

Crewe Town Council

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CREWE
TOWN COUNCIL

5th March 2024

To: Members of the Operations and Improvements Committee

Dear Councillor,

You are summoned to attend the meeting of the **Operations and Improvements Committee** to be held at 6:00pm on Tuesday 12th March 2024. The meeting will be held at the **Crewe Town Council offices, 1 Chantry Court, Crewe, CW1 2DL**.

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

Yours sincerely,

Peter Turner
Town Clerk
Crewe Town Council

Agenda

- 1** To receive apologies for absence
- 2** To note declarations of Members' interests
- 3** To confirm and sign the minutes of the Operations and Improvements Committee meeting held on 17th January 2024 (**attached**)
- 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 by 4.00 p.m. on the day of the meeting, providing their name, email address and an indication of the subject of their question or comment. Alternatively, your comments or questions can be submitted in advance and read to the committee at the meeting by the clerk.

Attendance at the meeting in person is permitted, but space is limited. Please feel free to contact the office to discuss this in more detail if you would like to.

- 5 To note the year-to-date financial position for the Operations and Improvements Committee ***(attached)***
- 6 To receive an update on Crewe Heritage Centre ***(attached)***
- 7 To receive an update on the Heritage Delivery Plan
- 8 To receive an update and consider matters related to the Regeneration Delivery Plan for 2023/24 ***(attached)***
- 9 To consider matters related to Park Improvements
- 10 To consider onward maintenance of park play areas and play spaces
- 11 To consider options for the allocation of Cleaner Crewe funding for 2024/25.
- 12 To Consider matters related to the 24/25 Regeneration Delivery Plan
- 13 To note the proposed date of the next meeting Tuesday 21st May at 6pm.

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CREWE
TOWN COUNCIL

Minutes of the Operations and Improvements Committee Meeting 17th January 2024

Present: Cllr Messent Cllr Mackay Cllr Coiley Cllr Bratherton Cllr Hogben
Cllr Mortimer Cllr Wye Cllr Pratt Cllr Murray

- 1 To receive apologies for absence.
Apologies were received from: Cllr Yates and Cllr Straine-Francis.
- 2 To note declarations of Members' interests.
Cllr Mackay and Councillor Murray declared a non-pecuniary interest in items 6, 7 and 10 in relation to the Heritage Centre.
- 3 To confirm and sign the minutes of the Operations and Improvements Committee meeting held on 3rd October 2023.
RESOLVED: That the minutes are approved as a true record of the meeting.
- 4 Public Participation
A period not exceeding 15 minutes for members of the public to ask questions or submit comments in relation to the published agenda items.

No comments or questions were received.
- 5 To note the year-to-date financial position for the Operations and Improvements Committee.
NOTED: The Year – to date financial position.
- 6 To consider matters related to the Crewe Heritage Centre.
NOTED: The report on the Heritage Centre.
- 7 To consider matters related to Crewe Heritage delivery plan.
RESOLVED:
 - (i) To allocate 2023-24 budget of £1,500 for plaques to develop and deliver a school engagement project with the Crewe Engineering & Design UTC.
 - (ii) To recommend to council that the remaining 2023-24 budget of £10,890 is used to appoint a freelance bid writer to secure grant funding income (approx. £100,000) for a Crewe Heritage Centre Learning Officer.**NOTED:**

(iii) The grant of £1,000 to the Statue for Ada group agreed under resolution OI/23/1/8(iii) will be made direct to the group, instead of via Cheshire Women's Collaboration.

(iv) The establishment of a Stakeholder Group to work with Purcell UK to deliver the Conservation Area Appraisal and Management Plan.

8 To consider matters relating to the Crewe Business Improvement District.

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

9 To Receive an update and consider matters related to the Regeneration Delivery Plan 23/24
i. **NOTED:** the update.

RESOLVED:

ii. To allocate £5000 from Budget for the 'Keep on Keeping On' project from Regeneration Projects.

iii. To register thanks to volunteers and the Creative Champions for their support of town centre animation.

iv. To support Easter animation, £6000 from Regeneration Projects.

v. To support Victoria Centre improvements to the value of £10,000.

vi. The residual Public Realm funding 23/24 be allocated to lighting enhancements in the town centre.

vii. That the Regeneration Manager investigates cost of lighting enhancements for consideration and approval at the next O&I meeting.

viii. To support the revised approach to investment in Brookhouse Drive Park, with a view to agreeing on final designs in March.

10 To consider matters related to the committee's business delivery plan for 24/25

NOTED. That the above service delivery plan and identified associated spend within the 2024/25 budget will be considered for recommendation to Council at the March meeting of this committee.

RESOLVED:

i. Where costs have been confirmed with public service providers (Cheshire East Council and its subsidiary, Ansa), permission is given to agree contracts.

ii. With Regard to Cleaner Crewe: Members requested an options appraisal to consider alternative use of budget.

iii. To include wider park improvements within the use of play area improvement budget.

iv. Regeneration Projects: to support animation and engagement with public spaces through supporting volunteers and commissioned activities and employment of casual staff to assist.

v. Public Realm: to continue to enhance town centre spaces through painting, lighting, repairs and new street furniture.

vi. Heritage – to support the activities and expenditure listed.

11 **NOTED:** The proposed date of the next meeting: **Tuesday 12th March 2024 at 6.00 pm**
The meeting finished 19.36 pm

Chair Cllr S. Mackay

Clerk L. Lewis

22/02/2024

Crewe Town Council Current Year

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Detailed Income & Expenditure by Budget Heading 22/02/2024

Month No: 10

Committee Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>Operations and Improvement</u>								
<u>305 Town Centre (Strategy)</u>								
1310 Grants Received	0	6,947	0	(6,947)			0.0%	
Town Centre (Strategy) :- Income	0	6,947	0	(6,947)				0
Net Income	0	6,947	0	(6,947)				
<u>307 Town Centre Maintenance</u>								
4170 Equipment Purchase/Repair/Hire	185	2,817	10,000	7,183		7,183	28.2%	
4175 Clothing/PPE	0	50	0	(50)		(50)	0.0%	
4180 CCTV	1,200	33,360	34,500	1,140		1,140	96.7%	
4184 Rangers Service	39,554	121,643	187,469	65,826		65,826	64.9%	
4186 Regeneration Projects	0	8,780	21,000	12,220		12,220	41.8%	
4188 Enforcement Officer	0	36,176	33,242	(2,934)		(2,934)	108.8%	14,200
Town Centre Maintenance :- Indirect Expenditure	40,939	202,826	286,211	83,385	0	83,385	70.9%	14,200
Net Expenditure	(40,939)	(202,826)	(286,211)	(83,385)				
6001 plus Transfer From EM Reserves	0	14,200						
Movement to/(from) Gen Reserve	(40,939)	(188,626)						
<u>310 Floral Schemes</u>								
4181 Contractors - Services	2,139	33,414	35,000	1,586		1,586	95.5%	
Floral Schemes :- Indirect Expenditure	2,139	33,414	35,000	1,586	0	1,586	95.5%	0
Net Expenditure	(2,139)	(33,414)	(35,000)	(1,586)				
<u>320 Parks and Allotments</u>								
4179 Play Area Improvement Scheme	0	67,522	100,000	32,478		32,478	67.5%	67,522
4420 Parks & Allotments	1,201	31,256	7,000	(24,256)		(24,256)	446.5%	30,726
Parks and Allotments :- Indirect Expenditure	1,201	98,778	107,000	8,222	0	8,222	92.3%	98,248
Net Expenditure	(1,201)	(98,778)	(107,000)	(8,222)				
6001 plus Transfer From EM Reserves	726	98,248						
Movement to/(from) Gen Reserve	(475)	(530)						
<u>473 Town Promotion</u>								
1999 Miscellaneous Income	0	7,400	0	(7,400)			0.0%	
Town Promotion :- Income	0	7,400	0	(7,400)				0

Contigued over page

Detailed Income & Expenditure by Budget Heading 22/02/2024

Month No: 10

Committee Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4721 Public Realm	(150)	34,451	25,000	(9,451)		(9,451)	137.8%	22,353
4723 Town Centre Promotion	0	14,086	0	(14,086)		(14,086)	0.0%	14,086
4727 Heritage Projects	23,269	57,348	20,000	(37,348)		(37,348)	286.7%	19,638
Town Promotion :- Indirect Expenditure	23,119	105,884	45,000	(60,884)	0	(60,884)	235.3%	56,076
Net Income over Expenditure	(23,119)	(98,484)	(45,000)	53,484				
6001 plus Transfer From EM Reserves	8,269	55,858						
Movement to/(from) Gen Reserve	(14,850)	(42,627)						
Operations and Improvement :- Income	0	14,347	0	(14,347)			0.0%	
Expenditure	67,398	440,902	473,211	32,309	0	32,309	93.2%	
Net Income over Expenditure	(67,398)	(426,556)	(473,211)	(46,655)				
plus Transfer From EM Reserves	8,995	168,306						
Movement to/(from) Gen Reserve	(58,403)	(258,250)						
Grand Totals:- Income	0	14,347	0	(14,347)			0.0%	
Expenditure	67,398	440,902	473,211	32,309	0	32,309	93.2%	
Net Income over Expenditure	(67,398)	(426,556)	(473,211)	(46,655)				
plus Transfer From EM Reserves	8,995	168,306						
Movement to/(from) Gen Reserve	(58,403)	(258,250)						



REPORT STATEMENT O&I 4 12.3.24 Item 6

Meeting: Operations & Improvements Committee 12 March 2024
Report Purpose: To provide an update on activity at Crewe Heritage Centre
Version Control: v1
Author: Heritage Manager

1. Report Summary

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

2. Background

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

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

3. Position

Governance

The four new trustees have now been officially co-opted to the Trust. The Community Service Level Agreement allows for a Crewe Town Council Councillor to sit on the Trust. Councillor Mackay has agreed to hold this position for the Council. The Trust has also appointed Crewe Town Council's Heritage Manager as its Accreditation Mentor. This is a required role for the accreditation application.

