

## Appendix A

### Advantages and Disadvantages of Sites Considered in Crewe

#### 1. Municipal Buildings (including Market Sheds area)

Advantages	Disadvantages
The site is in the centre of Crewe, within the regeneration zone	The site is tucked away behind the main building line and Market Hall and would not have the desired impact on the public spaces and architectural environment of Crewe town centre that is aspired to
Locating the Crewe History Centre on this site would put it with Crewe's most prominent heritage assets, i.e. the Municipal Building and Market Hall	The existing building is Listed by dint of being attached to the Municipal Building, listed building consent would need to be obtained for the new works, and may incur additional cost
elevate the status of both buildings	The new building would preferably be linked to the Municipal Building, forming a level route would be problematic
The site is owned and controlled by Cheshire East Council	Linking the new building to the Municipal Building would necessarily be with a long, thin length of building, which would be inefficient
The new building has the potential to create a new public space behind the Municipal Building and Market Hall, linked to Lyceum Square	The Eastern façade would join the Vernon Way and Railway noise pollution zones and attention would need to be paid to acoustic insulation when considering ventilation systems
The existing offices are 3 storeys high so there should be no issue about the height of the new building	The Municipal Building offices are currently occupied, which will incur relocation costs and may delay the programme
By its nature, linking the new Crewe History Centre to the Municipal Building would provide co-location with other partners or compatible services	Estimated services loads for the Museum building and services indicate upgrades will be required. Electrically there will be a need for a new substation as the estimated new building load exceeds 500kVa.
	The listed status of Municipal Buildings would impose limitations with regards to mechanical and electrical servicing
	Access for future service vehicles is constricted
	Access for construction is constricted

## 2. Old Library Site

Advantages	Disadvantages
The site is in the centre of Crewe and in the centre of the regeneration zone	The existing basement car park headroom is insufficient for a building, so either needs to be demolished, or retained as parking
The site is owned and controlled by Cheshire East Council	The Archive Service has stated that they do not want a basement for archive storage
The site is prominent, facing the Municipal Building across Memorial Gardens, with the desired pedestrian routes each side of the site	The existing podium also forms an access to the Law Courts. Access to the Law courts will need to be maintained during construction and reformed in the final design
The building is currently vacant	The existing podium acts as a barrier to the pedestrian links through the regeneration area to the East of the site on the north/south axis
The development of the site could create/reinforce pedestrian and visual links through the regeneration area north/south axis	Loss of town centre parking spaces
The Library site is the most prominent, with facades to the North, West and South	Estimated services loads for the Museum building and services indicate upgrades are required. Electrically there will be a need for a new substation as the estimated new building load exceeds 500kVa
The new building has the potential to create a new public space to the Law Courts to the East, Christ Church Tower and Crewe Lifestyle building to the South	
The existing library are 3 storeys high including a semi-basement so there should be no issue about the height of the new building	
There is sufficient area on site for co-location with other partners or compatible services. It would be adjacent to Crewe lifestyle and the library services within	
Access for future service vehicles is good	
Access for construction is good	
The site is away from the noise pollution zones	

### 3. Police Station

Advantages	Disadvantages
The site is in the centre of Crewe and in the centre of the regeneration zone	The site is tucked away behind the library and Law Courts and would not have the desired impact on the public spaces and architectural environment of Crewe town centre that is aspired to
The Police Station site would have prominent façades to the West and South	The site is not owned or controlled by Cheshire East Council
The new building has the potential to create a new public space to Christ Church Tower to the East and Crewe Lifestyle building to the South	The Police Station is currently occupied, which will incur relocation costs and may delay the programme
The existing Police Station is 5 storeys high so there should be no issue about the height of the new building	The site is away from the main pedestrian route along Prince Albert Street as a pedestrian route past the Law Courts would not be developed by this proposal
There is sufficient area on site for co-location with other partners or compatible services. It would be adjacent to Crewe lifestyle and the library services within	
Access for future service vehicles is good, and potentially the best of the three sites under consideration	The Eastern façade would join the Vernon Way and Railway noise pollution zones and attention would need to be paid to acoustic insulation when considering ventilation systems
Access for construction is good	Estimated services loads for the Museum building and services indicate upgrades are required. Electrically there will be a need for a new substation as the estimated new building load exceeds 500kVa

