

Environment and Communities Committee

Supplementary Agenda

Date: Thursday, 11th November, 2021
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

7. **Communities Team Update** (Pages 3 - 30)

To receive a presentation on the work of the Communities Team. Report to follow.

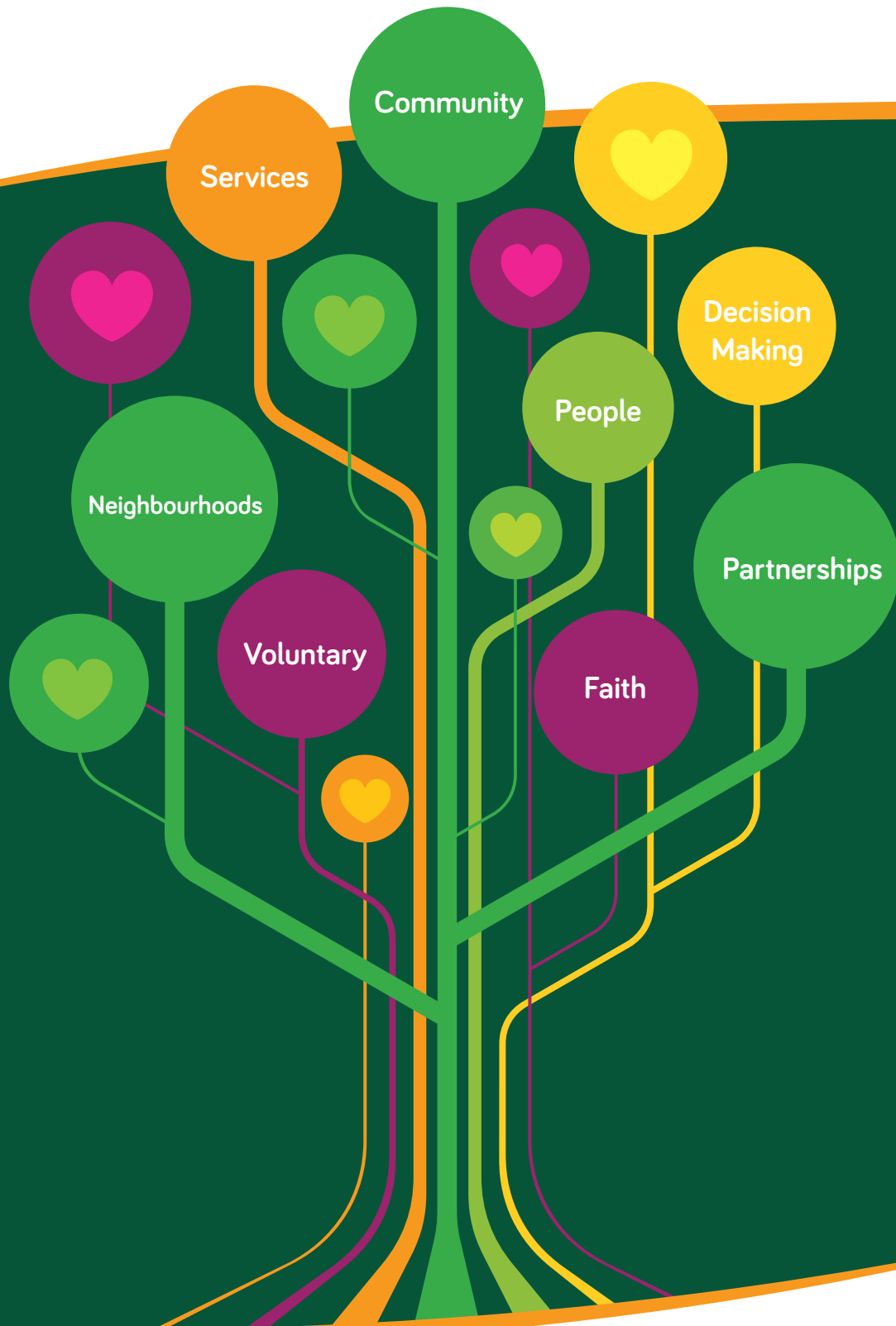
9. **Withdrawal of the Crewe Hub Area Action Plan** (Pages 31 - 42)

To receive an update on the latest position on the delivery of HS2 in the borough and the Crewe Hub Area Action Plan: Report to follow.

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connected communities

Operating Model 2021-2025



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Our Community Approach



Dan Coyne

Hi, I have managed to Communities Service since 2018. I am passionate that all residents have a right to know is available to them and how they can feel part of their own community.

Some of my key values are being fair and equitable, that often comes across in my decision making and approach to working with others.

I am passionate about local people making local decisions and being part of the process.

I also at every opportunity ensure the Voluntary, Community and Faith Sector are recognised for the valuable contribution they make to peoples lives.

Vision

By working together, we can connect with our communities to build a more open, fairer and greener Cheshire East

Mission

Together, we will build safe and healthy communities with services in the right place at the right time. We will listen, understand and engage with our residents to build a spirited and resilient Cheshire East.

Our Journey so far

Our asset-based community development approach has begun to embed a culture over the last four years moving from doing things for and to communities, to now working with them, to enable them to be more self-organising and empowered to do things by themselves.

This has built a set of shared values, recognising the importance of relationships, by developing local networks, partnerships and connections, including targeted interventions by new and existing groups that meet the need of their communities. All our communities, social networks, and individuals have assets that can help to create community trust and generate local benefits. We want to unleash the full value of our community connections by reducing any barriers, maximising our shared potential, bringing about great social, economic and environmental benefits for everyone in Cheshire East.



Our journey looks to increase our support to communities by building a combined approach across sectors, developing a locality working infrastructure across our PLACE, harnessing the skills of local PEOPLE, maximising resources that exist within SERVICES and targeting support to those who need it most. This will enable our communities to become more enterprising in reducing dependency on statutory services and assisting those communities of higher need to address the inequalities which impact on their lives. We know that a one-size fits all approach will not work, instead we will build on what already exists, develop evidence-based community-led interventions, and maximise resource within our services that provide combined and coordinated resources across our communities.

Plan

CESAP

What are the root causes and who can support addressing them

- Care community
- N.P - Neighbourhood Partnerships
- Town and Parish Councils
- Town Partnerships



Infrastructure development

Networks and Partnerships

- How
- Where
- When
- What
- Who

Priorities

Step back and think



Stakeholder mapping

Who do we need?

Health inequalities research projects



Deep dive the issue

- Define behaviour
- Specify
- Identify drivers



Toolkit

- Social Value Framework
- Volunteer Portal
- Social Value Award
- Crowdfunding
- Intelligence
- Community assets
- Bright idea fund
- External funding
- CESAP

ABCD

- Grassroots
- Inspire
- Seek assets
- With / by

Projects

- Collaborative
- ABCD
- Intervention



Social action

- Partnership
- Collaboration
- Shared agenda
- Action plan
- Hub and spoke model

Co-produce the intervention

DO

Understand need



Quantitative

- JSNA
- Wider determinants
- Health inequalities
- Literature review

Gather intel

- Data Sources
- Local conversations
- Behavioral Insight



- Commissioners
- Focus groups
- Talk to people
- Local intelligence
- MECC
- Engagement

Qualitative

Measure

- Outputs
- Outcomes
- Impact



- Income generation
- Research projects commissioned

- Projects completed: ABCD and collaborative
- Evidence based priorities
- People engaged with
- Volunteer hours
- Social Value Unit
- National TOMS
- Community Assets

Targets

Re-engage with the gathered intelligence to see if the intervention has made an impact

Social Value Framework (National TOMS)

Section 1 Community Development

1. We engage with our local communities to understand local needs

BY engaging with you

We know that our residents are experts by experience, who have a multitude of gifts and talents. We also know that making positive change in your community requires us to engage, listen, inquire, and understand. Using an insight-based approach to engagement we will identify with you your needs, barriers and motivations to enable us to work with you to develop sustainable community-based interventions. We will actively seek opportunities to create dialogue with our communities and we will respect the rurality and diversity of our borough in doing this. The intelligence we gather at a local level is vital to informing the design of health and wellbeing services, so we want you to feel empowered to speak up and make a difference.

All of these work-streams require resident engagement, involvement and feedback. We will do this by regular ongoing engagement with you.

