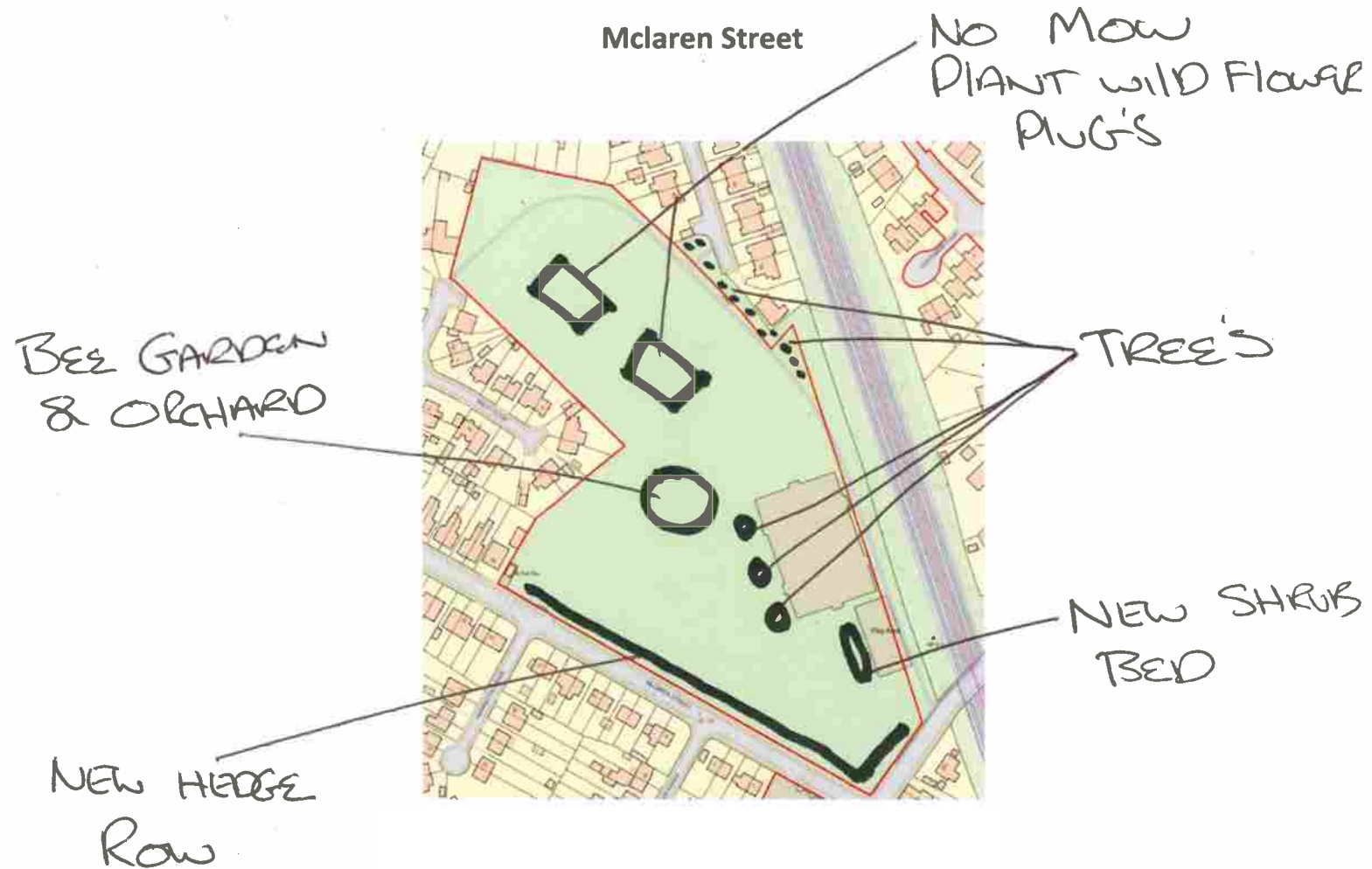


Mclaren Street

Briefing plan



Mclaren Street



Mclaren Street



Mclaren Street



Mclaren Street

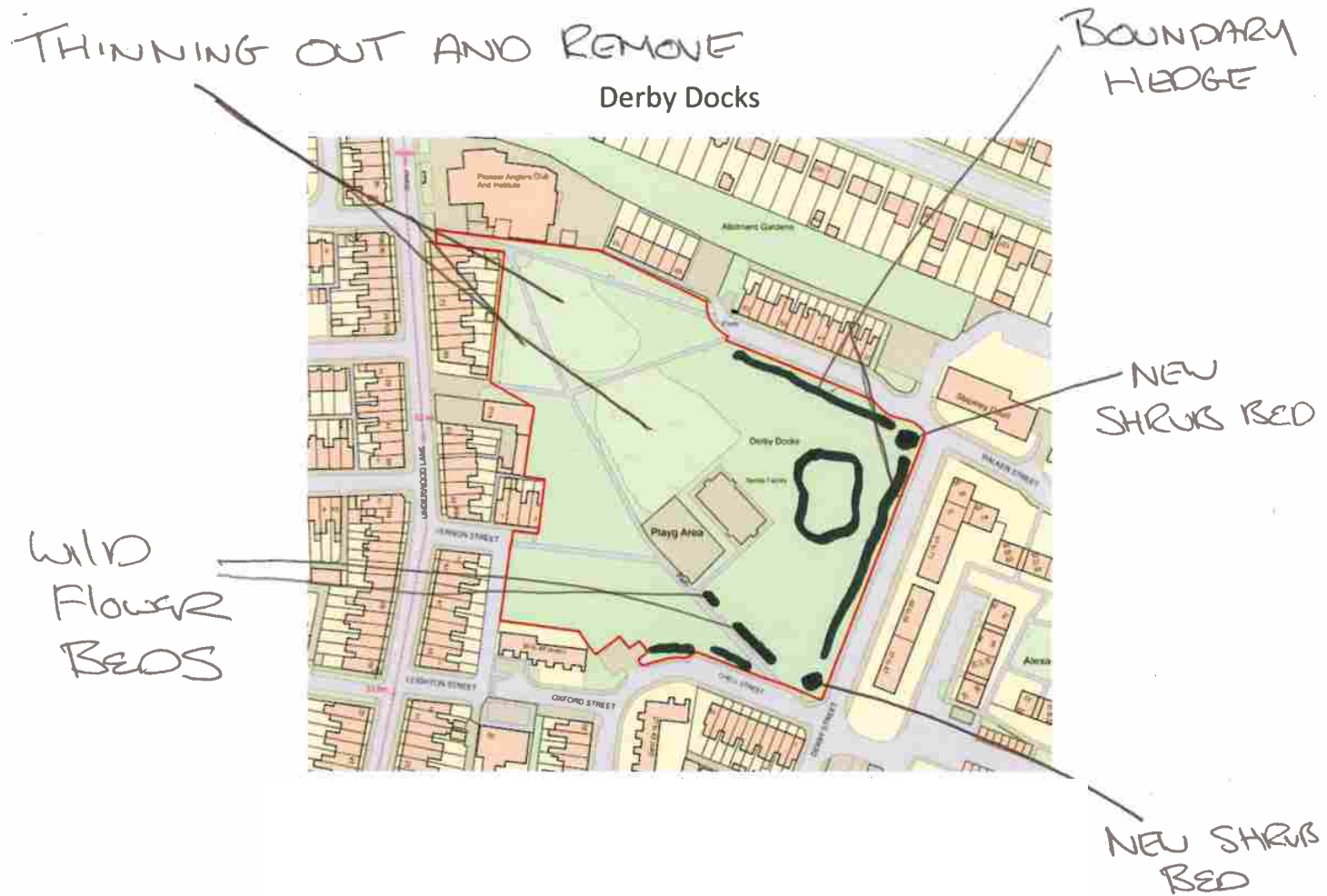


Mclaren Street



Derby Docks

Briefing plan



Derby Docks

Park Brief;

- A Concept Design for the entire pocket park and improvements to play facilities on site
- Engagement highlighted the need to improve all aspects of the play area & MUGA
- The Supply, Design & Installation budget is £150,000, we would like to see the following (though proposal should not be limited to):
 - Play Area Improvements
 - MUGA Refurbishments, Painting & Line Marking
 - Robust, Anti-Vandal Equipment
 - Fencing Repairs

Derby Docks



Derby Docks



Derby Docks



Derby Docks



Queen Street

Briefing plan



Queen Street

Park Brief;

- A Concept Design for the entire pocket park and improvements to play facilities on site
- Engagement highlighted the need to improve all aspects of the play area & MUGA
- The Supply, Design & Installation budget is £100,000, we would like to see the following (though proposals should not be limited to):
 - Skate Park Facilities on the site
 - Concrete Style
 - Facilities for a range of age groups
 - Above ground Works, Concrete Base
 - No Features higher than 4m

Queen Street



Queen Street



Queen Street



Queen Street



School Crescent

Briefing plan

REDUCE HEDGE TO AROUND 10^{FT}

School Crescent (Hungerford Road Play area)



School Crescent

Park Brief;

- A Concept Design for the entire pocket park and improvements to play facilities on site
- Engagement highlighted the need to improve all aspects of the play area & MUGA,
- The Supply, Design & Installation budget is £150,000, we would like to see the following (though proposals should not be limited to):
 - Play Area Improvements
 - MUGA Refurbishments, Painting & Line Marking
 - Robust, Anti-Vandal Equipment
 - Fencing Repairs

School Crescent



School Crescent



School Crescent



School Crescent



Next Steps

- Address any comments received on our initial sketch designs
- Develop designs for each play space
- Climate positive tool (before & after) to assess carbon impact
- Develop attractive public friendly consultation material



O&I 2 item 9.2

Town Centre regeneration - an enhanced focus for the Town Council

Introduction

Ever since the Town Council was established in 2013, contrary to the wishes of both the M.P. and the Cheshire East Council administration, the regeneration of the Town centre has been at the heart of its activities, effectiveness growing as experience and resources have developed.

Of major concern throughout has been the changing environment within which the Town Council and its partners have had to operate including banking crises, the Covid pandemic, shifting Government priorities, a complex pattern of land and building ownership and the dramatic change in retail and consumer preferences that has impacted on all town centres.