## **Appendix B: A History Centre – a Vision for the Future**

### **Background**

Cheshire Archives and Local Studies (CALS) is a shared service of Cheshire East Council and Cheshire West and Chester. It has been based at the Cheshire Record Office in Duke Street, Chester since 1986, having previously been at Chester Castle since 1948. The current Record Office is a converted 19th century warehouse. It was designed to be occupied for 10 years when it was converted in the mid 1980s and it is now full, with storage dispersed across the county.

Critically, the Record Office is also no longer suitable for the storage of archives. The correct environment for the long term preservation of archives cannot be maintained in about 40% of the building and permanent damage to the archives is increasingly likely, with action on resolving this becoming urgent. In addition, accommodation for staff, volunteers and public falls below current expectations and its suitability is being questioned on health and safety grounds. Access no longer meets current expectations and needs and, although the digitisation of Cheshire's archives has made considerable progress, the huge potential for more and a wider range of people across the county to engage with this unique part of Cheshire's history, is difficult to realise within the current facilities.

The service secured Accredited Archive Status in 2015, with very positive feedback about its vision for the future of the service, but with the proviso that definite steps must be made towards securing new premises to ensure long term preservation of the archive collections and to enable delivery of the vision for the service.

This is, however, an opportunity to envisage a new type of service, in which the archives are well-managed in suitable storage, for current and future access, and in which many more people can access the archives in all sorts of different ways. Elected members in both authorities approved the development of a delivery model for the service which sees two 'history centres' in Chester and Crewe, which will help to deliver this goal. The service can engage a much wider audience, supporting health and wellbeing, learning and regeneration programmes, and bringing this unique part of Cheshire's story to life.

### **Archives Service Vision**

A 10-year vision for the service, which was approved by elected members from both Councils in 2016, sees CALS:

- Having secured new facilities that are inspiring and accessible to visitors, which provides access to collections and with space for staff, volunteers, collections and future growth
- Using Information Technology to bring the collections closer to people
- Reaching more and a wider range of people through new activities and opportunities both on-site and around the county.

- Having increased and diversified funding, including commercial activity, putting the service on a more sustainable basis.

The vision for the service is: ***'Easy Access to Histories. Collecting evidence of Cheshire's communities lives, past and present'***. Central to this vision is a) the need to provide new premises for the service, its activities and the collections, and b) bringing collections closer to people.

The vision seeks engagement with new audiences and collecting archives which reflect this. It will be delivered through digital engagement and personalisation of services and cultural engagement through collections partners and volunteers, (including 'remote' volunteers via internet and in libraries), can help to extend, deliver and add value to services offered.

The History centres project will help to deliver the service vision. This project will:

1. Establish two new history centres, in Chester and in Crewe:
  - The centre in Crewe will focus on access and engagement, housing material archives of direct relevance to the area and its history and is part of a larger regeneration programme that will breathe new life into the town.
  - Chester will both provide access and engagement, but also provide storage for archive and local studies collections from across the county.
2. Present the collections in different and more engaging ways. We want to work with artists, museum curators and others to tell stories from Cheshire's past and make those parts of the service which tend to be hidden (e.g. our stores) more visible.
3. Deliver a range of activities that bring the collections to a wider range of people. Learning, digital and community engagement programmes will be targeted at specific audiences, and we will undertake detailed audience development work to establish which audiences these will be and in what way they want to engage with the service.
4. Ensure that Cheshire's rich written heritage is preserved for future generations on behalf of our communities.
5. Improve satellite access points in libraries to tailor these to the needs of the local community.
6. Improve the quality of collections information and the platforms for delivering this to make collections discovery much easier.
7. Improve heritage skills within the wider community and for staff and volunteers. We have a track record of supporting and training people to deliver heritage projects that help to preserve the community memory.