We will work WITH you to turn your efforts into local services

We will work with local communities to understand local need, as they are often better placed than public sector services to look at local solutions. By inspiring and facilitating conversations with residents to create innovative solutions and develop new bespoke services which will be delivered by local people. We will ensure through our Connected Communities Center model we have the spaces and places for these efforts to be delivered within your communities. A lead in Asset Based Community Development Cormac Russel states "The more parent and resident fingerprints that can be found on a project, the more likely it is that project will be meaningful and sustainable". It is then that we will start to see greater changes and more resilient communities for the future. The newly formed area community partnerships will provide engagement, funding, expertise and decision routes to support on the ground initiatives.



2. We develop projects that improve health and wellbeing based on those needs

BY improving life opportunities and BY reducing health inequalities

As a council we want people to have good lives and live well for longer. We believe that your health should be determined by individual choice, rather than just where you live. The residents of our borough all have the potential to flourish, so we are committed to providing opportunities for everyone to achieve their goals and ambitions. We know our borough is multi-faceted, consisting of diverse and thriving communities, so we must provide services which address both local and borough-wide priorities. One size does not fit all, so we will ensure fairness and equality by:

- Developing networks with partners to gather and share local intelligence so we know what is important to you
- Support an Inequalities Commission that focusses on health improvement and commission areas of Joint Strategic Needs Assessment (JSNA) to identify new and existing needs
- Harnessing the potential of the VCFSE sector by empowering the existing assets (people) in our community to deliver innovative solutions to meet local need and achieve their personal goals
- Using resources available to us as a Council to conduct pioneering research and behavioral insights into emerging issues and use findings to grant fund, develop or commission future services
- Share our knowledge and expertise to allow local services to develop and become sustainable in meeting the needs of their community
- Plan and prepare for seasonal public health campaigns with partners
- Ensuring real people are involved in service delivery
- By focusing on opportunities not just opportunities missed
- Ensuring the right services are in the right places locally

BY developing community led peer support

We recognise the importance of community led mental health peer support to give people the opportunity to provide support and guidance to each other, thus giving individuals more choice, independence and feeling empowered. We want to make sure that peer support across Cheshire East is safe and effective and a place where professionals and residents feel confident to refer to and visit and that these peer support opportunities are part of the pathway of support given to residents when they need it.

We want to develop a robust peer support network to enable the growth of new community led peer support opportunities and to tap into the wealth of current experienced groups already functioning across the borough. We will enable opportunities by supporting

those with lived experience to develop groups so that their skills, experiences and knowledge can support others to help manage their conditions.

Together we can do this by:

- Developing a network to bring together mental health professionals, VCFSE organisations and those with lived experience to share best practice and create a vibrant, innovative forum for community led peer support
- Creating toolkits to support the start-up of new groups
- Delivering training to support volunteers
- Developing a quality mark to demonstrate how that groups are a safe and effective place to visit and refer to
- Including community led peer support in the mental health pathway

Section 1 Community Development

3. We get bring more resources into communities to meet local need

We will work WITH you to maximise any social value opportunities

The Council purchases goods and services on behalf of residents and has an obligation to request what additional value or resource the supplier can offer that will benefit local communities.

To date this has been supplier led, we aim to develop a social value unit that has a responsibility of understanding whats important to you. That gathered information will then be relayed back to suppliers so we can better target that additional value or resource in to your communities.



This additional resource could provide funding or business expertise into projects, employment, training or education to increase life opportunities within our communities.

We will develop a social value unit within the Council to drive the social value agenda forward, this will allow a coordinated and consistent approach to releasing additional community resource (volunteers, expertise and funding) through public sector contracts into the community.

We will work WITH you to release more Corporate Social Responsibility into our communities

The development of a Cheshire and Merseyside Social Value Award will encourage the public, private and VCFSE sector to commit to demonstrating social value / corporate social responsibility. We will support those organisations that have undertaken this award to understand what the local priorities are and how they can encourage local companies to donate funding or expertise into meeting those needs really linking services into their communities.



**SOCIAL VALUE
AWARD**

www.socialvaluebusiness.com/faqs-social-value-award

4. We ensure the resident voice is heard

We will work WITH you to coproduce future services

Our community work provides market and local intelligence, informing the Council and partners about existing services and what support and the outcomes people feel are most important, how these are being achieved now and what services and support is missing. We want to work with you to coproduce our customer experience journey, by having a better understanding of your needs we will design and deliver services that best meet it. We will also work cross-sector to redesign services to meet your needs to ensure public money is being spent with local involvement by informing and shaping commissioning specifications issued by the Council. We have designed the TOGETHER coproduction guide that we coproduced with local people which will provide us with clear guidance on ways of working collaboratively which will engage with customers early and share opportunities over the next 4 years around commissioning intentions and explain how you can get involved in the design and delivery of those services.



How will we measure success?

- The number of people involved with each part of the commissioning cycle
- The number of services involved with each part of the commissioning cycle
- The number of jointly commissioned services

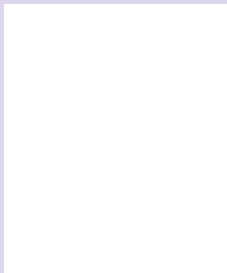
Together we can support our Community Rights

The Localism Act created new rights to give local people and groups a greater say about what happens to local buildings and land and how local services are delivered. Community Rights enable residents to have greater say over what happens to the local economy, assets and services, and influence over the future development of their area through neighbourhood place planning. We want our residents to exercise those rights and have their say about the place they live. We will work together to explore ways assets can be better utilised and where appropriate transferred to the community to manage and oversee.

Section 2 Meet the team

Team Manager

Katy Ellison



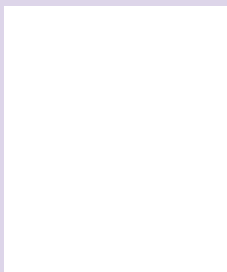
My name is Katy Ellison and I am Senior Community Development Officer. I have operational management responsibility for a team of Community Development Officers, who's role it is to take a holistic approach to improving the health and wellbeing of our residents. We gather local intelligence and examine the wider determinants of health to understand what is important to our communities, then use an asset-based approach to develop local services in collaboration with our partners.

I lead on a number of workstreams detailed in the Connected Communities Operating Plan, including the development of a Social Value Unit, implementation of innovative research methods in addressing health inequalities and the development of a flagship 'Live Well for Longer' strategy which is entirely coproduced with the residents of our borough.

I am passionate about coproduction and am forever amazed by the compassion and talent that exists in our communities. I believe that improving our communities' health and wellbeing must be driven by an intelligence-based approach, where our residents and partners are empowered to use their own skills and talents to make a difference. In my spare time I enjoy going to the gym and running around after my 4 year old – this works wonders for my daily step count!

Community Development Officers

Nantwich and Rural: Deb Lindop



I'm Deb Lindop, Community Development Officer for Nantwich and Rural area. My role is to support the quality of life across communities, working with them to translate their ambition into reality and reducing health inequalities along the journey, achieving positive outcomes together. The work involves assessing community issues and needs, managing resources, and developing implementation strategies, adopting an asset-based approach which focuses upon codesign, coproduction and codelivery, and works across business/public/private sector organisations and utilises established relationships with the VCF sector. I am involved in a number of workstreams including mental health and social prescribing.

Helping communities to help themselves is something I am passionate about, it is challenging, never ending and always changing which suits my personality. I believe that everyone has gifts and is capable of contributing and achieving, just like everyone has the power within their own hands to make a difference. Community at its best is when you have the right ingredients, people and opportunity are key ingredients, I enjoy supporting journey in the words of someone with legendary wisdom "be the change you want to see in the world" Ghandi

Crewe: Muka Khan

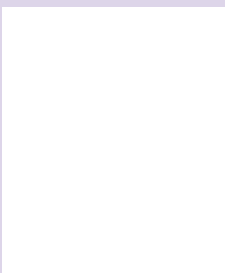


I am Muktadir Khan, Community Development Officer for Crewe. My role involves supporting local communities and local VCFSE sector in developing grass roots projects, providing local knowledge and skills around external/internal funding opportunities to help build projects to enable early prevention/intervention which will lead to a reduction in health inequalities in the care community area. My role includes asset based community engagement and development in order to work more integrated and collaborative with members of the community and key stakeholder partners within the neighbourhood.

