

Crewe Town Board

Agenda

Date: Friday, 2nd July, 2021
Time: 9.30 am
Venue: Virtual Meeting via Microsoft Teams

1. **Apologies for Absence (1 Minute)**

To receive any apologies for absence.

2. **Declarations of Interest (1 Minute)**

To receive any declarations of interest.

3. **Minutes of the Previous Virtual Meeting (3 Minutes)** (Pages 3 - 12)

To approve as a correct record the minutes of the previous virtual meeting held on 4 June 2021 and to consider and note the actions from the virtual meeting.

4. **Board Governance (5 Minutes)**

To agree the Chair and Vice Chair for Crewe Town Board.

5. **Terms of Reference (5 Minutes)** (Pages 13 - 16)

To agree any changes to the Terms of Reference for the Crewe Town Board.

OTHER ITEMS OF BUSINESS (1 hour 50 mins)

6. **Cleaner Crewe Project (20 Minutes)**

To receive a presentation from Chris Allman and Glynis Caufield on the Cleaner Crewe Project.

7. **Planning Policy Potential Changes for Crewe and the AAP - (20 Minutes)**

To receive an update from Tom Evans, Neighbourhood Planning Manager, regarding potential changes to the (AAP) Area Action Plan and (SPD) Supplementary Planning Document.

8. **Towns Fund Progress Update - (40 Minutes) - DK** (Pages 17 - 18)

To receive an update on the progress on the Towns Fund Stage 2 Business Case and Board positioning following on from the TIP Sub-Group Meeting held on 22nd June 2021.

Contact: Karen Shuker
Tel: 01270 686459
Email: karen.shuker@cheshireeast.gov.uk

9. **Sub-Groups Update (10 Minutes) DK/SY** (Pages 19 - 20)

To receive a sub-groups update, including an update from the Youth Representation Sub-Group.

10. **Communication & Engagement Sub-Group Update (5 Minutes) DE/RH** (Pages 21 - 40)

To receive an update from the Communication & Engagement Sub-Group and seek agreement on Terms of Reference previously circulated.

11. **Strategic Update from Cheshire East Council (5 Minutes) - PS**

To receive an update from the Director of Growth & Enterprise.

12. **Future Agenda Items (5 Minutes)**

To put forward items for discussion at future Board meetings.

13. **AOB - (5 Minutes)**

To put forward any other items of business.

14. **Date of Next Virtual Meeting**

To confirm the date of the next meeting as 6 August 2021 commencing at 9.30am.

Membership: John Adlen, Andy Butler, Rick Carter, Paul Colman, Jasbir Dhesi, Reverend David Edwards, Sally Hepton, Mark Hills, Doug Kinsman (Chairman), Adam Knight, Councillor Nick Mannion, Dr Kieran Mullan MP, Councillor Jill Rhodes, Guy Kilminster and Simon Yates

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Crewe Town Board**
held on Friday, 4th June, 2021 at Virtual

PRESENT

Doug Kinsman (Chair)

Guy Kilminster, John Adlen, Rick Carter, Paul Colman, Sally Hepton, Adam Knight, Councillor Nick Mannion, Dr Kieran Mullan MP, Councillor Jill Rhodes and Simon Yates

ALSO PRESENT

Lindsey Lewis, Abigail Thorley

OFFICERS IN ATTENDANCE

Jacky Forster, Direct of Education and 14-19 Skills
Jez Goodman, Development & Regeneration Delivery Manager
Joel Hammond-Gant, Democratic Services Officer
Rhiannon Hilton, Communications Officer
Dr Charles Jarvis, Head of Economic Development
Peter Skates, Director of Growth & Enterprise
Carol Young, Policy & Partnerships Officer
Claire Williamson, Head of Service, Education Participation and Pupil Support

14 APOLOGIES FOR ABSENCE

Apologies for absence were received from Andy Butler, Reverend David Edwards, Jasbir Dhesi, Mark Hills, Frank Jordan, Kim Cooper, Martin Wood, Joel Tagg.

15 DECLARATIONS OF INTEREST

There were no declarations of interest.

16 MINUTES OF THE PREVIOUS VIRTUAL MEETING**RESOLVED**

That the minutes of the virtual meeting held on 7 May 2021 be approved as a correct record. The Chair went through the list of actions from the previous virtual meeting and updated members on the status of each action accordingly.

17 EDUCATION UPDATE - (15-20 MINUTES) JD/JF

Jacky Forster, Director of Education and 14-19 Skills and Claire Williamson, Head of Service: Education Participation and Pupil Support gave a presentation on the work carried out by the service. Highlighted within the presentation was information on proposals to enhance the education offer in Crewe, formation of a stakeholder alliance to celebrate and generate excellence, emphasis on improving outcomes in Crewe by joint collaboration with the 'Learning Alliance' and the opportunities for this work to link in with that of Crewe Town Board.

Members of the Board asked questions and put forward comments in relation to:

- Agreement that the positive aspects weren't celebrated enough;
- Whether the school boundaries impacted on school admissions;
- Consideration to be given on how to raise standards and performance in schools which isn't then undermined by other policies which require them to compete against each other.
- Further consideration to be given to the development of a Crewe based strategy and to how communications and the Crewe brand could be used to better understand stakeholders roles.
- Whether consideration had been given to setting up a Skills forum for Crewe

On behalf of the Board, the Chair thanked Jacky and Claire for their presentation.

RESOLVED

That the presentation be noted.

18 TOWNS FUND PROGRESS UPDATE - (1 HOUR) - DK

The Chair provided a verbal update in respect of the Towns Fund. Whilst the Government announcement hadn't been made it was agreed that that work should continue on plans for Stage 2 requirements of the projects. It was agreed that the Sub-Group needed to reconvene and that further discussions be held with Hatch, pending any announcement from Government.

RESOLVED

- (1) That the update be noted
- (2) That the Sub-Group reconvene outside of the virtual meeting.

19 COMMUNICATION & ENGAGEMENT SUB-GROUP UPDATE (10 MINUTES)-DE/RH

Carol Young, Policy & Partnerships Officer provided a verbal update on the work undertaken by the Communication and Engagement Sub-Group which included continued promotion of the ongoing work in Crewe, preparation for the funding announcement from Government and increased social media presence following collaborative working with the college.

A request was made to formalise the terms of reference for the group which were supported by the Communications and Engagement strategy and the social media protocol documents.