The Crewe experiences

For those who have a long enough memory the Crewe Town Centre experience includes:

1. Failed Town Centre development in 2008 as a consequence of the banking crisis
2. Taking into public ownership the Royal Arcade – a welcomed attempt by CEC to pump prime the Town Centre regeneration
3. Wide distribution of land and building ownership together with a long-term lease held by ASDA on CEC owned land
4. Vacant buildings resulting from the opening of the Lifestyle Centre
5. Master planning undertaken by Arup on behalf of CEC
6. The Royal Arcade scheme – the publicly funded part of which is currently being built
7. Towns Fund and Future High Streets Funds which have helped develop a closer collaboration between the public sector, business and the charitable sector in the Town and which have already delivered LY2 and grants for High Street businesses
8. A very successful Market Hall
9. Progress on the Cheshire Archives being built on the library site
10. The more recent transfer of retail businesses to the Grand Junction Retail Park

Role of the Town Council

Two of the Town Council's strategic aims are:

1. A Town to Live In - We want to ensure we make Crewe a clean, attractive and sustainable environment.
2. A Town to Enjoy - Provide an environment and activities for residents to enjoy a variety of experiences.

To these ends the Town Council has focussed its limited resources on:

1. Improving the public realm – cleaning, flower displays etc

2. An ever extending and developing programme of events and activities designed to attract visitors to the Town Centre and support local businesses
3. Collaborations and partnerships with CEC, Crewe Town Board, Chamber of Commerce, key businesses and community groups
4. Employing its “soft power” to influence investments and new interests in the Town

The Town Clerk and his Officers have created a wealth of knowledge, experience and relationships which continually explore the opportunities to do more despite the fact that the Town Council owns no land or buildings in the Town Centre.

A changing environment

The position of the Town Centre in 2023 is very different to that which the Town Council was working with in 2019. Substantial development programmes are now underway and there are funded projects commencing or about to, most of which are publicly funded and with matching finances from other public bodies, charities and foundations. What is missing is the private sector investment which, despite the public funding improving the environment for private investment has responded negatively to the economic conditions which have developed in the last 12 months in terms of inflation and interest rates. Private investors are clear that returns currently are not sufficient to attract investments in Town Centres.

The Town Council cannot control ownership, leases, business rates or rents and it cannot change the economic conditions which have drastically reduced footfall in the Town Centre or made the Retail Park a more attractive proposition for businesses. It cannot provide the incentives to encourage retailers such as Primark to be based in the Town or prevent the collapse or retraction of national businesses. However, it can apply pressure to find solutions, bid for central government funds and act as a facilitator bringing together partners who can make bigger contributions.

Proposal

Crewe Town Council resolves to:

1. Recognise the need for the development of both a short term and a longer- term plan for the Town Centre to complement the investments that are already being implemented
2. Call upon Cheshire East Council and Crewe Town Board to join the Town Council, together with other stakeholders in determining a plan for the Victoria Centre and rest of the Town Centre
3. Consider how Town Council resources be applied in the 2024/25 Business Plan which could improve the environment for Town Centre users and businesses in the meantime



REPORT STATEMENT Item 10

Meeting: Operations & Improvements Committee 03/10/2023
Report Purpose: To provide an update on the progress of the Cleaner Crewe pilot project as well as an options appraisal based on available information
Version Control: v1
Author: Clerk

1. Background:

The Cleaner Crewe Pilot Project was established following initial work based on information gathering and awareness raising carried out by Crewe Town Council's Streetscene Information Officers up until the end of financial year 2020/21.

Following that Cheshire East Council established a Business Improvement Project which led to the adoption of Section 46 of the Environmental Protection Act 1990, which enabled the issuing authority (Cheshire East) to levy fines for non-compliance. The aim being to tackle on street waste (fly tipping) and on street waste bins not being stored away from the public realm (other than collection days)

Crewe Town Council agreed to fund a Community Enforcement Officer within Cheshire East to focus on the pilot area of streets within Crewe South.

2. Position

Over the period of the project data was collected to measure the impact of the project. The period of the project included times within C19 restrictions so some of the data was influenced by non-standard operations during those times.

Fig 1

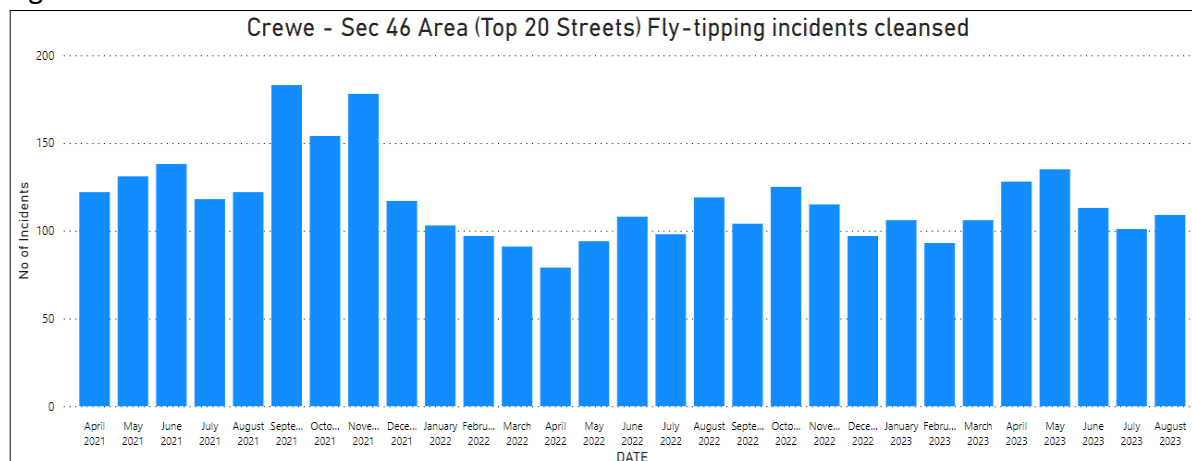


Figure 1 above shows that April 2021 to December 2021 demonstrates high levels of on street waste, peaking at times of greater restrictions related in C19 interventions. From January 2022 the figures are more stable and showing little change.

Fig 2

Closed - Investigation Outcomes								
Year	Flytipping Fine £200	Flytipping Fine £400	Formal Waste Warning Letter	NFA	S46 Breach Excess Waste	S46 Breach Use of Bin	S46 Intent Letter	Total
2021	5	1		91	10		1	108
November	3	1		74	10			88
December	2			17		1		20
2022	12	3	2	233	11	1	2	264
January	2	1		16	4	1	1	25
February	2			25	6			33
March				11			1	12
April	2			15				17
May	1			29				30
June			1	37	1			39
July	2		1	27				30
August	1	2		21				24
September				9				9
October	1			12				13
November	1			18				19
December				13				13
2023	1		1	188	9			199
January	1			21				22
February			1	24	4			29
March				29	4			33
April				39				39
May				39	1			40
June				1				1
July				20				20
August				15				15
Total	18	4	3	512	30	2	2	571

Figure 2 above shows a clear decline in enforcement activity from the 2022 figures to 2023 figures but comparable numbers of incidents (of closed file actions – 5 remain open). This could be a decline in available evidence and/or a decline in efficacy of the process. It is understood that there have been some staffing issues with sickness, holidays and re- deployment of staff for training. In July, the enforcement officer originally employed was brought back in, and has focused on fly tipping. Previously the cover officer focused on removal of bins.

August saw 109 incidents in the S46 area, 18 were investigated, 3 had evidence, and they are still ongoing.(Sept 23) An extract from the project monitor for September states:

After a peak in May of 135 fly-tipping incidents reported in the S46 area, June had 113 incidents, and this reduced further in July to 101 incidents. 23 of which were investigated, 4 had evidence, 3 were given advice and 1 is still being investigated.

The pilot project is due to complete at the end of the financial year 2023/24 with the Crewe Town Council funding for the enforcement officer therefore also under review. Cheshire East Council has been engaged along this process as the funding recipient and it has been clearly communicated that enforcement was anticipated to be a key feature of the project to demonstrate proactive action as well as a reduction in on street waste. At this time it is appropriate for the committee to consider what if any actions and approach it feels is most appropriate at the end of the pilot scheme.

Waste is removed from the streetscene by ANSA operatives responsive to online reports on fixmystreet. The Community Enforcement Officer is understood to attend the project area up to 3 days a week with the other 2 days used to fulfill administration duties.

Anecdotally, residents have informed us that the value of the community work associated with the clearing and looking after of the alleyways in the area has been greatly appreciated and ongoing input in to this would be valued. The same residents have expressed that they have seen no measurable improvement in the situation and on street waste and waste bins remains a daily issue for the area. A residents survey has been planned for the area but has been delayed due to the need to conduct a consultation on alleyway gates to maintain the PSPO.

As part of the project, Cheshire East Council has assisted the formation of a Crewe South Alleyways group which the Town Council has assisted with Ranger support and supplied equipment to. It has successfully applied for funds to support its work and with the assistance of the Cheshire East Project Officer, organised alley clean ups and community events. A presentation on the social value of the work can be found in *appendix a*.

Clean up activity has formed a major part of the project with support for activity gathering momentum. In August a big alley clean up was held in one 4 hour session for Walthall Westminster 3 with 20 people involved - 4 from Emerging Futures, 4 from RTS Blu a building company, 2 from Kieran Mullan's office, 1 CTC councillor, 7 residents, CEC and the Friends Group chairman. Further clean ups have been held in Maxwell/Lawton, Chambers St, Brooklyn/Sainsburys and Edleston/ Brooklyn, which was supported by 7 hard working children who did the whole 2 hour session to "help you to clean up the alleyway where we play".

The Community Payback Team have been working on areas such as fourways. They had to pause their support during August due to supervisor shortages but are returning in September in the Walthall Ruskin alley. Cheshire College S & W art students have assisted with murals and a street artist has recently painted hopscotch squares in the Derrington/Maxwell and Derrington/Westminster alleyways. The next collaborative clean up will be Nantwich Rd/Furnival St with the Nantwich Rd action group in October.

Officers were informed by the community that the Cheshire East officer directly involved in community-led alley clear ups was being redeployed, so this resource would no longer be available. Cheshire East has since confirmed this. The Project manager has informed us that as the pilot draws to a close, and their services reduce, a report on the objectives, implementation, outcomes and learning from the pilot will be prepared for distribution in the Autumn.