Some key workstreams I currently lead on include CEC Falls Prevention Strategy, a behavioural insights research project addressing male suicide, supporting Crewe Equalities Commission and development of Crewe Pocket Parks. I am also an Equality Champion and sit on the EDI board.

I am a very social, caring and outgoing individual with a good sense of humour. I am a very family orientated person and love to spend time with loved ones. I enjoy travelling and exploring different cultures, I am passionate about cooking and love to experiment with different flavours! In my team I like to volunteer organising social events and staff days out as I enjoy having that time away from work life. I definitely believe we all need to be mindful around work life balance.

Crewe: Joe Cosby

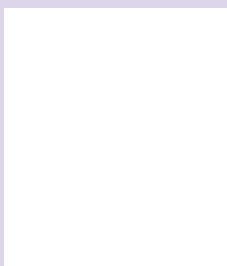


My name is Joe Cosby and I am Community Development Officer for Crewe. I support the VCFSE sector to form sustainable partnerships, engage with residents and provide a variety of services that support health and wellbeing. I am currently overseeing a number of digital inclusion projects, support our Connected Communities Centres across Cheshire East, and help develop our social value framework.

I have lived in the Crewe area since I was a child and am incredibly proud to be supporting our local community. Away from work I love spending time at home with my wife and our pets, visiting the cinema, watching the Cricket, and have a season ticket at Crewe Alex.

Section 2 Meet the team

Sandbach, Middlewich, Alsager, Scholar Green and Haslington: Lucie Ferneyhough

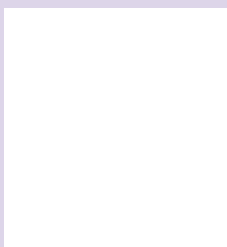


My name is Lucie Ferneyhough and I started working for Cheshire East Council in July 2021 as the Community Development Officer covering Sandbach, Middlewich, Alsager, Scholar Green and Haslington (SMASH) and the villages in between. My role is to work with the local Voluntary, Community, Faith and Social Enterprise Sector (VCFSE), individuals, statutory and non-statutory organisations to better understand the needs of the local residents and to work together to ensure that those needs are met. We do this through various channels, including the three Connected Communities Partnerships within SMASH, which are for Alsager, Middlewich and Sandbach. These partnerships are made up of local groups and organisations as well as representatives from statutory organisations such as Cheshire East Council, Town and Parish Councils, schools, NHS, police and the Fire Service. The aim is to work in partnership to identify the needs and find local solutions to these issues, where possible involving local people to utilise their skills, knowledge and experience in meeting these needs. I also work closely with the Town Partnerships in each of the three main towns, as well as the Town Councils, the Care Communities Partnership and I am currently trying to involve the Parish Councils more so we can better understand what is currently available and what are the needs in the villages and rural areas.

As well as this, I have been involved in setting up Infection Control training across Cheshire East for VCFSE organisations. Within the Communities Team we are also working on the 'Live Well for Longer' Plan. We are currently engaging with our local communities to find out what living well for longer means to them and what we need to do as a Council to ensure residents have access to the services they need.

Before working for Cheshire East Council, I worked for Lichfield District Council for 14 years in both Community Development and Community Safety and I have always really enjoyed working with communities and have found it very rewarding. I am really looking forward to working within the SMASH area and getting to know the people that live and work there and to understand the needs and support local groups, organisations and individuals to find solutions to local issues.

Congleton and Holmes Chapel: Sharon Joynson



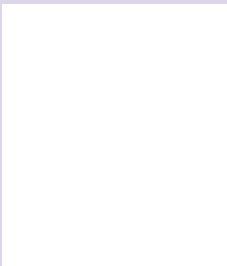
I'm Sharon Joynson, Community Development Officer for Congleton and Holmes Chapel (CHOC). My role involves identifying local priorities and any gaps in service through building relationships with residents and partners. We work together towards agreed actions in order to achieve best outcomes for communities, extend opportunities and empower residents to reach their full potential.

I am currently involved in obtaining the voice of the residents to feed into the Cheshire East Live Well for Longer strategy. I am responsible for ensuring local priorities are relevant and continually strive for innovative ways to ensure our residents receive the right support at the right time by developing services planned around their needs. My role involves networking and researching assets and funding opportunities and signposting as necessary in addition to multi-agency working to reduce barriers and support positive sustainable change.

I am relatively new to my post, but I have found much of my past experience of working within different local authorities transferrable. I'm a very friendly and respectful person and am thoroughly enjoying my new role of engaging with residents in many different settings, working creatively and flexibly in partnership to help provide a sense of community and to maintain people's independence through a variety of initiatives. I enjoy challenge and have passion, drive and commitment to deliver the best possible services.

Community Development Officers

Knutsford, Chelford, Handforth, Alderley Edge and Wilmslow: Val Burlison



I'm Val Burlison, Community Development Officer in CHAW (Chelford, Handforth, Alderley Edge, Wilmslow) and Knutsford. I work with Partners to empower and enable communities to deliver services and activities themselves, within their own neighbourhoods using the Asset-Based Community Development model. This ensures we capture the fabulous skills, knowledge and experience from our residents in Cheshire East. I also work with the VCFSE sector and commissioned services to capture the social value generated through our investment into services.

Key workstreams I am leading on currently include co-producing the Live Well for Longer strategy, facilitating integration of health and social care at a local level, supporting and developing Cheshire East Dementia Steering Group, coordinating winter wellbeing support for vulnerable communities and implementing a parkletics project.

I am friendly, approachable, caring and compassionate. In my spare time I am very sociable (too much at times!), love cooking, cycling (electric forever!) and swimming. I am currently planning my wedding for 2022 and trip to Australia for a much needed visit to see my son.

Macclesfield, Bollington, Disley and Poynton: Mark Gleave



I'm Mark Gleave, Wellbeing Project Manager and Local Engagement Officer for Macclesfield, Bollington, Disley and Poynton. In my role I work with local stakeholders to identify priorities and gaps in service provision in neighbourhoods and work with communities to address the priorities and fill those gaps. We utilise an 'Asset Based Community Development' approach by working with local people and so I'm always interested to hear of ideas that local people have and then facilitate them to get those ideas off the ground.

I am involved in a number of key workstreams, including Social Value, Social Action/Community Development, Health Inequalities, Food Poverty, Corporate Social Responsibility, Coproduction, Integration, Income Maximisation and Peer Support.

I have a BSc in Sport and Exercise Science and a MSc in Public Health Nutrition so food and sport are two of my passions! My favourite cuisine is Thai and I enjoy tennis, football, table tennis and running.

Section 3 Community Cohesion

Community Cohesion Model

Cheshire East is a diverse community and it is important we create a welcoming, safe and cohesive place for everyone to live. We will ensure our Council services are accessible to people who need it, where English may not be a first spoken language. With a focus on building stronger connections with our migrant population we will support and encourage the provision of ESOL (English as a Second Language) classes which in turn will provide better communication between communities and open more opportunities into employment and accessing services. We will also ensure we have a diverse range of services available in other languages to encourage access and build trust across the public sector with our more migrant communities. We also recognise the important role young people play as part of their child development to connecting with others in particular when culture and languages differ, we will work with schools in our diverse communities to embed a cohesive approach.

We will also support our communities ongoing diversity by providing support to Asylum Seekers and Refugees through the Vulnerable Persons Resettlement Scheme including Community Sponsorship applications. Cohesiveness is also about standing up to discrimination, we will work to develop local places and local spaces where discrimination can be reported and targeted interventions can be designed to mitigate recurrences of this behaviour.



1. We specialise our support in hard-to-reach communities

BY promoting Community Cohesion

Cheshire East is a diverse community and it is important we create a welcoming, safe and cohesive place for everyone to live. We will ensure our Council services are accessible to people who need it, where English may not be a first spoken language. With a focus on building stronger connections with our migrant population we will support and encourage the provision of ESOL (English as a Second Language) classes which in turn will provide better communication between communities and open more opportunities into employment and accessing services. We will also ensure we have a diverse range of services available in other languages to encourage access and build trust across the public sector with our more migrant communities. We also recognise the important role young people play as part of their child development to connecting with others in particular when culture and languages differ, we will work with schools in our diverse communities to embed a cohesive approach.