The Chair informed the Board that following on from its previous meeting information on a proposal to work with two local performance poets to showcase the talents of Crewe had been circulated to Board members. It was noted that this item would be referred to the Communications & Engagement sub group and that further discussions would be had on timescales for suggestions.

RESOLVED

- (1) That the update be noted .
- (2) That the Terms of Reference for the Communication and Engagement Sub-Group be circulated to Board members for comment.
- (3) That the matter be referred to the Communications and Engagement Sub-Group for further discussion.

20 SUB-GROUPS UPDATE (10 MINUTES)-DK/SY

The Chair provided an update in respect of the Sub-Groups which included:

- The Youth Sub-Group - It was agreed that this Sub-Group needed to reconvene before the next Crewe Board Meeting;
- Transport Green and Blue - Infrastructure Forum – An inaugural meeting had been scheduled for 11 June 2021;
- Sports Provision and Open Spaces Forum – The Chair thanked Councillor Jill Rhodes for arranging a meeting with Councillor Warren, Chair of the Environment and Communities Committee;
- Town Centre Focus Group – Initial discussions had been held with respect to establishing a Town Centre Focus Group but that this needed to be progressed.
- Skills Forum – It was agreed that further discussions were needed by the Skills Forum, after the presentation on 'Item 4- Education Update' had identified potential opportunities to further progress this.

RESOLVED

- (1) That the update be noted.
- (2) That the Youth Sub-Group convene before the next Crewe Town Board meeting scheduled for 2 July 2021.
- (3) That each of the Sub-Groups continues to progress its work and hold further discussions where the need/opportunity had been identified by the Board.

21 STRATEGIC UPDATE FROM CHESHIRE EAST COUNCIL (10 MINUTES)-PS

Peter Skates, Director of Growth and Enterprise provided a verbal update on the following:

- Crewe Market Hall – It had seen continued success since its reopening in May. Over 100,000 active engagements on social media had been recorded, demonstrating its popularity. Invites to the official opening on the 26th June would be distributed soon.
- Future High Streets Fund – An offer letter for £14.148m had been received from the Government and work was ongoing with Legal to ensure all documentation was sign off by the end of June.
- Railway station – A review had commenced on planning basis around the railway station. Consideration was being given to moving it from an Area Action Plan to a Strategic Planning document. A briefing paper would be brought to the Board for information prior to the revised approach which would be considered at committee later in the year.
- Bus station garages – The demolition work had been delayed due to consideration being given to nesting birds. The work was now scheduled to be carried out in September. A supplier had been chosen for the work relating to the hoarding around the site; discussions were planned to be held with the supplier to determine a start date.

RESOLVED

That the update be noted, and that a briefing paper on the revised strategic planning document be brought to the Board prior to it being discussed at committee.

22 COVID-(5 MINUTES)

There was no further update in respect of this matter.

23 AOB-(5 MINUTES)

Re-selection of Chair and Vice Chairmen

The Chair informed the Board that its terms of reference required the roles of Chair and Vice Chair to be elected after 12 months of the Board's inception. The Board needed to consider when and how it would be selected and elected.

Annual General Meeting (AGM)

Discussions were held in respect of convening an AGM. It was agreed that this should be scheduled following the government announcement.

Crewe Alleyways Regeneration Project

Dr Kieran Mullan MP gave an update on the volunteer-led project. Various activities were planned which complimented the work being done by Cheshire East Council and Crewe Town Council.

Cleaner Crewe Project

Councillor Jill Rhodes suggested that it would be helpful if the Board received an update on the strategy and work that Cheshire East Council and Crewe Town Council had undertaken in respect of this project.

ADHD Society

Lindsey Lewis, Crewe Town Council Regeneration Manager, informed the Board that Cheshire East Council and Crewe Town Council had recently been approached by the ADHD Society with ideas on how to promote understanding around people who were neuro diverse. The deadline had passed for anything to happen this year but discussion at the next Board meeting, specifically around funding and support would be a start to the planning for the ensuing year.

Housing Situation

Following a verbal update by Councillor Nick Mannion, the Board agreed that a presentation on the housing situation within Crewe covering planning regulations, housing provision and conditions would be useful.

Cheshire Community Fund

Sally Hepton updated the Board on the wider awareness of the Fund which had a renewed focus on Crewe. Work had been undertaken with Cheshire Community Fund to engage more businesses in Crewe and raise awareness of the key themes across the town with the aid of South Cheshire Chamber.

RESOLVED

- 1) That clarification be sought prior to the next board meeting on the process and re-selection of the Chair and Vice Chair;
- 2) That the annual general meeting and ADHD society items be listed for discussion on the next agenda;
- 3) That the Cleaner Crewe project, Cheshire Community Fund and an update on the housing situation in Crewe to be considered as agenda items at future board meetings.

24 DATE OF NEXT VIRTUAL MEETING

That the date of the next virtual meeting take place on Friday 2 July 2021 commencing at 9.30am.

The meeting commenced at 9.30am and concluded at 12.04pm

Doug Kinsman (Chair)

Meeting Actions from the virtual meeting held on 4 June 2021

#	Action	Owner	Status
2	<p>Definition of Sub-groups-That further discussions in respect of the submission bid to the LEP and heritage centre take place outside of the meeting. Update-It was reported that work was continuing with the heritage centre and proposals were in place jointly funded by CEC, the Town Council, and the heritage centre a to establish a new governance structure. CJ and JA met after the last meeting and an outline case had gone to the LEP around alternative uses for the town centre. Update-The pre-election period had pushed applications to the June LEP strategy meeting.</p> <p>Update – Strategy meeting scheduled to take place at the end of June – an update will be provided at the July Board meeting</p>	KM, JA, DK/CJ	Ongoing
3	<p>Youth representation on the Board. Discussions to take place outside of the Board. This matter had been considered at the previous virtual meeting whereby it was agreed that a task and finish group be established in terms of what the Board wanted from youth representation and the group would present back their findings to the Board within the next few months.</p> <p>Update – Youth Sub-Group - not met yet, need to convene before the next board meeting</p>	SH/AK	Ongoing
5	<p>Sub-Groups-The Chairman informed members that he would be circulating a letter inviting nominations for representatives to sit on the Transport Forum to progress the sub- group. It was agreed this approach should be adopted for the all other sub-groups.</p> <p>Update – An inaugural meeting of the Transport Infrastructure Forum is scheduled for 11 June 2021.</p>	ALL	Ongoing