8. Build on relationships developed through community engagement work to develop the collections, to increase their relevance to present-day Cheshire.

“The Panel commends the strength of your people-centred vision”  
*Archives Accreditation panel*

Long term, this project is not just about the sustainability of the service as the home for Cheshire’s written heritage but an opportunity to ensure the service is thriving, meeting the needs of Cheshire’s residents and more closely embedded in learning or health and wellbeing programmes that demonstrate the enormous benefits that arise from engagement with the collections.

## **History Centres**

One history centre, in Chester, would hold and provide access to the archives that relate to the development and government of the county and the story of its people as well as specific archives such as the Ecclesiastical archive of the Diocese of Chester. It would also be an access point for people to research, view exhibitions and attend events and workshops. It would provide digital access, access to film and sound archives, have facilities to support community history projects and be the base for most staff and volunteers together with specialist functions such as digitisation and conservation. It would also be the home of the county-wide Local Studies collection (printed and published material). This would probably represent the highest volume of records in the current collection, but their relationship with place seems a natural, logical home for the service given its long history as the seat of county government and as the home for its archives. Its location in Chester enables the easy sharing of collections for exhibitions, for example with Chester museums to tell the story of the city and the surrounding area.

A History Centre based in Crewe will present the heritage relevant to Cheshire East. That will include the town itself and its surrounding area, telling its story from its beginnings as a farming community, through the coming of the railways in the 1840s and 1850s when the town was established and into the 21<sup>st</sup> century, when it will be a key part of the regeneration opportunity for Crewe. This centre would have a programme of curated exhibitions of archives, a large special collection (including Local Studies material relating to the East of the county), digital access through a bespoke digitisation programme, local newspapers and photographs, facilities for research for community projects, occasional, supervised, access to archives from the other centre for community projects and space for staff and volunteers. It should also have space for talks, events and activities such as workshops with schools, access to sound and film archives and regular volunteer-run family history helpdesks. It could also have space for public art, performance and digital installations which tie the service closely to the wider cultural offer in that area, space dedicated to community-created exhibitions, space for community collections and live access to staff at the other service point for e.g. searches of electoral registers or council minutes

held there. Through this History centre the service could easily connect to, or be integrated with, other cultural partners as a key part of the wider cultural offer.

The centres will:

- Create new public spaces which are inspiring, accessible and welcoming. It will be a human, community space for residents and visitors.
- Allow heritage, innovation and creativity to combine with new technologies and entrepreneurial skills to deliver a future-focused, accessibly archive.
- Provide opportunities to interact with the unique collections more easily, working with complementary partners to do so.

*“Ingenious ways of bringing records to life” “innovative new building” “busy, bright!”  
Quotes from service users when asked what they want to see from a new facility*

*“Busy, bright!”*

*“innovative new building”*

*“More space for volunteers to work”*

- Provide more public spaces for activities and which act as a base for audience engagement programmes to bring the service and the county’s rich history to a wider audience.
- Help people connect with the buildings and the collections in a way that enable people to feel a part of the stories being presented.
- Improve opportunities to support satellite access points in libraries and other places to tailor these to the needs of the local community.
- Bring archives alive and make the collections relevant to all generations, using digital technologies including sound and vision.



- Present the collections in different and more engaging ways, working with artists, museum curators and others to tell stories from Cheshire's past and make those parts of the service which tend to be hidden (e.g. conservation or archive storage) more visible and relevant.
- Reflect and explore the themes of Cheshire's history which are central to its identity e.g. salt, railways, canals, agriculture, family history.
- Create new collections storage to preserve these unique collections, including digital collections, for future generations, on behalf of our communities.
- Create new opportunities for providing improved access to additional relevant collections through working in partnership with organisations such as the family history society and LNWR Society.