Other work completed to improve governance includes:

- Collation of management information to create a baseline to measure performance against. This will be reviewed at Council of Management meetings.
- A quarterly review of the organisational risk register.
- Meetings with third party partners to understand and review partnership agreements.
- Briefing for procurement of safeguarding services.
- Completion of a benchmarking visit by Cheshire East Council as part of lease negotiations.
- An insurance review.

Infrastructure

Significant work has been undertaken to improve volunteer management. A new volunteer database has been compiled to support this and training needs identified.

The demolition of the Britannia Shed began on 28 February. The installation of a new toilet block and an

office block are being finalised. Installation will likely take place after the season begins on 29 March.

Collections Management

Development of a Collections Development Policy is underway, following an initial review of the current collection. The Curatorial Trustee is also exploring a number of potential grants to fund elements of collections management.

H&S

A health & safety audit was performed by Rhino Safety on 19 January. A number of policies and procedures are in development as a response to this. Further safety inspections and surveys are also being procured.

A catering review is also underway to ensure compliance with food hygiene regulations.

Visitor Offer

Work is underway to develop the programme and finalise the redevelopment of the Crewe Works exhibition for the 2024 season. The Crewe Heritage Centre Manager is also working with third party event organisers to ensure all events are delivered safely. A marketing strategy is in development which is also considering the implementation of a customer relationship management database and the role of online ticketing.

Feasibility Study

6a Architects has undertaken site visits and completed the information gathering stage of the feasibility study. This has included benchmarking the Heritage Centre against other attractions with similar collections and those in the region. 6a Architects has carried out consultation and identified issues within the town, which the Heritage Centre could address. A landscape review has also been explored. The information is now being used to provide income and visitor projections based on audience understanding. It will also result in initial designs to be reviewed at a workshop with trustees and the project board at the beginning of March. Councillor Wye will represent Crewe Town Council alongside the Heritage Manager.

4. Equality Impact

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

5. Sustainability Impact

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

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

All major funding awards and the museum accreditation scheme require museums to be mindful of their environmental responsibilities. This is a key consideration in the redevelopment as evidenced by the inclusion of Environmental Engineers in the project team.

6. Community Impact

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

7. Governance

Crewe Town Council Corporate Strategy 2024-2028

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

Crewe Town Council Heritage Strategy for Crewe

Crewe Town Council Community Plan

Crewe Town Board Town Investment Plan

Cheshire East Council Cultural Strategy for Crewe

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

8. Financial Impact

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

9. Resource Impact

Officer time.

10. Consultation/Engagement

Activity is based on consultation undertaken for *A Heritage Strategy for Crewe*, the Town Investment Plan, the Local List Project and Heritage Resource evaluation. The feasibility study includes a co curation / community participation strategy to ensure consultation is meaningful.

11. Wards Affected

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

12. Conclusions

The paper serves as an update on the significant work underway to ensure the Heritage Centre is compliant and able to access external funding. Work is still heavily focussed on strengthening governance procedures and improving site infrastructure. Work is also underway on the UKSPF supported feasibility study which will be available to begin conversations with funders later in the year.

13. Consideration Sought

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



REPORT STATEMENT O&I 4 12.3.24 Item 7

Meeting: Operations & Improvements Committee 12 March 2024

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
4727 473	Plaque Scheme	£1,500	School’s project
345 EMR	Heritage	£800	Plaques for Ada Nield Chew and Wilmot Welch.
345 EMR	Heritage	£1,500	Development of self-led walking trails.
345 EMR	Heritage	£5,000	Schools & Community Needs Assessment. Estimated start date: Autumn 2024
345 EMR	Heritage	£10,000	Valley Brook Interpretation. Estimated start date: 2025
345 EMR	Heritage	£4,500	Development of school resource packs.

4727 473 Plaque Scheme (£1,500): The Crewe Engineering & Design UTC has drafted a brief which will be issued to schools in mid-March. The brief invites the 20 Crewe Parish Boundary schools to submit up to three plaque designs and two candidate nominations for consideration. The plaques will be judged by the UTC and the winning design will be used to create 20 plaques. A debate will then be held on 3 May to determine which candidates will have plaques made to commemorate their contribution to Crewe. All 20 plaques will be on display at the UTC over the summer.

345 EMR Plaque Scheme (£800): A design for the blue plaque to Ada Nield Chew has been created and is under consideration by the South Cheshire Chamber of Commerce and Industry, who own the land where the plaque will be located. Once agreed, the plaque will go into production.

345 EMR Development of school resource packs (£4,500): A first draft of the World War II resource pack is being reviewed by teachers and historians. The Migration pack is being finalised and will be ready for review from early March.

Building community

The allocated budget for building community is:

Code	Budget Line	Amount	Notes
4727 473	Memberships & Conferences	£200	
4727 473	Expenses	£300	
345 EMR	Procurement of a Learning Officer	£10,890	Estimated start date: Summer 2024

Heritage Open Days (M&E Budget): A planning meeting is scheduled for mid-March to finalise themes for exploration. There are currently 16 partners confirmed with another 22 looking at delivering activity as part of the festival. The Lyceum has successfully applied for the New Wave strand of the festival. The Creative Learning and Engagement Manager will work with young adults to put on activity funded by the national festival.

Protecting heritage assets

The allocated budget for protecting heritage assets is:

Code	Budget Line	Amount	Notes
366 EMR	Conservation Area	£70,000	Crewe Conservation Area Appraisal & Management Plan.

366 EMR Conservation Area (£70,000): Purcell UK is finalising stage 2 of the project, and a report is expected imminently. Stage 2 forms the appraisal of the potential areas, and has focused on background research and historic development, site visits to assess heritage value and definition of the proposed boundary.

Railway Cottages:

The Heritage Manager has been supporting the Railway Cottages Residents Association and Cheshire East Council to deliver the Town Board Warm & Healthy Homes project. The project is in the early stages of consultation on energy efficiency improvements to properties and development of public realm appropriate to Listed Buildings.

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 the migration learning pack provides opportunities to uncover and tell stories not usually considered in Crewe’s heritage narrative. This project includes working with communities to tell stories in their own words and in a way that is right for them. The development of a school’s project to nominate plaques is designed to enable communities to recognise individuals who are not part of Crewe’s heritage narrative currently. It is also designed to ensure no child is excluded from taking part. The Schools & Community Needs Assessments will ensure heritage activity is appropriate and sensitive to all.

5. Sustainability Impact

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

6. Community Impact

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

7. Governance

Crewe Town Council Corporate Strategy 2024-2028

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

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

8. Financial Impact

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

9. Resource Impact

Officer time and budget allocation.

10. Consultation/Engagement

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

11. Wards Affected

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

12. Conclusions

Activity for the 2023/24 Heritage Business Delivery Plan has resulted in:

- Development of a Key Stage 2 school's workshop on Crewe's history that also explores the Science, Maths and Technology curriculum.
- Development of three learning resource packs for use in schools on the themes of Industrial Revolution, Migration and the Second World War in Crewe.
- Development of two self-led trails around the town.
- Delivery of the *Forging History: 180 years of Crewe Works* exhibition and programme.
- Delivery of 72 activities as part of the national Heritage Open Days festival.
- Development of a conservation management plan for the Railway Cottages.
- Development of a Conservation Area Appraisal and Management Plan to be delivered in 2024/25.
- Development of a young people's blue plaque scheme for delivery in 2024/25.
- Support of the Crewe Heritage Centre including securing £45,000 from the UKSPF for a feasibility study.
- Professional support for 43 local organisations.
- £11,500 given to community organisations for heritage projects.

This provides a strong base for the 2024/25 Heritage Business Delivery Plan to build from.

13. Consideration Sought

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



REPORT STATEMENT O&I 4 12.3.24 Item 8

Meeting Operations and Improvements Committee 12.03.24

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

Version Control: v1

Author: Regeneration Manager

1. Report Summary

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

2. Background

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

3. Position

Item and budget code	Status	comments
Business Improvement District 353 EMR £33,204.	Following a successful ballot the BID company is now in development. See below. Final payment to be paid to Groundwork as contract close to completion.	Draft Memorandum of Understanding regarding Bid expenditure -see item below.
CCTV	Additional cameras installed for Cleaner Crewe project. Now located on Alton St and Chambers St	Note £2340 in EMR for data costs
Knife Angel	Project delivered May 2023	
Play area equipment Frank Webb Avenue. 359 EMR £100,749	Completed with exception of zip wire. Opening celebration & photographs to be organised. Signage competition for schools	
356 EMR Town Capital Projects	Rolling Programme of improvements identified and approved in July 2022. <ul style="list-style-type: none"> Tree lighting scheme Victoria St. Re-paint phase 2 	Completed Completed

	<ul style="list-style-type: none"> • Re- paint phase 3 Additional paving repairs and maintenance – quote awaited. • Heritage light restoration including feasibility and costing 	<p>quote awaited.</p> <p>Highways testing of heritage light awaited.</p>
Repurposing the High Street 358 EMR Hoardings and Frontages £21,487		CEC now wish to use Repurposing High St funds for this project. Regeneration Manager will complete work on M&S building and remainder to be completed by CEC.