	<p>Skills Group – Further discussions were needed after potential opportunities to move this forward had been identified following the presentation by the Education and 14-19 Skills Officers.</p> <p>Heritage Centre – There is a need to get a Town Centre focus group up and running, initial discussions have been held but this needs moving forward.</p> <p>Towns Fund Sub-Group - Whilst the Government announcement hadn't been made it was agreed that that work needed to continue on plans for stage 2 requirements of the projects. The sub-group needed to reconvene and further discussions with Hatch were needed, pending any announcement.</p>		
6	<p>Communication and Engagement Sub Group - That a report be circulated by the Chair with further information on his proposal to work with two local performance poets in order to showcase the talents of Crewe.</p> <p>Update Following the last meeting information on a proposal to work with two local performance poets to showcase the talents of Crewe had been circulated to Board members. Timescales for suggestions put forward needed to be discussed with those involved and this item would now be transferred over to the Communications & Engagement sub group.</p> <p>Terms of Reference – The Terms of Reference be circulated for comment.</p>	DK	Ongoing
7	<p>Re-selection of the Chairman and Vice Chair - That clarification be sought prior to the next board meeting on the process and re-selection of the Chairman and Vice Chair;</p>	DK	Ongoing
8	<p>Items to be considered for future Board Meetings:</p>	DK	Ongoing

	<p>That the annual general meeting and ADHD society items be listed for discussion on the next agenda;</p> <p>That the Cleaner Crewe project, Cheshire Community Fund and an update on the housing situation in Crewe to be considered as agenda items at future board meetings.</p>		
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CREWE TOWN BOARD TERMS OF REFERENCE**1. Key Objectives of the Crewe Town Board**

- 1.1. The Crewe Town Board will provide expertise, guidance and support to all key stakeholders (including Cheshire East Council and Crewe Town Council) to:
- Set a Vision and Strategy to secure the long term economic, physical, environmental, cultural and social development of Crewe.
 - Agree an action plan which includes the short and medium-term actions required to deliver the Vision and Strategy
 - Inform any key investment and funding decision to be taken by any individual stakeholder in the town

2. Main responsibilities of the Crewe Town Board

- Develop a long-term vision, strategy and plan for Crewe
- Review and advise on any partner strategies and plans that relate to economic, physical and social development in Crewe.
- Consider and advise on funding applications that support the key objectives of the Board
- Ensure all strategies/plans and investment proposals are aligned
- Influence new proposals so that they maximise their contribution to the key objectives of the Board.
- Influence the development and delivery of sub-regional and national policies and programmes that have a bearing on the key objectives.
- Promote and market the town to residents, partners, businesses, inward investors and visitors (existing and potential)
- Build and maintain strong effective relationships with key local, sub-regional and national stakeholders to help secure further investment and ensure a positive impression of the town.
- Ensure appropriate engagement arrangements are in place with all stakeholders
- Specifically, to ensure the voice of all groups is fed in to the vision and its strategy and delivery e.g. young people, vulnerable groups, BAME community.

3. Scope

- 3.1. The focus of the Board will be on the urban areas of Crewe. However, in some instances it may be appropriate to consider Crewe as having a wider economic geography extending across south Cheshire and/or the CW postcodes.
- 3.2. The Board's remit shall encompass the economic, physical, environmental and social development of Crewe. For purposes of clarity this should include the following:
- Physical development including buildings and infrastructure
 - The retention and creation of jobs and increased productivity through Crewe's employers
 - The skills, education, aptitudes and experiences of people that live or work in Crewe
 - The physical built and green environment of Crewe
 - The public health and broader welfare of Crewe's residents.

4.0 Membership

- 4.1 The Board will comprise up to 17 members, reflecting the different types of stakeholders required to support effective working whilst representing the different interests of the town. These will include the MP for Crewe & Nantwich and representatives from Cheshire East Council, Crewe Town Council and Cheshire & Warrington Local Enterprise Partnership.
- 4.2 Organisations represented on the Board will determine and review their own appointments in accordance with their internal arrangements.
- 4.3 Individual members of the Board will be responsible for the induction of new members as appropriate.

5.0 Chair and Vice Chair

- 5.1 The Chair and Vice-Chair will, unless otherwise agreed, be elected for a period of three years but this will be reviewed annually by the Board.
- 5.2 The annual review by the Board for the Chair and Vice Chair review will follow this process:
 - 5.2.1 The current Chair will email the Board on an annual review basis to ask if anyone wishes to put themselves forward as Chair or Vice Chair and if the current elected representatives are happy to continue in their roles.
 - 5.2.2 Should further nominations be received for either positions, this will result in an anonymous vote by the Board conducted by either the current Chair or Vice-Chair, dependant on the role being considered.
 - 5.2.3 The Chair or Vice-Chair will collate the votes and communicate the results.
 - 5.2.4 The Chair or Vice-Chair elected will take up their position upon announcement of the outcome.
- 5.3 The Chair should normally be a private sector representative.
- 5.4 The Vice-Chair may be from any sector.
- 5.5 In the event that the Chair resigns or is otherwise unable to continue in office, the Vice-Chair will perform the functions of the Chair until the Board has elected a new Chair.
- 5.6 Similarly, if the Vice-Chair is unable to continue in office, the Chair will prompt an election for a new Vice-Chair.

6.0 Lead Authority and Accountable Body Arrangements

- 6.1 Cheshire East Council will be the Lead Authority and will carry out the role of Accountable Body for the Towns Fund.

7.0 Secretariat

- 7.1 Cheshire East Council will provide secretariat support for the meetings of the Board.
- 7.2 The Deputy Chief Executive of Cheshire East Council will act as Secretary of the Board for the purpose of co-ordinating advice to the Board.
- 7.3 The Head of Democratic Services and Governance of Cheshire East Council will be responsible for providing secretariat support for the Board.
- 7.4 Agendas and reports will be published at least five clear working days in advance of a meeting and sent to all members of the Board.
- 7.5 Agendas, reports and minutes will be published on the Council's website, and will be publicly accessible documents, subject to the requirements of confidentiality.

