

**Crewe Town Council**

1 Chantry Court  
Forge Street  
Crewe Cheshire  
CW12DL

**T: 01270 756975**

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



**CREWE**  
TOWN COUNCIL

**4<sup>th</sup> September 2023**

**To: Members of the Finance and Governance Committee**

Dear Councillor,

You are summoned to attend the meeting of the Finance and Governance Committee to be held at 6:00pm on Monday 12<sup>th</sup> September 2023. The meeting will be held at the **Crewe Town Council offices, 1 Chantry Court, Crewe, CW1 2DL.**

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

Yours sincerely,

Peter Turner  
Town Clerk  
Crewe Town Council

## **Agenda**

- 1** To receive apologies for absence
- 2** To note declarations of Members' interests
- 3** To confirm and sign the Minutes of the Finance and Governance Committee meeting held on 5<sup>th</sup> June 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 review the year to date financial position for Crewe Town Council
- 6** To review the following Governance Documents as part of the Annual Governance Review Process:-
  - 6.1** Document Management Policy
  - 6.2** Emergency Plan
  - 6.3** Personal Data Breach Policy
  - 6.4** Equal Opportunities and Diversity policy
  - 6.5** Councillor Code of Conduct
  - 6.6** Sponsorship Policy
- 7** To consider the draft corporate strategy for 2024-2028
- 8** To review the current committee structure
- 9** To consider the draft Medium Term Financial Plan
- 10** To review and inform the budget setting update for financial year 2024/25
- 11** To note the UKSPF grant applications submitted
- 12** To consider the council office accommodation (standing item)
- 13** To note the proposed date of the next meeting Tuesday 21<sup>st</sup> November at 6pm.

## Agenda Item 3

Crewe Town Council: Finance and Governance Committee

### Crewe Town Council

1 Chantry Court  
Forge Street  
Crewe Cheshire  
CW12DL

T: 01270756975

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



**CREWE**  
TOWN COUNCIL

## MINUTES of the meeting 5<sup>th</sup> June 2023

In attendance: Cllr Steve Hogben Cllr Toni Mortimer Cllr Kevin Murray  
Cllr Jill Rhodes Cllr John Rhodes Cllr Dennis Straine-Francis

**FG/23/2/1** To receive apologies for absence  
Cllrs Clark & Messent

**FG/23/2/2** To note declarations of Members' interests  
Cllr Murray declared a non-pecuniary interest in agenda item 7, as a volunteer at the heritage centre

**FG/23/2/3** To confirm and sign the Minutes of the Finance and Governance Committee meeting held on 28<sup>th</sup> February 2023  
**RESOLVED:** That the minutes are approved as a true record of the meeting

**FG/23/2/4** 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.

None

**FG/23/2/5** To review the year to date financial position for Crewe Town Council  
Noted

**FG/23/2/6** To review the following Governance Documents as part of the Annual Governance Review Process:-

6.1 Standing Orders (relating to scheduling of meetings)

**RESOLVED:** That the Standing Orders are recommend for approval by council as amended

- i. recognising the civic and ceremonial nature of Mayor Making and similar events and thereby removing the public speaking aspect.
- ii. Regularising meeting times for formal meetings (council and committees) to be standardised at 6pm

6.2 Banners Policy

Agenda Item 3

**RESOLVED:** That the policy is recommended to council for adoption

6.3 Environment Policy

**RESOLVED:** That the policy has been reviewed and noted

**FG/23/2/7** To consider the council's support and engagement with the Heritage Centre

**RESOLVED:**

- i. That officers (under the direction of the Town Clerk) are authorised to act at the heritage centre for the purpose of the delivery of operational compliance, development and project delivery, in support of the shared ambition for future external funding projects of scale
- ii. That £10,000 is committed within budgets to support the funding of a dedicated officer at the site, match funded by the Heritage Centre and grant funding, for 2 years
- iii. That external funding to support the coming 2 years' budgets is sought
- iv. That the staffing structure is amended accordingly through the Personnel Sub-Committee and recommended to council

**FG/23/2/8** To consider the council office accommodation (ongoing)

Noted. No action at this time

**FG/23/2/9** To consider the budget setting process for financial year 2024/25

**RESOLVED:** That the budget setting schedule is approved and recommended to council.

**FG/23/2/10** To note the proposed date of the next meeting Tuesday 12<sup>th</sup> September at 6pm.

Meeting closed at 7.51pm

Chair Cllr Jill Rhodes

Clerk P Turner

## Detailed Income &amp; Expenditure by Budget Heading 31/07/2023

Month No: 4

## Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>100 Town Council</u>								
1880 Interest (CCLA)	6,901	6,901	0	(6,901)			0.0%	
Town Council :- Income	<b>6,901</b>	<b>6,901</b>	<b>0</b>	<b>(6,901)</b>				<b>0</b>
<b>Net Income</b>	<b>6,901</b>	<b>6,901</b>	<b>0</b>	<b>(6,901)</b>				
<u>200 Payroll</u>								
4000 Salaries & Wages	19,816	79,946	274,540	194,594		194,594	29.1%	
4005 Tax & NI	1,968	7,964	31,020	23,056		23,056	25.7%	
4010 Pension Contributions	4,379	17,668	63,144	45,476		45,476	28.0%	
4101 Accountancy Fees	0	940	1,400	460		460	67.1%	
Payroll :- Indirect Expenditure	<b>26,163</b>	<b>106,518</b>	<b>370,104</b>	<b>263,586</b>	<b>0</b>	<b>263,586</b>	<b>28.8%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(26,163)</b>	<b>(106,518)</b>	<b>(370,104)</b>	<b>(263,586)</b>				
<u>203 Borrowing (PWL B)</u>								
4046 Loan Repayments	0	7,098	14,300	7,202		7,202	49.6%	
Borrowing (PWL B) :- Indirect Expenditure	<b>0</b>	<b>7,098</b>	<b>14,300</b>	<b>7,202</b>	<b>0</b>	<b>7,202</b>	<b>49.6%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>(7,098)</b>	<b>(14,300)</b>	<b>(7,202)</b>				
<u>205 Administration</u>								
1880 Interest (CCLA)	0	17,612	10,000	(7,612)			176.1%	
1900 Precept	0	632,558	1,265,115	632,558			50.0%	
1999 Miscellaneous Income	0	0	10,000	10,000			0.0%	
Administration :- Income	<b>0</b>	<b>650,169</b>	<b>1,285,115</b>	<b>634,946</b>			<b>50.6%</b>	<b>0</b>
4016 Bank Charges (Co-op)	45	214	1,600	1,386		1,386	13.3%	
4025 Employee Training	0	0	3,000	3,000		3,000	0.0%	
4030 Employee Travel/Subsistence	0	230	1,400	1,170		1,170	16.4%	
4060 Refreshments/Catering	0	92	200	108		108	46.2%	
4100 Audit Fees	0	645	3,500	2,855		2,855	18.4%	
4101 Accountancy Fees	0	1,900	3,750	1,850		1,850	50.7%	
4105 Legal & Professional Fees	15	804	1,000	196		196	80.4%	
4110 Insurance	214	5,187	6,000	813		813	86.5%	
4111 Subscriptions	234	3,433	5,750	2,317		2,317	59.7%	
4112 Postage	0	0	250	250		250	0.0%	
4115 Stationery	158	553	1,100	547		547	50.3%	
4116 Printing	80	1,067	3,000	1,933		1,933	35.6%	
4117 Cleaning	205	753	2,000	1,247		1,247	37.6%	
4120 Computer Equipment/Software	333	1,328	4,500	3,172		3,172	29.5%	

## Detailed Income &amp; Expenditure by Budget Heading 31/07/2023

Month No: 4

## Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4123 Website	0	0	1,000	1,000		1,000	0.0%	
4130 Telephones	316	1,264	4,000	2,736		2,736	31.6%	
4155 Room Hire Costs	0	0	1,400	1,400		1,400	0.0%	
4160 Utilities	(49)	0	0	0		0	0.0%	
4170 Equipment Purchase/Repair/Hire	95	300	4,000	3,700		3,700	7.5%	
4175 Clothing/PPE	0	61	250	189		189	24.4%	
4183 Contractors - Professional	0	0	6,000	6,000		6,000	0.0%	
4998 Strategic Allowance	218	2,118	24,500	22,382		22,382	8.6%	
Administration :- Indirect Expenditure	<b>1,863</b>	<b>19,948</b>	<b>78,200</b>	<b>58,252</b>	<b>0</b>	<b>58,252</b>	<b>25.5%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(1,863)</b>	<b>630,221</b>	<b>1,206,915</b>	<b>576,694</b>				
<u>206 Accomodation</u>								
4160 Utilities	128	1,387	6,000	4,613		4,613	23.1%	
4181 Contractors - Services	120	760	6,000	5,240		5,240	12.7%	
4992 Sinking Fund	0	0	1,000	1,000		1,000	0.0%	
Accomodation :- Indirect Expenditure	<b>248</b>	<b>2,146</b>	<b>13,000</b>	<b>10,854</b>	<b>0</b>	<b>10,854</b>	<b>16.5%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(248)</b>	<b>(2,146)</b>	<b>(13,000)</b>	<b>(10,854)</b>				
<u>210 Civic Costs</u>								
4050 Mayor's Allowance	0	44	2,500	2,456		2,456	1.8%	
4999 Civic Expenses	0	487	2,000	1,513		1,513	24.4%	
Civic Costs :- Indirect Expenditure	<b>0</b>	<b>532</b>	<b>4,500</b>	<b>3,968</b>	<b>0</b>	<b>3,968</b>	<b>11.8%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>(532)</b>	<b>(4,500)</b>	<b>(3,968)</b>				
<u>215 Members' Costs</u>								
4035 Member Training	90	90	500	410		410	18.0%	
4040 Member Travel/Subsistence	0	0	500	500		500	0.0%	
Members' Costs :- Indirect Expenditure	<b>90</b>	<b>90</b>	<b>1,000</b>	<b>910</b>	<b>0</b>	<b>910</b>	<b>9.0%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(90)</b>	<b>(90)</b>	<b>(1,000)</b>	<b>(910)</b>				
<u>300 Grants</u>								
4260 Grants Scheme	0	12,755	50,000	37,245		37,245	25.5%	
Grants :- Indirect Expenditure	<b>0</b>	<b>12,755</b>	<b>50,000</b>	<b>37,245</b>	<b>0</b>	<b>37,245</b>	<b>25.5%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>(12,755)</b>	<b>(50,000)</b>	<b>(37,245)</b>				

## Detailed Income &amp; Expenditure by Budget Heading 31/07/2023

Month No: 4

## Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<b>307 Town Centre Maintenance</b>								
4170 Equipment Purchase/Repair/Hire	515	1,154	10,000	8,846		8,846	11.5%	
4180 CCTV	0	0	34,500	34,500		34,500	0.0%	
4184 Rangers Service	39,549	39,897	187,469	147,572		147,572	21.3%	
4186 Regeneration Projects	0	8,530	21,000	12,470		12,470	40.6%	
4188 Enforcement Officer	0	0	33,242	33,242		33,242	0.0%	
Town Centre Maintenance :- Indirect Expenditure	<b>40,064</b>	<b>49,582</b>	<b>286,211</b>	<b>236,629</b>	<b>0</b>	<b>236,629</b>	<b>17.3%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(40,064)</b>	<b>(49,582)</b>	<b>(286,211)</b>	<b>(236,629)</b>				
<b>310 Floral Schemes</b>								
4181 Contractors - Services	0	62	35,000	34,938		34,938	0.2%	
Floral Schemes :- Indirect Expenditure	<b>0</b>	<b>62</b>	<b>35,000</b>	<b>34,938</b>	<b>0</b>	<b>34,938</b>	<b>0.2%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>(62)</b>	<b>(35,000)</b>	<b>(34,938)</b>				
<b>320 Parks and Allotments</b>								
4179 Play Area Improvement Scheme	0	0	100,000	100,000		100,000	0.0%	
4420 Parks & Allotments	0	0	7,000	7,000		7,000	0.0%	
Parks and Allotments :- Indirect Expenditure	<b>0</b>	<b>0</b>	<b>107,000</b>	<b>107,000</b>	<b>0</b>	<b>107,000</b>	<b>0.0%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>(107,000)</b>	<b>(107,000)</b>				
<b>350 Events</b>								
1999 Miscellaneous Income	0	10,000	0	(10,000)			0.0%	
Events :- Income	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>(10,000)</b>				<b>0</b>
4258 Heritage Activities	0	17,731	0	(17,731)		(17,731)	0.0%	17,731
4259 Community Events	6,380	29,538	49,000	19,462		19,462	60.3%	10,833
4271 Event Matching Fund	0	5,000	10,000	5,000		5,000	50.0%	
Events :- Indirect Expenditure	<b>6,380</b>	<b>52,269</b>	<b>59,000</b>	<b>6,731</b>	<b>0</b>	<b>6,731</b>	<b>88.6%</b>	<b>28,564</b>
<b>Net Income over Expenditure</b>	<b>(6,380)</b>	<b>(42,269)</b>	<b>(59,000)</b>	<b>(16,731)</b>				
6001 plus Transfer From EM Reserves	3,250	28,564						
<b>Movement to/(from) Gen Reserve</b>	<b>(3,130)</b>	<b>(13,705)</b>						
<b>352 Christmas Programme</b>								
4274 Lumen	0	0	60,000	60,000		60,000	0.0%	
4275 Infrastructure (Christmas)	0	0	60,000	60,000		60,000	0.0%	
4287 Christmas Activities	0	0	25,000	25,000		25,000	0.0%	

## Detailed Income &amp; Expenditure by Budget Heading 31/07/2023

Month No: 4

## Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4992 Sinking Fund	0	0	10,000	10,000		10,000	0.0%	
Christmas Programme :- Indirect Expenditure	<u>0</u>	<u>0</u>	<u>155,000</u>	<u>155,000</u>	<u>0</u>	<u>155,000</u>	<u>0.0%</u>	<u>0</u>
<b>Net Expenditure</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>(155,000)</u></b>	<b><u>(155,000)</u></b>				
<u>460 M&amp;E Projects</u>								
4288 Event Seed Funding/Income Gene	5,240	5,373	15,000	9,627		9,627	35.8%	5,240
M&E Projects :- Indirect Expenditure	<u>5,240</u>	<u>5,373</u>	<u>15,000</u>	<u>9,627</u>	<u>0</u>	<u>9,627</u>	<u>35.8%</u>	<u>5,240</u>
<b>Net Expenditure</b>	<b><u>(5,240)</u></b>	<b><u>(5,373)</u></b>	<b><u>(15,000)</u></b>	<b><u>(9,627)</u></b>				
6001 plus Transfer From EM Reserves	5,240	5,240						
<b>Movement to/(from) Gen Reserve</b>	<b><u>0</u></b>	<b><u>(133)</u></b>						
<u>470 Community Plan</u>								
4252 Remembrance	120	203	6,000	5,798		5,798	3.4%	
4730 St Peters Community Developmen	0	0	5,000	5,000		5,000	0.0%	
4731 Sustaining Network	0	7,273	10,000	2,728		2,728	72.7%	
4754 Tree of Light	0	0	5,000	5,000		5,000	0.0%	
4767 Health and Wellbeing	1,336	18,887	40,000	21,113		21,113	47.2%	3,917
4768 Families/Early Intervention	0	500	0	(500)		(500)	0.0%	500
Community Plan :- Indirect Expenditure	<u>1,456</u>	<u>26,862</u>	<u>66,000</u>	<u>39,138</u>	<u>0</u>	<u>39,138</u>	<u>40.7%</u>	<u>4,417</u>
<b>Net Expenditure</b>	<b><u>(1,456)</u></b>	<b><u>(26,862)</u></b>	<b><u>(66,000)</u></b>	<b><u>(39,138)</u></b>				
6001 plus Transfer From EM Reserves	1,336	4,417						
<b>Movement to/(from) Gen Reserve</b>	<b><u>(120)</u></b>	<b><u>(22,445)</u></b>						
<u>473 Town Promotion</u>								
4721 Public Realm	0	23,668	25,000	1,332		1,332	94.7%	22,353
4723 Town Centre Promotion	0	14,086	0	(14,086)		(14,086)	0.0%	14,086
4727 Heritage Projects	0	24,954	20,000	(4,954)		(4,954)	124.8%	2,244
Town Promotion :- Indirect Expenditure	<u>0</u>	<u>62,707</u>	<u>45,000</u>	<u>(17,707)</u>	<u>0</u>	<u>(17,707)</u>	<u>139.3%</u>	<u>38,682</u>
<b>Net Expenditure</b>	<b><u>0</u></b>	<b><u>(62,707)</u></b>	<b><u>(45,000)</u></b>	<b><u>17,707</u></b>				
6001 plus Transfer From EM Reserves	0	38,464						
<b>Movement to/(from) Gen Reserve</b>	<b><u>0</u></b>	<b><u>(24,243)</u></b>						
<u>474 CP Projects</u>								
4742 Community Asset Projects	0	560	0	(560)		(560)	0.0%	560
4755 Heritage Strat	0	2,620	0	(2,620)		(2,620)	0.0%	2,620
CP Projects :- Indirect Expenditure	<u>0</u>	<u>3,180</u>	<u>0</u>	<u>(3,180)</u>	<u>0</u>	<u>(3,180)</u>		<u>3,180</u>
<b>Net Expenditure</b>	<b><u>0</u></b>	<b><u>(3,180)</u></b>	<b><u>0</u></b>	<b><u>3,180</u></b>				
6001 plus Transfer From EM Reserves	0	3,180						



## Detailed Income &amp; Expenditure by Budget Heading 31/07/2023

Month No: 4

## Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<b>Movement to/(from) Gen Reserve</b>	<b>0</b>	<b>0</b>						
Grand Totals:- Income	6,901	667,071	1,285,115	618,044			51.9%	
Expenditure	81,504	349,121	1,299,315	950,194	0	950,194	26.9%	
<b>Net Income over Expenditure</b>	<b>(74,603)</b>	<b>317,950</b>	<b>(14,200)</b>	<b>(332,150)</b>				
plus Transfer From EM Reserves	9,826	79,865						
<b>Movement to/(from) Gen Reserve</b>	<b>(64,777)</b>	<b>397,815</b>						

**BLANK**

# CREWE TOWN COUNCIL DOCUMENT MANAGEMENT POLICY

**Adopted by Council: 31<sup>st</sup> March 2020**

**Review Date: September 2023**

Version Control Log:

v1 March 2020

v2 Feb 2021

v3 Sept 2023

## Scope and Purpose

The purpose of this policy is to provide a corporate policy framework to govern management decisions on whether a particular document (or set of documents) should either be:

- Retained – and if so in what format, and for what period; or
- Disposed of – and if so when and by what method

Additionally, this policy seeks to clarify the roles and responsibilities in the decision-making process.

This policy is not concerned with the disposal/retention of unused materials (e.g. stocks of paper, unused forms, duplicated documents).

## Introduction

In the course of carrying out its various functions and activities, the Council collects information from individuals and external organisations and generates a wide range of data/information both electronically and in hard copy.

Retention of specific documents may be necessary to:-

- Fulfil statutory or other regulatory requirements
- Evidence events/agreements in the case of disputes
- Meet operational needs
- Ensure the preservation of documents of historic or other value

The untimely destruction of documents could cause the Council:-

- Difficulty in defending litigious claims
- Operational problems
- Embarrassment
- Failure to comply with the Freedom of Information or Data Protection Acts
- A breach of a particular piece of legislation.

Conversely, the permanent retention of all documents is undesirable, and appropriate disposal is to be encouraged for the following reasons:-

- There is a shortage of new storage space
- Disposal of existing documents can free up space for more productive activities, even in digital form
- Indefinite retention of personal data may be unlawful
- Reduction of fire risk (in case of paper records)
- There is evidence that the de-cluttering of office accommodation can be psychologically beneficial for many workers

Modern day records management philosophy emphasises the importance of organisations having in place systems for the timely and secure disposal of documents/records that are no longer required for business purposes. Additionally, both the Freedom of Information Act and new data protection legislation make it important for the Council to have clearly defined policies and procedures in place for disposing of records, and that these are well documented.

### **Document Handling**

The Council will keep paper records to the absolute minimum and where ever possible hard copy information will be scanned and circulated by email. The email will be retained in line with policy and the hard copy recycled or shredded depending on its nature and level of confidentiality.

Documents will be filed in either cabinets (hard copy) or on Sharepoint (digital). Where documents in either form contain confidential, personal or sensitive information, they will be stored securely with authorised access only on a “need” basis.

The Council’s electronic records are backed up according to the Digital and ICT Policy.

### **The Retention/Disposal Protocol**

Any decision whether to retain or dispose of a document should be taken in accordance with the following criteria:

- Has the document been appraised?
- Is retention required to fulfil statutory or other regulatory requirements?
- Is retention required to evidence events in the case of dispute?
- Is retention required to meet the operational needs of the Council?

Where a retention period has expired in relation to a particular document a review should always be carried out before a final decision is made to dispose of that document. Such reviews need not necessarily be detailed or time consuming. Where the Managing Officer is familiar with the contents of the document or where the contents are straightforward and easily apparent then such an exercise may only take a few minutes.

In the event that a decision is taken to dispose of a particular document or set of documents, then consideration should be given to the method of disposal.

### **Roles and Responsibilities**

Responsibility for determining (in accordance with the Retention/Disposal protocol mentioned above) whether to retain or dispose of specific documents rests with the Town Clerk, in respect of those documents that properly fall within the remit or control of his/her responsibilities. The rationale for this is that it is reasonable to both assume and expect that the Town Clerk should be broadly conversant with the types of documents received, generated and stored.

Managing officers are expected to make the decisions for disposing of routine documents and junk mail within their remit. With non-routine documents they should recommend a course of action and seek approval from the Town Clerk. Similarly, individual officers are expected to cull their emails of unwanted documents, particularly those containing personal information.

Because of the clear benefits resulting from the disposal of unnecessary documentation, the Town Clerk is expected to be proactive in carrying out or instigating audits of existing documentation that may be suitable for disposal.

Councillors are also encouraged to properly dispose of unnecessary council related documentation and emails.

### **Data Protection Act 2018 and General Data Protection Regulations**

Managing Officers are aware that under the data protection regulations, personal data processed for any purpose must not be kept for longer than is necessary for that purpose. In other words, retaining documents

## Agenda Item 6.1

or records that contain personal data beyond the length of time necessary for the purpose for which that data was obtained is unlawful.

### **Disposal**

Disposal can be achieved by a range of processes:-

- Confidential waste – i.e. making available for collection by a designated refuse collection service.
- Physical destruction on site (paper records – shredding)
- Deletion – where digital files are concerned. Deleted records must also be cleared
- Migration of document to external body

Managing Officers should take in to account the following considerations when selecting any method of disposal:-

- Under no circumstances should paper documents containing personal data or confidential information be simply binned or deposited in refuse tips. To do so could result in the unauthorised disclosure of such information to third parties, and render the Council liable to prosecution or other enforcement action under the Data Protection Act. Such documents should be destroyed on site (e.g. by shredding) or placed in the specially marked “Confidential Waste” refuse bins for collection by a designated contractor.
- Deletion – the Information Commissioner has advised that if steps are taken to make data virtually impossible to retrieve, then this will be regarded as equivalent to deletion.
- Migration of documents to a third party (other than for destruction or recycling) is unlikely to be an option in most cases. However, this method of disposal will be relevant where documents or records are of historic interest and/or have intrinsic value. The third party here could well be the Cheshire Record Office. “Migration” can, of course, include the sale of documents to a third party.
- Recycling – wherever practicable disposal should further recycling, in-line with the Council’s commitment to sustainable development and promoting an alternative waste disposal strategy.

Disposal of all but routine documents should be documented by keeping a record of the document disposed of, the date and method of disposal, and the officer who authorised disposal. The documenting of disposal will be particularly important to ensure compliance with the Freedom of Information Act.

### **Monitoring**

Member Audits will take place to periodically monitor compliance with this Policy.

### **Photographs and Digital Images**

This policy is applicable to all forms of visual media, including film, print, video, DVD and websites.

The Town Council use images and videos for a variety of purposes, publicity, records of events, training purposes, security, crime prevention and the website. Whilst we recognise the benefits of photography and videos to our work and the community, we also understand that these can have significant risks for those involved. Under the legal obligations of the Data Protection Act and GDPR, the council has specific responsibilities in terms of how photos and videos are taken, stored and retained.

For the purpose of this policy we consider photographs and digital images as documents and have included a retention guide below.

<b>DOCUMENT</b>	<b>MINIMUM PERIOD OF RETENTION</b>	<b>REASON</b>
<b>Democracy</b>		
Record of disposal records	Destroy after 12 years	Common practice
Approved Minutes Council and Committee/Sub- Committee	Permanent archive after administrative use Copy available on website	Public Inspection/Scrutiny
Notices and Agendas Council/Committee meetings	Destroy 1 year after year end	Local decision
Council/Committee meetings Reports and other documents	Electronic archive after administrative use	Local decision
Working party agendas, reports	Destroy after 5 years	Local decision
Minute taking notes	Destroy after minutes approved	Local decision
Record of Officer decisions under delegated authority and background documents	Destroy after 6 years	Statutory (2014 Regulations)
Scales of Fees and Charges	5 years	Management
Elections Register and associated lists	Destroy after 4 years	Local choice
Lists of candidates	Destroy after 4 years	Local choice
Election results	Permanent	Local choice Permanent record with Cheshire East
Member contact and other details	Personal Details-review regularly and delete if retention can no longer be justified  Other details – generally destroy when no longer a member of Council, except if ongoing issue, then destroy.	Data Protection  Common practice and Data Protection
Representation – list of members representing the Council on outside bodies	4 years	Local choice
<b>Finance</b>		
Receipt and payment(s) accounts	6 years	VAT
Receipt books of all kinds	6 years	VAT
Bank statements, including deposit/savings accounts	Last completed audit year	Audit
Bank paying-in books/records	Last completed audit year	Audit
Cheque book stubs	Last completed audit year	Audit
Agreements between organisations and partners	Destroy 6 years after expiry	Common practice
Quotations and tenders Successful	12 years	Limitation Act
Quotations and tenders	Destroy after 3 years	Challenge

## Agenda Item 6.1

Unsuccessful		
Contracts and Tendering All documents	Destroy 6 years after last action except contract under seal (12 years)	Part Limitations Act
Correspondence and papers on important local issues or activities	Destroy 5 years after last activity or archive.	Local choice
Building contracts	Life of building + 15 years	Statutory
Licensing or lease Agreements. Rental/ Hire Purchase Agreements	Indefinite Archive after end date	Limitations Act
Paid invoices	6 years	VAT
Paid cheques	6 years	Limitation Act
VAT records	6 years	VAT
PAYE returns and supporting documents	6 years	Income Tax
PAYE related records not needed by Inland Revenue	3 years after end of tax year	Local choice
Budget and estimates	Permanent archive after 3 years	Statutory
Working papers	2 years	Local choice
Accounts and Audits	Permanent archive after administrative use concluded.	Common practice
Associated documents	Destroy after administrative use	
Postage and telephone records	6 years	Tax, VAT and Limitation Act
Timesheets	Last completed audit year	Audit
Salaries and wages documents, Inland Revenues (tax and NI)	12 years	Superannuation Limitation Period
Record of Members allowances	6 years	Income Tax, Limitation Act
Insurance policies Claims	While valid & permanent archive Destroy after 7 years	Management
Insurance certificates/Employers' Liability Certificates	Indefinite, archive after 5 years.	Management
Investments	Indefinite, archive 5 years after ended	Audit, Management
Loans	Permanent archive after 2 years	Common practice
Annual Return to external auditor	Destroy after 6 years	Audit
Internal and external audit reports	Destroy after 6 years	Audit
Grants and donations made	Destroy after 6 years Where personal data included, destroy once no longer needed unless written permission to retain	Audit and VAT
<b>Personnel Records</b>		
Personnel administration	Destroy 5 years after person leaves Authority (except staff working with children-25 years)	Local choice & statutory

## Agenda Item 6.1

Recruitment and interview documents	1 Year for most documents Equality monitoring forms, immediately person not appointed	Equal opportunities claims
Volunteers e.g. marshalls for events, work experience	Destroy 1 year after volunteering completed, unless written permission to retain for future volunteering	Local choice Data Protection
Employers Liability Certificates	Retain for 40 years	Common Practice
Equality documents,	Destroy 15 years after last action	Common practice
Records with Personal or sensitive information	Review regularly. Destroy when no longer needed or cannot be justified for one of specified reasons	Data Protection
Health and Safety	Destroy 15 years after last action or after 6 years if superseded 40 years for asbestos & other occupational health records	Statutory and Common practice
<b>Administration</b>		
Title deeds, leases, agreements, contracts	Indefinite, archive after 5 years	Audit, Management
Maps, plans and surveys of property owned by Council	Indefinite. Archive after 5 years.	Common Practice
Planning lists, plans and observations	Destroy after 1 year.	Local choice
Statutory Development Plans Observations	Destroy 5 years after expiry or when draft is superseded do the same	Local choice
Consultations on statutory functions e.g. Licensing, Highways	Destroy after 1 year	Local choice
Corporate plans, Strategies, policies Business plans, annual reports, Asset register	Permanent archive after superseded	Common practice
Routine correspondence, papers and emails	Destroy when not current or no longer needed for operations. Where contains personal information, destroy as soon as matter resolved	Local choice and Data Protection
Complainants and enquirers about the council's own services, and enquiries about other third-party services e.g.) unitary authority and housing associations and allotment associations	Destroy when not current or no longer needed for operations. Where contains personal information, destroy as soon as matter resolved.  Do not pass on details without written permission	Local choice and Data Protection
Documents, and emails containing personal information Officers and Councillors	Destroy as soon as possible. i.e. when retention no longer justified for one of the specified reasons.	Data Protection



## Agenda Item 6.1

Third party emails and contact details containing personal data	Destroy, when retention no longer justified for one of the specified reasons.	Data Protection
Email account contents Former Councillors	Review and permanently delete within 2 months of leaving council, except if relate to an ongoing issue then destroy when no longer needed	Common practice and Data Protection
Email account contents Former Employees	Review and permanently delete within 2 months of leaving council, except if relate to an ongoing issue then destroy when no longer needed	Common practice and Data Protection
Statutory returns to Government etc.	7 years	Common practice
Operating procedures	1 year after superseded	Local choice
Consultations of public and staff	Destroy after 3 years from closure	Common practice
Record of complaints against Council	Destroy after 6 years Destroy personal information once matter resolved unless permission to retain.	Common practice Data Protection
Freedom of information Reviewing the quality, efficiency, or performance of the Council	Destroy after 5 years	Common practice
Publicised work of the Council	One copy to Permanent Archive Destroy after administrative use	Common practice
Media Relations Records of interactions	Destroy after 3 years	Common practice
Marketing and promotions literature	Destroy after 6 years	Local choice
Civic and Royal events Records of organising documents	Permanent Archive after administration use concluded Destroy after 7 years	Common practice Common practice
Making local byelaws, copies and procedures	Permanent archive after administrative use ended	Common practice
Administration and enforcement of local byelaws	Destroy 2 years after conclusion of action	Common practice
Emergency planning and Environmental issues	Destroy 7 years after administration concluded	Common practice
Town newsletters, press cuttings and photographs not containing personal information.	Archive after no longer current	Historic value
Ancient and historical records	Record and Archive or to Cheshire Records	Historic value
Reports, Guides, handbooks etc from other bodies	Destroy when no longer current or useful	Local choice
Consultees Details of persons responding to consultations by hard copy, email, online or social media	Destroy once information taken for statistical Purposes. Only attribute comments with written consent	Data Protection and good practice
Competition entrants	Destroy once competition over. Require written permission to use personal details for publicity. e.g. winners	Data Protection and good practice
Civic and ball list of attendees	Destroy once event over.	Data Protection

Agenda Item 6.1

	Require written permission to use personal details for publicity or future invitations	
Twinning with Macon Council Details of visitors or organisers	Destroy personal information once matter completed unless permission to retain.	Data Protection
Community safety and vulnerable adults information received through community engagement.	Destroy, when retention no longer justified for one of the specified reasons.	Data Protection
<b>Photographs and Digital Images</b>		
Photographs/images without personal data, including from CCTV	Destroy when no longer of use  Indefinite archive if required as permanent record or required for historical record	Local choice
Photographs/images considered to contain personal data, including from CCTV	Destroy as soon as possible. i.e. when retention no longer justified for one of the specified reasons.  Retain only if positive consent of data subject and for the period of the consent only.	Data Protection  Data Protection
Recordings of Meetings	Uploaded to Council Youtube channel. Maximum of 2 civic years retained. Video recordings from civic years more than 2 years prior will be deleted from channel at the start of each civic year. Noting that once uploaded to youtube, recordings may have been shared and copied by external parties unknown to the the council	Local choice

# CREWE TOWN COUNCIL EMERGENCY PLAN

Version Control Log:

v1 Sept 2020

v2 July 2021

v3 Sept 2023

**Adopted by Council: 29<sup>th</sup> September 2020**

**Planned Review Date: September 2023**

## INTRODUCTION

This is the Emergency Plan for the town of Crewe, prepared by Crewe Town Council. It is intended to support at local level, the statutory plans developed by Cheshire East Council.

Crewe Town Council commits to working closely with Cheshire East Council and through them the Cheshire Resilience Forum (CRF) to protect our communities and if necessary, help them recover.

The Town Council recognises that should an emergency occur, resources of the response and statutory agencies may be stretched and that it is important to put our local resources to optimum use to support our residents, businesses and voluntary groups. This, our first Emergency Plan concentrates on Crewe Town Council's role and will be developed over time to maximise the available capacity from the wider community.

Emergency planning is an important role for all Cheshire's public authorities, supported and coordinated by the Cheshire Resilience Forum, a multi-agency group that provides strategic/tactical and operational guidance and support on the planning for the multi-agency response to a major incident. The CRF is the principal mechanism for multi-agency cooperation under the Civil Contingencies Act, 2004 and its boundaries are based on local policing boundaries. Its aims are:

To work together to protect its community and make Cheshire the best prepared place for any emergency. All Services and organisation's work together to ensure the best possible preparations and plans are in place for emergencies. These are regularly tested and updated so that a response is immediate and effective any threat.

All responders work together to a set of common objectives which will help to:

- Save lives
- Prevent disaster getting worse
- Relieve suffering
- Restore normality as soon as possible
- Protect property
- Facilitate a criminal investigation and judicial process if necessary

The Cheshire Resilience Forum Multi – Agency Emergency Response Manual sets out the coordinated response of agencies across Cheshire. A version with any protected content removed will be available on Cheshire Resilience Forum's [website](#)

CRF prepare a Community Risk Register (CRR) which provides information on the biggest emergencies that could happen to Cheshire, together with an assessment of how likely they are to happen and the potential impacts if they do happen. This includes impacts on people, their houses, the community, environment and local businesses. These risks are regularly reviewed and a new CRR document is prepared and published every year.

## Agenda Item 6.2

This document is designed to inform people about the risks that could occur where they live, so they can think about that they can do to be better prepared in their homes, communities and businesses. Looking at all of the risks together can also help emergency services, local authorities and other organisations plan their joint response.

The CRF also has close working relationships with other bodies that deliver vital services, whether in the public (such as the army and government departments), private (gas, water and telecoms suppliers) or voluntary sectors. Among the many areas included in the CRF's remit is planning in the event of:-

- Pandemic infectious disease
- Flooding
- Severe weather
- Loss of Critical National Infrastructure
- Animal Diseases
- Environmental Incidents
- Industrial Incidents
- Transport Incidents
- Terrorist Threats

**Category 1** (as defined in the Civil Contingencies Act 2004) commonly referred to as **Cat 1**, include all Cheshire principal (unitary) Councils (Cheshire East, Halton, Warrington and Cheshire West and Chester), the Police, Fire and Ambulance Services, hospitals, NHS primary care trusts and the Environment Agency. All may have a vital role to play in an emergency and have a seat at CRF meetings.

**Category 2** responders include utility companies, transport providers, such as the Highways England and Network rail and Government bodies, including the Health and Safety Executive.

Cheshire East Council, as part of the CRF, work to be ready to help the emergency services deal with major emergencies that affect communities. They also plan how they will help communities to recover from emergencies and get back to normal. The aim is to ensure mutual support for each authority in case of emergency. They work with emergency services partners to plan for a wide range of emergencies and they test their plans during exercises to make sure they are as well prepared as possible.

The Town Council does not have such a duty but has resolved to support the principal Council by identifying resources which they can deploy, if necessary, during an incident, which may range from a minor, locally contained incident to a major emergency crossing town and even district/county boundaries.

In the case of a civil emergency (including health related emergency), all powers (except those reserved to Council by legislation), limited to £10,000 expenditure in accordance with Financial Regulations are delegated to the Town Clerk in consultation with two of: Leader of Council, Deputy Leader, Mayor, Deputy Mayor or Committee Chairs.

In cases where a civil emergency is over an extended period and which hinders the holding of normal meetings, non-urgent decisions will be taken in consultation with all members of committee or Council. In these cases, the opinions of relevant members and indeed debate will take place by email or video prior to the decision being taken by the Town Clerk and subject to ratification at the next Council meeting. This was the case in the early stages of the Pandemic, prior to legislation allowing remote meetings.

## **AIMS AND OBJECTIVES**

**AIM OF THIS PLAN** To provide a framework plan that will assist in the local response to an emergency, when assistance from the Emergency Services and other responders is delayed or requires supplementing.

### **OBJECTIVES OF THIS PLAN**

- To establish a local emergency management structure which can assist Category 1 responders as necessary
- To coordinate community response and resources- personnel, equipment and emergency accommodation
- To help the community recover following an incident.

### **WHAT IS AN EMERGENCY**

The formal definition is “An incident arising, with or without warning, threatening or causing death or serious disruption to significant numbers of people, property or the environment, in excess of that which can be dealt with by the public services operating under normal conditions and requiring the special mobilisation and organisation of those services and the deployment of local authority staff and resources”.

Under the Civil Contingencies Act 2004 an emergency is defined as an event or situation which threatens serious damage to:-

- Human welfare
- The environment
- Security of the United Kingdom

The definition of a Major Incident was amended by the Cabinet Office in July 2016. "An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies." The new wording has been simplified and is accompanied by notes which confirm that "emergency responder agencies" can mean any Category 1 or 2 responder and that the incident is one that is beyond the scope of business-as-usual operations.

From initial research it has been established that there are three recognised levels of emergency:-

1. A major catastrophic event in the County or Region, requiring large capacity shelters and support. Such incidents would require very large premises to accommodate and manage large numbers of temporary “refugees”. In this type of incident, the Town Council would be approached as part of a measured, coordinated scheme initiated by a higher tier authority and would play a minor supporting role.
2. A major emergency at County or District level, or beyond, where the management of the event would be undertaken at that level. Town venues could well be a receiving station for dispersed persons, and selected local people involved in support. If the incident was actually in Crewe, the command centre may well be located here.
3. A local emergency within the Town which, though inevitably involving the higher levels of Government for support), needs a high level of local involvement by local people as its they who are most likely to know who is likely to be at risk and/or in need.

This Plan concentrates mainly on the second and third categories.

## INSURANCES

Crewe Town Council’s public and professional liability insurance covers Council members and officers and also volunteers working directly under their control against accidents or any damage they may cause in responding.

The use of motor vehicles is not covered by the local authority’s insurance and it is the responsibility of the individual to ensure that they have adequate and appropriate cover.

Community resilience group volunteers **may** be covered by Cheshire East Council insurance under the following circumstances but this must always be confirmed;

- They are a member of and acting on behalf of an authorised Community Resilience Group.
- They have been authorised to act on behalf of the local authority and are under the direction of a local authority member of staff (This can be remotely).
- They only carry out the actions / activities that they have been authorised to do or agreed by the local authority.

## RISKS

Risks	Impact on Community	Preparation/Actions
Major road traffic accident	<ul style="list-style-type: none"> <li>• Blocked streets and gridlock</li> <li>• Emergency vehicles have access difficulties.</li> <li>• Vulnerable people cut off</li> </ul>	<ul style="list-style-type: none"> <li>• Help with traffic diversions</li> <li>• Assist with clear up.</li> </ul>
Rail/train incident	<ul style="list-style-type: none"> <li>• High casualty level</li> <li>• Blocked traffic routes</li> <li>• Rail services unavailable</li> </ul>	<ul style="list-style-type: none"> <li>• Help with traffic diversions</li> <li>• Assist with clear up.</li> </ul>
Flooding – localised from brook/culvert	<ul style="list-style-type: none"> <li>• Flooding of local streets</li> <li>• Flooding of/damage to properties</li> <li>• Contamination</li> </ul>	<ul style="list-style-type: none"> <li>• Advise residents to improve home flood defences.</li> <li>• Town Council to distribute sandbags etc.</li> <li>• Assist in distribution of warning signs</li> </ul>
Terrorist threat in Town	<ul style="list-style-type: none"> <li>• High casualty level</li> <li>• Blocked traffic routes</li> <li>• Rail services unavailable</li> <li>• High community trauma</li> <li>• Very high media attention</li> <li>• Loss of key amenities</li> </ul>	<ul style="list-style-type: none"> <li>• Assist with clear up.</li> <li>• Support community/counselling</li> <li>• Assistance with signage/diversions</li> <li>• Help with media</li> <li>• Long term recovery process</li> </ul>
Major fire	<ul style="list-style-type: none"> <li>• Moderate casualty levels</li> <li>• Damaged property</li> <li>• Displaced people</li> <li>• Community trauma</li> <li>• Contamination of area</li> </ul>	<ul style="list-style-type: none"> <li>• Assist with clear up.</li> <li>• Support community/counselling</li> </ul>
Gas explosion	<ul style="list-style-type: none"> <li>• Moderate casualty levels</li> <li>• Damaged property</li> <li>• Displaced people</li> <li>• Community trauma</li> <li>• Contamination of area</li> </ul>	<ul style="list-style-type: none"> <li>• Assist with clear up.</li> <li>• Support community/counselling</li> </ul>
Aeroplane crash	<ul style="list-style-type: none"> <li>• Potentially high and widespread casualty level</li> </ul>	<ul style="list-style-type: none"> <li>• Help with diversions/road closures</li> </ul>

## Agenda Item 6.2

	<ul style="list-style-type: none"> <li>• Many displaced people</li> <li>• Blocked traffic routes</li> <li>• Rail services unavailable</li> <li>• High community trauma</li> <li>• Very high media attention</li> <li>• Loss of key amenities</li> </ul>	<ul style="list-style-type: none"> <li>• Support community/counselling</li> <li>• Assist with clear up</li> <li>• Help with media</li> <li>• Long term recovery process</li> </ul>
Snow and ice conditions	<ul style="list-style-type: none"> <li>• Blocked traffic routes</li> <li>• Slip hazard</li> <li>• Vulnerable people cut off</li> </ul>	<ul style="list-style-type: none"> <li>• Help vulnerable people who are cut off</li> <li>• Local gritting</li> </ul>
Storms and gales	<ul style="list-style-type: none"> <li>• Widespread travel disruption</li> <li>• Trees down with risk to vehicles, pedestrians.</li> <li>• Power outages.</li> <li>• Danger from windborne objects.</li> <li>• Structural damage to buildings/property</li> </ul>	<ul style="list-style-type: none"> <li>• Assist with clear up.</li> <li>• Help with diversions/road closures</li> </ul>
Electricity supply out	<ul style="list-style-type: none"> <li>• People without power for lengthy period.</li> <li>• Impact on access to amenities after dark</li> <li>• Loss of amenities/services</li> </ul>	<ul style="list-style-type: none"> <li>• Help with food and warmth for vulnerable people</li> <li>• Help with diversions/road closures</li> </ul>
Water supply damaged or contaminated	<ul style="list-style-type: none"> <li>• Flooded local streets.</li> <li>• Damage to properties.</li> <li>• People without water supply for lengthy period.</li> </ul>	<ul style="list-style-type: none"> <li>• Help with distribution of warning/diversion signs.</li> <li>• Distribution of bottled water or bowser supply</li> </ul>
Infectious Disease Pandemic or epidemic	<ul style="list-style-type: none"> <li>• NHS overwhelmed</li> <li>• Vulnerable people isolated.</li> <li>• Mental health problems.</li> <li>• Vulnerable people unable to get food or medicine</li> <li>• Poverty due to diminished economy.</li> <li>• Less support from community groups/ charities due to funding reductions.</li> </ul>	<ul style="list-style-type: none"> <li>• Support to community groups – physical and grants</li> <li>• Distribution of PPE to health and care sectors</li> </ul>

### **EMERGENCY MANAGEMENT TEAM**

In the event of the plan being triggered, the following members of the Town Council have agreed to form part of the emergency team who will help to reduce the effects on the community in the event of an incident:-

- Town Clerk
- Community Manager
- Regeneration Manager
- Events Manager
- Heritage Manager
- Communications Officer
- Support Officer
- Crewe Rangers

N.B. Additional members from within the community will be added as necessary.

## Agenda Item 6.2

These officers liaise with the Councillors which are to be consulted by the Town Clerk when using emergency powers.

Names, contact details and availability of the Emergency Management Team (EMT) will be available to all staff, Councillors and key community leaders.

The role of the Emergency Team is to co-ordinate the activities of your Community during an emergency by assessing the situation, mobilising the appropriate local resources to support the community and maintaining links with the emergency services, Cheshire East Council and other responding organisations.

The contact numbers will be held by Cheshire East Council on a secure part of the Cheshire Resilience Forum Website, which the Emergency Services and Local Authorities have access to.

### **Emergency Community Coordinators**

These are members of the community willing to assist during an emergency, doing tasks such as door knocking, snow clearance or shopping for vulnerable people, helping in a rest centre for example. Their names and contact details will be kept securely by members of EMT

### **DATA PROTECTION 1998**

Crewe Town Council is registered with the Information Commissioner and operate in accordance with their Information and Data Protection Policy.

Privacy notices are available on the Website.

### **INCIDENT ROOM**

If the EMT is brought together in the case of an incident, their incident room will be the Crewe Town Council Offices, 1 Chantry Court, Forge Street, Crewe CW1 2DL.

In the case of an infectious disease emergency, the incident room may be “virtual” as most staff may be working from home

An incident room is simply a location where the emergency team can meet and manage the community’s response to the emergency. The venue will have access to a phone and kitchen facilities.

Contact details for accessing the venues during an emergency are held by EMT members.

### **REST CENTRES**

Rest Centres may be established at the Crewe Town Council Offices, 1 Chantry Court, Forge Street, Crewe CW1 2DL or other locations made available by other partners.

These are locations where people can go when there is an emergency; whether it is to keep them warm and dry or somewhere to discuss actions that need to be taken. Provision is available for preparing food and overnight accommodation is possible if needed.

Contact details for accessing the venues during an emergency are held by EMT members.

### **Emergency Box**

An emergency box will be kept by the Council at the Council Offices, which will contain essential information and equipment for an emergency.



### **EMERGENCY INFORMATION POINTS**

The Town Council will establish a number of locations to pass information to the community during an emergency which will include the Town Council noticeboard. The Town Council website and social media sites will be used to keep people informed of the latest situation.

### **THE EMERGENCY PLAN**

The Emergency Plan will be regularly updated and developed so it is relevant when an emergency occurs. It will be reviewed at least annually and at other times when information changes.

A public copy will be available on the website

Printed copies will be available in the Town Council office, to EMT members and to Cheshire East Emergency Planning Officer

Councillors will have a copy via the Constitution.

Contact details will be available to EMT, other staff and Councillors. For Data Protection reasons, only these people will hold versions which contain contact or personal details.

### **EMERGENCY ROLE AND PROCEDURE**

The role of the Town Council assisted by the community would vary depending on the scale and nature of the incident, but may include:-

- Local town control of certain operations, or provision of a local emergency control centre at the request of the principal Council.
- Use of the Council venue as a rest centre.
- Staff to help in the Local Control Centre if a shift system became necessary.
- Help with Public Relations and keeping the community informed.
- Counselling and leading the community in times of high trauma
- Use of Council vehicles and equipment to supplement other resources.
- Monitoring the local situation e.g. flooding and identifying people in particular need or at risk.
- Providing Sandbags and sand at times of flooding if CEC request.
- Providing Grit and salt for inclement for use in snow and ice.
- Take a lead in the recovery phase.

On discovering or being advised of a civil a major civil emergency, the Town Clerk or other member of EMT will initially contact all persons listed that are needed at any stage.

The Town Clerk, or nominated member of staff or Councillor will:-

- Ensure all relevant persons are contacted by phone and/or email, advised of the situation and either put on standby or advised of the action required.
- Make contact with Cheshire East Council to offer help and await instructions. Advise them whether operating from own homes or somewhere else.
- Convene any necessary meetings of the EMT, Town Council/Committee and volunteers
- Consider welfare issues and take necessary action
- Deploy Officers/Volunteers/Rangers in non-critical service areas as required.
- Undertake health and safety risk assessments on the actions to be taken so that risk is minimised.
- Advise statutory authorities (e.g. emergency services, HSE etc) and insurance company as necessary.
- Keep everyone informed.
- Invoke process of determining loss or damage, and minimising it.
- Take an active role in any recovery process.

## Agenda Item 6.2

Elected Members have an important role in keeping local communities informed, supporting and counselling them and representing their views and concerns back to statutory authorities and helping to keep calm.

In preparation, we will:-

- Review our Emergency Plan regularly
- Liaise with the Cheshire East Council and other responder organisations
- Provide information on being prepared for emergency situations to our communities
- Store sharp sand, sandbags and polythene for use in times of flood if requested by Cheshire East Council.

### **ACTIVATION OF THE EMERGENCY PLAN**

In the event of any local emergency, the following principle MUST be first and foremost:-

- if there is ANY threat to life, dial 999 and alert the emergency services (Police, Fire, or Ambulance)
- If there is no perceived threat to life, but you have information that may help the emergency services, please dial 101.

The Plan may be activated in one of two ways:-

The Council may decide to activate the Plan, for example in response to a request from a member of the public or because of an event such as severe weather or the Plan may be activated, in case of a major incident, as the result of a call from Cheshire East Council, Cheshire Resilience Forum (CRF) or the Emergency Services (i.e. A Responding Agency)

#### **Activation by Community Emergency Groups**

In the event that the Council determines to activate the plan, without a request from the Emergency Services, or an Emergency Planning Officer, then the Council are always acting under either the Town Council's insurance policy or partners under that of their own organisation. Self-activation may be in response to events like snow and ice. Where this is the case, the Council will contact your Cheshire East Council at the earliest opportunity.

#### **Activation by a Responding Agency**

For more serious or wide spread emergencies, the Town Council will normally be coordinated by Cheshire East Council in response to a request for support from the emergency services.

If the Council receive a call for assistance from an Emergency Planning Officer or the Emergency Services, any activities that you will be asked to carry out will be designed to help support the local authority part of that response. This will usually take the form of welfare/shelter arrangements away from the direct scene of the emergency. It could also include things like local knowledge, or the location of known vulnerable persons. In this scenario, it is likely that the Council will be working alongside other voluntary organisations that also assist during the response. e.g. the Royal Voluntary Service (formerly the WRVS), British Red Cross, etc.

Any information received must be given out and communicated to people in a coordinated and controlled manner via the local authority's Emergency Call Handlers. It must not be given at the scene in a way that will impede the work of the emergency services.