The budget and delivery plan for 2023/24 is as follows:

Item	Budget	Definition	Comments/Status
Operations			
Equipment Purchase/Repair/Hire	10000	Expenditure on resources for Ranger activity etc.	On- going as required.
CCTV	34500	3- year contract expires 31 st March 2024 for delivery by Cheshire East Council CCTV unit. Maintenance of new cameras mobile cameras including Wi-Fi for q1 2024 onwards. Plus EMR of £2340 contribution to Data costs	£32,160 for CCTV support, plus possible additional costs for maintenance or additional movement of the mobile cameras (additional contract requires further definition). Additional mobile camera purchase may be feasible within budget to support Cleaner Crewe or Town Centre security.
Ranger Service	187469	Service Level Agreement with ANSA to provide for 4 rangers, dedicated to Crewe, supported by 2 vehicles	On- going
Enforcement officer	33242	Contribution to Cleaner Crewe Project. Total Cost £36,176 See Public	To be reviewed by committee- measuring value and

		realm re shortfall.	future recommendation to council. See Item 10.2
Floral Scheme	35000	Provision of the floral schemes through Ansa contract and additional planting enhancements – Summer and Winter displays. New pole planters and baskets purchased £3000	
Play Area Improvement Scheme	100000	With reference to Parks Strategy: Delivery of capital improvement to Brook house Drive Play area. Working in partnership with ANSA in delivery. Brookhouse Road Park development approved See Item - Parks	
Allotments	7000		
Regeneration			
Public Realm	25000	Design services and purchase of Street furniture, signage, painting, lighting and equipment to be defined, to support the town Centre regeneration and activities to support environmental improvements. O&I 31.1.23 Cleaner Crew support – contribution to Enforcement Officer Role £2934 . Wildlife Trust interpretation materials for wildflower meadow £800	Approval £10,000 Jan 2024 to support Victoria Square improvements. Procurement under way. Remaining funds to be allocated to decorative lighting. Not actioned
Regeneration Projects	21000	Resource and project management support for new and existing regeneration projects to be further defined and agreed. Incorporates previous town animation budget. O&I 31.1.23 The committee supported further investigation of resources and	Improving visitor and trading environment in town, with potential support for short – to medium term actions identified through BID development, surveys and data : Investment may

		<p>funding to develop delivery of the Cultural Strategy and gives permission for regeneration projects funds to be utilised to support town centre cultural activities. Knife Angel Event Data purchased.</p> <p>Half Term Animation Delivered</p> <p>Christmas animation Delivered.</p> <p>Animation – Easter holidays £6000 TBC Committed</p> <p>Match funding for Arts Council project <i>development</i> (Bent Architect production)£250 Match funding for <i>delivery</i> of Bent Architect production £5000 May have to be held in EMR pending arts Council final approval</p> <p style="text-align: right;">See below</p>	<p>include: Purchase of data. Town Animation and Cultural activities including: Christmas Animation £5000 Tackling empty properties and engaging with landlords. Shop front improvements. Branding and marketing support or training, Town Signage or banners Security measures. Community involvement in regeneration projects and environmental improvements. Alleyways – creative activities £1500 Wildlife projects £3000 to be further defined.</p>
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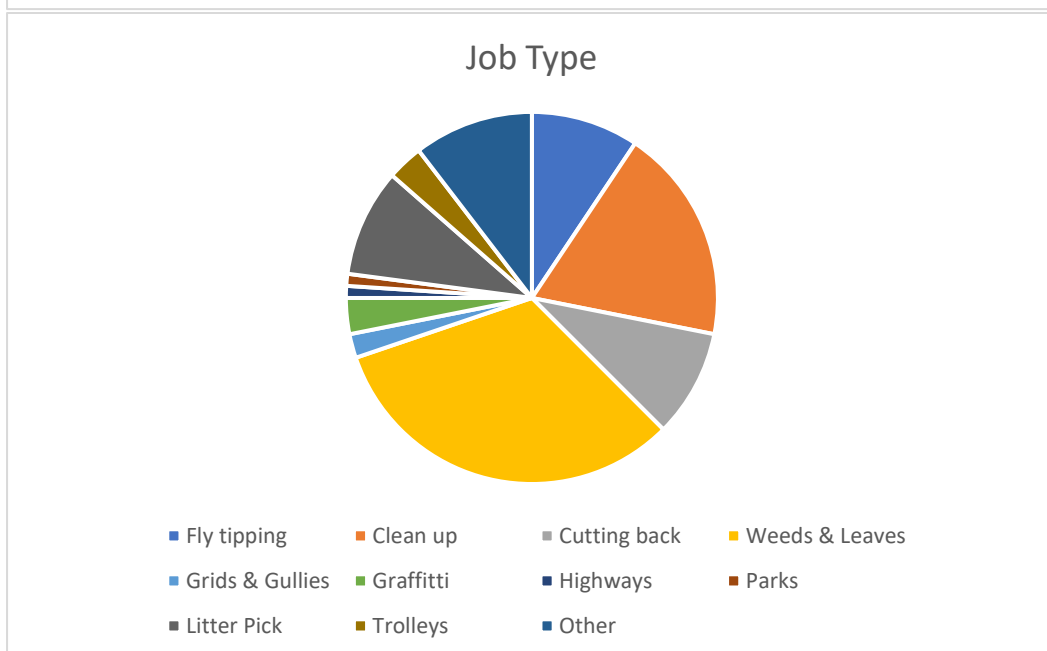
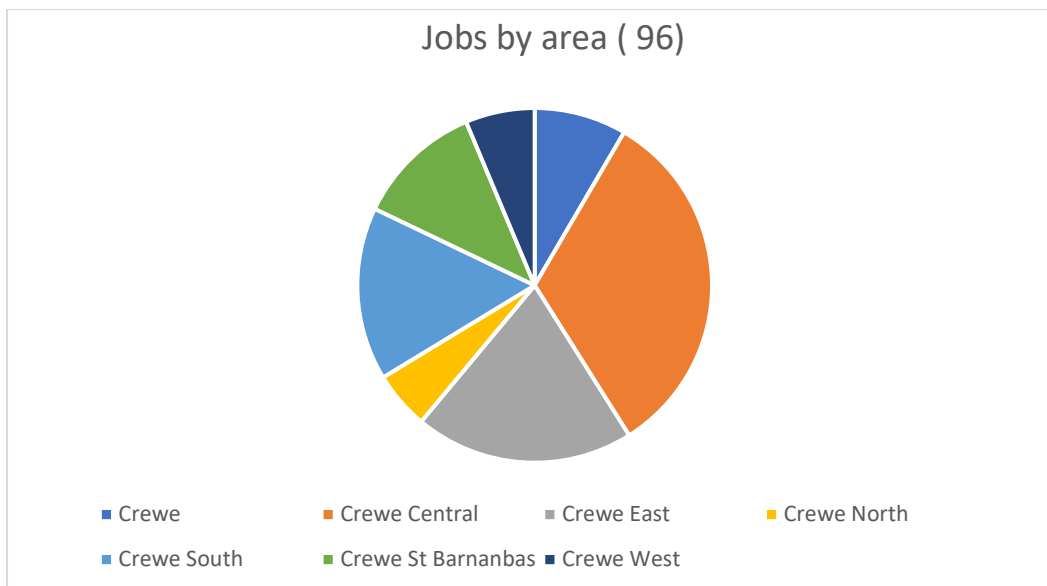
Rangers

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

The winter season has been busy with maintenance to allotment boundaries as well as the regular clean ups, seasonal path clearing and cutting back of shrubs outside of nesting season.

The Rangers are preparing for supporting events such as pocket park openings and activity on Lyceum Square.

Details of Ranger jobs completed and type are below:



CCTV and Town Centre Security

The Regeneration Manager has been involved in discussions with Crewe Local Policing Unit and Cheshire East Council- CCTV and Regeneration officers with regard to funding received by Crewe LPU from Government Safer Streets Funding. In consultation, the Police prioritized some improvements which could be covered through the funding which include additional CCTV cameras and interventions to make areas of the town centre such as the rear access to some areas more secure. In addition to this, the CCTV manager has been rolling out a programme of improvements to convert the service in Crewe from cable to Wi-Fi data supply, which will enable improved images, coverage, and less invasive processes for new cameras to be installed.

New cameras are now being considered for:

Grand Junction Retail Park – discussions opened through BID development.

Victoria Centre – following issues/concerns raised by the Regeneration Manager.
West St by Market Centre
Badger Avenue junction with Vernon Way
Earle Street by Rainbow Street
The vicinity of the History Centre development
Hungerford Rd / Macon Way roundabout
The Southern Corridor stretching from Nantwich Rd Railway Station down to Forge St
Home Bargains and Tesco

There are also discussions taking place which could potentially create opportunities for further extension of CCTV along Gresty Road.

Mobile Cameras – Cleaner Crewe: The CCTV unit team provided evidence from one of the cameras of a fly tipping incident that took place in late October and early November 2023.

The footage supplied detailed individuals leaving a property and fly tipping over 3 days a sofa and some other household furniture. Due to the camera and footage quality, the enforcement team were able to identify the door of the property from which the waste came and invite the householders in for a recorded interview under caution. A suspect admitted the offence and received a £400 Fixed Penalty Notice with a firm warning that any further of the same will result in court action.

Town Centre

Business Improvement District.

The process of setting up the BID company is under way, with accountants appointed to carry out the work. The next meeting is the 13th March at which point the future directors making decisions around interim BID management arrangements until recruitment can take place. Following discussions at O&I in January, the regeneration manager raised the matter of the Town Council's pending decision on claiming back funds spent on the development process. The board suggested the development of a memorandum of understanding between the two organisations. *This is attached in appendix a.*

If members are happy with the proposal, this will be presented at the BID board meeting on the 13th March.

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

Members recently received a link to the video developed to present the production, 'Keep on Keepin' On', which is intended to be staged in empty shops in five towns.

Subject to final funding approval from the Arts Council, the producer has allocated week commencing 4th November for its very first performances, which will be in Crewe. The team visited on 4th October and brought a professional set designer with them to discuss potential work with the UTC.

Final Arts Council funding approval is awaited.

It was agreed at Jan O&I that this funding be allocated from 23/24 budget Regeneration Projects **£5000** As the confirmation from Arts Council is pending, it may be necessary to place the funds in EMR temporarily.

Easter Activity

The regeneration manager is arranging animation in the town centre for the half term holiday in the Market Centre, (which kindly provides changing rooms and facilities), The Market Hall and Market St/Victoria St area. The artists may be supported by volunteers from the Creative Champions.

Public Realm

Victoria Centre

Committee approved expenditure on improvements for the Victoria Square, and procurement of planters is under way.

Lighting

The Regeneration Manager is in the process of seeking quotes for lighting. It is unlikely that expenditure will be made before the year end therefore it is requested that remaining public realm funds are placed in EMR for Town Centre Lighting.

Play areas:

Frank Webb Avenue

Councillor Pratt and the Regeneration Manager have received the entries from Underwood Lane and Leighton Academy schools, for no littering and CCTV signs for the park. The designs will be produced from allocated parks funding supporting volunteers. A photograph and official opening will be organised when we have better weather. This will be linked to installing the signs.