*"Working with partners to promote and secure preservation and access"*  
*Quote from service users when asked what they want to see from a new facility*

- Create improved spaces for staff and volunteers to work with collections to make them more accessible and allow increased numbers of volunteers.
- Improve heritage skills within the wider community and for staff and volunteers, building on a track record of supporting and training people to deliver heritage projects that help to preserve the community memory.

*"More space for volunteers to work"*  
*Quote from service users when asked what they want to see from a new facility*

- Be built to a design which creates a high quality cultural and regenerative catalyst.
- Provide much needed gallery space for archives and related cultural exhibitions for use not only by Archives but to host cultural exhibitions of local, national and international interest.
- Through innovative use of technology engage people immediately as they approach and then enter the building. They will use external space creatively, projecting the story to a broader audience and be a positive addition to the townscape.

Wakefield History Centre

Hull History Centre



- Through a focus on digital technologies and engagement, provide hubs which would help develop skills and new opportunities for the creative and digital sector.



### **Transforming lives: Children, communities and wellbeing**

A community engagement programme to bring the service and the collections to the wider community and to support community archives would be delivered by the service from the history centres and satellite centres. Audience development work will engage a wider range of residents across the sub-region. This is likely to include activities in schools and work to address particular needs within target groups. For example, the service will engage children in the rich and unique heritage of the area, working closely with Libraries who have a proven track record of working with young people. The service will build on the successful work to support people with mental health problems to enter the workplace, dementia support and skills development for young people. It will also build on innovative projects such as 'Crewecraft' which is engaging young people with local archives, giving an opportunity to learn about the heritage of their town to inform how they can play a significant role in designing the future of their town and share their interpretation of it in digital format through Minecraft. This illustrates the potential for improved access to Archives and Local History to allow people to discover their place in the past, present, future.

## **A catalyst for Crewe**

Specifically in respect of Crewe, the History Centre will be an important, transformational aspect of Crewe's future development, supporting the Master Plan, and which will have a positive impact on current and future generations. Over the course of the next 10 years Crewe will see unprecedented expansion and development providing a once in a lifetime opportunity to regenerate, enhance and improve the quality of place.

The proposed new History centre in Crewe will be:

- A catalyst for regeneration and a statement of confidence in Crewe's future, rooted in the strength of its heritage.
- The history centre will support putting Crewe 'on the map' as a cultural destination, bringing collections and stories to people in innovative ways.
- The centre will be an anchor for a 'cultural hub' that reaches out into the rest of the town and beyond, links with other cultural and leisure experiences and adds new offerings through gallery & exhibition space.
- It will be where heritage, innovation and creativity combine with new technologies and entrepreneurial skills to define a confident new future.
- It will be an economic and cultural hub, contributing to the Crewe master plan at the heart of the 'Constellation' northern gateway development zone that is creative, innovative, productive, and vibrant.
- It will become part of what will make Crewe a truly great place to live, work and visit:
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### ***Living in Crewe***

- supports community cohesion
- innovation and high quality
- sustainable
- supports creative and digital media agenda
- pathways into work and development for young people
- strong sense of place and identity
- firmly rooted in heritage but does not dwell on the past
- attractive, stimulating environment
- plenty to do
- excellent opportunities for **all** – health, education, community