Responsibility for activating the Plan will be the Town Clerk or other member of EMT

THE PLAN WILL BE ACTIVATED WHEN it is necessary to take action and that action cannot be taken without triggering the plan

## INITIAL ACTIONS OF EMT

IN AN EMERGENCY DIAL 999

Inform the LA that you have activated your plan

Tune into Cat Radio (107.9 FM) or Radio Stoke (94.6 and 104.1 FM) and listen for updates on the emergency. Follow any emergency services advice issued.

Follow the Cat 1 responders on Facebook and twitter

Notify your emergency team and request that they meet at the nominated location if safe to do so and instigate the call cascade as necessary

Gather as much information about the situation as possible and decide which local resources should be mobilised to support the community.

Consider whether you can work effectively from your current location, or whether you need to move to an alternate location. Arrange for the Incident Room to be opened as appropriate.

Keep a log of all communications, relevant times, actions taken, instructions given and information received. It will be important at the subsequent de-brief.

Arrange for contact to be made with any vulnerable members of the community we are aware of, or are advised by CEC and arrange for advice / assistance to be offered.

Arrange for the community resources / organisations to be made available as necessary.

Consider asking for additional members of the community (volunteers) to help with the response, using pre-identified community coordinators. The type of support that would be welcomed changes from emergency to emergency but might include:-

- Helping people move valuable and sentimental items upstairs.
- Helping deploy any flood protection products they might have.
- Providing some immediate shelter if people have had to leave their homes.
- Arranging for pets to be looked after.
- Providing lifts to family and friends.
- Doing basic household tasks such as shopping.

This may be undertaken through Cheshire East Council to ensure safeguarding compliance.

Check your e-mail system regularly.

## Agenda Item 6.2

Tell your community that your emergency team is functioning and if appropriate maintain a presence in the area(s) affected

Establish contact with neighbouring Parish/Town Councils and ask for/offer support if appropriate

Ensure that any members of your community engaged in the response are not putting themselves at risk. Make sure they are acting lawfully (e.g. not speeding), and are not carrying out tasks and activities that they are not qualified to do.

## FLOOD SPECIFIC ACTIONS

### ACTION CARD (FLOODING)

Limited areas of Crewe can be subject to flooding from the brooks/culverts or overflowing sewers.

If you are in an area that receives flood warnings, dial Floodline on 0345 988 1188 or look on the Environment Agency website.

Refer to the “Flood Specific Response Measures” table. Implement any agreed actions as appropriate. Mobilise the pre-identified resources and make offer of support to those that may be vulnerable.

Where ever possible, advise residents to:-

- Put any flood protection products they have into place
- Move cars to higher ground
- Make sure any valuable or sentimental items and important documents are safe
- Empty furniture drawers and cupboards. Place the contents and any furniture you can upstairs. Fasten plastic bags round the legs of wooden furniture to help minimise absorption of water
- Be prepared to turn off mains gas and electricity
- Be prepared to evacuate if necessary and in the unlikely event:
- Grab ‘Go bag’ and check contents.
- Turn off electricity, gas and water supplies and unplug appliances
- Take their mobile phone and charger.
- Take some spare clothes.
- Take prescribed medication with them.
- Take cash and credit cards.
- Lock all doors and windows.
  
- If they leave by car, take bottled water, a duvet or blankets and tune into the local radio for emergency advice and instructions.
- Put plugs in sinks and weight them down to prevent backflow from the drains. Weigh down the loo seat too.
- Bring caged outdoor pets inside, move all pets with food, water, bedding and litter trays upstairs
- Always wash their hands/arms/legs after coming into contact with floodwater with hot water and soap.
- Keep contaminated footwear and clothing away from children
- Never allow children to play in floodwater, as well as the risk of disease manhole covers may have dislodged under the pressure of floodwater creating a drowning risk.

Try and provide support to residents in carrying out these actions. Fill and deliver sandbags/polythene as appropriate.

## **AFTER AN EMERGENCY**

The Council need to keep up its activities, bringing in additional resources as necessary, until either it is stood down by the Emergency Services or Cheshire East Council, or the Town Council decide that assistance is no longer necessary.

### **Debrief**

“Debriefing” is a conversation that revolves around the sharing and examining of information after a specific event has taken place. A ‘Hot Debrief’ should take place by the key people involved in an incident immediately after the incident has passed and a ‘cold debrief’ should be held after the dust has settled and things are getting back to normal. This should be open to anyone involved in the incident. It enables you to record what went well, what could have been better and what you can do to learn from this experience to improve things next time. It is not about who is at fault. This is where notes made during the emergency prove really useful.

EMT will hold de-briefs as soon as possible after the event and pass on information to Cheshire East Council or CRF as required.

### **TYPICAL DEBRIEF AGENDA**

1. Notification/Alerting Issues.
2. Warning – Responding Agency and Public Issues.
3. Command and Control Issues.
  - a. Training.
  - b. Capability.
  - c. Equipment.
4. Communications Issues.
5. Media Response Issues.
6. Recovery Issues
7. Recommendations

### **RECOVERY AFTER AN INCIDENT**

Although most activity by a community in an emergency occurs in support of the emergency services and other agencies that assist in the response, the community has an important role to play in the recovery phase.

It is not possible to define precisely the extent and nature of post-incident community activity, since this will vary with the severity and nature of the emergency. It is likely, however, that community activity will be in one or more of the following categories:-

- Looking after the welfare of the emergency services and agency workers e.g. feeding, sleeping, laundry, rest facilities etc.
- Caring for and supporting the on-going needs of those local people affected by the emergency.
- Memorial services, memorials, gardens of remembrance.
- Management of donations
- News sheets, information boards, website and social media information.

The above will be co-ordinated by Cheshire East Council.

It is important that the community considers these activities in advance and decides/agrees the need for community involvement and whether a member or section of the community should be tasked with preparing and inserting guidance in this Plan.

### **Recovery Process**

It may be necessary following a major civil emergency to work with the principal Council in aiding recovery. After a very serious incident, Cheshire East Council may establish a Community Recovery Committee, which is a group drawn from the local community to reflect community concerns, and assist in informing the community. It will most likely assist in Impact Assessment of the affected community. Town Council elected representatives would be included in the membership. Its role would be non-executive.

An important role would be engaging with the Business Community and taking their concerns to the principal Council's main Recovery Coordinating Group.

Town Councillors, as well as other community leaders have an important role to play in assisting the recovery process:-

- A focus for community concerns
- Identifying problems and vulnerabilities of their community
- Knowledge of local personalities and resources
- Enhancing local community liaison
- Visiting people affected and giving reassurance
- Consultation on re-builds or modernisation
- Assisting with the media in getting messages to the community (following established policy guidelines)
- Assisting with VIP visits
- Liaising with elected representatives (Cheshire East Councillors, MP, MEP)

Recovery may take months or even years and these roles may be a long-term priority.

The Town Council will need not only to help with damage assessment but use local knowledge to draw up a Recovery Action Plan and to give each action a priority rating of essential, important or desirable.

This will need to be done with the myriad of partners who will be involved in the recovery process.

Town Clerk to update contact information and amendments to the Plans in liaison with Cheshire East Council and review the Emergency Plan following the Debrief.

### **TOWN COUNCIL AND COMMUNITY RESOURCES**

In addition to Councillors and Officers on the EMT, the Council will make available the all other members of staff as necessary.

The Town Council will make available its van and any appropriate equipment.

## **Appendix 1**

### **Where to get information**

#### UK weather warnings (Met Office)

- Cold weather alert (Met Office) (1<sup>st</sup> November to 31<sup>st</sup> March)
- Flood alerts and warnings (Environment Agency)
- Winter weather from Cheshire East Council.

#### Winter weather advice

- Get ready for winter (Met Office)
- Highways - salting, gritting and snow clearing (Cheshire East Council)
- School closures (Cheshire East Council)

#### Flooding advice

- Flooding - (Cheshire Resilience)
- Flood information and advice (Environment Agency)
- Free flood warning service (Environment Agency)
- Ground water status and current flood risk (Environment Agency)

#### Power cut enquiries

- Contact UK Power Networks 24 hours a day: Phone 0800 31 63 105 or 0333 32 32 105 if calling from a mobile
- Visit [www.powernetworks.co.uk](http://www.powernetworks.co.uk) for the latest update

#### Heatwaves and drought advice

- Drought (Cheshire Resilience Forum)
- Environment Agency - Drought management for England
- Health advice during a heatwave (NHS)
- Heat-health watch (Met Office) (1 June to 15 September)

**Appendix 2**  
**External Contact Details (non-emergency)**

- Fire, Police, Ambulance and Coastguard (non-emergency numbers)
- Cheshire East Council Information line 0300 123 5500. For emergencies out of hours call our Emergency Control Centre on 0300 123 5025. For Social Care emergencies, contact our Social Care Out of Hours team on 0300 123 5022.
- Cheshire Resilience Forum
- UK Power Network 0800 3163 105
- Highways Agency – A14, A12 (Trunk Roads Only) 0300 123 5000
- Environment Agency 03708 506 506 Floodline (24/7) 0345 988 1188 or 0845 988 1188 or email [enquiries@environment-agency.gov.uk](mailto:enquiries@environment-agency.gov.uk) or visit the website [www.environment-agency.gov.uk](http://www.environment-agency.gov.uk)
- BBC Radio Stoke 01782 208080. Email [radio.stoke@bbc.co.uk](mailto:radio.stoke@bbc.co.uk)
- Cat Radio. Call 01270 447515. Text 01270 266877. Email [studio@thisisthecat.com](mailto:studio@thisisthecat.com)
- [www.metoffice.gov.uk](http://www.metoffice.gov.uk)
- Gas
- Water



### **Appendix 3** **Before an Emergency (general advice)**

#### **Help the Community Prepare**

We will help our community be prepared for an emergency by encouraging them to follow the advice contained below and to complete the telephone numbers that they may need in the event of an emergency. In particular we will:-

- Encourage all members of your community to make sure they are adequately insured and that they review their insurance
- Make sure that people are signed up to the Environment Agency Flood Warning Direct Service if their community is in a flood risk area. Point them in the direction of the National Flood Forum for more information on flood defence products and to local surveyors and architects for advice on their effectiveness.
- Encourage people to prepare a Go Bag including:-
- Key documents (such as passport, driving licence, your personal emergency contact list and insurance details).
- First aid kit including any medication.
- Wet wipes and/or antibacterial hand gel.
- Battery operated radio with spare batteries or wind up radio.
- Notebook and pencil/pen.
- Mobile phone/charger.
- Glasses/contact lenses.
- Toiletries (including nappies/sanitary supplies).
- Any special items for babies, children, elderly and disabled people.
- Spare set of keys (home/car/office).
- Bottled water/energy bars.
- Coins/cash (small denominations) and credit/debit cards.
- Change of clothes and blankets and sensible footwear (if necessary, waterproofs).
- A torch and batteries or a wind up torch.
- Encourage people to complete a household emergency plan which can be found on the Environment Agency website <https://www.gov.uk/government/publications/personal-flood-plan>
- Encourage people to make a “Community Friend” – this is someone, or some people, that can be called during an emergency to provide practical support – such as helping move furniture, look after pets, share house keys to look after each other’s properties and maybe know which valuable and sentimental items should be moved upstairs, check on you if you are poorly and go to the shops and chemists on your behalf.
- Make sure people know how to respond. In an emergency, people should go in, stay in and tune in to their local radio station for further instructions and updates – unless there is a fire, or any other threat to staying in the property, or unless they have been advised otherwise by the Emergency Services.
- Check that our community are ready for an emergency – ask them the following questions:-
  - Do you have a household emergency plan?
  - Have you discussed your plan with family and friends?
  - Do you know the emergency plan for your children’s school/nursery/college?
  - Do you know the emergency plan for your place of work?
  - Have you completed a personal emergency contact list?
  - Have you prepared a check list for your ‘go bag’, or packed it ready to go?
  - Do you have family contact(s) in your phone, wallet or purse?
  - Do you have a contact person – someone unlikely to be affected by the same emergency - who can keep family and friends informed?
  - Do you have a wind up or battery-operated portable FM/AM radio?

## Agenda Item 6.2

- Do you have alternative, agreed meeting points?
- Do you have working smoke alarms in your home?
- Do you have adequate contents and buildings insurance?
- Do you have copies of your most important documents stored somewhere other than at home?
- Do you have a written list of your valuables, plus photographs or DVD/ ?
- Have you checked if your property is in a flood risk area?
- Have you thought about arrangements for pets if you need to leave your home?
- Have you identified possible exit routes from every room in your home?
- Do you know how to turn off water, gas and electricity supplies in your home?
- Do you have elderly or vulnerable neighbours who might need help?
- Do you know how to tune in to your local radio station?

The Environment Agency has flooding specific information for communities in flood risk areas. Call 0845 988 1188 for more information.

# CREWE TOWN COUNCIL

## PERSONAL DATA BREACH POLICY

Agenda Item 6.3

**Adopted by Council: 15<sup>th</sup> December 2020**  
**Planned Review Date: September 2023**

Version Control Log:  
v1 Dec 2020  
v2 Dec 2021  
v3 Sept 2023

### Introduction

This document is an integral part of demonstrating GDPR compliance to ensure personal data breaches are addressed properly, appropriately and in a timely manner.

This policy has been produced in response to GDPR Article 33 – “Notification of a personal data breach to the supervisory authority” – and GDPR Article 34 of the GDPR – “Communication of a personal data breach to the data subject”.

A breach of GDPR affecting the rights and freedoms of individuals can result in a financial penalty (up to 20 million euros).

Failure to report a breach can result in a fine of up to 10 million euros.

Crewe Town Council will be legally responsible for personal data breaches.

### What is a personal data breach?

The UK Information Commissioner’s Office (ICO) defines a personal data breach as:-

“A breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data transmitted, stored or otherwise processed”

There are three breach notification obligations:-

- Data processor to notify data controller
- Data controller to notify their Supervisory Authority (for the UK this is the ICO)
- Data controller to notify the data subject

### Reporting an incident

Any Councillor or Officer (or data processor) who becomes aware of a breach must report it immediately to the Clerk.

If the breach occurs or is discovered outside normal working hours, it must be reported as soon as is possible.

The Clerk will complete will enter the details into the Personal Data Breach Form and inform the Data Protection Officer (DPO).

### Incident investigation, containment and recovery

The DPO will firstly determine if the breach is still occurring. If so, the appropriate steps will be taken immediately to minimise the effect of the breach.

An initial assessment will be made by the DPO in liaison with Clerk to establish the severity of the breach.

The DPO and Clerk will:-

- Investigate the breach and assess the risks associated with it, for example, the potential adverse consequences for individuals, how serious or substantial those are and how likely they are to occur. The investigation will need to take into account the following:
  - the type of data involved;
  - its sensitivity;

- the protections that are in place (e.g. encryptions);
  - what has happened to the data (e.g. has it been lost or stolen);
  - whether the data could be put to any illegal or inappropriate use;
  - data subject(s) affected by the breach, number of individuals involved and the potential effects on those data subject(s);
  - whether there are wider consequences to the breach.
- If the breach is likely to result in a high risk of adversely affecting individuals' rights and freedoms.
  - Establish whether there is anything that can be done to recover the personal data and limit the damage the breach could cause.
  - Establish who may need to be notified as part of the initial containment.
  - Determine the suitable course of action to be taken to ensure a resolution to the incident.

A record will be kept of any personal data breach, regardless of whether notification was required.

### **Reporting the incident to the ICO**

The DPO will establish whether the Information Commissioner's Office will need to be notified of the breach, and if so, notify them within 72 hours of when the breach was first detected.

Every incident will be assessed on a case by case basis. However, the ICO must be notified if the breach:-

- Is likely to result in a risk to the rights and freedoms of the individuals;
- Will result in a risk of damage to reputation, financial implications, confidentiality loss, and discrimination, social and economic disadvantages that may occur to the concerned individual.

The following information must be provided to the ICO:-

- The categories and approximate number of individuals concerned;
- The categories and approximate number of personal data records concerned;
- The name and details of the DPO;
- A description of the likely consequences of the personal data breach;
- A description of the measures taken, or proposed to be taken, to deal with the personal data breach and where appropriate of the measures taken to mitigate any possible adverse effects.

Breaches can be reported to the ICO via their website.

### **Notifying the affected individuals**

Individuals whose personal data has been affected by the incident, and where it has been considered likely to result in a high risk of adversely affecting that individual's rights and freedoms, will be informed without undue delay.

Notification will include:

- A description of how and when the breach occurred and the data involved;
- Specific and clear advice will be given on what the individual(s) can do to protect themselves;
- What action has already been taken to mitigate the risks;
- The contact details of the DPO;
- Contact details for Crewe Town Council for further information or to ask questions on what has occurred.

**Evaluation and response**

Once the incident has been contained, the DPO will carry out a full review of the causes of the breach; the effectiveness of the response(s) and whether any changes to systems, policies and procedures should be undertaken.

Existing controls will be reviewed to determine their adequacy, and whether any corrective action should be taken to minimise the risk of similar incidents occurring.

The review will consider:-

- where and how personal data is held and where and how it is stored;
- where the biggest risks lie including identifying potential weak points within existing security measures;
- whether methods of transmission are secure, sharing minimum amount of data necessary;
- staff awareness;
- implementing a data breach plan and identifying a group of individuals responsible for reacting to reported breaches of security.

The DPO will keep a record of all data breaches, comprising of the facts, effects and remedial actions

**Rehearsal of the incident response procedure**

The Clerk and DPO will, at least once year, rehearse the personal data breach procedure through a scenario in which a personal data breach has occurred. The purpose of this is to ensure the response is effectual.

Following the conclusion of the rehearsal the DPO and Clerk will hold a debrief.

The breach response procedure will be revised and reissued it if necessary.

Councillors and officer will be informed of any changes to the procedure.

## **Annex: Recital 33**

Notification of a personal data breach to the supervisory authority.

1. In the case of a personal data breach, the controller shall without undue delay and, where feasible, not later than 72 hours after having become aware of it, notify the personal data breach to the supervisory authority competent in accordance with Article 55, unless the personal data breach is unlikely to result in a risk to the rights and freedoms of natural persons. Where the notification to the supervisory authority is not made within 72 hours, it shall be accompanied by reasons for the delay.
2. The processor shall notify the controller without undue delay after becoming aware of a personal data breach.
3. The notification referred to in paragraph 1 shall at least:-
  - a) Describe the nature of the personal data breach including where
  - b) possible, the categories and approximate number of data subjects concerned and the categories and approximate number of personal data records concerned;
  - c) Communicate the name and contact details of the data protection officer or other contact point where more information can be obtained;
  - d) Describe the likely consequences of the personal data breach;
  - e) Describe the measures taken or proposed to be taken by the controller to address the personal data breach, including, where appropriate, measures to mitigate its possible adverse effects.
4. Where, and in so far as, it is not possible to provide the information at the same time, the information may be provided in phases without undue further delay.
5. The controller shall document any personal data breaches, comprising the facts relating to the personal data breach, its effects and the remedial action taken. That documentation shall enable the supervisory authority to verify compliance with this Article.

## **Annex: Recital 34**

GDPR Communication of a personal data breach to the data subject

1. When the personal data breach is likely to result in a high risk to the rights and freedoms of natural persons, the controller shall communicate the personal data breach to the data subject without undue delay.
2. The communication to the data subject referred to in paragraph 1 of this Article shall describe in clear and plain language the nature of the personal data breach and contain at least the information and measures referred to in points (b), (c) and (d) of Article 33(3).
3. The communication to the data subject referred to in paragraph 1 shall not be required if any of the following conditions are met:
  - a. The controller has implemented appropriate technical and organisational protection measures, and those measures were applied to the personal data affected by the personal data breach, in particular those that render the personal data unintelligible to any person who is not authorised to access it, such as encryption;
  - b. The controller has taken subsequent measures which ensure that the high risk to the rights and freedoms of data subjects referred to in paragraph 1 is no longer likely to materialise;
  - c. It would involve disproportionate effort. In such a case, there shall instead be a public communication or similar measure whereby the data subjects are informed in an equally effective manner.
4. If the controller has not already communicated the personal data breach to the data subject, the supervisory authority, having considered the likelihood of the personal data breach resulting in a high risk, may require it to do so or may decide that any of the conditions referred to in paragraph 3 are met.

## **CREWE TOWN COUNCIL**

### **EQUAL OPPORTUNITIES AND DIVERSITY POLICY**

**Adopted by Council: 19<sup>th</sup> November 2019**  
**Planned Review Date: November 2021**

Version Control Log:	
v1	Nov 2019
v2	Nov 2021
v3	Sept 2023

#### **1. Purpose**

- 1.1 Crewe Town Council is committed to the promotion of equality of opportunity and equality of treatment and this Policy demonstrates that it will seek to ensure that every member of the public has equal access to its employment and development opportunities, to its services and to all its activities.
- 1.2 The Policy will act as a guide and frame of reference for the Council's employees so that they can implement its equal opportunity objectives. As a result, managers and employees will know what their responsibilities are and also that they too will be treated fairly.
- 1.3 The Policy will help the Council to meet its legal and moral responsibilities to be fair, and members of the public will, through publicity of this Policy, have confidence in the Council's objectives in terms of both employment and service provisions.

#### **2. Objectives**

- 2.1 This Policy is designed to ensure that equal opportunities exist in all Council activities, defined as follows:-

##### 2.1.1 Employment

To ensure that no member of the public suffers discrimination and that everyone has equal access to employment within the Council.

##### 2.1.2 Services

To ensure that all services provided by, or on behalf of, the Council are made available to all individuals and groups equally and without discrimination.

##### 2.1.3 Contracts

To ensure that, within the limits of the law, all individuals, companies or organisations undertaking work, or providing goods or services for the Council do not follow discriminatory practices. Service Sections involved in drawing up specifications for competitive tendering should take into account the specific needs of disadvantaged groups in service provision and ensure that, where the Council is already offering services to meet such needs, they are included in the specifications.

#### **3. Policy Statement**

- 3.1 Crewe Town Council is committed to a Policy of equality of opportunity and equality of treatment. It aims to ensure that in its recruitment, employment, business practice and service delivery, no employee or member of the public will be treated less favourably than another on the grounds of:-

- (a) Gender
- (b) Gender reassignment or identity
- (c) Marital status or being in a civil partnership
- (d) Domestic circumstances
- (e) Race
- (f) Nationality
- (g) Ethnic origin
- (h) Colour
- (i) Religion or belief
- (j) Creed
- (k) Politics
- (l) Age
- (m) Disability

#### Agenda Item 6.4

- (n) Illness
- (o) Pregnancy
- (p) Maternity or paternity
- (q) Sexuality
- (r) Social background
- (s) or is disadvantaged by conditions or requirements without justifiable cause.

#### **4. Responsibilities**

- 4.1 To ensure that Equal Opportunities Policies are developed, implemented, effective, monitored and updated. The Council has delegated overall responsibility to the Town Clerk.
- 4.2 The Town Clerk will have specific responsibility for Equal Opportunities Policies as they relate to employment and will have responsibility for ensuring that these Policies are implemented within the Town Council.
- 4.3 The Town Clerk will be responsible for ensuring that monitoring takes place with regard to applications for employment and employment trends within the Council (e.g. promotion, re-grading and training) and for organising any equal opportunities training.
- 4.4 The Town Clerk will be responsible for developing Equal Opportunities Policies with regard to service delivery and for reviewing them on a regular basis and will also be responsible for ensuring the monitoring of service provision.
- 4.5 Employees have responsibilities to ensure that:–
  - 4.5.1 They understand and comply with the letter and spirit of any such Policy and actively participate in measures introduced by the Council to ensure that there is equality of opportunities and non-discrimination.
  - 4.5.2 They do not discriminate as a decision-maker, or encourage others to discriminate, in matters of recruitment and selection, promotion and training and service provision.
  - 4.5.3 Council services are provided to members of the public fairly and equitably.
  - 4.5.4 They report to management any discriminatory practices.
  - 4.5.5 They support the proper investigation of complaints.

#### **5. Employment**

- 5.1 Good employment practices are essential to ensure the elimination of discrimination, not only as they relate to the employment of employees, but also to the way those employees deliver services.
- 5.2 The Council requires that:–
  - (a) Unless there is a valid reason for not doing so, all recruitment advertisements will be publicly advertised in media readily available to everybody, and are circulated to job centres. All advertisements will make it clear that the Council is an "Equal Opportunities Employer".
  - (b) In terms of the skills, knowledge and experience required for job performance, no criteria will be classed as "essential" unless this can be justified. Specifications will be produced for all vacancies.
  - (c) All vacant posts will be processed under the Council's agreed recruitment procedures.
  - (d) No member or employee uses their position and influence to ensure that relatives, friends or colleagues are given jobs. The Council may treat any such action as a disciplinary matter.
  - (e) Any practical or psychometric tests used in the selection process are justifiable and would not lead to indirect discrimination.
  - (f) All employees involved in the recruitment and selection process are competent and able to perform the task and should receive training in the provisions of appropriate legislation and non-discriminatory selection techniques.



## **6. Service and Facilities**

- 6.1 The Council recognises its duty under the Sex Discrimination Act 1975, the Race Relations Act 1976, the Disability Discrimination Act 1995 and the Equality Act 2010 as the provider of services and facilities and as far as reasonably possible will ensure that there is:-
- (a) Equality in the allocation of resources.
  - (b) Equality of access to services and facilities.
  - (c) Equality of treatment in service delivery.
  - (d) Equality of use of services and facilities.
- 6.2 While services will be delivered to individuals, the Council will ensure that the design of those services will be responsive to the needs of particular groups within society.
- 6.3 Each Service Section should review equal opportunities issues and best practice on an annual basis and produce a report for the Town Clerk.

## **7. Communication and Information**

- 7.1 This policy must be made available to members of the public on request and employees should be proactive in making it available.
- 7.2 All employees must be made aware of the contents of this Policy and any other Policy which affects their area of work.
- 7.3 Any information produced should be clear, understandable and in non-offensive language. Information should also show positive images of all groups which include for example women, ethnic minorities and disabled people. Where possible, information will also be translated into other languages, British Sign Language, audio tapes or Braille, on request.

## **8. Training, Development and Positive Action**

- 8.1 The Council recognises that training and development are crucial to ensure that employees have the skills, knowledge and appropriate behaviour to implement its Equal Opportunities Policies.
- 8.2 General guidance will be issued to employees to increase awareness of how discrimination operates at both individual and institutional levels and to ensure awareness of the Council's moral and legal obligations and practices and procedures.
- 8.3 In terms of employment, managers will be given training in recruitment and selection, discipline and grievance, so that they are able to interview effectively and objectively and deal with disciplinary and grievance issues such as harassment, victimisation and discrimination.
- 8.4 All employees will have equal access to training (subject to the availability of resources), career development and promotion opportunities. All reasonable effort will be made, as allowed under all relevant legislation, to equip people from disadvantaged groups with the necessary skills to enable them to compete effectively for jobs within the Council. Positive action will also be taken to retain and/or redeploy existing employees who become disabled.

## **9. Complaints**

- 9.1 Employees who feel they are the victims of discrimination through, for example:-
- Direct discrimination
  - Indirect discrimination
  - Victimisation
  - Harassment
- may make a complaint under the Council's grievance procedure.
- 9.2 Members of the public who feel that they have suffered from discrimination should make a complaint under the Council's Complaints Procedure.
- 9.3 The Council requires that everyone should be treated with dignity and respect and will not accept any form of discrimination. It will take seriously any complaints made by either employees or members of the public and will thoroughly investigate these complaints. If complaints are substantiated, appropriate action will be taken in respect of employees and this may include disciplinary action.

## **10. Monitoring**

- 10.1 The Council will ensure that its Equal Opportunities Policies are formally monitored through the performance review process so that the success of the Council's aims and objectives can be measured and continual improvements made. The results of monitoring will be made publicly available, through an annual report to the Finance and Governance Committee.
- 10.2 The Town Clerk will monitor all applications for employment and employment trends within the Council to Ensure compliance with this Policy.

## **11. Actions**

We will:-

- Develop an organisational culture that positively values diversity
- Achieve, wherever possible, a membership, committee membership and workforce that broadly reflects the local community in which we operate and is representative of all sections of society
- Ensure that individuals are treated fairly in all aspects of their employment with Crewe Town Council
- Make it clear that intimidation, harassment and bullying will not be tolerated and may lead to disciplinary action
- Ensure that all our services are provided in a way which promotes awareness of the rights and needs of the people who face discrimination and enables all people to have access to them
- Encourage the development of skills and knowledge through training
- Ensure that premises used in relation to our work are accessible and inviting for all members of the community
- Challenge any discrimination or oppressive behaviour from and towards any members, volunteers, clients or agencies we work with
- Work in a way that recognises peoples' individual needs
- Regularly evaluate this policy and seek feedback from those who are affected by it

### **Councillor Code of Conduct – Cheshire East**

Cheshire East Council has adopted this Code of Conduct to promote and maintain high standards of conduct and underpin public confidence in the Authority and its Councillors and co-opted Members (referred to collectively in this Code as “Councillors”).

1. All Town and Parish Councils that are within the Borough boundary have been invited to adopt this Code. It is acknowledged that town and parish councils that choose to adopt this Code may wish to amend its provisions to reflect local circumstances and preferences.
2. It is important that as Councillors we can be held accountable, and all adopt the behaviours and responsibilities associated with the role. Conduct as an individual Councillor affects the reputation of all Councillors. The Council wants the role of Councillor to be one that people aspire to. The Council also wants individuals from a range of backgrounds and circumstances to be putting themselves forward to become Councillors.
3. As Councillors, we represent local residents, work to develop better services and deliver local change. The public have high expectations of us and entrust us to represent our local area, taking decisions fairly, openly, and transparently. We have both an individual and collective responsibility to meet these expectations by maintaining high standards and demonstrating good conduct, and by challenging behaviour which falls below expectations.
4. Importantly, we should be able to undertake our role as a Councillor without being intimidated, abused, bullied, or threatened by anyone, including the general public.
5. This Code has been designed to protect our democratic role, encourage good conduct and safeguard the public’s trust in local government.

#### **Introduction**

This Councillor Code of Conduct has been adopted under the Localism Act 2011 and is supported by a process that will be followed if a complaint is made. A complaint should be made to the Monitoring Officer with sufficient information to substantiate it. [The form and details of the process can be found on the Cheshire East website.](#)

Support for Town and Parish Councils can be accessed through their membership of the Cheshire Association of Local Councils (ChALC) or the National Association of Local Councils (NALC).

Guidance that may assist Councillors in interpreting and understanding aspects of the code can be found here;

[Guidance on Local Government Association Model Councillor Code of Conduct | Local Government Association](#)

## **Definitions**

For the purposes of this Code of Conduct, a “Councillor” means an elected Councillor or co-opted Member of Cheshire East Council or of one of the Town and Parish Councils that have adopted this Code of Conduct

A “co-opted member” is defined in the Localism Act 2011 Section 27(4) as “a person who is not a member of the authority but who:

- a) is a member of any committee or sub-committee of the authority, or;
  - b) is a member of, and represents the authority on, any joint committee or joint subcommittee of the authority;
- and who is entitled to vote on any question that falls to be decided at any meeting of that committee or sub-committee”.

For the purposes of this Code of Conduct, “local authority” includes Cheshire East Council and / or one of the parish councils, town councils within the Borough.

## **Purpose of the Code of Conduct**

The purpose of this Code of Conduct is to assist you, as a Councillor, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow Councillors, local authority officers and the reputation of your Council and of local government. It sets out general principles of conduct expected of all Councillors and your specific obligations in relation to standards of conduct. The fundamental aim of the Code is to create and maintain public confidence in the role of Councillor and local government.

## **General principles of Councillor conduct**

Everyone in public office at all levels; all who serve the public or deliver public services, including ministers, civil servants, Councillors and local authority officers; should uphold the Seven Principles of Public Life, also known as the Nolan Principles (as set out at Appendix A). The Nolan Principles are:

1. Selflessness;
2. Integrity;
3. Objectivity;
4. Accountability;
5. Openness;
6. Honesty;
7. Leadership.

Building on these principles, the following general principles have been developed specifically for the role of Councillor.

In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty
- I act lawfully

## Agenda Item 6.5

- I treat all persons fairly and with respect; and
- I lead by example and act in a way that secures public confidence in the role of Councillor.

In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community
- I do not improperly seek to confer an advantage, or disadvantage, on any person
- I avoid conflicts of interest
- I exercise reasonable care and diligence; and
- I ensure that public resources are used prudently in accordance with my local authority's requirements and in the public interest.

### **Application of the Code of Conduct**

This Code of Conduct applies to you as soon as you sign your declaration of acceptance of the office of Councillor or attend your first meeting as a co-opted member, and it continues to apply to you until you cease to be a Councillor or Co-Opted Member.

This Code of Conduct applies to you when you are acting in your capacity as a Councillor or Co-opted Member which may include if:

- you misuse your position as a Councillor
- Your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a Councillor

The Code applies to all forms of communication and interaction, including:

- at face-to-face meetings
- at online or telephone meetings
- in written communication
- in verbal communication
- in non-verbal communication
- in electronic and social media communication, posts, statements, and comments.

You are also expected to uphold high standards of conduct and show leadership at all times when acting as a Councillor.

Your Monitoring Officer has statutory responsibility for the implementation of the Code of Conduct, and you are encouraged to seek advice from your Monitoring Officer on any matters that may relate to the Code of Conduct. Town and parish Councillors are encouraged to seek advice from their Clerk, who may refer matters to the Monitoring Officer.

### **Standards of Councillor conduct**

This section sets out your obligations, which are the minimum standards of conduct required of you as a Councillor. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.

Guidance is included to help explain the reasons for the obligations and how they should be followed.

## **General Conduct**

### **1. Respect**

*As a Councillor:*

*1.1 I treat other Councillors and members of the public with respect.*

*1.2 I treat local authority employees, employees and representatives of partner organisations and those volunteering for the local authority with respect and respect the role they play.*

Respect means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a Councillor, you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to personal attack.

In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in Councillors.

In return, you have a right to expect respectful behaviour from others. If members of the public are being abusive, intimidatory or threatening you are entitled to stop any conversation or interaction in person or online and report them to the relevant local authority, social media provider or the police. This also applies to fellow Councillors, where action could then be taken under the Councillor Code of Conduct, and local authority employees, where concerns should be raised in line with the local authority's Member/officer protocol.

### **2. Bullying, harassment and discrimination**

*As a Councillor:*

*2.1 I do not bully any person.*

*2.2 I do not harass any person.*

*2.3 I promote equalities and do not discriminate unlawfully against any person.*

The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.

Because bullying and harassment can be subjective by its very nature, any complaints of such behaviour will be subject to an objective assessment of all the circumstances surrounding the allegation.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Equality Act 2010 places specific duties on local authorities. Councillors have a central role to play in ensuring that equality issues are integral to the local authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

### **3. Impartiality of officers of the council**

*As a Councillor:*

*3.1 I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the local authority.*

Officers work for the local authority as a whole and must be politically neutral (there are no political assistants in Cheshire East). They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, for having acted in a particular way, or in respect of the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

Councillors should always use the appropriate routes to raise issues and inform decision making.

### **4. Confidentiality and access to information**

*As a Councillor:*

*4.1 I do not disclose information given to me in confidence by anyone, or acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless:*

- a) *I have received the consent of a person authorised to give it;*
- b) *I am required by law to do so;*
- c) *the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or*
- d) *the disclosure is:*
  - i. *reasonable and in the public interest; and*
  - ii. *made in good faith and in compliance with the reasonable requirements of the access to information procedure rules; and*
  - iii. *I have sought the views of the Monitoring Officer prior to its release.*

*4.2 I do not improperly use knowledge gained solely as a result of my role as a Councillor for the advancement of myself, my friends, my family members, my employer or my business interests.*

*4.3 I do not prevent anyone from getting information that they are entitled to by law.*

Cheshire East Council must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions,

documents and other information relating to or held by the local authority must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

## **5. Disrepute**

*As a Councillor:*

*5.1 I do not bring my role or Council into disrepute;*

*5.2 I am seen as a representative of Cheshire East Council or my Town or Parish Council and seek to uphold the image and reputation of the Council and will not bring my Council into disrepute.*

As a Councillor, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other Councillors and/or your Council and may lower the public's confidence in you or your Council's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring your local authority into disrepute.

You are able to hold the Council and fellow Councillors to account and are able to bring legitimate challenge in relation to Council functions and operation, criticise and express concern about decisions, services and processes undertaken by the Council whilst continuing to adhere to other aspects of this Code of Conduct. The Code of Conduct does not stifle political debate, or prevent Councillors from campaigning on issues of local concern.

## **6. Use of position**

*As a Councillor:*

*6.1 I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.*

Your position as a Councillor of the local authority provides you with certain opportunities, responsibilities, and privileges, and you make choices all the time that will impact others.

However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

## **7. Use of local authority resources and facilities**

*As a Councillor:*

*7.1 I do not misuse council resources.*

*7.2 I will, when using the resources of the local authority or authorising their use by others:*

- a. act in accordance with the local authority's requirements; and*
- b. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the local authority or of the office to which I have been elected or appointed.*

You may be provided with resources and facilities by the local authority to assist you in carrying out your duties as a Councillor.



Examples include:

- office support
- stationery
- equipment such as phones, and computers
- transport
- access and use of local authority buildings and rooms.

These are given to you to help you carry out your role as a Councillor more effectively and are not to be used for business, personal, or political gain. They should be used in accordance with the purpose for which they have been provided and the Council's own policies regarding their use.

## **8. Complying with the Code of Conduct**

*As a Councillor:*

*8.1 I undertake Code of Conduct training provided by my Council.*

*8.2 I cooperate with any Code of Conduct investigation and/or determination.*

*8.3 I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.*

*8.4 I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.*

It is extremely important for you as a Councillor to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the local authority or its governance. If you do not understand or are concerned about the local authority's processes in handling a complaint you should raise this with your Monitoring Officer.

## **Protecting your reputation and the reputation of the local authority**

### **9. Interests**

*As a Councillor:*

*9.1 I register and disclose my interests.*

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of Councillors of the Council this includes Town and Parishes.

You need to register your interests so that the public, council employees and fellow Councillors know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be disclosed by you or other Councillors when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

You should note that failure to register or disclose a disclosable pecuniary interest as set out in **Table 1**, is a criminal offence under the Localism Act 2011.

**Appendix B** sets out the detailed provisions on registering and disclosing interests. If in doubt, you should always seek advice from your Monitoring Officer.

## **10. Gifts and hospitality**

*As a Councillor:*

*10.1 I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the local authority or from persons who may apply to the local authority for any permission, licence or other significant advantage.*

*10.2 I will only accept gifts and hospitality when on a scale appropriate to the circumstances, and where it is apparent that no cause could reasonably arise for adverse criticism about the acceptance of the gift or hospitality. Hospitality is usually acceptable when the invitation is corporate not personal.*

*10.3 I will register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.*

Whatever gift or hospitality is provided to you, other than a gift or hospitality of nominal value only (such as drink, or small items of stationery), you should report the circumstances and the type of hospitality to the Monitoring Officer. Small insignificant gifts of a value of less than £50, such as pens, diaries, calendars, mouse mats or mugs, may be accepted.

In order to protect your position and the reputation of your Council, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a Councillor. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered.

Corporate gifts and/or hospitality may on occasion be offered to Councillors carrying out duties associated with a ceremonial role such as Mayor. If the gift or hospitality is offered in ceremonial capacity, it can be accepted and noted on the register for the office being held. For example, the Mayor receives a gift on behalf of the Council, the gift will be recorded in the Mayors register and retained by the Council. A gift received by the Mayor as a token of thanks for attending a function, such as flowers, will be recorded as a personal gift within the register as appropriate. Gifts of a greater value should only be accepted on the basis that the gift or hospitality is declared. Gifts or hospitality (if appropriate) accepted in a ceremonial capacity may be donated to charitable or other appropriate causes such as the Mayors Charity.

You do not need to register gifts and hospitality which are not related to your role as a Councillor, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a Member. If you are unsure, do contact the Monitoring Officer for guidance.

## **11. Predetermination, predisposition and bias**

Issues of predetermination, predisposition and bias can arise in parallel to the provisions of the Code of Conduct, but are not part of the Code itself. For further information, please consult specific guidance available at the following links:

[http://cedocs.ourcheshire.cccusers.com/\\_layouts/15/WopiFrame2.aspx?sourcedoc=/Documents/Planning%20Code%20of%20Conduct.docx&action=default](http://cedocs.ourcheshire.cccusers.com/_layouts/15/WopiFrame2.aspx?sourcedoc=/Documents/Planning%20Code%20of%20Conduct.docx&action=default)

<https://www.local.gov.uk/publications/probity-planning-advice-councillors-and-officers-making-planning-decisions>

## **Appendices**

### **Appendix A – The Seven Principles of Public Life**

The principles are:

#### **Selflessness**

Holders of public office should act solely in terms of the public interest.

#### **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.

#### **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### **Honesty**

Holders of public office should be truthful.

#### **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

### **Appendix B - Registering interests**

Within 28 days of becoming a Councillor or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in "The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012". You should also register

details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

**"Disclosable Pecuniary Interest"** means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

**"Partner"** means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the Councillor, or a person connected with the Councillor, being subject to violence or intimidation.
3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

#### **Non participation in case of disclosable pecuniary interest**

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. You are able to make a brief statement prior to leaving the meeting to describe the context of your decision. Specific guidance regarding the declaration of interests at planning committee is available here: <https://www.local.gov.uk/publications/probity-planning-advice-councillors-and-officers-making-planning-decisions>

Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.

5. Where you are the Chairperson of any committee and have a disclosable pecuniary interest on a matter to be considered by you or you are being consulted upon for an officer decision, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for the Vice Chairperson or someone else to deal with it

#### **Disclosure of Other Registerable Interests**

6. Where a matter arises at a meeting which **directly relates** to the financial interest or wellbeing of one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

#### **Disclosure of Non-Registerable Interests**

7. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (**and is not a Disclosable Pecuniary Interest set out in Table 1**) or a

financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest. You are able to make a brief statement prior to leaving the meeting to describe the context of your decision. Specific guidance regarding the declaration of interests at planning committee is available here:

<https://www.local.gov.uk/publications/probity-planning-advice-councillors-and-officers-making-planning-decisions>

8. Where a matter arises at a meeting which **affects** –
  - a. your own financial interest or well-being;
  - b. a; or
  - c. a financial interest or wellbeing of a body included under Other Registrable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied

9. Where a matter (referred to in paragraph 8 above) **affects** the financial interest or well-being:
  - a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
  - b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise, you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. You are able to make a brief statement prior to leaving the meeting to describe the context of your decision. Specific guidance regarding the declaration of interests at planning committee is available here:

<https://www.local.gov.uk/publications/probity-planning-advice-councillors-and-officers-making-planning-decisions>

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

10. Where you are the Chairperson of any committee and have another Registrable Interest or Non-Registrable Interest on a matter to be considered by you or you are being consulted upon for an officer decision, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for the Vice Chairperson or someone else to deal with it.

### **Table 1: Disclosable Pecuniary Interests**

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012.

Any employment, office, trade, profession or vocation carried on for profit or gain.

Sponsorship

Any payment or provision of any other financial benefit (other than from the council) made to the Councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a Councillor, or towards his/her election expenses.

This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

Contracts

Any contract made between the Councillor or his/her spouse or civil partner or the person with whom the Subject Description Employment, office, trade, profession or vocation Councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director\* or a body that such person has a beneficial interest in the securities of\*) and the council—

- (a) under which goods or services are to be provided or works are to be executed; and
- (b) which has not been fully discharged.

Land and Property - Any beneficial interest in land which is within the area of the council.

'Land' excludes an easement, servitude, interest or right in or over land which does not give the Councillor or his/her spouse or civil partner or the person with whom the Councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.

Licenses - Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer.

Corporate tenancies - Any tenancy where (to the Member's knowledge)—

- (a) the landlord is the council; and
- (b) the tenant is a body that the Councillor, or his/her spouse or civil partner or the person with whom the Councillor is living as if they were spouses/ civil partners is a partner of or a director\* of or has a beneficial interest in the securities\* of.

Securities - Any beneficial interest in securities\* of a body where—

- (a) that body (to the Councillor's knowledge) has a place of business or land in the area of the council; and
- (b) either—
  - (i) the total nominal value of the securities\* exceeds £25,000 or one hundredth of the total issued share capital of that body; or
  - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the Councillor, or his/ her spouse or civil partner or the person with whom the Councillor is living as if they were spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.

- 'director' includes a member of the committee of management of an industrial and provident society.

- **'securities'** means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

**Table 2: Other Registrable Interests**

You must register as an Other Registerable Interest:

- a) any unpaid directorships
- b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority
- c) any body
  - (i) exercising functions of a public nature
  - (ii) directed to charitable purposes or
  - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.

**BLANK**



# CREWE TOWN COUNCIL SPONSORSHIP POLICY

**Adopted by Council: 26<sup>th</sup> February 2019**

**Planned Review Date: September 2023**

## **Introduction**

Crewe Town Council has a policy on sponsorship in order to:-

- Uphold the Council's reputation and brand identity
- Further the Council's strategic vision and support its priorities (by facilitating communication messages)
- Secure best value for money and maximise income
- Provide a framework and control measures
- Establish a corporate approach and standards (including best practice)
- Ensure compliance with legislation, advertising industry codes and other Council policies
- Support development of commercial partnerships with the private sector
- Safeguard the image of the Council

## **Definition**

To sponsor something is to support an event, activity, person, or organisation financially or by providing products or services. It should be mutually beneficial.

Sponsorship should not be confused with other types of funding which the Council administers e.g. Crewe Town Council Grant Scheme.

Sponsorship is a business relationship between a provider of funds, resources or services and an individual, event or organisation which offers in return rights and association that may be used for commercial advantage in return for the sponsorship investment.

## **Sponsorship policy**

- Sponsorship is not a way for any company or organisation to be viewed favourably by the Council in any other business arrangements they might be a party to.
- Organisations that will not be considered or approved for sponsorship opportunities include, but are not limited to, those which represent a conflict of interest or are connected directly or indirectly with the following:-
  - Advocacy of, or opposition to, any politically, environmentally or socially controversial subjects or issues
  - Disparagement or promotion of any person or class of persons
  - Promotion or incitement of illegal, violent or socially undesirable acts
  - Promotion or availability of tobacco products, weapons, gambling or illegal drugs
  - Financial organisations and loan advancers with punitive interest rates
  - Promotion or availability of adult or sexually orientated entertainment materials
- Any organisation wishing to sponsor a Council owned product or service must adhere to this policy and the Council's Terms and Conditions for Sponsors.
- A sponsorship briefing form must be completed to define any sponsorship opportunity for a potential sponsor.
- All sponsorship deals will be subject to a signed agreement between the Council and the sponsoring organisation. For smaller projects this might be in the form of the Council's standard Terms and Conditions for Sponsors; for larger or more complex arrangements, a document may be drawn up relating specifically to that project.

- The Council must ensure a return on investment when it is a sponsor. The appropriate lead Officer must consult the Council's Marketing and Events Officer before deciding whether the Council should be a sponsor or whether sponsorship of a Council product/service is the best marketing communications method.
- Publicity and media coverage will be arranged by the Council for all appropriate sponsorship deals.
- The use of branding and logos of any sponsoring company must not interfere with the Council's Corporate Identity or Brand Guidelines.
- The size and positioning of sponsors' logos on any promotional material, goods or signage must be considered by the appropriate lead Officer in conjunction with the Council's Marketing and Events Officer

# CREWE TOWN COUNCIL

## TREASURY MANAGEMENT POLICY

**Adopted by Council: 28<sup>th</sup> September 2021**  
**Planned Review Date: September 2023**

### Introduction

Crewe Town Council acknowledges the importance of prudently investing the temporary surplus funds held on behalf of the community. This Strategy complies with the revised requirements set out in the Department of Communities and Local Government Guidance on Local Government Investments and takes into account Section 15(1)(a) of the Local Government Act 2003 and guidance within Governance and Accountability for Local Councils Practitioner's Guide 2018. The Ministry of Housing, Communities and Local Government (formerly known as the Department of Communities and Local Government) maintains the borrowing of money purely to invest or to lend and make a return is unlawful and the Council will not engage in such activity.

The Local Government Act 2003 states that a local authority may invest:-

- for any purpose relevant to its functions under any enactment.
- for the purpose of prudent management of its financial affairs.

The Guidance states:

- a) where a Town or Parish Council expects its investments at any time during a financial year to exceed £500,000, the Guidance should apply in relation to that year.
- b) where a Town or Parish Council expects its investments at any time during a financial year to exceed £10,000 but not £500,000, it should decide on the extent, if any, to which it would be reasonable to have regard to the Guidance in relation to that year.
- c) where a Town or Parish Council expects its investments at any time during a financial year not to exceed £10,000, no part of the Guidance need be treated as applying in relation to that year.

The Council expects its investments during the 2023-24 financial year to be greater than £500,000, and may exceed this amount in future years and therefore has agreed to apply the guidance as made in sterling and, as aggregated in an interest-bearing bank account.

### Investment Objectives

The Council defines its treasury management activities as *“the management of the Council’s cash flows, its banking and money market transactions, the effective control of the risks associated with those activities, and the pursuit of best value performance consistent with those risks”*.

This strategy establishes formal objectives, policies and practices and reporting arrangements for the effective management and control of the Council’s treasury management activities and the associated risks and should be read in conjunction with the Council’s Financial Regulations.

The Council’s investment priorities are:

- the **security** of its reserves, and
- the adequate **liquidity** of its investments, and
- the **return** on investment (the Council will aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity).

The Council will monitor the risk of loss on investments by review of credit ratings on a regular basis. The Council will only invest in institutions of high credit quality – based on information from credit rating agencies.

Investments will be spread over different providers to minimise risk. The current Financial Services Compensation Scheme (FSCS) limit is £85,000 per institution licence. It should be noted that some apparently different banks trade under the same licence.

### **Specified Investments**

Specified investments are those offering high security and high liquidity, made in sterling and with a maturity of no more than a year. Such short term investments made with the UK Government or a local authority or town or parish council will automatically be Specified Investments.

For the prudent management of its treasury balances, maintaining sufficient levels of security and liquidity, Crewe Town Council will use:-

- Deposits with banks, building societies, local authorities or other public authorities
- Other approved public sector investment funds.

The Council will aim to achieve the optimum return on its investments commensurate with the proper levels of security and liquidity.

Those investments which have greater potential risk (e.g. investment in the money market, stocks and shares) are inherently unpredictable and uncertain, and as such the Council will not use this type of investment.

Investments will be regarded as commencing on the date the commitment to invest is entered into rather than the date on which the funds are paid over to the counter-party.

- Long term investments are defined in the Guidance as greater than 12 months.
- The Council does not currently hold any funds in long term investments.

### **Approved Organisations**

The investments will be split between banks and institutions approved by the Town Council from time to time. The day-to-day banking will remain with Co-operative Bank for the time being.

The aim is to spread the risk amongst institutions to retain as much FSCS protection as possible. The intention is to retain up to three month's operating cash in the current account, drawing from the linked deposit account in the same bank. Investment movements will be carried out between approved organisations by the Responsible Financial Officer (RFO) in accordance with the investment objectives. Approved banks and funds are set out in Schedule A which may be amended from time to time on a recommendation from the RFO.