Brookhouse Drive park and play area – Estimates for a variety of improvements have been received and placed for discussion as a separate item.

4. **Equality Impact**
All projects intended to improve the environment and amenity for the community.
5. **Sustainability Impact**
Animation of the town over key periods promotes the town centre.
Lighting in the town centre requires additional resource but should be of low-voltage and used in such a way not to impact on local wildlife.
Ranger activity maintains the environment for the community and provides enhancements to green spaces as well as improving or repairing existing facilities.
Investment in play facilities will be maintained in future years by Ansa/Cheshire East Council.
6. **Community Impact**
Benefit to broad section of Crewe's community
7. **Governance**
Corporate Strategy: A Place to Live in , A Place to enjoy, A community with Pride
8. **Financial Impact**
All activity within allocated budget

9. Resource Impact

Officer and Ranger time augmented by support and input of partners.

10. Consultation/Engagement

- Play areas – consulted on before design process commenced.
- Town Centre Stakeholders engaged in town centre activity planning and delivery.

11. Wards affected

Town Centre activity and improvements serve residents from all wards.

Ranger activity supports all wards according to demand and identified need. The public and councillors are encouraged to submit requests online and to the support officer.

Play areas – St Barnabas and Crewe South

12. Considerations Sought

I. To note the update.

II. To approve the draft Memorandum of Understanding with Crewe BID company, enabling the BID to retain the funds for BID developments and allocate to further activity in line with BID and Town Council objectives.

III. To allocate £5000 from Budget Regeneration Projects for the 'Keep on Keeping On' project from Regeneration Projects to EMR pending arts council confirmation.

IV. The residual Public Realm funding 23/24 be allocated to lighting enhancements in the town centre.

APPENDICES

Appendix a

Draft Memorandum of Understanding between Crewe BID and Crewe Town Council



Crewe Town Council and Crewe BID Company Ltd
Memorandum of understanding

March 2024

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6	Partnership governance and oversight	5
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1 Background

1.1 Crewe Town Council and Crewe BID company share a commitment to the regeneration of Crewe. This document sets out a Memorandum of Understanding outlining a partnership approach between the two organisations over the life of the Crewe BID

1.2 It is an equal partnership

1.3 Crewe Town Council invested in the feasibility, development and initiation of the BID in order to provide businesses with the opportunity to have a strong voice and role in the regeneration of Crewe. The investment was made on the basis that in the event of a successful ballot, the costs could be claimed back over the five – year period. This principle was set out in the BID business plan which received a majority ‘yes’ vote in November 2023. This document outlines how that investment shall be treated as a contribution to the BID, rather than a re-claimable cost.

1.4 Due to the rateable value of Town Council premises falling below the BID threshold, the Town Council will not be a levy payer. Should the Town Council not claim back the investment, it would like to be viewed as a key sponsor of Crewe BID and acknowledged as such through the BID’s marketing and PR activity.

2 Partnership aims and objectives

2.1 The overarching aim of this partnership is to Improve Crewe for the benefit of its residents, businesses and visitors.

2.2 Specific objectives are:

2.2.1 To make Crewe a town to enjoy – to deliver the ambition for Crewe as a stronger, more vibrant and attractive town for its residents and a destination for visitors, and a place to invest.

2.2.2 To improve the environment of Crewe as cleaner, greener and safer – addressing issues of Anti- social behaviour and crime and reducing littering whilst improving the public realm.

2.2.3 Connecting Crewe’s Business Communities: uniting the business community across Nantwich Road, Crewe Town Centre and Grand Junction Retail Park. Giving them a voice in decisions which affect the town and delivering a stronger more attractive and vibrant offer for consumers who live and work in and around Crewe.

3 Partnership activities

3.1 Activities to be delivered by the partnership are:

3.1.1 To create a sense of welcome to the town through improving its visual appeal, safety and presentation. This will be achieved by public realm improvements, or sharing resources, and collaborating in crime reduction activities and discussions.

3.1.2 To collaborate and provide a calendar of events which meet the needs and ambitions of local residents and businesses as well as promoting the town regionally and nationally.

3.1.3 To share marketing and promotional activity and 'good news' stories where appropriate.

3.2 The initial timeframe for partnership activities will be 5 years, commencing in the financial year 2024/25

3.2.1 The Town Council's role in setting up the BID will be acknowledged in its early press releases and on the BID web site as a sponsor and partner.

3.3 Activities will be reviewed annually to ensure that they are being delivered as agreed, and that they are having the intended impact.

4 Monitoring

4.1 All partners commit to ongoing monitoring, with the aim of ensuring accountability and performance.

5 Designated partnership leads

5.1 Each partner will appoint a senior member of staff to lead on the work of the partnership.

5.2 The designated lead member of staff for each partner will be:

5.2.1 Crewe Town Council Regeneration Manager

5.2.2 Crewe BID Manager

5.3 The Crewe BID will include the Regeneration Manager in relevant meetings and sub – groups, and include in general communications.

5.4 The designated leads will maintain regular communication and identify specific opportunities for their organisations to work together, with agreement from their respective committee/board.

5.5 These roles may from time – to time be delegated to other board members, councillors or officers as the needs of each organisation requires.

6 Partnership governance and oversight

6.1 This is a voluntary agreement and as such, requires a light–touch approach.

Both organisations will respect the respective individual governance responsibilities and procedures whilst acting jointly with integrity, transparency and the highest standards.

6.1.1 Plans and allocation of resource (see 7) will be agreed by the BID board and the Town Council and identified in their respective reporting procedures.

7 Financial contributions

7.1 Crewe Town Council – £50,000 over the five years life of the BID

7.1.1 The above amount represents costs already expended by Crewe Town Council and re-claimable from the BID by Crewe Town Council in 1/5 instalments annually.

7.1.2 The amount is identified on the BID budget for expenditure as BID development costs £10,000 per annum.

7.1.3 That the funding is representative of £10,000 per annum match funding balanced against the potential claw back available to the council.

7.1.4 The allocation of this budget will be made in line with agreed priorities as part of each annual plan and where relevant, a reference included to the Town Council as sponsor or contributor.

7.2. Additional contributions might be made by either party to future projects or activities, which would be discussed and agreed on an individual basis.

8 Disclaimer

8.1 It should be noted that by signing this document the partners are not committing to legally binding obligations. It is intended that the partners remain independent of each other and that their collaboration and use of the term ‘partner’ does not constitute the

creation of a legal entity, nor authorise the entry into a commitment for or on behalf of each other.

Signed on behalf of *Crewe Town Council*

..... Date

[NAME, POSITION]

Signed on behalf of *Crewe BID Ltd*

..... Date

[NAME, POSITION]

REPORT STATEMENT O&I 4 12.3.24 Item 9

Meeting Operations and Improvements Committee 12th March 2024

Report Purpose: To provide an update and seek members decisions on Park Improvement budget allocation.

Version Control: v1
Author: Regeneration Manager

1. Report Summary

This report brings together elements related to parks. It provides outlines costs for improvements to Brookhouse Drive Park and asks members to consider whether to allocate 24/25 funds alongside 23/24 funds to the improvements. The report also includes a member request for park signage.

2. Background

Crewe Town Council agreed to allocate £100,000 of improvements to Brookhouse Drive play area for 2023/24. At the last O&I members agreed that the funds could be applied to improvements to the park infrastructure as well as play. This was based on the fact that much of the site is unusable after wet weather, due to poor drainage and a lack of paths to access existing equipment.

3. Position






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

There were 168 responses in total.

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

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

[More Details](#)

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



Many comments were received about use of the park for different ages, zoning, quality of surfaces, maintenance and state of repair, accessibility around the park and the need for

more seating. Much of the existing equipment was liked but required repair. Issues were raised about the need for more equipment for smaller children.

The Regeneration Manager also sought the experience and views of Ward Councillors, who studied the consultation results and made suggestions based on knowledge of previous improvements and community use. Following direction from Committee in April estimates have been produced and itemised below including:

- Additional younger children’s play equipment and installation. Any items would be agreed with the Town Council before ordering. Ansa have stated that they would also use their (limited) maintenance budget where possible to carry out repairs to existing equipment.
- New Zip wire. A popular item but further investigation suggests this item may be reaching the end of use. If that is the case it would not be advisable to invest in new surface for an item which may be safe for only a few more years.
- Re- drawing of markings for the MUGA.
- Drainage and paths to make the site more accessible and usable in all weathers.
- Access to the older children’s play equipment could be improved by installing paths and safety surfaces with at least 100m Type 1 MOT underneath them. It wouldn’t be a perfect solution though it would improve access to the facilities in the wetter months.
- The costs include five benches but with refurbishment of the teen shelter this could be reduced.
- One additional bin by the teen shelter.
- Planting scheme to help to improve the presentation of the park, improve drainage and support wildlife. The design and assistance for this element will be provided by Cheshire Wildlife Trust
- Additional option is for the design to be professionally produced by a landscape designer

Options menu – Please note these are estimated costs and may vary when quotes are sought.

Item	Cost	Notes
Paths	£ 35,000.00	400m x 1.5m. Based on recent like for like quotations, costs could vary.
Play Area Improvements inc. Removals, New Kit & Surfacing	£ 20,000.00	Assuming new play panel and a smaller multi unit (with slide) to be installed on the fenced play area, either removing one piece of equipment to accommodate, or installing on the tarmac (if suitable free space available).
Older Play - Access	£ 28,087.18	Assuming full excavation across the older childrens play equipment, with installation of Type 1 MOT & Rubber Mulch.
Replacement Cableway	£ 27,048.79	With new Mulch Surfacing, including removal of existing cableway.
Seating	£ 5,000.00	Assuming 4/5 x Benches with backs / arms installed off the footpaths.
Teenage Shelter	£ 5,000.00	TBC

Refurbished		
1 x Glasdon Jubilee Litter Bin with Installation	£ 712.40	
Planting Scheme	£ 5,000.00	TBC – Following site meeting / input from Grounds Maintenance
Drainage Scheme – 550m Lateral Drains	£ 16,500.00	Based off recent like for like schemes, costs tbc following site visit with contractor.
130m French Drain	£10,000.00	Based off recent like for like schemes, costs tbc following site visit with contractor.
Outlet	£-	Site Visit required with contractor
Line Marking MUGA	£1,000	
Masterplan - RIBA Stage 2 Concept Design & Topographical Survey	£4,000	
Project Management	£ 15,374.8	Set fee at 10% of overall project costs
Contingency	£ 10,000.00	
Total	£ 179,122.8	

To provide the full ‘menu’ of improvements, including professional design would cost more than the annual £100,000 budget available. However if Council would like to focus on the one park and use both 2023/24 and 24/25 allocations there would be scope to carry out the works as described. If costs come in at or below the estimates then further improvements could be made or additional investment made in another park.

