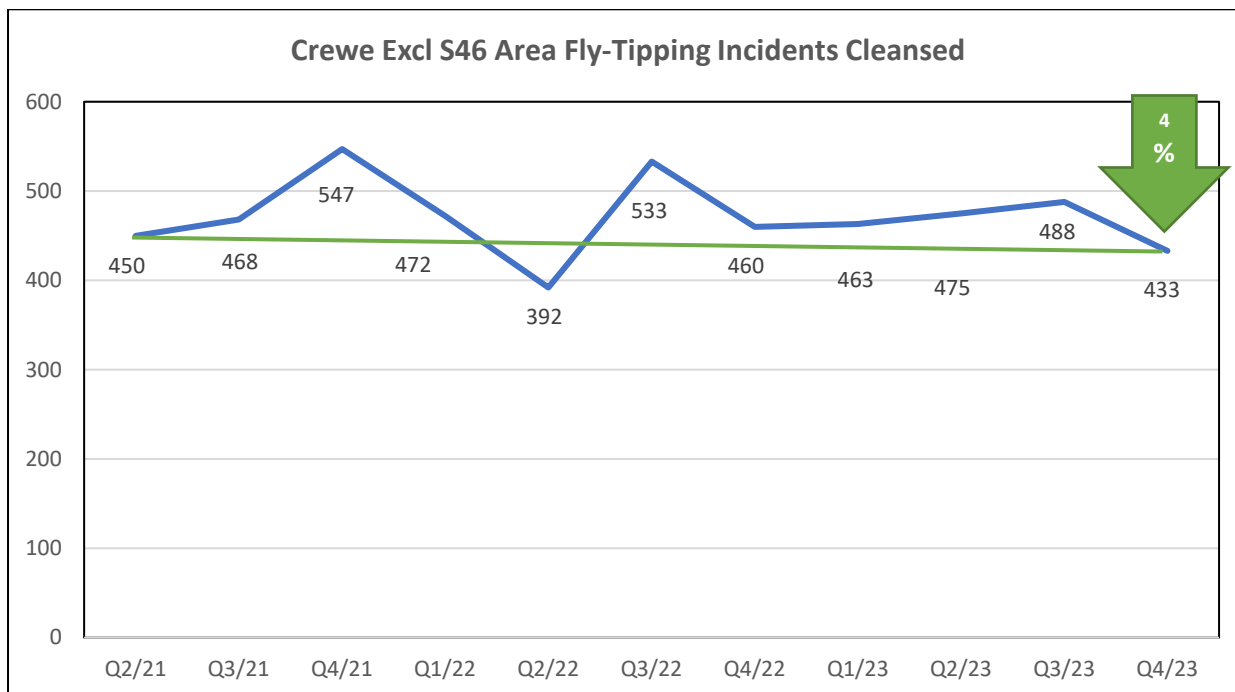
**FLY-TIPPING DATA 31<sup>st</sup> December 2023.**  
**O&I 10 17.01.23 App b Fly Tipping Data**

Since the beginning of the Sec 46 pilot which commenced in April 2021:

In the Section 46 area –Fly-tipping has reduced by 17%.