8.0 Board Meetings

- 8.1 To be quorate, two thirds of members must be present, of which two must be from the private sector. No decisions may be taken by the Board if a meeting is inquorate.
- 8.2 Substitute members at a meeting will not be permitted without the prior agreement of the Chair.
- 8.3 Meetings are to be held at least four times per year.
- 8.4 Minutes of the meeting will focus on actions rather than provide a record of all discussion points
- 8.5 The board may invite appropriate organisations/individuals to give presentations on priority issues
- 8.6 At every meeting, the chair will confirm: all decisions taken; actions agreed; and media messages.
- 8.7 Where a decision is required, the Board will try to reach a consensus view. Where this is not possible, there will be a vote. Each member of the Board will have one vote and matters will be determined by a simple majority of those present at the meeting. In the case of an equality of voting, the Chair shall have a second or casting vote.
- 8.8 A matter needing board approval can be considered by exception by correspondence if the matter is time critical. A majority of the board will have to approve the matter and copies of emails confirming the position and any comments will be kept by the Secretariat. The matter will then need to be formally ratified at the next board meeting and minuted.
- 8.9 The Board will make its governance structures, profiles on key stakeholders, meeting agendas and minutes (in accordance with the Local Government Act 1972) evidence and any supporting documents for Town Investment Plans publicly available (e.g. through the website of Cheshire East Council).
- 8.10 Where it is necessary for a matter to be dealt with in confidence, all relevant papers will be marked as confidential and shall not be disclosed outside the Board.

9.0 Declarations of Interest and Conduct of Members of the Board

- 9.1 Members must declare a personal, pecuniary, prejudicial or other interest in any matter under discussion at a meeting and this must be recorded in the minutes of the meeting.
- 9.2 Declaration includes stating the nature of the interest.
- 9.3 Where a pecuniary or prejudicial interest is declared, the member in question must absent themselves from the meeting for that item and take no part in the discussion or voting.
- 9.4 Elected members of Cheshire East Council who sit on the Board are bound by the Council's Member Code of Conduct.
- 9.5 The Board will establish a register of interests to be completed by all members of the Board. The register will be maintained by the Lead Authority.
- 9.6 All members of the Board are expected to adhere to the Nolan Principles: The Seven Principles of Public Life:
 - Selflessness
 - Integrity
 - Objectivity
 - Accountability
 - Openness
 - Honesty
 - Leadership

10.0 Changes to the Terms of Reference

- 10.1 These terms of reference will be reviewed annually or sooner if deemed appropriate.
- 10.2 Any changes to the terms of reference must be approved by a majority of the Board's membership.

Annex 1 : Board structure and membership

The number of positions on any board has to balance the need for operational efficiency in considering issues and taking decisions, with the need to be inclusive of a wider range of interests. Given that Crewe Town Board's remit is principally advisory, rather than decision-making, and that development of Crewe covers such a wide range of issues, the Board has been established with 15 'fixed' positions.

The Board comprises the following mix types of members:

Sectoral (5)- to address requirements of the Towns fund requirements and to ensure that key strategic decision-makers are well-placed to advise and act upon the advice of the Board.

Thematic (7) – to ensure that all key issues relating to Crewe's functioning as a 'place' are considered, with a key focus on how these impact on its people, with relevant professional inputs from a range of local organisations (may be public, private or voluntary sector).

Skills-based (5) – to ensure it is utilising the broader skills/knowledge of the local business community. This should include the Chair of the Board.

In addition, officers from relevant organisations will also be invited to attend Board meetings as advisers, where appropriate.

The Board therefore comprises

Category A - Sectoral

1. Member of Parliament
2. Cheshire East Council: Elected Cabinet Member
3. Crewe Town Council: Leader
4. South Cheshire Chamber of Commerce & Industry
5. Cheshire & Warrington Local Enterprise Partnership

Category B – Thematic Representatives from

6. Education & Skills
7. Environment, housing, infrastructure and transport
8. Healthcare
9. Sport and Leisure
10. Culture
11. Local community
12. Young people

Category C: - Business/Commercial

Up to five individuals with skills from industry such as commercial operations, marketing, property, retail and hospitality.

Meeting of the TIP Subgroup 22nd June 2021

In Attendance: SY (Chair), DK, PC, AB, JA, CJar, JG, CJac

1. Preparation in advance of the Town Deal offer announcement.

The Subgroup noted the timetable and agreed the actions as a consequence of the Government announcement as follows:

- a) Week Zero – Town Deal offer announcement.
- b) Weeks 1 and 2 – TIP Sub-group to review the Town Deal offer and determine a recommendation to the Town Board and Cheshire East Council
- c) Week 2 – Town Board to consider the Sub-group recommendation.
- d) Week 3 – acceptance or rejection of the Town Deal offer by the Town Board Chair and CEC Leader
- e) Weeks 4 to 10 – TIP Sub-group to review the TIP projects in the light of the Town deal offer and recommend any changes to the Town Board based on:
 - 1) Preparatory work undertaken by the project since the TIP was submitted.
 - 2) The adaptability and delivery of the project if subject to a significant reduction in budget
 - 3) Capacity within the project to meet the requirements of Business Case preparation
- f) Week 10 – Town Board to agree the revised projects, spend profile and Monitoring and Evaluation Plan
- g) Week 11 – Revised TIP submitted to Government.
- h) Weeks 15 to 19 – Final approval to proceed to Business Case development
- i) Weeks 11 to 52 – Business Case preparation by each project

2. Business Case development

The Sub-group considered the further actions necessary to ensure effective Business case development as follows:

- a) CEC Officers to conclude initial assessments of the status of the existing projects in discussion with Project Leads in readiness for the work to take place after Week 3. Some projects have already identified the need for support.
- b) The responsibility for developing Business Cases lies with the individual projects and the Project Lead. And it will be important for the Board and the Accountable body to manage expectations.
- c) Projects will have varying levels of capacity to prepare their Business Case and will need support and training. CEC Officers will include identified support needs in the initial assessment of each project.
- d) A discussion with Hatch is required to determine its contribution to the Business Case development, to be paid for from the Capacity Fund, for

those projects requiring it, with an emphasis on the Economic and Commercial Case and linking the golden thread from the bid documents into the Strategic Case as against the Heads of Terms.