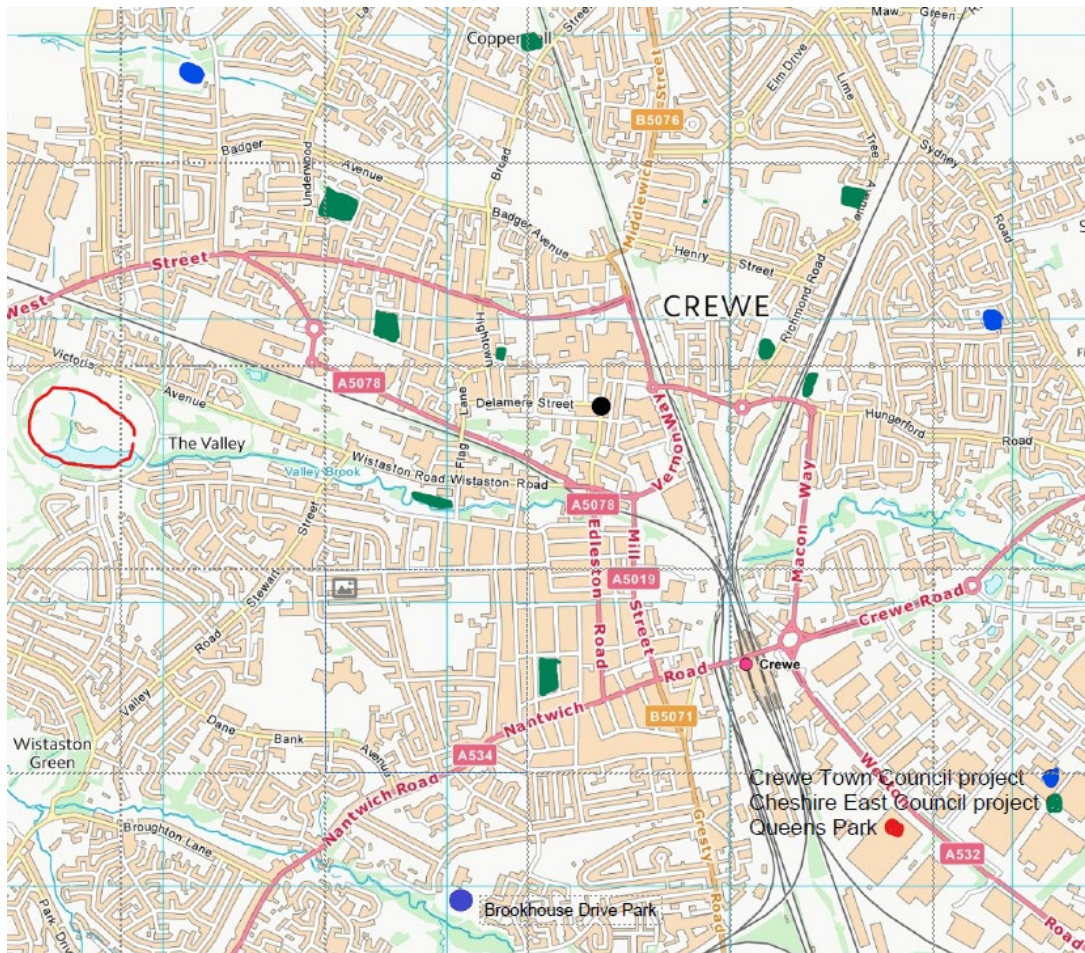
The Park is the largest publicly accessible recreation space in the South of Crewe. A programme of Improvements to other parks in Crewe has been funded by the Town Council at:
Frank Webb Avenue
Lansdowne Road

A further 8 parks are in the process of being developed by Cheshire East Council through the Towns Fund for :

Derby Docks Samuel Street Lime Tree Avenue McLaren Street Valley Park
Queen Street School Crescent Westminster Street

In addition there are plans for land by Jubilee Gardens (to create a Multi Use Games Area)

A map of key park locations is below, to illustrate the distribution of recent and planned investment in parks and leisure spaces and the location of Crewe's Principal park, Queens Park:



Park Signage

It has been noted by members that there is a lack of signage in some of the parks, related to no littering, CCTV, safety information etc.

Whilst Cheshire East Council intends to produce signs for the parks undergoing improvements, it is unlikely that they will be able to fund additional signs in other parks.

Should members be supportive, it may be possible to request that Ansa produce an audit of signage and purchase appropriate signs for the remaining sites.

4. Equality Impact

Parks are available for free recreation of the whole community. Improvements to equipment as well as paving and other structural aspects make them more accessible for all.

5. Sustainability Impact

Improvements to green spaces make use of existing assets where possible and will introduce new environmentally beneficial features to support wildlife conservation and address issues caused by increased rainfall.

6. Community Impact

Well- designed parks benefit all aspects of the community, providing opportunities for recreation and exercise.

7. Governance

Crewe Town Council Corporate Strategy 2024 - 2028

A town to live in

A town to enjoy

A town with Civic Pride.

8. Financial Impact

Funds from allocated budget 2023/24 and potentially 2024/2025

9. Resource Impact

Officer Time

10. Consultation/Engagement

Brookhouse Road Park consultation took place from September to December 2024 and informs the proposals. Ward members also consulted.

11. Wards Affected

Crewe South – Brookhouse Road park

All wards for signage.

12. Conclusions

i. Direction is sought regarding the scope of works for Brookhouse Road Park . The scope will define the allocation of funds and therefore funds available for further park improvements in 2024 /25

ii. Signage has value to provide helpful information and also to encourage positive use of parks. Poor or missing signage can impact on the visual amenity and behaviours.

13. Consideration Sought

i) Decision required regarding allocation of funds to Brookhouse Road Park improvements:

a) To maintain the allocation within 2023/24 funds @ £100,000

b) Recommend to Council to allocate both 2023/4 and 2024/5 funds (up to a limit or to the available £200,000) to improve Brookhouse Road Park.

c) any residual funds to be allocated to other park improvements.

ii) According to the level of funding agreed, members are asked to prioritise where funds should be allocated

iii) To request a survey of signage from Ansa with potential to consider investment in new signs as part of 24/25 delivery plan.

REPORT STATEMENT O&I 12.3.24 Item 10

Meeting: Operations & Improvements Committee 12 March 2024
Report Purpose: To consider onward maintenance of park play areas and play spaces
Version Control: v1
Author: Clerk

1. Report Summary

The report seeks to provide consideration of future proactive management and maintenance of play areas and play spaces in Crewe following investment from Crewe Town Council and the Town Investment Plan Pockets Park Project

2. Background

Crewe's Parks are owned by Cheshire East and managed by ANSA under contract. Crewe Town Council has committed over the past 3 years to invest in play spaces, providing funding for improvements at 3 sites to date.

Under the Town Investment Pla, Crewe was awarded funding, delivered by ANSA, to improve pocket parks in the town, which will see significant investment in play and activity equipment.

3. Position

Cheshire East commissions ANSA to provide play area inspections and maintenance, but this currently is represented by 2 play area inspectors for the entire borough and a very nominal budget for repairs.

Additionally, Crewe Town Council has led investment in play spaces alongside the Town Investment Plan's Pocket Parks project, which will see play areas improved and new equipment installed.

Many of Crewe's parks are subject to anti-social behaviour (ASB), which results in damage to play equipment and leaving younger children with fewer options for play activities.

Due to the lack of funding for repairs, many of these damaged pieces of equipment remain unrepaired for extensive periods of time.

New play equipment is also at risk of early damage due to ASB and as such the investment is at risk.

Crewe Town Council is potentially in the position to address this issue by funding and directing the work of a dedicated play spaces inspector and providing resources (funding and equipment) for repairs. Additionally, this resource will be a visible presence in parks, providing a greater opportunity for engagement and improvement of facilities.

4. Equality Impact

Provision of Crewe Town Council services is delivered within the council’s governance framework associated with equality as well as under national governance.

5. Sustainability Impact

Social – provision of play spaces and play equipment supports positive opportunities for the community to engage in active play as well as social interactions. Provision over a longer period will ensure recruitment to the post and also trust from the community to engage in parks (eg Friends of Groups)

Environmental – Proper and prompt maintenance and repair will ensure equipment is viable and working for longer, reducing the need for replacement

Economic – Maintenance of equipment will protect investment in new facilities and sustain the viable usefulness of equipment.

6. Community Impact

Provision of quality play equipment and play spaces is a positive contribution to the community.

7. Governance

Crewe Town Council Corporate Strategy
Crewe Town Council Financial Regulations
Localism Act 2011
Crewe Town Board Town Investment Plan

8. Financial Impact

Dedicated play inspection officer (including on costs and support costs)	£37,180 (annual)
Vehicle	£6,600 (annual)
Repair budget	£15,000 (annual)
Annual provision	£58,780

The provision for 2024/25 would be reduced as appointment will take some time so likely to from June at the earliest, therefore **annualised for 2024/25** **£48,983**

Tools/equipment	£5,000 (initial)
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Funding for 2024/25 can be provided by council general reserve (subject to council approval)

Tools & Equipment can be drawn from the current budget allocation code 4170 307

9. Resource Impact

Officer time and budget allocation.

Appoint via contract with ANSA to minimise time resource in terms of line management

10. Consultation/Engagement

Engagement with members for corporate strategy and recognition of the value of parks and play spaces.