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Measure of success?

- Wider community engagement from migrant population including volunteering opportunities.
- Increased number of migrants with the understanding of British values and culture whilst still taking pride and celebrating their own heritage.
- Increased employment amongst within our migrant communities



Section 3 Community Cohesion

2. We are redesigning how are communities engage with each us and each other

Together we can develop our Community Assets



We will build on our place based social franchising model, which is first and foremost about partnership, offering a range of benefits to its members and puts our local communities first. Our Connected Communities Centres have been the beating hearts of our communities to access a range of early intervention and prevention services. We will renew our Connected Communities Centre franchise offer to ensure the Community

Assets remain inclusive but also encourage opportunities for people to learn, develop ideas and volunteers. By connecting with the Council's "my Bright idea fund" with our Franchise model we will ensure residents have a supported and safe place to deliver local activities and the opportunity to apply for funds.



Keeping place at the heart of delivery we will be more inclusive to rural areas by developing an additional franchise offer. Our Connected Communities Venues will ensure all our residents have a key community asset focal point to connect, access services and tackle key community issues.

We will work with our Communities to shape how our Cheshire East owned community facilities can operate using a neighbourhood estates review approach, this may include transferring responsibilities to the community or coming together to ensure the community asset is having the biggest impact on providing a place for people to connect.

Together we can grow our Digital Community

By investing time and resource in to ensuring our communities become better connected through digital solutions will ensure our reach is greater, participation is higher, people are less isolated, and our services are more accessible. We want our communities to connect but we also understand that face to face is not always suitable or available. Using technology, we want to reduce isolation and we want to develop technology to support home learning and working where appropriate.



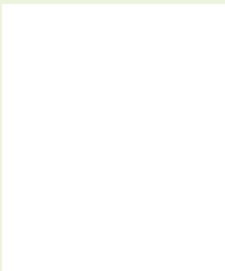
Ways we can achieve this

We will continue to invest into digital solutions and online access to services through our Cheshire East website, LiveWell Cheshire East and improve access to self-help information through accessible self help and interactive online solutions.

Section 4 Meet the team

Team Manager

Paul Giotoiu



Hello. My name is Paul Giotoiu, and I am a senior community development officer. After a long career in professional sports and completing my studies in Romania I decided to make the ultimate step and relocate to United Kingdom in December 2016.

I have joined the communities team in 2018 working with migrant families throughout Cheshire East, mainly from the Eastern European background, as I have advanced language and cultural knowledge.

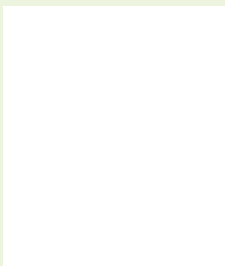
Since then I have been given the privilege on leading on several high importance pieces of work like: leading on the triage team for the PHP initiative, Leading on the support for the 2nd and 3rd shielding wave, leading on the self isolation on behalf of the communities team and now leading on the wrap around support for the Afghan resettlement in the bridging hotel and relocation of 5 families to Cheshire East.

My main drive for the job: There is nothing more satisfying than seeing communities coming together, no matter of background, race, colour or creed, towards achieving a common goal and supporting each other.

I like to spend my free time with my wife, Rufus our 100 pounds german shepherd and Danut, our crazy cat. What can I say, I have a diverse family :). I love to travel and discover the UK's hidden gems such as remote villages of Wales and Scotland.

Community Liaison Officers

Community Liaison Officer (Turkish and Dutch speaker): Seher Somerville



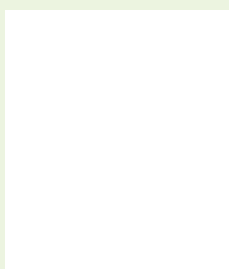
My name is Seher Somerville and I am a Community Liaison Officer for Cheshire East. I am a Turkish/Dutch national and after having worked as a Languages Teacher in local high schools for many years I joined the Communities team in 2018. Since then I have been working mainly with the migrant families who have children in local schools, supporting them and schools to have better engagement and access to local services by helping translating, interpreting, giving one to one support and signposting. During the lockdown due to the pandemic I worked as part of the People Helping People Service helping locals in Crewe area by matching up vulnerable locals with volunteers to help them with their

shopping, collecting medication and even with regular walks. Recently, as part of the Communities team, together we have been supporting the Afghan Resettlement Scheme in Cheshire East by helping the families to have access to local services, arranging trips, sorting out donations, in short, helping them to start a new life in the UK. I love my job as it gives me the opportunity to work with people from different backgrounds, countries and cultures as I have always been interested in different languages, cultures and helping people.

Section 4 Meet the team

Community Liaison Officers

Community Liaison Officer (Polish and Slovak speaker): Magdalena Kolodziej



My name is Magdalena Kolodziej and I am a Community Liaison Officer working at Cheshire East Council since October 2018. I come from Poland and moved to United Kingdom in July 2010 after completing studies in Poland. Since I live here, I learned English language over the years and experienced many challenges which helped me to have better knowledge and understanding in migrant families needs.

My Role is to help local people access services and support them with any challenges they may be having. I supported migrant families in a number of primary and secondary schools in Crewe, helping them to engage with school, providing one to one support, join

ESOL classes, accessing services or open opportunities into employment. I have also provided support with translations for schools or NHS partners.

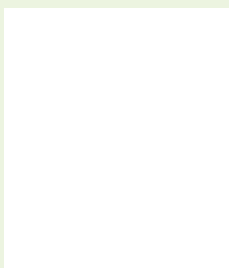
Since pandemic I was working from home and supporting Community Grants and People Helping People Service.

Recently, alongside with my colleagues, I have been supporting Afghan Resettlement Scheme in the bridging hotel – engaging with Afghan families, coordinating donations and providing support for their new start in the UK.

Every day brings something else in this job. I learned a lot and met lots of various but amazing and inspiring people. I love being part of something that makes difference.

Out of work I am a full time mum and I love spending time with my family.

Supporting veterans, refugees, GRT community: Richard Stephenson-Evans

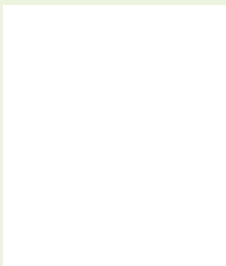


Hello my name is Richard Stephenson-Evans I am a Community Liaison Officer, I started my career working alongside the voluntary sector supporting charities and groups as a Group Lead Community champion. I joined the communities team at Cheshire East Council in June 2021 and took up the post of Hard to reach community liaison officer supporting Veterans, refugees and the GRT communities. Since August I have had the privilege in supporting the Afghan Wraparound support and resettlement programme here in Cheshire East.

I got married in 2014 to my husband and in 2019 we decided to start a family and adopted our son through the council and loved every minute.

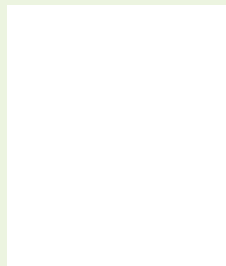
Community Facilities Staff

Morgan Howard



I am Morgan and I look after
Macclesfield Community
Centre

Angela Yarnton



I am Angela and I look after
Handforth Youth Centre



Section 5 Community Connectors

Community Connector Model

Throughout the Covid19 pandemic we developed a scheme called “People Helping People” which supported vulnerable residents and those who were self-isolating with a range of support from volunteers and community groups, including delivering groceries, collecting prescriptions, telephone befriending and much more.

Our Community Connectors are working to establish this scheme into a long-term service. They each have a caseload of residents who they offer holistic support to, with common issues including social isolation, digital exclusion, difficulty accessing food, and low-level mental health issues. The Community Connectors work with each resident on a one-to-one basis and provide bespoke support according to their needs, matching them with volunteers and/or community activities to provide sustainable long-term support.