- e) The recent guidance on Business Cases includes: “The importance of the Strategic Case, clear objectives and the golden thread – this has been highlighted previously by TFDP and has now gained increased relevance. A strong Strategic Case can really help justify investments with weaker BCRs. Projects should also think about their specific contribution towards the government’s wider objectives such as the levelling up agenda and net zero”.
- f) Assurance that the Business Cases are sufficiently robust remains the responsibility of the Town Board and CEC who will be expected to appraise the Business cases and provide additional summaries to Government. To ensure transparency and accountability it will be necessary for the commissioning of independent appraisals to be undertaken funded via the Capacity Fund.
- g) Consideration needs to be given to how the necessary assurance can be given to the Town Board and CEC and how Board Members have the means to undertake the “check and challenge” role which will now be expected. An approach will be made to the Towns Fund Partner by DK for support and training for Board Members on the role of the Board.
- h) Business cases can be submitted to Government in tranches rather than as a single collective, and we are expecting to submit up to three tranches.

3. AOB

- a) Additional support and guidance – DK and Officers to approach other Towns who have current experiences or who have themselves asked for support e.g., Barrow, Lincoln, and Southport
- b) Press releases – noted that these had been prepared in readiness for the announcement.

Crewe Town Board Actions (5 March 2021)

1. At the upcoming Board Meeting, due to take place on 5th March 2021, Board Members will be given the opportunity to volunteer to be part of the task and finish group. It is expected around 5 volunteers would be required to join this group and all should be able to commit the time and effort to achieve this goal.
2. **Once the task and finish group have established a consensus on how the voice of young people should be represented and how this can be achieved, the group would be invited to present back to the Board for approval.**
3. The task and finish group would then proceed to scope out a delivery plan accordingly.
4. It is expected that the outcome of the objective will be in place within a 6-month period.

Recommendations

How should the voice of young people be represented on Crewe Town Board?

- Establish a Young Peoples Sub-Group
- Membership of upto 10 people with an age group of 16-24 years
- Report into Crewe Town Board via a youth Chair who would attend all Crewe Town Board meetings
- Terms of Reference (ToR) for Young Peoples Sub-Group to be agreed and based on the CTB ToR and linked to CTB TIP themes.
- Sub-Group representation to be reflective of Crewe and from as wide a representation as possible e.g., YMCA, Youth Parliament, College, schools, employed, the arts, sports (additional suggestions from CTB members).
- Chair of Young Peoples Sub-Group to be mentored by CTB member.
- Administrative support and infrastructure to be provided to ensure barriers that may prevent real meaningful impact are removed.
- Ensure role of a Mentor is defined and clear, i.e., to provide support on working through board papers prior to CTB meetings, supporting confidence and developing skills to be a full and active member of CTB.
- Ensure role of administrative support is defined and clear, i.e., organising Young People Sub-Group meetings, support in preparing agenda, producing minutes and following up actions, providing information in such a way that will allow communication into wider groups in Crewe.
- Young Peoples Sub-Group to inform, influence and guide the CTB around the TIP themes to support and steer the long-term development of Crewe from Young Peoples perspective.
- Build capacity of members of Young Peoples Sub-Group to be involved in other sub-committees i.e., Transport - their views on how they would like to see transport developed locally in the coming decades will influence their futures.
- Build capacity of members of Young Peoples Sub-Group so that they can communicate and influence in ways our older generation cannot i.e., charge points in the carparking areas - their input and future thinking will drive developments in a different way.

How can this be achieved?

- Realistic timeframe.
- Preparation with infra-structure in place before starting.
- Keep group size manageable but representative.
- Need to have achievable and realistic milestones to ensure long term sustainability and real impact.
- If broad direction of travel agreed by CTB, an action plan with target dates and identified resourcing to be produced and presented to CTB.

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TERMS OF REFERENCE

1. Purpose

- 1.1. At its meeting on 18th September the Crewe Town Board discussed the formation of a set of sub-groups as part of the proposed governance structure which would initially support the development of the Town Investment Plan but could also help to drive future longer-term regeneration in Crewe.
- 1.2. The Board agreed that one of these proposed sub-groups will be focussed on communications and stakeholder engagement. It is intended to be an operational group bringing together key messaging for Crewe across the partner organisations and working with consultants and partners to support the consultation process.
- 1.3. The Crewe Town Board Communications and Engagement Sub-group will provide expertise, guidance and support to the Crewe Town Board in developing and implementing a Communications and Engagement Strategy and a Communications Plan to coordinate communications and engagement activity which will support the long term physical, social and economic development of Crewe.
- 1.4. It is intended that the Crewe Town Board Communications and Engagement Sub-group will include representatives from Crewe Town Council Place Brand and Marketing Sub-group, Cheshire East Council Communications Service and the Crewe Town Board.

2. Terms of Reference

- 2.1. Terms of Reference were first developed in November 2020. This Terms of Reference includes amendments made and agreed by the Crewe Town Board Communications and Engagement Sub-group and ratified by the Crewe Town Board.
- 2.2. This Terms of Reference is effective from 4th June 2021 and will be ongoing until terminated by agreement between the Crewe Town Board Communications and Engagement Sub-group and and/or the Chair of Crewe Town Board.
- 2.3. The Crewe Town Board Communications and Engagement Sub-group Members will review the relevance and value of its work and the terms of reference every 12 months.

3. Membership

- 3.1. The Crewe Town Board Communications and Engagement Sub-group will be chaired by a member of the Crewe Town Board.
- 3.2. Meetings will always have at least one member of the Crewe Town Board in attendance.
- 3.3. Its membership will reflect the different types of stakeholders required to support effective working whilst representing the different interests of the town.
- 3.4. Members of the Board will have an appointed deputy to represent their stakeholder group or interest if they are unable to attend. (See Appendix I for list of Members and their deputies)
- 3.5. Substitutes will be subject to the approval of the Chair prior to the meeting.
- 3.6. Members will declare pecuniary, personal or any other interest in a proposal or agenda item and will absent themselves for the duration of that discussion to avoid actual or any appearance of undue influence.

4. Key Principles

4.1. The group will:

- 4.1.1. Work as an advisory body for the Crewe Town Board.
- 4.1.2. Focus on communications and engagement issues.
- 4.1.3. Have no formal delegated decision making authority from the Board.

4.2. Group members will:

- 4.2.1. Attend on a voluntary basis and receive no remuneration.
- 4.2.2. Be expected to maintain the confidentiality and integrity of any confidential information that they may receive that is not publically available.