11. Wards Affected

All

12. Conclusions

- i. That the value in play spaces in Crewe is recognised and that the current Cheshire East resource is not sufficient to support maintenance of the parks
- ii. That Investment in play spaces should be protected as far as is practicable to seek to ensure good maintenance and longevity of useful life
- iii. That provision of a repair budget is required to address issues
- iv. That provision of a dedicated staff resource would provide Crewe with the strongest provision in the borough
- v. That provision of a dedicated staff resource would seek to address issues of ASB and associated dilapidation
- vi. That provision via contract with ANSA would provide a sustainable model in terms of time requirement for oversight and health and safety
- vii. That the council is financial capable of providing this resource without impact on council financial sustainability

13. Consideration Sought

- i. That Council seeks to contact ANSA to provide a Play Park and Spaces Maintenance Officer
- ii. That the officer is appropriately resourced with vehicle, tools and some budget for repairs.
- iii. That the provision is contracted for 10 years
- iv. That the funding for 2024/25 contract is provided from general reserve (plus initial equipment from 4170 307)
- v. That the budget setting process for future years includes for the onward delivery and addressing any learning.



REPORT STATEMENT O&I 4 12.3.24 Item 11

Meeting Operations and Improvements Committee 12th March 2024

Report Purpose: To provide options for Committee to decide on the allocation of Cleaner Crewe funding for 2024/25.

Version Control: v1
Author: Regeneration Manager

1. Report Summary This report provides information for members to consider with regard to future allocation of funding to 'Cleaner Crewe'

2. Background

Crewe Town Council has been supporting the Cleaner Crewe project for two years. This followed on from a Street Scene Service in which two officers were employed by Crewe Town Council to patrol the streets and engage with and educate residents over poor waste management. At the time the Town Council concluded that the process lacked enforcement support and therefore there were limits to what could be achieved in improving the situation.

The council has therefore supported the 'Cleaner Crewe' business improvement project with:

- Officer time
- Ranger support for alleyway clean ups.
- Purchase of equipment for volunteers
- Funding for enforcement officer provision.
- Purchase of two mobile CCTV cameras and wifi data.

The enforcement process comprised of

- CEC adoption of a waste management policy, which enables Cheshire East Council to apply section 46 of the Environmental Protection Act 1990.
- A system of the 'Three Es' Engagement, Education and Enforcement
- The serving of a section 46 notices, to all properties in the pilot area. This notified residents of the waste policy including the times at which bins should be left out and then removed, where waste should be left, bin collection points, which bins to use and how to dispose of large items.
- Residents were then reminded of the requirement to follow the policy or risk receiving fixed penalty notices.
- Warnings to residents in breach of the policy,
- Removal of abandoned bins from the streets
- Serving of Fixed Penalty Notices where evidence is available and where Engagement and Education had not been successful.

This process was also supported by Ansa with regard to bin management and supporting

clean ups, and the Cheshire East Housing team who attended the project section 46 meetings, and engaged with property landlords where ever relevant

The policy is currently only enforced in the section 46 area of 20 streets in Crewe South. Over the project period, the enforcement officers have warned residents found to be in breach of the policy, removed abandoned bins from the streets, investigated fly tipped waste and where able, served fixed penalty notices on individuals and businesses.

Although an officer was recruited and trained to increase capacity, the role has been shared between the Enforcement team members. At times the service has been impacted by reduced staff resource across the team. Over time it has been felt that enforcement has been made more difficult where evidence has been more carefully concealed by persons attempting to evade penalties.

The wider programme has had some notable successes such as the creation of a very active residents group which has organised clean- ups of a number of alleyways and enhanced the alleyways with plants and artwork in collaboration with other groups and organisations. They have also been successful in securing funding to support further enhancements and activities, therefore securing their ability to operate independently and sustainably.

The Pilot has been driven by a Project Manager allocated to the role who has gone 'above and beyond' expectations of the role and become very involved with and supportive of the residents.

Members have received the most recent report from Cheshire East Council which identifies actions taken and captures the measurable data surrounding the project.

Cheshire East Council has now concluded that they should end the Pilot and have re-deployed the Project Manager to another role. The pilot will therefore come to an end on 31st March. The Town Council was not engaged in discussions around this decision and was notified after residents were informed.

The Enforcement Officer employed through the Town Council's funding has also successfully applied for another role, and Cheshire East will not replace the resource without continued funding commitment from Crewe Town Council. The funding was in place on a rolling contract basis but was linked to the delivery of the overall project.

As the role would no longer form part of a wider programme, members are asked to consider options for allocation of the budget for Cleaner Crewe.

3. Position

Following Cheshire East Council's decision to end the pilot, members asked for an options appraisal for use of the allocated budget for Cleaner Crewe in 2024. This has been informed further by a presentation by Chris Allman, Head of Neighbourhood Services for Cheshire East Council. As the role would no longer form part of a wider programme, members are asked to consider options for allocation of the budget for Cleaner Crewe.

The attached presentation from Cheshire East Council (**Appendix a**) States the following:

“Key Learning Points

The sustained effort over 2 years has demonstrated that :

This problem will not go away—it can only be managed

The nature of the housing profile in Crewe South creates a constant churn of new tenants

The S46 Notice message has to be continually repeated to be effective

It may be useful for a S46 Notice to be reissued to certain properties with new residents to ensure any further action is proportionate

The project was optimised in 2022 with 2 enforcement officers

All street based/patrol aspects could be covered—with only administrative factors still being an issue.

Cover available for absence

Regular bin patrols are key to maintaining clean streets and alleyways If the patrols stop—the bins creep back

If the bins creep back—they attract bagged waste and fly-tipping

Education aspects and bin patrols could be undertaken by an alternative resource and not necessarily an enforcement officer.”

An options appraisal for members to consider is to be found in **appendix b**

4. Equality Impact

Crewe is more adversely affected by poor waste management than any other town in Cheshire East.

The Cleaner Crewe Pilot attempted to address issues in 20 streets but the issue is wider within Crewe both Crewe South and other areas – in particular in Crewe Central, St Barnabas and Crewe East.

5. Sustainability Impact

The Cleaner Crewe Pilot incorporated sustainability by increasing resident participation in and ownership of the issues. The decision to continue support may affect that sustainability and the opportunity to widen the benefits to other areas.

Improved environment and waste management contributes to sustainability of the town.

6. Community Impact

Cleaner streets support the health and well-being of the community.

Alleyway improvements add to the amenity and social opportunities for residents in densely populated areas of the town.

7. Governance

Crewe Town Council Corporate Strategy

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.

8. Financial Impact

Dependent on decisions taken by Committee – the application of budgeted funding of £37,277 towards Cleaner Crewe.

Should additional services be considered, this would be outside committed budget for 24/25 and therefore would be referred to Council to consider where additional funding could be found.

9. Resource Impact

Existing Officer time, plus additional space and resource should members consider expansion of service or development of additional resource internally.

10. Consultation/Engagement

Resident Smart Survey results awaited from CEC regarding the impact of the Cleaner Crewe project.

11. Wards Affected

Currently Crewe South. Other wards may be affected depending on decision of committee as to scope and coverage to be provided by alternative service arrangements.

12. Conclusions

Issues of poor waste management in Crewe were subject to a pilot project which will end on 31st March. The project adopted a holistic approach, looking at many elements which play a part in tackling fly tipping and poor waste management. The budget allocation for Cleaner Crewe was intended as a contribution to a wider project with additional resource from Cheshire East Council. This resource has been removed and the funds allocated will therefore have a more limited impact. Members are asked how they believe the funds can most effectively be allocated or indeed whether they would like Full Council to consider a larger – scale investment to back- fill the loss of resource or widen the benefits to the rest of Crewe.

13. Consideration Sought

Committee is asked to consider allocation of the Cleaner Crewe funding from options provided or to suggest an alternative route:

- A. Do nothing
- B. Continue grant to Cheshire East Council for enforcement
- C. Ongoing education and engagement through Neighbourhood Officer role
- D. Additional Ranger(s)
- D. Service and operational development
- E. Neighbourhood resource development

F. Commission additional street clearing/cleansing

G. Commission additional environmental education

Appendices

Appendix a - Cheshire East Council Options presentation

Appendix b- Crewe Town Council Options Paper

Cleaner Crewe

Options Appraisal for Future Planning
Feb 2024



Key Learning Points

- The sustained effort over 2 years has demonstrated that -
 - This problem will not go away – it can only be managed
 - The nature of the housing profile in Crewe South creates a constant churn of new tenants
 - The S46 Notice message has to be continually repeated to be effective
 - It may be useful for a S46 Notice to be re-issued to certain properties with new residents to ensure any further action is proportionate
- The project was optimised in 2022 with 2 enforcement officers
 - All street based/patrol aspects could be covered – with only administrative factors still being an issue
 - Cover available for absence
- Regular bin patrols are key to maintaining clean streets and alleyways
 - If the patrols stop – the bins creep back
 - If the bins creep back – they attract bagged waste and fly-tipping
 - Education aspects and bin patrols could be undertaken by an alternative resource and not necessarily an enforcement officer

Introductions

- Crewe Town Council
- Cheshire East Council

Open

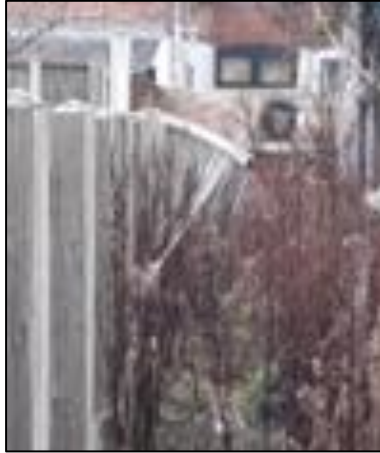
Fair

Green

45

Case Study: Camm St

- Vegetation and a broken fence prevented residents from keeping bins at the rear of their properties
- Keeping bins on the street disrupts the Cleaner Crewe objectives



- Community Payback Team cleared the alley
- Friends of Crewe South 1 Alleyways repaired the fence
- Community Enforcement Officer issued guidance on bin management to residents



Fine issued for bins left out.