### ***Working in Crewe***

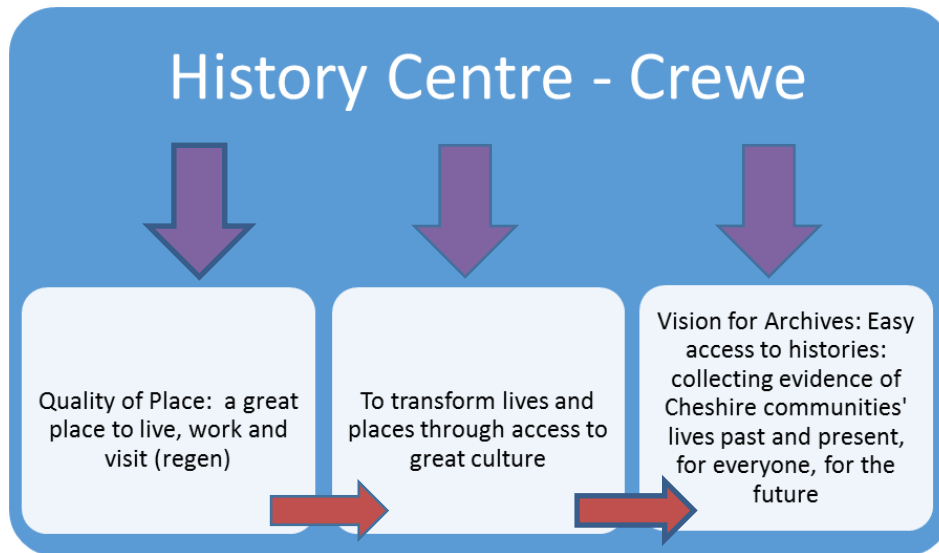
- developing a skilled workforce matched to needs of the growing local economy
- a high quality cultural infrastructure attracts a high quality workforce

### ***Visiting Crewe***

- a Cultural Hub
- world class design and architecture things to do and see

## Wider policy implications

In addition to economic and regenerative opportunities, three themes combine to underpin a compelling vision for a new Crewe History Centre:



## Quality of Place and the Cheshire East Cultural Framework

The vision for a history centre supports Cheshire East's Quality of Place agenda.

The quality or 'Distinctiveness' of a place contributes to the economic well-being of an area, offering characteristics that can hold it apart from its neighbours and competitors: this includes the cultural life of the area and its heritage. Studies have shown how innovators and entrepreneurs are attracted to creative, cultural, interesting places. One of the key delivery mechanisms of Quality of Place is the Council's Cultural Framework, adopted in February 2017. This framework sets out the Council's aims and objectives for, 'transforming lives and places through access to great Culture'.

## Regeneration and the Crewe Master Plan

The history centre will contribute to master plan and town centre regeneration initiatives as part of a revitalised town celebrating culture and leisure. This will provide cultural offerings to create a place where people want to live, work and play as part of a strategy that helps to leverage new retail, educational, residential and. It will be an important new asset that injects new activity into the Town Centre as part of a wider mix of leisure and cultural offerings. It will become an important part of a sub-regional cultural centre, with exhibits which celebrate Cheshire's heritage. It will be central to the development of a civic and cultural hub in the town centre bringing together the new and the old as part of a vibrant area providing cultural, leisure and civic facilities.

## **A History Centre in Chester**

Specifically in respect of Chester, the History Centre supports a strategic priority identified within the Chester Heritage and Visual Arts Strategy, adopted by Cheshire West and Chester Cabinet in March 2017:

“We will develop and invigorate the Archive creating new opportunities to engage with our social memory.”

In addition, the broader transformation of the Archives and Local Studies service will see the collections being used creatively and alongside Museum collections and the city’s built heritage to tell the story of the city and its communities, for the benefit of residents and visitors. As the vision for the Heritage and Visual Arts Strategy states,

“We will use Chester’s stories, traditions and visual arts to inspire and engage the community and its visitors through bold creativity informed by the riches of archaeology, the built environment, archives, museum collections, parades and ideas.”

The Heritage and Visual Arts Strategy is a clear and coherent approach for interpreting and presenting the city’s heritage and visual arts to deliver a world class offer that inspires audiences and visitors. It guides future development and projects allowing Chester to fully realise its true potential as a heritage city. The delivery of Heritage and Visual Arts projects in Chester needs to be coordinated and managed to maximise funding and delivery so a strategic approach to delivery is considered to be the most appropriate option. The Archives project and delivery of a new service and new history centre is an early phase of this strategic approach and supports the wider ‘cultural ecology’ of the city.