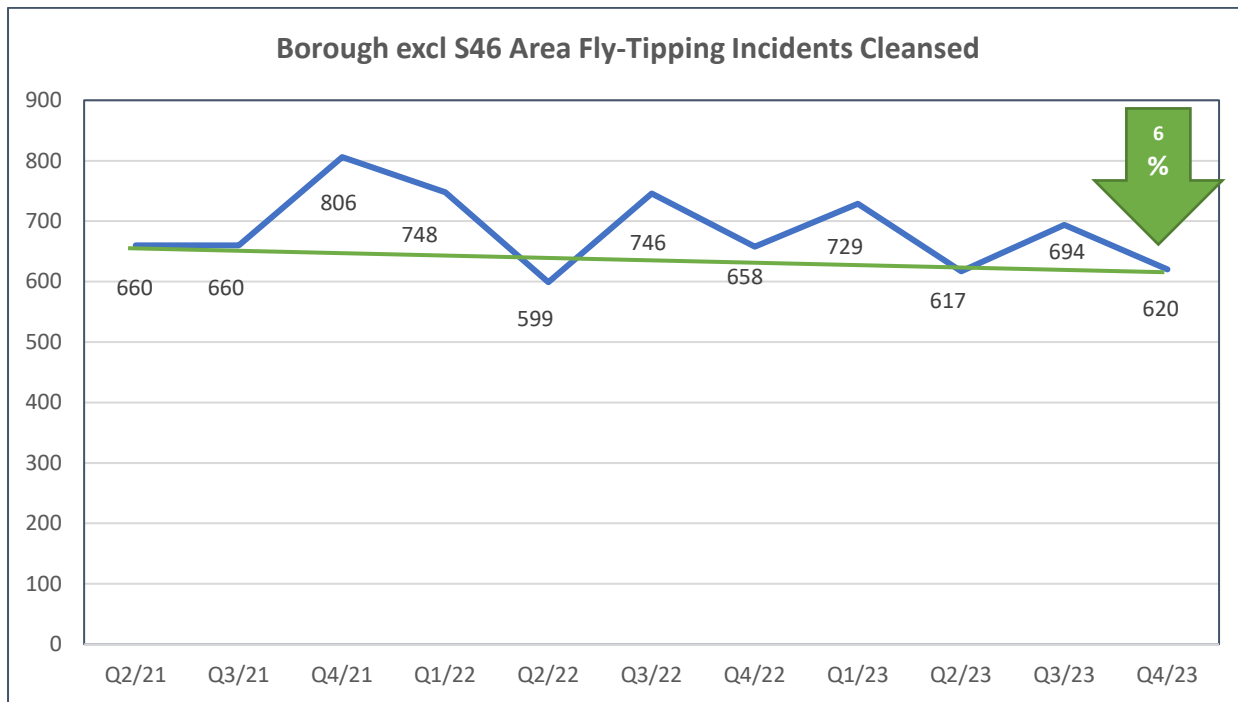


In Crewe, excluding the Section 46 area – The fly-tipping has reduced by 4%.