### **Investment Reports**

The RFO will provide a report on investment activity (the Balance Sheet) for the Council quarterly.

### **Review and Amendments**

The Treasury Management and Investment Strategy must be reviewed annually and revised if considered necessary.

The Council reserves the right to make variations to the Treasury Management and Investment Strategy at any time on receipt of a report from the RFO. Any variations will be made available to the public.

### **Freedom of Information**

In accordance with the Freedom of Information Act 2000, the Council's Treasury Management and Investment Strategy will be published on the Town Council's website and is also available as hard copy from the Town Council Offices.

## **Schedule A**

### **Approved banks (and subsidiaries thereof):-**

- Lloyds Banking Group
- TSB
- Barclays
- HSBC
- Royal Bank of Scotland (RBS)
- NatWest
- Ulster Bank
- Coutts & Co
- Santander UK
- The Co-operative Bank
- Bank of Ireland UK
- Clydesdale Bank PLC
- Sainsbury's Bank
- Tesco Bank
- Virgin Money

### **Building societies**

- Nationwide BS
- Yorkshire BS
- Coventry BS
- Skipton BS
- MHBS

### **Other approved funds**

- CCLA Public Sector Deposit Fund
- Other Government Schemes and Bonds of short term liquidity (not more than one year)

**BLANK**



# **CREWE**

## **TOWN COUNCIL**

**CREWE TOWN COUNCIL**  
**CORPORATE STRATEGY 2024-2028**

**“Taking Crewe where it wants to be”**



**Our Vision:**

A vibrant town with a strong identity and heritage, where people of all ages are proud to live, work and participate in a diverse but engaged community, with shared values and common goals. A green and safe environment, with integrated transport connectivity which provides rewarding jobs and supports its businesses.

**Our Mission:**

(purpose) is to represent the best interests of the town and people of Crewe. To endeavour to build on its heritage, empower and lead its communities, maintain, and sustainably improve the quality of life for all those who enjoy the Town and to deliver efficient and effective services.





**OUR CORE VALUES**

The principles by which we will operate the

- \* Democracy and transparency
- \* Working with others to maximise effectiveness
- \* Equality & respect
- \* Professionalism and Delivering on our promises

This is Crewe Town Council’s fourth Strategy, what it would like the town to become and our part in getting there. The Council is committed to playing a key role in the delivery of plans and strategies for the town developed in partnership. Some of these are already in place such as the Community Plan, Heritage Strategy, Place Brand and Cultural Strategy, others may be developed to support and inform this strategy.

**CREWE TOWN BRAND VALUES**

The values that run through our services and

- \* We are people-powered
- \* We get things done together
- \* We build connections



**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

### **FUTURE DIRECTION**

The Council's 3 **"outward facing" Strategic Priorities** are about improving Crewe for the benefit of residents, businesses, and visitors. The Council wishes to see Crewe develop as a great town in which to live, work or do business, visit or spend leisure time, with an engaged community which is proud of the town.

Within these Strategic Priorities are a number of supporting corporate objectives. For each of these we have listed the key broad actions we intend to take.



**GOAL 1: A TOWN TO LIVE IN.**Community

## Community Support:

- Support networks for vulnerable residents.
- Identify ways to meet specific needs for accessibility and inclusion, such as dementia friendly considerations, language and cultural boundaries
- Use grants to promote the health and well-being of residents.
- Invest in a system to signpost residents to existing facilities and activities.
- Find operational improvement opportunities for Crewe Town Council and other service providers that deliver clear improvements for people living in Crewe, particularly those affected by issues related to densely populated areas where on street waste, increased parking pressures and anti-social behaviour can adversely impact on residents' amenity and experiences.
- Seek to identify and deliver opportunities to be directly responsive to community need and aims through consultation and active listening – deliver a “you said we did” approach
- Build and maintain a detailed understanding of the demographic make up of the community through commissioning and acquiring the relevant up to date information.
- Procure locally first as much as is practicable, supporting local businesses and organisations

## Community Development:

- Develop better tools for engagement with residents, Community Groups and Cheshire East to ensure Crewe is a good place to live.
- Work with Cheshire East's Anti-social behaviour and community enforcement teams to address anti-social behaviour and environmental crime.
- Work with the Police to maintain the Police Officer and PCSO presence so anti-social behaviour is dealt with and residents feel safe.
- Support projects of place making (including championing the Crewe Town Brand), working with partner deliverers.
- Recognise the work of individuals and groups by presenting Civic awards.
- Celebrate the diversity of our communities of place, origin, interest, or age, and proactively engage with them, ensuring they are consulted, and represented.
- Engage with and support the wide variety of community organisations in the town which help us deliver our aims. Building relationships and trust and advocating for Crewe projects.
- Develop projects with legacy – providing a generational benefit to the town
- In collaboration and support of partner deliverers, provide direction and community leadership where appropriate and of value to give confidence in expectations. In doing so, empower and enable partners to build external relationships of mutual benefit.



- Work with patience and persistence to build our community and advocate for them.
- Proactively identify gaps in services and opportunities to fulfill needs and ambitions within the community
- Ensure effective and accessible communication through regular provision of information, transparency and engagement. Ensure that capacity for open communication and information sharing is maintained.
- Actively share the good news stories and promote the glimmer effect of positivity, finding means to promote the town centre



### Environment

- Where appropriate and effective, consider direct service delivery models to the community on a case by case basis
- Develop Crewe-positive planning policies (in collaboration with the planning authority), seeking and providing the necessary data, information and business cases to ensure efficacy (eg Conservation Policies, Social Sustainability policies, Biodiversity Policies)
- Support developments that reflect ambition for Crewe as well as provision of high quality design that enhances the streetscene and reflects the town's cherished heritage
- Advocate for sustainability in developments, such as the provision of sustainable energy production, net biodiversity gain and sustainable site drainage
- Build a sense of safety

in the public realm – more light, more people and appropriate use of spaces

- Create a strategic plan which deals with environmental issues within the town.
- Proactively lead and support projects and initiatives that seek to improve the street scene maintenance, alley way environments, and reduction of on street waste
- Seek to ensure net biodiversity gain, including by supporting the retention, creation, and improvement of blue and green infrastructure networks, in doing so, improving the environment for nature and people.
- Seek that improvements add to the sense of place and identity for Crewe, building civic pride – telling the story of Crewe through the public real (eg murals and street names)
- Maintain a strong strategic and working relationship with the Crewe Town Board and the regeneration work within Crewe
- Maintain the Ranger service to keep the town clean and tidy. Build the service to be more visible and responsive with working patterns to reflect the town's *needs*
- Use the planning process to limit houses in multiple occupation in Crewe

#### Travel

- Work to ensure there are relevant speed limits for the various areas of the town.
- To work with Cheshire East to encourage residents to use sustainable means of transport.
- Promote connectivity between neighbourhoods.
- Support projects and schemes that provide and promote active travel opportunities
- Lobby and advocate for road improvements which improve safety.



**GOAL 2: A TOWN TO ENJOY.**Events

- To provide events which meet the needs and ambitions of residents as well as promoting the town nationally.
- Create a sustainable calendar of events, seeking to serve all parts of the community in a representative way, including free to access activities as well as larger events using Management data to inform delivery and development (evaluation)
- Begin planning and considerations for an ambitious celebration of Crewe's 200<sup>th</sup> Anniversary (of a train arriving at Crewe) in 2037, including resource requirements, prior engagement and legacy
- Promote, map and encourage community events
- Support events and community groups to celebrate diversity.
- Support the community through building capacity for fund raising and sustainability, including using larger events to engage groups and deliverers.

Sports & Activities

- Support local sports activities and clubs.
- Use green and shared spaces across the town to deliver activities and events.

Arts & Culture

- Recognise and promote local creative talent
- Investigate opportunities for the display of public art.
- Deliver the ambition for Crewe as a vibrant town, which is also a destination for visitors
- Support the provision of additional visitor infrastructure (eg F&B offer, Hotels and accommodation for short stays)
- Proactively support and work with key visitor attractions in the town (eg the Heritage Centre) to build and develop their capacity, relevance and offering.
- Provide the support and culture for community groups and individuals to develop, deliver and build events in the town that serve the community, including links to education
- In all actions, seek to create and engender a welcoming sense for the town
- Take the lead to empower a volunteering culture within Crewe by promulgating the benefits and promoting opportunities.





**GOAL 3: A COMMUNITY WITH CIVIC PRIDE.**Heritage

- Recognise and promote the town's heritage.
- Utilise the Heritage Strategy, and seek to ensure it remains relevant and impactful through regular review and updating.
- 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.
- Use the planning system to preserve green open spaces and sightlines to key features.
- Support and actively progress the development of a conservation area review for Crewe and communicate its value and role in protection and development
- 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.
- Build the narrative of Crewe as an Engineering Town and progress towards a Green Engineering Town (including trying to find means of making historic places sustainable). This should include engagement with the UTC and the Crewe Pledge
- 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
- Continue to explore and potentially progress the establishment of a sustainable civic trust for Crewe
- Promote community engagement with the town's heritage, building understanding and also pride.

Town Centre

- Where appropriate and effective, consider direct service delivery models to the community on a case by case basis
- Proactively identify gaps in services and opportunities to fulfill needs and ambitions within the community
- Develop and support projects to improve the corporate appearance of the commercial centre of the town, including shop frontage improvements
- Improve our Town Centre Environment by ensuring the public realm is clean and litter free and the quality of street furniture maintenance and installations are to a high standard and quality. This includes the enhance of current assets and the provision of high quality future assets
- Maintain a persistent expectation for high standards in the public realm, even in



the face of persistent Anti-Social Behaviour, enhanced by engaging businesses and residents in improvements

### Green Spaces

- Prioritise the upkeep of the town's parks to provide green spaces for the residents of the town.
- Where appropriate and effective, consider direct service delivery models to the community on a case by case basis
- Invest in play areas around the town
- Advocate for local service delivery of green open spaces through devolution.
- Build a community sense of pride and ownership, including encouraging "Friends Of" groups, supporting community actions in shared spaces, such as planting, alley "reclaims" and improvements and maintenance



## Supplementary documentation

1. Crewe Town Council governance structure, policies and protocols.
  - Business Delivery Plan – produced annually and approved by committees and council, which provides the annual approved delivery programme.
2. Adopted Strategies
  - Crewe Town Council – Community Plan
  - Crewe Town Council – A Heritage Strategy for Crewe
  - Crewe Town Council – Parks & Spaces Strategy
  - Crewe Town Council - Events Strategy
  - Cheshire East Council – Local Plan (and supplementary planning documents)
  - Cheshire East Council – Crewe Town Centre Delivery Framework (2015)
3. Draft and Awaited Strategies:
  - Communications Strategy
4. Strategic Gaps:
  - Crewe Town Design
  - Crewe Conservation Area and/or Strategy
  - Crewe Public Realm Strategy
  - Crewe Regeneration Strategy
  - Crewe Town Centre Master Plan
5. External strategies and references:
  - Crewe Cultural Strategy
  - Appendix Q – Crewe CCQ Vision Statement
  - Crewe Town Investment Plan
  - DRAFT Living Well in Crewe 5.0
  - Arts Council strategy for funding <https://www.artscouncil.org.uk/letscreate>
  - National Lottery Heritage Fund priorities for funding <https://www.heritagefund.org.uk/our-work#priorities>

**CREWE TOWN COUNCIL**

1, Chantry Court, Forge Street, Crewe, CW1 2DL  
[www.crewetowncouncil.gov.uk](http://www.crewetowncouncil.gov.uk)



**REPORT STATEMENT**

Meeting: Finance & Governance Committee 12<sup>th</sup> September 2023  
Report Purpose: To review the committee structure of Crewe Town Council  
Version Control: v1  
Author: Clerk

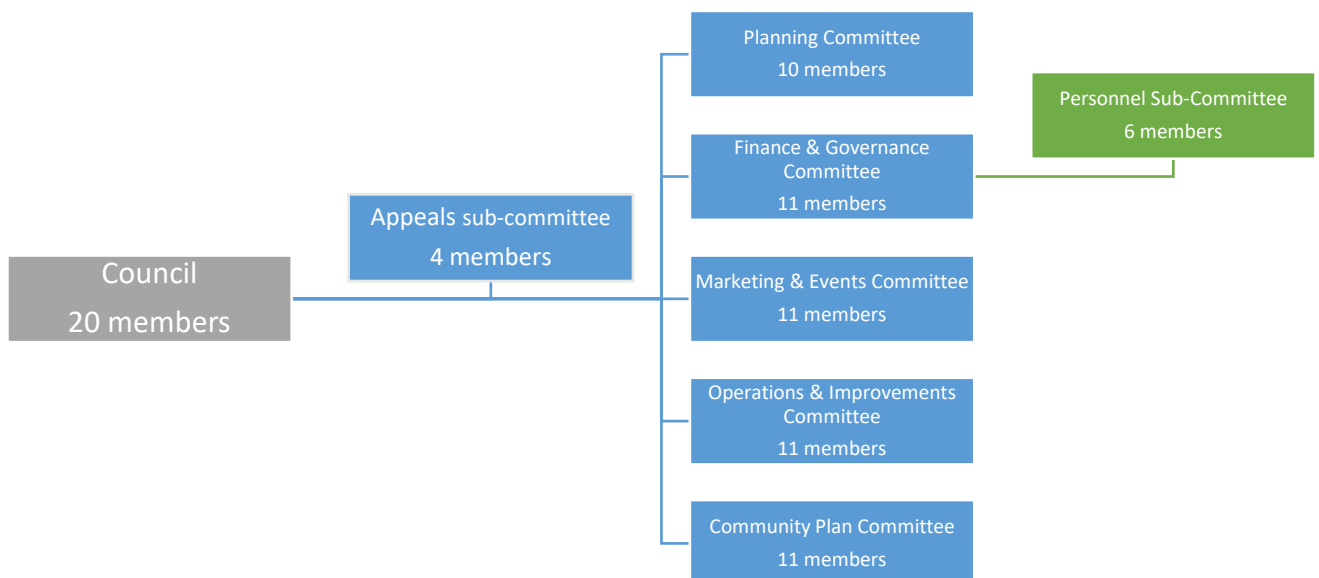
1. Report Summary

2. Background

Crewe Town Council was established in 2013 and provided for a local council for the parish of Crewe. The council developed a committee structure over time that is reflected in the below structure and this structure has provided the tier of scrutiny, policy, strategy and direction for the member-led organisation for a number of years.

These committees have delegated functions and budgets that sit within the governance structure of the council. Committees and council perform a strategic and executive role within the council's governance, rather than that of an operational role.

3. Position



## Agenda Item 8

### Council

Overall executive responsibility for council strategy. Specifically reviews and ratifies decisions recommended by committees that they are not otherwise delegated to approve.

Responsible for final approval and adoption of council policy and governance as well as larger budgetary expenditure (as per the Financial regulations).

### Planning Committee

Delegated to make responses to planning applications and consultations as well as direct the development of associated policies related to planning, highways, built heritage and social infrastructure.

### Finance and Governance Committee

This committee leads on policy review and governance development as well as oversight of the council's budgeting, spend, audit and financial strategy.

The budget associated with the committee has little discretion as it relates to contractual requirements and council administrative obligations.

### Operations and Improvements

This committee has the largest portfolio that oversees a number of service level agreements for operation service deliver. These include CCTV, Town Ranger Service, Cleaner Crewe and public realm planting.

The committee budget is approaching twice the size of other committees and as such it might be considered that its portfolio is at capacity, leaving little room for development.

### Marketing and Events

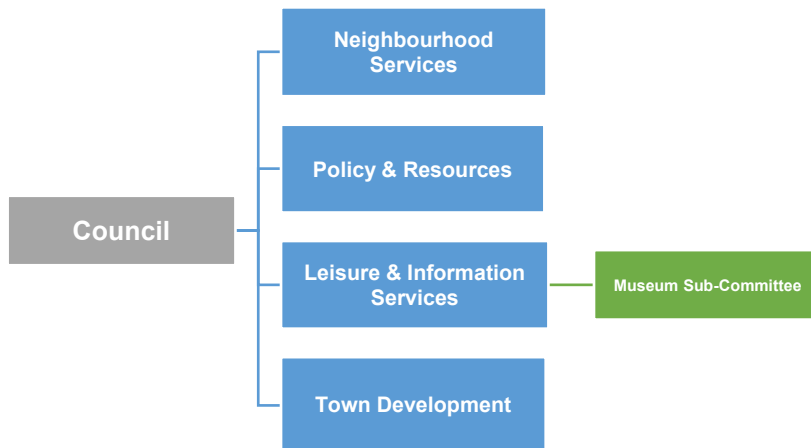
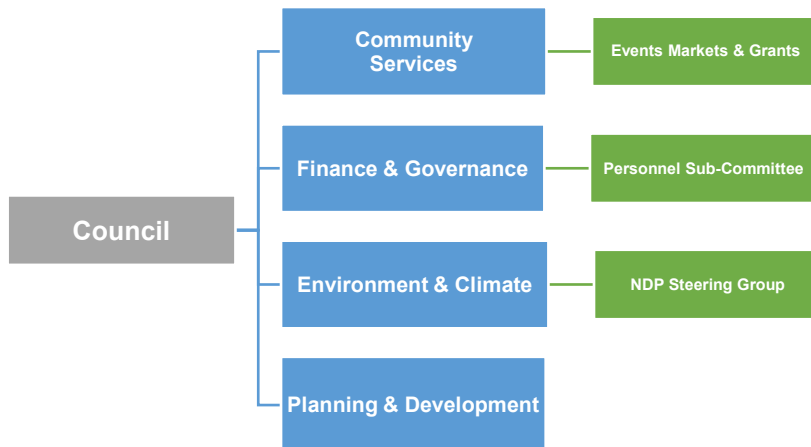
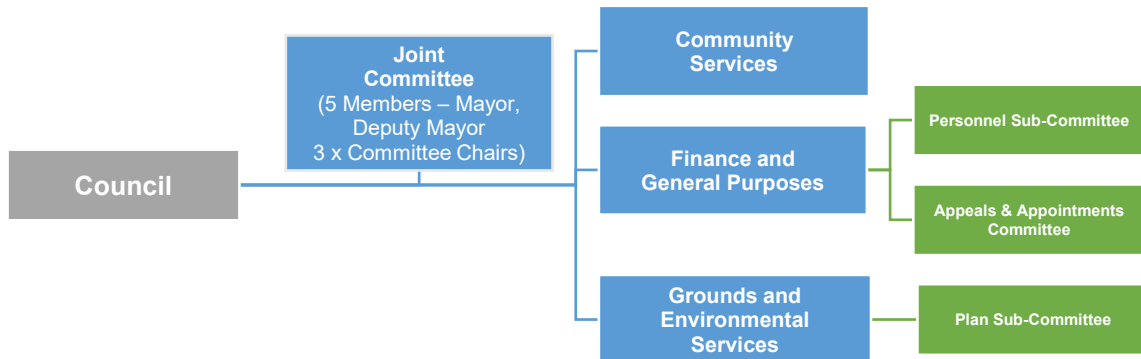
Oversees the events and communications functions of the council. Provides direction and scrutiny for event options and onward development.

Additionally, the committee is responsible for the Christmas Lights displays in the town.

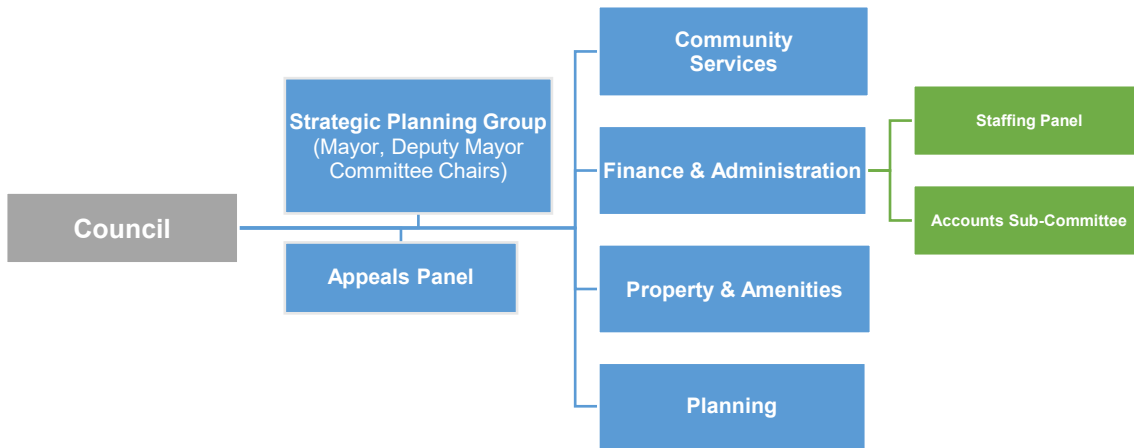
### Community Plan

This committee delivers the Community Grants programme as well as overseeing direct interventions to support the community in Crewe, including areas associated with supporting services associated with food banks, welfare, wellbeing and public health.

Other examples of committee structures in comparable settings



Agenda Item 8



The above comparable local councils demonstrate a similar level of committee oversight, although with some differences in structure.

There remains the opportunity to consider if the current structure reflects an appropriate spread of responsibilities as well as representing the corporate strategy for the current administration.

Agenda Item 8

Options Appraisal

	Option	Opportunities	Risks	Summary
1.	No amendments to be made	<ul style="list-style-type: none"> <li>• Consistency of approach</li> <li>• Established understanding of structure</li> <li>• No current additional resource requirements to service any amendments</li> </ul>	<ul style="list-style-type: none"> <li>• Does not reflect current delivery and strategy in the most up to date framework</li> <li>• Uneven distribution of responsibilities and resources</li> <li>• Potential for stagnated approach to member-led oversight and direction</li> </ul>	<p>The current structure is adequate for the strategic direction of the council</p> <p>There may be opportunity for enhancement, although change for change's sake is not supported.</p>
2.	Consider reorganisation of responsibilities across current structure	<ul style="list-style-type: none"> <li>• Review the disproportionate level of responsibilities within the Operations &amp; Improvements Committee, which is at capacity</li> <li>• Consider if other committees can address aspects that would add value and spread the burden of oversight</li> <li>• Will the new corporate strategy provide need for additional/replacement new committees?</li> </ul>	<ul style="list-style-type: none"> <li>• Disrupting the operation of the council</li> <li>• Too many committees would create additional operational burden</li> <li>• Too few committees will create problems with committee meeting length and ability to be responsive and strategic</li> </ul>	<p>The current structure might benefit from review to ensure managed spread and understanding of the council's services</p> <p>Consideration of the committee structure could reflect the corporate strategy</p> <p>Over-complex governance would lead to confusion and risk to delivery</p>

Agenda Item 8

<p>3.</p>	<p>Wholesale redefinition of the committee structure</p>	<ul style="list-style-type: none"> <li>• A new structure that entirely reflects the strategic and operational direction of the council</li> <li>• Appropriate distribution of services and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Confusion related to changes based on current understanding of structures</li> <li>• Wholesale review leads to ongoing issues of regular amendment of the supporting governance to ensure it is fully functional and also robust (eg ensuring terms of reference are correct as well as full delegation and reporting understanding).</li> <li>• Significant resource requirement to develop the structure and then manage the transition</li> </ul>	<p>A wholesale overhaul of the structure would provide a bespoke and current relevant position.</p> <p>This approach may be overcomplicating the need and disproportionate</p> <p>Would be resource hungry and take time to be entirely correct, requiring refinement over time.</p>
-----------	--	---	---	--

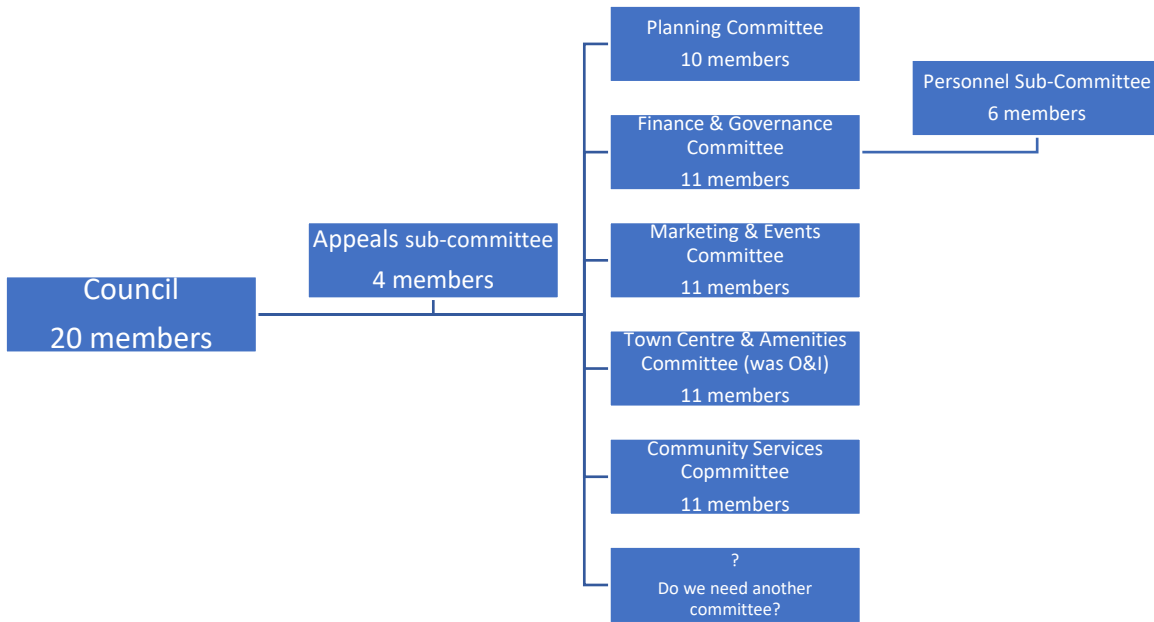


## Agenda Item 8

4. Equality Impact
5. Sustainability Impact
6. Community Impact
7. Governance
8. Financial Impact
9. Resource Impact
10. Consultation/Engagement
11. Wards Affected  
All
12. Conclusions

Agenda Item 8

Crewe Town Council: Finance & Governance Committee



13. Consideration Sought

VERSION CONTROL

Medium Term Financial Plan 2024 – 2028 (v1)

Viewed by Finance & Governance Committee 12/09/2023

Adopted by Crewe Town Council 27/09/2022

## Foreword

---

Welcome to Crewe Town Council's Medium Term Financial Plan which sets out the Council's financial strategy up to 2027/28

Having a sound financial strategy in place is of the upmost importance as the Council looks ahead to what is likely to be an increasingly challenging future.

The Council faces significant potential commitments over the next few years relating to capital investment in its fixed assets, expenditure which may see its balances and reserves diminish, or consideration for ensuring a balanced budget to maintain sustainable financial resilience.

It will be considered if the Council should have greater involvement and control of local services and assets and the ongoing revenue demands of these will need careful consideration and understanding of potential impacts on resources.

This Plan aims to highlight and quantify the key financial challenges facing the Council over the coming years, with particular emphasis upon the forecast increases in staffing costs, the significant expected capital investment linked to the delivery of asset and service management and the risk management of the potential impact on Council balances and reserves; and put in place a financial strategy to meet these challenges.

The Plan sets out a Revenue and Capital Budget forecast for the five-year period and estimates the level of Precept and Council tax increase that may be required in order to balance the budget.

Whilst the next five years will undoubtedly present the Council with a number of challenges, we are confident that this Medium-Term Financial Plan provides a sound strategy for the planning of the Council's finances and spending over the remaining term of this Council to the financial year 2023/24, which ensures that services are protected, and which aims to keep future Council tax increases to a minimum.

The Council is fortunate in that its finances are building towards good health at the present time, and the implementation of this Plan will ensure that the Council can build on these strong foundations, continue to meet the needs of our local community, and provide value for money added value services to our local taxpayers.

<b>Section</b>	<b>Introduction and Background</b>
<b>1</b>	

## **Purpose of the Medium-Term Financial Plan**

- 1.1** This Medium-Term Financial Plan (MTFP) of Crewe Town Council covers the period from 2024/25 to 2027/28.
- 1.2** The key purpose of the MTFP is to put in place a clear and robust financial strategy for the period that will help the Council to contend with the challenges it faces, achieve its strategic aims and meet community priorities, within the limited resources available, whilst delivering value for money to the local taxpayers of Crewe.
- 1.3** Strategic financial planning is of particular importance during times of economic uncertainty
- 1.4** The MTFP is also important in putting in place a clear link between the Council's strategic aims and targets and the priorities of the local community, as set out in the Corporate Strategy, and the Council's financial planning process. This helps ensure that financial resources are allocated to services in a way that supports the delivery and achievement of these aims and priorities.
- 1.5** The MTFP sets out the national and local financial climate within which the Council will be working over the next five years and highlights the key financial challenges that it faces, as well as the strategic aims that it will be aspiring to deliver, and the community priorities that it will be striving to meet.
- 1.6** It then puts in place a financial strategy to meet these challenges and ensure the delivery of strategic aims and community priorities within the financial resources likely to be available. The Plan includes indicative Revenue and Capital Budgets as well as projections of the likely level of precept and balances and reserves over the five-year period.
- 1.7** Reviewing the MTFP each year will help the Council to:-
  - ensure that a strategic approach is taken in the planning of the Council's future spending and finances;
  - create stronger links between the Council's strategic aims and the priorities of local tax payers, and future spending decisions;
  - put in place a clear, understandable and forward-looking financial planning framework;
  - make it clear how the Council plans its spending and who is responsible for making spending decisions;
  - help ensure that the Council regularly reassesses and reviews the cost of its services;
  - help the Council to demonstrate and deliver value for money in the use of public resources; and
  - help ensure that the views of the community are considered in deciding where and how the Council spends public money.

## Development of the Medium-Term Financial Plan

- 1.8** This is the second MTFP developed by the Council and seeks to:
- ❑ review of the Council's priorities based on the annual strategic aims and targets set out in the Corporate Strategy;
  - ❑ review of community priorities, informed by the Community Plan, satisfaction surveys and consultations;
  - ❑ reviewing the resources required to fund future service needs, including providing for pay awards, inflation and other unavoidable budget pressures, budgeting for changes in funding and income, managing expected changes in demand for services, and identifying efficiency savings and possible budget reductions;
  - ❑ considering the costs of all new statutory requirements and any planned investment in existing services or new initiatives that have already been approved by the Council;
  - ❑ projecting the likely available financial resources based on target Council tax increases, projected Council tax base changes, use of balances and reserves, the availability of external funding, and the potential for future capital receipts and borrowing opportunities;
  - ❑ assessing the ability of the Council to fund its on-going service needs, deliver its strategic aims and meet community priorities within the limited resources available; and
  - ❑ maintaining a continuous focus on efficiency and value for money.

### Key Stakeholders

- 1.9** The MTFP is published for use by all stakeholders to help review the Council's finances over the medium term, understand the spending pressures it faces and how the Council plans and makes decisions about spending on services, and show how this links to each stakeholder's relationship with the Council, and in particular:-
- ❑ **for councillors and service managers;** to help communicate the Council's overall financial strategy and to improve understanding of the links between the Council's strategic aims and priorities, as set out in the Corporate Strategy and individual service plans, and the setting of the Revenue and Capital Budget each year;
  - ❑ **for the local community and council tax payers;** to communicate the Council's overall financial strategy and its links to and impact on the provision of local services and the level of Council tax, demonstrate how the Council seeks to prudently exercise stewardship of public money and look after community assets, and improve the openness and accountability of the Council's financial decision making; and
  - ❑ **for local businesses and community organisations;** to communicate the Council's financial strategy and its links to and impact on the provision of local services and to provide key financial information to support the development of opportunities for partnership working in Crewe.

## Financial Planning Responsibilities

- 1.10 Service Managers**, under the supervision and guidance of the Town Clerk, are responsible for the preparation of the annual budgets in respect of the services under their responsibility, in accordance with the budget framework, and with regard to the principles set out in the MTFP.
- 1.11** Service Managers are also responsible for managing, monitoring and controlling actual spending and income on the budgets under their responsibility during the year, via effective budget management, and informing the Town Clerk of spend and any potential problems or significant variations from the approved budgets.
- 1.12 The Town Clerk** is responsible for developing and updating the MTFP and budget framework each year and ensuring compliance with these, co-ordinating the development and setting of the annual budgets, providing financial information and advice, implementing an effective system of budget monitoring and control, and regularly reporting financial information to the Council.
- 1.13 Members of the Council** are responsible for reviewing and approving the MTFP and budget on an annual basis, considering and approving the annual budgets, receiving budgetary control information, approving remedial action in respect of any significant budget variations, and considering and approving capital spending decisions and additional budget requests.

## Links with Other Strategies and Plans

- 1.14** The Council produces a number of other strategies and plans which have links to this MTFP and which have been considered in the development of this MTFP.
- 1.15** It is also important that the MTFP is clearly linked to the strategic aims and objectives that the Council is trying to achieve. These are set out in the Council's Corporate Strategy.

## Consultation with the Local Community

- 1.16** The MTFP has been prepared taking into account the views of the local community and tax payers, as expressed in the Community Plan survey, comments received and monitoring of media.

Section	<b>Financial Principles and Financial Planning Framework</b>	Agenda Item 9
2		

## Introduction

- 2.1 In preparing a Medium-Term Financial Plan, it is first important to establish the key financial principles on which the Plan will be based, and to put in place a financial planning framework which will provide the guidelines for the annual budget setting process.

## Financial Principles

- 2.2 This Plan will be based on the overriding principle of **Value for Money**.
- 2.3 Achieving value for the money that the Council receives from local tax payers via the precept, and subsequently spends on local services, is one of the Council's highest priorities. The Council is committed to the achievement of year on year efficiency and will work hard to keep future precept increases to a minimum.
- 2.4 This will be achieved by regularly reviewing services and monitoring performance to ensure that services continue to be needed and are well managed and cost effective, regularly testing the market, undertaking internal and external audit, and ensuring that all Members and staff are aware of and committed to achieving value for money.
- 2.5 In order to ensure this, the following set of financial principles will be put in place for the period of this Medium-Term Financial Plan:-
- ❑ **a strong financial strategy** that enables the Council to take a long- term view of its finances, achieving greater stability and enhancing its ability to be proactive and have the capacity to take advantage of any opportunities and contend with any challenges that may arise;
  - ❑ **a level of spending that is affordable and sustainable** in the long term and which supports the effective delivery of services in line with strategic aims and the needs and priorities of the community;
  - ❑ **a prudent but realistic assessment of future revenue spending commitments, capital investment requirements, income levels, Council tax base movement, and external grant funding;**
  - ❑ **a strong culture of financial management** where continuous improvement and a drive for more economic, efficient and effective ways of working and use of resources is undertaken;
  - ❑ **a prudent level of balances and reserves** that protects the Council against unforeseen budget pressures, provides sufficient resources to finance future capital investment commitments and enables the Council to be proactive and take advantage of any opportunities that may arise;
  - ❑ **an effective and responsive finance service**, which provides sound financial information and advice to Members and officers.



## Financial Planning Framework

- 2.6** The financial planning framework provides the overarching guidelines for the development of the Medium-Term Financial Plan and the setting of the annual budgets.
- 2.7** The financial planning framework is based on the key financial principles set out above and will be updated on an annual basis.
- 2.8** The financial planning framework is set out below:-
- The Budget will be produced annually;
  - The Budget will be developed in accordance with this financial planning framework and the key principles and assumptions set out in the Medium-Term Financial Plan;
  - In allocating resources to services, priority will be given to those areas of spending that contribute to the achievement of the council's strategic aims and targets, or which clearly meet community needs and priorities;
  - Budgets will be prepared on the basis of a commitment to the achievement of year on year efficiency;
  - Budget resources will be redirected from low priority to high priority service areas as and when necessary;
  - Additional budget to meet new statutory requirements and unavoidable budget growth e.g. inflation and changes in demand, will be clearly identified and fully evidenced;
  - All other requests for additional revenue budget resources and investment in services will need to be fully justified and evidenced and will be subject to an appraisal process when setting the budget;
  - An annual review of budgeted expenditure and income targets in respect of all service areas will be undertaken, using the principles of zero-based budgeting, in order to identify efficiency savings;
  - The financial implications of the recommendations from any completed service reviews will be incorporated into the annual Budget;
  - The Capital Programme Budget will be developed with priority given to those projects identified within and that contribute to the delivery of the Council's approved Asset Management Plan (when adopted);
  - All other Capital Programme Budget bids will need to be fully justified and evidenced and will be subject to an appraisal process when setting the budget;
  - Council balances and reserves will be maintained at prudent levels to protect the Council against any unforeseen budget pressures and liabilities, and provide resources to finance future year's capital investment commitments as set out in the Asset Management Plan;
  - Budget consultation will be undertaken, and feedback will be taken into consideration by the Council in the setting of the Budgets prior to the start of a new term of Council.

<b>Section</b>	<b>National Issues</b>
<b>3</b>	

## Introduction

- 3.1** The development of the Council's Medium-Term Financial Plan must take place within the context of the national economic, political, demographic and legislative situation.
- 3.2** This section of the Plan outlines in more detail the main national issues that are likely to affect the Council over the next five years and which will need to be considered in the Council's financial planning.

## National Economic Situation

- 3.3** A key influence on the Council's financial planning is the national economic situation. It is now clear that the country faced huge economic pressures following the protracted impact of the Covid 19 pandemic. The UK economy has now largely recovered from the recession and economic difficulties between 2008 and 2013 and had returned to sustained annual growth over the last five years, excluding the significant dip and recovery of 2020/21, annual GDP output grew by 4.1% in 2022. Economic growth in the UK, in 1st Qtr 2023, was 0.1%, indicating a decrease in economic output
- 3.4** Unemployment remains at low level (3.9%), numbers in work have increased, inflation is rising.
- 3.5** However, the economic recovery is by no means secure and remains very much dependent on the success or otherwise, of the on-going Government action to reduce the national debt, reduce the budget deficit, and implement further measures to stimulate growth.
- 3.6** Economic issues could therefore have a significant impact upon the Council's financial planning over the term of the MTFP and the potential financial impact of the relevant economic issues is considered in more detail in the key financial assumptions set out in Section 7 of the Plan.
- 3.7** Inflation is now (April 2023) reported (ONS) at 7.8% and is projected (ONS) to be 6.9% for the year (2023). This should be considered a risk to financial sustainability and a consideration of the budget setting process
- 3.8** The cost of living is now expressed as being in crisis as energy bills increase exponentially, costs of vehicle fuels and the knock on effect on household goods is being felt. This means that any increase in precept would be a compound effect on the cost of living crisis for a number of residents. That said, a percentage increase in precept is a small annual increase in actual cash terms (small number of pounds (£)) as the annual precept levy total for households in Crewe is below £100 for the year.

## Impact of 'Brexit'

- 3.9** The Government has agreed a withdrawal agreement with the EU, but the impacts and outcomes have not yet been clarified.
- 3.10** The Brexit process created a significant level of uncertainty and it is currently very difficult to predict what the final outcome will be or what impact there might be on the economy and political situation and therefore on the Council's financial planning over the coming years.
- 3.11** However, it is clear that Brexit may create economic volatility and uncertainty up to the end of the decade and beyond, and lead to positive, neutral or negative effects on political and economic factors such as growth, inflation, interest rates, employment, availability of goods and services, and future investment in the public sector, including local government.
- 3.12** Future updates of the Medium-Term Financial Plan will factor in any developments in relation to Brexit that have a direct impact upon the Council's financial planning over the next few years, although as time continues to pass the immediate impact is expected to stabilise and reflect a "normal" status.

## Government Spending Reviews and Finance Settlements

- 3.13** Government funding reductions for local government have amounted to more than 50% over the four-year period 2016/17 to 2019/20 and this has resulted in the Government Revenue Support Grant for principal authorities being largely phased out, putting significant pressure on non-statutory services and raising the need for local service delivery review and local asset review.
- 3.14** The Government undertook a 'Fair Funding Review' of the relative needs and resources of local authorities and the formula for the distribution of resources to local government. This will inform the next Comprehensive Spending Review. The Fair Funding Review was published in spring 2022 and introduced the Shared Prosperity fund, which provides funding to be applied for by the principle authority. As such providing little amendment to service delivery at the parish and town tier.
- 3.15** The Government is also planning to increase the proportion of locally collected business rates income that principal Councils can retain to 75%. However, this has not as yet been rolled out and there are currently no proposals for town and parish Councils to receive a share of business rates.
- 3.16** The Government has not announced any reform of the Council tax system or revaluation of Council tax property valuation bands over the period of this Parliament, and it can therefore be assumed that there will be no changes to the Council tax system over the life of this Plan.
- 3.17** Clearly the Government's Comprehensive Spending Reviews have had a significant impact on principal Councils, such as Cheshire East Council, who have faced substantial cuts to their funding.
- 3.18** There will undoubtedly be implications for the Town Council as a result of the ongoing financial difficulties faced by Cheshire East Council, and these issues are discussed in more detail in the Section 4 of the Plan – Local Issues.

- 3.19** The Town Council has been relatively sheltered from the public sector spending cuts, in that it had been in the fortuitous position of not being reliant on any funding from the Local Council Support Grant or Government in order to finance the services that it provides.
- 3.20** The outcome of the Fair Funding Review and the next Comprehensive Spending Review and Local Government Finance Settlement is of increased relevance and importance to the Council in terms of the future funding structures for local authorities and the potential impact on non-statutory local services and assets.

### **Referendums to Veto Excessive Council Tax Increases**

- 3.21** The Government introduced legislation within the Localism Bill to provide a stronger role for the local community in determining annual Council tax increases, by giving local tax payers the power to require local authorities to hold referendums, thereby providing them with the opportunity to veto 'excessive' increases in Council tax.
- 3.22** These powers replaced the Council tax capping powers and came into effect in 2012/13. The excessiveness limit was initially set at 2%.
- 3.23** However, the Government announced in the 2018/19 Local Government Finance Settlement that it was relaxing the Council tax referendum principles for the 2018/19 and 2019/20 years in recognition of the higher than expected level of inflation and the service pressures faced by principal Councils, particularly in relation to social care.
- 3.24** A core referendum principle of 3% is currently set for principal Councils, while local authorities providing adult social care services are permitted to raise Council tax by an additional 2% above the referendum limit, on the understanding that the sum raised would be invested in adult social care through an adult social care precept.
- 3.25** Any increase above these limits would still be subject to a referendum with local tax payers.
- 3.26** Currently this legislation *does not* apply to town and parish Councils and the Government confirmed in the 2018/19 Local Government Finance Settlement that any consideration of the extension of Council tax referendum principles to higher spending parish and town Councils will be deferred for three years i.e. until the end of the 2020/21 year. This remains as yet unchanged and there is understood to be no expectation of this applying to the parish sector as long as the sector continues to demonstrate budgetary restraint.
- 3.27** This decision is conditional upon *"the sector taking all available steps to mitigate the need for Council tax increases, including the use of reserves where they are not already earmarked for other uses or for 'invest to save' projects which will lower ongoing costs"*, and the Government *"seeing clear evidence of restraint in the increases set by the sector as a whole"*.
- 3.28** Clearly this is positive news, as it provides the Council with flexibility in setting its Precept in the coming years, and the opportunity to raise additional Revenue Budget resources without any restraint from the Government, should there be a need or wish to do so.
- 3.29** The Council has already taken advantage of this flexibility in the in previous financial years, implementing increases in the Town Council precept, in order to ease the pressure on the Revenue Budget and put in place a much higher contribution to local service delivery.

- 3.30** It has been assumed for the purposes of this Plan that the Council will agree to increase the Town Council Tax by as much as is required to balance the Budget up to 2027/28.
- 3.31** There is currently no indication of referendum limits for the period 2024/25 onwards. It has been assumed for the purposes of this Plan that referendum principles *will* be applied to town and parish Councils with effect from 2027/28, and that the Council will need to limit the annual increase in the Town Council Tax to 3% or less from this year.
- 3.32** Clearly, there would be further implications for the Council if the referendum limit was reduced by the Government at any stage after the 2024/25 financial year. This eventuality is considered in the Budget Forecast set out in Section 8 of the Plan, and the savings target that would be required to limit the increase to 1% and has been included in the projections for 2025/26 onwards.

### **External Audit Arrangements**

- 3.33** The Local Audit and Accountability Act 2014 and Accounts and Audit Regulations 2015 set out the statutory provisions regarding the Council's external audit arrangements.
- 3.34** Under the Accounts and Audit Regulations 2015, the Council is classified as being a "smaller relevant body", defined as being a public sector body with an annual income or expenditure of less than £6.5 million.
- 3.35** Smaller relevant bodies are required by the regulations to prepare accounts and governance statements via the completion of an 'annual return' and are subject to the 'limited assurance' audit regime.
- 3.36** The external audit fee for a limited assurance audit has been set by Smaller Authorities Audit Appointments Limited for the period up to 2022/23, and this level of fee is provided for in the Revenue Budget Forecast in Section 8 of the Plan.

### **Localism Act 2011**

- 3.37** The Localism Act came into force in 2011 and contained a package of reforms to devolve greater powers, responsibilities and freedoms to local Councils, community organisations, neighbourhoods and individuals.
- 3.38** The four main measures of the Localism Act are:-
- new freedoms and flexibilities for local government;
  - new rights and powers for communities and individuals;
  - reforms to make the planning system more effective; and
  - reforms to ensure that decisions about housing are taken locally.
- 3.39** The key measure for local Councils is the freedom to act in the interest of local communities through the 'General Power of Competence'.
- 3.40** This power gives local authorities the legal capacity to 'do anything that an individual can do', rather than relying on specific powers. This power applies as long as the action is not specifically prohibited by legislation.
- 3.41** However, it is important to note that the power does *not* raise money.

- 3.42** Town and parish Councils qualify for the General Power of Competence if they meet certain criteria. The Council adopted this power at the Annual General Meeting following the last elections. In theory this power will increase the Council's ability in future years to be creative and innovative in meeting the needs of the local community should the operational capacity and financial resources be available to do so.
- 3.43** The Act has also introduced greater powers for local people and community organisations to hold the Council to account including:-
- a right to challenge to take over services;
  - a right to bid for assets of community value;
  - a right to veto excessive Council tax increases; and
  - increased transparency over public sector data.
- 3.44** The right to challenge to take over services or bid for assets could strengthen the Council's ability to request to take over services from Cheshire East Council should it wish to do so, and should the resources be available.
- 3.45** There has also been an increasing drive towards improving transparency in the public sector, and the Openness of Local Government Regulations and Local Government Transparency Code require the Council to publish specific information, including certain decisions taken by officers of the Council, expenditure over £500, senior officer pay, and details of Council owned land. The Council already publishes all of this information on its website.
- 3.46** In overall terms, many of the principles of the Localism Act promote building on the capacity of town Councils and increasing their role in local government through decentralisation, though it does not bring with it any additional income or tax raising capacity.
- 3.47** Depending on the resources available, this could result in functions, duties and services being devolved to the Council in the future. It is also likely to see the Council having a greater role to play in working with and passing powers and services to local communities, for example, to community and voluntary organisations.

## **Demographic Issues**

- 3.48** The Medium-Term Financial Plan will also need to take into consideration any demographic issues that may affect the Council's financial planning, such as the aging population, levels of unemployment, health issues, benefits dependency, and deprivation.
- 3.49** All of these issues could impact upon demand for particular services, for example leisure, economic development, public real, community activities and events.

<b>Section</b>	<b>Local Issues</b>	Agenda Item 9
<b>4</b>		

## Introduction

- 4.1** As well as considering national, political, legislative, economic and demographic issues, it is also important that the Council's medium- term financial planning process takes into account any local issues specifically relevant to the Crewe Parish.
- 4.2** The following section of the Plan provides details of local issues currently affecting Crewe, focussing particularly on issues relating to Cheshire East Council, and on the Council's strategic aims and targets. Section 5 of the Plan then looks at community priorities.

## Cheshire East Council

- 4.3** The Government's Comprehensive Spending Reviews have resulted in substantial reductions in grant funding for Cheshire East Council.
- 4.4** Cheshire East Council has already implemented budget reductions
- 4.5** This has resulted in many services being reduced and/or externalised within a Council Alternative Service Delivery Vehicle (ASDV).
- 4.6** Services that have already been reduced include highways maintenance schedules, grounds maintenance and community engagement and external services include cemeteries, property maintenance, waste, public realm, highways, green spaces and leisure. Additionally responsibilities for funding services such as floral displays, town centre management and CCTV have been devolved to the parish Council Councils
- 4.7** The financial situation facing Cheshire East Council could impact upon the Town Council, in a number of ways:-
- The Council could receive requests for financial support from community and voluntary organisations whose funding has been reduced or cut altogether by the borough Council;
  - Requests may be received from Cheshire East Council for the Town Council to consider taking on services or to undertake joint working;
  - There may also be occasions where the Council may wish to step in to safeguard local services and facilities at risk of being cut or ceased by Cheshire East Council.

- 4.8** The Council is receiving increased requests for financial support from community and voluntary organisations whose funding has been cut by the County Council and these requests are only likely to increase. However, the Town Council is limited as to how much assistance it can provide from its current donations budget.
- 4.9** The Council has worked closely with Cheshire East Council in discussing opportunities for joint working or devolvement of services. These discussions have, up to now, been based on the principle that the initiative should be beneficial to both Councils.
- 4.10** To date these discussions have led to a joint working initiative on town centre regeneration and the agreement of a license for the Council to take forward as a lead the regenerative and heritage work associated with Christchurch. Both of these initiatives are being undertaken within existing structures and budgets and have attracted external funding, making limited to no impact on the Council's finances.
- 4.11** For the purposes of this plan it has been assumed that any further joint working will only be undertaken if there is no additional cost to the Town Council and as such no additional budget will be assumed in the Budget Forecast. Not the case with potential transfers of assets and services.
- 4.12** The Council has also worked with Cheshire East Council to access services such as town centre maintenance as well as professional officer support and advice on issues such as procurement, energy management, assets and health and safety.
- 4.13** Finally, the Council has been keen to explore possible funding opportunities with Cheshire East Council. The Councils are working closely on securing government funding for a number of capital regenerative projects
- 4.14** The Council will continue to actively seek further funding but for the purposes of this Plan only funding that has already been confirmed will be included in the Budget Forecast.
- 4.15** Cheshire East Council continues to consult with all key stakeholders on all relevant issues including budget and spending pressures, service reviews, partnership working and devolution of services and assets. The Council has been participating in these consultations and will continue to do so.

### **Local Developments**

- 4.16** Housing developments on the outskirts of the town are affecting the population level of the town and will provide addition hereditaments that will pay towards the precept. This organic growth in income will be reflected in the precept tax base for Crewe.
- 4.17** The ongoing social and economic development has demonstrated a social sustainability for the outer aspects of the parish, but it is recognised that the Crewe Central and Crewe South wards remain densely populated and face ongoing social issues and challenges for amenity and activities.
- 4.18** The town remains served by the existing healthcare provision, with the expectation of significant capital investment in Leighton Hospital to be delivered in the coming years, but no anticipated investment known at this time relating to the first tier of healthcare, such as GPs surgeries.