Options appraisal

	Option summary	Positives	Negatives	Conclusion
1.	To cease the pilot at the end of the financial year with no further intervention	<ul style="list-style-type: none"> • In recognition of the unclear measurable benefit of the current approach, this action would cease progressing an intervention of unclear value • Operating the intervention in only one part of a single ward in the town does not represent a fair spread of service for the rest of the town • A reduction in annual spend 	<ul style="list-style-type: none"> • Taking no action does not address in any terms issues faced by residents affected by on street waste and waste bins • It is not known what the impact of removing the intervention will have as it is possible that the intervention is keeping issues at a stable level and removing the service may lead to an increase in issues faced by residents in that area • Ceasing does not actively transfer learning in to operations 	The “do nothing” option is not representative of proactive approach to service delivery, but action associated with enforcement has not been demonstrably effective in tackling on street waste and waste bins.
2.	To continue the Cleaner Crewe Project as it stands for the area it covers	<ul style="list-style-type: none"> • Continuity of activity and growth of local understanding may build the efficacy of the intervention • Demonstrates a proactive service delivery seeking to address the issues faced by residents in that area 	<ul style="list-style-type: none"> • The project data does not support evidence of efficacy • The selective approach does not provide equitable service for other residents in the town outside the project area • Cleaner Crewe was established as a pilot to investigate the value of this approach and by extension 	It would hard to support a service that only provides a response to issues faced by a small residential area, but is not available to the broader community of Crewe. To remove a service without any plan for alternative intervention will leave residents understandably

			might reasonably be expected to be rolled out if effective (or ceased if ineffective)	disillusioned and back to square one.
3.	Alternative intervention – cease the Cleaner Crewe Project and provide for community engagement resources (officer(s)) to work on community-led alley way improvements	<ul style="list-style-type: none"> •The alley way engagement and community-led improvements have been popular and of value to the residents living by those alleys. •There is an opportunity across the town to engage communities to look after their alley ways, taking back metaphorical “ownership” and ongoing oversight and use. •The provision could be resourced to be represented across the town, therefore having a broader benefit 	<ul style="list-style-type: none"> •No enforcement powers associated •The resource requirement to cover the town may be extensive (more than one FTE officer) •The operational oversight would require capacity •Additional Cost to the council (estimate £36400 1 x FTE) 	Tackling the ongoing maintenance of the alley ways would be a great benefit for the community, making the spaces more usable and also potentially less likely to be used as dumping grounds. There would be a requirement to commit to the service over a number of years to be able to evaluate the impact and efficacy.
4.	Alternative Intervention – Provision of dedicated street waste and alley way clearance team (eg one van and 2 operatives)	<ul style="list-style-type: none"> •Providing a resource to remove on street waste as quickly as practicable •Include for the removal of waste bins left in the public realm without authority •The resource can be tasked with practical clearance jobs associated with alley ways 	<ul style="list-style-type: none"> •Does not address the criminality of on street waste. •Becomes a free waste clearance service that will be abused •Additional cost to the council (estimate £80,000) •May not have capacity to tackle all alleys in a year 	<p>This approach addresses the symptom of on street waste/bins as well as uncared for alley ways but does not address the cause or build community value.</p> <p>By tackling the on street issues directly, this approach might</p>

		<p>around the town to seek to bring the alleys back in to positive use and have a rolling scheme of maintenance</p>	<ul style="list-style-type: none"> • Unsustainable as will lead to dependency on the service and removal of the service will be seen as a negative in the future • Additional oversight capacity may not be available • Does not bring the community-led response forward so provides only superficial solution • Removal of waste bins may not be possible if not supported by CEC/ANSA 	<p>address the primary issues faced by the community of waste/bins on street, but may not be sustainable</p>
5.	<p>Alternative intervention – redirect one of the ranger teams (1 van and 2 operatives) to focus on the alley ways and associated maintenance and onstreet waste/bins</p>	<ul style="list-style-type: none"> • The resource already exists • The resource can be tasked with practical clearance jobs associated with alley ways around the town to seek to bring the alleys back in to positive use and have a rolling scheme of maintenance • Demonstrates a proactive response 	<ul style="list-style-type: none"> • Reduces the capacity of the ranger team as a responsive and proactive public realm maintenance resource • Does not bring the community-led response forward so provides only superficial solution 	<p>This option could address a broader area than the pilot project area and may be suitable for the workload to spread across the 2 teams rather than focused on one team.</p>

3. Equality Impact:

All services are delivered within the council's diversity and equality governance as well as the associated national regulation and legislation.

Seeking to provide services across the town demonstrates a more representative approach to service delivery.

4. Sustainability Impact:

Economic – Additional services are an additional expense. Currently the budgeted provision for the Community Enforcement Officer is £37,277. Should an alternative intervention be considered, then anything above this would be additional to the budget and impact on precept and/or other services' budgets. The provision of community engagement resources (officer(s)) would/could be an alternative use of the enforcement officer costs, as could and potential additional ranger resource if considered.

Social – interventions to address the issues faced by residents will have a positive social benefit. Community engagement would be anticipated to enhance this positive effect.

Environmental – There is little positive environmental enhancement associated with biodiversity, although greater removal of waste reduces impact of pest infestations and removal of overgrowth from alley ways will reduce habitats, but improve social spaces.

5. Community Impact:

Opportunity for community-led activity to reclaim the alleyways as shared spaces of positive social value should not be dismissed.

6. Governance:

Local Government Act 1927

Localism Act 2011

Environmental Protection Act 1990

Crewe Town Council Corporate Strategy

Crewe Town Council Financial Regulations

7. Financial Impact:

Cost of Community Enforcement Officer - £37,277 – if this were to be rolled out across the town in suitable locations this would be multiples of this figure.

Cost of 1 x FTE Community Engagement officer - £36,400 (approx.)

Cost of 1 Ranger team (1x van and 2x operatives) - £80,000 (approx.)

8. Resource Impact:

Current engagement with Cheshire East is limited and results in management data provided. Potential engagement to oversee community-led engagement officer(s) would increase this commitment

Current oversight of ranger service would not be changed (unless and dedicated increased provision)

If no intervention the less officer time to fulfill oversight

9. Consultation/Engagement:

Streetscene Information Officers 2019 – 2021

Cleaner Crewe Project 2021 – 2023/4

Informal engagement with residents

10. Wards Affected:

Currently Crewe South, potentially all or none.

11. Conclusions:

- i. That the Cleaner Crewe Pilot project is coming to an end
- ii. That value was drawn from the community engagement and enabling aspect of the pilot project
- iii. That the sustainable impact and value of the enforcement aspect is unclear
- iv. That to roll out of the pilot to the rest of the town would likely conclude with similar results, also noting that the community engagement element is no longer available
- v. That alternative interventions should be considered
- vi. That no intervention is not an option that would demonstrate commitment or proactivity from the council
- vii. That provision of services costs money and should be budgeted for and if the provision increases there will be an impact on precept and/or other services

12. Consideration Sought:

- i. Should the Cleaner Crewe project in terms of a dedicated Enforcement Officer provided by Cheshire East Council continue past 31/3/2024?
- ii. Will Crewe Town Council take forward alternative intervention(s)?
- iii. If additional/alternative interventions, what will be the preferred delivery approach and the associated budgetary requirements

Greening Crewe South alley by alley

O&I Item 10 Cleaner
Crewe



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

Social Value & Impact

Alley cleanups May 2021 – August 2023





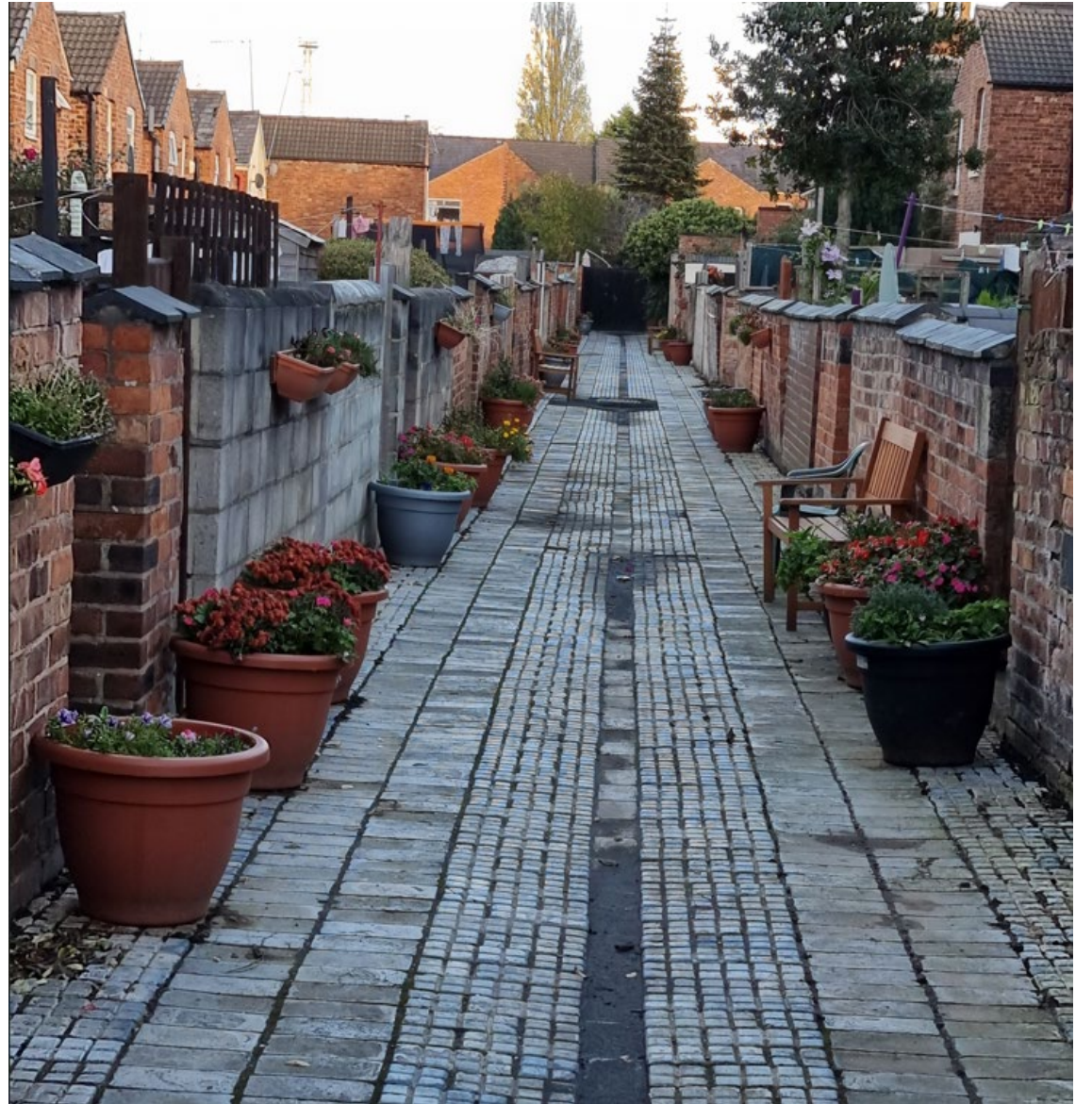
GREEN Impact

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

huge difference



OFFICIAL



OFFICIAL



REPORT STATEMENT Item 11 Heritage Delivery Plan

Meeting: Operations & Improvements Committee 3 October 2023

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

Version Control: v1

Author: Heritage Manager

1. Report Summary

This report updates members on progress against the heritage activity in the Business Delivery Plan for 2023/24.