The Heritage Strategy was born out of the Cheshire West and Chester Cultural Strategy, which was adopted in 2015. The cultural strategy suggested key actions for each of the four regeneration areas, recognising that the different areas have distinctive cultural characteristics. For Chester it specifically suggested “Bringing coherence to the layered and varied heritage offer” and recommended that Chester Renaissance (now Chester Growth Partnership) and Cultural Services review these key cultural assets and aspirations and proposed heritage schemes accordingly.

This link with Chester Growth Partnership has been critical to the development of proposals for a new Archives service and a new history centre, ensuring that the proposals are linked strongly to the wider master-planning for the city and related regeneration (One City Plan).

## **Wider policy implications**

For the history centre in Chester fostering links with its immediate community will be an important part of its success. The centre will be a base for activities which extend the range of services the Archives service provides and which engage a larger and wider audience, as set out in the vision for the service.

In this way the wider project and the history centre contribute to the Cheshire West and Chester Council's plan 'Helping the Borough Thrive' and its outcome targets for vibrant and healthy communities with inclusive leisure, heritage and culture opportunities.

The proposal also supports the Council's priorities in terms of

- being a great place to do business: the history centre will be part of a high quality 'cultural infrastructure', attracting a skilled workforce.
- People being well educated and skilled: both formal and informal learning opportunities will be available in the history centre, from young people to older people.
- Older people supported to lead fulfilled and independent lives: the proposal supports this by providing a welcoming space in which all people can pursue their heritage interests, volunteer and, through both, learn new skills and develop new interests.

August 2017

## **Appendix C: Archives Project - Terms of Reference**

<b>Senior Responsible Officer</b>	Brendan Flanagan
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<b>Distribution</b>	Brendan Flanagan, Helen Paton, Katherine West, Paul Newman, Magnus Theobald, Ian Mason, Suzanne Antrobus, Heather Grove

This document outlines project organisation and operation.

The Archives and Local Studies Services is a joint service provided by Cheshire West and Chester Council, (as the Discharging Council), on behalf of Cheshire East Council, (as the Arranging Council), in accordance with an Administrative Agreement made between the two Councils on 1<sup>st</sup> April 2016.

The Archives project is jointly run between Cheshire West and Chester (CWaC) and Cheshire East (CEC) by a Project Board.

The Project Board will operate to the following principles:

1. This project will be run as a single project
2. There will be a single Senior Responsible Owner (SRO) across the project
3. Project resources will be shared between both authorities and there will be no 'lead' authority
4. The project will be documented using Cheshire East Council's standard project documentation
5. The existing Administrative Agreement for the Archives Service will continue to be used as a basis for future arrangements for the service as it outlines how the services recharges costs to CEC and CWaC and legal agreements currently in place. This will also form the basis of the principles for this project.
6. As host authority, Cheshire West and Chester will submit the external funding bids and act as the accountable body for the project in that regard.
7. There will be a Memorandum of Understanding (MoU) to cover elements not covered in the Terms of Reference (ToR).

### **Project Board**

The Project Board consists of the SRO, the Senior User, the Senior Supplier and Project Manager. Only one person can be the SRO while both the Senior User and Senior Supplier's roles may be assigned to one or more persons.