- 4.19 Crewe Town Council adopted a new corporate strategy in September 2023 and the Strategic Goals of this strategy are:

**A TOWN TO LIVE IN**

To make Crewe a clean, attractive and sustainable environment

**A TOWN TO ENJOY**

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

**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

### Business Delivery Plan

- 4.17 The delivery of the Council's services and activities is subject to an annual business delivery plan that outlines the known service delivery and activities and identifies the resources required, including the financial commitment.
- 4.18 Each committee with service and budgetary responsibilities recommends the relevant delivery to be included within the Business Delivery Plan.
- 4.19 The Business Delivery Plan is considered annually by Council for approval prior to the commencement of the new financial year
- 4.20 Some aspects of the annual budget will not be wholly defined at the start of the financial year within the Business Delivery Plan and will be available to address opportunities and developments as they arise through the financial year.
- 4.21 In addition to the strategic aims and targets, the Council has also embedded important crosscutting themes across all service areas and these have now been incorporated into all corporate and service planning decision reports taken by the Council and its committees. These crosscutting themes are as follows:
- Equality
  - Sustainability
  - Community
  - Governance
  - Financial Impact
  - Resource Impact
  - Consultation
  - Wards Affected

Section	<b>Community Priorities</b>
5	

## Introduction

**5.1** The Community Plan identifies a number of the community priorities raised during consultation

**5.2** Community Plan areas of focus are:

- Arts & Culture
- Health & Wellbeing
- Housing
- Town Centre
- Young People

Section	<b>Key Financial Influences and Challenges</b>
6	

**6.1** This Medium-Term Financial Plan will need to address the following key financial influences and challenges:-

- ❑ **the final outcomes of Brexit and its effect on the economy and Government spending plans** e.g. on inflation, interest rates, consumer spending power and local government spending;
- ❑ **The impact of Covid-19 on the local economy and habits of residents, businesses and visitors**
- ❑ **The ongoing increases in the National Living Wage, and its subsequent impact on the local government pay scale;**
- ❑ **the possible extension of Council tax referendum principles to town and parish Councils, with effect from 2027/28;**
- ❑ **the implications of the past spending cuts being made by Cheshire East Council, which could result in increasing pressure to take over local services and assets which have been reduced or withdrawn by the principal Council;**
- ❑ **increased requests for financial assistance from community and voluntary organisations** whose grant funding has been cut;
- ❑ **ensuring the funding of existing service requirements;**
- ❑ **delivering the Council's strategic aims and targets;**
- ❑ **meeting the needs and priorities of the local community, service users and taxpayers;**

- ❑ **funding any new statutory requirements and any planned investment in existing services or new initiatives;**
- ❑ **delivering value for money and ensuring the achievement of year on year efficiency savings;**
- ❑ **minimising any future increases in the Town Council precept requirements;**
- ❑ **working within the resources available and deciding how the Council's spending will be prioritised** in the event of limited resources being available;
- ❑ **providing for the significant future capital investment commitments facing the Council**
- ❑ **maintaining a prudent level of balances and reserves, whilst meeting the cost of this capital investment.**
- ❑ **Being aware of the cost of living crisis and its impact on residents and businesses**
- ❑ **Being aware of the rate of inflation**
- ❑ **Noting the NJC settlement agreement and proposals**

**6.2** Many of these key financial influences and challenges are linked to the national economic situation and the Government's spending plans, as well as the financial pressures faced by Cheshire East Council. All of these issues were discussed in Sections 3 and 4 of the Plan.

**6.3** The Council relies heavily upon the Precept and therefore the Town Council precept to fund the services it provides and is limited in its ability to raise additional funds, other than through the Precept.

**6.4** The Council could also face increasing pressure on its spending budgets from staffing cost increases linked to the National Living Wage, possible employers' pension contribution increases, as well as inflation and other unavoidable budget pressures. Additionally, employer National Insurance Contributions increased by 1.5% from April 2022. This has been calculated within the budget setting process and the impact is minimal due to low levels of staffing in the council and mitigated by saving made. However, recent NJC pay awards have been comparatively high, resulting over 8% increases on the salary budget in 2022/23 and anticipated to be similar in 2023/24.

**6.5** Any resulting shortfall in resources will need to be made up in the Revenue Budget via a combination of increases to the precept, Council tax base growth, savings and budget reductions, and increases to fees and charges.

**6.6** It is likely that the process of balancing the Council's Revenue Budget will become increasingly difficult over the medium to longer term.

**6.7** At the same time the Council needs to be aware of the financial difficulties that continue to be faced by local tax payers and the need to keep future increases in the precept as low as possible. This is also important in the context of the possible implementation of the power allowing local communities to require town and parish Councils to hold a referendum to veto an excessive Council tax increase, from 2027/28 onwards.

**6.8** This MTFP has been prepared on the key principle of aiming to maintain existing levels of service, while keeping the increase in precept as low as practicable. Prudent assumptions have been made around the impact of the various challenges faced and the key

- 6.9 A Budget Forecast is then set out in Section 8 of the plan which highlights the potential changes to the budgets between 2024/25 and 2027/28 and the precept increase that may be required in each year to balance the Revenue Budget.
- 6.10 Actual options for delivering any required budget reductions and efficiency savings would need to be drawn up each year and agreed by the Council during the annual budget setting process.

Section	<b>Key Financial Assumptions</b>
7	

- 7.1 Summarised in this section of the Plan are the specific assumptions that have been made in planning the Council’s Revenue and Capital Budget forecast over the five-year period in order to respond to the key influences and challenges summarised in Section 6 of the Plan.

**Providing for Inflation**

- 7.2 In order to ensure that the Revenue Budget accurately reflects future spending commitments, it is essential that the Council makes prudent provision for all unavoidable increases in costs that will arise from inflationary pressures over the period of this Medium-Term Financial Plan.
- 7.3 Inflation has historically been a significant pressure on some expenditure budgets, particularly in relation to fuel and utilities costs.
- 7.4 Inflation has been historically high in 2022 stood at 7.9% at the 12 months to April 2023. The current Government target for inflation remains 2% and the long-term aim is to keep inflation within this limit. Inflation is currently showing downward trend, although slowly. This is a key consideration in relation to future budget planning and potential impact on costs of services and projects. **On this basis, budget setting for 2024/25 should make consideration for the impact of higher inflation, the assumption being recommended at 7% or more.**
- 7.5 **A key principle of the Council’s medium-term financial planning is to make provision only for unavoidable inflationary increases** in budgets i.e. where there is a contractual obligation to pay the increased cost or where the increase literally cannot be avoided. But in addition, to make consideration for service development to reflect the council’s ambitions for Crewe and the council’s corporate strategy.
- 7.6 Budget provision for general expenditure such as equipment, stationery, uniforms, training and publicity seek to achieve existing levels and the budgets as much as is practicable and it is aimed that the council will absorb price variations year on year to the greatest extent practicable.
- 7.7 This approach encourages officers to shop around and negotiate better deals with suppliers, and therefore ensures improved use of resources and helps the Council to achieve value for money. As a result of the council’s recent preurement review and governance provision, it is hoped that this will lead to efficiencies in time as well as financial benefit.

- 7.8** 28.38% of the Council's gross expenditure relates to officer pay costs and therefore annual officer pay awards and the ongoing increases to the National Living Wage are likely to be one of the most significant cost pressures on the Council's Revenue Budget moving forward, with some additional pressure due to the increase in National Insurance Contributions
- 7.9** That National Living Wage is £10.42 per hour as of 1/4/2023. Although the Council does not employ any staff at this level, this is a factor for consideration should services and/or assets be transferred from or shared with Cheshire East Council
- 7.10** The Council currently pays its staff in accordance with the National Joint Council for Local Government Services (NJC) pay scales.
- 7.11** The current NJC Local Government Pay Agreement for 2023/24 financial year has not been finalised, although expected to be a flat £1,925 pay increase on all salary scale points. There are ongoing national-level negotiations relating to a delayed pay award that will inform this.
- 7.12** The pay agreement, when implemented, will lead to proportionately higher increases in pay for lower paid staff.
- 7.13** The overall impact of the Local Government Pay Agreement (if agreed) on the Council's staffing budget in 2023/24 will be an increase on employment costs of £22,340 (estimated), which equates to a 7% increase in employment costs above budgeted figure for 2023/24
- 7.14** **Whilst there is currently no indication from the NJC of the likely pay awards after 2023/24, the Medium-Term Financial Plan Revenue Budget projections for 2023/24 has been prepared on the assumption of a flat rate pay increase of 7% providing some financial stability, although there is a risk of a higher award.**
- 7.15** However, if a higher than expected pay increase is awarded at any point over the term of this plan, for example following union action, a significant increase in the National Living Wage, or the election of a new Government, then additional budget would need to be found to meet the increased cost.
- 7.16** For every 1% pay award above those budgeted for, the Council's salaries and wages budget would need to increase by around £3,253.
- 7.17** Any additional costs over the life of the Plan would be met in the first instance from identified budget underspend virements, or, over and above this, from efficiency savings elsewhere in the budget. Finally, potentially, drawing on general reserves

### Salary Increments

- 7.18** Some Council staff are appointed on a salary grade that allows progression through the grade linked to performance in the job or successful completion of qualifications.
- 7.19** **Full provision has been made in the Revenue Budget forecast for any salary increments that are due to such staff over the five-year period of the Plan. Increments, if awarded, are awarded annually by the Personnel Committee**

- 7.20** Pension costs in respect of Council employees are another significant area of expenditure.
- 7.21** The next valuation of the pension fund is due to take place during 2023 and will set the pension contributions for the period 2023/24 to 2024/25.
- 7.22** **The Council's employer's pension contribution rate will therefore remain unchanged at 21.8% until the end of 2023/24.**
- 7.23** The Government continues to encourage workers to enrol in a pension scheme and the Council must automatically enrol all eligible new staff and existing staff whose earnings exceed the automatic enrolment threshold of £10,000, and also re-enrol all 'opted out' staff every three years.
- 7.24** This could result in more staff joining the pension scheme over the medium term. It has been assumed in the Revenue Budget projections for 2024/25 to 2027/28 that all new staff will join the pension scheme, while all existing staff who have previously opted out will remain outside of the pension scheme (noting there are currently no staff opted out).

## Savings from Staff Turnover and Flexible Retirements

- 7.25** **No provision has been made within the Revenue Budget forecast for savings from staff turnover or flexible retirements** e.g. reductions to working hours, pension savings, savings from posts being vacant for a period of time, new staff commencing employment on lower grades, new staff not joining the pension scheme etc.
- 7.26** It has been assumed in the Budget forecast that any savings that are achieved from staff turnover or further flexible retirements would be available to support the Budget in the year in which they were achieved, rather than permanently removed from the budget.
- 7.27** These savings would be used in the first instance to fund any recruitment costs or temporary cover arrangements, with any remaining savings added to Council balances at the end of the year.

## Changes to the Staffing Structure

- 7.28** There are not currently any approved decisions to change the Council's staffing structure and the Budget Forecast for 2023/24 is therefore based on the existing approved staffing structure.

## Premises Costs

- 7.29** The Council faces some potentially unavoidable increases to its premise's costs over the next few years and these have been provided for within the Budget Forecast.
- 7.30** In respect of utility costs, the budget forecast figures reflect current contract agreements. However, recent above inflation increases are predicted to last for at least 2 years and so future budgeting must consider this.
- 7.31** Officers will continue to work to minimise the actual increases in each year and may set up longer fixed term contracts if this is more cost effective. However buying energy in advance is currently very difficult due price volatility and it is assumed the utility costs of office accommodation will reflect the publicised increase costs.

- 7.32** The Council is currently not liable for business rates (Non Domestic Rates – NDR) however this would change if the Council were to adopt responsibility for premises with a rateable value.
- 7.33** The Council's building maintenance budgets, as a whole, are in the fortunate position of being under-utilised.
- 7.34** As a result, current **budget provision for office accommodation is considered to be sufficient and has been frozen at existing levels** for the life of this Plan. It should however be considered that the current accommodation is quite small and does not quite meet the needs of the organisation in terms of meeting space, employee welfare, storage capacity and physical officer work space.

### Insurance Costs

- 7.35** The council is in a 3 year contract with Zurich Insurance, which commenced in financial year 2021/22 and will end in financial year 2023/24. A procurement exercise will be carried out prior to the end of the contract for a new 3 year contract to run after that point

### Vehicle Costs

- 7.36** The Council currently has no vehicles under contract and this line item has been reduced to zero over the term of this plan.
- 7.37** **If a vehicle were to be required and acquired, funding would need to be identified from reserves, budgetary underspend or savings elsewhere in the budget of that year.**

### Marketing & Events Committee Budgets

- 7.38** The Marketing & Events Committee Budget has been broadly reviewed and refreshed to reflect new opportunities to add value, with some focus on leveraging income from external funding for greater delivery and a refreshed view of existing delivery.
- 7.39** The delivery of the Remembrance services and activities has been anticipated to remain constant but has been transferred to the community function under the Community Plan Committee budget.
- 7.40** The delivery of the Community Events budget has been reviewed to include for a summer activity programme and cultural events
- 7.41** The delivery of the Event Match Funding budget has been reduced and the funds reallocated to other budget headings.
- 7.42** The delivery of the Event Sinking Fund budget has been removed and reallocated to other budget headings including Event Match Finding, to help leverage in funding to support event delivery.
- 7.43** The Event Seed Funding/Income Generation budget heading has been created, drawing funds from other budget headings.
- 7.44** The delivery of the Cultural Hub budget has been reduced to zero to reflect the start up nature of this project.
- 7.45** The delivery of the Lumen budget has been removed and a Strategic Events budget replaced it.

- 7.46** The delivery of the Infrastructure (Christmas) budget has remained unchanged, whilst freeing up funds to create a Christmas Activities heading.
- 7.47** The delivery of the Sinking Fund (Christmas) budget was increased to reflect anticipated costs of maintenance and replacement due to aging nature of the current stock.
- 7.48** The delivery of the Place Branding budget has been removed to reflect the start up nature of this project.
- 7.49** The delivery of the Social Media/PR budget has been reallocated to the revenue salaries budget headings to reflect the creation of the Communication Officer post.

### **Community Plan Budget**

- 7.50** **The Community Plan Committee Budget will require significant review over the term of this plan due to the changing priorities of Crewe related to HS2 expectations and regeneration projects.**
- 7.51** The delivery of the Civic Costs budget has been anticipated to remain constant, with the exception of the Twinning budget
- 7.52** The delivery of the Grants budget has been anticipated to remain constant.
- 7.53** The delivery of the Community Plan budget has been anticipated to remain constant. This element may require detailed redefinition under the direction and recommendation of the committee.

### **Planning Committee Budget**

- 7.54** **The Planning Committee has an Ear Marked Reserve (EMR) of £9,000 as of 2023/24, with a current revenue budget of zero.**
- 7.55** It has been assumed that the EMR for this committee will be accessed for expert support advice on complex planning issues associated with HS2. An EMR for the delivery of a Conservation Area(s) has been created.

### **Operations & Improvements Committee Budget**

- 7.56** The delivery of the Equipment Purchases/repair/hire budget has been anticipated to remain relatively constant.
- 7.57** The CCTV budget has provided for an annual increase to reflect the end of the currently the agreed 3 year contract
- 7.58** The Ranger Service budget provides for an inflationary increase. At this point consideration of a seniority within the service to support day to day co-ordination has been considered and implemented for the ongoing development and improvement of the service.
- 7.59** The Ranger Service Budget has also been given an inflationary increase of 7% for 2024/25
- 7.60** The delivery of the Regen Projects and Enforcement budgets have been anticipated to remain constant.
- 7.61** The Floral Schemes budget has shown an annual increase of £2,500 year on year from to



reflect the opportunity to support increased interest in the town centre and improve the public realm in line with ambitions as well as consider inflationary pressure. Agenda Item 9

- 7.62** The delivery of the Parks and Allotments budget has been anticipated to remain constant.
- 7.63** Heritage related budgets have been combined to provide a broader and responsive approach.
- 7.64** The delivery of the Town Promotion budget has been anticipated to remain constant
- 7.65** The Town Centre Business Group and BID Feasibility is an EMR and is being developed to facilitate this feasibility work at a point that meets with the timing of the town centre regeneration work implementation.

### **Other Line Amendments**

- 7.66** Unless otherwise listed above, all other budget lines supporting the administration of the Council have remained unchanged or amended on inflationary expectations and anticipated active procurement will lead aim to minimise inflationary rises in these items. The below are the line items that are anticipated to increase over the term of this plan.

### **Investment Income**

- 7.67** Investment income has been based on the projected level of balances and reserves as set out in the Budget Forecast in Section 7 of the Plan.
- 7.68** It has been assumed that interest rates will be equal to or above 3.5%

### **Grant Funding**

- 7.69** A figure has been estimated for potential low level grant funds income

### **Annual Precept Increase**

- 7.70** As highlighted earlier in the Plan, the Revenue Budget Forecast has been prepared on the principle of aiming to maintain existing levels of service and maintain a prudent level of balances and reserves, while keeping any future increases in the Town Council Tax as low as practicable.
- 7.71** The plan indicates that, through structured planned budgeting over the lifetime of this plan, the Council will be able to keep any precept increases to a pragmatic minimum but potentially very unlikely to be below 3% by 2027/28
- 7.72** Any amendments to the assumptions and estimations for spend will impact on the precept requirement.

### **Council Tax Base**

- 7.73** 2023/24 Tax Base increased and the assumption for 2024/25 has been based on an assumed 0.5% increase in tax base
- 7.74** Cheshire East Council has undertaken a boundary review of the wards and parishes in its area and the impact of the review is minimal on Crewe as a parished area.
- 7.75** A modest increase in tax base of 0.5% has been estimated to reduce the risk of over

estimation. Any greater increase in tax base will further reduce the impact on precept rise and/or provide for further consideration of service investment and enhancement.

## Council Balances and Reserves

- 7.76** Within the existing statutory and regulatory framework, it is the responsibility of the Responsible Financial Officer (RFO) to advise the Council on the level of its reserves and to ensure that there are clear protocols for their establishment and use.
- 7.77** In accordance with Section 25 of the Local Government Act 2003, an annual assessment of the adequacy of the Council's balances and reserves is made at the time the Council Precept is set.
- 7.78** This assessment is based upon a guidance note on Local Authority Reserves and Balances issued by the Chartered Institute of Public Finance and Accountancy (CIPFA), which is considered to be best practice with regard to balances and reserves (LAAP Bulletin 99).
- 7.79** CIPFA holds the view that a generally applicable minimum level of reserves is not appropriate. The guidance note states that *'in assessing the appropriate level of reserves, a well-managed authority will ensure that the reserves are not only adequate but are also necessary'*, and that Councils *'should establish reserves including the level of those reserves based on the advice of their chief financial officer and make their own judgements taking into account local circumstances'*.
- 7.80** In coming to a view on the adequacy of the Council's balances and reserves, account needs to be taken of the risks facing the Council, in terms of any significant unforeseen spending commitments, for example asset and service transfers, and also the capital investment requirements of the Council over the medium to long term, taking into account the ability of the Council to secure external funding via capital grants and contributions, take out additional borrowing, or generate capital receipts from sale of assets.
- 7.81** The Council should seek to have a minimum of 6 months' operating costs in general reserve to a maximum of 1 year's operating costs. However, reserves above that level will demonstrate an ability to respond to opportunities and risks of scale and potentially a regulation could be developed to provide for 6 months reserves placed in EMR of strategic responses.
- 7.82** **EMR should clearly reflect the Councils ambition, intent and ability to spend the funds for the identified purpose.**
- 7.83** The recommended policy for balances and reserves is as follows:-
- 1. Maintain minimum Revenue Balances of 50% of the Council Precept** to protect against unforeseen budget pressures
  - 2. Maintain target Revenue Balances of 100% of the Council Precept** to provide for the flexibility to respond to opportunity/urgent need for the benefit of Crewe
  - 3. Set aside such sufficient sums in Ear Marked Reserves, as is considered prudent,** to support future year's capital investment requirements and other specific commitments;
  - 4. Provide for 50% precept value in a strategic response reserve,** to be referenced within financial regulations for responsiveness to opportunities and risks of

strategic scale.

5. **Undertake an annual review of the level of Balances and Earmarked Reserves** as part of the budget setting process. Agenda Item 9

- 7.84** It is a key principle of the Council's financial strategy to limit support from Council balances and reserves to the Revenue Budget over the medium term as such support is not sustainable.
- 7.85** **It is considered that the current level of balances and reserves provides the Council with an adequate level of resources to protect against any unforeseen spending pressures and future funding opportunities/risks, and to fund capital investment requirements in the medium term.**
- 7.86** **However, it is inevitable that Council balances and reserves will fall over the life of this Plan as capital commitments are funded.**
- 7.87** This issue is considered in more detail in the Revenue and Capital Budget Forecast in Section 8 of the Plan.

### **Efficiency Savings**

- 7.88** The Council is committed to ensuring that year on year efficiency savings are achieved over the period of the Plan.
- 7.89** The need to identify and achieve efficiency savings is likely to become increasingly important over the coming years given the increases in staffing costs and other budget pressures faced, as well as the need to limit precept increases over the coming years.
- 7.90** **Any known savings or budget reductions have been built into the Revenue Budget Forecast to 2027/28 in the Plan.**
- 7.91** As highlighted earlier in the Plan, the Revenue Budget Forecast to 2027/28 sets out the savings and budget reductions that would need to be made to restrict the increase in the precept.
- 7.92** Options for delivering any required budget reductions and efficiency savings, should they be required, would need to be drawn up each year and agreed during the annual budget setting process.

<b>Section</b>	<b>Budget Forecast to 2023/24</b>	Agenda Item 9
<b>8</b>		

## Introduction

**8.1** A summary of the Budget Forecast for the plan period to 2023/24 is set out below. Please note that the first year of the Plan reflects the already approved 2021/22 Budget.

	Yr1 2024/25	Yr2 2025/26	Yr3 2026/27	Yr 4 2027/28
--	----------------	----------------	----------------	-----------------

### FINANCE AND GOVERNANCE COMMITTEE

<b>Total Administrative Costs</b>	524,265	566,206	605,840	636,133
-----------------------------------	---------	---------	---------	---------

### MARKETING AND EVENTS COMMITTEE

<b>Total M&amp;E Committee Costs</b>	242,740	252,450	262,548	267,799
--------------------------------------	---------	---------	---------	---------

### COMMUNITY PLAN

<b>Total Community Plan Costs</b>	127,730	132,839	138,,153	140,916
-----------------------------------	---------	---------	----------	---------

### PLANNING

<b>Total Planning Committee</b>	0	0	0	0
---------------------------------	---	---	---	---

### OPERATIONS & IMPROVEMENTS

<b>Total O&amp;I Committee</b>	501,603	521,667	542,534	553,385
--------------------------------	---------	---------	---------	---------

<b>Net Operational Costs</b>	<b>1,396,338</b>	<b>1,473,162</b>	<b>1,549,075</b>	<b>1,598,232</b>
------------------------------	------------------	------------------	------------------	------------------

%change in budget spend	7.47	5.50	5.15	3.17
Tax base	14,456.62	14,528.91	14,601.55	14,674.56
Band D equivalent	£93.82	£98.64	£103.35	£106.19
%change in Band D precept	6.68%	5.14%	4.77%	2.74%

- 8.2** The Budget forecast summarised above has been based on the detailed assumptions set out in Section 7 of the Plan, and the following key principles:-
1. Maintaining existing levels of services and staffing structures;
  2. Safeguarding a prudent level of balances and reserves;
  3. Keeping any increase in Council tax as low as possible
- 8.3** The forecast makes provision for likely future increases in costs from pay awards, pension increases, inflation and any other unavoidable spending commitments, forecast increases and decreases in income, as well as accounting for any known savings, and assumed increases in fees and charges and Council tax base growth.
- 8.4** **In overall terms, the Revenue Budget forecast shows that the Council may need to increase the Precept by up to £201,894 or 14.9% over the period to 2027/28, and average of 4.96% YoY.**
- 8.5** These precept increases will be required in order to offset and to fund the various spending pressures that the Council faces including pay (including increase in National Insurance contributions) and pension contributions, inflation on running costs, and other unavoidable increases in costs and falls in income.
- 8.6** The increases to the Council Precept over the medium term will be offset, as far as possible, from savings and reduction of under-utilised budgets.
- 8.7** These increases in costs and funding cuts have been partly offset by assumed Council tax base growth, increases in fees and charges, reductions in one-off or under-utilised budgets and efficiency savings. This will be assisted by the positive financial position in the current financial year.
- 8.8** **Based on the above assumptions, the Council would need to increase the Precept by around £91,223 in 2024/25. This would represent a Council tax increase to individual households in the region of 6.68% in 2024/25.**
- 8.9** **In real terms, this would result in a £6.68p year on year increase in the Council Tax at Band D.**
- 8.10** **This represents a below inflation increase, which would reduce pressure on households, but also provide the opportunity for consideration of an increase that could deliver more local services, whilst not reflecting a full inflationary increase.**

### 2024/25 Onwards

- 8.11** It is likely that by 2027/28, the Council will be in a position to understand the impact of any asset and service transfers from Cheshire East Council that may occur and the resource (including financial) requirements they create.
- 8.12** This could lead to a situation by the end of the decade whereby there will be very limited surplus resources remaining in the Revenue Budget, and where all options for achieving further savings, without making cuts to services, will have been exhausted.
- 8.13** It will therefore be important that the Council continues the process of reviewing its

services in the years leading up to the middle of the next decade, with a view to determining where possible budget cuts will be made in the longer term, if required. Agenda Item 9

## Overall Summary of Revenue Budget Forecast

- 8.14** The Council remains in good financial health with a balanced Budget, on-going savings, and strong levels of balances and reserves. **The medium-term outlook for the Council Budget through to the middle of this decade is relatively positive.**
- 8.15** The decision to increase the precept by 6.68% in 2024/25, and boost the contribution to capital reserves through underspend in 2020/21 & 2021/22 has definitely helped contribute towards this positive financial situation.
- 8.16** **However, it is also apparent that the process of balancing the Revenue Budget will get progressively harder as the Council moves into the middle of the decade and beyond.**
- 8.17** The Council also needs to try and maintain surplus resources in the Budget for as long as possible, in order to provide protection against any unforeseen budget pressures, help offset future year's budget pressures, and ensure that earmarked capital reserves can be replenished each year.
- 8.18** These Revenue Budget pressures will need to be funded by a combination of increases to the Town Council precept, increases in fees and charges, Council tax base growth, efficiency savings and budget reductions, with much depending, in the longer term, on whether the Council is subject to a government limit in future financial years, in terms of how much it can increase the Council tax, and at what level this limit is set.
- 8.19** **Beyond the end of this Medium-Term Financial Plan period i.e. from 2028/29 onwards, it is likely that the Council will be in a very different position in terms of service delivery and activities being delivered**
- 8.20** In addition, if in any year a Government limit on Council tax increases is implemented at less than 3%, then budget cuts and reductions to services will be required.
- 8.21** Clearly the Budget projections included in this MTFP are subject to change depending upon a number of factors including:-
- possible changes to the Cheshire East Council Asset and service review;
  - increases in the Council Tax Base from new housing and boundary review;
  - the possible extension of Council tax referendum principles to large town Councils;
  - significant increases to the National Living Wage and further restructuring of the local government pay scale;
  - Government reform to local government finance;
  - the final impacts of Brexit;
  - The ongoing social and financial impact of Covid 19; and
  - the possible failure of the economic recovery.
- 8.22** These issues will need to be considered, in detail, via future budget setting processes, when the options for delivering any required budget reductions and efficiency savings, if these are required, would need to be drawn up and agreed.
- 8.23** It would also be advisable for the Council to continue with its programme of service reviews and annual appraisal of the Council's strategic aims and community priorities,

with a view to determining which services are to be protected and which services may be subject to budget reductions in the longer term. Agenda Item 9

## **Council Balances and Reserves**

**8.24** It is difficult to accurately estimate exactly how balances and reserves may change over the period of the plan due the uncertainty around the various budget pressures and the level of savings that may or may not be delivered on the Budget.

**8.25** **With the expectation of delivering a balanced budget each year, the Council aims to maintain general reserves of 12 months will be achieved, with a potential additional 6 month level of reserve for strategic responses.**

**8.26** EMRs will be managed to ensure they are retained for set and defined purposes with ability and intent to deliver.

**8.27** **This is considered to be a prudent level of reserves and is a much-improved position compared with years prior to 2022**

## **Risk Management - Introduction**

**8.28** The Council has an approved Financial Risk Assessment in place, which is updated annually. All key decisions made by the Council are also subject to a formal risk assessment where this is considered relevant.

**8.29** The Financial Risk Assessment covers all identified risks applicable to the Council and the services that it provides. The register provides full details of the risks broken down by service area, with an assessment of the impact of the risk and the likelihood of the risk occurring (low, medium or high), the controls put in place to minimise the risk, and any further actions required.

**8.30** All relevant financial risks have been identified and assessed during this process and are included within the Financial Risk Assessment.

## **Links to Medium Term Financial Plan**

**8.31** The Council is subject to a range of political, economic, demographic, sociological and technological influences. Many of these factors change on a regular basis resulting in new, and sometimes unexpected, financial pressures.

**8.32** The Council keeps under constant review the key challenges and risks impacting on its financial position. This identification and assessment of risk is an essential element of the financial planning process and a key factor in informing financial planning decisions.

**8.33** As highlighted earlier, the Council's balances and reserves should be able to be maintained at prudent levels over the period of the plan. These balances provide protection against any unforeseen budget pressures that might arise, as well as providing resources to fund capital investment requirements. The level of balances and reserves is reviewed annually as part of the budget setting process.

**8.34** The MTFP and annual Budgets are developed on a prudent basis taking into account all known commitments and spending pressures. The key assumptions made in the MTFP Revenue and Capital Budget forecasts were set out in Section 7 of the Plan

## Mitigating Financial Risks

Agenda Item 9

**8.35** In terms of managing and mitigating financial risks, in the event of an unforeseen event during the year creating a substantial budget pressure, the following list details examples of the action that could be taken to mitigate the risk:-

- ❑ use of revenue budget underspend;
- ❑ use of Council Balances and Earmarked Reserves;
- ❑ investigation of external funding opportunities;
- ❑ income generation activity e.g. pricing review, marketing;
- ❑ enhanced approval process for making financial commitments;
- ❑ recruitment freeze;
- ❑ all non-statutory spend frozen; and
- ❑ service reviews.

## Conclusion

**8.36** The MTFP makes a key contribution towards the risk management process by putting in place a financial planning framework to efficiently manage the Council's finances, considering the key influences on its financial position and the main risks facing the Council.

**8.37** Financial forecasts are reviewed and updated annually and regularly monitored throughout the year. The key challenges and risks that could have implications for the Council's financial position in the following year and over the medium term are subject to annual review.

**8.38** Fortunately, the Council remains in a relatively healthy financial position at the present time and is therefore as well placed as it can be to meet the challenges that the next five years are likely to bring.



<b>CREWE TOWN COUNCIL DRAFT BUDGET REQUIREMENT CALCULATION 2024/25</b>					
	<b>2023/24 Budget expenditure</b>	<b>2023/24 Budget Income</b>	<b>2024/25 Draft Budget Expenditure</b>	<b>2024/25 Draft Budget Income</b>	<b>NET OPERATING EXPENDITURE &amp; INCOME 2024/25</b>
<b>FINANCE AND GOVERNANCE COMMITTEE</b>			£	£	£
<b>Payroll</b>					
Salaries & Wages	274540		286743		286743
Tax & NI	31020		32756		32756
Pension Contributions	63144		65951		65951
Payroll administration costs	1400		1000		1000
Heritage Centre Manager			39150	29150	10000
<b>Borrowing (Int)</b>					0
Loan Repayments	14300		14198		14198
					0
<b>Administration</b>					0
Bank interest received		0		0	0
Interest CCLA		10000		40000	-40000
Miscellaneous Income		10000		10000	-10000
					0
Bank Charges	1600		1750		1750
Employee Training	3000		3000		3000
Employee Travel/Subsistence	1400		850		850
Refreshments/Catering	200		200		200
Audit Fees	3500		3750		3750

Accountancy Fees	3750		4000	4000
Legal & Professional Fees	1000		1000	1000
Insurance	6000		6500	6500
Subscriptions	5750		6000	6000
Postages	250		100	100
Stationery	1100		1300	1300
Printing	3000		3000	3000
Janitorial	2000		2000	2000
Computer Equipment/Software	4500		4500	4500
Website	1000		1000	1000
Advertising / Publicity	0		0	0
Telephones	4000		4000	4000
Room Hire Costs	1400		1000	1000
Equipment Purchase/Repair/Hire	4000		4000	4000
Clothing/PPE	250		250	250
Contractors - Professional	6000		6000	6000
Election Costs	0		0	0
Strategic Allowance	24500		10000	10000
				0
<b>Accommodation</b>				0
Utilities	6000		6500	6500
Contractors - Services	6000		6000	6000
Sinking Fund	1000		1000	1000
				0
<b>Members' Costs</b>				0
Member Training	500		500	500
Member Travel/Subsistence	500		200	200
<b>Total Administrative Costs</b>	<b>476604</b>	<b>20000</b>	<b>518197</b>	<b>79150</b>
				<b>439047</b>

<b>MARKETING AND EVENTS COMMITTEE</b>				
<b>Events</b>				
Community Events & Summer Programme	49000		49000	49000
Event Matching Fund	10000		10000	10000
<b>Christmas Programme</b>				0
Strategic Event	60000		60000	60000
Infrastructure (Christmas)	60000		60000	60000
Christmans Activities	25000		25000	25000
Sinking Fund	10000		10000	10000
<b>M&amp;E Projects</b>				0
Event Seed Funding/income generation	15000		15000	15000
<b>Total M&amp;E Committee Costs</b>	<b>229000</b>	<b>0</b>	<b>229000</b>	<b>0</b>
<b>COMMUNITY PLAN</b>				
<b>Civic Costs</b>				
Mayor's Allowance	2500		2500	2500
Civic Expenses	2000		2000	2000
<b>Grants</b>				0
Grants Scheme	50000		50000	50000
<b>Community Plan</b>				0
Sustaining Network	10000		15000	15000
Community Development Commissioning	5000		10000	10000
Tree of Light	5000		5000	5000
Health & Wellbeing	40000		60000	60000
Remembrance	6000		6000	6000

<b>Libraries</b>				0
Library Funding			27758	27758
<b>Total Community Plan Costs</b>	<b>120500</b>	<b>0</b>	<b>178258</b>	<b>0</b>
<b>PLANNING</b>				
<b>Planning</b>				
Contractors - professional	0		0	
<b>Total Planning Committee</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OPERATIONS &amp; IMPROVEMENTS</b>				
<b>Operations</b>				
Equipment Purchase/Repair/Hire	10000		10000	10000
CCTV	34500		37456	37456
Ranger Service	187469		206215	206215
Enforcement officer	33242		37277	37277
Floral Scheme	35000		35000	35000
<b>Green Spaces</b>				0
Play Area Improvement Scheme	100000		100000	100000
Allotments	7000		7000	7000
<b>Regeneration</b>				0
Public Realm	25000		25000	25000
Heritage Projects	20000		20000	20000
Regen Projects	21000		21000	21000
<b>Total O&amp;I Committee</b>	<b>473211</b>	<b>0</b>	<b>498948</b>	<b>0</b>

<b>Total Operational Costs</b>	<b>1299315</b>	<b>20000</b>	<b>1424403</b>	<b>79150</b>	<b>1345253</b>
<b>BUDGET REQUIREMENT</b>	<b>1299315</b>	<b>20000</b>	<b>1424403</b>	<b>79150</b>	<b>1345253</b>

Tax Base (Band D Equivalent)					14,456.62
Illustrative Council Tax	2022/23				
	£87.95		£5.10		£93.05
			5.80 %		

**BLANK**



Funded by  
UK Government

**Cheshire East UK Shared Prosperity  
Fund (UKSPF)  
Call for Projects**

**July 2023**

OFFICIAL



POWERED BY  
**LEVELLING  
UP**



**Funded by  
UK Government**

## Introduction

Cheshire East Council is inviting bids from organisations to deliver projects under the UK Shared Prosperity Fund (UKSPF). This document provides background to the call, information about the bid process and key considerations for potential applicants.

## Background

The UKSPF was launched in April 2022 and succeeds the old European Structural Funds. The fund is a central pillar of the UK government's Levelling Up agenda and seeks to target funding where it is needed most to build pride in place, support high quality skills training, support pay, employment and productivity growth, and increase life chances. Funding allocations have been made to local authority areas across England.

Cheshire East Council (CEC) is the lead authority for the UKSPF in Cheshire East. It has overall accountability for how the Fund is administered in the borough, including allocating funds to individual project proposals and managing the funding in accordance with national guidelines.

The Cheshire East UKSPF Investment Plan was developed with input from a range of local stakeholders. The Investment Plan sets out the opportunities and challenges that interventions are intended to address, how the funding will be spent and the outputs and outcomes it is hoped will be delivered. A copy is available [here](#). All applicants must familiarise themselves with this document to ensure the project proposals they develop are strategically aligned and responsive to identified local opportunities and challenges.

## Project requirements and available funding

The UKSPF is structured around three Investment Priorities, two of which are covered by this call:

- Communities and Place; and
- Supporting Local Business.

All bids must align with one of these priority areas.

Funding is available to allocate to the following intervention types through this call for projects:





# Funded by UK Government

UKSPF Investment Priority	UKSPF Intervention Type	Funding available <sup>1</sup>				Indicative Outputs	Indicative Outcomes
		2023/24		2024/25			
		Capital	Revenue	Capital	Revenue		
<b>Communities and Place</b>	E1: Improvements to town centres and high streets including better accessibility for disabled people, capital spend and running costs		£182,800	£100,000	£2,025,100	<ul style="list-style-type: none"> <li>Number and m<sup>2</sup> of commercial building developed or improved</li> <li>Number and m<sup>2</sup> of rehabilitated land or premises</li> <li>M<sup>2</sup> of public realm created or improved</li> </ul>	<ul style="list-style-type: none"> <li>Reduced vacancy rates</li> <li>Increased footfall</li> <li>Greenhouse gas reductions</li> <li>Improved engagement numbers</li> <li>Increased number of web searches for a place</li> <li>Number of improved community facilities as a result of support</li> <li>Volunteering numbers as a result of support</li> </ul>
	E6: Local arts, cultural, heritage and creative activities		£102,000		£114,000	<ul style="list-style-type: none"> <li>Number of organisations receiving grants</li> <li>Number of local events or activities supported</li> </ul>	
	E7: Support for active travel enhancements in local area	£250,500		£449,500		<ul style="list-style-type: none"> <li>Number and m<sup>2</sup> of new or improved cycleways or paths</li> </ul>	
	E8: Development and promotion of wider campaigns which encourage people to visit and explore the local area		£143,000		£95,000	<ul style="list-style-type: none"> <li>Number of organisations receiving grants</li> <li>Number of people reached</li> </ul>	
	E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, combat fuel poverty and climate change		£94,300		£96,000	<ul style="list-style-type: none"> <li>Number of organisations receiving grants</li> <li>Number of organisations receiving non-financial support</li> </ul>	
	E14: Relevant feasibility studies		£350,900			<ul style="list-style-type: none"> <li>Number of feasibility studies supported</li> </ul>	

<sup>1</sup> Please note there is flexibility for the capital and revenue allocations to be amended if required. As stipulated in UKSPF guidance, a minimum of 13% of the total UKSPF funding allocated to Cheshire East in 2023/24 must be capital and this increases to 20% in 2024/25.



# Funded by UK Government

UKSPF Investment Priority	UKSPF Intervention Type	Funding available <sup>1</sup>				Indicative Outputs	Indicative Outcomes
		2023/24		2024/25			
		Capital	Revenue	Capital	Revenue		
<b>Supporting Local Business</b>	E19: Increasing investment in R&D at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.		£209,800		£366,200	<ul style="list-style-type: none"> <li>Number of businesses receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Number of businesses adopting new to the firm technologies or processes</li> <li>Increased amount of investment</li> </ul>
	E22: Investing in enterprise infrastructure & employment / innovation sites development projects. This can help unlock development projects which support growth in places.			£200,000	£40,000	<ul style="list-style-type: none"> <li>Number of businesses receiving grants</li> <li>Number and m<sup>2</sup> of commercial buildings developed or improved</li> </ul>	<ul style="list-style-type: none"> <li>Number of new businesses created</li> <li>Increased business sustainability</li> </ul>
	E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks		£92,000		£247,800	<ul style="list-style-type: none"> <li>Number of businesses receiving non-financial support</li> <li>Number of potential entrepreneurs provided assistance to be business ready</li> </ul>	<ul style="list-style-type: none"> <li>Number of businesses in new knowledge transfer activity</li> </ul>
	E30: Business support measures to drive employment growth, particularly in areas of higher unemployment		£80,900		£179,500	<ul style="list-style-type: none"> <li>Number of businesses receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>Number of businesses with improved productivity</li> </ul>



## Funded by UK Government

Further detail on the objectives for each Intervention Type and examples of the types of projects which can be funded within each Intervention Type can be viewed in the UK Government Publication [UKSPF Interventions, Objectives, Outcomes and Outputs Table – England](#) and in [Cheshire East UKSPF Investment Plan](#).



# Funded by UK Government

A minimum bid level is in place for each intervention type to recognise:

- the scale of funds available;
- the nature of activities to be supported under each element of the programme; and
- the administrative requirements of delivering and managing UKSPF allocations.

For this call for projects, the minimum bid levels are:

Intervention Theme	Minimum Bid
E1	£200,000
E6	£40,000
E7	£140,000
E8	£20,000
E13	£40,000

Intervention Theme	Minimum Bid
E14	£10,000
E19	£115,000
E22	£100,000
E23	£100,000
E30	£100,000

All applicants are encouraged to apply for an appropriate level of funding to allow their project to be deliverable. It is a critical requirement that all projects supported can be delivered within the timeframe for UKSPF, i.e. by the end of March 2025 and **it is critical that any allocated funds can be spent in the year that they are allocated (i.e. funds allocated for 23/24 must be spent by 31<sup>st</sup> March 2024 and funds allocated for 24/25 must be spent by 31<sup>st</sup> March 2025).**

It should also be noted that any funding awarded will be conditional not only on the above, but also be subject to grant funding conditions which will require all projects to be delivered in a manner which adheres to specific requirements around procurement, branding, record keeping etc. Please do not put forward projects for consideration if your organisation is not able to formally commit to adhering to all requirements set centrally. The current requirements can be viewed here:

<https://www.gov.uk/government/collections/uk-shared-prosperity-fund-additional-information>

## The application process

Anyone wishing to deliver a UKSPF supported project is required to complete a project application outlining their proposal and alignment with fund objectives and wider requirements. A separate application should be completed for each stand alone proposal. Where an individual proposal is seeking support across more than one intervention type, a single application which specifies the activities, costs, funding requirement and outputs against each intervention type can be used. If you require clarification on whether a single or multiple application(s) are required for your proposal please contact: [UKSPFenquiries@cheshireeast.gov.uk](mailto:UKSPFenquiries@cheshireeast.gov.uk).

An application template has been developed for all applicants to complete. A copy can be accessed [here](#). Applications will not be accepted in any other format.



## Funded by UK Government

The application form provides question specific guidance within it to help applicants provide the required information while this note provides overarching bid information. Cheshire East Council staff are unable to comment or advise on individual applications but if you do have any questions please contact:

[UKSPFenquiries@cheshireeast.gov.uk](mailto:UKSPFenquiries@cheshireeast.gov.uk).

Applications should be submitted to [UKSPFsubmissions@cheshireeast.gov.uk](mailto:UKSPFsubmissions@cheshireeast.gov.uk) by 5pm on Friday 18<sup>th</sup> August. Applications submitted after this deadline will not be considered.

### The assessment process

All project proposals received in the required format by the submission deadline will be assessed against a common set of gateway and prioritisation selection criteria. Any projects that fail to satisfy gateway criteria will not be considered to form part of the programme.

Key considerations for the assessment of proposals will include:

- Compliance with fund requirements
- Alignment with fund objectives and local strategic objectives
- Deliverability within the fund timescales
- The eligibility of proposed activities
- The forecast achievement of fund outputs and outcomes and value for money
- Scale of risk
- The overall affordability of the programme of activity

It is anticipated that the bids received may exceed the available funding allowance. A prioritisation process will therefore be required to assess the relative merits of all project proposals received. Prioritisation will consider the merits of projects proposed under each intervention type in turn to utilise the available allocations at this level.

CEC have appointed an independent consultant to support the application and assessment process. They will complete the assessment of all project proposals and present their evidenced recommendations to the Local Partnership Group and CEC UKSPF Programme Board. The assessment template is provided at **Annex A**.

Applicant information will be stored and shared as part of the application and assessment process in accordance with the details set out in the [Council's Privacy Notice](#).

### Timescales

Important dates to note are:



## Funded by UK Government

- Friday 21<sup>st</sup> July – call for projects issued
- Friday 18<sup>th</sup> August at 5pm – deadline for applications to be submitted
- Late September / early October 2023 – anticipated date for applicants to be notified of the outcome of their application
- October 2023 – earliest anticipated project start date
- 31<sup>st</sup> March 2024 – all 2023/24 funding allocations to be spent
- 31<sup>st</sup> March 2025 – all UKSPF supported activity to conclude, with all funds spent and outputs achieved

### Important considerations

The award of UKSPF funding comes with a series of requirements of applicants. Please ensure that you are aware of the implications of receiving funds ahead of making an application.

Points to consider when preparing an application include:

- All applicants should familiarise themselves with UKSPF guidance issued by UK Government and requirements placed on recipients of public funding, including (but not limited to) compliance with Subsidy Control and procurement guidelines. The current guidance can be viewed here: [UK Shared Prosperity Fund: additional information - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/shared-prosperity-fund-additional-information)
- Strong alignment with the priorities identified in the Cheshire East UKSPF Investment Plan must be demonstrated. Demonstrating fit with wider local policy objectives is also required.
- Allocations can only be made for activity proposed within the Cheshire East local authority area through this call for projects. If any activity is proposed to extend beyond the local authority boundary, separate applications should be made to the relevant authority/authorities and dependencies noted as part of your submissions.
- All allocated funds must be spent within the year they have been allocated. Projects allocated funds for 23/24 must have spent those funds by 31st March 2024, and there can be no roll over of unspent funding to 24/25. All allocated funding for 24/25 must be spent by 31st March 25 with no exceptions. It is also expected that outputs will have been delivered by the same dates. There is no flexibility to extend these deadlines and any funds not expended by these dates will be lost to the area.
- Match funding is not required but value for money is a consideration. Where other funding sources are proposed to complete a project's funding package, details must be provided to give confidence of deliverability.
- Where allocations are made, funding may be recovered in cases where beneficiaries do not comply with fund parameters, UK law or any local requirements. All projects awarded funding where the recipient is an



## Funded by UK Government

organisation external to CEC should expect to be required to enter into a formal funding agreement obligating them to adhere to requirements.

It should be noted that formal funding agreements are likely to require applicants to commit to covering any project cost over and above the funding awarded from UKSPF including potential cost overruns and the underwriting of any funding contributions expected from third parties. Further UKSPF guidance can be accessed [here](#) and all applicants should familiarise themselves with it.



**Funded by  
UK Government**

### Annex A: Assessment Template

The template below sets out the criteria CEC intend to apply to assess all bids received under this call for projects. While the overall scope of assessments will remain unchanged, CEC reserves the right to make minor adjustments, if found to be necessary.

Project Details	Assessor response		Application form question reference(s)
Project name:			Q2.4
Project location:			Q2.5
UKSPF Priority Area:	Communities & Place		Q2.9
	Supporting Local Business		
UKSPF Intervention Type:			Q2.9
Project description:			Q2.7
Applicant and any delivery partners:			Q2.1, Q2.3
Lead applicant type:			Q2.2
Proposed start date:			Q2.12
Proposed end date:			Q2.12
Funding package and scalability:			Q2.11, Q5.1 and Q5.8
Forecast outputs:			Q4.1





**Funded by  
UK Government**

**Gateway Criteria (Section 1 and 2)**

Projects will need to demonstrate that they satisfy the gateway criteria outlined below to be considered for inclusion in the Cheshire East UKSPF programme. Failure to satisfy any of the criteria will result in projects not being eligible for inclusion in the programme.

Gateway criteria	Assessor response	Application form question reference(s)
Is the project compliant with all criteria set out in Section 1 (Compliance Criteria)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Section 1 (Compliance Criteria)
Is the project's location (capital schemes), or beneficiaries of the project (revenue schemes) fully or in part within the Cheshire East local authority boundary?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Q2.5
Does the project deliver against Cheshire East UKSPF objectives and deliver identified UKSPF outputs and outcomes within the March 2025 timescale?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Q2.9 Q4.1
Is the applicant able to provide adequate assurance that there are no significant barriers to the project's deliverability within the March 2025 timescale?  If funds are allocated for 2023/24 is there adequate assurance that these funds can be spend by the end of March 2024?	Yes <input type="checkbox"/> No <input type="checkbox"/>  Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	Assessor to take a reasoned view based on responses within Sections 5-7.
<b>Does the project meet the gateway criteria?</b>	<b>Yes <input type="checkbox"/></b> <i>If the project meets the Gateway Criteria, please move to Section 3.</i> <b>No <input type="checkbox"/></b> <i>If not, please go straight to Section 8.</i>	



**Funded by  
UK Government**

**Prioritisation Selection Criteria**

The assessment will provide a narrative against the criteria outlined below. A RAG rating and score will also be applied – based on the narrative findings – to support the prioritisation process. This will be guided by the following overarching framework, with the precise criteria for each assessment consideration set out in the tables below:

<b>Strategic and Economic Cases</b>	<b>Financial, Commercial and management cases</b>	<b>RAG Rating and Scoring</b>
- Strong direct response presented	- Strong plans in place or confirmed, project is ready to proceed	<b>8</b>
- Moderate direct response presented	- Strong plans presented, some further development work required	<b>6</b>
- Minor and/or indirect response presented	- Reasonable plans presented with information gaps or issues identified, but there is potential for these to be resolved ahead of final approval	<b>4</b>
- Weak response presented	- Limited plans presented - major gaps/risks identified requiring further work	<b>2</b>
- No direct response presented	- No / inappropriate plans presented – major concerns identified	<b>0</b>

Cheshire East Council will prioritise projects to be funded by UKSPF that can clearly demonstrate deliverability within the timeframe of the UKSPF funding. Therefore, as part of the project assessment and prioritisation process, any project that is rated as ‘no direct response presented’ or ‘no/inappropriate plans presented’ against any of the delivery cases, after clarifications have been sought – where appropriate, will not be recommended for funding.