2. Background

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

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

3. Position

Making heritage visible

The allocated budget for making heritage visible is:

Code	Budget Line	Amount	Notes
473 4281	Plaque Scheme	£1,500	To be allocated. Note additional £800 in 345 EMR which is already allocated.
473 4281	Heritage Engagement Resources	£5,000	Allocated for Town Centre Interpretation but proposal to be defined.
473 4281	Heritage Learning Offer	£5,000	Allocated for development of school resource packs.
345 EMR	Heritage	£800	Allocated for plaques to Ada Nield Chew and Wilmot Welch.
345 EMR	Heritage	£1,500	Engagement Resources – allocated for development of three self-led walking trails.
345 EMR	Heritage	£5,000	Schools & Community Needs Assessment
345 EMR	Heritage	£10,000	Valley Brook Interpretation.
345 EMR	Heritage	£10,000	Match Funding for Crewe Works Exhibition.
345 EMR	Heritage	£4,500	Heritage Resources for Schools – allocated to develop a school session for delivery at the Heritage Centre.

473 4281 & 345 EMR Plaque Scheme (£2,300): Work continues to secure the locations for blue plaques to commemorate Ada Nield Chew and Wilmot Welch. The Heritage Group has also been considering how to

improve the relevance of the plaque scheme to residents and particularly young people. Scoping of a project is underway to test potential uptake with schools and a proposal will be brought to the January Operations & Improvements Committee.

473 4281 Heritage Learning Offer (£5,000): A plan for a school session to be delivered outside of the classroom has been developed. The session will be delivered at the Heritage Centre and focus on the roles undertaken at Crewe Works. It will likely include handling collections and opportunities for children to explore life in Crewe during the Industrial Revolution. The plan is now being developed with teachers to ensure relevance and increased uptake. Once this concludes, the session will be trialled with pupils.

345 EMR Engagement Resources (£1,500): A trail focussing on Crewe Works is now with the designers. The previous town centre trail is now being revised and will be with the designers shortly. The trails will be available to download from the Crewe Town Council website for half term and will be advertised as part of Operation Autumn. A third trail focussing on Crewe at War will be developed shortly.

345 EMR Match Funding for Crewe Works Exhibition (£10,000): *Forging History: 180 years of Crewe Works* closed on 10 September. Work to evaluate the exhibition is now underway and will be shared when complete. Early analysis indicates the Heritage Centre saw a significant increase in visitor figures on the same period last year. Work has now begun on how to reshape the exhibition to include elements in the permanent displays ready for the 2024 season.

345 EMR Heritage Resources for Schools (£4,500): Following feedback from teachers, the Crewe Works resource pack has been developed to closely link to the Industrial Revolution elements of the history national curriculum. The activities are also drawing heavily on the science, technology and maths curricula to ensure the resources can fulfil wide learning objectives while focusing on local heritage. The first draft is under review and will be trialled with schools shortly. A second pack on migration in Crewe is in development with a draft expected before half-term. As packs are closely following the curriculum it is hoped they will be used by schools outside of the parish boundary to support interest in the area and potentially lead to more school visits to the area.

Building community

The allocated budget for building community is:

Code	Budget Line	Amount	Notes
473 4281	Memberships & Conferences	£200	
473 4281	Expenses	£300	
473 4281	Heritage Community Support	£5,000	
473 4281	To be allocated	£3,000	

Heritage Open Days (M&E Budget £8,000): The Crewe Heritage Open Days offer ran from 8 to 17 September. Crewe Town Council coordinated 72 activities provided by 32 partners over the ten days. Final visitor figures are being collated but the number of engagements already stands at over 6,500. Analysis of the events and feedback from organisers will be used to plan the 2024 offer which will focus on the history of routes, networks and connections.

Protecting heritage assets

The allocated budget for protecting heritage assets is:

Code	Budget Line	Amount	Notes
334 EMR	Railway Cottages	£7,976.21	Repaint of Lamps & Railings – COMPLETE

			Development of Heritage Strategy
345 EMR	Heritage	£2,000	Project Scoping – conservation & significance assessments
350 EMR	Christ Church	£6,685	

334 EMR Railway Cottages (£7,976): The Heritage Strategy for the Railway Cottages is now complete and has been adopted by the Railway Cottages Residents Association. The document will be used to develop a prioritised action plan for caring for the cottages as heritage assets and used to secure funding for the association.

Additional work to protect heritage assets:

- The tender to undertake a Conservation Area Appraisal for Crewe will close on 29 September with appointment expected in early October.
- The Heritage Manager is supporting Cheshire East Council in developing a specification for repair work to Christ Church. The works aim to secure the stonework of the tower and nave garden using Future High Street Funding. The funding requires the work to be complete by the end of the financial year. Conversations are ongoing with a community partner to develop a proposition.
- The Heritage Manager continues to support the Heritage Centre Trustees. Development of the visitor offer has seen the delivery of the exhibition, supporting programme and Heritage Fair. This has included the development of a museum guide volunteer role. Recruitment for seven new trustees is underway. Recruitment for a Centre Manager is also underway with interviews scheduled for 17 October. The Centre is now registered for gift aid and a process for implementing this is being developed. Planning has also begun for the 2024 season including budgeting, development of visitor offers, review of opening hours, and development of marketing.

4. Equality Impact

The *Heritage Strategy for Crewe* highlights the importance of developing narratives for the town which represent all who live here. The exploration of people’s lives through Crewe Works and migration provides opportunities to uncover and tell stories not usually considered in Crewe’s heritage narrative. These projects include working with communities to tell stories in their own words and in a way that is right for them. The development of a school’s project to nominate plaques is designed to enable communities to recognise individuals who are not part of Crewe’s heritage narrative currently. The Schools & Community Needs Assessments will ensure heritage activity is appropriate and sensitive to all.

5. Sustainability Impact

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

6. Community Impact

The development of the Heritage Open Days Festival and other heritage initiatives enable wider community engagement. Developing narratives that focus on sense of place helps deepen pride and cultural identity. Heritage activity is also proven to improve health and wellbeing ratings.

7. Governance

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

8. Financial Impact

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

9. Resource Impact

Officer time and budget allocation.

10. Consultation/Engagement

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

11. Wards Affected

All wards are able to engage with heritage activity, especially through the heritage resources, and revitalisation of the Heritage Centre offer.

12. Conclusions

The paper notes a significant increase in opportunities for residents to engage with heritage activity over the summer period, delivered by the Town Council and partners. It also outlines areas for further development to be considered at the next Operations & Improvements Committee.

13. Consideration Sought

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



REPORT STATEMENT O&I

Meeting Operations and Improvements Committee 3rd October 2023

Report Purpose: To Provide an update on the development of a Crewe BID
Version Control: v1
Author:

1. Report Summary

The development process for a Crewe Bid is in its final stages with a ballot due to take place in November. This report provides an update on the process and asks to note implications for the Council should the ballot be successful or fail.

2. Background

Crewe Town Council commissioned a feasibility study into the development of a Crewe Business Improvement District. The subsequent report indicated that there was sufficient interest from businesses surveyed to indicate the potential for a BID to be set up in Crewe across a wide geographic area, to encompass the town centre, Grand Junction Retail Park and Nantwich Road areas. The feasibility study also identified the priority areas a BID could focus on. Groundwork Cheshire were commissioned to carry out a development project which commenced in late 2023. As part of the development they set up a steering group of interested parties from local organisations and local businesses to test and develop the BID proposal. A Draft was issued to businesses with subsequent engagement with potential levy payers to check that the priorities were correct. Following responses from around 100 businesses to the draft, the steering group and O&I committee concluded that the final BID proposal should include the wider geographic area as originally suggested and focus on the identified priorities. Cheshire East Council as responsible body is charged with running the BID ballot. The Council's corporate services committee subsequently resolved that:

1. *The Executive Director of Place shall notify the BID proposer of the Council's intention to seek to recoup the costs to the Council arising from BID development and levy collection, and any other associated costs allowable under the Business Improvement Districts (England) Regulations 2004;*
2. *on receipt of the Crewe Business Improvement District (BID) final proposal:*
 - (a) *the Chief Executive as Returning Officer and "Ballot Holder" shall check the BID proposal against the requirements set out in the BID Regulations, and subject to the BID proposal meeting the necessary requirements, shall make all necessary arrangements for the Crewe BID proposal ballot to take place, and for the results of the ballot to be counted and declared on behalf of the BID proposer; and*
 - (b) *the Executive Director for Place shall take a further report to the Economy and Growth Committee outlining the detail of the final BID proposal and seeking any necessary further authority to respond;*
3. *subject to a "yes" vote at ballot, the Executive Director for Place shall ensure a final review of the BID proposal is undertaken and shall determine whether there is any cause to veto the*

proposals having regard to all relevant matters as prescribed by the BID Regulations; and following that determination shall either confirm that the Council will not veto the BID proposals or serve a notice to exercise a veto; and

4. *subject to a “yes” vote at ballot, and the Executive Director of Place confirming that the Council will not veto the BID proposals:*
 - (a) *The Council’s Monitoring Officer shall make necessary arrangements for the completion and updating of such legal agreements as he considers necessary to facilitate the BID, including agreements ensuring clarity around baseline service levels within the BID area, and clarity of arrangements for collection and management of the BID levy; and*
 - (b) *The Council as billing authority shall make necessary arrangements for billing, collection and enforcement of the BID levy, and its transfer to the body responsible for the Crewe BID.*

3. Position

Since the July O&I meeting, Groundwork has:

- Continued identifying and engaging with potential levy payers.
- Finalised the proposal document with a clearly defined list of hereditaments to which the BID membership and levy would apply.
- Completed Proposal Document which sets out the terms under which a BID would operate with business plan and budget allocation.
- Submitted the final proposal to Cheshire East Council for ratification.
- Prepared for a campaign over October and in to November when the ballot will be open. Created campaign materials and the proposal document to be mailed out to all potential levy payers.
- Started a dialogue with the Police regarding a Crime Reduction Partnership.
- Finalised the ballot mailing list.
- Identified venues for drop – in sessions for voters to attend, meet Groundwork representatives and to raise any questions or issues. Dates will be issued shortly. Events will be held at the Lyceum Theatre, on Grand Junction Retail Park and Nantwich Road throughout October.

In preparation for the ballot and a potential ‘yes’ vote, it is now necessary to move the position of steering group from an advisory group to a shadow board, with governance and processes which will anticipate and support development of a final BID board. The Shadow group will then work with Groundwork to manage the transition.