1. We encourage and enable volunteering

BY encouraging and enabling volunteering

Through the People Helping People service, which was set up in response to the COVID-19 pandemic, volunteers have responded to the needs of the community by supporting much needed community-based activities and local vulnerable residents. We will build on this and develop our volunteer offer which will include pathways for people to access training and employment, recruitment and showcasing of volunteering support provided via a dedicated website "Cheshire East Volunteers" where volunteers can seek opportunities and organisations can request support. We want to make the volunteering experience accessible and rewarding. We will look to introduce a "volunteer passport" which will cut down red-tape to volunteering across the third and public sector, whilst creating greater plans to recruit, recognise and retain volunteers through a positive volunteering journey.

www.cheshireeastvolunteers.co.uk

2. We oversee People Helping People

BY supporting our vulnerable neighbours



The Cheshire East community is diverse, and we have a range of groups of vulnerable people in our communities that with the right support can feel more connected and part of

where they live. During the COVID pandemic we have identified a new cohort of vulnerable people known as the Clinically Extremely Vulnerable, who have a range of conditions and if not supported early and could be part of a future Adult Social Care cohort requiring more complex support. Vulnerable people are not limited to those with underlying health conditions but residents that are themselves in minority groups such as BAME or people with disabilities and other equality groups, are socially isolated (often elderly or those living alone) or where employment or family situations have resulted in them becoming vulnerable (veterans, carers, unemployed) often experience health inequalities. This cohort of people are often described in communities as the "hard to reach or hard to engage".



Embedding a mutual aid local offer will mean that the most vulnerable in our community will have an essential service to link in with to access early help. They will be provided with information, support to access to a range of community-based services and the opportunity to be matched with willing volunteers ensuring their essential needs are met. We will allow our vulnerable neighbours to be connected with local people whilst safeguarding both parties through training, risk assessments, processes and single points of contacts should the relationships breakdown.

Section 5 Community Connectors

3. Ensure our most vulnerable access services

BY accessing the right services at the right time

We want to help vulnerable people who are feeling isolated, lonely and desperate by pointing them in the right direction, so they can access the correct, appropriate and available support. To do this we will be offering a wrap-around service named “Community Connecting” which will create close links with the GP-based social prescribers to ensure residents receive the most efficient and effective support. As well as providing our vital statutory services, our community connecting initiative will

also provide local intelligence to identify needs and where we can develop projects that will be at the heart of supporting vulnerable people to deal with multiple issues. We will support our local residents to become the eyes and ears of their local community, as a local community champion you will be consulted on future proposals and asked to gather and disseminate key community messages as part of our commitment to area community working.

4. We link people together to reduce isolation

BY reducing social isolation

More and more people are talking about loneliness. In fact, research estimates that over 9 million in the UK are lonely at any given time. It’s something which affects us all during our lifetimes. For some people, it can be short-lived. For others, it is more enduring and becomes a permanent feature of their life. We are passionately working with voluntary, community, faith sector organisations and businesses alike, building a network of kindness, and generosity amongst communities. We are proud to be empowering, and together developing

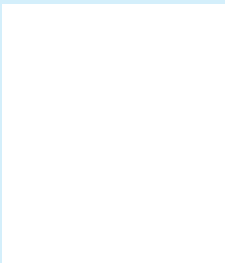
a wide range of activities to bring people together to alleviate loneliness across Cheshire East. We are going to develop local transport solutions to ensure access to services is fair and equitable. By ensuring each activity that operates has access to referral routes into other professional services such as mental health support will ensure we have strong escalation routes early before problems become more complex. A flavour of the projects include listening services, befriending, walking buddies, luncheon clubs and dementia social groups.

Section 6 Meet the team



Community Connectors

Crewe and Nantwich locality - Kerry Ball

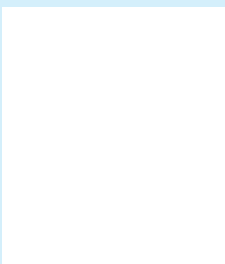


I am the Community Connector for Crewe & Nantwich and also SMASH and CHOC connecting people with community services and local volunteers.

I am super passionate about all things Community, Equality and Volunteering. Having worked in the voluntary sector for over 20 years, specialising in immigration, regeneration and volunteer project management.

I have felt privileged to have supported many community projects such the Citizens Advice Bureau's Refugee & Asylum project and also the Gypsy, Traveller & Roma community. I have developed many exciting volunteer initiatives with homeless and domestic abuse charities all which harnessed the passion of local people volunteering which is the reason I am now working within Cheshire East Council's People Helping People Team.

SMASH, CHOC and CHAW - Emma Kelly



I am Emma and I have lots of experience in volunteering and supporting volunteers to help people with adult social care needs.

Section 6 Meet the team

Knutsford, Macclesfield and BDP - Lisa Moss

Knutsford, Macclesfield and BDP locality - Lisa Moss

I am Lisa Moss, Community Connector for Macclesfield, Knutsford, Bollington, Disley and Poynton. As a Community Connector I support people to ensure they have their basic needs met and also to improve their lives around social isolation, food poverty and mental health by connecting to local services and organisations. I love being a Nana and Mum. In my spare time I facilitate a Community Mental Health group and Co-facilitate a Menopause café. I have mostly worked in Corporate but I love working in Communities, I started as a Community Development Officer and following my counselling training am now a Community Connector. I am passionate about raising awareness around mental health, suicide prevention and menopause.



Section 7 Community Grants

1. We ensure the Councils Community grants go to the right services

We will work WITH you to fund your ideas together

We want to grant fund projects that make the biggest difference, we want to be transparent in our approach and where we can, we want to jointly fund activities with our Communities.

We will invest in local people who have the ideas, skills and willingness to make local improvements through the “My Bright Idea Fund”. Alongside that by providing a crowdfunding platform we will allow proposals to be put forward transparently to attract funding and resources from across all services whilst gaining community engagement pre-project go-live.

We will also look to how we work with the VCFSE as our Early Help Framework comes to an end. Engagement with the sector will help us shape our thinking.



www.spacehive.com/movement/ce/

My Bright Idea

2. We are supporting the Voluntary Community and Faith Sector to go-green

Together we can protect our Community Green Spaces

Cheshire East has a wealth of green and open spaces and it is important we protect those areas. Together in our communities we have lots of opportunities with our green places to protect and to allow development for tree planting. We know the benefits to our planet if we can work collectively to offset our carbon emissions. We will provide the information, advice, support and opportunities for funding to allow our communities to take up the challenge of planting more trees to allow Cheshire East to become even greener. The co-production for development of parks through a park's masterplan will allow communities to have their say in local design and local provision of park and open spaces. Parks and open spaces will play a major role in creating the sustainable and healthy environment for our communities and where these communities can play their active part in looking after and shaping them for the future. We want our parks and open spaces to become our Nature Neighbourhoods and for people to utilise the benefits this can bring. We will better link our outdoor open spaces with meeting the needs of communities, one way to do that is embedding “green social prescribing” where connecting to nature and local surroundings can improve the mental and physical wellbeing of residents.

Section 8 Meet the team

Lynsey Cooper



My role as Commissioning and Grants Officer oversees the delivery of efficient grant allocation and grant monitoring systems for community funding in Cheshire East.

We currently work with Spacehive to offer a Crowdfunding platform, Cheshire East Crowd. The platform enables project creators to proactively fundraise, pitch for a pledge from the Council as well as receiving backing from community members and local businesses in order to bring their projects to life.

During the Pandemic, I have also focussed on creating and operating a reactive, flexible fund for community organisations to help them meet the changing community needs throughout lockdowns, government restrictions and self-isolation, as well as the wider issues surrounding this such as social and digital isolation, food and fuel poverty and mental health services.

I am looking forward to developing a fresh, new approach to grant funding for Cheshire East Council and working with me colleagues and partners to ensure communities are getting the best value of services.

I have worked for Cheshire East Council since it began in 2009, previously working for Crewe and Nantwich Borough Council since 2004. I have always worked within Communities and had a funding focus which has given me great experience.

Outside of work and in my spare time, I enjoy spending time with my family, I have two children and when I'm not playing taxi, we love being outdoors and walking our dog.

Jane Kavanagh



My role – Community Resilience Officer providing administration support to the team.