Section 3 – Strategic Fit

Assessment considerations		Assessor comments			Application form question reference(s)
<b>Response to local UKSPF strategic priorities:</b> how well does the project contribute to the Cheshire East UKSPF Investment Plan?					Q3.1
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>					
Strong direct contribution <input type="checkbox"/>	Moderate direct contribution <input type="checkbox"/>	Minor and/or indirect contribution <input type="checkbox"/>	Weak contribution <input type="checkbox"/>	No direct contribution <input type="checkbox"/>	

Assessment considerations		Assessor comments			Application form question reference(s)
<b>Response to other local strategic priorities:</b> how well does the project respond to local needs/opportunities set out in other relevant local plans/strategies?					Q3.2
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>					
Strong direct response <input type="checkbox"/>	Moderate direct response <input type="checkbox"/>	Minor and/or indirect response <input type="checkbox"/>	Weak response <input type="checkbox"/>	No direct response <input type="checkbox"/>	



Funded by  
UK Government

Assessment considerations	Assessor comments			Application reference(s)	form	question
<b>Case for investment:</b> has the case for investment been appropriately made, underpinned by evidence of need and/or demand?				Q3.3		
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>						
Strong direct case for investment <input type="checkbox"/>	Moderate direct case for investment <input type="checkbox"/>	Minor and/or indirect case for investment <input type="checkbox"/>	Weak case for investment <input type="checkbox"/>	No direct case for investment <input type="checkbox"/>		

Assessment considerations	Assessor comments			Application reference(s)	form	question
<b>Wider strategic contribution – net zero and equalities:</b> how well does the project contribute towards achieving net zero ambitions and in meeting Cheshire East’s statutory duty to uphold the Equality Act 2010?				Q3.4 – Q3.5		
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>						
Strong direct contribution <input type="checkbox"/>	Moderate direct contribution <input type="checkbox"/>	Minor and/or indirect contribution <input type="checkbox"/>	Weak contribution <input type="checkbox"/>	No direct contribution <input type="checkbox"/>		



Funded by  
UK Government

Assessment considerations		Assessor comments			Application reference(s)	form	question
<b>Wider strategic contribution – inclusive growth:</b> to what extent does the project help to tackle health inequalities and/or deprivation in areas of need within the borough?					Q3.6		
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>							
Strong direct contribution <input type="checkbox"/>	Moderate direct contribution <input type="checkbox"/>	Minor and/or indirect contribution <input type="checkbox"/>	Weak contribution <input type="checkbox"/>	No direct contribution <input type="checkbox"/>			



Section 4 – Economic Case

Assessment considerations	Assessor comments				Application form question reference(s)
<b>Alignment of activities, outputs and outcomes:</b> are identified output and outcome measures in line with UKSPF measures and clearly attributable to project activities? Have appropriate assumptions been applied? Are they considered deliverable?					Q4.1 – Q4.2
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>					
Strong direct case for investment <input type="checkbox"/>	Moderate direct case for investment <input type="checkbox"/>	Minor and/or indirect case for investment <input type="checkbox"/>	Weak case for investment <input type="checkbox"/>	No direct case for investment <input type="checkbox"/>	

Assessment considerations	Assessor comments				Application form question reference(s)
<b>Value for money:</b> Are the target output and outcome levels commensurate with the level of funding requested?					Q4.1 – Q4.2 (Taking account of scale of UKSPF funding request set out in Section 5) and Q4.4
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>					
Strong direct case for investment <input type="checkbox"/>	Moderate direct case for investment <input type="checkbox"/>	Minor and/or indirect case for investment <input type="checkbox"/>	Weak case for investment <input type="checkbox"/>	No direct case or ineligible <input type="checkbox"/>	



Funded by  
UK Government

Assessment considerations		Assessor comments			Application form question reference(s)
<b>Option consideration:</b> has the applicant explored appropriate alternative options? Is it clear how the preferred option has been determined and that activity would not proceed or could only be delivered on a smaller scale without UKSPF support?					Q4.3 – Q4.4
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>					
Strong direct case for investment <input type="checkbox"/>	Moderate direct case for investment <input type="checkbox"/>	Minor and/or indirect case for investment <input type="checkbox"/>	Weak case for investment <input type="checkbox"/>	No direct case for investment <input type="checkbox"/>	

Assessment considerations		Assessor comments			Application form question reference(s)
<b>Additionality:</b> how does the project add value to existing activities/services? Is there a risk of any existing activities being displaced / duplicated as a result of project delivery?					Q4.5 – Q4.6
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>					
Strong direct case for investment <input type="checkbox"/>	Moderate direct case for investment <input type="checkbox"/>	Minor and/or indirect case for investment <input type="checkbox"/>	Weak case for investment <input type="checkbox"/>	No direct case for investment <input type="checkbox"/>	



Section 5 – Financial Case

Assessment considerations	Assessor comments				Application form question reference(s)
<b>Clarity and confidence in project costs:</b> are identified project costs eligible for support? Has a robust process been followed to determine project costs and their profile?					Q5.1 – Q5.3
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>					
Robust response provided, project would be ready to proceed with these costs <input type="checkbox"/>	Robust response provided, with some further development required <input type="checkbox"/>	Reasonable response provided with information gaps or issues identified, but there is potential for these to be resolved ahead of final approval <input type="checkbox"/>	Limited response provided – major gaps/risks identified requiring further work <input type="checkbox"/>	No / very poor response <input type="checkbox"/>	
Assessment considerations	Assessor comments				Application form question reference(s)
<b>Certainty of the funding package:</b> what is the status of the project's funding package? What is the likelihood of any outstanding funds being secured?					Q5.4
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>					
Very high level of certainty, with rest of the funding package in place <input type="checkbox"/>	High level of certainty, with high likelihood of securing remaining funds <input type="checkbox"/>	Reasonable level of certainty, with potential for remaining funds to be secured <input type="checkbox"/>	Limited level of certainty <input type="checkbox"/>	No certainty <input type="checkbox"/>	





Funded by  
UK Government

Assessment considerations		Assessor comments		Application reference(s)	form	question
<b>Future plans and contingency:</b> where applicable, are appropriate plans in place to protect investments/continue services beyond the UKSPF funding period? What contingencies are in place, if costs rise?				Q5.5 and Q6.7		
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>						
Strong, appropriate plans are in place / confirmed <input type="checkbox"/>	Strong, appropriate plans are outlined with some further development required <input type="checkbox"/>	Appropriate plans presented with information gaps or issues identified, but there is potential for these to be resolved ahead of final approval <input type="checkbox"/>	Limited plans provided - major gaps/risks identified requiring further work <input type="checkbox"/>	No/ inappropriate plans provided <input type="checkbox"/>		



Section 6 – Commercial Case

Assessment considerations		Assessor comments			Application reference(s)	form	question
<b>Overarching management:</b> are appropriate overarching delivery arrangements proposed for the nature and scale of activity? Where multiple partners are involved, is there clarity of working relationships and how these will be formalised?					Q6.1 – Q6.2		
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>							
Strong, appropriate arrangements are in place / confirmed <input type="checkbox"/>	Strong, appropriate arrangements are outlined with some further development required <input type="checkbox"/>	Appropriate arrangements presented with information gaps or issues identified, but there is potential for these to be resolved ahead of final approval <input type="checkbox"/>	Limited arrangements provided - major gaps/risks identified requiring further work <input type="checkbox"/>	No/ inappropriate arrangements provided <input type="checkbox"/>			

Assessment considerations		Assessor comments			Application reference(s)	form	question
<b>Procurement:</b> where applicable, does the applicant understand the requirement to comply with procurement regulations? Have appropriate proposals been identified?					Q6.3 – Q6.4		
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>							
Strong, appropriate proposals are in place / confirmed <input type="checkbox"/>	Strong, appropriate proposals are outlined with some further development required <input type="checkbox"/>	Appropriate proposals presented with information gaps or issues identified, but potential for these to be resolved ahead of final approval <input type="checkbox"/>	Limited proposals provided - major gaps/risks identified requiring further work <input type="checkbox"/>	No/ inappropriate proposals provided <input type="checkbox"/>			



Assessment considerations	Assessor comments				Application reference(s)	form	question
<b>Consultation:</b> has appropriate consultation taken place or is planned to inform the project?					Q6.5 – Q6.6		
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>							
Strong, appropriate arrangements are in place / confirmed <input type="checkbox"/>	Strong, appropriate arrangements are outlined with some further development required <input type="checkbox"/>	Appropriate arrangements presented with information gaps or issues identified, but there is potential for these to be resolved ahead of final approval <input type="checkbox"/>	Limited arrangements provided - major gaps/risks identified requiring further work <input type="checkbox"/>	No/ inappropriate arrangements provided <input type="checkbox"/>			

Assessment considerations	Assessor comments				Application reference(s)	form	question
<b>Subsidy control:</b> have any areas of concern been identified in relation to subsidy control compliance?					Q6.8		
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>							
No concerns identified <input type="checkbox"/>	Minor concerns identified <input type="checkbox"/>	Moderate concerns identified <input type="checkbox"/>	Strong concerns identified <input type="checkbox"/>	Major concerns identified <input type="checkbox"/>			



Section 7 – Management Case

Assessment considerations	Assessor comments	Application reference(s)	form	question
<b>Project scheduling:</b> have sufficient milestones for the project been provided? Are they reflective of the scope of activity to be delivered and are they realistic? Are there any key issues likely to delay or put at risk successful project delivery? Is the project in a strong position to proceed?		Q7.1		
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>				
Strong, appropriate plans are in place / confirmed – project is ready to proceed <input type="checkbox"/>	Strong, appropriate plans are outlined with some further development required <input type="checkbox"/>	Appropriate plans presented with information gaps or issues identified, but there is potential for these to be resolved ahead of final approval <input type="checkbox"/>	Limited plans provided - major gaps/risks identified requiring further work <input type="checkbox"/>	No/ inappropriate plans provided <input type="checkbox"/>

Assessment considerations	Assessor comments	Application reference(s)	form	question
<b>Delivery responsibilities:</b> are the day to day project delivery arrangements appropriate to the nature and scale of activity proposed? Do the organisations and individuals involved have the necessary skills, experience and capacity needed to deliver the project successfully?		Q7.2 – Q7.3		
<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>				



Funded by  
UK Government

Strong, appropriate delivery arrangements are in place / confirmed <input type="checkbox"/>	Strong, appropriate delivery arrangements are outlined with some further development required <input type="checkbox"/>	Appropriate delivery arrangements presented with information gaps or issues identified, but there is potential for these to be resolved ahead of final approval <input type="checkbox"/>	Limited delivery arrangements provided - major gaps/risks identified requiring further work <input type="checkbox"/>	No/ inappropriate delivery arrangements provided <input type="checkbox"/>
--	---	---	---	--

Assessment considerations	Assessor comments	Application form question reference(s)
<b>Risk:</b> have project risks been identified and is there appropriate mitigation in place to minimise and manage them? What is the overall level of anticipated risk?		Q7.4 – Q7.5

<b>Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)</b>				
Very low level of risk <input type="checkbox"/>	Low level of risk <input type="checkbox"/>	Medium level of risk <input type="checkbox"/>	High level of risk <input type="checkbox"/>	Very high level of risk <input type="checkbox"/>

Assessment considerations	Assessor comments	Application form question reference(s)
<b>Monitoring and evaluation:</b> has the applicant demonstrated an effective process for monitoring and evaluation? Are all anticipated indicators captured?		Q7.6



Funded by  
UK Government

Overall RAG assessment (select one and shade cell according to the colour scheme outlined above)				
Strong, appropriate processes are in place / confirmed <input type="checkbox"/>	Strong, appropriate processes are outlined with some further development required <input type="checkbox"/>	Appropriate processes presented with information gaps or issues identified, but there is potential for these to be resolved ahead of final approval <input type="checkbox"/>	Limited processes provided - major gaps/risks identified requiring further work <input type="checkbox"/>	No/ inappropriate processes provided <input type="checkbox"/>



Section 8 - Recommendation

Section	RAG rating
<b>Gateway Criteria (Section 1 and 2)</b>	
<b>Section 3 – Strategic Case</b>	
<ul style="list-style-type: none"> <li>Contribution to local UKSPF strategic priorities</li> </ul>	
<ul style="list-style-type: none"> <li>Response to other local strategic priorities</li> </ul>	
<ul style="list-style-type: none"> <li>Case for investment</li> </ul>	
<ul style="list-style-type: none"> <li>Wider strategic contribution – net zero and equalities</li> </ul>	
<ul style="list-style-type: none"> <li>Wider strategic contribution – inclusive growth</li> </ul>	
<b>Section 4 – Economic Case</b>	
<ul style="list-style-type: none"> <li>Alignment of activities, outputs and outcomes</li> </ul>	
<ul style="list-style-type: none"> <li>Value for money</li> </ul>	
<ul style="list-style-type: none"> <li>Option consideration</li> </ul>	
<ul style="list-style-type: none"> <li>Additionality</li> </ul>	
<b>Section 5 – Financial Case</b>	
<ul style="list-style-type: none"> <li>Clarity and confidence in project costs</li> </ul>	
<ul style="list-style-type: none"> <li>Certainty of the funding package</li> </ul>	
<ul style="list-style-type: none"> <li>Future plans and contingency</li> </ul>	
<b>Section 6 – Commercial Case</b>	
<ul style="list-style-type: none"> <li>Overarching management</li> </ul>	
<ul style="list-style-type: none"> <li>Procurement</li> </ul>	
<ul style="list-style-type: none"> <li>Consultation</li> </ul>	
<ul style="list-style-type: none"> <li>Subsidy control</li> </ul>	
<b>Section 7 – Management Case</b>	
<ul style="list-style-type: none"> <li>Project scheduling</li> </ul>	
<ul style="list-style-type: none"> <li>Delivery responsibilities</li> </ul>	
<ul style="list-style-type: none"> <li>Risk</li> </ul>	
<ul style="list-style-type: none"> <li>Monitoring and evaluation</li> </ul>	

Strategic and Economic Cases	Financial, Commercial and management cases	
- Strong direct response presented	- Strong plans in place or confirmed, project is ready to proceed	
- Moderate direct response presented	- Strong plans presented, some further development work required	
- Minor and/or indirect response presented	- Reasonable plans presented with information gaps or issues identified, but there is potential for these to be resolved ahead of final approval	
- Weak response presented	- Limited plans presented - major gaps/risks identified requiring further work	
- No direct response presented	- No / inappropriate plans presented	



Funded by  
UK Government

Overall assessment comments and recommendation	RAG rating
<i>Final recommendation to be made once the full portfolio of projects has been assessed to allow recommendations to be made within the scope of available resources</i>	



# UK Shared Prosperity Fund Monitoring & Evaluation Guidance

## Output and Outcome Indicator Lists

### Introduction

As explained in the UKSPF Additional Information document, funding recipients are required to report every 6 months on their project outputs and outcomes. There is no requirement to report against all of the output and outcome indicators listed - only those identified as relevant to the activities undertaken.

### Purpose of this document

The purpose of this document is to provide further detail on the output and outcome indicators, and highlight refinements.

For each of the indicators, the following information is provided:

- The original indicator name
- The updated indicator name for reporting
- The unit of measurement
- The definition of the indicator

**Please note:** This is a reference document only, and should not be used to submit your 6-monthly report.

### Navigation

Please use the links below to navigate to the relevant indicator lists:

[UKSPF Output Indicators](#)

[UKSPF Outcome Indicators](#)

Id	Nome	Descrizione	Stato	Ultima Modifica	Ultimo Modificato
1	...	...	...	...	...
2	...	...	...	...	...
3	...	...	...	...	...
4	...	...	...	...	...
5	...	...	...	...	...
6	...	...	...	...	...
7	...	...	...	...	...
8	...	...	...	...	...
9	...	...	...	...	...
10	...	...	...	...	...
11	...	...	...	...	...
12	...	...	...	...	...
13	...	...	...	...	...
14	...	...	...	...	...
15	...	...	...	...	...
16	...	...	...	...	...
17	...	...	...	...	...
18	...	...	...	...	...
19	...	...	...	...	...
20	...	...	...	...	...
21	...	...	...	...	...
22	...	...	...	...	...
23	...	...	...	...	...
24	...	...	...	...	...
25	...	...	...	...	...
26	...	...	...	...	...
27	...	...	...	...	...
28	...	...	...	...	...
29	...	...	...	...	...
30	...	...	...	...	...
31	...	...	...	...	...
32	...	...	...	...	...
33	...	...	...	...	...
34	...	...	...	...	...
35	...	...	...	...	...
36	...	...	...	...	...
37	...	...	...	...	...
38	...	...	...	...	...
39	...	...	...	...	...
40	...	...	...	...	...
41	...	...	...	...	...
42	...	...	...	...	...
43	...	...	...	...	...
44	...	...	...	...	...
45	...	...	...	...	...
46	...	...	...	...	...
47	...	...	...	...	...
48	...	...	...	...	...
49	...	...	...	...	...
50	...	...	...	...	...
51	...	...	...	...	...
52	...	...	...	...	...
53	...	...	...	...	...
54	...	...	...	...	...
55	...	...	...	...	...
56	...	...	...	...	...
57	...	...	...	...	...
58	...	...	...	...	...
59	...	...	...	...	...
60	...	...	...	...	...
61	...	...	...	...	...
62	...	...	...	...	...
63	...	...	...	...	...
64	...	...	...	...	...
65	...	...	...	...	...
66	...	...	...	...	...
67	...	...	...	...	...
68	...	...	...	...	...
69	...	...	...	...	...
70	...	...	...	...	...
71	...	...	...	...	...
72	...	...	...	...	...
73	...	...	...	...	...
74	...	...	...	...	...
75	...	...	...	...	...
76	...	...	...	...	...
77	...	...	...	...	...
78	...	...	...	...	...
79	...	...	...	...	...
80	...	...	...	...	...
81	...	...	...	...	...
82	...	...	...	...	...
83	...	...	...	...	...
84	...	...	...	...	...
85	...	...	...	...	...
86	...	...	...	...	...
87	...	...	...	...	...
88	...	...	...	...	...
89	...	...	...	...	...
90	...	...	...	...	...
91	...	...	...	...	...
92	...	...	...	...	...
93	...	...	...	...	...
94	...	...	...	...	...
95	...	...	...	...	...
96	...	...	...	...	...
97	...	...	...	...	...
98	...	...	...	...	...
99	...	...	...	...	...
100	...	...	...	...	...



Original Outcome Indicator	Updated Outcome Indicator for Reporting	Unit of Measurement	Definition	Notes
Greenhouse gas reductions (% decrease in Tonnes of Co2e)	Estimated Carbon dioxide equivalent reductions as a result of support	Tonnes of CO2e	<p>Carbon dioxide equivalent (CO2e) covers a wide range of greenhouse gases (GHG) that have an impact on climate change resulting from the specific UKSPF intervention. Decrease in tonnes of CO2e should be measured using BEIS Conversion Factors for calculating resulting primary energy savings.</p> <p>The estimate is based on the amount of CO2e saved in a given year, i.e., a projection of estimated savings of either one year following project completion or the calendar year after project completion through a methodology agreed by project appraisers.</p> <p>Reporting will also facilitate the option to report an increase metric.</p>	NA
Improved engagement numbers (% increase)	Improved engagement numbers	Number of people	<p>The increase in number of individuals engaged in the local area / activity during the last 12 months. Engagement can include physical and digital engagements.</p> <p>What is classed as the 'local area' where events are recorded should remain consistent throughout the collection e.g. should not include/ exclude events in neighbouring locations which were excluded/included in previous returns.</p> <p>Reporting will also facilitate the option to report a decrease metric.</p>	<p>If places want to track this outcome, they are encouraged to create bespoke surveys for either the general population (i.e. the entire group you want to draw conclusions about) or target groups affected by UKSPF interventions. The sample should be large enough to enable accurate results based on the population size. There are tools online which can be used to calculate what suitable sample size is for a given population. It must be ensured that respondents are representative of the local population as a whole, in terms of age, sex, etc. If places report on this indicator, they may be asked to share information relating to the population size, the definition of population, the number of individuals who responded to the survey and the survey questions. This may help with evaluation of the programme. Reporting should be proportionate to the intervention size.</p>
Improved perceived/experienced accessibility (% increase)	Improved perceived/experienced accessibility	Number of people	<p>The number of individuals who report perceived/experienced accessibility as good or very good. As this is aiming to measure change, it will only be relevant where the individual could experience it previously (i.e. the perceived/experienced accessibility previously existed and isn't new). Measurement should directly relate to the change perceived/experienced through the UKSPF project (e.g., the building impacted). Accessibility refers to public space having facilities required for disabled pedestrians. These include, but are not limited to: the provision of dropped kerbs, tactile paving, audible and tactile signals, ramps and lifts.</p> <p>Reporting will also facilitate the option to report a decrease metric.</p>	<p>If places want to track this outcome, they are encouraged to create bespoke surveys for either the general population (i.e. the entire group you want to draw conclusions about) or target groups affected by UKSPF interventions. The sample should be large enough to enable accurate results based on the population size. There are tools online which can be used to calculate what suitable sample size is for a given population. It must be ensured that respondents are representative of the local population as a whole, in terms of age, sex, etc. If places report on this indicator, they may be asked to share information relating to the population size, the definition of population, the number of individuals who responded to the survey and the survey questions. This may help with evaluation of the programme. Reporting should be proportionate to the intervention size.</p>

Original Outcome Indicator	Updated Outcome Indicator for Reporting	Unit of Measurement	Definition	Notes
Improved perception of events (% increase)	Improved perception of events	Number of people	The number of individuals who report their perception of the event(s) as good or very good. As this is aiming to measure change, it will only be relevant where the individual could experience it previously (i.e. the event existed previously and isn't new). Measurement should directly relate to the perception change through the UKSPF project (e.g., the event impacted). Events mean activities enabling people to gather, undertake an activity and share knowledge. They include, but are not limited to: conferences, sports tournaments, and educational courses. Reporting will also facilitate the option to report a decrease metric.	If places want to track this outcome, they are encouraged to create bespoke surveys for either the general population (i.e. the entire group you want to draw conclusions about) or target groups affected by UKSPF interventions. The sample should be large enough to enable accurate results based on the population size. There are tools online which can be used to calculate what suitable sample size is for a given population. It must be ensured that respondents are representative of the local population as a whole, in terms of age, sex, etc. If places report on this indicator, they may be asked to share information relating to the population size, the definition of population, the number of individuals who responded to the survey and the survey questions. This may help with evaluation of the programme. Reporting should be proportionate to the intervention size.
Improved perception of facilities/amenities (% increase)	Improved perception of facilities/amenities	Number of people	The number of individuals who report their perception of facilities/amenities as good or very good. As this is aiming to measure change, it will only be relevant where the user could experience it previously (i.e. the perception of facilities/amenities existed previously and isn't new). Measurement should directly relate to the perception change through the UKSPF project (e.g., the facilities/amenities impacted). Amenity/facility means any service contained within a physical structure, including, but not limited to, magistrates courts, police stations, town halls, cultural institutions, hospitals and public toilets. Reporting will also facilitate the option to report a decrease metric.	If places want to track this outcome, they are encouraged to create bespoke surveys for either the general population (i.e. the entire group you want to draw conclusions about) or target groups affected by UKSPF interventions. The sample should be large enough to enable accurate results based on the population size. There are tools online which can be used to calculate what suitable sample size is for a given population. It must be ensured that respondents are representative of the local population as a whole, in terms of age, sex, etc. If places report on this indicator, they may be asked to share information relating to the population size, the definition of population, the number of individuals who responded to the survey and the survey questions. This may help with evaluation of the programme. Reporting should be proportionate to the intervention size.
Improved perception of facility/infrastructure project (% increase)	Improved perception of facility/infrastructure project	Number of people	The number of people who report their perception of the facility/infrastructure project(s) as good or very good. This means projects aiming at improving or creating facilities and infrastructure. As this is aiming to measure change, it will only be relevant where the individual could experience it previously (i.e. it existed previously and isn't new). Reporting will also facilitate the option to report a decrease metric.	If places want to track this outcome, they are encouraged to create bespoke surveys for either the general population (i.e. the entire group you want to draw conclusions about) or target groups affected by UKSPF interventions. The sample should be large enough to enable accurate results based on the population size. There are tools online which can be used to calculate what suitable sample size is for a given population. It must be ensured that respondents are representative of the local population as a whole, in terms of age, sex, etc. If places report on this indicator, they may be asked to share information relating to the population size, the definition of population, the number of individuals who responded to the survey and the survey questions. This may help with evaluation of the programme. Reporting should be
Increased users of facilities/amenities (% increase)	Increased users of facilities/amenities	Number of users	The increase in number of users of facilities/amenities. Users are the people using facilities/amenities. Amenity/facility means any service contained within a physical structure, including, but not limited to, magistrates courts, police stations, town halls, cultural institutions, hospitals and public toilets. Reporting will also facilitate the option to report a decrease metric.	NA

Original Outcome Indicator	Updated Outcome Indicator for Reporting	Unit of Measurement	Definition	Notes
Improved perception of safety (% increase)	Improved perception of safety	Number of people	The number of individuals who report their perception of feeling safe as being either safe or very safe. Perception of safety means the condition of feeling protected from danger, risk, or injury. Reporting will also facilitate the option to report a decrease metric.	If places want to track this outcome, they are encouraged to create bespoke surveys for either the general population (i.e. the entire group you want to draw conclusions about) or target groups affected by UKSPF interventions. The sample should be large enough to enable accurate results based on the population size. There are tools online which can be used to calculate what suitable sample size is for a given population. It must be ensured that respondents are representative of the local population as a whole, in terms of age, sex, etc. If places report on this indicator, they may be asked to share information relating to the population size, the definition of population, the number of individuals who responded to the survey and the survey questions. This may help with evaluation of the programme. Reporting should be proportionate to the intervention size.
Increased affordability of events/entry (% increase)	Increased affordability of events/entry	Affordability in £	Increased affordability means the decrease in price of events as a direct result of an intervention. This may be the result of a change in the following: - Standard price of entry which may reflect actual change in prices or the value of a subsidy. Standard price of entry is defined as the mode entry price for an adult. - Lowest price of entry. Lowest price of entry is defined as the lowest entry price for an adult (excluding offers). - Average price of entry. Average price of entry is defined as the mode entry price. - Price of entry for a specified visitor category (student, child, senior citizen, low wage/in receipt of benefits etc.). Reporting will also facilitate the option to report a decrease metric.	Places should maintain an understanding of the individual contribution of changes to the 'standard price' vs. 'lowest price' vs. 'entry price for a specified group' where relevant, so that the indicator can be disaggregated if required.
Number of new or improved community facilities as a result of support (numerical value)	*Discontinued*	*Discontinued*	*Discontinued*	NA
Increased footfall (% increase)	Increased footfall	Number of people	Increased footfall is the increase in count of people (e.g., using an electronic people counter) within a given area over a given time (e.g. total people in a month). Reporting will also facilitate the option to report a decrease metric.	NA
Increased number of web searches for a place (% increase)	Increased number of web searches for a place	Number of web searches	The increase in number of web searches for the target location, compared with a baseline measurement. This may be measured by analytics evidence based on keywords relevant to the place. Reporting will also facilitate the option to report a decrease metric.	NA
Increased take up of energy efficiency measures (% increase)	Increased take up of energy efficiency measures	Number of households	The increase in number of households taking up energy efficient measures following support. - A 'household', as defined in the 2011 Census is: 'one person living alone; or a group of people (not necessarily related) living at the same address who share cooking facilities and share a living room or sitting room or dining area', includes houses, bungalows, flats, and maisonettes. - Energy efficiency means any measures which could improve a households Energy Performance Certificate rating. It is not required to shift the letter rating, only to make progress towards this. Reporting will also facilitate the option to report a decrease metric. ☑	NA
Increased use of cycleways or paths (% increase)	Increased use of cycleways or foot paths	Number of cyclists or pedestrians	The increase in number of cyclists or pedestrians over a set period of time (e.g. weekly flow) along the specified length of cycleway or foot path that has been created or improved. Reporting will also facilitate the option to report a decrease metric.	Places should maintain an understanding of the individual contribution of 'cycle ways' vs 'foot paths' where relevant, so that the indicator can be disaggregated if required.

Original Outcome Indicator	Updated Outcome Indicator for Reporting	Unit of Measurement	Definition	Notes
Jobs created (numerical value)	Jobs created as a result of support	Number of Full time equivalent (FTE)	<p>The number of new, permanent, paid, full-time equivalent (FTE) jobs created following support. This includes both part-time and full-time jobs, which should be recorded relative to full-time equivalent (FTE). FTE should be based on the standard full-time hours of the employer.</p> <ul style="list-style-type: none"> <li>- New means it should not have existed with that employer before the intervention.</li> <li>- Created jobs exclude those created solely to deliver the intervention (e.g. construction).</li> <li>- Permanent means it should have an intended life expectancy of at least 12 months from the point at which it is created.</li> <li>- Only count each individual FTE or job once through the lifetime of a project (i.e. it should not be counted every year)</li> <li>- FTE is a measure of an employees scheduled hours in relation to an employers hours for a full time workweek</li> </ul>	NA
Jobs safeguarded (numerical value)	Jobs safeguarded as a result of support	Number of full time equivalent (FTE)	<p>A safeguarded job is a permanent and paid job that was at risk prior to support being provided, and which the support helped the business to retain. This includes sole traders and business owners.</p> <p>Safeguarded jobs exclude those created solely to deliver the intervention (e.g., construction).</p> <p>This includes both part-time and full-time jobs, which should be recorded relative to full-time equivalent (FTE).</p> <ul style="list-style-type: none"> <li>- FTE should be based on the standard full-time hours of the employer.</li> <li>- At risk is defined as being forecast to be lost within 6 months.</li> <li>- Only count each individual FTE or job once through the lifetime of a project (i.e. it should not be counted every year)</li> <li>- FTE is a measure of an employees scheduled hours in relation to an employers hours for a full time workweek</li> </ul>	NA
Number of community-led arts, cultural, heritage and creative programmes as a result of support (numerical value)	Number of community-led arts, cultural, heritage and creative programmes as a result of support	Number of programmes	<p>Number of programmes started because of support provided by UKSPF interventions. This indicator focuses on programmes that are led by the community groups (self-governing and not for profit group or organisation which works for the public benefit) and focuses on the topics of arts, culture, heritage.</p>	NA
Reduced vacancy rates (% decrease)	Number of vacant units filled	Number of vacant units filled	<p>The number of residential or commercial units within a specified area that are filled as a result of support at the time of measurement.</p> <ul style="list-style-type: none"> <li>- Residential unit means a dwelling unit for residential use and occupancy, and includes the structure or part of a structure that is used as a home, residence, or sleeping place by one person who maintains a household or two or more persons who maintain a common household.</li> <li>- Vacant means that the unit is not occupied and is empty.</li> </ul> <p>The geography that the measurement relates to should remain the same over time.</p> <p>The time at which the measurement is made should be regular (e.g., at 6-monthly intervals) and consistent (e.g., on the first day of the calendar month), where possible.</p>	Places should aim to record, where possible, the total number of residential or commercial units within the measurement area and the total number of vacant properties
Reduction in neighbourhood crime (% decrease)	Neighbourhood crimes	Number of crimes reported	<p>Decrease in number of neighbourhood crimes reported within a specified area.</p> <ul style="list-style-type: none"> <li>- Neighbourhood crime include domestic burglary, theft from the person, robbery and vehicle crime.</li> </ul> <p>The geography over which a neighbourhood is measured, and hence data is collected, should remain consistent throughout. Reporting will also facilitate the option to report an increase metric.</p>	NA
Volunteering numbers as a result of support (numerical value)	Number of volunteering opportunities created as a result of support	Number of volunteering roles created	<p>The number of organised volunteering roles created as a direct result of the intervention. This includes opportunities for people to volunteer on a regular basis, and opportunities for one-off volunteering.</p> <ul style="list-style-type: none"> <li>- Formal volunteering refers to those who have given unpaid help via a group, club, or organisation: for example, leading a group, administrative support or befriending or mentoring people.</li> </ul>	NA
Number of adults achieving maths qualifications up to, and including, Level 2 equivalent (numerical value)	Number of adults achieving maths qualifications up to, and including, Level 2 equivalent	Number of adults	<p>Number of adults achieving maths qualifications up to, and including, Level 2 equivalent.</p>	NA

Original Outcome Indicator	Updated Outcome Indicator for Reporting	Unit of Measurement	Definition	Notes
Number of adults participating in maths qualifications and courses up to, and including, Level 2 equivalent (numerical value)	Number of adults participating in maths qualifications and courses up to, and including, Level 2 equivalent	Number of adults	Number of adults participating in maths qualifications and courses up to, and including, Level 2 equivalent.	NA
Number of people engaged in life skills support following interventions (numerical value)	People engaged in life skills support following interventions	Number of people	Number of people engaged in life skills support following interventions. - Life skills support is defined as additional support which improves confidence, resilience or motivation around the process of job searching and may include basic skills (English, maths), digital skills, communication skills, presentation skills, activities which reduce social isolation or encourage appropriate employment related behaviours.	NA
Number of people gaining qualifications, licences and skills (numerical value)	Number of people gaining qualifications, licences and skills	Number of people	The number of people gaining qualifications or licences (e.g. vocational licences).	NA
Number of people gaining a qualification or completing a course following support (numerical value)	People gaining a qualification or completing a course following support	Number of people	Number of people who have received support to gain a qualification or completed a course following that support.	NA
Number of active or sustained participants in community groups as a result of support (numerical value)	Number of active or sustained participants in community groups as a result of support	Number of participants	The number of people actively participating in community groups over a sustained period. - Active participation means attending 50% or more sessions in a minimum period of no less than three months. - Community group means a self-governing and not for profit group or organisation which works for the benefit of the public.	NA
Number of economically active individuals engaged in mainstream skills education and training (numerical value)	Number of economically active individuals engaged in mainstream skills education and training	Number of individuals	Number of economically active individuals engaged in mainstream skills education and training as result of support. Economically active individuals are people aged 16 and over who do one hour or more of paid work per week, or are temporarily away from work (e.g. because they are temporarily sick or on holiday). This includes: -Employees (permanent and temporary workers, the latter including those on fixed period contracts, agency temping etc.). -Self-employed. -Family workers (unpaid). -People on government-supported training programmes, engaging in any form of work, work experience or work-related training. - Education or training is defined as a structured and agreed programme of: • lifelong learning • formal education • educational and/or vocational training activities (this may include on the job and/or off the job vocational training or a combination of the approaches listed).  Mandatory training (e.g., job-search related / CV writing) and other non-vocational / non-educational support such as confidence building, life-skills and personal effectiveness support cannot be considered as education or vocational training in this context (even though such activities may, of course, be useful and important support measures).	NA
Number of economically inactive individuals in receipt of benefits they are entitled to following support (numerical value)	Number of economically inactive individuals engaging with benefits system following support	Number of people	The number of economically inactive people not previously on benefits who have received support and are now in receipt of Job Seekers Allowance (JSA) or are in the Intensive Work Search Regime within Universal Credit (UC) or those within specific conditionality regimes in UC including "Planning for work" or "Preparing for work" following that support. There is no length of time on inactivity required. People count if they are 16+.	NA



Original Outcome Indicator	Updated Outcome Indicator for Reporting	Unit of Measurement	Definition	Notes
Number of people engaged in job-searching following support (numerical value)	Number of people engaged in job-searching following support	Number of people	Economically inactive people who have received support and who are newly engaged in job searching activities following that support. - Economically inactive individuals are those not in work and not actively seeking work (unlike unemployed individuals who are actively seeking work). Not all economically inactive individuals claim benefits. For those that do, this would include those claiming either "legacy" benefits or those within specific conditionality regimes in Universal Credit. The former includes Employment Support Allowance (ESA), Incapacity Benefit (IB) and Income Support (IS). The latter includes claimants within the Preparation Requirement or Work Focused Interview Requirement conditionality regimes. There is no length of time on inactivity required. People count if they are 16+.	NA
Number of people engaging with mainstream healthcare services (numerical value)	Number of people engaging with mainstream healthcare services	Number of people	Number of people undergoing any type of NHS treatment.	NA
Number of people experiencing reduced structural barriers into employment and into skills provision (numerical value)	Number of people experiencing reduced structural barriers into employment and into skills provision	Number of people	The number of people who have been supported by UKSPF funded activity to reduce barriers to employment and skills. These barriers can take a variety of forms and will interact with other characteristics of labour market disadvantage such as gender, age, health, disability and ethnicity to reduce their likelihood of labour market and skills engagement. While not exhaustive, types of commonly experienced barriers might include homelessness, being an ex-offender, being a care leaver or having substance dependency issues. Other types of barriers might relate to access to services such as care services including childcare, transport, digital and financial. Barriers may also relate to lack of interpersonal and employability skills such as confidence, motivation and behavioural issues.	NA
Number of people familiarised with employers expectations, including, standards of behaviour in the workplace (numerical value)	Number of people familiarised with employers expectations, including, standards of behaviour in the workplace	Number of people	The number of people who have been supported by UKSPF funded activity to be familiarised with or acquire improved awareness and understanding of behaviours and attitudes appropriate to employment and skills settings, including but not limited to, standards of workplace behaviour and conduct, working with others, health and safety, diversity and inclusion, etc. This can include pre-employment or skills activity as well as activity undertaken on joining such as formal inductions and training.	NA
Number of people in education/training (numerical value)	Number of people in education/training following support	Number of people	People who have received support and who are newly engaged in education (lifelong learning, formal education) or training activities (off-the-job/in-the-job training, vocational training, etc.) immediately upon leaving the project.	NA
Number of people in employment, including self-employment, following support (numerical value)	Number of people in employment, including self-employment, following support	Number of people	The number of people who were previously unemployed or economically inactive, who have received support, and who have been in employment, including self-employment, for at least a 2 week of a four week period following that support. This includes those moving into the "Working with requirements" or the "Working enough i.e. no working requirements" regimes on Universal Credit system. - Unemployed individuals, as defined by the International Labour Organisation (ILO) are those: - Without a job, have been actively seeking work in the past four weeks, and are available to start in the next two weeks. - Out of work, have found a job and are waiting to start it in the next two weeks. - Economically inactive people are those not in work and not actively seeking work.	NA
Number of people in supported employment (numerical value)	Number of people in supported employment	Number of people	The number of people who have received UKSPF funded in-work support that enables them to remain in work and develop or progress in work. This might take a variety of forms including training, skills and support with access to work (such as reasonable adjustments) and / or work-related costs such as equipment, childcare or transport.	NA
Number of people reporting increased employability through development of interpersonal skills funded by UKSPF (numerical value)	Number of people reporting increased employability through development of interpersonal skills funded by UKSPF	Number of people	The number of people who have been supported by UKSPF funded activity who have reported increased employability through the acquisition or improvement of interpersonal skills relevant to employment and skills settings, including but not limited to confidence, communication skills, working with others, time management, motivation to work or do training.	NA

Original Outcome Indicator	Updated Outcome Indicator for Reporting	Unit of Measurement	Definition	Notes
Number of people sustaining employment for 6 months (numerical value)	Number of people sustaining employment for 6 months	Number of people	Number of people sustaining employment for 6 months after receiving support. Sustaining employment means being employed. Employed refers to people aged 16 and over who do one hour or more of paid work per week, or are temporarily away from work (e.g. because they are temporarily sick or on holiday). This includes: -Employees (permanent and temporary workers, the latter including those on fixed period contracts, agency temping etc.). -Self-employed. -People on government-supported training programmes, engaging in any form of work, work experience or work-related training. - Persons on maternity or paternity leave.	NA
Number of people sustaining engagement with keyworker support and additional services (numerical value)	Number of people sustaining engagement with keyworker support and additional services	Number of people	Number of people sustaining engagement with keyworker support and additional services. - Keyworkers are frontline staff supporting residents as part of the UKSPF intervention. - Additional services include, for example, local training in life, maths and digital skills, employment support, health support groups, counselling, mental health and advice services, financial support, specialised support, enrichment activities and housing support. - Sustaining engagement means continuous support 6 months after first contact with the keyworker or additional service.	
Number of people with basic skills (English, maths, digital and ESOL) (numerical value)	Number of people with basic skills following support	Number of people	Number of people with basic skills as a result of support. - Basic skills means skills in English, Maths, Digital and ESOL (English to Speakers of Other Languages).	NA
Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	Number of people with proficiency in pre-employment and interpersonal skills	Number of people	The number of people who have been supported by UKSPF funded activity to become proficient in employability (including but not limited to, numeracy and literacy skills, time management, communication, motivation and other relevant interpersonal skills) and job search efficacy skills (including but not limited to, online job searching, CV writing, application and interview skills) has increased.	NA
Improved perception of attractions (% increase)	Improved perception of attractions	Number of people	The number of individuals who report their perception of the attraction(s) as good or very good. As this is aiming to measure change, it will only be relevant where the individual could experience it previously (i.e. the attraction existed previously and isn't new). Measurement should directly relate to the perception change through the UKSPF project (e.g., the attraction impacted). Attractions mean any public facility or space attracting visitors. These include, but are not limited to: parks, town centres and sports facilities. Reporting will also facilitate the option to report a decrease metric.	If places want to track this outcome, they are encouraged to create bespoke surveys for either the general population (i.e. the entire group you want to draw conclusions about) or target groups affected by UKSPF interventions. The sample should be large enough to enable accurate results based on the population size. There are tools online which can be used to calculate what suitable sample size is for a given population. It must be ensured that respondents are representative of the local population as a whole, in terms of age, sex, etc. If places report on this indicator, they may be asked to share information relating to the population size, the definition of population, the number of individuals who responded to the survey and the survey questions. This may help with evaluation of the programme. Reporting should be proportionate to the intervention size.

Original Outcome Indicator	Updated Outcome Indicator for Reporting	Unit of Measurement	Definition	Notes
Improved perception of markets (% increase)	Improved perception of markets	Number of people	The number of individuals who report their perception of open air market(s) as good or very good. Measurement should directly relate to the perception change through the UKSPF project (e.g., the market impacted). As this is aiming to measure change, it will only be relevant where the individual could experience it previously (i.e. it existed previously and isn't new). Reporting will also facilitate the option to report a decrease metric.	If places want to track this outcome, they are encouraged to create bespoke surveys for either the general population (i.e. the entire group you want to draw conclusions about) or target groups affected by UKSPF interventions. The sample should be large enough to enable accurate results based on the population size. There are tools online which can be used to calculate what suitable sample size is for a given population. It must be ensured that respondents are representative of the local population as a whole, in terms of age, sex, etc. If places report on this indicator, they may be asked to share information relating to the population size, the definition of population, the number of individuals who responded to the survey and the survey questions. This may help with evaluation of the programme. Reporting should be proportionate to the intervention size.
Increase in visitor spending (% increase)	Increase in visitor spending	Amount of visitor spend in £	The increase in visitor spend at venues. This is actual spend at venues and should not include induced or second order spend. For example, credit card transaction data could be used to understand levels/trends in consumer spending or gross revenue as recorded by venues. If gross revenue is used, other sources of revenue should be excluded to ensure only visitor spend is captured. Only one method to estimate consumer spending should be used and this should remain consistent for all data collection periods. Where possible, ensure all major venues are included and tracked. The sample of venues tracked should remain the same over time, unless newly established venues are created during the reporting period which can be included. Reporting will also facilitate the option to report a decrease metric.	NA
Increased amount of investment (£)	Increased amount of investment	£	The increase in amount of tangible investment made by the private sector within a specified area over the reporting period. - Tangible means something physical, for example, buildings, machinery, fixtures and fittings, etc. It excludes financial investments such as stocks or bonds. - Investments should only be included in the measurement once there is a contractual commitment. Investments that have only been announced should not be included. - The area of measurement needs to be specified prior to the first measurement being taken, and this area should remain consistent over the lifetime of the programme.	NA
Increased amount of low or zero carbon energy infrastructure installed (% increase)	Increased amount of low or zero carbon energy infrastructure installed	Square metres (M2)	The increase in amount of space containing low or zero carbon infrastructure completed. This may be within existing residential units, non-domestic buildings or other. - Low or Zero Carbon Infrastructure means any improvements to the units that reduce energy demand, promote the diversification of energy sources, or drive more appropriate use of energy. - A residential unit means a home to a 'household', which is defined in the 2011 Census as: 'one person living alone; or a group of people (not necessarily related) living at the same address who share cooking facilities and share a living room or sitting room or dining area'. This includes houses, bungalows, flats, and maisonettes. - A non-residential building means any building that is not used as permanent or semi-permanent accommodation. This includes, but is not limited to: hospitals, universities, hostels, hotels, retail, and offices. - Completed means physical completion of the low or zero carbon infrastructure and space is ready for occupancy immediately. Reporting will also facilitate the option to report a decrease metric.	NA
Increased business sustainability (% increase)	Increased business sustainability	Number of enterprises	The increase in number of enterprises with improved sustainability. Business sustainability refers to doing business without negatively impacting the environment, community, or society as a whole. Reporting will also facilitate the option to report a decrease metric.	If places want to track this outcome, they are encouraged to create bespoke methods to measure this outcome (e.g., survey) for either the general population or target groups affected by UKSPF interventions.

Original Outcome Indicator	Updated Outcome Indicator for Reporting	Unit of Measurement	Definition	Notes
Increased number of businesses supported (% increase)	Increased number of enterprises supported	Number of enterprises	The increase in number of enterprises supported. - Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. Reporting will also facilitate the option to report a decrease metric.	NA
Increased number of innovation active SMEs (numerical value)	Increased number of innovation active SMEs (Small and medium-sized enterprises)	Number of enterprises	The increase in number of innovation active SMEs (Small and medium-sized enterprises) supported, compared with a baseline measurement prior to the intervention. SMEs are usually defined as having fewer than 250 workers.  The UK definition of innovation active is based on an Organisation for Economic Co-operation and Development (OECD) definition. This definition includes any of the following activities, if they occurred as a result of the intervention: 1. The introduction of a new or significantly improved product (good or service) or process; 2. Engagement in innovation projects not yet complete, scaled back, or abandoned; 3. New and significantly improved forms of organisation, business structures or practices, and marketing concepts or strategies.  - Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity.	NA
Increased number of projects arising from funded feasibility studies (% increase)	The number of projects arising from funded feasibility studies	Number of projects	The number of projects that have arisen as a result of feasibility studies funded by UKSPF. Funding for projects does not need to be sourced from UKSPF to be eligible.	NA
Increased number of properties better protected from flooding and coastal erosion (% increase)	Increased number of properties better protected from flooding and coastal erosion	Number of properties	The increase in number of properties better protected from flooding and coastal erosion due to the intervention. - Better protected means a reduced likelihood of flooding as a result of the project. Reporting will also facilitate the option to report a decrease metric.	NA
Increased visitor numbers (% increase)	Increased visitor numbers	Number of people	The increase in number of visitor admissions to the local area, including markets, town centre, tourist attractions, green and blue spaces and cultural and heritage venues. The count of attendance should be based on tickets / entry figures, where applicable. The sample of venues tracked should remain the same over time, unless newly established venues are created during the reporting period which can be included. Reporting will also facilitate the option to report a decrease metric.	NA
Number of businesses adopting new or improved products or services (numerical value)	Number of enterprises adopting new or improved products or services	Number of enterprises	The number of enterprises introducing a new product or service. - Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. - A product or service is new if the enterprise has not previously made this product or service available to the market before. - Support must be for a enterprises to introduce one of the following: • Product - when it is either at pre-launch or launched to the market • Service - when it has been introduced to the market	NA
Number of businesses adopting new to the firm technologies or processes (numerical value)	Number of enterprises adopting new to the firm technologies or processes	Number of enterprises	The number of enterprises introducing a new to the firm technology or process (through external sources e.g., procurement). - Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. - A technology or process is new to the firm if it did not use a technology or process with the same functionality before, or the production technology or process is fundamentally different from those already used. This may be tangible or intangible. - If an enterprise introduces multiple new technologies or processes, it is still counted as one enterprise.	NA

Original Outcome Indicator	Updated Outcome Indicator for Reporting	Unit of Measurement	Definition	Notes
Number of businesses engaged in new markets (numerical value)	Number of enterprises engaged in new markets	Number of enterprises	Number of enterprises engaged in new markets following support. - Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. - Engaged means they have launched a product or service into a new domestic or overseas market or have undertaken research or attended conferences or events to prepare a launch into a new market. - New market refers to a new product market (i.e. creation of a product/service that doesn't compete or replace previous products produced by the business) or geographic market (i.e. operating in a new area which could be, for example, a new region or country)	NA
Number of businesses increasing their export capability (numerical value)	Number of enterprises increasing their export capability	Number of enterprises	The number of enterprises engaged in new or enhanced export-readiness activity, including but not limited to production of an export strategy for the firm, undertaking research into overseas markets or actively preparing a product or service for export.  - New means activity that was not undertaken prior to the UKSPF support. Enhanced means additional activity to deepen or widen activity already underway.  - Appropriate evidence may include a declaration from the enterprise owner or senior leader that they have undertaken export-readiness activity as a result of UKSPF support.	NA
Number of businesses with improved productivity (numerical value)	Number of enterprises with improved productivity	Number of enterprises	Number of enterprises with improved productivity. - Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. - Productivity refers to the gross value added per hour worked or gross value added per worker.	NA
Number of businesses introducing new products to the firm (numerical value)	*Discontinued*	*Discontinued*	*Discontinued*	Please use indicator 'Number of enterprises adopting new or improved products or services' (line 36) instead.
Number of early stage firms which increase their revenue following support (numerical value)	Number of early stage enterprises which increase their revenue following support	Number of enterprises	Number of early stage enterprises which increase their revenue following support. - Early stage firm means a start-up or new enterprise. - Revenue means income generated by the firm. - Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity	NA
Number of new businesses created (numerical value)	Number of new enterprises created as a result of support	Number of new enterprises	A new enterprise is one which has been registered at Companies House or HMRC as a result of the support provided. - Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity.	NA
Number of new to market products (numerical value)	Number of new to market products	Number of products	A product is new to the market if there is no other product available on a market that offers the same functionality, or the design or technology that the new product uses is fundamentally different from the design or technology of already existing products. Products can be tangible or intangible (incl. services and processes).  Support must be for a business to introduce one of the following: • Product - when it is either at pre-launch or launched to the market • Process - when it has been introduced into the business • Service - when it has been introduced to the market	NA
Number of organisations engaged in new knowledge transfer activity (numerical value)	Number of organisations engaged in knowledge transfer activity following support	Number of Organisations	This focuses on collaborations which are about transferring good ideas, research results and skills between the knowledge base and businesses to enable innovative new products and services to be developed and includes but is not exclusively limited to: • Research collaborations and free dissemination of research. • Joint and long-term development of new business or services. • Formation of joint ventures and spin-out companies.	NA
Number of premises with improved digital connectivity (numerical value)	Premises with improved digital connectivity as a result of support	Number of premises	The number of supported premises where the broadband speed accessible is increased. - Premises means a house or building, together with its land and outbuildings.	NA

Original Outcome Indicator	Updated Outcome Indicator for Reporting	Unit of Measurement	Definition	Notes
Number of R&D active businesses (numerical value)	Number of R&D (Research & Development) active enterprises	Number of enterprises	<p>Increase in number of enterprises engaged in scientific and technological development to improve their competitive performance.</p> <ul style="list-style-type: none"> <li>- Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity</li> <li>- R&amp;D stands for Research and Development, it is a narrower definition than innovation active and should be used for enterprises actively working to develop new products or services, either internally or externally through research and development activities.</li> <li>- It may be measured by a declaration from the enterprise that they are investing in internal R&amp;D activity, and/or claiming R&amp;D tax-credits from government.</li> </ul>	NA



Funded by  
UK Government

## UK Shared Prosperity Fund Cheshire East Call for Projects Application Proforma

It is critical that all projects supported can be delivered within the timeframe for UKSPF.

Please do not put forward any projects which you are not confident can be delivered by the end of March 2025 as you will be diverting finite funds from other deliverable projects.