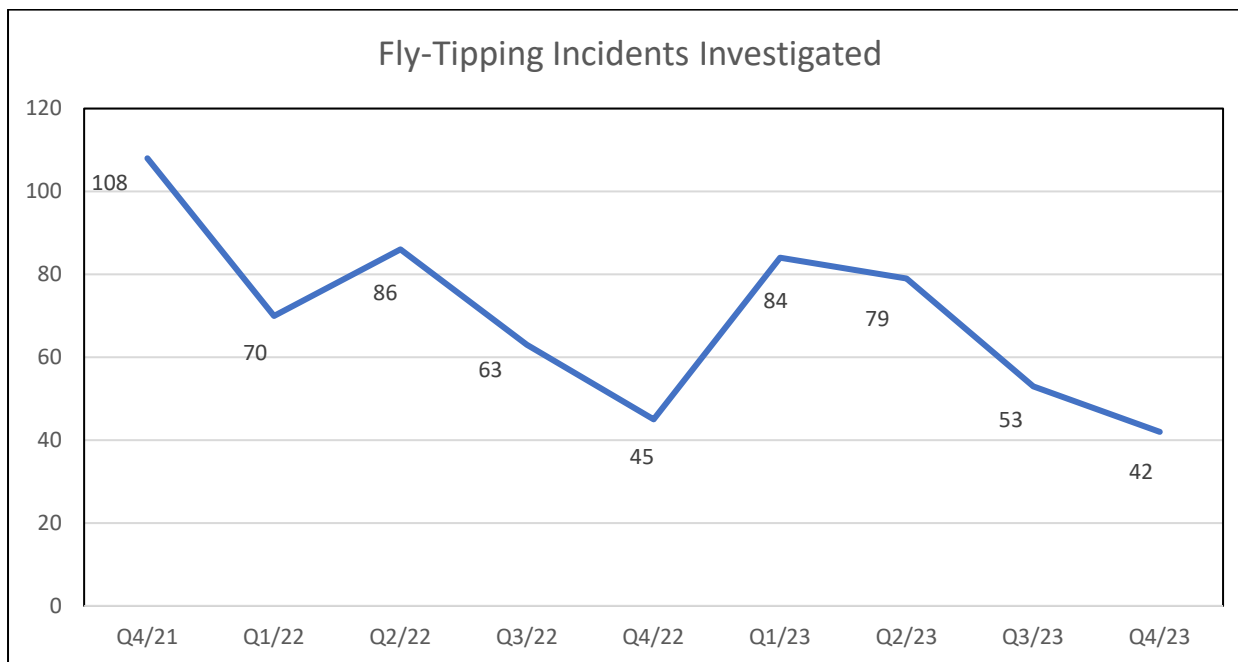


**FLY-TIPPING DATA 31<sup>st</sup> December 2023.**

**In the Borough, excluding the Section 46 area – Fly-tipping has reduced by 6%.**

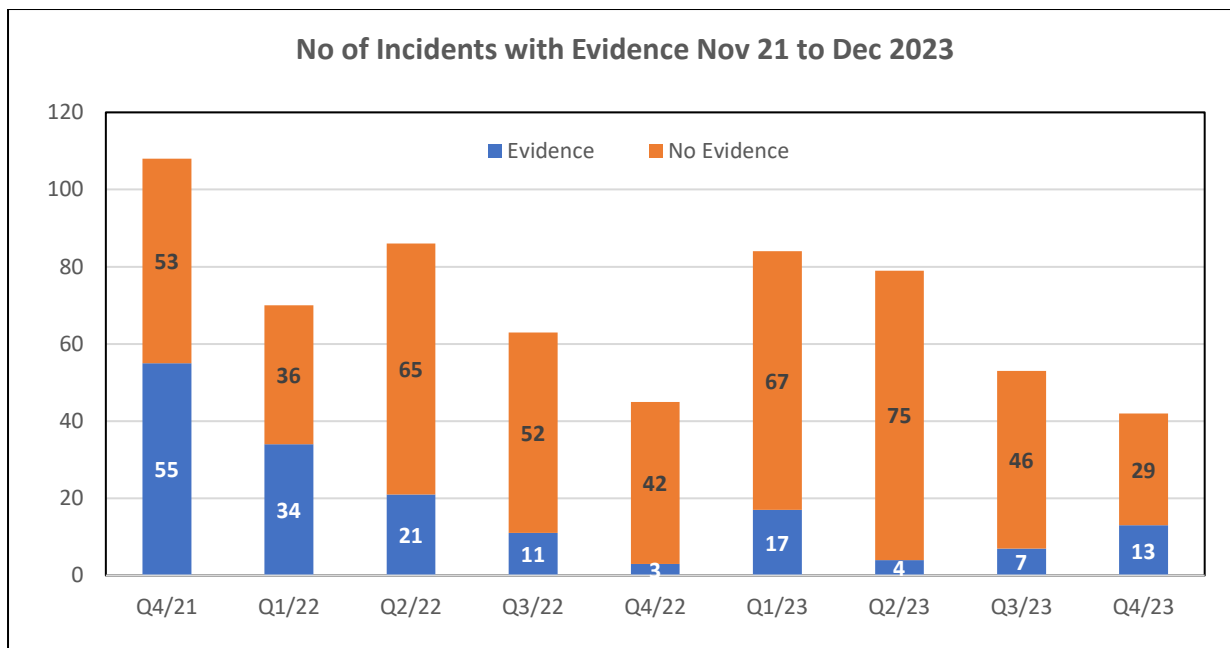


In the S46 Area, incident investigations commenced in Q4 2021. Of the 3,019 incidents cleansed, 630 were investigated.