Open

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Green

46

Case Study: Edleston Rd/Brooklyn St

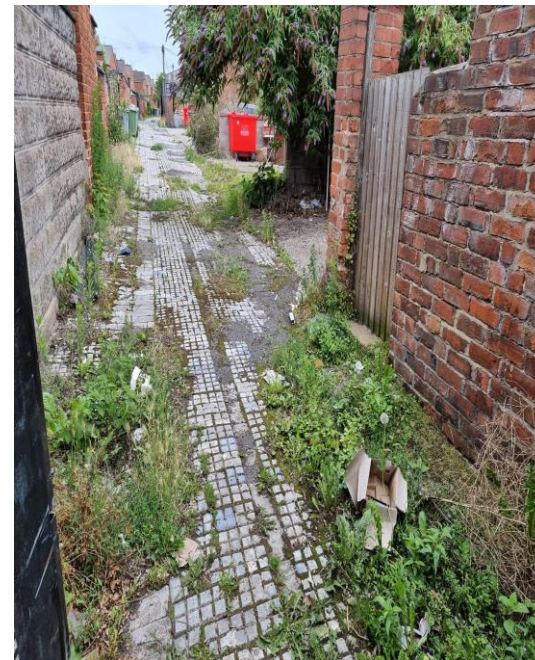
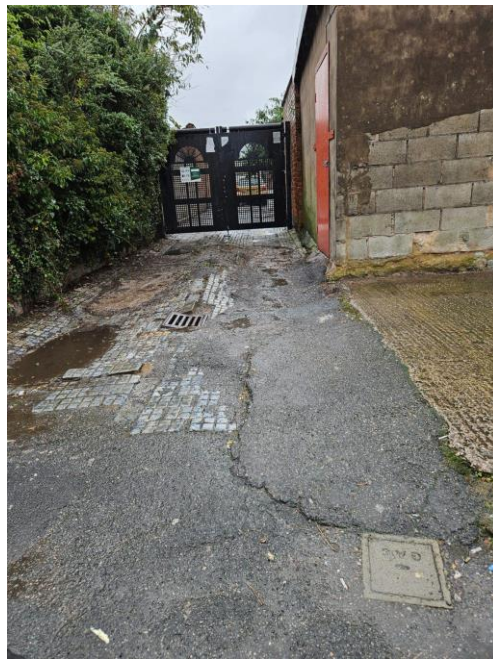


Multi agency working -

- Landowner
- Crewe Town Council
- Cheshire East
- ANSA
- Community Payback Team
- Friends of Crewe South 1 Alleyways
- Local MP
- Local Business – RTS Blu-3



Case Study: Furnival St/Nantwich Rd Alley



Involving local businesses together with residents

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Case Study: Walthall St/Westminster St Alley



Involving local businesses together with Local MP's office, residents and Emerging Futures.

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Resident Feedback

- It makes a nice, clean environment for the children. (Westminster St).
- Children are making friends and adults are talking to and socialising with their neighbours more in the alley. It's really nice to see. (Hammond St).
- In the 28 years I've lived here the alley has never looked so good. We now use it regularly to relax, catch up & have a brew. (Chapel St/Lord St).
- It's absolutely brilliant. My grandchildren have never been out in the alley because of all the rubbish, but now it is clean and safe for them to just come out and play. (Maxwell St).
- Who would have thought that just a year ago we were walking through muck down our alley. We now have a pleasant area for all to enjoy. We love our alley. (Walthall St).
- The alleyway is looking fab and the pots have stayed good over the winter. It will be great for the summer. (Myrtle St)
- Its brilliant and I've enjoyed helping as well. I can get the kids out here now. It's been nice talking to the neighbours and I've met loads of new people. (Maxwell St).

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Key Learning Points

- Increased enforcement activity builds resident trust that the Council cares
 - Residents are more willing to report fly-tipping when they believe action will be taken
- A lot of enforcement officer time is spent on office-based admin
 - Systems need to be capable of supporting the specific case management aspects of enforcement
 - Investment in technology would potentially increase officer street-based time
 - Admin support in the Street cleansing and enforcement teams could enhance knowledge sharing, reduce duplication, speed up processes and increase enforcement officer's street time
- A benefit of the engagement process means that historical matters that would have normally received standard replies are now addressed which has built trust and reduced the number of complaints received
 - An enforcement representative attends the Friends Group meetings (until Mar 24)

Key Learning Points

- Regular multi agency meetings have enhanced internal communication and facilitated improvement -
 - Enforcement team
 - Housing team
 - ANSA (Bin collection operations)
 - ANSA (Street cleansing)
 - Crewe Town Council
- There will always be some good residents and community champions
 - They need to be supported
 - They need to be heard
- Implementing access to translation services has enabled us to manage the cultural diversity

Legislation

At the project commencement, a number of legislative powers were considered and reviewed by Legal Services. This was reduced to 3 options with the recommendation being the Section 46 Notice.

	Advantages	Disadvantages
Section 46 Notice (Preferred Option)	<ul style="list-style-type: none"> • Civil process – due to decriminalisation of this legislation • Tested on a small scale in pilot area • Supports differentiation between fly tipping and misrepresentation of waste for collection 	<ul style="list-style-type: none"> • Labour intensive • Needs a robust case management system • Must be withdrawn if no resource available to police it • Yet to be tested in Civil court for debt recovery
Public Space Protection Order (PSPO)	<ul style="list-style-type: none"> • CE already has a number of these set up and knows the procedure • No legislative requirement to issue warning letters ahead of enforcement action. 	<ul style="list-style-type: none"> • Criminal process * • Needs a robust case management system • Public consultation required to initiate then to renew every 3 years • Labour intensive
Community Protection Notice (CPN)	<ul style="list-style-type: none"> • Useful if an individual causes multiple issues – can be added to an individual CPN already in existence 	<ul style="list-style-type: none"> • Only covers an individual or business • People in this area are transient • Detrimental community impact, and other methods attempted must be evidenced

*Criminal process would need a high threshold of evidence to constitute criminalising this behaviour – has enough been done to show that legislation currently in use (Section 46 notice) DOES NOT work?

Resources – moving forward

- 1 x Community Engagement Officer (0.75 FTE)
 - Hotspots management
 - Alley regeneration plan
 - Feedback loops and information flows
 - Central point of contact
- 2 x Waste Advisory Officers
 - Bin patrols
 - S46 warnings
 - Bin and waste management advice
 - Abandoned/contaminated bins
- The above roles would call upon a non-dedicated Enforcement resource when more specific enforcement action is required, for example, fly tipping investigations.
- Admin support in the Street cleansing and enforcement teams would enhance knowledge sharing, reduce duplication and speed up processes
- Based on current S46 area requirements of 2,500 houses, 27 alleyways
 - High rental, many HMOs, low owner/occupier, multi-cultural
 - Scale up/down required for rollout/transfer considerations



Questions

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O&I 4 Item 11 Cleaner Crewe app b Options Table

Option Title	Definition	Advantages	Risks	Corporate Strategy Key Themes
A. Do nothing	To take no direct action with regard to service provision and delivery but seek, through discussion and engagement, that CEC delivers greater enforcement and increased service delivery in all areas of related concern	<ul style="list-style-type: none"> i. Zero cost to Crewe Town Council ii. No financial and resource requirement for Crewe Town Council iii. CEC could may deliver effective enforcement that will address the situation iv. Opportunity to invest resources in alternative projects or services. 	<ul style="list-style-type: none"> i. Does not fulfil the corporate strategy ii. Does not meet residents' expectations iii. does not demonstrate positive intent iv. Budget constraints for CEC council mean that removal of funding would lead to reduced enforcement resource for Crewe v. Issues which were previously being addressed in the 20 allocated streets will no longer be resourced. vi. Brings in to question CEC's ability to use section 46 of legislation as no longer consistently enforced. 	None
B. Continue grant to Cheshire East Council for enforcement	To continue to fund additional Enforcement Officer time to support the 20 streets in the previous pilot area	i. Funding allocated to Cleaner Crewe therefore budget is available for 2024/25.	i. 1 year contract would make recruitment difficult.	A town to live in A town to enjoy

O&I 4 Item 11 Cleaner Crewe app b Options Table

		<p>ii. Enables element of Cleaner Crewe Project to have continuity.</p> <p>iii. Enables s. 46 to continue to be enforced.</p> <p>iv. Demonstrates continued support for community.</p>	<p>ii. Resource will require training and 'bedding in' period to have impact.</p> <p>iii. Does not tackle areas outside current section 46 area therefore unequal distribution of CTC funds to one specific ward.</p> <p>iv. Resource is tied in with wider CEC ability to provide cover.</p> <p>v. 'wrap around' support such as Section 46 meetings management and housing involvement is not resourced.</p>	
<p>C. Ongoing education and engagement through neighbourhood officer- type role</p>	<p>To provide a role to engage with residents and businesses to inform and advise with regard to proper waste practices and to support resident activity in allocated streets.</p> <p>Proposed role 0.75 FTE as per CEC options appraisal</p>	<p>i. The SIO service, followed by CEC project manager provided a foundation for this work to continue,</p> <p>ii. Can address some of the cause of on street waste through tackling lack of understanding .</p> <p>iii. Provides 'on street presence and intelligence to support wider Cheshire East enforcement</p>	<p>i. Already understood that impact is limited without enforcement and additional service support such as waste removal.</p> <p>ii. Requires additional resources in terms of vehicle, office space, support and materials.</p> <p>iii. S. 46 area is the only area where bin enforcement takes place, therefore risk of lower</p>	<p>A Town To Live In A Town to Enjoy</p>

O&I 4 Item 11 Cleaner Crewe app b Options Table

		<ul style="list-style-type: none"> iv. Opportunity to engage community via CTC – managed comms. 	<p>priority attention when calling on CEC enforcement services.</p> <ul style="list-style-type: none"> iv. ‘wrap around’ support such as Section 46 meetings management and housing involvement is not resourced. 	
d. Additional Ranger(s)	The council could contract for additional Ranger (s) to build the impact of the Town Ranger Service and clean up alleyways and streets.	<ul style="list-style-type: none"> i. Building on existing success ii. additional capacity for addressing larger projects iii. additional capacity for covering more areas of Crewe iv. Allows for more seasonal/strategic approach due to greater capacity v. visible service vi. Community engages positively with the existing service vii. contracting model is supported by ANSA in terms of H&S and operating practices 	<ul style="list-style-type: none"> i. Costs are ongoing and will increase ii. Additional budget required to fund vehicle. iii. some limitations due to linear structure of the service level agreement and ANSA staffing structure iv. requires increased management support to direct and monitor work output. v. Does not address enforcement element. vi. danger of mixed messages – focus on cleaning up waste encourages expectations and understanding that it is acceptable to abandon waste in streets. 	A Town To Live In A Town To Enjoy