*Note: This proforma remains a working document and may be refined and amended as the UKSPF progresses*

Section 1	Compliance	
	<p><b>Before proceeding with your application, you must confirm whether – in line with current UKSPF guidance – you can fulfil the requirements set out below.</b></p> <p><b>IF YOU CANNOT MEET THESE REQUIREMENTS THEN YOUR APPLICATION WILL NOT BE CONSIDERED FURTHER.</b></p> <p><b>Please confirm that:</b></p>	
1.1	The project will be delivered by an organisation that can receive public funds, as set out at 7.1 of the UKSPF <a href="#">prospectus</a> .	Yes ✓ <input type="checkbox"/>
1.2	No funds will be spent on items or activities excluded from UKSPF support, as set out at 7.5.1 of the UKSPF <a href="#">prospectus</a> .	Yes ✓
1.3	You have read and will comply with all aspects of the UKSPF requirements (covering nine topics) as set out in <a href="#">UK Shared Prosperity Fund: additional information - GOV.UK (www.gov.uk)</a> . This includes <a href="#">branding and publicity requirements</a> , and providing the information necessary for Cheshire East Council to submit monitoring returns, as set out in the UKSPF <a href="#">reporting and performance management requirements</a> .	Yes ✓
1.4	The level of UKSPF funding requested is above the minimum bid level for the Intervention Type, stated in the call for projects	Yes ✓
1.5	All allocated funds will be spent within the year they have been allocated and all outputs and outcomes will be captured in the same period. Projects allocated funds for 23/24 must have spent funds by the 31st March 2024. Projects allocated funding for 24/25 must have spent funds by 31st March 2025.	Yes ✓



# Funded by UK Government

1.6	You will retain all relevant data on your project, including beneficiary data, and provide this on request to CEC, for monitoring or evaluation purposes.	Yes ✓
1.7	Activities will be delivered within the Cheshire East local authority area.	Yes ✓

Section 2		Project Details – What is the proposition?													
2.1	<p><b>Applicant details</b>            Organisation Name and Department (where applicable) submitting the application:  <i>Enter response here</i>            Crewe Town Council</p> <p>Company or Charity Registration Number (if applicable): <i>Enter response here</i></p> <p><b>Project Lead/Sponsor</b></p> <table border="1"> <tr> <td>Name:</td> <td>Vicky Harrison</td> </tr> <tr> <td>Email:</td> <td>heritage@crewetowncouncil.gov.uk</td> </tr> <tr> <td>Contact telephone:</td> <td>01270756975</td> </tr> </table> <p><b>Person completing this application form</b></p> <table border="1"> <tr> <td>Name:</td> <td>Pete Turner</td> </tr> <tr> <td>Email:</td> <td><a href="mailto:townclerk@crewetowncouncil.gov.uk">townclerk@crewetowncouncil.gov.uk</a></td> </tr> <tr> <td>Contact telephone:</td> <td>01270756975</td> </tr> </table>			Name:	Vicky Harrison	Email:	heritage@crewetowncouncil.gov.uk	Contact telephone:	01270756975	Name:	Pete Turner	Email:	<a href="mailto:townclerk@crewetowncouncil.gov.uk">townclerk@crewetowncouncil.gov.uk</a>	Contact telephone:	01270756975
	Name:	Vicky Harrison													
Email:	heritage@crewetowncouncil.gov.uk														
Contact telephone:	01270756975														
Name:	Pete Turner														
Email:	<a href="mailto:townclerk@crewetowncouncil.gov.uk">townclerk@crewetowncouncil.gov.uk</a>														
Contact telephone:	01270756975														
2.2	<p><b>Please confirm the type of organisation submitting the application</b></p> <p>Local council</p> <p>If other, please provide details of the organisation type:  <i>Enter response here</i></p>														





# Funded by UK Government

2.3	<p><b>Does the project have any delivery partners?</b></p> <p>Yes</p> <p>Crewe Heritage Trust (Crewe Heritage Centre)</p>																												
2.4	<p><b>Project Name</b></p> <p>Crewe Heritage Centre Capital Redevelopment Feasibility Project</p>																												
2.5	<p><b>Project location</b></p> <p>Revenue Project Delivered by Crewe Town Council</p> <p>For the benefit of the Crewe Heritage Centre, Vernon Way, CW1 2DB</p>																												
2.6	<p><b>Does the proposed project span multiple local authority areas?</b></p> <p>No</p> <table border="1" data-bbox="357 994 1390 1915"> <thead> <tr> <th></th> <th>Total</th> <th>Cheshire East share</th> </tr> </thead> <tbody> <tr> <td>Total spend (£)</td> <td></td> <td></td> </tr> <tr> <td>UKSPF requested (£)</td> <td>£84,000</td> <td>100%</td> </tr> <tr> <td><i>please provide breakdown by UKSPF intervention area if relevant</i></td> <td>E14 – Relevant Feasibility Studies</td> <td>100%</td> </tr> <tr> <td>Match funding (£)</td> <td>£40,000</td> <td>100%</td> </tr> <tr> <td>Target outputs</td> <td>1 Feasibility study delivered</td> <td>100%</td> </tr> <tr> <td><i>please list UKSPF indicators</i></td> <td>As a result of feasibility, the site will seek to secure significant capital funding for full redevelopment and delivery as a modern museum status heritage attraction delivering the following indicators: <ul style="list-style-type: none"> <li>• Number of feasibility studies supported (numerical value)</li> </ul> </td> <td>100%</td> </tr> <tr> <td>Target outcomes</td> <td></td> <td></td> </tr> <tr> <td><i>please list UKSPF indicators</i></td> <td> <ul style="list-style-type: none"> <li>• Greenhouse gas reductions (% decrease)</li> </ul> </td> <td>100%</td> </tr> </tbody> </table>			Total	Cheshire East share	Total spend (£)			UKSPF requested (£)	£84,000	100%	<i>please provide breakdown by UKSPF intervention area if relevant</i>	E14 – Relevant Feasibility Studies	100%	Match funding (£)	£40,000	100%	Target outputs	1 Feasibility study delivered	100%	<i>please list UKSPF indicators</i>	As a result of feasibility, the site will seek to secure significant capital funding for full redevelopment and delivery as a modern museum status heritage attraction delivering the following indicators: <ul style="list-style-type: none"> <li>• Number of feasibility studies supported (numerical value)</li> </ul>	100%	Target outcomes			<i>please list UKSPF indicators</i>	<ul style="list-style-type: none"> <li>• Greenhouse gas reductions (% decrease)</li> </ul>	100%
	Total	Cheshire East share																											
Total spend (£)																													
UKSPF requested (£)	£84,000	100%																											
<i>please provide breakdown by UKSPF intervention area if relevant</i>	E14 – Relevant Feasibility Studies	100%																											
Match funding (£)	£40,000	100%																											
Target outputs	1 Feasibility study delivered	100%																											
<i>please list UKSPF indicators</i>	As a result of feasibility, the site will seek to secure significant capital funding for full redevelopment and delivery as a modern museum status heritage attraction delivering the following indicators: <ul style="list-style-type: none"> <li>• Number of feasibility studies supported (numerical value)</li> </ul>	100%																											
Target outcomes																													
<i>please list UKSPF indicators</i>	<ul style="list-style-type: none"> <li>• Greenhouse gas reductions (% decrease)</li> </ul>	100%																											



# Funded by UK Government

		<p>in Tonnes of Co2e) – feasibility to determine current status and future improvement following investment</p> <ul style="list-style-type: none"><li>• Improved engagement numbers (% increase)</li><li>• Improved perceived/experienced accessibility (% increase)</li><li>• Improved perception of facilities/amenities (% increase)</li><li>• Improved perception of facility/infrastructure project (% increase)</li><li>• Increased users of facilities/amenities (% increase)</li><li>• Increased footfall (% increase)</li><li>• Jobs safeguarded (numerical value)</li><li>• Volunteering numbers as a result of support (numerical value)</li><li>• Increase in visitor spending (% increase)</li></ul>	
--	--	---	--



## Funded by UK Government

2.7	<p><b>Headline project description</b> (<i>max. 100 words</i>)</p> <p>To create a complete and detailed project feasibility study, plan and recommendations associated with the complete redevelopment of Crewe Heritage Centre to be transformed as a modern museum accredited heritage attraction showcasing the rail, engineering and social history of Crewe, associated activities and surrounding area.</p> <p>The project will provide current baseline understanding and capacity, identify needs and actions associated with the opportunity to radically upgrade the site and develop deliverable design and site proposals that will support the engagement of significant external funding to achieve the capital investment.</p>
2.8	<p><b>Does the project have dependencies on any other projects?</b> <i>This may include other projects seeking support under this call for projects, wider activities planned by the organisation and/or existing commitments.</i></p> <p>No</p>



# Funded by UK Government

2.9

## Which UKSPF investment priority does this project support?

*Projects should clearly fall within one or more of the Intervention types listed below.*

*If you are seeking support for **multiple stand alone projects** please complete a separate application for each one.*

*If you are seeking support for an **individual project that requires support from more than one intervention area** please complete a single application, specifying the activities, costs, funding requirements and outputs against each intervention type within your responses to the relevant questions that follow.*

*Further guidance about UKSPF interventions can be found [here](#).*

UKSPF Priority Area	UKSPF Intervention Type	
Communities & Place	E1: Improvements to town centres & high streets	
Communities & Place	E6: Local arts, cultural, heritage & creative activities	
Communities & Place	E7: Support for active travel enhancements in local area	
Communities & Place	E8: Campaigns to encourage visits and exploring of local area	
Communities & Place	E13: Community measures to reduce the cost of living	
Communities & Place	E14: Relevant feasibility studies	✓
Supporting Local Business	E19: Investment in research & development at the local level	
Supporting Local Business	E22: Enterprise infrastructure & employment / innovation sites	
Supporting Local Business	E23: Strengthening local entrepreneurial ecosystems	
Supporting Local Business	E30: Business support measures to drive employment growth	



# Funded by UK Government

2.10	<p><b>What are the specific activities that will be undertaken as part of the project?</b></p> <p><b>Prior to 2024/25</b></p> <ol style="list-style-type: none"> <li>1. Project initiation, project board, engagement plan</li> <li>2. Capital project funder engagement</li> <li>3. Definition of project governance, brief, scale, context, scope and end purpose</li> <li>4. Procurement</li> <li>5. Appointment</li> </ol> <p><b>During 2024/25</b></p> <ol style="list-style-type: none"> <li>6. Project commencement [the following to be defined in agreement with appointed contractor but anticipated to be in line with:]</li> <li>7. Baseline establishment, clarity and local context</li> <li>8. National context</li> <li>9. Capacity and opportunity</li> <li>10. Market Appraisal</li> <li>11. Gap analysis</li> <li>12. Options appraisals</li> <li>13. Initial findings review</li> <li>14. Progress to concept design options</li> <li>15. Deliverable options</li> <li>16. Cost analysis</li> <li>17. Benefit analysis</li> <li>18. Initial Business Plan</li> <li>19. Feasibility report delivery</li> </ol>										
2.11	<p><b>What is the total amount of Cheshire East UKSPF funding requested (£).</b> <i>(Questions in Section 5 will ask for further detail regarding the capital/revenue and annual breakdown of the request).</i></p> <table border="1" data-bbox="359 1261 1485 1440"> <tr> <td>UKSPF requested (£):</td> <td>£84,000</td> </tr> <tr> <td colspan="2">Please provide breakdown by UKSPF Intervention Type where relevant:</td> </tr> <tr> <td>Intervention Type – See list in Q2.9</td> <td>£</td> </tr> <tr> <td>E14: Relevant feasibility studies</td> <td>£84,000</td> </tr> <tr> <td> </td> <td> </td> </tr> </table>	UKSPF requested (£):	£84,000	Please provide breakdown by UKSPF Intervention Type where relevant:		Intervention Type – See list in Q2.9	£	E14: Relevant feasibility studies	£84,000		
UKSPF requested (£):	£84,000										
Please provide breakdown by UKSPF Intervention Type where relevant:											
Intervention Type – See list in Q2.9	£										
E14: Relevant feasibility studies	£84,000										
2.12	<p><b>Project Start and End Dates</b> <i>Please do not put forward any projects which you are not confident can be delivered in full by the end of March 2025.</i></p> <table border="1" data-bbox="359 1641 1385 1713"> <tr> <td>Proposed start date for project activities:</td> <td>January 2024</td> </tr> <tr> <td>Proposed end date for project activities:</td> <td>March 2025</td> </tr> </table>	Proposed start date for project activities:	January 2024	Proposed end date for project activities:	March 2025						
Proposed start date for project activities:	January 2024										
Proposed end date for project activities:	March 2025										



# Funded by UK Government

Section 3	Strategic Case – What is the case for change?
3.1	<p><b>Please explain how the proposed project would address need and/or capitalise on opportunities linked to the Local Challenges and Local Opportunities outlined in the <a href="#">Cheshire East UKSPF Investment Plan</a> and the Investment Plan’s overarching strategic ambitions.</b></p> <p>A feasibility study to provide the detailed evidence base and considerations for a large-scale capital investment in the site will address opportunities and strategic ambitions in the following ways:</p> <p><b>CHALLENGES</b>  Inequalities in life chances:  Of the three priority local challenges that were identified, Crewe can clearly be identified as the town of greatest deprivation and need in Cheshire East, with wards in the town represented within the most deprived communities in the UK. Large scale ambitious investment in the town’s heritage and culture infrastructure will provide for accessibility to heritage and culture, engagement with schools and community groups and build interest in the town that will provide opportunities over time.</p> <p>The changing role of town centres:  Crewe Heritage Centre sits on the edge of the town centre, readily accessible to retail and leisure aspects. It is also part of the gateway approach to much of the planned regeneration (Youth Zone, Mill Street Corridor, Valley Brook Corridor, Southern Gateway and History Centre). As such, the capital development of the site will provide added value to the changing role of the town centre as a leisure, cultural and commercial centre, building the critical mass and calling on the opportunities of improved accessibility and active travel being delivered by current projects around the town.</p> <p>The climate emergency:  The Heritage Centre is currently very traditional and also inconsistent in it’s build style, quality and infrastructure. The redevelopment of the attraction in to a modern museum provision will greatly enhance the environmental sustainability and reduce the impact of the site once completed. Additionally, these are key criteria in achieving museum status.</p> <p><b>OPPORTUNITIES</b>  Boosting the visitor economy and cultural offer to drive town centre footfall:  A feasibility study to evidence the viability and identify the deliverable investment for the site is key to ensure that drawing in large-scale funding for the capital redevelopment of the site and facilities. This detailed evidence based approach will provide for cultural attraction of scale on the edge of the town centre that will provide a significant draw for visits to the town and by extension the town centre.</p> <p>Harnessing Social and Community Infrastructure:  The development of the site in to a modern museum attraction of scale will build on the social capital of the Heritage Trust, the town’s social and engineering history and invest in the heritage and cultural infrastructure of Crewe. The added value of a developed attraction site will include improved volunteering skills pathways ( including provision at NR, VTC, Visitor Management course at Cheshire College)</p>



# Funded by UK Government

	<p>Active Travel: The site is considered as occupying a sustainable location, being positioned within easy access of multiple public transport routes and facilities as well as being accessible through active travel routes (current and in development).</p>
3.2	<p><b>How does this project align with and support other local policies and recognised priorities?</b> (max. 350 words) <i>Examples may include alignment with the <a href="#">CEC Corporate Plan</a>, <a href="#">CEC Environment Strategy</a>, <a href="#">Town Centre Vitality Plans</a>, <a href="#">Towards a Sustainable and Inclusive Cheshire and Warrington</a>, <a href="#">Macclesfield Town Centre Strategic Regeneration Framework</a>, <a href="#">Crewe Town Centre Regeneration Programme</a>. Other local published strategies may also be relevant.</i></p> <p><u>A Heritage Strategy for Crewe:</u> Addressing potential negative perception that there is little or no local heritage – this type of ambitious and contemporary development demonstrates that we have, value and care to reserve it</p> <p>Protection of heritage assets – The development of the site will protect heritage assets and contexts to a nationally recognised standard, bringing professional skills to the town to assist local organisations and interest groups to care appropriately (which also applies the promotion of good custodianship and to secure existing collections).</p> <p>Develop a solid partnership with the National Railway Museum to enable Crewe artefacts to be displayed locally – Star objects could be displayed locally as directly relating to local heritage.</p> <p>Create opportunities to engage with and appreciate heritage – improved school and community offer; share traditional skills; increased heritage events and exhibitions; museum space; augment and compliment the history centre development and offer adding capacity and critical mass.</p> <p><u>Cheshire East Corporate Plan - A thriving and sustainable place:</u> Continue to grow the Cheshire East visitor economy – investment in the Crewe Heritage Centre will support its development to becoming a key cultural and heritage attraction in the borough and wider region., benefitting the community of Crewe as well as businesses and visitors. To make best use of our surplus buildings and assets to support the borough and our partners – The sustainable development of the site fulfils all aspects of sustainability. Environmental sustainability through more efficient energy use due to improved and modernised infrastructure as well as the aim to ensure net biodiversity gain; social sustainability by providing enhanced and additional cultural facilities for the town and visitors as well as opportunities for engagement in heritage and culture and volunteering; Improved and modernised facilities to meet contemporary expectations will enhance visitor figures and provide increased local spend as well as increased on site economic sustainability. To improve biodiversity and natural habitats in the borough – redevelopment of the site will include for net biodiversity gain and information on local biodiversity.</p>



# Funded by UK Government

Delivery of a strategic regeneration plan for Crewe – Crewe’s Heritage Centre is strategically positioned to enhance the critical mass of regenerational development in Crewe already highlighted above.

Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough – the clear rail links between HS2 and the heritage of Crewe remain obvious, this includes the railway heritage of the town and the existing assets on the site that would be more appropriately displayed, accessible and improved interpretation. This can include for responsibility for future heritage representation, such as HS2 works and social history

### Crewe Cultural Strategy

Crewe will have a new cultural confidence and distinctiveness – A clear a key element to Crewe’s culture is its past and heritage. Rooting the development of culture in the town’s unique past will ensure distinctiveness of offer. The heritage centre is pivotal in providing accessible and engaging resources and setting for the long term future of cultural activity in the town.

Crewe’s unique history and heritage will be celebrated, promoted and protected for the future – The heritage centre will provide a site that reflects town’s ambition as well as its heritage, providing cultural infrastructure for all generations.

### Local Planning Policy

Sustainable use of existing infrastructure – the redevelopment of the site, facilitated by a detailed and evidenced feasibility study, provides for reuse of and investment in existing infrastructure

Net Biodiversity Gain for new and strategic developments – the redevelopment of the site following feasibility will include for bio diversity gain and ecological awareness.

### Crewe Town Centre Business Improvement District

The potential development and delivery of a Business Improvement District for Crewe is considered to be relevant in the future promotion and engagement of the town centre and would benefit from the added value of a redeveloped heritage centre providing a modern visitor attraction on the edge of the town centre.

### Crewe Town Board

The town board consultation has highlighted Crewe’s heritage as a key priority

3.3

**What is the evidenced need and demand for the project? Why is public funding needed to deliver the plans? What would happen in the absence of public funding? Please outline how you have determined the requirement for the project and the evidence that underpins the submission**

Through engagement and capacity building with the Crewe Heritage Trust, the site is now demonstrating a level of delivery that reflects expectations related to regulation and visitor experience.

Positive feedback and visitor numbers are informing the need to enhance the facility and the regeneration of the town is evidence of opportunity to add value to the site as well as add value to the strategic regeneration of Crewe.





## Funded by UK Government

	<p>The site is progressing through the process of achieving Museum Accreditation. In doing this the expectations beyond accreditation are demonstrating the opportunity to provide a heritage, leisure and culture facility of scale in Crewe. It is in a sustainable location, hosts nationally significant heritage assets and already provides cultural activities through the year.</p> <p>There has also been significant stakeholder demand demonstrated and expressed from businesses, council and the town board</p>
3.4	<p><b>Would the project support local targets for carbon neutrality?</b> Yes</p> <p><b>If Yes, please describe how</b></p> <p>Following feasibility, the securing of large-scale funding for full site redevelopment would provide for a far more environmentally sustainable site. Facilities would include for heating, lighting and water infrastructure that reduces the CO2 emissions of the site. The feasibility study will provide the data to demonstrate current emissions and the potential CO2 savings through sustainable development.</p>



# Funded by UK Government

<p>3.5</p>	<p><b>Equalities impacts</b> Local authorities in Great Britain are required to meet their statutory public sector duty under the Equality Act 2010 in carrying out their duties related to the UKSPF (see <a href="#">UKSPF guidance</a>).</p> <p><b>What equalities impacts have been considered in the development and subsequent delivery of your proposed project?</b> <i>Please outline who the relevant affected groups are based on <a href="#">protected characteristics</a>, anticipated impacts and what, if any, measures have been identified in response to these impacts.</i></p> <p>The feasibility project as a primary delivery does not directly deliver inequality outputs.</p> <p>However, the feasibility study informing the onward development of the site will provide for consideration, mitigation, engagement and representation of the following protected characteristics:</p> <ul style="list-style-type: none"> <li>• Ensuring capital delivery is physically accessible to all</li> <li>• Ensuring interpretation and information is accessible to all</li> <li>• Ensuring representation of all communities in Crewe and the wider area, including those historically relevant to the town and the heritage being represented.</li> <li>• Providing space for community use that will be accessible to all</li> <li>• Providing opportunities for community involvement through volunteering for older people, those with physical mobility and accessibility challenges and under-represented minorities</li> </ul> <p>These measures will include, but not exclusively, physical adaptations to ensure access to facilities; multi-media options that facilitate different means of access to information; quiet spaces; representation of minority and underrepresented groups and their contributions to local heritage and culture, additional and varied volunteering opportunities and community spaces.</p>
<p>3.6</p>	<p><b>Inclusivity Assessment</b> The <a href="#">Cheshire and Warrington Sustainable and Inclusive Growth Commission</a> has an ambition for the subregion to become the most sustainable and inclusive in the UK. In view of this, <b>how would your project would help address inequality and support inclusivity within the borough?</b> <i>Please explain how your project would impact on inequalities within the borough. The following resources may be useful:</i></p> <ul style="list-style-type: none"> <li>• Indices of Multiple Deprivation: <a href="http://dclgapps.communities.gov.uk/imd/iod_index.html">http://dclgapps.communities.gov.uk/imd/iod_index.html</a>. Please note that overall IMD rankings may mask specific issues, please refer to the icons at the top of the linked page to view more detailed data such as barriers to housing and services, employment deprivation, education skills and training etc.</li> <li>• Health inequality data: <a href="https://www.cheshireeast.gov.uk/council_and_democracy/council_information/js/na/overviews-of-health-and-wellbeing.aspx">https://www.cheshireeast.gov.uk/council_and_democracy/council_information/js/na/overviews-of-health-and-wellbeing.aspx</a></li> </ul>



## Funded by UK Government

As the town most impacted by deprivation and health inequalities, investment in the site will be of greatest benefit to those with the greatest need within the borough.

The feasibility study will provide for evidence-based opportunities for greater engagement in culture and heritage at the site following capital redevelopment. Additionally, the local benefits of social and economic value will be most accessible to the local community, thereby benefitting those in the borough with the greatest need.



# Funded by UK Government

Section 4	Economic Case – Why this proposal and how does it add value?																																																										
4.1	<p><b>What outputs and outcomes will the project deliver? Please indicate an estimate of when outputs will be delivered.</b> Please refer to the indicative Outcomes and Outputs list within the accompanying guidance note and the <a href="#">Cheshire East UKSPF Investment Plan</a>. Please note that anything stated here would need to be monitored and recorded as part of the project and will therefore be subject to the UKSPF monitoring and reporting requirements as part of a six monthly cycle (see Section 7). If you are developing a cross-local authority bid, please include details for the Cheshire East element <u>only</u> here.</p> <p><b>Contribution to Indicative Outputs in the Investment Plan</b></p> <table border="1"> <thead> <tr> <th style="background-color: #f4a460;">Output Indicator</th> <th style="background-color: #f4a460;">2023/24</th> <th style="background-color: #f4a460;">2024/25</th> <th style="background-color: #f4a460;">Beyond 2024/25</th> <th style="background-color: #f4a460;">Total</th> </tr> </thead> <tbody> <tr> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> </tr> <tr> <td><b>Feasibility Study</b></td> <td></td> <td><b>1</b></td> <td></td> <td><b>1</b></td> </tr> </tbody> </table> <p><b>Contribution to Indicative Outcomes in the Investment Plan</b></p> <table border="1"> <thead> <tr> <th style="background-color: #f4a460;">Outcome Indicator</th> <th style="background-color: #f4a460;">2023/24</th> <th style="background-color: #f4a460;">2024/25</th> <th style="background-color: #f4a460;">Beyond 2024/25</th> <th style="background-color: #f4a460;">Total</th> </tr> </thead> <tbody> <tr> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> </tr> <tr> <td>Increased footfall</td> <td></td> <td><b>1000</b></td> <td><b>10000</b></td> <td><b>11000</b></td> </tr> <tr> <td>Greenhouse gas reductions</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Improved engagement numbers</td> <td></td> <td><b>100</b></td> <td><b>250</b></td> <td><b>350</b></td> </tr> <tr> <td>Increased number of web searches for a place</td> <td></td> <td><b>1000</b></td> <td><b>10000</b></td> <td><b>11000</b></td> </tr> <tr> <td>Number of improved community facilities as a result of support</td> <td></td> <td></td> <td><b>1</b></td> <td><b>1</b></td> </tr> <tr> <td>Volunteering numbers as a result of support</td> <td></td> <td><b>20</b></td> <td><b>50</b></td> <td><b>70</b></td> </tr> </tbody> </table>				Output Indicator	2023/24	2024/25	Beyond 2024/25	Total	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<b>Feasibility Study</b>		<b>1</b>		<b>1</b>	Outcome Indicator	2023/24	2024/25	Beyond 2024/25	Total	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	Increased footfall		<b>1000</b>	<b>10000</b>	<b>11000</b>	Greenhouse gas reductions					Improved engagement numbers		<b>100</b>	<b>250</b>	<b>350</b>	Increased number of web searches for a place		<b>1000</b>	<b>10000</b>	<b>11000</b>	Number of improved community facilities as a result of support			<b>1</b>	<b>1</b>	Volunteering numbers as a result of support		<b>20</b>	<b>50</b>	<b>70</b>
Output Indicator	2023/24	2024/25	Beyond 2024/25	Total																																																							
<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>																																																							
<b>Feasibility Study</b>		<b>1</b>		<b>1</b>																																																							
Outcome Indicator	2023/24	2024/25	Beyond 2024/25	Total																																																							
<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>																																																							
Increased footfall		<b>1000</b>	<b>10000</b>	<b>11000</b>																																																							
Greenhouse gas reductions																																																											
Improved engagement numbers		<b>100</b>	<b>250</b>	<b>350</b>																																																							
Increased number of web searches for a place		<b>1000</b>	<b>10000</b>	<b>11000</b>																																																							
Number of improved community facilities as a result of support			<b>1</b>	<b>1</b>																																																							
Volunteering numbers as a result of support		<b>20</b>	<b>50</b>	<b>70</b>																																																							



## Funded by UK Government

4.2

**Please explain how these outputs and outcomes have been determined.** *Please ensure that clarity is provided regarding how the proposed activity will lead to the identified outputs and outcomes – considering both the types of outputs and outcomes and the scale. Please provide details of any assumptions applied, the ability to draw on previous experience of delivering at a similar scale and the extent to which the outputs and outcomes could be achieved without UKSPF funding.*

**Outputs:**

The feasibility Study will be representative of the scaled ambition for the site.

**Outcomes:**

Increased footfall – Current visitor numbers are 3498 (ticket sales inclusive of family and season tickets and does not account for free admissions associated with events and special activities). Once the feasibility study progresses, and supported by the ongoing promotion of museum development work on site, it is anticipated numbers will grow in proportion as represented in the figures. Once large-scale capital investment is secured, drawing on the value of the feasibility study, visitor number growth will accelerate year on year to reflect the improved provision of cultural and heritage facilities on site proportionate to investment. The ongoing development of the site, of which the feasibility study is key, will also increase public opening times and dates and thereby increase access for visitors.

Greenhouse gas reductions – The value is an estimation and will be more accurately calculated by the findings of the feasibility study

Improved engagement numbers – engagement numbers reflect visitor numbers, however, once capital works have been completed, engagement could be demonstrated to be far greater due to potential outreach, schools work and cultural events associated with improved facilities.

Increased number of web searches for a place – current figures are 459,000 site visits and once the feasibility study progresses, and supported by the ongoing promotion of museum development work on site, it is anticipated numbers will grow in proportion as represented in the figures. Once large-scale capital investment is secured, drawing on the value of the feasibility study, interest in the heritage centre will grow year on year and accelerate to reflect the improved provision of cultural and heritage facilities on site proportionate to investment

Number of improved community facilities as a result of support – based on the detailed feasibility report, funding will be leveraged to deliver a large scale investment and redevelopment project of the site.

Volunteering numbers as a result of support – based on current figures of 50 active volunteers, the project will attract interest during its delivery due to greater awareness and growing opportunities and variety of roles. Once completed, the attraction will generate greater interest in volunteering opportunities proportionate to the investment scale, including providing facilities and capacity development of volunteers, such as community and schools outreach.



# Funded by UK Government

<p><b>4.3</b></p>	<p><b>Please explain the options you have considered for addressing the challenges and opportunities set out in Section 3 and why this project represents the favoured option?</b> <i>This may include consideration of alternative delivery models, scales of activity, timings and quality of materials/provision. A do nothing option whereby no UKSPF funding is awarded should be included in the assessment.</i> (Max 500 words)</p> <p>Crewe Heritage Centre has been the focus of the rail and engineering heritage of the town and delivers practical and traditional access to attractions and facilities. The site does not fulfil the potential of the site as visitor attraction heritage resource and cultural centre and does not meet modern expectations of a leisure attraction. The site also does not meet the ambition of the town and its partners to properly represent the town’s heritage and culture and does not deliver on providing an attraction that could sustain interest from broad sections of the community.</p> <p>To deliver a redeveloped site that provides a modern museum and leisure attraction of scale and dwell time would require considerable grant capital funding. The securing of this funding must be evidenced for applications to be successful, options appraisals, context and a clear understanding of potential benefits and sustainability.</p> <p>Therefore, to achieve this, a feasibility study is required, but, due to the complexity and scale of the ambition and opportunity, the feasibility study will need to be of a scale reflective of that opportunity and ambition.</p>
<p><b>4.4</b></p>	<p><b>Please explain why this project represents value for money as the preferred option.</b> (Max 350 words)</p> <p>The feasibility study will be used to secure external funding for the site, which will be of benefit for the town, its communities, business and visitors, as well as adding value to the regenerational suite of projects being delivered within the town.</p> <p>It is anticipated that the capital redevelopment of the site will be in excess of £3,000,000 (there are additional complexities and sensitivities in relation to proximity to active rail infrastructure), therefore the feasibility study costs would represent proportionate value for money for the funding attracted for the project.</p>
<p><b>4.5</b></p>	<p><b>Does this project build on previous activity?</b> Yes</p> <p><b>If so, can you provide any evidence of value added by previous activity and how the project proposal will add further value?</b></p> <p>Governance review – led to improved governance and successful application for museum accreditation scheme (full application scheduled for September 2025)</p> <p>The Crewe Works 180 exhibition has led to improved visitor satisfaction responses and positive comments as well as increased visitor numbers</p>



## Funded by UK Government

4.6

**How does this project complement any existing projects and avoid duplication within the existing landscape of services in Cheshire East? Please outline the steps have you taken to ensure that your project will not duplicate existing services and how it adds value to the offer.**

The proposals for a feasibility study provide no overlapping or duplication, having never been commissioned previously and also not in process or proposal elsewhere.

The development of the site to become a visitor attraction of scale only enhances and supports the current service delivery and priorities of Cheshire East Council, particularly as it relates to cultural economy, growth and development of visitor attractions in the area and the multiple regeneration projects being delivered and developed in Crewe.

The project, in its whole, reflects national interest in rail travel both past and future (eg HS2) and is not otherwise represented within Cheshire East.

Additionally, the future focus for town centres towards leisure and recreation is reflected in providing enhanced heritage and culture facilities at the site , which will serve local communities as well as drive visits to the town and by extension the town centre.



# Funded by UK Government

Section 5	Financial Case – Is the project viable?																												
5.1	<p><b>What is the project’s proposed funding package by financial year?</b>  <i>Cheshire East’s UKSPF Investment Plan sets out funding allocations for each intervention type, by year and type of funding (capital or revenue). Please refer to the accompanying call for projects guidance note for more information about this. Please complete this table and others in the financial case with reference to activity planned in Cheshire East only.</i></p> <table border="1"> <thead> <tr> <th style="background-color: #f4a460;">UKSPF requested</th> <th style="background-color: #f4a460;">2023-24</th> <th style="background-color: #f4a460;">2024-25</th> <th style="background-color: #f4a460;">Total</th> </tr> </thead> <tbody> <tr> <td><b>Revenue (R)</b></td> <td></td> <td>84000</td> <td>84000</td> </tr> <tr> <td><b>Capital (C)</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total UKSPF Investment Requested (R+C)</b></td> <td></td> <td>84000</td> <td>84000</td> </tr> <tr> <th style="background-color: #f4a460;">Match Funding</th> <th style="background-color: #f4a460;">2023-24</th> <th style="background-color: #f4a460;">2024-25</th> <th style="background-color: #f4a460;">Total</th> </tr> <tr> <td><b>Match Funding already secured</b></td> <td></td> <td>40000</td> <td>40000</td> </tr> <tr> <td><b>Unsecured Match Funding</b></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	UKSPF requested	2023-24	2024-25	Total	<b>Revenue (R)</b>		84000	84000	<b>Capital (C)</b>				<b>Total UKSPF Investment Requested (R+C)</b>		84000	84000	Match Funding	2023-24	2024-25	Total	<b>Match Funding already secured</b>		40000	40000	<b>Unsecured Match Funding</b>			
UKSPF requested	2023-24	2024-25	Total																										
<b>Revenue (R)</b>		84000	84000																										
<b>Capital (C)</b>																													
<b>Total UKSPF Investment Requested (R+C)</b>		84000	84000																										
Match Funding	2023-24	2024-25	Total																										
<b>Match Funding already secured</b>		40000	40000																										
<b>Unsecured Match Funding</b>																													
5.2	<p><b>Please provide a breakdown of how funds will be spent. Please provide details of the proposed breakdown of spend by key cost heading, tailored to the scope of your project (e.g. staff costs, construction costs, consultant fees, room hire, travel and expenses etc). Add additional rows, if required</b></p> <table border="1"> <thead> <tr> <th style="background-color: #f4a460;">Cost heading</th> <th style="background-color: #f4a460;">Amount of proposed spend (£)</th> </tr> </thead> <tbody> <tr> <td><i>Feasibility Study</i></td> <td><b>£124,000</b></td> </tr> <tr> <td>Made up of estimates:</td> <td></td> </tr> <tr> <td style="padding-left: 20px;"><i>Benchmarking and context</i></td> <td>£14,000</td> </tr> <tr> <td style="padding-left: 20px;"><i>Site surveys – Infrastructure &amp; Assets</i></td> <td>£16,000</td> </tr> <tr> <td style="padding-left: 20px;"><i>Audiences</i></td> <td>£17,500</td> </tr> <tr> <td style="padding-left: 20px;"><i>Options appraisals</i></td> <td>£8,000</td> </tr> <tr> <td style="padding-left: 20px;"><i>Business case, metrics and financial modelling</i></td> <td>£14,000</td> </tr> <tr> <td style="padding-left: 20px;"><i>Designs</i></td> <td>£17,000</td> </tr> <tr> <td style="padding-left: 20px;"><i>Detailed Delivery costings (QS, CDM, Budgeting, PM etc)</i></td> <td>£15,000</td> </tr> <tr> <td style="padding-left: 20px;"><i>Resources and delivery model detailing</i></td> <td>£12,000</td> </tr> <tr> <td style="padding-left: 20px;"><i>Funding options and engagement</i></td> <td>£7,000</td> </tr> <tr> <td style="padding-left: 20px;"><i>Procurement</i></td> <td>£3,500</td> </tr> </tbody> </table>	Cost heading	Amount of proposed spend (£)	<i>Feasibility Study</i>	<b>£124,000</b>	Made up of estimates:		<i>Benchmarking and context</i>	£14,000	<i>Site surveys – Infrastructure &amp; Assets</i>	£16,000	<i>Audiences</i>	£17,500	<i>Options appraisals</i>	£8,000	<i>Business case, metrics and financial modelling</i>	£14,000	<i>Designs</i>	£17,000	<i>Detailed Delivery costings (QS, CDM, Budgeting, PM etc)</i>	£15,000	<i>Resources and delivery model detailing</i>	£12,000	<i>Funding options and engagement</i>	£7,000	<i>Procurement</i>	£3,500		
Cost heading	Amount of proposed spend (£)																												
<i>Feasibility Study</i>	<b>£124,000</b>																												
Made up of estimates:																													
<i>Benchmarking and context</i>	£14,000																												
<i>Site surveys – Infrastructure &amp; Assets</i>	£16,000																												
<i>Audiences</i>	£17,500																												
<i>Options appraisals</i>	£8,000																												
<i>Business case, metrics and financial modelling</i>	£14,000																												
<i>Designs</i>	£17,000																												
<i>Detailed Delivery costings (QS, CDM, Budgeting, PM etc)</i>	£15,000																												
<i>Resources and delivery model detailing</i>	£12,000																												
<i>Funding options and engagement</i>	£7,000																												
<i>Procurement</i>	£3,500																												





# Funded by UK Government

5.3	<p><b>What work has been done to arrive at this cost estimate? Please provide confidence that the cost estimates are robust and are underpinned by appropriate assumptions and evidence. Sources used to inform the figures should be stated.</b></p> <p>Estimates based on current projects and associated costs. Current projects include:          Crewe Town Centre regeneration Projects (multiple projects and associated consultancy and support costs providing confidence in professional costs)          Crewe Conservation Area review (£70,000)          Crewe BID (£50,000)          The scale of the capital project associated represents a strong understanding of the complexity of the required feasibility study.</p>												
5.4	<p><b>Please provide a breakdown and description of any co-funding/match funding sources. Add additional tables below, if required.</b></p> <p><b>Co-funding/match funding source 1:</b></p> <table border="1" data-bbox="359 790 1436 1216"> <tr> <td>Source of co-funding/match funding:</td> <td>Crewe Heritage Trust</td> </tr> <tr> <td>Public or private sector?</td> <td>Third Sector</td> </tr> <tr> <td>Secured or unsecured?</td> <td>Secured</td> </tr> <tr> <td>If unsecured, key dates for anticipated decision</td> <td>NA</td> </tr> <tr> <td>If unsecured, what is the likelihood of funds being secured?</td> <td>NA</td> </tr> <tr> <td>Detail of any conditions on funding sources, if relevant</td> <td>NA</td> </tr> </table>	Source of co-funding/match funding:	Crewe Heritage Trust	Public or private sector?	Third Sector	Secured or unsecured?	Secured	If unsecured, key dates for anticipated decision	NA	If unsecured, what is the likelihood of funds being secured?	NA	Detail of any conditions on funding sources, if relevant	NA
Source of co-funding/match funding:	Crewe Heritage Trust												
Public or private sector?	Third Sector												
Secured or unsecured?	Secured												
If unsecured, key dates for anticipated decision	NA												
If unsecured, what is the likelihood of funds being secured?	NA												
Detail of any conditions on funding sources, if relevant	NA												
5.5	<p><b>How would any cost overrun be funded?</b></p> <p>Crewe Heritage Trust available reserves from legacies</p>												
5.6	<p><b>Are there any ongoing costs which would arise following delivery beyond the end March 2025/the project's UKSPF support end date, if earlier?</b></p> <p>No</p>												
5.7	<p><b>Please give details of any savings/cost avoidance/additional income generation which may be relevant to considering the value for money/ sustainability of your project proposal.</b></p> <p>The project will deliver a feasibility study that will be used to engage with and draw down leveraged funds from large scale grant bodies.</p>												



# Funded by UK Government

<b>5.8</b>	<p><b>Project scalability</b> To ensure an appropriate range of activities and delivery within the available funding allocation, Cheshire East reserves the right to fund scaled down projects with a reduced UKSPF funding allocation. Equally, there may be opportunities to fund scaled up projects. Is this project scalable?</p> <p>Yes</p> <p>If yes, please describe the potential extent of scalability and changes to the project that would result from it being scaled either down or up (e.g. delivery from additional sites, wider target audience, changes to delivery models etc).</p> <p>Up-scaling – the project can include for operational practices being design and applied to the site as part of the demonstration of progress towards museum status as well as best practice compliance.</p> <p>Additional resource in terms of on site project management would add significant value. This could be defined and designed as well as appointed for the period if applicable as part of the feasibility being that it would provide more detailed insight and delivery during the project.</p> <p>Down-scaling – To secure the significant external capital funding of a scale to deliver the required investment, reduction in the scope of the feasibility would challenge the evidence base and detailed reporting required. However, if it was a requirement, consideration could be given to the procurement process to define the project and its available funding in the aim to reduce costs, but the above represents a reasonable expectation for a project of this scale.</p>
------------	--



# Funded by UK Government

Section 6	Commercial Case – How will activities be taken forward and delivered?
6.1	<p><b>Who would deliver the project?</b> <i>Please provide details of proposed delivery structures, the roles and responsibilities of each organisation for multi-organisation proposals and how these would be formalised, the key posts involved (including noting posts that are already filled and those to be recruited to) and primary reporting lines.</i></p> <p>Responsible body – Crewe Town Council</p> <p>Executive officer – Town Clerk</p> <p>Responsible officer (lead officer/project manager)– Crewe Town Council Heritage Manager</p> <p>Oversight – project board</p> <p>Project board stakeholders – Crewe Town Council, Crewe Heritage Trust, Network Rail, Cheshire East Council</p> <p>Practical delivery – principal appointed contractor</p> <p>On site engagement and delivery – Heritage Centre Manager</p>
6.2	<p><b>If the project involves delivery partners, please provide details of arrangements as they stand at present.</b> <i>For example, have they already been alerted to the opportunity? Have they committed to play their identified role, subject to resources being identified? Where arrangements remain to be formalised, please include target details in the question relating to project milestones (7.1).</i></p> <p>Crewe Town Council – engaged and governance in place – has an executive role in operational delivery</p> <p>Crewe Heritage Trust – site body – fully engaged and understanding of their role as well as funding requirements</p> <p>Network Rail – property owner and responsible body for neighbouring active rail lines – engaged and aware of project development and site ambitions</p> <p>Cheshire East Council – regeneration projects lead; responsible body for potential funding</p>
6.3	<p><b>Will the project’s activity(ies) involve procurement?</b> Yes</p>
6.4	<p><b>If the project involves procurement, please describe the proposed procurement route(s) and demonstrate how this is compliant with the <a href="#">UKSPF guidance on procurement</a>.</b> <i>Please confirm the number of procurement exercises that will fall within the project scope and the procurement route to be taken for each.</i></p>



# Funded by UK Government

	<p>Procurement will be delivered via the governance of Crewe Town Council. This is regulated by the associated statute and public spending regulations.</p> <p>Procurement will be carried out via the UK Government Contract Finder process, delivered digitally and managed externally by engaged procurement contractors.</p> <p>This process is followed by Crewe Town Council with all large scale procurement projects, meeting the compliance requirements of public sector spending.</p> <p>If preferred and within costings, CEC procurement process can be used but would require CEC commitment and support.</p>
<p><b>6.5</b></p>	<p><b>What consultation is required to inform the design of the project?</b> <i>This may include consultations required with facility or service users and discussions with relevant organisations (e.g. statutory authorities, the planning authority), as examples</i> <i>Enter response here</i></p> <p>The feasibility project includes for full engagement with the site, users, external information (eg audience development and insight, museum technical requirements, tourism operational management).</p> <p>Additionally, the Heritage Trust is engaged and will continue to be engaged and consulted as a lead partner.</p> <p>As a feasibility study, the project is not capital delivery but will deliver positive engagement and consultation that will inform the design of the capital project to be delivered.</p>
<p><b>6.6</b></p>	<p><b>Has any such consultation been undertaken to inform this project to date?</b> Yes</p> <p><b>If yes, please detail below the nature and outcome of the consultation and how it is has informed the project's design</b></p> <p>The Crewe Heritage Trust, its membership and volunteers have been engaged over the past 2 years to establish the aims and needs for the trust and the site. Over that time feedback has been received from site visitors and users to understand their expectations and interests.</p>
<p><b>6.7</b></p>	<p><b>What are your proposals to sustain assets and services beyond UKSPF support?</b> <i>This is particularly important for project's seeking capital investment that will create assets with a lifetime beyond the funding period.</i></p> <p>This is a feasibility study and as such that aspect will be completed and requires no further sustainability. The product of the feasibility will be a detailed and evidenced plan for the funding and delivery of a large scale capital investment project on the site for the benefit of its sustained delivery as well as the community.</p>



## Funded by UK Government

6.8

### Subsidy Control

All applicants must consider how they will deliver in line with subsidy control as per [UKSPF guidance](#).

Based on the UKSPF guidance, would the award of UKSPF funds to you (as the applicant) be considered a subsidy?

No

### Please explain the rationale for your response

Crewe Town Council is a local council and public body. The feasibility study will provide the necessary information to support the delivery of a capital project on public land on behalf of a heritage trust

These aspects do not fall within subsidy control compliance parameters.



# Funded by UK Government

Section 7	Management Case – Are there robust delivery plans?																																														
7.1	<p><b>What are the key activities/milestones for the project’s delivery?</b> <i>Please outline any milestones that need to be achieved before the project can start (e.g. business case development, planning permission, buildings regulations approval, further stakeholder engagement, approval of other funding sources, engaging a contractor) including those that have already been achieved to demonstrate deliverability as well as key milestones once the project is live.</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #f4a460;"> <th>Pre-project delivery milestone</th> <th>Date Achieved/Target Date</th> </tr> </thead> <tbody> <tr> <td><i>Enter response here</i></td> <td><i>Enter response here mm/yy</i></td> </tr> <tr> <td>Appoint Heritage Manager</td> <td>03/2021</td> </tr> <tr> <td>Engage Heritage Trust</td> <td>04/2021</td> </tr> <tr> <td>Secure executive delivery agreement</td> <td>07/2023</td> </tr> <tr> <td>Agree ambitions for the site</td> <td>09/2022</td> </tr> <tr> <td>Apply for museum status and progress actions</td> <td>09/2021</td> </tr> <tr> <td>Build site operational compliance</td> <td>08/2022 (ongoing)</td> </tr> <tr> <td>Define roles and responsibilities on site</td> <td>08/2023</td> </tr> <tr> <td>Secure legacy funds and provide for EMR</td> <td>12/2022</td> </tr> <tr> <td>Appoint full time site manager</td> <td>10/2023</td> </tr> <tr> <td>Engage Network Rail as a strategic partner</td> <td>08/2022</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr style="background-color: #f4a460;"> <th>Project delivery milestone</th> <th>Target Date</th> </tr> <tr> <td><i>Enter response here</i></td> <td><i>Enter response here mm/yy</i></td> </tr> <tr> <td>Secure External Funding</td> <td>01/2024</td> </tr> <tr> <td>Establish project board</td> <td>01/2024</td> </tr> <tr> <td>Project Initiation</td> <td>01/2024</td> </tr> <tr> <td>Procurement completed</td> <td>03/2024</td> </tr> <tr> <td>Project phasing agreed</td> <td>04/2024</td> </tr> <tr> <td>Phase 1 delivery</td> <td>09/2024</td> </tr> <tr> <td>Phase 2 delivery</td> <td>12/2024</td> </tr> <tr> <td>Project completed and signed off</td> <td>03/2025</td> </tr> </tbody> </table> <p><b>Please outline the key assumptions and dependencies to allow these milestones to be realised.</b></p> <ol style="list-style-type: none"> <li>1. Funding approved in time for pre project set up. More time in advance of project start will support delivery to timescale and improve project quality.</li> <li>2. Recruitment of full time site manager is successful</li> <li>3. Procurement is not delayed</li> </ol>	Pre-project delivery milestone	Date Achieved/Target Date	<i>Enter response here</i>	<i>Enter response here mm/yy</i>	Appoint Heritage Manager	03/2021	Engage Heritage Trust	04/2021	Secure executive delivery agreement	07/2023	Agree ambitions for the site	09/2022	Apply for museum status and progress actions	09/2021	Build site operational compliance	08/2022 (ongoing)	Define roles and responsibilities on site	08/2023	Secure legacy funds and provide for EMR	12/2022	Appoint full time site manager	10/2023	Engage Network Rail as a strategic partner	08/2022			Project delivery milestone	Target Date	<i>Enter response here</i>	<i>Enter response here mm/yy</i>	Secure External Funding	01/2024	Establish project board	01/2024	Project Initiation	01/2024	Procurement completed	03/2024	Project phasing agreed	04/2024	Phase 1 delivery	09/2024	Phase 2 delivery	12/2024	Project completed and signed off	03/2025
Pre-project delivery milestone	Date Achieved/Target Date																																														
<i>Enter response here</i>	<i>Enter response here mm/yy</i>																																														
Appoint Heritage Manager	03/2021																																														
Engage Heritage Trust	04/2021																																														
Secure executive delivery agreement	07/2023																																														
Agree ambitions for the site	09/2022																																														
Apply for museum status and progress actions	09/2021																																														
Build site operational compliance	08/2022 (ongoing)																																														
Define roles and responsibilities on site	08/2023																																														
Secure legacy funds and provide for EMR	12/2022																																														
Appoint full time site manager	10/2023																																														
Engage Network Rail as a strategic partner	08/2022																																														
Project delivery milestone	Target Date																																														
<i>Enter response here</i>	<i>Enter response here mm/yy</i>																																														
Secure External Funding	01/2024																																														
Establish project board	01/2024																																														
Project Initiation	01/2024																																														
Procurement completed	03/2024																																														
Project phasing agreed	04/2024																																														
Phase 1 delivery	09/2024																																														
Phase 2 delivery	12/2024																																														
Project completed and signed off	03/2025																																														



## Funded by UK Government

7.2	<p><b>Please outline the proposed project management and governance structures.</b> <i>Provide details of who will have responsibility for the project's day to management and proposed governance arrangements (e.g. proposed structures, membership of groups, headline remit) to support the project's smooth delivery and support any required issue resolution.</i></p> <p>The project manager on a day to day basis will be Crewe Town Council Heritage Manager</p> <p>The project will be run under Crewe Town Council governance</p> <p>The project board will meet regularly to oversee progress and inform issue resolution</p> <p>The project board will consist of Crewe Town Council, Crewe Heritage Trust, Network Rail, Cheshire East Council, Lead contractor and all other such value added stakeholders as are required at times relevant to their inclusion.</p>
7.3	<p><b>Can you provide any evidence/details of the lead/sponsor having previously delivered similar projects and/or of your organisation's (and partners, where applicable) ability to successfully deliver the project?</b></p> <ol style="list-style-type: none"><li>1. Street Scene Improvements – CEC funded project for engagement and project feasibility to tackle on street waste and fly tipping – informed the Cleaner Crewe Project – now in delivery</li><li>2. Architectural Heritage Fund – development of Crewe's Heritage awareness and engagement – 2 year funded project for the development of the resources for heritage in Crewe – delivered and now has a permanent Heritage Manager progressing the projects developed during that time</li><li>3. Crewe Conservation Area review – large-scale procurement and contract management project to develop a review of the built heritage in Crewe and means of protection and enhancement</li><li>4. Within the team of Crewe Town Council – multi-million capital regeneration strategic package; Museum development and mentoring; attraction director; Officers Prince 2 qualified.</li><li>5. Procurement process of Crewe Town Council has been reviewed and renewed through appointed procurement specialists.</li><li>6. Crewe Heritage Trust – trustees include experienced and credible large organisation directors</li><li>7. Network Rail – large public sector body with extensive resources and experience in public projects and contracts.</li></ol>



# Funded by UK Government

7.4

Please outline key project risks. Add additional tables below, if required.