The SRO owns the business case and is responsible for ensuring that the project delivers the benefits set out in the business case. The SRO is therefore the accountable decision maker subject to these terms of reference and the Project Board:

The Project Board has the following duties:

- To be accountable for the success or failure of the project
- To provide direction to the project and Project Manager
- To provide the resources and authorise funds for the project within the financial constraints as outlined within the project budget

- To ensure effective communication within the project team and with external stakeholders
- To endorse the actions of the SRO

Our project board will consist of the following:

Named person	Role	Responsibility
Brendan Flanagan	SRO	<p>Single point of accountability for the project.</p> <p>The SRO is responsible for developing the Business Case and ensuring value for money during the project</p>
Helen Paton	Senior User (Cheshire East Council)	<ul style="list-style-type: none"> <li>• To specify the needs (requirements) of the Users that will use the project products</li> <li>• To liaise between the Project Board and the Users</li> <li>• To make sure the solution will meet the needs of the Users.</li> <li>• Represent CEC interests</li> <li>• Stakeholder management for CEC</li> </ul>
Paul Newman	Senior User (Archives Shared Service)	<ul style="list-style-type: none"> <li>• To specify the needs (requirements) of the Users that will use the project products</li> <li>• To liaise between the Project Board and the Users</li> <li>• To make sure the solution will meet the needs of the Users.</li> <li>• Represent Archives Shared Service interests</li> <li>• Stakeholder management for Archives Shared service.</li> <li>• Staff engagement</li> </ul>
Katherine West	Senior User (Cheshire West and Chester Council)	<ul style="list-style-type: none"> <li>• To specify the needs (requirements) of the Users that will use the project products</li> <li>• To liaise between the Project Board and the Users</li> <li>• To make sure the solution will meet the needs of the Users.</li> <li>• Represent CWaC interests</li> <li>• Stakeholder management for CWaC</li> </ul>
Sahar Kojidi	Project Manager	Project management

Magnus Theobald	Project Manager (Capital works)	Project management (all capital works)
Karen Williams	Project Support	Project administration

Note - every effort will be taken to ensure that the Project Board Named Persons will remain consistent for the duration of the project but may be changed.

Project Board meeting arrangements:

- The Project Board will meet, normally monthly to discuss project progress, resolve/escalate risks and issues.
- The SRO and at least one Senior User must attend for the meeting to go ahead.
- Each quarter the Project Board meetings will be extended to wider services i.e. Communications; Legal; Procurement; Property and ICT as required.
- Agendas will be agreed by the SRO and will be released either by Project Manager or Project Support 5 days in advance of the meeting.

### **Portfolio Board**

One Portfolio holder from each Council will be nominated by each Council. This group consists of project board members plus the portfolio holders. Currently those Portfolio Holders are:

- Cllr David Brown
- Cllr Louise Gittins

The role of this group is as follows:

- Work within framework set out by Joint Committee
- Discuss risks and issues which require strategic decisions
- To provide updates to Joint Committee
- Portfolio holders to keep respective administrations aware of progress and key decisions to ensure these are progressed in a timely manner and the risk of delays to the project are avoided
- Involvement of cross party liaison as required for major decisions

Portfolio board meeting arrangements:

- To meet monthly or at least once before each Joint Committee
- Discuss and escalate strategic issues and risks
- The Portfolio board will only be cancelled in the event that both portfolio holders and the SRO cannot attend
- Agendas will be agreed by the SRO and will be released either by Project Manager or Project Support 5 days in advance of the meeting.

### **Joint Committee**

This group agrees the strategy for the Shared Service in accordance with the existing Administrative Agreement and currently consists of:

- Councillor Paul Bates (CEC)
- Councillor Peter Groves (CEC)
- Councillor Paul Findlow (CEC)
- Councillor Louise Gittins (CWaC)
- Councillor David Armstrong (CWaC)
- Councillor Paul Donovan (CWaC)

This group will:

- Have oversight of strategic direction for the project
- Set tolerances for project – cost, quality and time
- Monitor the progress of the project
- Make any changes to these Terms of Reference which are not major in nature

**Joint Officer Board**

All reports to Joint Committee must first be presented to this group for review and will support the project in accordance with the Joint Officer Board's Terms of Reference. The Joint Officer Board also delegates the day to day responsibility for the Project to the Project Board