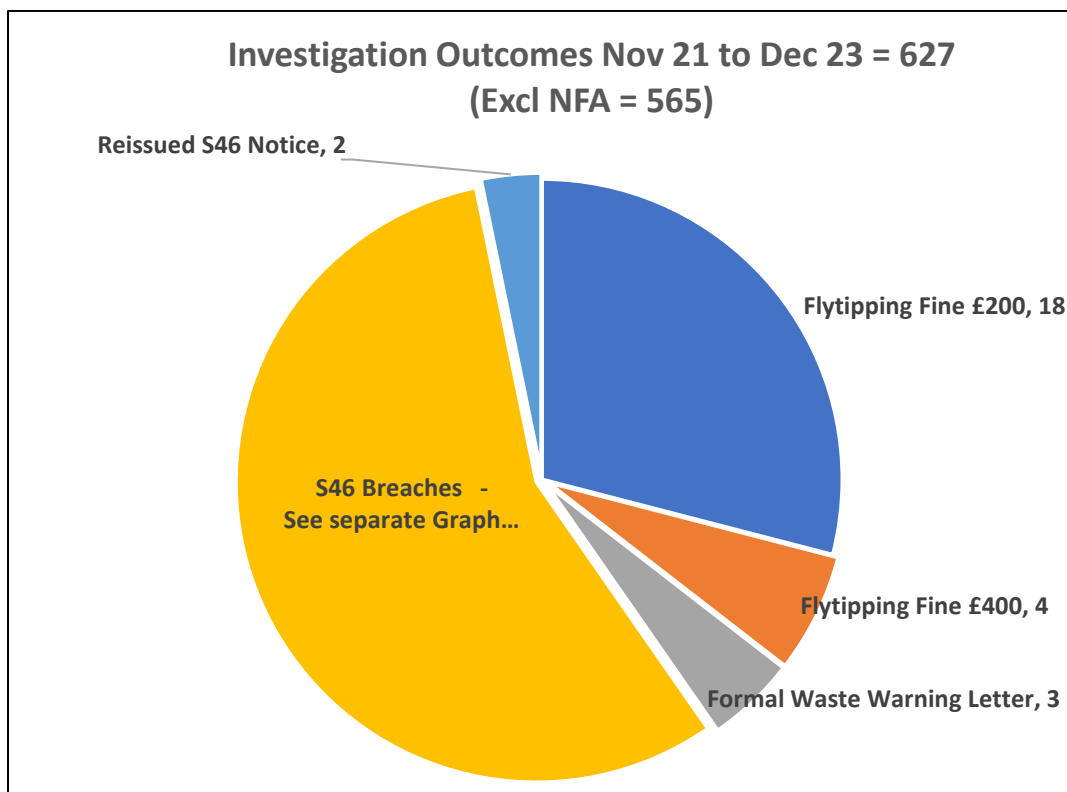
**FLY-TIPPING DATA 31<sup>st</sup> December 2023.**

The number of investigations in which useful evidence is found has reduced significantly since 2021.



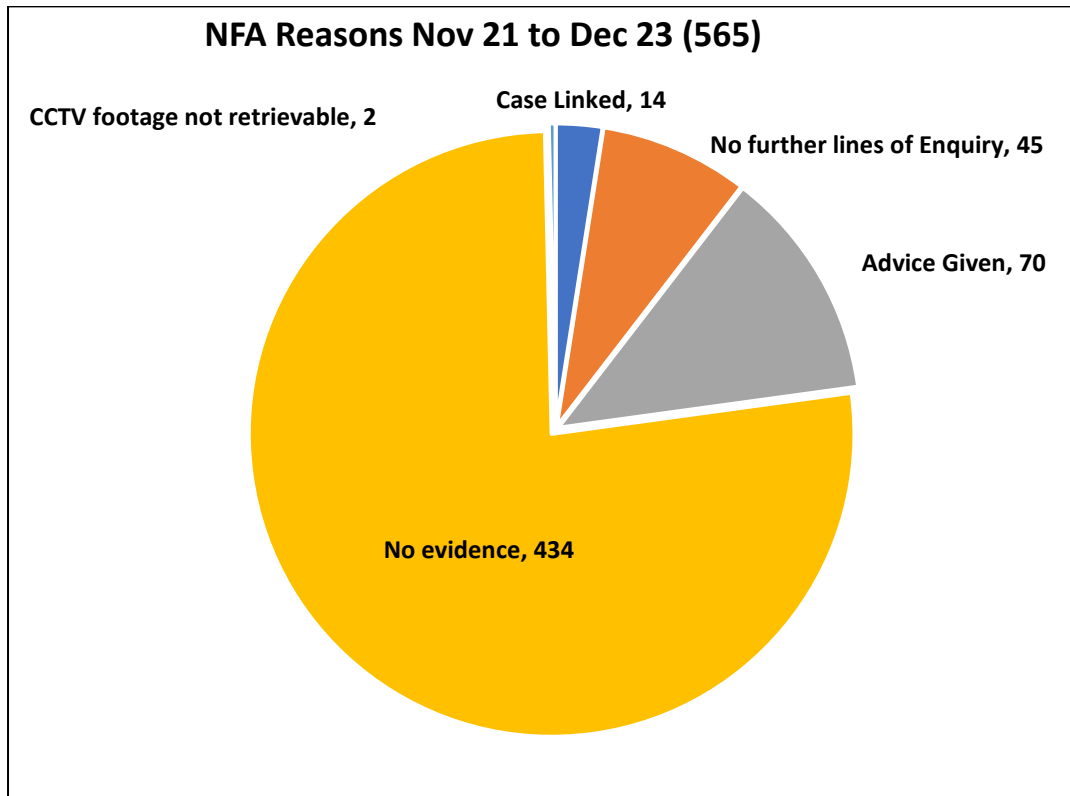
**Enforcement Activity**

Of the 630 incidents investigated since enforcement began in Nov 2021, 3 are still under investigation, 565 had no further action, and the remaining outcomes were as follows:



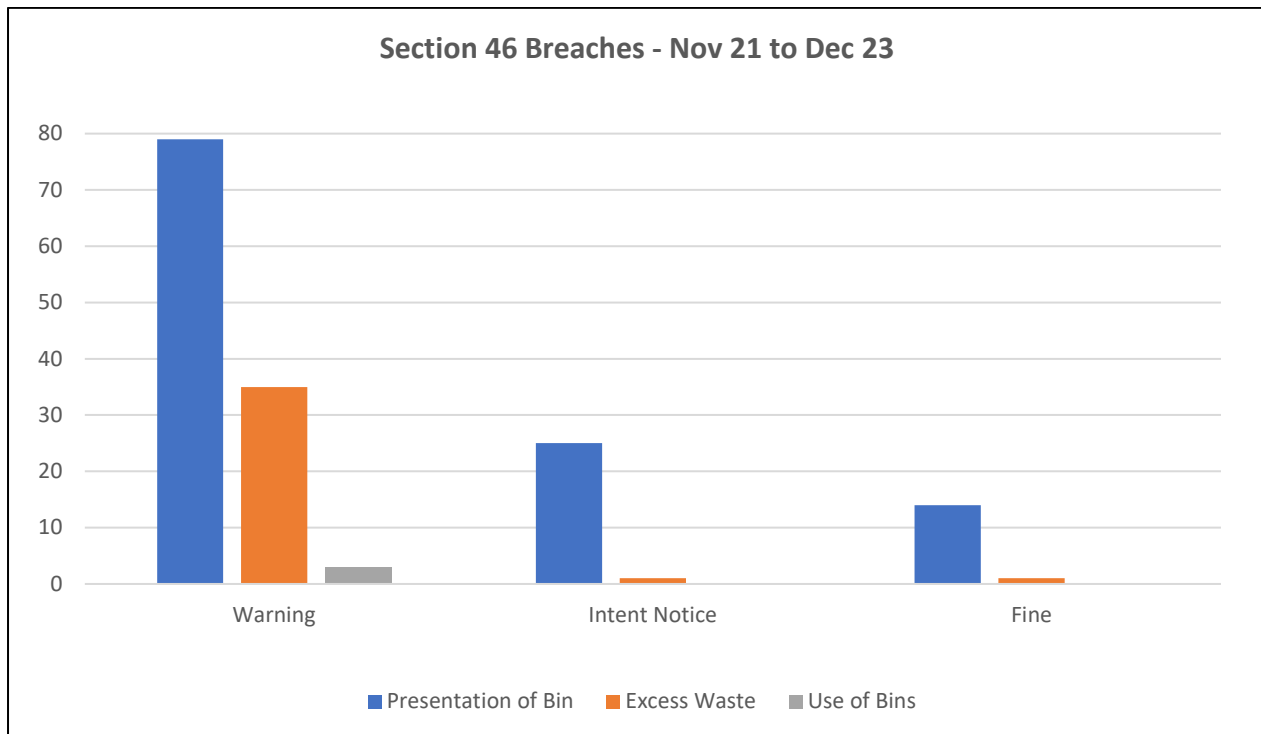
**FLY-TIPPING DATA 31<sup>st</sup> December 2023.**

565 cases resulted in no further action – the reasons were as follows:



**Section 46 Breaches**

Section 46 breaches are issued for poor presentation of bins, excess waste, and incorrect use of bins.