Cheshire East Council has selected a supplier to manage the ballot process on their behalf. The final list and details will be confirmed during week commencing the 2nd October to enable the process to go ahead. Groundwork are now awaiting confirmation that all terms have been satisfied and that the BID ballot can go ahead.

Subject to final approval from CEC, and all information being in place for the ballot provider, the ballot will run between the 2nd and 30th November, with the final result confirmed in early December. All efforts are being made to ensure that the ballot can take place on the target dates as any significant delays could lead to the ballot being pushed

back.

In the event that the ballot is not completed in time to add raising of the levy by the start of the new financial year, the BID would incur significant additional IT costs.

Cheshire East Council is yet to decide on its position as a potential levy payer. This matter will be decided by the Economy and Growth Committee on the 14th November, in time for casting its vote in the ballot.

The BID proposal document is attached in *appendix a*.

4. Equality Impact

The development of a BID is intended to enable a ballot and give all businesses and stakeholders in Crewe who are levy payers in the geographic area, a voice in the town's future development and a financial means to deliver against their priorities.

5. Sustainability Impact

A BID would be viable for five years with the opportunity, if successful, to be voted for again for subsequent five – year periods. The funds raised through the levy would be entirely reliant on the contributions of hereditament holders and may be complemented by any external funds which the BID as an organization may be eligible to apply for.

6. Community Impact

A BID would benefit the local business community and organisations in areas of security, events, marketing and environment, with the intention of creating a better experience for visitors and residents.

7. Governance

Corporate Plan – A town to live in, A town to enjoy, a community with Pride.

8. Financial Impact

Crewe Town Council committed up to £50,000 to development of a BID.

There are conditions under which Cheshire East Council can claim back the costs of the ballot from the BID .The costs are yet to be fully stated but have been indicated to be around £5000. They have stated their intention to re- claim the costs and therefore the Town Council must underwrite those costs. If the ballot is unsuccessful then the final development stages of the BID would not be required and Groundwork would return the related costs outlined in the tender. Crewe Town Council may have to make provision from budget for additional funds to cover the remaining costs. This would be subject to further information and in line with financial regulations.

9. Resource Impact

Officer time and financial resource as stated.

10. Consultation/Engagement

Continuing process of consultation and engagement throughout the development process with ultimate decision through the ballot.

Wards Affected

Geographic area of the proposed BID lies in Crewe East, Crewe Central, and Crewe South, however impact and benefit of a BID would affect residents from all Crewe Wards by delivering an improved service and visitor experience.

11. Conclusions

- i. The Crewe BID development project is entering the final stages and a conclusion will be reached in December 2023. The ballot will be completed by 5pm on the 30th November and the count should be completed as soon as possible after the ballot closes.
- ii. As project initiator, the Town Council may incur additional costs on behalf of the steering group (proposer) of approximately £5000 should the ballot be unsuccessful.

12. Considerations Sought

- To note the report
- To agree to make provision for potential costs of approximately £5000 which Cheshire East Council may seek to recover in the event of an unsuccessful ballot.

Connecting Crewe

A private sector led proposal for a Business Improvement District in Crewe

£1.6 million added value investment in Crewe



- 01** Creating a Better Crewe Experience
- 02** Safer, Cleaner, Greener
- 03** Connecting Crewe's Business Communities



Download this proposal at:
www.connectingcrewe.co.uk

CREWE
BUSINESS IMPROVEMENT DISTRICT
#CreweBID

Our Key Objectives for the Crewe BID

The plan to create a stronger and more connected Crewe business community would:



Deliver a business-led agenda, representing BID Business by influencing and working with strategic partners



Sustainably grow the number of visitors and consumers with high quality, sustained marketing and promotion of BID businesses



Build the right environment to support existing companies and attract new businesses to the Crewe BID area



Create an animated, vibrant and engaging destination



Deliver £1.6million of added value investment



“Having a BID in Crewe would provide businesses in the BID area with a voice that would be heard by key decision makers. We would be able to begin shifting the status quo. Currently businesses receive little notice or communication around events or developments. The BID would provide the means to change this for the better.”

Why does Crewe need a BID?

BUSINESS FEEDBACK DURING THE DEVELOPMENT OF THE BID HAS CONSISTENTLY HIGHLIGHTED THE FOLLOWING ISSUES:

- **Crewe's key retail and leisure districts operate in isolation and need a stronger voice**
A BID would connect business communities to create a new and stronger voice for businesses within the BID area.
- **Businesses have fed back about significant levels of crime and antisocial behaviour across Crewe town centre, Nantwich Road and the Grand Junction retail park**
A BID would work alongside Cheshire Police to enable a unified approach to tackling crime and safety issues.
- **Communication of developments, news, events and festivals is poor**
A BID would ensure that your business receives regular, relevant and timely communications and news.
- **Crewe is not pro-actively marketed to consumers or visitors**
Crewe is home to some great retail, leisure and hospitality businesses - including a new market hall, a successful theatre, national retailers and a range of independent businesses. A BID would raise the profile of your business, as well as the overall profile of Crewe as a leisure, retail and hospitality destination.
- **Waymarking and branding is poor, creating a disjointed and confusing experience for new visitors to Crewe**
The BID would enhance the brand identity, as well as the look and feel of each of the areas within the proposed BID, complementing other branding and waymarking initiatives being taken forward by Cheshire East Council.
- **Businesses in the proposed BID area report they are rarely part of the conversations with key stakeholder at Cheshire East Council and Crewe Town Council resulting in a lack of representation of business views and insights.**
The BID would represent your local business interests in its work with Cheshire East Council and Crewe Town Council, lobbying for improvements and supporting opportunities for.

HOW WE HAVE CONSULTED WITH BUSINESS AND WHAT BUSINESSES HAVE SAID:

- A BID feasibility study engaged 300+ premises in Crewe within the proposed BID area with a rateable value greater than or equal to £12,000 in 2021/22
- In June / July 2023 all premises in the proposed BID area with a rateable value greater than or equal to £12,000 were written to and invited to respond the consultation on the draft plan for a BID in Crewe.
- The consultation on the draft plan was supported by 1-2-1 engagement with businesses and workshops.
- Responses were received from businesses and organisations representing 100 premises that will be liable for a BID levy across the proposed BID area.

> 90% of respondents provided feedback that the plan for a BID in Crewe was focused on the right priorities

79% of respondent stated they would support the proposal for a BID in Crewe

70% of companies said marketing of Crewe is poor

More than 70% of business respondents have stated investment in place promotion, safety and security, image / street cleansing and business support are very important or important.

The main BID benefits in 6 points



A new business led partnership tackling antisocial behaviour and business crime



A business-led agenda to improve communications and collaborative working



A 5 year programme of image and environmental enhancements



What Crewe businesses say

“Great idea to get more people into Crewe.”

“Would like more greenery, more communication.”

“Not enough advertising of things going on in town.”

“Makers Market is great for custom. Need more things like this.”

“Nantwich Road desperately needs support to survive.”

“Would like to see Crewe being brought back to life.”

“Put more events on like the Makers Market. It has been beneficial for our business.”

“There are gangs of kids threatening the staff, they have wrecked their bicycles they use to travel to work on and it’s just getting worse. Police are involved but can only do so much. I am definitely in favour of the BID proposal.”

“Regular town centre meetings / retailer gatherings, whether this be a monthly or quarterly activity.”

“Not sure how long I can carry on in business. Something has to be done.”



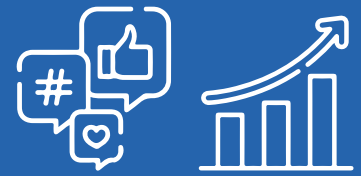
“The Crewe BID would create an opportunity for an improved deal for businesses operating in the proposed BID area. This would result in a stronger voice and more influence with Cheshire East Council and Crewe Town Council, to shape the future development of Crewe’s key retail, leisure and hospitality districts”



More frequent and higher impact events and festivals to create a new experience for consumers



A stronger voice for businesses in Crewe Town Centre, Nantwich Road and the Grand Junction Retail Park



£300,000 investment into marketing and promoting Crewe BID companies to 200,000+ consumers in and around Crewe



Guiding Principles for the Crewe BID

CREWE BID – “WORKING IN YOUR INTEREST”

The Crewe BID would be governed by a business-led partnership which would deliver the priority actions identified by businesses during the development of this BID proposal.

- The BID would be democratic, representative and effective for its members at all times
- All businesses and organisations who are included in the BID would have the opportunity to put forward a representative as a BID Board Member
- The BID would be robustly managed and governed to ensure that it acts with integrity, to the highest industry standards
- The BID would be proactive in communicating and reporting to levy payers through its 5-year lifespan.



Crewe Business Improvement District



VOTE **YES** BETWEEN 2nd NOVEMBER AND 30th NOVEMBER

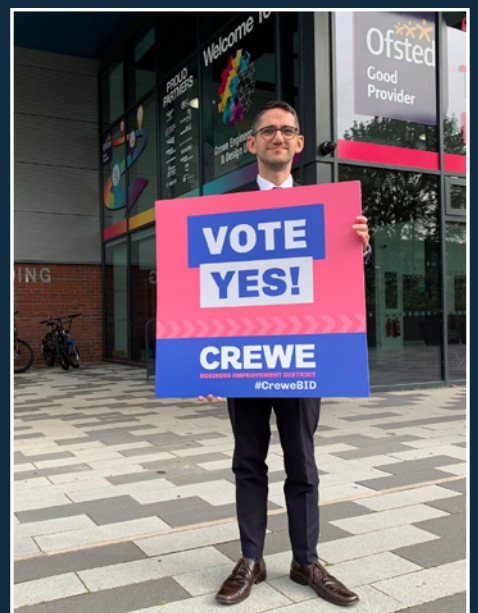
The Crewe BID would operate for five years between the period **1st April 2024** through to the **31st March 2029**.

If approved at ballot the BID would commence **121** days after the notice of the result.

For more details on how the BID works see the BID FAQs section.

FOR THE BID TO BE APPROVED:

- A majority will need to vote in favour of the proposal from the number of votes cast.
- This must include a majority of rateable value from votes cast in favour of approving the proposal for a BID in Crewe.




How much would it cost

BIDs are designed to be fair. Larger businesses invest more than smaller ones and all business sectors benefit from the improvements. Crewe is also home to a number of office and professional service-based companies, all of whom would be contributing members of the BID where their premises have a rateable value greater than or equal to £12,000.

The average daily cost across 80% of premises is 95pence per day

All premises with a rateable value below £12,000 are exempt.