Risk description:	<i>Delay in Funding confirmation</i>
Risk owner (who is responsible for managing the risk):	<i>Town Clerk – Crewe Town Council</i>
Probability of the risk occurring (high, medium or low):	<i>Medium</i>
Impact of the risk materialising (high, medium or low):	<i>Medium</i>
Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	<i>Eol submitted. Responsible body aware of the timeframe requirements. Call out for Eol issued in appropriate time</i>

Risk description:	<i>Delays in procurement</i>
Risk owner (who is responsible for managing the risk):	<i>Heritage Manager – Crewe Town Council</i>
Probability of the risk occurring (high, medium or low):	<i>Medium</i>
Impact of the risk materialising (high, medium or low):	<i>Medium</i>
Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	<i>Highlighted earlier High priority for progression identified Clarity of procurement route to be established early ( CTC or CEC routes) Template documentation and formatting exists</i>

Risk description:	<i>Lead contractor quality</i>
Risk owner (who is responsible for managing the risk):	<i>Heritage Manager – Crewe Town Council</i>
Probability of the risk occurring (high, medium or low):	<i>Medium</i>
Impact of the risk materialising (high, medium or low):	<i>Medium</i>
Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	<i>Realistic budgeting to seek highly competitive submissions from procurement References and past relevance to be demonstrated Success factors understood Clear procurement and scoring process</i>

Risk description:	<i>Key person continuity</i>
Risk owner (who is responsible for managing the risk):	<i>Heritage Manager – Crewe Town Council</i>
Probability of the risk occurring (high, medium or low):	<i>Medium</i>
Impact of the risk materialising (high, medium or low):	<i>Low</i>
Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	<i>Key person list identified Succession plan to be established for all key people</i>





# Funded by UK Government

	<table border="1"> <tr> <td data-bbox="357 286 802 353">Risk description:</td> <td data-bbox="802 286 1513 353"><i>Feasibility does not engage large-scale external funding for onward project</i></td> </tr> <tr> <td data-bbox="357 353 802 421">Risk owner (who is responsible for managing the risk):</td> <td data-bbox="802 353 1513 421"><i>Heritage Manager – Crewe Town Council</i></td> </tr> <tr> <td data-bbox="357 421 802 488">Probability of the risk occurring (high, medium or low):</td> <td data-bbox="802 421 1513 488"><i>Low</i></td> </tr> <tr> <td data-bbox="357 488 802 555">Impact of the risk materialising (high, medium or low):</td> <td data-bbox="802 488 1513 555"><i>High</i></td> </tr> <tr> <td data-bbox="357 555 802 797">Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:</td> <td data-bbox="802 555 1513 797"> <i>Engagement will begin at the point that feasibility funding is confirmed            Potential funders have been identified            Project oversight to include for directions to make the end report of value to external funders.            Major funders already engaged and informing the process appropriately</i> </td> </tr> </table>	Risk description:	<i>Feasibility does not engage large-scale external funding for onward project</i>	Risk owner (who is responsible for managing the risk):	<i>Heritage Manager – Crewe Town Council</i>	Probability of the risk occurring (high, medium or low):	<i>Low</i>	Impact of the risk materialising (high, medium or low):	<i>High</i>	Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	<i>Engagement will begin at the point that feasibility funding is confirmed            Potential funders have been identified            Project oversight to include for directions to make the end report of value to external funders.            Major funders already engaged and informing the process appropriately</i>
Risk description:	<i>Feasibility does not engage large-scale external funding for onward project</i>										
Risk owner (who is responsible for managing the risk):	<i>Heritage Manager – Crewe Town Council</i>										
Probability of the risk occurring (high, medium or low):	<i>Low</i>										
Impact of the risk materialising (high, medium or low):	<i>High</i>										
Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	<i>Engagement will begin at the point that feasibility funding is confirmed            Potential funders have been identified            Project oversight to include for directions to make the end report of value to external funders.            Major funders already engaged and informing the process appropriately</i>										
7.5	<p><b>Please describe the process that will be used to monitor and manage project risks.</b></p> <ol style="list-style-type: none"> <li>1. The project manager will design and maintain a risk register</li> <li>2. The project board will oversee and monitor the risk register</li> <li>3. The project manager will design and maintain a project monitor form</li> <li>4. The project board will oversee and monitor the project monitor form</li> <li>5. All project risks will be escalated to the project board and Town Clerk</li> <li>6. The project time frame will be clearly communicated to all stakeholders and contractors and the exclusion of overrun will be contracted.</li> </ol>										
7.6	<p><b>How would outputs and outcomes be monitored and evaluated and who would be responsible for ensuring this is undertaken and reported to the CEC UKSPF Programme Board?</b> <i>Please outline the indicators to be measured, how information will be collected and recorded, the frequency of data collection etc. Please also outline any plans you have to evaluate your activities.</i></p> <p>The project manager (Heritage Manager) will include in all project monitoring metrics associated with outcomes and outputs. This will include for those defined at application as well as potential added value outputs and outcomes.</p> <p>The Heritage Manager will report to the Programme Board on progress and achievement</p>										



Funded by  
UK Government

## UK Shared Prosperity Fund Cheshire East Call for Projects Application Proforma

It is critical that all projects supported can be delivered within the timeframe for UKSPF.

Please do not put forward any projects which you are not confident can be delivered by the end of March 2025 as you will be diverting finite funds from other deliverable projects.

*Note: This proforma remains a working document and may be refined and amended as the UKSPF progresses*

Section 1	Compliance	
	<p><b>Before proceeding with your application, you must confirm whether – in line with current UKSPF guidance – you can fulfil the requirements set out below.</b></p> <p><b>IF YOU CANNOT MEET THESE REQUIREMENTS THEN YOUR APPLICATION WILL NOT BE CONSIDERED FURTHER.</b></p> <p><b>Please confirm that:</b></p>	
1.1	The project will be delivered by an organisation that can receive public funds, as set out at 7.1 of the UKSPF <a href="#">prospectus</a> .	Yes ✓ <input type="checkbox"/>
1.2	No funds will be spent on items or activities excluded from UKSPF support, as set out at 7.5.1 of the UKSPF <a href="#">prospectus</a> .	Yes ✓
1.3	You have read and will comply with all aspects of the UKSPF requirements (covering nine topics) as set out in <a href="#">UK Shared Prosperity Fund: additional information - GOV.UK (www.gov.uk)</a> . This includes <a href="#">branding and publicity requirements</a> , and providing the information necessary for Cheshire East Council to submit monitoring returns, as set out in the UKSPF <a href="#">reporting and performance management requirements</a> .	Yes ✓
1.4	The level of UKSPF funding requested is above the minimum bid level for the Intervention Type, stated in the call for projects	Yes ✓
1.5	All allocated funds will be spent within the year they have been allocated and all outputs and outcomes will be captured in the same period. Projects allocated funds for 23/24 must have spent funds by the 31st March 2024. Projects allocated funding for 24/25 must have spent funds by 31st March 2025.	Yes ✓





# Funded by UK Government

2.3	<p><b>Does the project have any delivery partners?</b></p> <p>Yes</p> <p>Cheshire East Council – public realm assets owner Asda – Public realm asset owner Crewe University Technical College</p>																											
2.4	<p><b>Project Name</b></p> <p>Town Centre Accessibility Review, Action Plan and shared spaces improvements</p>																											
2.5	<p><b>Project location</b></p> <p>Crewe Town Centre</p>																											
2.6	<p><b>Does the proposed project span multiple local authority areas?</b></p> <p>No</p> <table border="1" data-bbox="359 958 1390 1771"> <thead> <tr> <th></th> <th>Total</th> <th>Cheshire East share</th> </tr> </thead> <tbody> <tr> <td>Total spend (£)</td> <td></td> <td></td> </tr> <tr> <td>UKSPF requested (£)</td> <td>£200,900</td> <td>100%</td> </tr> <tr> <td><i>please provide breakdown by UKSPF intervention area if relevant</i></td> <td>E1 – Improvements to town centres</td> <td>100%</td> </tr> <tr> <td>Match funding (£)</td> <td>£10,000</td> <td>100%</td> </tr> <tr> <td>Target outputs</td> <td> <ul style="list-style-type: none"> <li>M2 of public realm created or improved</li> </ul> </td> <td>100%</td> </tr> <tr> <td><i>please list UKSPF indicators</i></td> <td> <ul style="list-style-type: none"> <li>Amount of public realm created or improved</li> </ul> </td> <td>100%</td> </tr> <tr> <td>Target outcomes</td> <td> <ul style="list-style-type: none"> <li>Reduced vacancy rates</li> <li>Increased footfall</li> <li>Number of improved community facilities as a result of support</li> </ul> </td> <td>100%</td> </tr> <tr> <td><i>please list UKSPF indicators</i></td> <td> <ul style="list-style-type: none"> <li>Number of vacant units filled</li> <li>Increased footfall</li> </ul> </td> <td>100%</td> </tr> </tbody> </table>		Total	Cheshire East share	Total spend (£)			UKSPF requested (£)	£200,900	100%	<i>please provide breakdown by UKSPF intervention area if relevant</i>	E1 – Improvements to town centres	100%	Match funding (£)	£10,000	100%	Target outputs	<ul style="list-style-type: none"> <li>M2 of public realm created or improved</li> </ul>	100%	<i>please list UKSPF indicators</i>	<ul style="list-style-type: none"> <li>Amount of public realm created or improved</li> </ul>	100%	Target outcomes	<ul style="list-style-type: none"> <li>Reduced vacancy rates</li> <li>Increased footfall</li> <li>Number of improved community facilities as a result of support</li> </ul>	100%	<i>please list UKSPF indicators</i>	<ul style="list-style-type: none"> <li>Number of vacant units filled</li> <li>Increased footfall</li> </ul>	100%
	Total	Cheshire East share																										
Total spend (£)																												
UKSPF requested (£)	£200,900	100%																										
<i>please provide breakdown by UKSPF intervention area if relevant</i>	E1 – Improvements to town centres	100%																										
Match funding (£)	£10,000	100%																										
Target outputs	<ul style="list-style-type: none"> <li>M2 of public realm created or improved</li> </ul>	100%																										
<i>please list UKSPF indicators</i>	<ul style="list-style-type: none"> <li>Amount of public realm created or improved</li> </ul>	100%																										
Target outcomes	<ul style="list-style-type: none"> <li>Reduced vacancy rates</li> <li>Increased footfall</li> <li>Number of improved community facilities as a result of support</li> </ul>	100%																										
<i>please list UKSPF indicators</i>	<ul style="list-style-type: none"> <li>Number of vacant units filled</li> <li>Increased footfall</li> </ul>	100%																										



## Funded by UK Government

2.7	<p><b>Headline project description</b> (<i>max. 100 words</i>)</p> <ol style="list-style-type: none"><li>1. To carry out a full, detailed and fully considered accessibility review of Crewe Town Centre and from that deliver an action plan and strategy to enhance accessibility on a long-term basis and inform developments and services to be inclusive and socially sustainable</li><li>2. To provide an accessibility champion to bring the representative community together, build capacity, ensure engagement and inform services and design.</li><li>3. To create an Augmented Reality (AR) Trail for Crewe Town Centre (the broad understanding of the modern town centre, not specifically the traditional concept of “High Street”) that will encourage visits, build footfall and engagement and promote active travel.</li><li>4. To provide decorative town centre lighting to enhance the night time economy and shared public spaces.</li><li>5. To replace and install 16 new lamppost place branding gateway banners on the access gateways to the town centre. These have previously been installed and provided a vibrant welcome to the gateway to the town centre. However, they are beyond anticipated life and require replacement. The project will provide additional banners increasing the number of original installations</li><li>6. Collaboration with University Technical college to provide anof impactful display of seasonal planting area at the Victoria centre to enhance the town centre scheme and greatly improve a challenging aspect of shared public space within the core element of the town centre</li><li>7. Provision of new sustainable planting scheme on Victoria Street to bring back in to use planting beds and add enhancements to the public realm</li></ol>
2.8	<p><b>Does the project have dependencies on any other projects?</b> <i>This may include other projects seeking support under this call for projects, wider activities planned by the organisation and/or existing commitments.</i></p> <p>No</p>



# Funded by UK Government

2.9

## Which UKSPF investment priority does this project support?

*Projects should clearly fall within one or more of the Intervention types listed below.*

*If you are seeking support for **multiple stand alone projects** please complete a separate application for each one.*

*If you are seeking support for an **individual project that requires support from more than one intervention area** please complete a single application, specifying the activities, costs, funding requirements and outputs against each intervention type within your responses to the relevant questions that follow.*

*Further guidance about UKSPF interventions can be found [here](#).*

UKSPF Priority Area	UKSPF Intervention Type	
Communities & Place	E1: Improvements to town centres & high streets	✓
Communities & Place	E6: Local arts, cultural, heritage & creative activities	
Communities & Place	E7: Support for active travel enhancements in local area	
Communities & Place	E8: Campaigns to encourage visits and exploring of local area	
Communities & Place	E13: Community measures to reduce the cost of living	
Communities & Place	E14: Relevant feasibility studies	
Supporting Local Business	E19: Investment in research & development at the local level	
Supporting Local Business	E22: Enterprise infrastructure & employment / innovation sites	
Supporting Local Business	E23: Strengthening local entrepreneurial ecosystems	
Supporting Local Business	E30: Business support measures to drive employment growth	



# Funded by UK Government

2.10	<p><b>What are the specific activities that will be undertaken as part of the project?</b></p> <p>Initially the project will appoint an accessibility champion to act as the community motivator, advocate and co-ordinator for the representative community with a focus on accessibility to the town centre, its services, activities and businesses.</p> <p>The Project will then deliver a full accessibility review of the town centre with full consideration of inclusion, current provision, issues, expectations and opportunities. This review will inform a detailed action plan and strategy that will inform development in the town centre as well as provide opportunities for interventions at an early stage to improve accessibility and engagement of under-represented aspects of the community.</p> <p>Additionally, the project will create a sustainable community forum, constituted and representative of accessibility groups and definitions providing for future representation at the outset of the project.</p> <p>Public realm enhancements are also proposed to improve shared spaces in the town centre to enhance the night time economy and create a greater sense of welcome and arrival. These include decorative public realm lighting, large scale new planting at the Victoria Centre and Victoria Street as well as gateway welcome cheerleading with new and renewed lamppost banners.</p>														
2.11	<p><b>What is the total amount of Cheshire East UKSPF funding requested (£).</b> <i>(Questions in Section 5 will ask for further detail regarding the capital/revenue and annual breakdown of the request).</i></p> <table border="1" data-bbox="359 1126 1485 1373"> <tr> <td>UKSPF requested (£):</td> <td>£208,900</td> </tr> <tr> <td colspan="2">Please provide breakdown by UKSPF Intervention Type where relevant:</td> </tr> <tr> <td>Intervention Type – See list in Q2.9</td> <td>£</td> </tr> <tr> <td>E1- Improvements to Town Centres and High Streets</td> <td>£208,900</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </table>	UKSPF requested (£):	£208,900	Please provide breakdown by UKSPF Intervention Type where relevant:		Intervention Type – See list in Q2.9	£	E1- Improvements to Town Centres and High Streets	£208,900						
UKSPF requested (£):	£208,900														
Please provide breakdown by UKSPF Intervention Type where relevant:															
Intervention Type – See list in Q2.9	£														
E1- Improvements to Town Centres and High Streets	£208,900														
2.12	<p><b>Project Start and End Dates</b> <i>Please do not put forward any projects which you are not confident can be delivered in full by the end of March 2025.</i></p> <table border="1" data-bbox="359 1507 1385 1581"> <tr> <td>Proposed start date for project activities:</td> <td>January 2024</td> </tr> <tr> <td>Proposed end date for project activities:</td> <td>March 2025</td> </tr> </table>	Proposed start date for project activities:	January 2024	Proposed end date for project activities:	March 2025										
Proposed start date for project activities:	January 2024														
Proposed end date for project activities:	March 2025														



# Funded by UK Government

Section 3	Strategic Case – What is the case for change?
3.1	<p><b>Please explain how the proposed project would address need and/or capitalise on opportunities linked to the Local Challenges and Local Opportunities outlined in the <a href="#">Cheshire East UKSPF Investment Plan</a> and the Investment Plan’s overarching strategic ambitions.</b></p> <p><b>CHALLENGES</b>            Inequalities in life chances:            Crewe is the most deprived area of Cheshire and remains within the most deprived communities in England as measured on the IMD. Therefore inequalities remain a feature of the community. Improvements proposed support local regenerational efforts as well as building civic pride.</p> <p>Accessibility review and action plan will support work for inclusion and the development of community capacity and representation enhances the town’s inclusion, accessibility and diversity.</p> <p>The changing role of town centres:            Crewe Town Centre remains significantly challenged by the changing role of town centres. That said recent work has identified that the shape of the town centre as well as its function can be considered as amended. The gateways provide an opportunity for place making and celebration of the location. The locations for the planting improvements are difficult aspects of public realm and the proposed planting enhancements will support engagement in their use as access points as well as opportunities to promote use of vacant units by making the areas more attractive.</p> <p>As a focus for leisure and recreation, the town centre must be representative and work to enhance accessibility will address aspects of the challenges faced by those supporting or living with accessibility issues.</p> <p>The climate emergency:            Sustainable planting will provide for improved green space aspects of the built environment and will not require significant watering.</p> <p><b>OPPORTUNITIES</b>            Boosting the visitor economy and cultural offer to drive town centre footfall:            Gateway cheerleading provides for an improved welcome and also removes perception of dilapidation. Providing enhanced planting and shared spaces through additional planters as well as sustainable planting in beds will improve the visitor experience and therefore encourage greater footfall, which in turn be a positive influence in encouraging take up of vacant units.</p> <p>Improving the evening lighting provides a positive experience for visitors and those travelling through the town centre as well as supporting local business and encouraging investment.</p> <p>Making the town centre more accessible will increase opportunity for those with specific needs and also encourage additional visits</p>





# Funded by UK Government

	<p>Provision of an AR trail supports the promotion of the town centre and increased visitor numbers/footfall.</p> <p>Harnessing Social and Community Infrastructure: The provision of the visible improvements enhances civic pride as well as enhancing shared spaces. Involvement of local students will create learning opportunities and connection with the scheme.</p> <p>Building a representative forum for accessibility will create a new constituted group that can inform progress as well as apply for funding</p> <p>Active Travel: Improved public realm makes active travel a more enjoyable and accessible option, thereby supporting active travel through the locations of intervention.</p> <p>Greater accessibility increases the opportunity for active travel for all.</p>
3.2	<p><b>How does this project align with and support other local policies and recognised priorities?</b> (max. 350 words) <i>Examples may include alignment with the <a href="#">CEC Corporate Plan</a>, <a href="#">CEC Environment Strategy</a>, <a href="#">Town Centre Vitality Plans</a>, <a href="#">Towards a Sustainable and Inclusive Cheshire and Warrington</a>, <a href="#">Macclesfield Town Centre Strategic Regeneration Framework</a>, <a href="#">Crewe Town Centre Regeneration Programme</a>. Other local published strategies may also be relevant.</i></p> <p><u>Cheshire East Corporate Plan - A thriving and sustainable place:</u> To improve biodiversity and natural habitats in the borough – Additional and sustainable planting will improve the opportunities for net biodiversity gain.</p> <p>Socially sustainable through proactive inclusion works</p> <p>Delivery of a strategic regeneration plan for Crewe – The interventions are within the focussed area of Crewe’s regenerational suite of projects and will add value at the first point of interaction with the town centre.</p> <p>A thriving and sustainable place – added provision for place making and planting supports this aim of the CEC Corporate Plan</p> <p><u>Local Planning Policy</u> Sustainable use of existing infrastructure – the redevelopment of the site, facilitated by a detailed and evidenced feasibility study, provides for reuse of and investment in existing infrastructure Net Biodiversity Gain for new and strategic developments – Additional planting to support the aim of net biodiversity gain</p> <p>Town Centre Public realm Improvements - Proposals that improve the quality of the public spaces and routes across the town centre for pedestrians and cyclists, and links between the town centre and Crewe Railway Station, will be supported – taken from CEC planning policy</p>



# Funded by UK Government

	<p>Connectivity between the Town Centre and Grand Junction Retail Park - The council will support and implement a range of measures to improve pedestrian and cycle connectivity between the town centre and Grand Junction Retail Park, including through developer contributions, where justified. – taken from CEC planning policy</p> <p><u>A Cultural Strategy For Crewe</u> The provision of an AR trail supports cultural development</p> <p><u>Crewe Town Centre Regeneration Programme</u> Opportunity to ensure collaborative and unified approach to inclusion in all investment projects.</p> <p><u>Crewe Town Centre Business Improvement District</u> The potential development and delivery of a Business Improvement District for Crewe is relevant in the future promotion and engagement of the town centre and would benefit from the added value of a redeveloped heritage centre providing a modern visitor attraction on the edge of the town centre.</p>
3.3	<p><b>What is the evidenced need and demand for the project? Why is public funding needed to deliver the plans? What would happen in the absence of public funding? Please outline how you have determined the requirement for the project and the evidence that underpins the submission</b></p> <p>Evidence for regenerational projects supported by the Crewe TIP; Future High Streets; Resident feedback and informal comment. Qualitative research conducted by the Town Board and also by Cheshire East Council reveal that the community feels that they are disconnected from the regeneration projects and feel that they do not have a say in the town’s regeneration. They talk about the need for more attractive spaces to meet and relax, the lack of colour in the ‘hole in the doughnut’ town centre and desolation caused by the high number of empty shops. This leads to feeling unsafe. In terms of public realm they also talk about inaccessibility, uneven surfaces which make transit difficult and dangerous for wheelchair users.</p> <p>If funding is not available the enhancements will not be delivered. Completed studies would provide evidence for future funding and or privately funded for example improvements as part of commercial development or Business Improvement District projects.</p>
3.4	<p><b>Would the project support local targets for carbon neutrality?</b> Yes</p> <p><b>If Yes, please describe how</b></p> <p>Provision of planting creating a net gain in CO2 capture and the project will support active travel by improving routes and providing an AR trail.</p>
3.5	<b>Equalities impacts</b>



# Funded by UK Government

Local authorities in Great Britain are required to meet their statutory public sector duty under the Equality Act 2010 in carrying out their duties related to the UKSPF (see [UKSPF guidance](#)).

**What equalities impacts have been considered in the development and subsequent delivery of your proposed project?** *Please outline who the relevant affected groups are based on [protected characteristics](#), anticipated impacts and what, if any, measures have been identified in response to these impacts.*

1. Building accessibility to the town centre and understanding of opportunities
2. An AR Trail is accessible in terms of affordability as well as content understanding
3. Decorative lighting – provides for improved public realm as well as personal safety and perception of safety
4. Banners – accessible design to make it clear and easy to understand the intent and content of the banner messaging
5. Victoria Square – improvements will enhance the shared space making it more accessible to vulnerable members of the community who would otherwise choose to avoid the space due to the foreboding feeling of the empty square
6. Sustainable planting – improvements will enhance the shared space making it more accessible to vulnerable members of the community who would otherwise choose to avoid the space due to the foreboding feeling of the empty square

3.6

### Inclusivity Assessment

The [Cheshire and Warrington Sustainable and Inclusive Growth Commission](#) has an ambition for the subregion to become the most sustainable and inclusive in the UK. In view of this, **how would your project would help address inequality and support inclusivity within the borough?**

*Please explain how your project would impact on inequalities within the borough. The following resources may be useful:*

- Indices of Multiple Deprivation: [http://dclgapps.communities.gov.uk/imd/iod\\_index.html](http://dclgapps.communities.gov.uk/imd/iod_index.html). Please note that overall IMD rankings may mask specific issues, please refer to the icons at the top of the linked page to view more detailed data such as barriers to housing and services, employment deprivation, education skills and training etc.
- Health inequality data: [https://www.cheshireeast.gov.uk/council\\_and\\_democracy/council\\_information/jsna/overviews-of-health-and-wellbeing.aspx](https://www.cheshireeast.gov.uk/council_and_democracy/council_information/jsna/overviews-of-health-and-wellbeing.aspx)

By empowering the community representative of additional accessibility needs, the project provides clear added value for under represented communities. Additionally the accessibility understanding will inform development and opportunities for enhancement on an ongoing basis

As the town most impacted by deprivation and health inequalities, investment in the site will be of greatest benefit to those with the greatest health and wellbeing need within the borough.

Public realm enhancements will provide greater engagement with active travel.



Section 4	Economic Case – Why this proposal and how does it add value?																																																	
4.1	<p><b>What outputs and outcomes will the project deliver? Please indicate an estimate of when outputs will be delivered.</b> Please refer to the indicative Outcomes and Outputs list within the accompanying guidance note and the <a href="#">Cheshire East UKSPF Investment Plan</a>. Please note that anything stated here would need to be monitored and recorded as part of the project and will therefore be subject to the UKSPF monitoring and reporting requirements as part of a six monthly cycle (see Section 7). If you are developing a cross-local authority bid, please include details for the Cheshire East element <u>only</u> here.</p> <p><b>Contribution to Indicative Outputs in the Investment Plan</b></p> <table border="1"> <thead> <tr> <th style="background-color: #f4a460;">Output Indicator</th> <th style="background-color: #f4a460;">2023/24</th> <th style="background-color: #f4a460;">2024/25</th> <th style="background-color: #f4a460;">Beyond 2024/25</th> <th style="background-color: #f4a460;">Total</th> </tr> </thead> <tbody> <tr> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> </tr> <tr> <td>Amount of public realm created or improved</td> <td></td> <td>1260m2</td> <td></td> <td>1260m2</td> </tr> </tbody> </table> <p><b>Contribution to Indicative Outcomes in the Investment Plan</b></p> <table border="1"> <thead> <tr> <th style="background-color: #f4a460;">Outcome Indicator</th> <th style="background-color: #f4a460;">2023/24</th> <th style="background-color: #f4a460;">2024/25</th> <th style="background-color: #f4a460;">Beyond 2024/25</th> <th style="background-color: #f4a460;">Total</th> </tr> </thead> <tbody> <tr> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> <td><i>Enter response here</i></td> </tr> <tr> <td>Number of vacant units filled</td> <td></td> <td>1</td> <td>1</td> <td>2</td> </tr> <tr> <td>Increased footfall</td> <td></td> <td>2500</td> <td>10000</td> <td>12500</td> </tr> <tr> <td>Improved engagement number</td> <td>20</td> <td>500</td> <td>5000</td> <td>5520</td> </tr> <tr> <td>Volunteering numbers as a result of support</td> <td>5</td> <td>20</td> <td>50</td> <td>75</td> </tr> </tbody> </table>					Output Indicator	2023/24	2024/25	Beyond 2024/25	Total	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	Amount of public realm created or improved		1260m2		1260m2	Outcome Indicator	2023/24	2024/25	Beyond 2024/25	Total	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	Number of vacant units filled		1	1	2	Increased footfall		2500	10000	12500	Improved engagement number	20	500	5000	5520	Volunteering numbers as a result of support	5	20	50	75
Output Indicator	2023/24	2024/25	Beyond 2024/25	Total																																														
<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>																																														
Amount of public realm created or improved		1260m2		1260m2																																														
Outcome Indicator	2023/24	2024/25	Beyond 2024/25	Total																																														
<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>																																														
Number of vacant units filled		1	1	2																																														
Increased footfall		2500	10000	12500																																														
Improved engagement number	20	500	5000	5520																																														
Volunteering numbers as a result of support	5	20	50	75																																														



# Funded by UK Government

<p>4.2</p>	<p><b>Please explain how these outputs and outcomes have been determined.</b> <i>Please ensure that clarity is provided regarding how the proposed activity will lead to the identified outputs and outcomes – considering both the types of outputs and outcomes and the scale. Please provide details of any assumptions applied, the ability to draw on previous experience of delivering at a similar scale and the extent to which the outputs and outcomes could be achieved without UKSPF funding.</i></p> <p>Outputs: Amount of public realm improved – Measurement of the floor space of Victoria Square and the element of Victoria Street where the enhancements will take place.</p> <p>No calculation has been done for the decorative lighting or gateway banners as this could indicate a huge area for improvement disproportionate to the proposed intervention. However, this can be reassessed if approved by the funder</p> <p>Outcomes: Number of vacant units – Currently there are 4 vacant units at Victoria Square and the aspect of Victoria Street. The improvements will deliver more through flow of footfall as well as enhance the space as a potential draw for business investment.</p> <p>Increased footfall – Figures available from Cheshire East will be monitored. If additional data is required, consideration will be made for sourcing this information.</p> <p>Improved engagement numbers – Having a standing start, engagement will initially be small but growing as the capacity for the accessibility forum builds as well as direct engagement with the AR trail.</p> <p>Volunteering numbers as a result of support – Again, currently there is no associated volunteering capacity, but work will lead to more volunteers supporting the development of accessibility work. Additionally, we will be developing town centre champions that volunteer for floral display maintenance and enhancement.</p>
<p>4.3</p>	<p><b>Please explain the options you have considered for addressing the challenges and opportunities set out in Section 3 and why this project represents the favoured option?</b> <i>This may include consideration of alternative delivery models, scales of activity, timings and quality of materials/provision. A do nothing option whereby no UKSPF funding is awarded should be included in the assessment.</i> (Max 500 words)</p> <p>Inclusion associated with accessibility is a broad subject area that covers physical accessibility as well as neuro diverse accessibility and social accessibility. The capacity to take a holistic view of the current provision, its impacts and potential barriers and then inform future provision in a positive and proactive way has not to date been available. The need is broadly identified nationally as well as through circumstantial reports to the council about barriers to access. Consideration has been given to encourage the community to lead on delivering this work, but it is not reasonable to assume that the community has capacity and opportunity to deliver the detailed work required to properly serve the appropriate level of detail required.</p>



# Funded by UK Government

	<p>The provision of interpretation and trails to encourage footfall has been considered for some time. Work is ongoing for a heritage trail for example. An AR provision provides for sustainability due to low ongoing revenue costs for maintenance and promotes the location with additionality of attraction,</p> <p>Decorative lighting is a popular and effective improvement in public spaces that leads to a clear increase in positive perception as well as enhanced opportunities for the night time economy.</p> <p>The provision of gateway banners has previously been delivered and provided place making improvement as well as arrival cheerleading as visitors enter the town centre.</p> <p>Planting improvements are popular with visitors to town centres and provide a sustainable provision based on existing operational practices.</p>
<p><b>4.4</b></p>	<p><b>Please explain why this project represents value for money as the preferred option.</b> (Max 350 words)</p> <ol style="list-style-type: none"> <li>1. By delivering a detailed understanding of position and opportunity the resultant findings and reports will have a sustained value across a number of years and will inform policy, service provision and investment</li> <li>2. AR Trail- a sustainable asset that requires limited ongoing revenue input. The project provides a modern and accessible form of engagement that is adaptable and provides a free-to-access service of benefit to residents, visitors and businesses.</li> <li>3. Public realm decorative lighting has been demonstrated to have value and sustainable delivery elsewhere, including in locations in Cheshire East</li> <li>4. Banners – Readily and commercially available. Highly visible and lifespan of around 5 year, thereby providing value for money.</li> <li>5. Planting – Long standing provision and sustained over many years. Sustainable planting will provide added value year on year as it matures.</li> </ol>
<p><b>4.5</b></p>	<p><b>Does this project build on previous activity?</b> Yes</p> <p><b>If so, can you provide any evidence of value added by previous activity and how the project proposal will add further value?</b></p> <p>This is renewal of previous placemaking infrastructure and additional provision for public realm enhancements, adding value to the already in place provision.</p> <p>Public realm lighting will support the work at Lyceum Square with festoon lighting at Hill Street and Heath Street as well as other nearby locations.</p>





# Funded by UK Government

4.6

**How does this project complement any existing projects and avoid duplication within the existing landscape of services in Cheshire East? Please outline the steps have you taken to ensure that your project will not duplicate existing services and how it adds value to the offer.**

1. Accessibility – supports local community development provision but goes far beyond local capacity for delivery of a similar project context or a project of similar scale
2. AR – no duplication, but entirely complimentary to work associated with local regeneration projects, culture, events, heritage, inclusion, promotion and active travel.
3. Decorative Lighting – Supporting the delivery and onward engagement at Lyceum Square (LY2) through festoon lighting. Supporting regenerative delivery across the town centre.
4. Banners – The placemaking and gateway welcome cheerleading supports the regenerational work and provides no duplication.
5. New planting at Victoria Square - Adds to the town centre seasonal planting displays scheme in an area that currently suffers with no provision and unwelcoming lack of interest.
6. Provision of sustainable planting in planting beds will enhance public realm planting schemes, be of a sustainable nature and adds value to the public realm.

## Section 5

### Financial Case – Is the project viable?

5.1

**What is the project’s proposed funding package by financial year?**  
*Cheshire East’s UKSPF Investment Plan sets out funding allocations for each intervention type, by year and type of funding (capital or revenue). Please refer to the accompanying call for projects guidance note for more information about this. Please complete this table and others in the financial case with reference to activity planned in Cheshire East only.*

UKSPF requested	2023-24	2024-25	Total
<b>Revenue (R)</b>	13,000	171,000	184,000
<b>Capital (C)</b>	6,900	18,000	24,900
<b>Total UKSPF Investment Requested (R+C)</b>	19,900	181,000	208,900
Match Funding	2023-24	2024-25	Total
<b>Match Funding already secured</b>		£10,000	£10,000
<b>Unsecured Match Funding</b>			



# Funded by UK Government

5.2

**Please provide a breakdown of how funds will be spent.** *Please provide details of the proposed breakdown of spend by key cost heading, tailored to the scope of your project (e.g. staff costs, construction costs, consultant fees, room hire, travel and expenses etc). Add additional rows, if required*

Cost heading	Amount of proposed spend (£)
Detailed & Holistic Town Centre Accessibility Review	£23,000
Town Centre Accessibility Project Champion	£25,000
Provision of accessibility multi-format info & live data	£20,000
Detailed Accessibility Improvement Action Plan & Strategy	£20,000
Augmented Reality Trail	£31,000
Decorative Town Centre Lighting	£73,000
Lamppost Banners	£6,900
Planters – Victoria Sq	£13,500
Sustainable Planting Victoria Street	£4,500
Planter maintenance & Watering	£2,000

5.3

**What work has been done to arrive at this cost estimate?** *Please provide confidence that the cost estimates are robust and are underpinned by appropriate assumptions and evidence. Sources used to inform the figures should be stated.*

Accessibility Review and action plan

Based on specialist consultant appointment for full town centre review. Figures drawn from costs of comparable works in other locations as well as day rate estimates of £450 plus expenses and data. 2 separate and distinct aspects within the project

Project Champion

Cost of appointment of specialist project lead for delivery and engagement.

Provision of information

Creation of digital online resource and back office access as well as traditional and accessible media

Augmented Reality Trail

Prices freely available on line for comparable services





# Funded by UK Government

	<p>Decorative Realm Lighting Past delivery of comparable projects demonstrates costs and scale. Consideration for inflation has been taken in to account as well as quoted figures for Hill Street</p> <p>Banners Provision – Costs widely available from suppliers online. Installation – Recent project of signage installation near schools highly relevant and comparable. Design – Multiple design projects recently carried out.</p> <p>Planters Victoria Sq Planters – Commercially available and prices requested. Planting – Regular planting contract of Crewe Town Council. Maintenance – Routine practice and understanding of Crewe Town Council.</p> <p>Sustainable planting beds Plants – Regular purchase from suppliers for schemes in the past. Maintenance – Routine practice and understanding of Crewe Town Council.</p>												
5.4	<p><b>Please provide a breakdown and description of any co-funding/match funding sources. Add additional tables below, if required.</b></p> <p><b>Co-funding/match funding source 1:</b></p> <table border="1" data-bbox="359 1025 1436 1451"> <tr> <td>Source of co-funding/match funding:</td> <td>Crewe Town Council</td> </tr> <tr> <td>Public or private sector?</td> <td>Public</td> </tr> <tr> <td>Secured or unsecured?</td> <td>Secured</td> </tr> <tr> <td>If unsecured, key dates for anticipated decision</td> <td>NA</td> </tr> <tr> <td>If unsecured, what is the likelihood of funds being secured?</td> <td>NA</td> </tr> <tr> <td>Detail of any conditions on funding sources, if relevant</td> <td>NA</td> </tr> </table>	Source of co-funding/match funding:	Crewe Town Council	Public or private sector?	Public	Secured or unsecured?	Secured	If unsecured, key dates for anticipated decision	NA	If unsecured, what is the likelihood of funds being secured?	NA	Detail of any conditions on funding sources, if relevant	NA
Source of co-funding/match funding:	Crewe Town Council												
Public or private sector?	Public												
Secured or unsecured?	Secured												
If unsecured, key dates for anticipated decision	NA												
If unsecured, what is the likelihood of funds being secured?	NA												
Detail of any conditions on funding sources, if relevant	NA												
5.5	<p><b>How would any cost overrun be funded?</b></p> <p>The above costings represent a realistic delivery cost model. Any potential cost overrun is unlikely but procurement would be re-addressed if occurred.</p>												
5.6	<p><b>Are there any ongoing costs which would arise following delivery beyond the end March 2025/the project’s UKSPF support end date, if earlier?</b></p> <p>Yes – revenue costs of maintaining data and supporting the accessibility and inclusion group – to be delivered by Crewe Town Council</p>												



# Funded by UK Government

5.7	<p><b>Please give details of any savings/cost avoidance/additional income generation which may be relevant to considering the value for money/ sustainability of your project proposal.</b></p> <p>Consideration of sponsorship for AR and accessibility Resources from local employers (eg Bentley, AO)</p> <p>Economy of scale by delivering significant public realm lighting scheme to deliver critical mass impact</p> <p>Economy of scale with regard to the planting aspects due to Crewe Town Council current buying scale.</p>
5.8	<p><b>Project scalability</b></p> <p>To ensure an appropriate range of activities and delivery within the available funding allocation, Cheshire East reserves the right to fund scaled down projects with a reduced UKSPF funding allocation. Equally, there may be opportunities to fund scaled up projects. Is this project scalable?</p> <p>Yes</p> <p>If yes, please describe the potential extent of scalability and changes to the project that would result from it being scaled either down or up (e.g. delivery from additional sites, wider target audience, changes to delivery models etc).</p> <p>Up-scaling – Additional lighting can be provided. Additional planting can be provided. Additional banners can be provided.</p> <p>Down-scaling – The capital elements can be delivered as a down scaled project. The lighting element can be downscaled, but risks minimising added value benefits. The accessibility elements can be delivered by consultants, but this would lead to reduced engagement and potential missed added value at the outrun of the project.</p>
<b>Section 6</b>	<b>Commercial Case – How will activities be taken forward and delivered?</b>
6.1	<p><b>Who would deliver the project?</b> <i>Please provide details of proposed delivery structures, the roles and responsibilities of each organisation for multi-organisation proposals and how these would be formalised, the key posts involved (including noting posts that are already filled and those to be recruited to) and primary reporting lines.</i></p> <p>Responsible body – Crewe Town Council</p> <p>Executive officer – Town Clerk</p> <p>Responsible officer (lead officer/project manager)– Crewe Town Council Regeneration Manager</p>



# Funded by UK Government

6.2	<p><b>If the project involves delivery partners, please provide details of arrangements as they stand at present. For example, have they already been alerted to the opportunity? Have they committed to play their identified role, subject to resources being identified? Where arrangements remain to be formalised, please include target details in the question relating to project milestones (7.1).</b></p> <p>NA</p>
6.3	<p><b>Will the project’s activity(ies) involve procurement?</b></p> <p>Yes</p>
6.4	<p><b>If the project involves procurement, please describe the proposed procurement route(s) and demonstrate how this is compliant with the <a href="#">UKSPF guidance on procurement</a>. Please confirm the number of procurement exercises that will fall within the project scope and the procurement route to be taken for each.</b></p> <p>Procurement will be delivered via the governance of Crewe Town Council. This is regulated by the associated statute and public spending regulations.</p> <p>If preferred and within costings, CEC procurement process can be used but would require CEC commitment and support.</p>
6.5	<p><b>What consultation is required to inform the design of the project? This may include consultations required with facility or service users and discussions with relevant organisations (e.g. statutory authorities, the planning authority), as examples</b></p> <p>Accessibility – full engagement with groups and community will be ensured throughout the project, led by the accessibility champion. This to be fully recorded and evidenced in the products of the project</p> <p>Cultural engagement with regard to the AR trail will also be included</p> <p>Lighting – engagement with local businesses and property owners</p> <p>Banners – To meet the town brand guidelines – the town brand was widely consulted on.</p> <p>Planting – Delivery of planting is not a sensitivity concern.</p>
6.6	<p><b>Has any such consultation been undertaken to inform this project to date?</b></p> <p>Yes</p> <p><b>If yes, please detail below the nature and outcome of the consultation and how it is informed the project’s design</b></p> <p>Crewe Town Council Community Plan          Crewe Town Centre Business Improvement District          Crewe Town Brand – Extensive consultation.</p>



## Funded by UK Government

<b>6.7</b>	<p><b>What are your proposals to sustain assets and services beyond UKSPF support?</b> <i>This is particularly important for project's seeking capital investment that will create assets with a lifetime beyond the funding period.</i></p> <p>Crewe Town Council will be the assets owner and ensure maintenance.</p>
<b>6.8</b>	<p><b>Subsidy Control</b> All applicants must consider how they will deliver in line with subsidy control as per <a href="#">UKSPF guidance</a>. Based on the UKSPF guidance, would the award of UKSPF funds to you (as the applicant) be considered a subsidy? No</p> <p><b>Please explain the rationale for your response</b></p> <p>Crewe Town Council is a local council and public body.</p>



# Funded by UK Government

Section 7	Management Case – Are there robust delivery plans?																																								
7.1	<p><b>What are the key activities/milestones for the project’s delivery?</b> <i>Please outline any milestones that need to be achieved before the project can start (e.g. business case development, planning permission, buildings regulations approval, further stakeholder engagement, approval of other funding sources, engaging a contractor) including those that have already been achieved to demonstrate deliverability as well as key milestones once the project is live.</i></p> <table border="1" data-bbox="359 548 1508 1249"> <thead> <tr> <th data-bbox="359 548 1109 584"><b>Pre-project delivery milestone</b></th> <th data-bbox="1109 548 1508 584"><b>Date Achieved/Target Date</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="359 584 1109 620"><i>Enter response here</i></td> <td data-bbox="1109 584 1508 620"><i>Enter response here mm/yy</i></td> </tr> <tr> <td data-bbox="359 620 1109 656">Funding approval confirmed</td> <td data-bbox="1109 620 1508 656">01/2024</td> </tr> <tr> <td data-bbox="359 656 1109 692">Accessibility champion appointment</td> <td data-bbox="1109 656 1508 692">01/2024</td> </tr> <tr> <td data-bbox="359 692 1109 728">Procurement</td> <td data-bbox="1109 692 1508 728">01/2024</td> </tr> <tr> <th data-bbox="359 728 1109 763"><b>Project delivery milestone</b></th> <th data-bbox="1109 728 1508 763"><b>Target Date</b></th> </tr> <tr> <td data-bbox="359 763 1109 799"><i>Enter response here</i></td> <td data-bbox="1109 763 1508 799"><i>Enter response here mm/yy</i></td> </tr> <tr> <td data-bbox="359 799 1109 835">Lead consultant appointment</td> <td data-bbox="1109 799 1508 835">04/2024</td> </tr> <tr> <td data-bbox="359 835 1109 871">Engagement commences</td> <td data-bbox="1109 835 1508 871">02/2024</td> </tr> <tr> <td data-bbox="359 871 1109 907">Draft Accessibility Review</td> <td data-bbox="1109 871 1508 907">09/2024</td> </tr> <tr> <td data-bbox="359 907 1109 943">AR trail design and content agreed</td> <td data-bbox="1109 907 1508 943">09/2024</td> </tr> <tr> <td data-bbox="359 943 1109 978">Accessibility Review Document published</td> <td data-bbox="1109 943 1508 978">11/2024</td> </tr> <tr> <td data-bbox="359 978 1109 1014">Accessibility Action Plan Draft</td> <td data-bbox="1109 978 1508 1014">01/2025</td> </tr> <tr> <td data-bbox="359 1014 1109 1050">Accessibility Action Plan completed</td> <td data-bbox="1109 1014 1508 1050">02/2025</td> </tr> <tr> <td data-bbox="359 1050 1109 1086">AR trail launch</td> <td data-bbox="1109 1050 1508 1086">03/2025</td> </tr> <tr> <td data-bbox="359 1086 1109 1122">Public Realm Decorative Lighting installed</td> <td data-bbox="1109 1086 1508 1122">09/2024</td> </tr> <tr> <td data-bbox="359 1122 1109 1158">Banner installation</td> <td data-bbox="1109 1122 1508 1158">04/2024</td> </tr> <tr> <td data-bbox="359 1158 1109 1193">Planter delivery</td> <td data-bbox="1109 1158 1508 1193">04/2024</td> </tr> <tr> <td data-bbox="359 1193 1109 1229">Planting</td> <td data-bbox="1109 1193 1508 1229">04/2024</td> </tr> <tr> <td data-bbox="359 1229 1109 1265">Installation of planters</td> <td data-bbox="1109 1229 1508 1265">06/2024</td> </tr> </tbody> </table> <p><b>Please outline the key assumptions and dependencies to allow these milestones to be realised.</b></p> <ol style="list-style-type: none"> <li>1. Funding approved in time for pre project set up. More time in advance of project start will support delivery to timescale and improve project quality.</li> <li>2. Procurement is not delayed</li> <li>3. Associated community engagement is positive</li> </ol>	<b>Pre-project delivery milestone</b>	<b>Date Achieved/Target Date</b>	<i>Enter response here</i>	<i>Enter response here mm/yy</i>	Funding approval confirmed	01/2024	Accessibility champion appointment	01/2024	Procurement	01/2024	<b>Project delivery milestone</b>	<b>Target Date</b>	<i>Enter response here</i>	<i>Enter response here mm/yy</i>	Lead consultant appointment	04/2024	Engagement commences	02/2024	Draft Accessibility Review	09/2024	AR trail design and content agreed	09/2024	Accessibility Review Document published	11/2024	Accessibility Action Plan Draft	01/2025	Accessibility Action Plan completed	02/2025	AR trail launch	03/2025	Public Realm Decorative Lighting installed	09/2024	Banner installation	04/2024	Planter delivery	04/2024	Planting	04/2024	Installation of planters	06/2024
<b>Pre-project delivery milestone</b>	<b>Date Achieved/Target Date</b>																																								
<i>Enter response here</i>	<i>Enter response here mm/yy</i>																																								
Funding approval confirmed	01/2024																																								
Accessibility champion appointment	01/2024																																								
Procurement	01/2024																																								
<b>Project delivery milestone</b>	<b>Target Date</b>																																								
<i>Enter response here</i>	<i>Enter response here mm/yy</i>																																								
Lead consultant appointment	04/2024																																								
Engagement commences	02/2024																																								
Draft Accessibility Review	09/2024																																								
AR trail design and content agreed	09/2024																																								
Accessibility Review Document published	11/2024																																								
Accessibility Action Plan Draft	01/2025																																								
Accessibility Action Plan completed	02/2025																																								
AR trail launch	03/2025																																								
Public Realm Decorative Lighting installed	09/2024																																								
Banner installation	04/2024																																								
Planter delivery	04/2024																																								
Planting	04/2024																																								
Installation of planters	06/2024																																								
7.2	<p><b>Please outline the proposed project management and governance structures.</b> <i>Provide details of who will have responsibility for the project’s day to day management and proposed governance arrangements (e.g. proposed structures, membership of groups, headline remit) to support the project’s smooth delivery and support any required issue resolution.</i></p> <p>The project manager on a day to day basis will be Crewe Town Council Regeneration Manager overseeing the Accessibility Champion and contractors</p> <p>The project will be run under Crewe Town Council governance and include for a project board</p>																																								



# Funded by UK Government

7.3	<p><b>Can you provide any evidence/details of the lead/sponsor having previously delivered similar projects and/or of your organisation’s (and partners, where applicable) ability to successfully deliver the project?</b></p> <ol style="list-style-type: none"> <li>1. Business Improvement District Feasibility and Development</li> <li>2. Crewe Community Plan engagement, consultation and completion</li> <li>3. Crewe Town Brand Project and associated digital aspects</li> <li>4. Website and information service provision</li> <li>5. Installation of public realm decorative lighting</li> <li>6. Installation of welcome banners</li> <li>7. Installation of school social health signage</li> <li>8. Provision of town centre seasonal planting scheme</li> <li>9. Provision of sustainable public realm planting schemes</li> <li>10. Maintenance of public realm planting</li> </ol>																														
7.4	<p><b>Please outline key project risks. Add additional tables below, if required.</b></p> <table border="1" data-bbox="359 824 1503 1169"> <tr> <td>Risk description:</td> <td>Delay in Funding confirmation</td> </tr> <tr> <td>Risk owner (who is responsible for managing the risk):</td> <td>Town Clerk – Crewe Town Council</td> </tr> <tr> <td>Probability of the risk occurring (high, medium or low):</td> <td>Medium</td> </tr> <tr> <td>Impact of the risk materialising (high, medium or low):</td> <td>Low</td> </tr> <tr> <td>Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:</td> <td>EoI submitted. Responsible body aware of the timeframe requirements. Call out for EoI issued in appropriate time</td> </tr> </table> <table border="1" data-bbox="359 1205 1503 1550"> <tr> <td>Risk description:</td> <td>Delays in procurement</td> </tr> <tr> <td>Risk owner (who is responsible for managing the risk):</td> <td>Regeneration Manager – Crewe Town Council</td> </tr> <tr> <td>Probability of the risk occurring (high, medium or low):</td> <td>Medium</td> </tr> <tr> <td>Impact of the risk materialising (high, medium or low):</td> <td>Low</td> </tr> <tr> <td>Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:</td> <td>Highlighted earlier Template documentation and formatting exists</td> </tr> </table> <table border="1" data-bbox="359 1585 1503 1919"> <tr> <td>Risk description:</td> <td>Supplier delivery failures</td> </tr> <tr> <td>Risk owner (who is responsible for managing the risk):</td> <td>Regeneration Manager – Crewe Town Council</td> </tr> <tr> <td>Probability of the risk occurring (high, medium or low):</td> <td>Medium</td> </tr> <tr> <td>Impact of the risk materialising (high, medium or low):</td> <td>Low</td> </tr> <tr> <td>Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:</td> <td>Time frame for deliver is entirely realistic and based on extensive past experience of similar projects</td> </tr> </table>	Risk description:	Delay in Funding confirmation	Risk owner (who is responsible for managing the risk):	Town Clerk – Crewe Town Council	Probability of the risk occurring (high, medium or low):	Medium	Impact of the risk materialising (high, medium or low):	Low	Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	EoI submitted. Responsible body aware of the timeframe requirements. Call out for EoI issued in appropriate time	Risk description:	Delays in procurement	Risk owner (who is responsible for managing the risk):	Regeneration Manager – Crewe Town Council	Probability of the risk occurring (high, medium or low):	Medium	Impact of the risk materialising (high, medium or low):	Low	Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	Highlighted earlier Template documentation and formatting exists	Risk description:	Supplier delivery failures	Risk owner (who is responsible for managing the risk):	Regeneration Manager – Crewe Town Council	Probability of the risk occurring (high, medium or low):	Medium	Impact of the risk materialising (high, medium or low):	Low	Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	Time frame for deliver is entirely realistic and based on extensive past experience of similar projects
Risk description:	Delay in Funding confirmation																														
Risk owner (who is responsible for managing the risk):	Town Clerk – Crewe Town Council																														
Probability of the risk occurring (high, medium or low):	Medium																														
Impact of the risk materialising (high, medium or low):	Low																														
Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	EoI submitted. Responsible body aware of the timeframe requirements. Call out for EoI issued in appropriate time																														
Risk description:	Delays in procurement																														
Risk owner (who is responsible for managing the risk):	Regeneration Manager – Crewe Town Council																														
Probability of the risk occurring (high, medium or low):	Medium																														
Impact of the risk materialising (high, medium or low):	Low																														
Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	Highlighted earlier Template documentation and formatting exists																														
Risk description:	Supplier delivery failures																														
Risk owner (who is responsible for managing the risk):	Regeneration Manager – Crewe Town Council																														
Probability of the risk occurring (high, medium or low):	Medium																														
Impact of the risk materialising (high, medium or low):	Low																														
Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	Time frame for deliver is entirely realistic and based on extensive past experience of similar projects																														



7.5	<p><b>Please describe the process that will be used to monitor and manage project risks.</b></p> <ol style="list-style-type: none"><li>1. The project manager will design and maintain a risk register</li><li>2. The project board will oversee and monitor the risk register</li><li>3. The project manager will design and maintain a project monitor form</li><li>4. The project board will oversee and monitor the project monitor form</li><li>5. All project risks will be escalated to the project board and Town Clerk</li><li>6. The project time frame will be clearly communicated to all stakeholders and contractors and the exclusion of overrun will be contracted.</li></ol>
7.6	<p><b>How would outputs and outcomes be monitored and evaluated and who would be responsible for ensuring this is undertaken and reported to the CEC UKSPF Programme Board? Please outline the indicators to be measured, how information will be collected and recorded, the frequency of data collection etc. Please also outline any plans you have to evaluate your activities.</b></p> <p>The project manager will include in all project monitoring metrics associated with outcomes and outputs. This will include for those defined at application as well as potential added value outputs and outcomes.</p>



Funded by  
UK Government

## UK Shared Prosperity Fund Cheshire East Call for Projects Application Proforma

It is critical that all projects supported can be delivered within the timeframe for UKSPF.