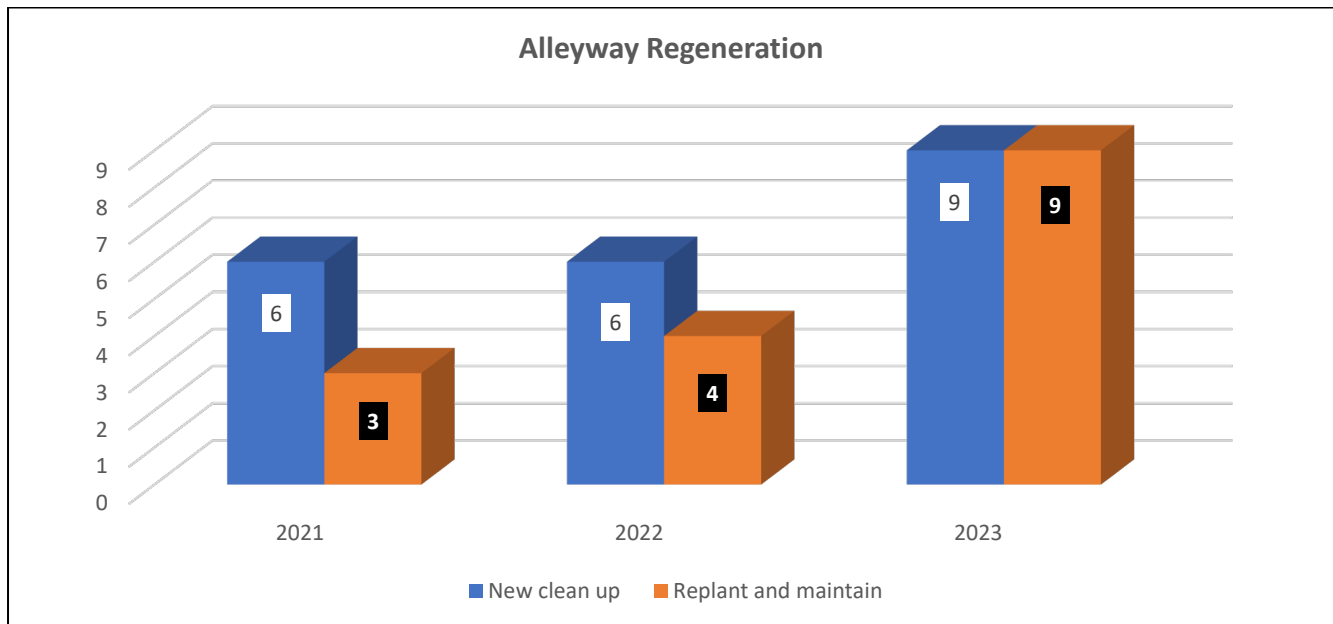


## FLY-TIPPING DATA 31<sup>st</sup> December 2023.

### Alleyway Regeneration

Since 2021, 21 alleyways have been cleaned up and 16 have been maintained over 72 sessions, involving 535 people donating 1,357 hours.

There have also been 16 resident meetings involving 204 people donating 280 volunteer hours.

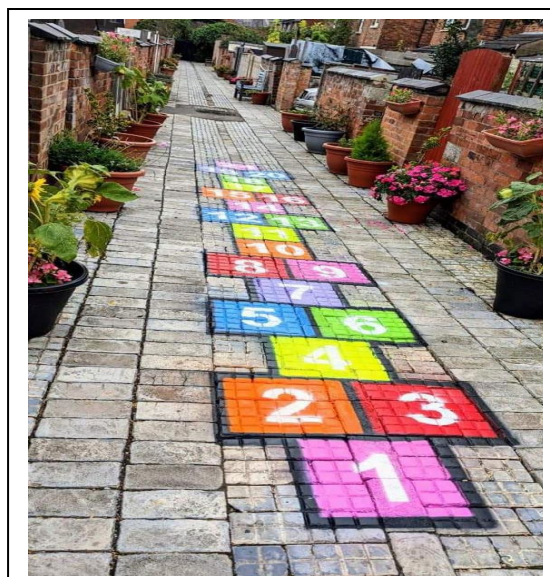


### Removal of abandoned/contaminated bins.

In 2021, 96 bins were removed from the streets and alleyways. In 2022 this number rose to 73, and in 2023, 125 bins have been removed to date.

The removal of 294 bins in total makes a big difference to the appearance of the streets and alleyways and deters people from leaving bagged waste in the same location.