4.3. Meetings

- 4.3.1. Meetings will be called to facilitate discussion of key issues as required at a frequency agreed by the members of the Crewe Town Board Communications and Engagement Sub-group.
- 4.3.2. The Secretariat for the Board will be provided by Cheshire East Council Officers, preparing agendas and supporting papers.

4.3.3. Meetings will not be open to non members but the Board may invite guests in to meetings as appropriate to inform discussions by prior arrangement with the Chair.

4.3.4. Under special circumstances meetings may be cancelled or re-scheduled.

5. Assets and Collateral

5.1. The Crewe Town Board Communications and Engagement Sub-group will manage a number of assets on behalf of the Crewe Town Board and will adhere to the appropriate policy around transparency/data management:

5.1.1. Communications and Engagement Plan (see Appendix II)

5.1.2. Website

5.1.3. Social Media (see Appendix III for policy)

5.1.4. Surveys

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TERMS OF REFERENCE

APPENDIX I

LIST OF MEMBERS & THEIR DEPUTIES

NAME	ORGANISATION	AREA OF INTEREST	DEPUTY	ORGANISATION
Rev David Edwards (Chair)	Lighthouse Centre	Crewe Town Board Member	TBC	
Adam Knight (Deputy Chair)	Lyceum Theatre	Crewe Town Board Member	Kath Lewin	Lyceum Theatre
Lindsay Lewis	Crewe Town Council	Promotion of Crewe and the Crewe Branding	TBC	
Hayden Ferriby	Market Hall Management	Operator of Crewe Market Hall	David Shaul	Market Hall Management
Jordan Swift	Cheshire College	Social media management	Olivia Kavanagh	Cheshire College
Charles Jarvis	Cheshire East Council	Crewe Regeneration Programme	Charles Jarvis	Cheshire East Council
Jez Goodman	Cheshire East Council	Crewe Regeneration Programme	Jez Goodman	Cheshire East Council
Rhiannon Hilton	Cheshire East Council	Comms & Engagement	Carol Young	Cheshire East Council
Carol Young	Cheshire East Council	Comms & Engagement	Rhiannon Hilton	Cheshire East Council

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APPENDIX II

Crewe Town Board communications and engagement strategy

Background

Crewe has been selected as one of 101 towns to put forward a bid for up to £25m of funding from the government's Towns Fund, which will be available to spend up to 2026 and support the town's long-term economic growth.

A Town Board for Crewe has been set up to oversee the development of a bid for this funding opportunity. The board is made up of cross-sectoral community representatives from the public, private and voluntary sectors which aims, through community engagement, to develop a vision and strategy that will shape the transformation of Crewe over the coming years.

They also help to oversee the delivery of other projects already in the pipeline, including the town centre's regeneration and Crewe hub station, to ensure all are aligned to the same vision.

If successful in its bid, Crewe will be able to deliver a variety of capital projects to boost the town's long-term regeneration.

Crewe Town Board has been reaching out to communities and leaders across the town to gather project proposals for the bid. A final list of projects will be agreed by the board from a long-list. These will feed into Crewe's 10-year Town Investment Plan, ready for the final submission of Crewe's bid in January 2021.

The board is required to be open and transparent in its actions and decisions

The towns fund guidance states: *'it is important to be clear how Town Deal Boards align with other place-based initiatives in towns and provide evidence of a shared vision and commitment from a range of stakeholders...'*

Part one of the Town Investment Plan template includes stages of strategy – Creating a vision, and Engagement and Delivery. Each of these have some implications in terms of Communications.

- **Involve:** Identify and involve the people/organisations who have an interest in the proposals and developments
- **Support:** Identify and show how you will overcome any barriers to involvement
- **Evidence:** Gather evidence of the needs and available resources and use this to agree the purpose, scope and timescale of the engagement and the actions to be taken
- **Design:** Agree and use methods of engagement that are fit for purpose, and demonstrate engagement throughout the project lifetime/Town Deal Fund

- Work together: Agree and use clear procedures that enable the participants to work with one another effectively and efficiently
- Share information: Ensure necessary information is communicated between the participants and everyone is looped into the information needed to make informed decisions
- Work with others: Work effectively with others who are already or could help with engagement for example the voluntary and community sector, social enterprises or relevant public sector bodies
- Improve: You may need to consider further developing the skills, knowledge and confidence of all participants
- Feedback: How will you feed back the results of engagement to the wider community and agencies affected, and show the impact this engagement has had
- Evaluate engagement: Monitor and evaluate whether the engagement achieves its purposes and adjust as necessary

To support the work of the board and development of the TIP, a communications and engagement sub group has been formed.

Strategic communications and engagement objectives

Overarching vision

The vision is for all members of Crewe Town Board to talk in one unified voice that aligns to the board's vision, aspirations and goals and wider Crewe narrative.

Strategic objectives:

- Build a positive reputation for the town - all communications seek to address the negative attitude that 'it will never happen' through an authentic voice and regular publication of positive content, which showcases Crewe's present and future transformation and highlights upcoming actions taking place around the town's regeneration;
- One unified voice - through communications, all partners will showcase the vision and positive direction the town is moving in, developing **trust and hope** in the messaging;
- Deliver the evidence of the communication and engagement taking place to develop the TIP to satisfy Government requirements and showcase the journey being undertaken to local communities;

Communications approach

While Cheshire East Council is the accountable body for Crewe Town Board, the board itself is made up of cross-sectoral community representatives from the public, private and voluntary sectors and as such is reflective of the 'partnership' working that is underpinning the regeneration of Crewe.

The Crewe Town Board communications and engagement sub group is also reflective of this and as such is not 'led' by one specific person or organisation.