My interests – countryside, wildlife, cooking, tennis

Julie Walker

I am Julie Walker and I am a Commissioning and Grants Officer. Work with colleagues to manage and develop the CEC grants/funding process. This includes being part of the whole process from promotion of opportunities through CEC, holding marketplace events for the VCFSE to advising and supporting grant decisions, payments and all monitoring and evaluation. Supporting opportunity to identify external funding opportunities for VCFSE

Contract management of community investment

Key workstreams I am involved in:

Income maximisation workstream, Crowdfunding and the development of funding support package including refreshed monitoring and evaluation process. This includes identifying opportunities within all aspects of grants that better promotes, supports and monitors and evaluates our investments and provides a robust support package for the VCFSE

Contract managing of:

- Town partnerships
- Goodgym
- Grantfinder
- Spacehive

Peer support - Developing a robust mental health peer support network to enable the growth of new community-led peer support opportunities

I love eating (not cooking), socialising, bootcamp (but only when the sessions have finished) and I am also a member of my local cricket club, where I volunteer as a coach and committee member. I have also recently started playing women's softball cricket. I also enjoy spending time with our grand daughter (except when she is teething) and now that we are able – going away for weekends visiting new places in the UK. I have 4 cats, a rabbit and a goldfish who have been my main source of conversation whilst working from home during the Covid pandemic

Section 8 Ambitions – locality model/culture

Cheshire East Places

Our borough is home to 380,800 residents and more than 175,000 households. It contains the major towns of Crewe, Macclesfield, Congleton and Wilmslow (with populations above 20,000). There are also a number of other significant centres of population (over 10,000) in Sandbach, Poynton, Nantwich, Middlewich, Knutsford and Alsager.

Together we are going to improve a locality working

Cheshire East is large borough and with differing needs in urban and rural areas. We are going to develop engagement opportunities and services to reflect local needs. It is important the views of residents are reflected in public sector service design, infrastructure plans of the local area and strategies from public and third sector agencies to improve local communities.

Locality working approaches will be embedded in each of the work streams within this operating model and forums with the public and with local services will be further developed to ensure local communities are recognised in their own right with their own needs and assets to meet them.

It is an ambition of the Council that this culture of locality working will become more embedded in ways of working in the during the next 4 years.

Together we can raise the profile of our VCFSE sector

By facilitating conversations across the VCFSE sector we will create a better understanding of community needs and enable ways of working more collectively to create, enhance and deliver services collectively across our places. The key role of the Cheshire East Social Action Partnership (CESAP) will ensure that the VCFSE sector have representation at decision-making forums and are consulted on changes that will affect residents. The VCFSE sector working in collaboration rather than in competition will improve the strategic voice to local funding allocation, policy making and the connections to the area community partnerships.

Designing the 20-minute neighbourhood

The idea of the '20-minute neighbourhood' has grown around the world, especially since the COVID-19 pandemic put a spotlight on the importance of the liveability of where we live. It is a way of describing a complete, compact and connected neighbourhood where people can meet their everyday needs. The idea of the 20-minute neighbourhood presents multiple benefits including boosting local economies, improving people's health and wellbeing, increasing social connections in communities, and tackling climate change. These places need to be easily accessible to everyone whatever their budget or physical ability, without having to use a car.

In market towns it can be possible to ensure that the town itself is a complete and compact 20-minute neighbourhood. Although people from nearby villages would need to travel to the town to use its services, once there they would be able to find within the town most of what they need for their everyday lives, rather than having to travel to several different places.

It is key we design our Place offer around this model the local working developments



Working for a brighter future together

Environment and Communities Committee

Date of Meeting:	11 November 2021
Report Title:	Crewe Hub Area Action Plan Update
Report of:	Paul Bayley, Director of Environment and Neighbourhood Services
Report Reference No:	EC/25/21-22
Ward(s) Affected:	All Wards

1. Executive Summary

- 1.1.** An Area Action Plan (AAP) is a planning tool to enable additional statutory planning policies to be introduced, in a defined geography, that respond to significant change in a local area. They are a 'bolt-on' to policies held in a local plan.
- 1.2.** To enable growth and manage new development associated with the arrival of HS2 to Crewe work on the Crewe Hub Area Action Plan (CHAAP) began in the winter of 2018, involving multiple stages of public consultation and culminating in a final draft of the plan, which in March 2020 Cabinet took a decision to consult on.
- 1.3.** Shortly after this decision was taken, the first national lockdown was introduced in response to the Covid-19 pandemic which, amongst other measures taken, closed access to public buildings and therefore prevented the council from complying with the legal requirements in place at that time related to planning consultation (that the council must enable documents to be physically accessed at its offices and libraries). Therefore, the opening of consultation was paused.
- 1.4.** Since that point, travel behaviours and working circumstances continue to be disrupted. This has significantly impacted the commercial development market which was a key feature of the CHAAP.
- 1.5.** In addition, Government funding priorities have changed over this period, which means no funding opportunities are currently available to fund key interventions needed to support the CHAAP.

- 1.6. Consequently, the impact of the pandemic on these key assumptions have changed to such a degree that the approach originally set out in the CHAAP no longer represents the optimum route to support the Council's ambitions for Crewe in the plan period.
- 1.7. On that basis, Corporate Policy Committee resolved on 4th November 2021 to revoke the decision to consult on the CHAAP and formally withdraw the document, including the proposed route for the Southern Link Road Bridge (SLRB).
- 1.8. Following the withdrawal of the CHAAP it is important that the Council sets out a refreshed strategy for the area that supports planning decision making to manage development, and to support the Council's wider regeneration programme. It is proposed to achieve this through the preparation of a Supplementary Planning Document for Central Crewe, accurately reflecting current circumstances, and supporting investment in the town via emerging Government funding opportunities. A supplementary planning document of this nature will be included in the Council's Local Development Scheme in the new year, for consideration by the Environment and Communities Committee.

2. Recommendations:

2.1. That the Committee:

- 2.1.1. Note the decision of the Corporate Policy Committee on 4th November 2021 to withdraw the CHAAP and the Crewe SLRB preferred route;
- 2.1.2. Note the proposal to prepare a Supplementary Planning Document for Central Crewe.

3. Reasons for Recommendations

- 3.1. The Council recognises the impacts of the coronavirus pandemic to working patterns and travel behaviours right across the UK and that these impacts are likely to continue, to some degree, at least in the mid-term future.
- 3.2. Consequently, the commercial development market is likely to be constrained, in both delivery and value, for some time to come. This means that economic growth plans associated with HS2 are likely to take longer to realise.
- 3.3. In addition, the rail works at Crewe to facilitate the arrival of HS2 to Crewe have been delayed from the timetable as understood in 2018, and the final timing of the arrival of HS2 services to Crewe awaits the Government's Integrated Rail Plan, which is thought to be published imminently. Again, this could impact the timing of the HS2 opportunities.
- 3.4. Because of these changes, the proposals outlined in the CHAAP no longer reflect current circumstances and are now unlikely to deliver the levels of commercial gains originally anticipated within the plan period (to 2030).

- 3.5.** It is therefore necessary to embark upon an alternative approach that reflects current circumstances, provides a suitable planning framework that supports sound decision making, and supports continued success in securing and delivering investment in Crewe building on the Future High Streets Fund and Towns Fund programmes.
- 3.6.** Producing a Supplementary Planning Document (SPD) for Central Crewe enables the Council to refresh the planning framework for Crewe incorporating key elements of the CHAAP but responding to recent changes. An SPD would be directly linked to the strategy already established in the Council's Local Plan and can be produced relatively quickly.
- 3.7.** Whilst an SPD does not offer the opportunity to establish new planning policy or offer the same legal status as policies in an AAP or Local Plan, it does provide guidance on how the approach already set out in the Local Plan should be applied to development proposals. The guidance provided in an SPD is a material consideration in planning decisions and, in this instance, would be used to inform the application of existing policies in the Local Plan (LPS1: Central Crewe).
- 3.8.** The Council's Local Plan is sound for managing the current proposed regeneration programmes. It will be subject to review and updating prior to 2025 (from 2022 onwards). Therefore, an SPD could be a shorter-term tool to re-engage the local community, re-develop a suitable planning framework that incorporates current developments/investment, and publicly sets out the Council's ambitions for Crewe, with recognition that such a document could form the basis of an approach to be incorporated in Local Plan review in the future.
- 3.9.** A review of the CHAAP and preparation of a SPD will establish an up to date strategy and evidence base to support short-term funding and investment opportunities; it will support the continued, co-ordinated regeneration of the town by setting out a clear strategy; and will also strengthen the planning policy framework to accurately reflect current circumstances and opportunities.