<p>Average daily levy</p> <p>£2.27</p> <p>Across all premises within the BID area the average daily equivalent is £2.27 per day.</p>	<p>1.5%</p> <p>Levy</p> <p>The BID levy would equate to 1.5% of a hereditaments rateable value*</p>	 <p><£12k</p> <p>Exemption Threshold</p>
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*For the first year of the BID starting in April 2024, the BID levy would be 1.5% of a hereditament's rateable value, with a small 0.05 annual increase to maintain the BID's annual investment during its lifetime.

Funds raised through the BID would only be invested in enhanced, additional services to those provided by Cheshire East Council and Crewe Town Council

The BID would create a new and unique partnership between all businesses across Crewe town centre, Grand Junction Retail Park and Nantwich Road.

BIDs have been widely adopted across the UK, and have a proven ability to create improved, stronger and more successful town and city centre locations. All eligible businesses (premises with a rateable value greater than or equal to £12,000) across the proposed BID area will have the opportunity to vote in the postal ballot about the BID.

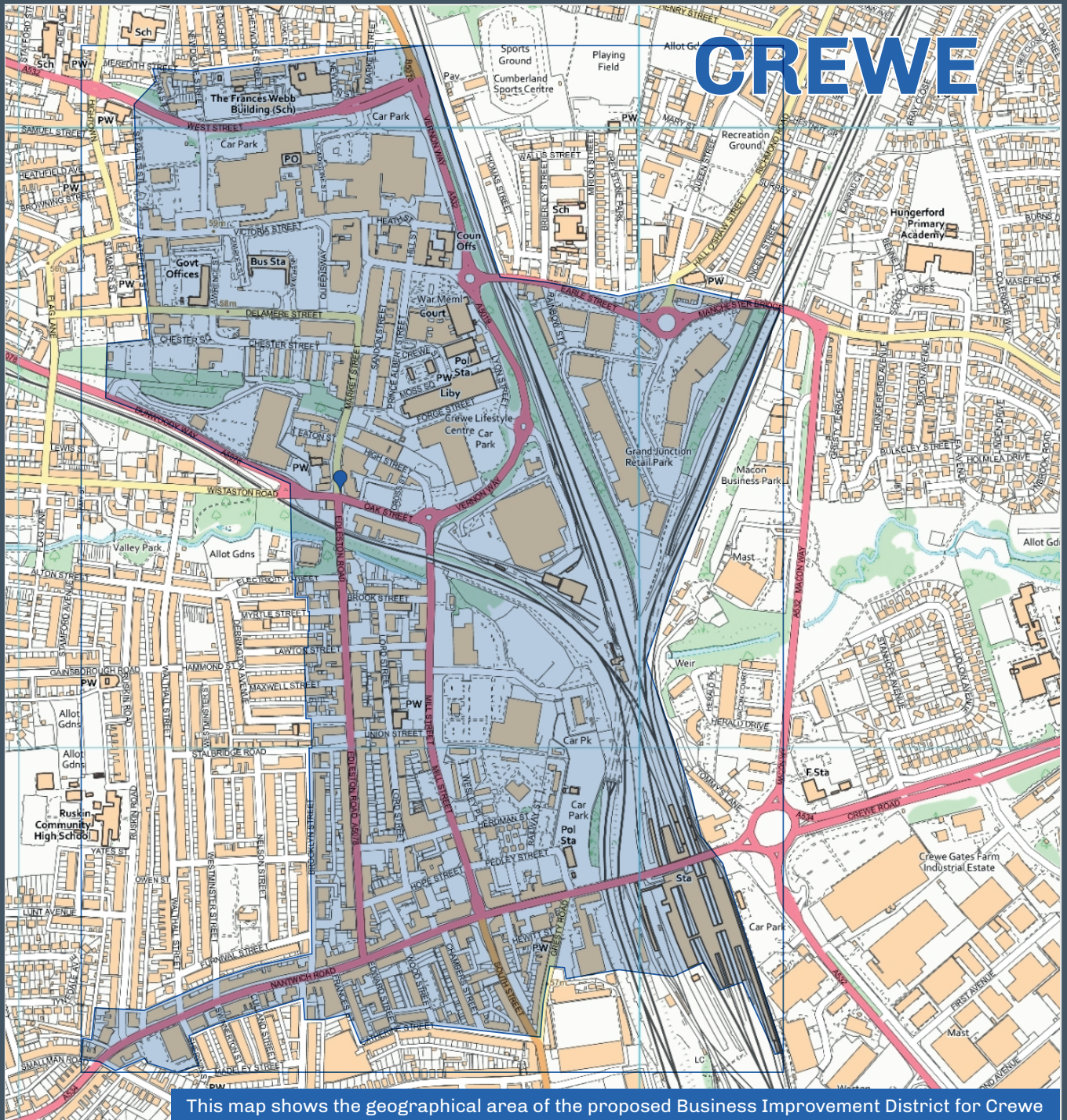
For the BID to be approved it will need to achieve a majority vote in favour of the proposal from the number of votes cast, and these will need to include a majority of rateable value from votes cast in favour of approving the proposal.

If approved, the BID would introduce a small mandatory additional levy for eligible businesses / organisations that are the registered ratepayer for liable premises within the BID area.



“Stoke, Northwich, Wilmslow, Chester, Newcastle-under-Lyme and Warrington have all approved BIDs to provide businesses with the opportunity to have a stronger voice and deliver additional investments in their towns”

The BID Area



This map shows the geographical area of the proposed Business Improvement District for Crewe

- | | | | | |
|-----------------------------|------------------------------|--------------------------|--------------------------|------------------------------|
| Brooklyn Street | Edlestone Road | Hill Street | Moss Square | South Street (Part of) |
| Camm Street | Edward Street (Part of) | Hope Street | Myrtle Street (Part of) | St Paul's Street |
| Chambers Street (Part of) | Electricity Street (Part of) | John Street | Nantwich Road | Stalbridge Road (Part of) |
| Chapel Street | Ernest Street (Part of) | Lawton Street (Part of) | Newdigate Street | Swinerton Street (Part of) |
| Charles Street | Forge Street | Lockett Street | Oak Street | Union Street |
| Chester Bridge | Frances Street (Part of) | Lord Street | Part of Chetwode Street | Vernon Way |
| Chester Square | Furnival Street | Lyceum Square | Pedley Street | Victoria Centre |
| Chester Street | Gatefield Street | Lyon Street | Prince Albert Street | Victoria Street |
| Culland Street (Part of) | Grand Junction Way | Market Centre | Queensway | Wesley Place |
| Delamere Street | Gresty Road (Part of) | Market Street | Railway Street | West Street |
| Derrington Avenue (Part of) | Heath Street | Maxwell Street (Part of) | Rainbow Street | Westminster Street (Part of) |
| Dunwoody Way (Part of) | Herdman Street | Meredith Street | Ruskin Road (Part of) | Wood Street (Part of) |
| Earle Street | Hewitt Street | Mill Street | Sandon Street | |
| Eaton Street | High Street | Mirion Street (Part of) | Sherwin Street (Part of) | |

Our Vision

Our vision is to connect the key retail, leisure and hospitality districts in the centre of Crewe covering Nantwich Road, Crewe town centre and the Grand Junction Retail Park to deliver a stronger, more vibrant and attractive offer for consumers who live and work in and around Crewe.

This plan for a Business Improvement District in Crewe would provide a new opportunity for businesses and stakeholders to work together and make a step change in the management and promotion of Crewe's key retail, leisure and hospitality locations including Nantwich Road, Crewe town centre and the Grand Junction Retail Park.

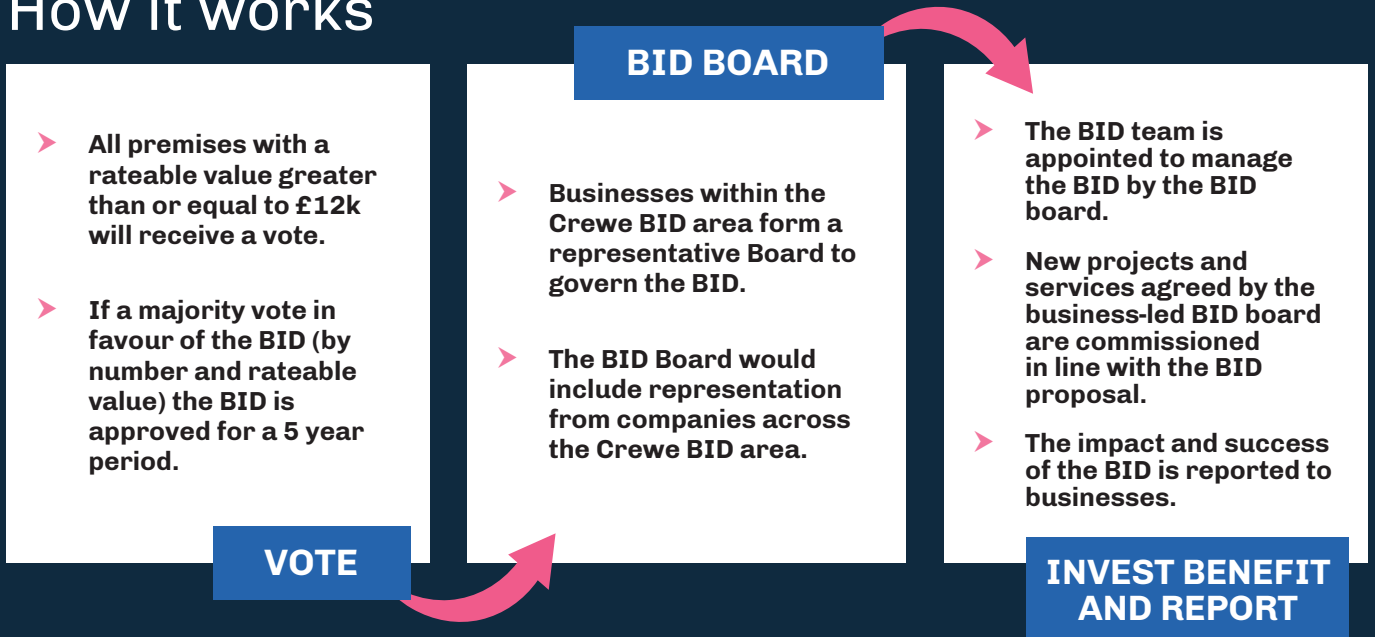
This proposal has been produced on behalf of the Crewe BID Steering Group. The group was formed in February 2023 to enable businesses to lead on the creation of a BID for Crewe. The Steering

Group included individuals involved in moving Crewe forward, as well as businesses interested in collaborating to improve Crewe.

In producing this proposal, feedback from local businesses has highlighted clear hopes and aspirations for Crewe to improve the overall experience for consumers in the proposed BID area. There is also a consensus from many businesses about the need for regeneration, however, frustrations also exist around the pace of change and the limited opportunity for businesses to drive and support this process of change.