O&I 4 Item 11 Cleaner Crewe app b Options Table

		<p>viii. Can address street cleansing issues</p> <p>ix. Increased capacity can be allocated specific aspects/areas of responsibility – eg areas, wards, types of task specialisms</p>	<p>vii. Model does not encourage improvement to behaviours and sustainable regeneration.</p> <p>viii. risk of ‘double taxation’ ie. duplication of activities which are currently the responsibility of Cheshire East Council.</p> <p>viii. ‘wrap around’ support such as Section 46 meetings management and housing involvement is not resourced.</p>	
<p>D. Service and Operational Development</p>	<p>Take on the Cleaner Crewe project with a wider scope of cover:</p> <ul style="list-style-type: none"> • Enforcement resource • Neighbourhood co-ordination resource. <p>Providing funding for both external enforcement and internal expertise: to provide additional capacity for partner engagement, project delivery and work planning.</p> <p>Widen scope of project to encompass all of Crewe.</p>	<p>i. Consistent co-ordination between the Council, residents, ranger support and other partner services.</p> <p>ii. issues raised with other local agencies as required, tracked and chased up to conclusion.</p> <p>iii. Visible Service and support.</p> <p>iv. Practical delivery is perceived positively by the community</p>	<p>i. Spreading of responsibility between engagement/planning and practical delivery</p> <p>ii. Requires internal resourcing in terms of support and management</p> <p>iv. Will require financial resource, office space and vehicle.</p> <p>v. ‘wrap around’ support such as Section 46 meetings management and housing involvement is not resourced.</p>	<p>A Town To Live In A Town To Enjoy A Town with Civic Pride</p>

O&I 4 Item 11 Cleaner Crewe app b Options Table

		<p>v. Ongoing engagement with CEC relating to on-street waste.</p> <p>vi. Control over communications.</p>		
<p>E. Neighbourhood Resource Development</p>	<p>i. Expanded Support and development of community – led schemes and projects, such as food growing, park friends’ schemes and community clean – ups.</p> <p>friends’ and introducing best – practice from other areas.</p> <p>iii. Searching for and developing internal investment through funding and sponsorship.</p> <p>iv. Working with partner agencies to improve the town environment.</p> <p>v. Managing projects to involve and include marginalised or hard – to reach groups in positive environmental activities.</p>	<p>i. Visible support to maximise the potential of community groups to make changes to the town environment and improve sustainability beyond completion of projects,</p> <p>ii. Develop schemes which have been uncovered through work of SIOs and take advantage of established learning.</p> <p>iii. Provide additionality to Town Council funding, to create further opportunities for positive change.</p> <p>iv. Engender support for and enable Crewe projects, and provide an informed local contact to evidence or deliver schemes such as selective licensing, reducing littering and</p>	<p>i. responsibility would have to reflected in additional pay grade.</p> <p>ii. Groups may not wish to work with the Town Council.</p> <p>iii. Further resources may be required to deliver schemes.</p> <p>iii. Applications may not be successful.</p> <p>iv. Agencies may not choose to work with the town council.</p> <p>v. Potential to duplicate work unless demarcation of responsibilities is agreed.</p> <p>vi. Anti- social behaviour and poor waste management may not be reduced.</p>	<p>A Town to Live In A Town to Enjoy A town with Civic Pride</p>

O&I 4 Item 11 Cleaner Crewe app b Options Table

	<p>vi Reporting and seeking resolution of issues affecting the appearance of neighbourhoods - engagement with businesses, residents and other agencies.</p>	<p>improve the sustainability of the town and environment,</p> <p>v. Greater inclusion in Town Council projects. Reduce anti- social behaviour and create local ownership of projects and improvements.</p> <p>vi. Addressing problems which negatively affect neighbourhoods such as reporting of dilapidated properties, planning enforcement issues and neglected spaces.</p>	<p>vii. Issues might not have a natural 'owner' and issues might not be resolved. Time resource may be required to resolve complex matters.</p> <p>viii. 'wrap around' support such as Section 46 meetings management and housing involvement is not resourced.</p>	
<p>F. Commission additional street clearing/cleansing</p>	<p>Potential to directly commission additional waste collections of fly tipping and on street waste – potentially scheduled visits to specific areas of town.</p>	<p>i. Removes waste from streets regularly</p> <p>ii. Improves street scene for communities suffering significant issues due to poor on street waste</p> <p>iii. Practical delivery is perceived positively by the community</p>	<p>i. Does not offer any additionality</p> <p>ii. Waste services is a service of Cheshire East Council</p> <p>iii. No engagement and not addressing the cause or related factors.</p> <p>iv. No enforcement.</p> <p>v. 'wrap around' support such as Section 46 meetings management and housing involvement is not resourced.</p>	<p>A Town To Live In</p>

O&I 4 Item 11 Cleaner Crewe app b Options Table

<p>G. Commission additional environmental education from external provider</p>	<p>Commission Ansa to deliver a programme of education and co-ordination of waste – related education to Crewe.</p>	<p>i. Links to responsible waste authority and links to existing resources/ knowledge. ii. Opportunity to influence best practice and support for Crewe. iii. Employment and space resource supervision sits with partner body</p>	<p>i. CTC resource still required to co-ordinate contract. ii. Removes direct management and influence for CTC. iii. Relies on Ansa ability to accommodate within their organisation. iv. Term of contractual commitment may influence ability to recruit. v. Does not tackle breaches of environmental legislation. vi. 'wrap around' support such as Section 46 meetings management and housing involvement is not resourced.</p>	<p>A Town to live in A Town to enjoy</p>
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REPORT STATEMENT**O&I 4 12.3.24 Item 12**

Meeting: Operations and Improvements Committee 12th March 2024
 Report Purpose: To consider matters related to the O&I Delivery Plan 24/25
 Version Control: v1
 Author: Regeneration Manager

1. Report Summary
 This report sets out and seeks guidance on the O&I delivery plan based on the approved budget for 2024/25

2. Background
 The 2024/25 budget was approved by council in December 2023 and was re- visited in January 2023. The Council is considering new committee structures and responsibilities which might affect this committee’s terms of reference and priorities.

3. Position
 The table below displays the budget headings and a description of the delivery costs. Included in 2023/24 budget.

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

Some detail has been received regarding operational and project costs which were approved by committee in January. Pending the review of committees it is proposed not to enhance the plan with any further detail until the May meeting. A summary of what has been agreed and minor changes are below:

3.1 Operations:

i. Weeds – agreed to allocate contract to Ansa

To carry out the weed spraying listed below:

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

Start April/May 2024

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

ii. Floral Schemes (Ansa)

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

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

iii. CCTV £37456

New cost : £35118.72

There is a slight reduction in forecasted costs due to investment from Cheshire East Council in a new Wi-Fi system and safer streets funding. This will enable

further support of Data for mobile CCTV related to Cleaner Crewe up to the value of £2337.28

iv. Cleaner Crewe: £37,277 See agenda Item: Cleaner Crewe

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

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

i. Play area Improvement Schemes (£100,000) See Agenda Item 9

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

- Lansdowne Road - delivered
- Frank Webb Avenue - delivered
- Brookhouse Drive – to be delivered with £100k allocation from 22/23

Cheshire East Council is also investing Towns Funding in to

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

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

At the January meeting members agreed to consider investing in improvements which could be made to extend the useability and sustainability of parks beyond that of play area upgrades such as designing out crime through structural changes, improving paths and drainage and new planting schemes. Investment of 24/25 budget discussed as separate agenda item.

ii. Regeneration Projects: (£21,000)

At January meeting, members agreed for budget to be used to improve engagement in public spaces in the town centre and parks by commissioning:

- **Park Activities** to support community engagement with local parks.
 - **Animation activities and support.**

- Employment of casual staff to oversee animation delivery and represent the Town Council.

iii. Public Realm £25,000

Priorities for Public Realm to be:

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

Item relating to Delivery plan update 23/34 also identifies earmarked reserve for town centre lighting.

3.3 2024-25 Business Delivery Plan Heritage:

	BUDGET HEADING	APPROVED BUDGET VALUE (£)	DESCRIPTION	DEFINED SPEND ALLOCATION (£)
4727 473	Heritage Projects	£20,000	School Workshop Support Community Group Engagement Memberships and Conferences	£3,500 to create a grant pot to be drawn down by Crewe Parish Boundary schools to access Crewe Heritage Centre school workshops free of charge. £16,000 to appoint a freelance community engagement specialist to work with key community groups to highlight diverse heritage narratives. £500 to access relevant professional support.
345 EMR	Heritage	£33,169	Plaques Schools & Community Needs Assessment Procurement of a Learning Officer Valley Brook Interpretation	£800 for Ada Nield Chew and Wilmot Welch. £5,000 to undertake a needs assessment for schools and community groups. £10,890 to secure a bid writer to apply for

			Unallocated	revenue costs for a Learning Officer. £10,000 to support interpretation of the heritage of the Valley Brook £6,479
366 EMR	Conservation Area	£70,000	Crewe Conservation Area Appraisal & Management Plan.	£56,281.25 ex VAT to develop a conservation area appraisal and management plan for Crewe for Cheshire East Council to adopt.

4. **Equality Impact**

Services delivered across the community.

5. **Sustainability Impact**

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

6. **Community Impact**

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

7. **Governance**

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

8. **Financial Impact**

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

9. **Resource Impact**

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

10. **Consultation/Engagement**

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

11. Wards Affected

All

12. Conclusions

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

13. Consideration Sought

- i) To note the update.

- ii) Are there any additional matters which members would like to be included in the delivery plan at this stage?

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