### Maxwell St/Derrington Ave alleyway – 2021/2023





# Greening Crewe South alley by alley



Proudly delivered by Residents, Friends of  
Crewe South 1 Alleyways, Cheshire East, ANSA,  
Crewe Town Council and many other partners

## Social Value & Impact

# Alley cleanups May 2021 – August 2023





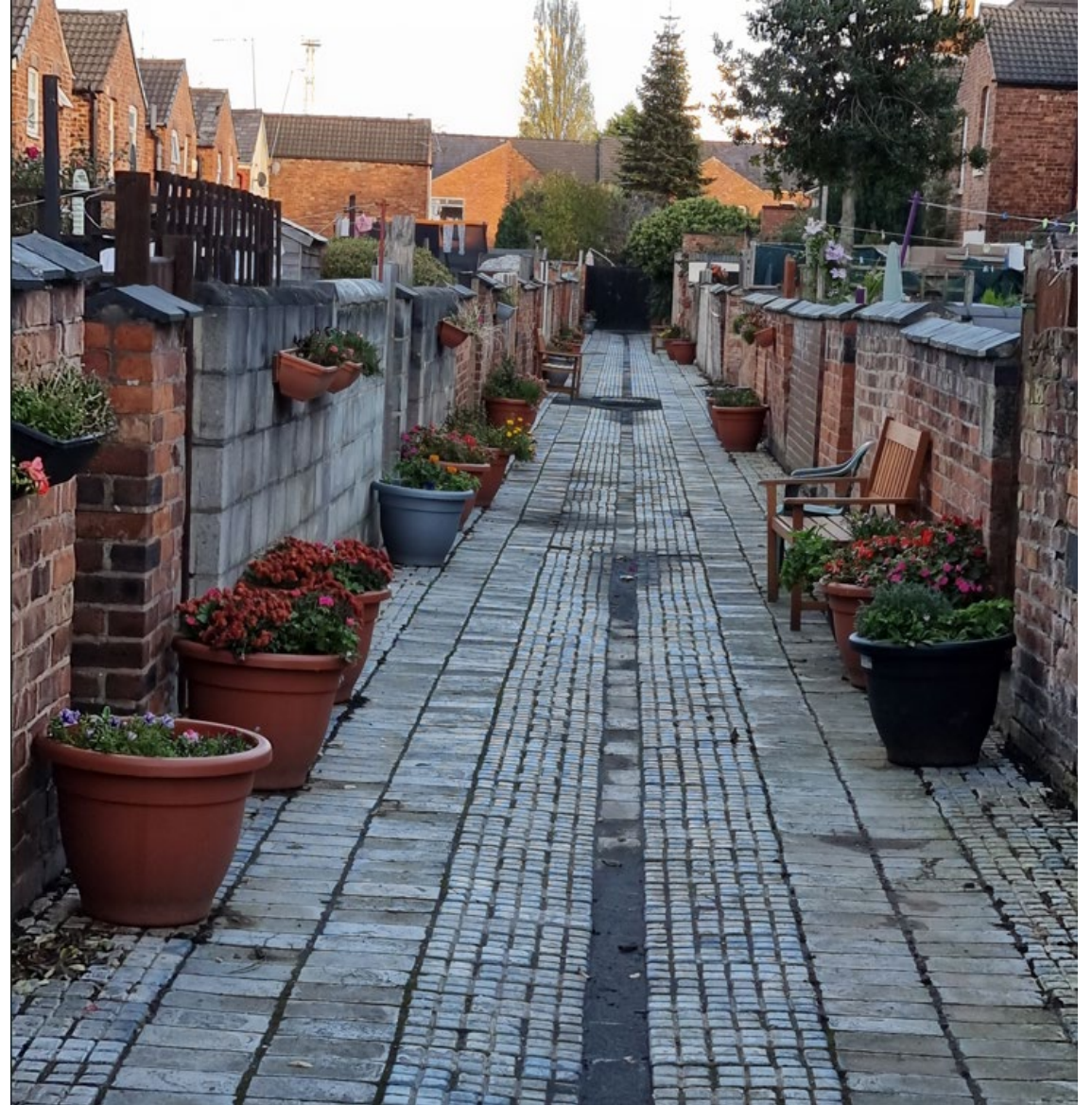
# GREEN Impact

This is the value of people coming together to care for our communities, it shows the power to create change happens when many people with the same passion doing their bit, together make a

**huge** difference



OFFICIAL



OFFICIAL