“This proposal seeks to make a step change in the ability of the business community in the BID area to drive change, delivering improvements and transforming the image and reputation of Crewe.”

How it works



What could a BID deliver?

This proposal has been broken down into three themes. Under each theme are a list of indicative projects and services that we believe are important in enabling the proposed BID area to compete in an increasingly competitive and uncertain trading environment.



The BID would enable the business community to clearly communicate the change that is planned for Crewe. With more than £100million of capital investment expected to be delivered in the coming years, Crewe is changing, and the BID would shift consumer perceptions and reinforce the message that Crewe is changing for the better.

Theme 01 - A Better Crewe Experience

Our ambition is to connect businesses within the BID area with 200,000+ consumers and visitors, increasing consumer visits and creating a sustainable and vibrant experience for visitors to Crewe town centre, Nantwich Road and the Grand Junction Retail Park.

To achieve these objectives the BID could invest in:

Improved marketing and promotion of Crewe and the companies within the proposed BID area

- ▶ Engaging 200,000+ consumers annually
- ▶ Dedicated website and social media channels to drive engagement with consumers 24/7
- ▶ Creating a new narrative for the Crewe BID area as a destination for consumers
- ▶ Communicating to consumers that 'Crewe is Changing' for the better
- ▶ Development of 'Crewe's Story' promoting Crewe's assets, heritage and relevance to consumers and visitors
- ▶ Working with regional and national media to raise the profile of Crewe as a destination

Animating the Crewe BID area with a business led programme of vibrant events and festivals

- ▶ Creating a new event driven experience for consumers and visitors
- ▶ High impact seasonal events to attract more consumers and visitors, covering Christmas, Easter and Summer
- ▶ Investment in innovative new events, e.g. food and drink, tech, music and innovation
- ▶ Using events to link the town centre, Grand Junction Retail Park and Nantwich Road traders
- ▶ Creating a joined-up experience for consumers between venues e.g. restaurants and the Lyceum theatre
- ▶ Creating events that increase the amount of time people spend in Crewe town centre, Grand Junction Retail Park and Nantwich Road



Theme 02 - Cleaner, Greener, Safer

Businesses have communicated that improvements are needed to create a safer, green and cleaner environment for business. The BID would enable improvement projects to start as early as January 2024 when the BID could start a business led programme of environmental and safety enhancements.

The BID would also work with Cheshire East Council and Crewe Town Council to ensure that basics are right across the town centre, and that baselines for cleansing and environmental programmes are delivered.

Private Sector led Business Crime Reduction Partnership

- ▶ An enhanced and more expansive radio network
- ▶ Improved sharing of offender information
- ▶ Tackling anti-social behaviour and the root causes of business crime

Image and Place Improvements

- ▶ Gateway features and improved waymarking
- ▶ Improving the presentation of vacant units e.g. through the use of vinyl wraps
- ▶ Creating a connected visual identity for the business communities across Crewe town centre, Grand Junction Retail Park area and Nantwich Road
- ▶ New banners and signage to lift the look and feel of the BID area

Environmental Enhancements

- ▶ Investment and maintenance of new planting features and displays
- ▶ Tackling grot spots
- ▶ Enhanced street cleansing and litter picking
- ▶ Working with Cheshire East Council and Crewe Town Council to get the basics right

“Consumers, visitors and employees want an attractive and appealing environment in Crewe. The BID would lead on investing in environmental enhancements in a responsive and proactive manner”



Theme 03 -

Connecting Crewe's Business Communities

The BID's vision is to unite the business community across Nantwich Road, Crewe town centre and the Grand Junction Retail Park to deliver a stronger, more vibrant and attractive offer for consumers who live and work in and around Crewe.

To support this the BID could look at a number of initiatives:

A Private Sector led BID Board for the Crewe BID area Governing the BID Investment

- ▶ Representative of businesses across Crewe town centre, Nantwich Road and Grand Junction Retail Park
- ▶ Lobbying for improvements in the BID area on behalf of BID levy payers
- ▶ Driving forward improvements and lobbying for change in the BID area
- ▶ Creating a new voice for companies across the BID area

The Crewe BID Team supporting your business

- ▶ Keeping you informed about activities and opportunities – what is happening in Crewe
- ▶ One-stop shop for BID paying businesses to refer problems and opportunities
- ▶ Helping to tackle barriers to growth
- ▶ Finding opportunities for training and upskilling employees in the BID area
- ▶ Promoting discounts / deals to employees from Crewe BID businesses
- ▶ Connecting with partners who can assist such as the Chamber of Commerce

Investment to secure enhanced consumer and footfall data

- ▶ Improving our understanding of consumers and visitors in and around Crewe
- ▶ Tracking footfall shifts and changes
- ▶ Identifying which initiatives have the best impact on improving visitor numbers



Attracting New Investment, Entrepreneurs and Skills

- ▶ Creating a new positive online presence for the Crewe BID area as a place to invest and work
- ▶ Engaging with potential investors and providing support to business start ups in the BID area

Joining together Crewe's Business Communities

- ▶ Creating a new working partnership between Nantwich Road traders, Grand Junction Retain Park and Crewe town centre businesses
- ▶ Creating links to larger employers and their employees
- ▶ Working with the Chamber of Commerce
- ▶ Engaging Colleges and Universities

“Leading the agenda and being part of the conversation with stakeholders, the BID would shift the current position where things happen to businesses with little or no notice.”

How the BID would operate

The Business Improvement District would be governed and directed by the Crewe BID Board. The Crewe BID Board would be formed from Directors of the BID company, who would be voluntary representatives of BID levy paying businesses and organisations from across the Business Improvement District area.

The Board would include representation from:

- Independent businesses
- Businesses that are part of larger groups
- Representation from Crewe town centre, Nantwich Road and Grand Junction Retail Park

Any business / organisation with a liability for payment of a BID levy would be able to put a representative forward for appointment onto the Board.

The BID Board would invite Cheshire East Council, Cheshire Police and Crewe Town Council to relevant meetings in an advisory capacity. This is in addition to their option to put forward a formal BID Board member where they are occupiers of hereditaments within the BID area with a rateable value greater than or equal to £12,000. The BID Board would select a Chair and Vice Chair from the membership of the BID Board to lead the Crewe Business Improvement District and meet a minimum of 6 times a year.

The BID Body would be the Crewe BID Company Ltd. The company would be a not-for-profit company limited by guarantee. Once the company is set up and trading, the Memorandum and Articles of Association and copies of audited accounts will be available on request.

Performance Monitoring

The BID would monitor and report on a range of key performance indicators (KPIs) including:

- Footfall research: In particular, when festivals and events are being delivered at key periods
- Crime and Safety - Incidence of crime statistics
Consumer perceptions
- Business community perceptions
- Retail Vacancy rates
- Quarterly Image audits of the town centre

Reporting the work of the BID to Levy Payers and Cheshire East Council

The level of progress made on the delivery of the Business Improvement District would be periodically reported to businesses and the billing authority (Cheshire East Council) on a regular basis by the Business Improvement District Board through the following communication channels:

- BID Financial Statement - A BID financial statement would be issued with each BID levy demand. This statement would detail the plans for expenditure by the BID in the forthcoming 12 months and also report on the finances of the BID and key achievements from the previous 12 months
- Annual General Meeting
- Annual Report and Accounts
- Regular website and social media updates, e-bulletins, printed bulletins and press releases

The BID Levy

All non-domestic ratepayers in the geographical area with a rateable value greater than or equal to £12,000 would be liable for a BID levy. This would include all organisations that occupy a rateable property (hereditament) and property (hereditament) owners/ leaseholder (when units are vacant) in the BID geographical area.

Hereditaments with a prime purpose of use as a place of worship or state school provision would be excluded. The maximum liability for a BID levy would be capped at a maximum of £15,000 per annum per hereditament.

The first Business Improvement District levy would be charged annually for the period 1st April through to 31st March.

Cheshire East Council would be responsible for billing and collecting the levy on behalf of the Business Improvement District. The payment of the BID levy must be paid in full within 30 days of the BID levy invoice being issued, except where a company enters into an instalment plan.

Cheshire East Council would pursue any non-payment of the BID levy in accordance with its usual procedures for the collection of non-domestic rates. Unless otherwise agreed in writing between the BID Body and Cheshire East Council as billing authority, the BID levy invoice is payable by whomever is the liable party for non-domestic business rates on the date the levy is invoiced. No refunds would be payable where there is a change of ratepayer or ownership before the next levy is invoiced.

The BID levy would be set at 1.5% of rateable value for all hereditaments to increase by 0.05% of a hereditament's rateable value each 12 months from April 2025, to provide a small annual increment to allow the level of investment to be maintained. All hereditaments with a rateable value below £12,000 would be exempt, however those businesses who wish to make a voluntary contribution towards the BID may do so and the levy would be calculated at 1.5% of rateable value.

The BID Levy

The current rating list is based on the 2023 valuation. Levy payments would be based on the 2023 valuation and remain fixed for the period of the BID in line with the values at the time of the BID ballot except where any new streets are subsequently created and any new, refurbished or reconstructed hereditaments subsequently entered into the National Non-Domestic Rates list and falling in the BID area. In these circumstances hereditaments would become liable for a new / varied BID levy towards the Crewe BID and the income and expenditure budgets would be amended in line with this variation to enable the BID to invest at the new levels of income available.

Vacant properties, or those undergoing refurbishment would be liable for the BID levy. This includes premises which have temporarily been zero-rated from a value equal to or above £12,000 during the refurbishment (in which case the last valuation before zero rating would apply). In these circumstances, it would be the registered business rate payer at the time that the notice of ballot is issued who would be entitled to vote in the BID ballot.

In any circumstances where an overpayment has been made, for example if a hereditament is revalued at a lower value, a credit would be given for the BID levy only where a written notification and request is received within 3 months of the BID levy date.