In order to achieve our strategic objectives:

- A clear set of procedures and protocols for issuing communications – as well as the channels via which they will be issued - will be developed and agreed upon by the sub group and board;
- An agreed set of key messages with an authentic voice will underpin all communications and engagement activity and will be reviewed as the project evolves;
- The key project milestones will be identified and a programme of regular communications on agreed subjects will be established (and developed as the project progresses to maximise opportunities) – enabling all board members to see what activity is planned and the positive messaging that is to be used;
- The sub group will support the board to maintain relationships with key stakeholders and identify opportunities to do this;
- Communications will seek to showcase how the board has involved the communities of Crewe in developing the TIP, with the aim of highlighting this 'people centred approach';
- All communications activity – whether delivered as a group or individually – will consider the wider 'Crewe story' and potential reputational risks;

Communications and engagement action plan

Initial priorities of the communication and engagement sub group			
What	How	Who	By when
Identify and map out the communication and engagement channels already held by Crewe Town Board as a whole – including active social media accounts, websites/webpages, stakeholder relationships and media contacts	All comms sub group members to feedback to Rhiannon Hilton (RH) with the suggested channels that can be utilised	All comms sub group members	As of 04/01/2021 - ongoing
Agree a core set of channels to be utilised by the board	RH to collate suggested channels and a final set agreed by the sub group	RH Comms sub group	As of 04/01/2021 - ongoing
Draft and agree a boiler plate to be used where necessary in communications	RH to draft and sub group to agree before sending to	RH/sub group/chair	COMPLETED

	chair for final approval		
Draft and agree a set of key messages to be used in communication and engagement activity	RH to write first draft and sub group to agree before sending to chair for final approval	RH/sub group/chair	As of 04/01/2021 – initial draft for input
Identify the key project milestones and establish a clear timeline of communication activity that supports the work of Crewe Town Board and the development of a TIP, as well as the submission of the eventual bid.	Sub group to feed in to a centrally held document and agreed by group as whole before being approved by chair	Sub group/chair	30/11/20
Draft the first press release – subject TBC	RH to draft with group input	RH/sub group/chair – all subject to organisational sign off procedures too	COMPLETED
Awareness and development of cascade plans to communicate with key stakeholders	Group input and RH to collate	RH/sub group	
Agree policies and procedures for communications and engagement activity	Group input, led by RH	RH/sub group/board	As of 04/01/2021 - ongoing
Longer term priorities			
Support the delivery of a Crewe Town Board website and the creation of content to populate it	Sub group		As of 04/01/2021 - ongoing

Roles and responsibilities

Crewe Town Board chair – final sign off for all communications and engagement activity

Crewe Town Board communications and engagement sub group – Agree and implement the communications and engagement approach and work together to draft and issue the subsequent activity/communications products

Cheshire East Council communications (Rhiannon Hilton) – Can advise on the strategic communications and engagement approach and draft core communications material on behalf of the board, with input from sub group members

Branding – Crewe Town Council can be consulted for queries about using the brand and its assets

Procedures and protocols

- Board members retain the right to make comment and carry out media interviews in their personal capacity. However, in doing so, members should be mindful of their position on the board and how their comments could impact on the board's work and the strategic objectives set out in this strategy.
- All requests for interview/comment by the media specifically regarding the board as a whole and the development of the TIP should be directed to the comms sub group in the first instance. **No interview should be carried out before doing this.** A decision will then be made by the group on who will lead and respond to that enquiry. The response should receive final sign off by the chair and then be issued by the appropriate organisation.
- A full briefing can be provided by the comms sub group for those giving interviews/comment.
- All communications activity regarding the board and TIP will be discussed and agreed upon by the sub group in the first instance. The final decision will be made by the board's chair. **Communications should not be issued without the sub group and chair's prior approval;**
- At the first opportunity, board members should raise potential reputations issues that could impact on the work of the board or wider regeneration of Crewe with the sub group so that positive action can be taken;
- Key opportunities for positive communications and engagement activity will be identified by the board and comms sub group as the project progresses and incorporated into the timeline of planned activity;
- As a general rule, quotes in press releases will be attributed to the board's chair. If related to specific projects or thematic groups, a decision will be taken by the sub group and board chair as to which board member the quote should come from. If it is necessary to include a quote from a politician, the opportunity to comment should also be given to the opposition.
- The general approval process for media releases is as follows:
 1. **Press released drafted by CEC communications team following discussions with the sub group**
 2. **First draft sent to comms sub group for comments and their subsequent approval following any amends**
 3. **Sent to Cheshire East Council, as the accountable body, for comments and internal sign off, including from Cabinet member for environment and regeneration**
 4. **Sent to board chair for comments and final sign off.**

5. **Final draft shared with all board members and the sub group before being issued to the media – this will be done at least two hours before issuing to the media (unless there is an exceptional circumstance which requires the comms to be issued without delay). It is the chair’s decision whether or not to incorporate any suggested amends/feedback given by board members into the release. If they do wish to comment, board members are asked to do this within two hours of receiving the draft to avoid delaying the process of issuing comms.**

In the short term:

- All media releases issued by the board will be focused on the work to develop the TIP and will be agreed by the sub group.
- Press releases solely regarding the board and TIP will be issued by Cheshire East Council’s communications team (Rhiannon Hilton) with a note to the media that it is issued on behalf of the board.
- Press releases that discuss the wider Crewe narrative but reference the board should instead incorporate the agreed boiler plate and be issued by the lead organisation (these are still subject to the comms sub group’s input and sign off by the chair);
- Any quotes included in press releases are subject to the related organisation’s own approval processes and the time to achieve this should be factored into the planning process for communications activity;

Longer term

- Media relations including press releases and enquiries once the TIP has been submitted will be divided up based on project leads. The comms sub group will also allocate resources based on the projects.

Key messages

- Crewe is one of 101 towns selected to put forward a bid for funding from the government’s Towns Fund, which will be available to spend up to 2026.
- If successful, Crewe will be able to deliver a variety of capital projects to boost the town’s long-term economic growth and development.
- Priorities will include regeneration, planning and land-use; arts, culture and heritage; local transport; digital connectivity and skills and enterprise infrastructure.
- This is the chance for the people of Crewe to help shape their town’s future. Through discussions with the community, Crewe Town Board is developing a vision and strategy that will shape the transformation of Crewe over the next 10 to 15 years. We need to transform Crewe and we need to do it now – together.

- Crewe is a town that is very much growing and so much has already been achieved. But we now have an unprecedented opportunity to carve out a new chapter in Crewe's history and help to ensure the town reaches its full potential.
 - This is a huge opportunity to raise the standards of living of people working and living in Crewe.
 - Securing this funding for Crewe would enable us to put in place a long-term strategy, with a unifying vision for the town's future that is based on the needs and wants of Crewe people.
- **Need to develop key themes based on shortlist of projects:**
 - Regeneration, planning and land-use;
 - Arts, Culture and Heritage;
 - Local Transport;
 - Digital Connectivity;
 - Skills and enterprise infrastructure.

Communications and engagement timeline (to be agreed by sub group and chair)

W/c 30/11/2020 – Communication subject: Profile some of the board members, details of the engagement that has taken place and reference next steps for the bid.