Please do not put forward any projects which you are not confident can be delivered by the end of March 2025 as you will be diverting finite funds from other deliverable projects.

*Note: This proforma remains a working document and may be refined and amended as the UKSPF progresses*

Section 1	Compliance	
	<p><b>Before proceeding with your application, you must confirm whether – in line with current UKSPF guidance – you can fulfil the requirements set out below.</b></p> <p><b>IF YOU CANNOT MEET THESE REQUIREMENTS THEN YOUR APPLICATION WILL NOT BE CONSIDERED FURTHER.</b></p> <p><b>Please confirm that:</b></p>	
1.1	The project will be delivered by an organisation that can receive public funds, as set out at 7.1 of the UKSPF <a href="#">prospectus</a> .	Yes ✓ <input type="checkbox"/>
1.2	No funds will be spent on items or activities excluded from UKSPF support, as set out at 7.5.1 of the UKSPF <a href="#">prospectus</a> .	Yes ✓
1.3	You have read and will comply with all aspects of the UKSPF requirements (covering nine topics) as set out in <a href="#">UK Shared Prosperity Fund: additional information - GOV.UK (www.gov.uk)</a> . This includes <a href="#">branding and publicity requirements</a> , and providing the information necessary for Cheshire East Council to submit monitoring returns, as set out in the UKSPF <a href="#">reporting and performance management requirements</a> .	Yes ✓
1.4	The level of UKSPF funding requested is above the minimum bid level for the Intervention Type, stated in the call for projects	Yes ✓
1.5	All allocated funds will be spent within the year they have been allocated and all outputs and outcomes will be captured in the same period. Projects allocated funds for 23/24 must have spent funds by the 31st March 2024. Projects allocated funding for 24/25 must have spent funds by 31st March 2025.	Yes ✓





# Funded by UK Government

1.6	You will retain all relevant data on your project, including beneficiary data, and provide this on request to CEC, for monitoring or evaluation purposes.	Yes ✓
1.7	Activities will be delivered within the Cheshire East local authority area.	Yes ✓

Section 2		Project Details – What is the proposition?							
2.1	<b>Applicant details</b> Organisation Name and Department (where applicable) submitting the application: Crewe Town Council  Company or Charity Registration Number (if applicable):								
	<b>Project Lead/Sponsor</b> <table border="1"> <tr> <td>Name:</td> <td>Rosie Mason</td> </tr> <tr> <td>Email:</td> <td>events@crewetowncouncil.gov.uk</td> </tr> <tr> <td>Contact telephone:</td> <td>01270756975</td> </tr> </table>			Name:	Rosie Mason	Email:	events@crewetowncouncil.gov.uk	Contact telephone:	01270756975
Name:	Rosie Mason								
Email:	events@crewetowncouncil.gov.uk								
Contact telephone:	01270756975								
2.2	<b>Person completing this application form</b> <table border="1"> <tr> <td>Name:</td> <td>Pete Turner</td> </tr> <tr> <td>Email:</td> <td><a href="mailto:townclerk@crewetowncouncil.gov.uk">townclerk@crewetowncouncil.gov.uk</a></td> </tr> <tr> <td>Contact telephone:</td> <td>01270756975</td> </tr> </table>			Name:	Pete Turner	Email:	<a href="mailto:townclerk@crewetowncouncil.gov.uk">townclerk@crewetowncouncil.gov.uk</a>	Contact telephone:	01270756975
	Name:	Pete Turner							
Email:	<a href="mailto:townclerk@crewetowncouncil.gov.uk">townclerk@crewetowncouncil.gov.uk</a>								
Contact telephone:	01270756975								
2.2		<b>Please confirm the type of organisation submitting the application</b>  Local council							
		If other, please provide details of the organisation type:							



# Funded by UK Government

2.3	<p><b>Does the project have any delivery partners?</b></p> <p>Yes</p> <p>Cheshire East Council – public realm assets owner Crewe Cultural Forum Crewe Local Cultural Education Partnership</p>																											
2.4	<p><b>Project Name</b></p> <p>Crewe Town Centre Arts Development &amp; Trail</p>																											
2.5	<p><b>Project location</b></p> <p>Crewe Town Centre</p>																											
2.6	<p>Does the proposed project span multiple local authority areas?</p> <p>No</p> <table border="1" data-bbox="359 958 1390 1895"> <thead> <tr> <th></th> <th>Total</th> <th>Cheshire East share</th> </tr> </thead> <tbody> <tr> <td>Total spend (£)</td> <td></td> <td></td> </tr> <tr> <td>UKSPF requested (£)</td> <td>£90,000</td> <td>100%</td> </tr> <tr> <td><i>please provide breakdown by UKSPF intervention area if relevant</i></td> <td>E6: Local arts, cultural, heritage and creative activities</td> <td>100%</td> </tr> <tr> <td>Match funding (£)</td> <td>£2,000</td> <td>100%</td> </tr> <tr> <td>Target outputs</td> <td> <ul style="list-style-type: none"> <li>Number of organisations receiving grants</li> <li>Number of local events or activities supported</li> </ul> </td> <td>100%</td> </tr> <tr> <td><i>please list UKSPF indicators</i></td> <td> <ul style="list-style-type: none"> <li>Number of organisations receiving grants</li> <li>Number of local events or activities supported</li> </ul> </td> <td>100%</td> </tr> <tr> <td>Target outcomes</td> <td> <ul style="list-style-type: none"> <li>Increased footfall</li> <li>Improved engagement numbers</li> <li>Volunteering numbers as a result of support</li> </ul> </td> <td>100%</td> </tr> <tr> <td><i>please list UKSPF indicators</i></td> <td> <ul style="list-style-type: none"> <li>Increased footfall</li> <li>Improved engagement numbers</li> <li>Number of volunteering opportunities created as a result of support</li> </ul> </td> <td>100%</td> </tr> </tbody> </table>		Total	Cheshire East share	Total spend (£)			UKSPF requested (£)	£90,000	100%	<i>please provide breakdown by UKSPF intervention area if relevant</i>	E6: Local arts, cultural, heritage and creative activities	100%	Match funding (£)	£2,000	100%	Target outputs	<ul style="list-style-type: none"> <li>Number of organisations receiving grants</li> <li>Number of local events or activities supported</li> </ul>	100%	<i>please list UKSPF indicators</i>	<ul style="list-style-type: none"> <li>Number of organisations receiving grants</li> <li>Number of local events or activities supported</li> </ul>	100%	Target outcomes	<ul style="list-style-type: none"> <li>Increased footfall</li> <li>Improved engagement numbers</li> <li>Volunteering numbers as a result of support</li> </ul>	100%	<i>please list UKSPF indicators</i>	<ul style="list-style-type: none"> <li>Increased footfall</li> <li>Improved engagement numbers</li> <li>Number of volunteering opportunities created as a result of support</li> </ul>	100%
	Total	Cheshire East share																										
Total spend (£)																												
UKSPF requested (£)	£90,000	100%																										
<i>please provide breakdown by UKSPF intervention area if relevant</i>	E6: Local arts, cultural, heritage and creative activities	100%																										
Match funding (£)	£2,000	100%																										
Target outputs	<ul style="list-style-type: none"> <li>Number of organisations receiving grants</li> <li>Number of local events or activities supported</li> </ul>	100%																										
<i>please list UKSPF indicators</i>	<ul style="list-style-type: none"> <li>Number of organisations receiving grants</li> <li>Number of local events or activities supported</li> </ul>	100%																										
Target outcomes	<ul style="list-style-type: none"> <li>Increased footfall</li> <li>Improved engagement numbers</li> <li>Volunteering numbers as a result of support</li> </ul>	100%																										
<i>please list UKSPF indicators</i>	<ul style="list-style-type: none"> <li>Increased footfall</li> <li>Improved engagement numbers</li> <li>Number of volunteering opportunities created as a result of support</li> </ul>	100%																										



# Funded by UK Government

2.7	<p><b>Headline project description</b> (<i>max. 100 words</i>)</p> <p>To build community capacity, participation and leadership in the cultural delivery in Crewe and to create a locally relevant and engaging arts trail around the town centre including interpretation and guidance.</p>																																	
2.8	<p><b>Does the project have dependencies on any other projects?</b> <i>This may include other projects seeking support under this call for projects, wider activities planned by the organisation and/or existing commitments.</i></p> <p>No</p>																																	
2.9	<p><b>Which UKSPF investment priority does this project support?</b> <i>Projects should clearly fall within one or more of the Intervention types listed below.</i></p> <p><i>If you are seeking support for <b>multiple stand alone projects</b> please complete a separate application for each one.</i></p> <p><i>If you are seeking support for an <b>individual project that requires support from more than one intervention area</b> please complete a single application, specifying the activities, costs, funding requirements and outputs against each intervention type within your responses to the relevant questions that follow.</i></p> <p><i>Further guidance about UKSPF interventions can be found <a href="#">here</a>.</i></p> <table border="1" data-bbox="359 1070 1465 1854"> <thead> <tr> <th>UKSPF Priority Area</th> <th>UKSPF Intervention Type</th> <th></th> </tr> </thead> <tbody> <tr> <td>Communities &amp; Place</td> <td>E1: Improvements to town centres &amp; high streets</td> <td></td> </tr> <tr> <td>Communities &amp; Place</td> <td>E6: Local arts, cultural, heritage &amp; creative activities</td> <td>✓</td> </tr> <tr> <td>Communities &amp; Place</td> <td>E7: Support for active travel enhancements in local area</td> <td></td> </tr> <tr> <td>Communities &amp; Place</td> <td>E8: Campaigns to encourage visits and exploring of local area</td> <td></td> </tr> <tr> <td>Communities &amp; Place</td> <td>E13: Community measures to reduce the cost of living</td> <td></td> </tr> <tr> <td>Communities &amp; Place</td> <td>E14: Relevant feasibility studies</td> <td></td> </tr> <tr> <td>Supporting Local Business</td> <td>E19: Investment in research &amp; development at the local level</td> <td></td> </tr> <tr> <td>Supporting Local Business</td> <td>E22: Enterprise infrastructure &amp; employment / innovation sites</td> <td></td> </tr> <tr> <td>Supporting Local Business</td> <td>E23: Strengthening local entrepreneurial ecosystems</td> <td></td> </tr> <tr> <td>Supporting Local Business</td> <td>E30: Business support measures to drive employment growth</td> <td></td> </tr> </tbody> </table>	UKSPF Priority Area	UKSPF Intervention Type		Communities & Place	E1: Improvements to town centres & high streets		Communities & Place	E6: Local arts, cultural, heritage & creative activities	✓	Communities & Place	E7: Support for active travel enhancements in local area		Communities & Place	E8: Campaigns to encourage visits and exploring of local area		Communities & Place	E13: Community measures to reduce the cost of living		Communities & Place	E14: Relevant feasibility studies		Supporting Local Business	E19: Investment in research & development at the local level		Supporting Local Business	E22: Enterprise infrastructure & employment / innovation sites		Supporting Local Business	E23: Strengthening local entrepreneurial ecosystems		Supporting Local Business	E30: Business support measures to drive employment growth	
UKSPF Priority Area	UKSPF Intervention Type																																	
Communities & Place	E1: Improvements to town centres & high streets																																	
Communities & Place	E6: Local arts, cultural, heritage & creative activities	✓																																
Communities & Place	E7: Support for active travel enhancements in local area																																	
Communities & Place	E8: Campaigns to encourage visits and exploring of local area																																	
Communities & Place	E13: Community measures to reduce the cost of living																																	
Communities & Place	E14: Relevant feasibility studies																																	
Supporting Local Business	E19: Investment in research & development at the local level																																	
Supporting Local Business	E22: Enterprise infrastructure & employment / innovation sites																																	
Supporting Local Business	E23: Strengthening local entrepreneurial ecosystems																																	
Supporting Local Business	E30: Business support measures to drive employment growth																																	



# Funded by UK Government

2.10	<p><b>What are the specific activities that will be undertaken as part of the project?</b></p> <p><b>2023/24</b></p> <ol style="list-style-type: none"> <li>1. Specific and focussed community consultation</li> <li>2. Definition of scope and brief</li> <li>3. Project delivery appointment</li> <li>4. Project commencement, skills/capacity audit and initial engagement</li> </ol> <p><b>2024/25</b></p> <ol style="list-style-type: none"> <li>5. Define and plan activities</li> <li>6. Programme activities with community leadership</li> <li>7. Design and progress Art Trail</li> <li>8. Interpretation &amp; Guidance</li> <li>9. Delivery and installation</li> <li>10. Promotion</li> <li>11. Community sustainability plan</li> </ol>														
2.11	<p><b>What is the total amount of Cheshire East UKSPF funding requested (£).</b> <i>(Questions in Section 5 will ask for further detail regarding the capital/revenue and annual breakdown of the request).</i></p> <table border="1" data-bbox="359 925 1484 1171"> <tr> <td>UKSPF requested (£):</td> <td>£90,000</td> </tr> <tr> <td colspan="2">Please provide breakdown by UKSPF Intervention Type where relevant:</td> </tr> <tr> <td>Intervention Type – See list in Q2.9</td> <td>£</td> </tr> <tr> <td>E6: Local arts, cultural, heritage &amp; creative activities</td> <td>£90,000</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </table>	UKSPF requested (£):	£90,000	Please provide breakdown by UKSPF Intervention Type where relevant:		Intervention Type – See list in Q2.9	£	E6: Local arts, cultural, heritage & creative activities	£90,000						
UKSPF requested (£):	£90,000														
Please provide breakdown by UKSPF Intervention Type where relevant:															
Intervention Type – See list in Q2.9	£														
E6: Local arts, cultural, heritage & creative activities	£90,000														
2.12	<p><b>Project Start and End Dates</b> <i>Please do not put forward any projects which you are not confident can be delivered in full by the end of March 2025.</i></p> <table border="1" data-bbox="359 1305 1385 1379"> <tr> <td>Proposed start date for project activities:</td> <td>January 2024</td> </tr> <tr> <td>Proposed end date for project activities:</td> <td>March 2025</td> </tr> </table>	Proposed start date for project activities:	January 2024	Proposed end date for project activities:	March 2025										
Proposed start date for project activities:	January 2024														
Proposed end date for project activities:	March 2025														



# Funded by UK Government

Section 3	Strategic Case – What is the case for change?
3.1	<p><b>Please explain how the proposed project would address need and/or capitalise on opportunities linked to the Local Challenges and Local Opportunities outlined in the <a href="#">Cheshire East UKSPF Investment Plan</a> and the Investment Plan’s overarching strategic ambitions.</b></p> <p><b>CHALLENGES</b></p> <p><b>Inequalities in life chances:</b> Crewe is the most deprived area of Cheshire and remains within the most deprived communities in England as measured on the IMD. Therefore inequalities remain a feature of the community. Improvements proposed support local regeneration efforts as well as building civic pride. Opportunities for engagement and inclusion in cultural activities will be increased and pushed to encourage engagement from all areas of the community.</p> <p><b>The changing role of town centres:</b> Crewe Town Centre remains significantly challenged by the changing role of town centres. That said recent work has identified that the shape of the town centre as well as its function can be considered as amended. As a location for leisure dwell time, enhancing this offer with cultural improvements adds value. The provision of an arts trail supports diversity of opportunity as well as cultural improvement and provides for an attraction for the town centre. Building community sustainability will provide longer-term benefits in terms of accessible cultural activities and opportunities.</p> <p><b>The climate emergency:</b> Procurement will include consideration of sustainability and potential supporting messaging. Art Trails will make active travel routes more attractive by adding interest points which could lead to a reduction in CO2 emissions produced by road users. Providing cultural opportunities locally will reduce the need to travel further afield to engage with arts and culture.</p> <p><b>OPPORTUNITIES</b></p> <p><b>Boosting the visitor economy and cultural offer to drive town centre footfall:</b> Evaluation and feedback associated with the recent Knife Angel installation clearly identified public art as a positive inclusion for the town centre and that public art is valued. It also evidenced that high quality public art provides an interest that attracts footfall to a location. It also clarified that public interest in cultural activities locally was sustainable but at risk of being unfulfilled. This project provides for a catalytic opportunity to build community engagement and sustainability.</p> <p><b>Harnessing Social and Community Infrastructure:</b> Working with the engaged community groups has generated a sustainable level of support and interest from the community. The project would focus on the public realm and shared spaces and use community assets as sites for activities, especially the newly enhanced LY2 facilities.</p>



# Funded by UK Government

## Active Travel:

A trail promotes active travel between sites as well as adding value to active travel routes which will enhance their interest and therefore increase user numbers.



## Funded by UK Government

3.2

**How does this project align with and support other local policies and recognised priorities?** (max. 350 words)

*Examples may include alignment with the [CEC Corporate Plan](#), [CEC Environment Strategy](#), [Town Centre Vitality Plans](#), [Towards a Sustainable and Inclusive Cheshire and Warrington](#), [Macclesfield Town Centre Strategic Regeneration Framework](#), [Crewe Town Centre Regeneration Programme](#). Other local published strategies may also be relevant.*

Cheshire East Corporate Plan - A thriving and sustainable place:

Delivery of a strategic regeneration plan for Crewe – The intervention will be within the focussed area of Crewe’s regenerational suite of projects and will add value at the point of interaction with the town centre.

A thriving and sustainable place – Added provision for place making supports this aim of the CEC Corporate Plan. Providing the community with cultural activity supports sustainable communities.

The project will provide positive opportunities for commercial/business engagement with culture that will allow organisations to see its value.

The mixture of permanent and temporary installations will provide a legacy of the project that along with resources generated, monitoring and evaluation will enable future events, activities and follow on projects from both Crewe Town Council, partner organisations and the community.

Local Planning Policy

Town Centre Public Realm Improvements - Proposals that improve the quality of the public spaces and routes across the town centre for pedestrians and cyclists, and links between the town centre and Crewe Railway Station, will be supported. – Taken from CEC planning policy.

Connectivity between the Town Centre and Grand Junction Retail Park - The council will support and implement a range of measures to improve pedestrian and cycle connectivity between the town centre and Grand Junction Retail Park, including through developer contributions, where justified. – Taken from CEC planning policy.

Crewe Town Centre Business Improvement District

The potential development and delivery of a Business Improvement District for Crewe is relevant in the future promotion and engagement of the town centre and would benefit from the added value of an art trail, providing contemporary interest and long standing value.

Crewe Town Council Heritage Strategy for Crewe

Encourage the use of art in the public realm, drawing from the past to create installations or sculptures – Rooting a trail in the town’s heritage would ensure a unique offer which enhances placemaking.



## Funded by UK Government

### Cheshire East Council Crewe Cultural Strategy

Young people will have a strong sense of cultural identity, have opportunities to develop skills and pathways into work and showcase talent – by working with the LCEP, the project enables young people to develop their own pieces and see them publicly celebrated and recognised. Training in the process of delivery will develop skills and showcase potential pathways into the creative industry.

Crewe's distinctive heritage will be celebrated, promoted and protected for the future – this identifies celebrating Crewe's heritage through public realm and particularly through public art. The trail would deliver opportunities to create pieces that respond to this and improve placemaking.

The transformational role of culture in promoting positive health and wellbeing will be well recognised – The project looks to include participation opportunities for targeted groups

Crewe will be a culturally vibrant place, where culture and creativity are at the heart of its economic success and appeal – the trail would provide a clear cultural offer to promote to both residents and domestic audiences.





# Funded by UK Government

<p>3.3</p>	<p><b>What is the evidenced need and demand for the project? Why is public funding needed to deliver the plans? What would happen in the absence of public funding? Please outline how you have determined the requirement for the project and the evidence that underpins the submission</b></p> <p>Evidence for regenerational projects supported by the Crewe TIP; Future High Streets; Resident feedback and informal comment.</p> <p>Installation of the Knife Angel demonstrated through feedback and evaluation that the provision of accessible public art and cultural activities is of interest, value and positive impact on footfall and visitor numbers.</p> <p>Evaluation and audience segmentation insight suggests that people in Crewe like events which involve: Doing, making, family orientated and low – cost or free entry to events. Creation of a trail involving community input would provide a low – cost visitor and local attraction with opportunities to engage in its creation and develop activities which respond to it. If funding is not available the project will not be delivered.</p>
<p>3.4</p>	<p><b>Would the project support local targets for carbon neutrality?</b> Yes</p> <p><b>If Yes, please describe how</b></p> <p>Art Trails will make active travel routes more attractive by adding interest points which could lead to a reduction in CO2 emissions produced by road users. Providing cultural opportunities locally will reduce the communities need to travel further afield to engage with arts and culture. Arts and cultural activity also provides opportunity to communicate messaging of sustainability and positive climate action in an accessible and digestible way to the community.</p>
<p>3.5</p>	<p><b>Equalities impacts</b> Local authorities in Great Britain are required to meet their statutory public sector duty under the Equality Act 2010 in carrying out their duties related to the UKSPF (see <a href="#">UKSPF guidance</a>).</p> <p><b>What equalities impacts have been considered in the development and subsequent delivery of your proposed project? Please outline who the relevant affected groups are based on <a href="#">protected characteristics</a>, anticipated impacts and what, if any, measures have been identified in response to these impacts.</b></p> <ol style="list-style-type: none"> <li>1. Accessible location – Ensuring that activities are sited appropriately and physically accessible to all.</li> <li>2. Accessible interpretation – As well as ensuring content of interpretation is easily understood, the interpretation will be available in various formats to assist accessibility, including virtually (providing for audio interpretation), printed and printed for accessibility.</li> <li>3. Consideration for neuro-diversity and sensory accessibility will form part of the procurement briefing.</li> </ol>



## Funded by UK Government

- |  |   |
|--|---|
|  | <ol style="list-style-type: none"><li>4. Art and Culture is an accessible medium that can be experienced and enjoyed by people of all education levels.</li><li>5. Visual arts such as art trails can be accessed by people of any nationality and English proficiency.</li><li>6. Providing more arts and culture activity in Crewe will provide opportunities that would not ordinarily be available without traveling outside of the area which is not an option from many people living in Crewe.</li></ol> |
|--|---|



# Funded by UK Government

3.6

## Inclusivity Assessment

The [Cheshire and Warrington Sustainable and Inclusive Growth Commission](#) has an ambition for the subregion to become the most sustainable and inclusive in the UK. In view of this, **how would your project would help address inequality and support inclusivity within the borough?**

*Please explain how your project would impact on inequalities within the borough. The following resources may be useful:*

- Indices of Multiple Deprivation: [http://dclgapps.communities.gov.uk/imd/iod\\_index.html](http://dclgapps.communities.gov.uk/imd/iod_index.html). Please note that overall IMD rankings may mask specific issues, please refer to the icons at the top of the linked page to view more detailed data such as barriers to housing and services, employment deprivation, education skills and training etc.
- Health inequality data: [https://www.cheshireeast.gov.uk/council\\_and\\_democracy/council\\_information/jsna/overviews-of-health-and-wellbeing.aspx](https://www.cheshireeast.gov.uk/council_and_democracy/council_information/jsna/overviews-of-health-and-wellbeing.aspx)

As the town most impacted by deprivation and health inequalities, investment in this project will be of greatest benefit to those with the greatest health and wellbeing need within the borough.

Public realm enhancements will provide greater engagement with active travel.

Building community capacity in cultural activities provides for social sustainability.

## Section 4

## Economic Case – Why this proposal and how does it add value?

4.1

**What outputs and outcomes will the project deliver? Please indicate an estimate of when outputs will be delivered.** *Please refer to the indicative Outcomes and Outputs list within the accompanying guidance note and the [Cheshire East UKSPF Investment Plan](#). Please note that anything stated here would need to be monitored and recorded as part of the project and will therefore be subject to the UKSPF monitoring and reporting requirements as part of a six monthly cycle (see Section 7). If you are developing a cross-local authority bid, please include details for the Cheshire East element only here.*

### Contribution to Indicative Outputs in the Investment Plan

Output Indicator	2023/24	2024/25	Beyond 2024/25	Total
<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>
• Number of organisations receiving grants	1	2	2	5
• Number of local events or activities supported		10	10	20



# Funded by UK Government

<b>Contribution to Indicative Outcomes in the Investment Plan</b>				
<b>Outcome Indicator</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Beyond 2024/25</b>	<b>Total</b>
<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>	<i>Enter response here</i>
<ul style="list-style-type: none"> <li>• Increased footfall</li> </ul>		1000	5000	6000
<ul style="list-style-type: none"> <li>• Improved engagement numbers</li> </ul>	10	500	1000	1510
<ul style="list-style-type: none"> <li>• Number of volunteering opportunities created as a result of support</li> </ul>	10	50	100	160
<b>4.2</b>	<p><b>Please explain how these outputs and outcomes have been determined. Please ensure that clarity is provided regarding how the proposed activity will lead to the identified outputs and outcomes – considering both the types of outputs and outcomes and the scale. Please provide details of any assumptions applied, the ability to draw on previous experience of delivering at a similar scale and the extent to which the outputs and outcomes could be achieved without UKSPF funding.</b></p> <p>Outputs:</p> <ul style="list-style-type: none"> <li>• Number of organisations receiving grants – Crewe Town Council initially. Then community grants awarded to community groups with increased capacity and capability as well as opportunity to deliver.</li> <li>• Number of local events or activities supported – As well as the development of an arts trail, new community-led activities will be delivered.</li> </ul> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Increased footfall – Figures available from Cheshire East will be monitored. If additional data is required it can be sourced. May 2023 footfall saw an increase of 20% y-o-y with the engagement and installation of public art and cultural activities.</li> <li>• Improved engagement numbers – Currently low numbers of cultural engagement due to lack of sustainability. The figures represent active engagement in the development and delivery of events as well as participation. Lumen Light during C19 created an arts trail that generated measured interest.</li> <li>• Number of volunteering opportunities created as a result of support – Initially led from those already motivated and seeking cultural volunteering opportunities in Crewe. Then, through development work, opportunities for involvement will increase in line with activities being delivered.</li> </ul>			
<b>4.3</b>	<p><b>Please explain the options you have considered for addressing the challenges and opportunities set out in Section 3 and why this project represents the favoured option? This may include consideration of alternative delivery models, scales of activity, timings and quality of materials/provision. A do nothing option whereby no UKSPF funding is awarded should be included in the assessment.</b></p>			



## Funded by UK Government

(Max 500 words)

Past cultural activity has generated strong interest but has not been sustained as it is public sector-led. This approach builds on the work of the public sector but provides a route for building community capacity as well as ownership with the opportunity for a sustainable community led-cultural offer.

In the past investment in current town centre sites has been explored in detail but has not provided deliverability. In particular the potential redevelopment and investment in Christ Church, which has now been shelved due to deliverability concerns.

Ongoing projects include multiple events activities.

In direct relevance to this application and following the Knife Angel installation, the town will be welcoming the Manchester Bee in May 2024 and this would support the formal launch of the arts trail project as additional accessible public art.

The provision of a short-term dedicated resource will:

- Build sustainable infrastructure, capacity and skills while encouraging best practices.
- Empower and resource the community to be able to deliver their own projects.
- Remove barriers to community production.
- Identify NPO development opportunities.
- Foster links with the education sector.
- Develop pathways to careers in the creative arts.
- In association with Crewe Town Council, manage budgets and administer a small grants scheme to deliver the project.
- Develop a specific creative project as an example to test and try ideas.

Facilitate opportunities in volunteering and placements, and identify opportunities for progression. The project officer will have:

- Experience of place – based programming.
- Experience of community arts and engagement.
- Experience of active listening and developing projects in a responsive way.
- Experience and knowledge of practical creative skills
- Be able to teach or convey an understanding of local audience interests, needs and motivations.
- Able to work with under-represented or seldom–heard communities.



# Funded by UK Government

<p><b>4.4</b></p>	<p><b>Please explain why this project represents value for money as the preferred option.</b> (Max 350 words)</p> <ol style="list-style-type: none"> <li>1. Permanence – The provision will be available for the long-term, adding benefit for the community and visitors on an ongoing basis through community sustainability.</li> <li>2. The costs represent value for money in the long term based on ongoing outputs in terms of new activities, volunteering opportunities and community engagement.</li> <li>3. Accessible art and interpretation will ensure as many beneficiaries as is practicable.</li> <li>4. Delivery is supported by existing officer provision.</li> <li>5. Procurement to achieve best value.</li> </ol>
<p><b>4.5</b></p>	<p><b>Does this project build on previous activity?</b> Yes</p> <p><b>If so, can you provide any evidence of value added by previous activity and how the project proposal will add further value?</b></p> <ul style="list-style-type: none"> <li>- The current Cultural Forum an engaged group of volunteers and stakeholders', Crewe Cultural Strategy and Heritage Strategy for Crewe have identified public art as of value and an ambition for Crewe.</li> <li>- Knife Angel feedback, engagement and evaluation identified public art is of value, interest and also a footfall driver as a catalyst for visitors.</li> <li>- Traction/Lumen –Demonstrated large scale local engagement in public art and its benefits.</li> </ul>
<p><b>4.6</b></p>	<p><b>How does this project complement any existing projects and avoid duplication within the existing landscape of services in Cheshire East? Please outline the steps have you taken to ensure that your project will not duplicate existing services and how it adds value to the offer.</b></p> <ol style="list-style-type: none"> <li>1. The placemaking nature of public art provision supports the regenerational work and provides no duplication</li> <li>2. Provides new aspects of interest for areas of strategic and cultural relevance, which will enhance interest and increase footfall to targeted areas.</li> <li>3. Public realm improvements (Southern Gateway, History Centre, Royal Arcade, Mill Street Corridor, Valley Brook Project) can be enhanced by public art provision and provide a link to enhance connectivity of projects</li> <li>4. Crewe Cultural Strategy</li> <li>5. Cultural economy objectives</li> </ol>



# Funded by UK Government

Section 5		Financial Case – Is the project viable?			
5.1	<p><b>What is the project’s proposed funding package by financial year?</b>  <i>Cheshire East’s UKSPF Investment Plan sets out funding allocations for each intervention type, by year and type of funding (capital or revenue). Please refer to the accompanying call for projects guidance note for more information about this. Please complete this table and others in the financial case with reference to activity planned in Cheshire East only.</i></p>				
	UKSPF requested		2023-24	2024-25	Total
	Revenue (R)		£20,000	£70,000	£90,000
	Capital (C)				
	Total UKSPF Investment Requested (R+C)		£20,000	£70,000	£90,000
	Match Funding		2023-24	2024-25	Total
	Match Funding already secured		£2,000		£2,000
	Unsecured Match Funding				
5.2	<p><b>Please provide a breakdown of how funds will be spent.</b> <i>Please provide details of the proposed breakdown of spend by key cost heading, tailored to the scope of your project (e.g. staff costs, construction costs, consultant fees, room hire, travel and expenses etc). Add additional rows, if required</i></p>				
	Cost heading			Amount of proposed spend (£)	
	Project Officer			£60,000	
	Event Activities			£20,000	
	Materials and resources			£10,000	
	Interpretation			£2,000	
5.3	<p><b>What work has been done to arrive at this cost estimate?</b> <i>Please provide confidence that the cost estimates are robust and are underpinned by appropriate assumptions and evidence. Sources used to inform the figures should be stated.</i></p>				
	<ul style="list-style-type: none"> <li>- Operation Summer, Easter, Autumn &amp; Winter arts and activities in Crewe providing cost and resource understanding.</li> <li>- Provision of community engagement and capability/capacity development is a time resource and initially requires provision of dedicated project lead officer.</li> <li>- Interpretation design – Comparable projects associated with heritage projects, events delivery of scale and the Knife Angel project.</li> <li>- Accessibility design – Work with representative organisations and provision of accessible resources associated with previous council projects.</li> </ul>				





# Funded by UK Government

5.4	<p><b>Please provide a breakdown and description of any co-funding/match funding sources. Add additional tables below, if required.</b></p> <p><b>Co-funding/match funding source 1:</b></p> <table border="1" data-bbox="359 389 1436 770"> <tr> <td>Source of co-funding/match funding:</td> <td>Crewe Town Council</td> </tr> <tr> <td>Public or private sector?</td> <td>Public</td> </tr> <tr> <td>Secured or unsecured?</td> <td>Secured</td> </tr> <tr> <td>If unsecured, key dates for anticipated decision</td> <td>NA</td> </tr> <tr> <td>If unsecured, what is the likelihood of funds being secured?</td> <td>NA</td> </tr> <tr> <td>Detail of any conditions on funding sources, if relevant</td> <td>NA</td> </tr> </table>	Source of co-funding/match funding:	Crewe Town Council	Public or private sector?	Public	Secured or unsecured?	Secured	If unsecured, key dates for anticipated decision	NA	If unsecured, what is the likelihood of funds being secured?	NA	Detail of any conditions on funding sources, if relevant	NA
Source of co-funding/match funding:	Crewe Town Council												
Public or private sector?	Public												
Secured or unsecured?	Secured												
If unsecured, key dates for anticipated decision	NA												
If unsecured, what is the likelihood of funds being secured?	NA												
Detail of any conditions on funding sources, if relevant	NA												
5.5	<p><b>How would any cost overrun be funded?</b></p> <p>The above costings represent a realistic delivery cost model. Any potential cost overrun is unlikely but procurement would be re-addressed if occurred.</p>												
5.6	<p><b>Are there any ongoing costs which would arise following delivery beyond the end March 2025/the project’s UKSPF support end date, if earlier?</b></p> <p>No</p>												
5.7	<p><b>Please give details of any savings/cost avoidance/additional income generation which may be relevant to considering the value for money/ sustainability of your project proposal.</b></p> <p>Procurement will clearly identify cost parameters of the project. Potential for a slightly reduced number of outputs and outcomes that would still ensure delivery of a positive cultural development project.</p>												
5.8	<p><b>Project scalability</b></p> <p>To ensure an appropriate range of activities and delivery within the available funding allocation, Cheshire East reserves the right to fund scaled down projects with a reduced UKSPF funding allocation. Equally, there may be opportunities to fund scaled up projects. Is this project scalable?</p> <p>Yes</p> <p>If yes, please describe the potential extent of scalability and changes to the project that would result from it being scaled either down or up (e.g. delivery from additional sites, wider target audience, changes to delivery models etc).</p> <p>Up-scaling – Additional provision is possible, although time constraints must be considered.</p>												





# Funded by UK Government

	Down-scaling – reduced provision is possible, but risks to critical mass impact would need to be considered.
<b>Section 6</b>	<b>Commercial Case – How will activities be taken forward and delivered?</b>
<b>6.1</b>	<p><b>Who would deliver the project?</b> <i>Please provide details of proposed delivery structures, the roles and responsibilities of each organisation for multi-organisation proposals and how these would be formalised, the key posts involved (including noting posts that are already filled and those to be recruited to) and primary reporting lines.</i></p> <p>Responsible body – Crewe Town Council</p> <p>Executive officer – Town Clerk</p> <p>Responsible officer (lead officer/project manager)– Crewe Town Council Events Manager</p>
<b>6.2</b>	<p><b>If the project involves delivery partners, please provide details of arrangements as they stand at present.</b> <i>For example, have they already been alerted to the opportunity? Have they committed to play their identified role, subject to resources being identified? Where arrangements remain to be formalised, please include target details in the question relating to project milestones (7.1).</i></p> <p>NA</p>
<b>6.3</b>	<p><b>Will the project’s activity(ies) involve procurement?</b></p> <p>Yes</p>
<b>6.4</b>	<p><b>If the project involves procurement, please describe the proposed procurement route(s) and demonstrate how this is compliant with the <a href="#">UKSPF guidance on procurement</a>.</b> <i>Please confirm the number of procurement exercises that will fall within the project scope and the procurement route to be taken for each.</i></p> <p>Procurement will be delivered via the governance of Crewe Town Council. This is regulated by the associated statute and public spending regulations.</p> <p>If preferred and within costings, CEC procurement process can be used but would require CEC commitment and support.</p>
<b>6.5</b>	<p><b>What consultation is required to inform the design of the project?</b> <i>This may include consultations required with facility or service users and discussions with relevant organisations (e.g. statutory authorities, the planning authority), as examples</i></p> <p>Engagement with stakeholder groups as represented within the Cultural Forum and LCEP; elected members.</p>



## Funded by UK Government

6.6	<p>Has any such consultation been undertaken to inform this project to date? Yes</p> <p>If yes, please detail below the nature and outcome of the consultation and how it is has informed the project's design</p> <ul style="list-style-type: none"><li>- Crewe Town Brand – extensive consultation.</li><li>- Evaluation of past cultural activities</li><li>- Engagement with the Crewe Cultural Forum</li></ul>
6.7	<p><b>What are your proposals to sustain assets and services beyond UKSPF support?</b> <i>This is particularly important for project's seeking capital investment that will create assets with a lifetime beyond the funding period.</i></p> <p>A constituted community-led group will be established to build the capacity and sustainability of community cultural activities and engagement. This will be able to secure funding and sponsorship on an ongoing basis, including community grants from Crewe Town Council.</p>
6.8	<p><b>Subsidy Control</b> All applicants must consider how they will deliver in line with subsidy control as per <a href="#">UKSPF guidance</a>. Based on the UKSPF guidance, would the award of UKSPF funds to you (as the applicant) be considered a subsidy? No</p> <p><b>Please explain the rationale for your response</b></p> <p>Crewe Town Council is a local council and public body.</p>



# Funded by UK Government

Section 7	Management Case – Are there robust delivery plans?																																		
7.1	<p><b>What are the key activities/milestones for the project’s delivery?</b> <i>Please outline any milestones that need to be achieved before the project can start (e.g. business case development, planning permission, buildings regulations approval, further stakeholder engagement, approval of other funding sources, engaging a contractor) including those that have already been achieved to demonstrate deliverability as well as key milestones once the project is live.</i></p> <table border="1" data-bbox="359 548 1508 1209"> <thead> <tr> <th data-bbox="359 548 1109 582"><b>Pre-project delivery milestone</b></th> <th data-bbox="1109 548 1508 582"><b>Date Achieved/Target Date</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="359 582 1109 616"><i>Enter response here</i></td> <td data-bbox="1109 582 1508 616"><i>Enter response here mm/yy</i></td> </tr> <tr> <td data-bbox="359 616 1109 649">Funding approval confirmed</td> <td data-bbox="1109 616 1508 649">10/2023</td> </tr> <tr> <td data-bbox="359 649 1109 716">Specific and focussed community consultation /engagement</td> <td data-bbox="1109 649 1508 716">10/2023</td> </tr> <tr> <td data-bbox="359 716 1109 750">Definition of scope and brief</td> <td data-bbox="1109 716 1508 750">11/2023</td> </tr> <tr> <td data-bbox="359 750 1109 784">Project delivery appointment</td> <td data-bbox="1109 750 1508 784">01/2024</td> </tr> <tr> <th data-bbox="359 784 1109 817"><b>Project delivery milestone</b></th> <th data-bbox="1109 784 1508 817"><b>Target Date</b></th> </tr> <tr> <td data-bbox="359 817 1109 851"><i>Enter response here</i></td> <td data-bbox="1109 817 1508 851"><i>Enter response here mm/yy</i></td> </tr> <tr> <td data-bbox="359 851 1109 918">Project commencement, skills/capacity audit and initial engagement</td> <td data-bbox="1109 851 1508 918">01/2024</td> </tr> <tr> <td data-bbox="359 918 1109 952">Define and plan activities</td> <td data-bbox="1109 918 1508 952">03/2024</td> </tr> <tr> <td data-bbox="359 952 1109 985">Programme activities with community leadership</td> <td data-bbox="1109 952 1508 985">04/2024</td> </tr> <tr> <td data-bbox="359 985 1109 1019">Design and progress activities and Art Trail</td> <td data-bbox="1109 985 1508 1019">04/2024</td> </tr> <tr> <td data-bbox="359 1019 1109 1052">Interpretation &amp; Guidance</td> <td data-bbox="1109 1019 1508 1052">05/2024</td> </tr> <tr> <td data-bbox="359 1052 1109 1086">Delivery of activities and trail</td> <td data-bbox="1109 1052 1508 1086">08/2024</td> </tr> <tr> <td data-bbox="359 1086 1109 1120">Promotion</td> <td data-bbox="1109 1086 1508 1120">06/2024</td> </tr> <tr> <td data-bbox="359 1120 1109 1153">Community sustainability plan</td> <td data-bbox="1109 1120 1508 1153">09/2024</td> </tr> <tr> <td data-bbox="359 1153 1109 1187">Community empowerment</td> <td data-bbox="1109 1153 1508 1187">10/2024</td> </tr> </tbody> </table> <p><b>Please outline the key assumptions and dependencies to allow these milestones to be realised.</b></p> <ol style="list-style-type: none"> <li>1. Funding approved in time for pre project set up. More time in advance of project start will support delivery to timescale and improve project quality.</li> <li>2. Appointment is not delayed.</li> </ol>	<b>Pre-project delivery milestone</b>	<b>Date Achieved/Target Date</b>	<i>Enter response here</i>	<i>Enter response here mm/yy</i>	Funding approval confirmed	10/2023	Specific and focussed community consultation /engagement	10/2023	Definition of scope and brief	11/2023	Project delivery appointment	01/2024	<b>Project delivery milestone</b>	<b>Target Date</b>	<i>Enter response here</i>	<i>Enter response here mm/yy</i>	Project commencement, skills/capacity audit and initial engagement	01/2024	Define and plan activities	03/2024	Programme activities with community leadership	04/2024	Design and progress activities and Art Trail	04/2024	Interpretation & Guidance	05/2024	Delivery of activities and trail	08/2024	Promotion	06/2024	Community sustainability plan	09/2024	Community empowerment	10/2024
<b>Pre-project delivery milestone</b>	<b>Date Achieved/Target Date</b>																																		
<i>Enter response here</i>	<i>Enter response here mm/yy</i>																																		
Funding approval confirmed	10/2023																																		
Specific and focussed community consultation /engagement	10/2023																																		
Definition of scope and brief	11/2023																																		
Project delivery appointment	01/2024																																		
<b>Project delivery milestone</b>	<b>Target Date</b>																																		
<i>Enter response here</i>	<i>Enter response here mm/yy</i>																																		
Project commencement, skills/capacity audit and initial engagement	01/2024																																		
Define and plan activities	03/2024																																		
Programme activities with community leadership	04/2024																																		
Design and progress activities and Art Trail	04/2024																																		
Interpretation & Guidance	05/2024																																		
Delivery of activities and trail	08/2024																																		
Promotion	06/2024																																		
Community sustainability plan	09/2024																																		
Community empowerment	10/2024																																		
7.2	<p><b>Please outline the proposed project management and governance structures.</b> <i>Provide details of who will have responsibility for the project’s day to day management and proposed governance arrangements (e.g. proposed structures, membership of groups, headline remit) to support the project’s smooth delivery and support any required issue resolution.</i></p> <p>The project manager on a day to day basis will be Crewe Town Council Events Manager overseeing a short-term project appointment for development and engagement.</p> <p>The project will be run under Crewe Town Council governance.</p>																																		



# Funded by UK Government

7.3	<p><b>Can you provide any evidence/details of the lead/sponsor having previously delivered similar projects and/or of your organisation’s (and partners, where applicable) ability to successfully deliver the project?</b></p> <ol style="list-style-type: none"> <li>1. AHF-funded heritage project officer – now a sustained permanent provision.</li> <li>2. Community support officers – associated with community response to on-street waste – now the Cleaner Crewe Project and sustained</li> <li>3. Knife Angel installation and engagement</li> <li>4. Arts events delivery – Lumen, Traction</li> <li>5. Community events delivery – Operation Summer, Easter, Autumn and Winter</li> </ol>																														
7.4	<p><b>Please outline key project risks. Add additional tables below, if required.</b></p> <table border="1" data-bbox="359 689 1503 1034"> <tr> <td>Risk description:</td> <td>Delay in Funding confirmation</td> </tr> <tr> <td>Risk owner (who is responsible for managing the risk):</td> <td>Town Clerk – Crewe Town Council</td> </tr> <tr> <td>Probability of the risk occurring (high, medium or low):</td> <td>Medium</td> </tr> <tr> <td>Impact of the risk materialising (high, medium or low):</td> <td>Low</td> </tr> <tr> <td>Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:</td> <td>Eol submitted. Responsible body aware of the timeframe requirements. Call out for Eol issued in appropriate time</td> </tr> </table> <table border="1" data-bbox="359 1070 1503 1415"> <tr> <td>Risk description:</td> <td>Delays in appointment</td> </tr> <tr> <td>Risk owner (who is responsible for managing the risk):</td> <td>Events Manager – Crewe Town Council</td> </tr> <tr> <td>Probability of the risk occurring (high, medium or low):</td> <td>Medium</td> </tr> <tr> <td>Impact of the risk materialising (high, medium or low):</td> <td>Low</td> </tr> <tr> <td>Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:</td> <td>Highlighted early Template documentation and formatting exists</td> </tr> </table> <table border="1" data-bbox="359 1451 1503 1818"> <tr> <td>Risk description:</td> <td>Supplier delivery failures</td> </tr> <tr> <td>Risk owner (who is responsible for managing the risk):</td> <td>Events Manager – Crewe Town Council</td> </tr> <tr> <td>Probability of the risk occurring (high, medium or low):</td> <td>Medium</td> </tr> <tr> <td>Impact of the risk materialising (high, medium or low):</td> <td>Low</td> </tr> <tr> <td>Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:</td> <td>Time frame for delivery is entirely realistic and based on extensive past experience of similar projects</td> </tr> </table>	Risk description:	Delay in Funding confirmation	Risk owner (who is responsible for managing the risk):	Town Clerk – Crewe Town Council	Probability of the risk occurring (high, medium or low):	Medium	Impact of the risk materialising (high, medium or low):	Low	Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	Eol submitted. Responsible body aware of the timeframe requirements. Call out for Eol issued in appropriate time	Risk description:	Delays in appointment	Risk owner (who is responsible for managing the risk):	Events Manager – Crewe Town Council	Probability of the risk occurring (high, medium or low):	Medium	Impact of the risk materialising (high, medium or low):	Low	Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	Highlighted early Template documentation and formatting exists	Risk description:	Supplier delivery failures	Risk owner (who is responsible for managing the risk):	Events Manager – Crewe Town Council	Probability of the risk occurring (high, medium or low):	Medium	Impact of the risk materialising (high, medium or low):	Low	Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	Time frame for delivery is entirely realistic and based on extensive past experience of similar projects
Risk description:	Delay in Funding confirmation																														
Risk owner (who is responsible for managing the risk):	Town Clerk – Crewe Town Council																														
Probability of the risk occurring (high, medium or low):	Medium																														
Impact of the risk materialising (high, medium or low):	Low																														
Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	Eol submitted. Responsible body aware of the timeframe requirements. Call out for Eol issued in appropriate time																														
Risk description:	Delays in appointment																														
Risk owner (who is responsible for managing the risk):	Events Manager – Crewe Town Council																														
Probability of the risk occurring (high, medium or low):	Medium																														
Impact of the risk materialising (high, medium or low):	Low																														
Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	Highlighted early Template documentation and formatting exists																														
Risk description:	Supplier delivery failures																														
Risk owner (who is responsible for managing the risk):	Events Manager – Crewe Town Council																														
Probability of the risk occurring (high, medium or low):	Medium																														
Impact of the risk materialising (high, medium or low):	Low																														
Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:	Time frame for delivery is entirely realistic and based on extensive past experience of similar projects																														



# Funded by UK Government

	<p><b>Risk description:</b> Lack of community engagement</p> <p><b>Risk owner (who is responsible for managing the risk):</b> Events Manager – Crewe Town Council</p> <p><b>Probability of the risk occurring (high, medium or low):</b> Low</p> <p><b>Impact of the risk materialising (high, medium or low):</b> Medium</p> <p><b>Mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur:</b> Past engagement through Knife Angel has been sustained Continued engagement with strategic partners Sustained multi-format and channel communications</p>
7.5	<p><b>Please describe the process that will be used to monitor and manage project risks.</b></p> <ol style="list-style-type: none"> <li>1. Project Risks monitored by the project manager.</li> <li>2. Any critical issues escalated to the town clerk and CEC as the responsible funding body.</li> </ol>
7.6	<p><b>How would outputs and outcomes be monitored and evaluated and who would be responsible for ensuring this is undertaken and reported to the CEC UKSPF Programme Board? Please outline the indicators to be measured, how information will be collected and recorded, the frequency of data collection etc. Please also outline any plans you have to evaluate your activities.</b></p> <p>The project manager will include in all project monitoring metrics associated with outcomes and outputs. This will include for those defined at application as well as potential added value outputs and outcomes.</p>