4. Other Options Considered

- 4.1.** The Council could continue to progress the CHAAP and the Crewe hub proposals as previously planned. This would require the Council to commence the consultation as presented to Cabinet in March 2020. This consultation would be the 'representations' stage, prior to submission to the Planning Inspectorate for examination.
- 4.2.** However, the CHAAP, in its current form, no longer reflects current circumstances and without available Government funding opportunities to support delivery of key infrastructure, its proposals could not be considered deliverable (one of the key tests for the plan). Therefore, if the current version of the CHAAP were submitted, it would likely fail its examination by the

Planning Inspectorate. This could result in significant abortive costs to the Council without any improved planning policy for the area.

- 4.3.** The Council could seek to amend the CHAAP to account for the changes arising from the coronavirus pandemic and any changes to the Government's HS2 programme. This will necessitate a review of the evidence base and infrastructure plan and may impact the conclusions related to expected levels of growth in the plan period. It offers an opportunity to re-engage with the new Crewe Town Board and create new policy that reflects the ambitions for Crewe from the current perspective, with different voices informing the outcome.
- 4.4.** Given the changes in circumstances, the AAP process would need to be started afresh. This would require recommissioning evidence, and importantly, ensuring the developments proposed are deliverable. This means securing assurance that the key infrastructure (station and highways interventions) is costed and financed. If the policy commitments in an AAP are not demonstrably deliverable there is a risk that the plan will fail at examination.
- 4.5.** This option has been considered but is not proposed to be pursued for two reasons:

 - 4.5.1.** The scale of the work to amend the existing CHAAP would be extensive, time consuming and costly. In addition, the prevailing uncertainties about the long-term commercial outlook would not necessarily provide more certainty that a revised CHAAP would be successful at examination.
 - 4.5.2.** Potential delays to the HS2 timetable could mean that the arrival of HS2 services to Crewe may not materialise until the end of the plan period. Therefore a 'significant change' that would be necessary to justify the production of an AAP appears unlikely to arise within the plan period.
- 4.6.** The Council could incorporate a review of the CHAAP within the wider Local Plan review from 2022 onwards. Local Plan review provides an opportunity to introduce new and detailed policy within an established process. However, this is a lengthy process and can take years to complete. Proposed reform to the planning system will mean local plans are likely to look very different in the future and the approach taken to Crewe may be prescribed. Based on current proposals it is reasonable to assume that some form of design code would likely be the approach that would fit best within a new local plan.
- 4.7.** The council could produce a non-planning document that sets out the strategic and investment plan for the area. This would offer some benefit to clearly articulate the Council's ambitions and strategy for Crewe but would incur significant cost and offer no ability to inform planning decisions in the area.

- 4.8.** The options outlined above all have limitations and therefore are not proposed to be pursued. There is no perfect solution or ‘correct’ answer to address this issue but preparing an SPD offers the opportunity to:
- 4.8.1.** strengthen the Council’s planning policy framework for the area;
 - 4.8.2.** set out a vision that responds both to current circumstances, and the opportunities presented by the arrival of HS2;
 - 4.8.3.** meaningfully re-engage with residents and key stakeholders including Crewe Town Board;
 - 4.8.4.** be completed within a relatively short time scale;
 - 4.8.5.** form the basis of a new policy approach to be integrated as part of the Council’s local plan review process.
- 4.9.** Pursuing an SPD offers a cost and time effective means to set out the Council’s refreshed approach to Central Crewe. The process to produce and SPD does not require submission to the Planning Inspectorate, is subject to shorter consultation periods and does not require the extent of supporting planning material that an AAP or Local Plan review would (Habitats Regulations Assessment, Strategic Environmental Assessment, Sustainability Appraisal etc).
- 4.10.** An SPD offers the same benefits as other options in terms of re-engaging with the public to develop and / or refine the approach to Central Crewe and, through existing policy LPS1, can exert material weight in planning decisions. In this way an SPD is a co-ordinating plan that sets out and communicates goals and objectives, and the means to achieve them but does not act as a stringent blueprint. This approach has been pursued at Middlewich through the Brooks Lane Masterplan which is an SPD that sets out key site objectives, connections, land use and design issues across a complex area subject to multiple landownership and constraints. In this way an SPD can establish a framework to co-ordinate and support development, under the aegis of strategic policies in the local plan.
- 4.11.** Preparing an SPD also enables the council to continue to prioritise other elements of Crewe regeneration, pursue new funding and investment opportunities, and allow for future long-term business demands to be explored, with a view to integrating these matters into the wider local plan, through local plan review.

5. Background

- 5.1.** The arrival of HS2 and the creation of a Crewe hub station provides a significant opportunity to deliver social, economic and environmental wellbeing for the residents of Crewe and the Borough. The Council is passionate about enhancing what the town already has to offer and enabling more opportunities to people who live in, work in, or visit Crewe.

- 5.2.** It is anticipated that HS2 will have the largest, and most immediate, impact on the land immediately surrounding Crewe Railway Station as this area will benefit most from the step-change in connectivity that HS2 delivers.
- 5.3.** To enable the opportunities in this area to be realised, development began on a local Area Action Plan, the Crewe Hub Area Action Plan (CHAAP). The CHAAP was designed to provide updated HS2 led planning policy for this area. This new development would in turn make a significant contribution towards the key transport interventions needed across the area.
- 5.4.** The CHAAP covered the area surrounding Crewe railway station, to reflect the immediate area of opportunity. This work acknowledged and complemented existing policies for Crewe, including for the town centre.
- 5.5.** Area Action Plans are a 'bolt on' to a local plan to accommodate the needs anticipated by a significant change in an area. They introduce statutory planning policy, in response to a significant change in a defined and specific area and are subject to the same procedural process as Local Plans, including examination in public at the behest of the Planning Inspectorate.
- 5.6.** The Cheshire East Local Plan Strategy (CELPS) was adopted in 2017 and sets out the strategic growth ambitions of the Council up to 2030. During its preparation, the Council was actively working with partners and engaging with government to secure the arrival of HS2 at Crewe. However, at the time the CELPS was being prepared there was no certainty that this scenario would materialise and therefore the planning policy that the Council could put in place on this matter was limited.
- 5.7.** Consequently, the CELPS includes references that would support the delivery of HS2 and its benefits but does not address these matters in detail. Policy LPS1: Central Crewe is the main policy to address these matters in high level terms and, in the supporting text, referencing that the preparation of an Area Action Plan may be desirable to provide further policy support on more detailed matters, should the HS2 project proceed with more certainty before 2030 (within the plan period).
- 5.8.** In the period after 2017, when the CELPS had been adopted, plans around HS2 began to gather pace with the Council working through the Constellation Partnership to submit detailed proposals to government and make the case for the arrival of HS2 to Crewe. Nationally the HS2 project made progress and it became clear that securing a station at Crewe was a realistic ambition.
- 5.9.** In anticipation of this scenario, plans for the necessary supporting infrastructure were worked up and work also began on the Crewe Hub Area Action Plan.
- 5.10.** The CHAAP was based on the following assumptions:
 - 5.10.1.** HS2 would arrive to Crewe in 2027 with high-speed services between Crewe and London;

- 5.10.2.** The arrival of Phase 2b in 2033, with Crewe serving 5 HS2 trains per hour south and 7 HS2 trains per hour north, including direct HS2 services to Manchester and Birmingham;
 - 5.10.3.** The redevelopment of Crewe railway station, including a new passenger transfer deck and new main entrance on Weston Road, in 2025 in advance of the arrival of HS2; and
 - 5.10.4.** Based on delivery of enhanced connectivity, a new commercial hub to the east of the station would be delivered which could deliver in the order of 2-3,000 new homes and 150 hectares of employment (primarily office based) toward the end of the CHAAP period.
- 5.11.** With those assumptions in mind, the CHAAP was prepared for three key reasons:
- 5.11.1.** To put in place detailed planning policy ahead of local plan review that would enable the high level of additional growth (beyond that set out in the Local Plan) to come forward. In doing so the plan would allow the Council to exert greater influence to manage development, and retain key sites for specific uses, toward delivery of a masterplan.
 - 5.11.2.** To support compulsory purchase of essential sites for infrastructure, where necessary.
 - 5.11.3.** To set out an infrastructure plan, particularly related to highways interventions, that secured essential sites from alternative uses.
- 5.12.** In the winter of 2018 work began on the CHAAP and following multiple rounds of public consultation, a final draft of the plan was completed in March 2020 whereupon a decision to consult on the plan was approved by Cabinet. This consultation would have been the 'representations' stage, prior to submission to the Planning Inspectorate for examination.