Jan TBC – Profile shortlisted projects

Jan TBC – website launch

TBC Jan – bid has been submitted, details of the next steps and manage expectations

Communication channels

Cheshire East Council:

- Social media – Twitter, Facebook, LinkedIn, Youtube
- Website – www.cheshireeast.gov.uk
- Media contacts – local, regional and national
- Internal – staff newsletter, Centranet
- Stakeholders – all Cheshire East member briefing, community networks and officer relationships e.g. business to business contact

South Cheshire Chamber:

- Monthly magazine and newsletter

Lyceum Theatre:

- Access to patron database where permissions exist to forward surveys / news updates as part of a regular newsletter

- Website www.crewelyceum.co.uk
- Facebook, Twitter, Instagram
- Circulate surveys / updates via newsletters to closed staff and volunteer database
- Canvass opinions and feedback from our network of professional theatre-makers and producers, dance-troupes, amateur/community theatre groups, learning and engagement partners
- Once it re-opens, the Lyceum can be used as a base for community briefings / engagement sessions / consultation meetings for members of public and B2B

Crewe Cultural Forum:

- Access to database of freelancers, organisations and stakeholders all involved in or with an interest in supporting the cultural and heritage sectors
- Access to creative community engagement sessions, consultation meetings and focus groups to support the regeneration framework

Cheshire College South and West:

Audience – students, parents, employers and community users of campus

- Website ccsw.ac.uk
- Social media – Twitter, Facebook, Instagram, LinkedIn, Youtube
- Weekly staff Update
- Employer CRM
- Focus Groups
- Open Evenings
- Community Days
- Primary College Event (1,400 primary school children and their teachers)
- Secondary College Event (800 secondary school children and their teachers)
- Relationship with local primary and secondary schools
- Schools Liaison Team
- Employer Engagement Team

Crewe Town Council:

- CTC website
- Facebook
- In Crewe Facebook page
- An established community network
- Email to town centre businesses.

Branding

Communications should be mindful of the place brand – and therefore narrative - for Crewe to ensure consistent messaging, in addition to the ‘wider story’ for the town.

Evaluation / measures

Jane / David – what do we need to evidence?

Social media metrics – how many people are re reaching with our messages and how many of those are engaging with us? Individual organisations to feedback on stats.

Media releases – coverage

Responses to the survey

Number of people consulted on

Projects submitted

Qualitative Judgement on sense of perceptions in Crewe

Stakeholders – approached via consultation

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APPENDIX III

Crewe Town Board social media procedures and protocols

Administration rights – These are held by the college and CEC communications team

Schedule of content – A monthly schedule of content will be prepared by Cheshire College - South & West with input from the comms and engagement sub group (via monthly meetings) and shared at least one week before the first post goes live. The sub group has a collective responsibility to review the schedule of content and to raise any issues with the college comms contact.

Sharing of positive news – As referenced in the communications strategy, key opportunities for positive communications and engagement activity should be identified by the board and comms sub group as the project progresses and incorporated into the timeline of planned activity. In doing so, the board's social media channels should be considered as a key channel for this.

Interaction with posters – Great communication is two-way and having active social media accounts, where we interact with our audience in a positive way, is to be encouraged. However, care should be taken in regard to the tone and messaging used and care needs to be given to understand 'who' we are responding to.

Imagery – Imagery used should reflect the Crewe brand and seek to reflect the town in a positive light.

Tone – The content of the social media posts should reflect the Crewe brand.

Comments that need action – This refers to comments where a question has been asked, for example, about the board's remit or status of the TIP. In such instances, the poster should be referred to the board's website or, if appropriate and depending on the question, given the contact email address if it requires a more detailed response.

If the comment relates to a specific organisation, these should be forwarded by email to the relevant person to deem the action required, in collaboration with the communications subgroup.

Misinformation – Themes of misinformation or specific comments should be referred to the sub group where a decision can be taken collectively as to the response required.

Offensive comments – Crewe Town Board takes the issue of abuse via social media seriously. With any abusive or offensive social media posts or tweets there are four main options:

- Ignore the post;
- Reply directly to the post (not usually recommended as it tends to encourage those who are posting);
- Use the post to inform communications activity to divert attention away from the conversation/post;
- Report the post as offensive; and
- For **Facebook specifically**, the post can be hidden.

Admins of the board's social media accounts can report 'threatening or abusive' social media behaviour to Twitter/Facebook with a view to getting the offending account locked, suspended or specific tweets deleted.

The board owes a duty of care to members who are the target of such abuse or 'trolling' as a result of their being a member of the board.

There are legal limits, however, as to the action the board may take, in the public interest, where freedom of expression is misused or abused and members unfairly targeted.

Action to restrict what others may publish should be taken rarely and only after careful consideration of the public interest. When considering this matter the board should keep in mind the 'Spitting Image' test of the acceptable limits of political satire in British public life and the strong protection afforded to freedom of expression in a modern democracy.

Any action by the board must be 'necessary and proportionate.'

It is important to recognise that any attempt to remove offending material may spark negative publicity, with the board and its members criticised for attempting to 'stifle free speech' or silence critics.

It is also important to recognise that any action taken may have the unintentional consequence of re-energising the offending 'poster' by showing that his/her toxic barbs have struck home, caused distress or, at the very least, elicited a reaction.

Reporting abuse

The board should not normally take any action to permanently block a person on social media or report the post unless the material is 'hateful' – in that it discriminates, or encourages discrimination, on grounds of age, disability, gender reassignment, pregnancy or maternity, race, religion or belief, sex, or sexual orientation (under the Equality Act 2010).

The board should not normally take any action unless a member is named in, or is easily identifiable from, the communication in question. The board should not normally take any action where the target is 'the board'.

Where a social media admin, in the course of their normal work, comes across a tweet that is potentially defamatory or clearly meets the criteria of 'abusive behaviour' against an identifiable individual board member, that individual will be informed.

At the individual's request, we will report the tweet to Twitter/Facebook – requesting that it be deleted. We would then update the individual board member regarding the result of that request.

- Specific guidance on abusive behaviour, as defined in Twitter rules and on Facebook, is available below and via these two links:

Twitter: [Twitter rules](#)

Facebook: https://en-gb.facebook.com/help/1417189725200547/?helpref=hc_fnav

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