Business Plan Finances

Income	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Forecast BID Contribution (£)	266,719	275,617	283,100	291,560	299,531	1,416,527
Match Funding / Other Income (£)	28,000	35,000	40,000	50,000	50,000	203,000
Estimate of Predicted Revenue (£)	294,719	310,617	323,100	341,531	349,531	1,619,527

Income	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Theme One - A Better Crewe Experience (£)	110,000	128,500	137,050	140,653	144,310	660,513
Theme Two - Safer, Cleaner, Greener (£)	109,500	108,500	116,338	124,267	116,293	574,897
Theme Three - Connection Crewe's Business Communities (£)	29,000	30,450	31,973	33,571	35,250	160,243
Managing and Levy Collection Costs (£)	32,102	28,374	29,658	31,031	47,451	168,615
BID Development Costs	10,000	10,000	10,000	10,000	10,000	50,000
Total Annual Expenditure Budget (£)	290,602	305,824	325,018	339,521	353,303	1,614,268
Project Contingency and Estimated Cashflow Balance (£)	4,118	8,911	6,993	9,031	5,259	5,259

- Where the level of income recovered through the BID levies charged is greater than the forecast level, this additional income would be used to support further investments by the BID, and the income budgets amended to reflect this new income.
- The costs for developing the BID have been funded by Crewe Town Council. The budgets for the BID assume that these costs invested by Crewe Town Council to develop the BID would be recovered from the BID Levy by Crewe Town Council.
- The Town Council would have 6 months from the day of the BID Ballot in which to formally request repayment of BID monies, after which Crewe Town Council would lose the right to recover all or part of the BID development monies invested.
- The costs of levy collection by Cheshire East Council, including software costs would be recovered from the BID levy.
- The BID area, themes, governance and management arrangements and overall BID income percentages can only be altered via an alteration or renewal ballot. All other arrangements including specific projects and the percentage of funding allocated to each theme within the BID may be altered within the constraints of the overall BID budget without the need for an alteration or renewal ballot.
- Businesses and organisations that are not liable for a BID levy may apply to become a voluntary member of the BID at the discretion of the BID Board upon payment of a BID levy invoice paid directly to the Crewe BID Company Ltd.

The BID Ballot

A non-domestic ratepayer (business ratepayer) would be entitled to vote if they are listed as a non-domestic ratepayer on the date the notice of ballot is published. Each business ratepayer entitled to vote shall have one vote in respect of each hereditament (premises/building with an individual rateable value) in the geographical area of the Business Improvement District on which non-domestic rates are payable.

For the Business Improvement District to proceed there must be:

- A majority voting in favour of the proposal from the number of votes cast
- A majority in level of rateable value from votes cast in favour of approving the proposal

The Ballot Timetable

- Ballot papers will be sent out to reach eligible businesses on the **2nd November 2023**.
The ballot will close at **5pm on 30th November 2023**
- The result of the ballot will be declared on the **1st December 2023**, or as soon as possible after this date

Baseline Agreements

To ensure that the Business Improvement District does not fund services provided by Cheshire East Council or Crewe Town Council a number of baseline commitments have been provided.

The BID Body would monitor the baseline agreements on an on-going basis to ensure that these councils maintain their agreed service delivery. This would ensure the BID's funding does not back fill or fund any baseline / statutory services. To view the baseline service statement from Cheshire East Council and Crewe Town Council visit:

www.connectingcrewe.co.uk.



The Crewe BID Steering Group

The Crewe BID Steering Group was established in February 2023 to bring businesses together and deliver a business led partnership that would enable the creation of a BID in Crewe.

The group is open to all businesses in the town centre who are interested in working together to create a more vibrant and prosperous town centre. If the proposal for a BID is approved at ballot, the Steering Group will be replaced by the BID Board.

The Crewe BID Steering Group has included representatives from businesses, organisations and groups from Crewe town centre, Nantwich Road and the Grand Junction Retail Park. Some of the companies, organisations and groups represented at steering group meetings have included:

- Co-op
- Crewe Engineering and Design UTC
- Grand Junction Retail Park
- Nantwich Road Action Group
- Riminis Café
- Rymans
- Specsavers
- The Market Centre
- Toms Tap and Brewery
- Wishing Well Project
- YMCA

For further information about the Crewe BID steering group please email:

greville.kelly@groundwork.org.uk



Frequently Asked Questions

What is a Business Improvement District (BID)?

A Business Improvement District is a defined area in which a small levy is charged on all eligible business rate payers in addition to the business rates bill. The funding raised through the levy is used by the local business community to develop projects which benefit the defined area and create a more prosperous and vibrant destination.

There is no limit on what projects or services can be provided through a Business Improvement District. The only requirement is that it should be something that is in addition to services provided by local authorities. Improvements may include, but are not limited to, improved place marketing to attract new consumers, events / festivals to drive footfall, extra safety/security, cleansing and environmental improvements.

What are the benefits from a BID

- Increased footfall and vibrancy
- Improved communications and a stronger voice for businesses around the management of their business districts
- Reductions in crime and anti-social behaviour
- New events and festivals to re-engage consumers
- Marketing and promotion of local companies to millions of new consumers
- Enhanced cleansing and additional planting to create a more attractive destination for consumers
- Improved access to public funded grants and business support
- Reduced utility costs through accessing joint procurement initiatives

A new, additional investment led by the private sector

- The BID could generate £1.5 million of new investment into our town centre between 2024 and 2029
- This investment would be managed and delivered by a new business led partnership, who would be answerable to the wider business community who fund the BID

Where does the investment come from?

- The investment would principally come from a small additional levy paid by each premises (hereditament) within the BID area with a rateable value equal to or greater than £12,000
- The average daily cost for 80% of premises with a RV equal to or greater than £12,000 would pay less than £1/day, whilst the average costs for premises would be £2.27/day
- The smallest premises (less than £12,000 RV) in the BID area would be exempt from paying anything

- Together this would raise an investment of over £1.4 million over 5 years, which we expect would leverage additional funding from a range of sources to secure an investment for Crewe of over £1.6m

Who decides if the BID is to be introduced?

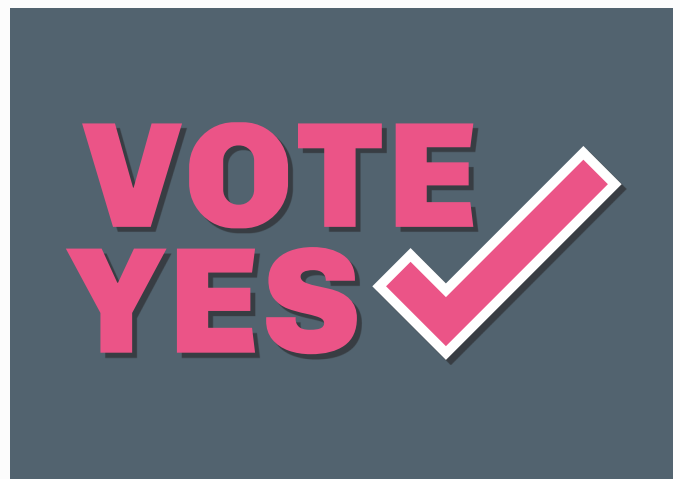
- All eligible premises will be able to take part in a 28-day postal ballot vote to approve or reject the proposal for a BID in November 2023
- If a majority vote in favour of the proposal from the number of votes cast, and this represents a majority in level of rateable value from votes cast in favour of approving the proposal, the BID would come into operation from 2024, when all premises with a rateable value equal to or greater than £12,000 would pay the small annual levy towards the BID

How is this different to business rates?

- The BID levy is separate from your business rates. Business rates are a statutory local tax levied to fund expenditure by local and national government. Businesses have no direct control over how these funds are spent
- The BID levies raised are held locally and would only be invested in specific projects and services, additional to base line services provided by the public sector. The BID funds would be invested under the direct control of the businesses community who pay the annual BID levies

Where do Business Improvement Districts already operate?

- Businesses and organisations in Northwich, Stoke-on-Trent, Wilmslow, Altrincham, Manchester City Centre, Warrington and Chester have established BIDs in recent years
- BIDs have been embraced by towns and cities across the UK since 2004 when they were first introduced
- More than 300 BIDs have been approved since 2004





The main BID benefits in 6 points



A new business led partnership tackling antisocial behaviour and business crime



A business-led agenda to improve communications and collaborative working



A 5 year programme of image and environmental enhancements



More frequent and higher impact events and festivals to create a new experience for consumers



A stronger voice for businesses in Crewe Town Centre, Nantwich Road and the Grand Junction Retail Park



£300,000 investment into marketing and promoting Crewe BID companies to 200,000+ consumers in and around Crewe

For more information please visit www.connectingcrewe.co.uk or email andrea.morely@groundwork.org.uk



The Crewe BID Development project is funded by Crewe Town Council.

CREWE
BUSINESS IMPROVEMENT DISTRICT

#CreweBID

REPORT STATEMENT Item 13

Meeting: Operations & Improvements Committee (03 10 2023)
 Report Purpose: Committee budget considerations
 Version Control: v1
 Author: Regeneration Manager

1. Report Summary

This report presents a draft budget for 2024/25

2. Background

Crewe Town Council sets its precept requirements at the December meeting of council. Prior to this members and committees are asked to inform the budget setting process at committee level as well as members expressing views individually.

Through the process the budget drafts develop and are shared with the Finance and Governance Committee for oversight prior to reporting to Council. The committee associated budget for Operations & Improvements in 2023/24 is £473,211.

3. Position

The revised budget proposal is as follows:

	2023/24 Budget expenditure	2024/25 Draft Budget Expenditure
Operations		
Equipment Purchase/Repair/Hire	10000	10000
CCTV	34500	37456
Ranger Service	187469	206215
Enforcement officer	33242	37277
Floral Scheme	35000	35000
Play Area Improvement Scheme	100000	100000
Allotments	7000	7000
Regeneration		
Public Realm	25000	25000
Heritage Projects	20000	20000
Regen Projects	21000	21000
Total O&I Committee	473211	498948

This current draft represents an increase of £25,737 (5.4% increase) on the 23/24 budget, and accommodates increases in external contractor costs associated with the Town Ranger Service, CCTV provision and the ongoing support of the dedicated Community Enforcement Officer, although the committee may resolve to amend this service approach as the pilot project draws to an end in March 2024.

There are no other proposed increases, although members may choose to consider if the areas of work are aligned with corporate aims.

4. Conclusions

- i. That the provision of the Cleaner Crewe Project may be amended, which will impact on the associated budget
- ii. The committee budget is very high in comparison to other service committees, but this should take in to account that a significant provision through the budget is commissioned services on contracts (CCTV, Floral Displays, Ranger Service, Enforcement Officer totaling 63% of committee budget)
- iii. Corporate strategy priority aims related to this committee point towards town centre and public realm maintenance and enhancement; high standards in green space maintenance and investment; and building civic pride.
- iv. The budget is open for the committee to inform and direct within corporate priorities

5. Consideration Sought

- i. Members may choose to consider all the areas of work associated with the committee and the strategic direction.
- ii. Consideration of ongoing pressures on non-statutory services currently delivered by CEC may be timely
- iii. The above is a draft that will be reported to (subject to committee amendment) to the Finance and Governance Committee before including of the full council draft budget being presented to council in December at the conclusion of the budget setting progress
- iv. All increases in costs will impact on the level of precept required and the potential increase that might lead to for council tax payers in Crewe.