What has changed?

Key changes:

- 5.13.** Over the past 18 months, the following changes have impacted the validity of the assumptions outlined at paragraph 5.10:
- 5.13.1.** Dependent on the Government announcements in its Integrated Rail Plan, possible delays in HS2's delivery programme, with the full HS2 service timetable not arriving to Crewe until later in the 2030s;
 - 5.13.2.** The economic impacts of the Covid-19 pandemic, as well as the move towards working from home and flexible working, has created uncertainty in the development and investment markets; and
 - 5.13.3.** Changes in government investment priorities with a focus on economic recovery and its levelling up agenda.

New Funding

5.14. In addition to these key changes the council has also been successful in securing significant government funding to support a range of projects in Crewe, including within the area around Crewe Station:

5.14.1. Earlier this year, the Council secured £14.1m of Government funding from the Future High Street Fund. This will support the delivery of a number of cultural, community, regeneration and transport projects within the town centre, including:

- Southern Gateway
- Flag Lane link
- Adaptive signals
- In town living projects
- Earle St link
- Christ Church Digital Innovation Centre
- Sustainable Energy Network

5.14.2. Crewe recently also secured a 'Town Deal' and a separate allocation of funding from government of up to £22.9m. This funding, subject to business case approval, is allocated to deliver an additional set of projects to support the ongoing regeneration of the town, including:

- Mill Street Linear Park and Corridor Improvements
- Green corridor and Green open space investments
- New community and sports hubs
- Inner Crewe Warm & Healthy Homes Programme
- Public realm improvements

5.15. The schemes to be funded from the Future High Streets Fund and Towns Fund are partly within the defined boundaries of the CHAAP and represent an opportunity to better connect the station and town centre through investment in key corridors.

Refinement of Station Options

5.16. In addition, the Council are working closely with Network Rail and Cheshire and Warrington LEP to refine proposals for the redevelopment of Crewe hub station and its immediate environs.

5.17. These discussions include proposals for new pedestrian/cycle decks alongside Nantwich Road Bridge that will improve links between the station and town centre, support the regeneration of the Mill Street corridor, promote active travel and support the wider HS2 potential.

5.18. Proposals will also include phase one ideas for the redevelopment of the Weston Road car park that can capitalise on investment opportunities coming forward in advance of HS2's arrival.

- 5.19.** Including these schemes within an SPD can establish how they are deliverable and compliant with the Local Plan, and, as funding opportunities become available, can provide the necessary assurance and flexibility to accelerate their delivery.

Other Government Initiatives / Opportunities

- 5.20.** Government is expected to commence further bidding rounds for its Levelling Up Fund in the coming months which could support a package of up to £50m of transport schemes in Crewe through a Local Transport Authority bid by the Council, with schemes to be delivered by 2025. This could include elements of the HS2 programme.
- 5.21.** In addition, the Secretary of State for Transport recently announced plans to launch an Expression of Interest bidding round to find a location for an HQ and regional centres, outside of London, for the soon to be established Great British Railways. Given Crewe's strong rail heritage and unrivalled connectivity, this represents a huge opportunity for the town to secure one of these sites and the jobs and homes that can flow from it.
- 5.22.** These represent huge shorter-term opportunities for the town that can unlock significant benefits to the town, and the Borough, in advance of HS2. However, both are expected to attract interest from many towns and cities across the UK. Therefore, it is essential that the Council's policies and strategies for Crewe place it in the strongest possible position to support such bids, and accurately reflect current circumstances.

Next steps

- 5.23.** The progression of a refreshed planning policy framework for Crewe falls under the terms of reference of the Environment and Communities Committee.
- 5.24.** An update on the project will be brought to Environment and Communities Committee as part of the Local Development Scheme in the new year, setting out a programme of work, including local engagement, to support the preparation of a SPD for Central Crewe.

6. Consultation and Engagement

- 6.1.** Multiple stages of public consultation were carried out as part of the preparation of the CHAAP. The feedback taken to date will form an important part of the process toward establishing a refreshed planning framework for the area.
- 6.2.** In preparing an SPD for Central Crewe it is essential to continue to engage with residents, businesses and other local stakeholders including ward members for Crewe, Crewe Town Council and Crewe Town Board. Engagement with these stakeholders will be key to developing a successful approach to manage growth and change in the area.

7. Implications

7.1. Legal

7.1.1. The withdrawal of the Crewe Hub Area Action Plan requires a formal decision. Following this decision, a series of actions must take place:

- 7.1.1.1. Prepare a statement of withdrawal and make this available on the CEC website; and
- 7.1.1.2. Send notification that the CHAAP has been withdrawn to each of the general consultation bodies and specific consultation bodies which were invited to make representations on the preparation of the CHAAP; and
- 7.1.1.3. Remove the CHAAP and any documents relating to the CHAAP from the CEC website but leave up the statement of withdrawal.

7.1.2. The Planning and Compulsory Purchase Act 2004 (as amended) and the Town and Country Planning (Local Development) (England) Regulations 2012 provide the statutory Framework governing the preparation and adoption of SPDs. These include the requirements in Section 19 of the 2004 Act and various requirements in the 2012 Regulations including in Regulations 11 to 16 that apply exclusively to producing SPDs.

7.1.3. Amongst other things, the 2012 regulations require that an SPD contain a reasoned justification of the policies within it and for it not to conflict with adopted development plan policies.

7.1.4. The National Planning Policy Framework and the associated Planning Practice Guidance also set out national policy about the circumstances in which SPDs should be prepared.

7.1.5. SPDs provide more detailed guidance on how adopted local plan policies should be applied. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. SPDs are capable of being a material consideration in planning decisions but are not part of the development plan.

7.2. Finance

7.2.1. The preparation of an SPD, including public consultation on it, is resourced through the existing Spatial Planning budget.

7.2.2. By supporting redevelopment of brownfield land, an SPD will set out how growth linked to HS2 can support growth in the Borough's tax base.

7.3. Policy

- 7.3.1. The Local Plan is a key policy document, central to the achievement of sustainable development in Cheshire East. SPDs provide further guidance and clarity on how the policies of the Local Plan should be implemented.

7.4. Equality

- 7.4.1. The Council has a duty under Section 149 of the Equalities Act to have due regard to the need to: eliminate discrimination; advance equality of opportunity between persons who share a “relevant protected characteristic” and persons who do not share it; foster good relations between persons who share a “relevant protected characteristic” and persons who do not share it.
- 7.4.2. An Equality Impact Assessment will be incorporated into the preparation of an SPD. This will consider how development proposals and planning policies will impact on different groups within the community.

7.5. Human Resources

- 7.5.1. Existing resources are in place and there are no new implications arising from this decision.

7.6. Risk Management

- 7.6.1. SPDs must be completed in accordance with the relevant legal framework and would provide a robust basis for future planning decisions in this plan period.

7.7. Rural Communities

- 7.7.1. Crewe and Crewe station serves a wide area, including several rural communities, within the Borough. It is therefore important that the Transport Strategy recognises the town’s strategic importance to these communities.

7.8. Children and Young People/Cared for Children

- 7.8.1. The future growth and prosperity of Crewe on the back of HS2 can provide significant future employment opportunities for young people.

7.9. Public Health

- 7.9.1. Appropriate Development Plan policies and related guidance can help foster healthier living and working environments. An SPD for central Crewe could set out in detail how public realm, green infrastructure and sustainable travel could be delivered.

7.10. Climate Change

7.10.1. Guidance within an SPD can clarify how policies of the local plan should be applied to help mitigate the impacts of climate change and how new buildings should be designed to reduce their carbon footprint.

7.10.2. An SPD for Central Crewe offers an opportunity to draw attention to relevant policies of the local plan and provide guidance on how applicants should expect to reduce their carbon impact and include measures to mitigate the effect of climate change.

Access to Information	
Contact Officer:	Tom Evans, Neighbourhood Planning Manager Tom.Evans@cheshireeast.gov.uk 01625 650023
Appendices:	N/A
Background Papers:	N/A