

# Crewe Town Board

## Agenda

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**Date:** Friday, 5th February, 2021  
**Time:** 9.30 am  
**Venue:** Virtual

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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 including actions (10 Minutes)** (Pages 3 - 14)

To approve as a correct record the minutes of the previous virtual meeting held on 08 January 2021 and to consider and note the actions from the virtual meeting.

**TIP DEVELOPMENT ITEMS (20 Minutes)**

4. **TIP Update and Future Process (10 Minutes)**

The Chairman to confirm that the TIP has been submitted and the next steps.

5. **Communication & Engagement Sub-Group Update (10 Minutes)** (Pages 15 - 24)

Reverend David Edwards to share an update from the Communication & Engagement Sub-Group including final approval of the Communications and Engagement Strategy.

**OTHER ITEMS OF BUSINESS (1 hour 25 Minutes)**

6. **Board Objectives (30 Minutes)**

The Chairman to present and receive feedback on Objectives for the Board to adopt.

7. **Sub-Groups (20 Minutes)**

The Chairman and Simon Yates to provide an update on the creation of the sub-groups.

8. **Transport Presentation (15 Minutes)**

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Dr Charles Jarvis, Head of Economic Development, to present an update on Transport and Bridge plans within Crewe.

9. **Strategic Update from Cheshire East Council (10 Minutes)**

To receive an update from Peter Skates, the Director of Growth & Enterprise including specific reference to Lyceum Square and Future High Streets Fund.

10. **Covid (5 Minutes)**

To discuss COVID-19 in terms of approach and information sharing.

11. **AOB (5 Minutes)**

To put forward any other items of business.

12. **Date of Next Virtual Meeting**

To confirm the date of the next virtual meeting as follows:-

5 March 2021 commencing at 9.30am

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

## **CHESHIRE EAST COUNCIL**

Minutes of a virtual meeting of the **Crewe Town Board**  
held on Friday, 8th January, 2021

### **PRESENT**

Doug Kinsman (Chairman)

John Adlen, Andy Butler, Rick Carter, Paul Colman, Jasbir Dhesi, Reverend David Edwards, Sally Hepton, Guy Kilminster, Adam Knight, Councillor Nick Mannion, Dr Kieran Mullan MP, Councillor Jill Rhodes and Simon Yates

### **ALSO PRESENT**

Dr Ricardo Gomez, Lindsay Lewis and Pete Turner

### **OFFICERS IN ATTENDANCE**

Sarah Baxter, Democratic Services Officer  
Jez Goodman, Development & Regeneration Delivery Manager  
Rhiannon Hilton, Communications Officer  
Dr Charles Jarvis, Head of Economic Development  
Peter Skates, Director of Growth & Enterprise  
Carol Young, Senior Investment & Interim Programme Manager

Prior to the start of the meeting the Chairman reported that he and some of the other members of the Board had recently had the opportunity to visit the market hall. He commended and congratulated Cheshire East Council, the Town Council, the market operator, the architect and the team behind the construction. Not only did he feel it was a fantastic achievement, but it set a statement of intent for where Crewe should be in the future and reflected the clearly the vision of a group people who shared the same vision and passion for the market hall.

### **47 APOLOGIES FOR ABSENCE (1 MINUTE)**

Prior to the start of the virtual meeting, the Chairman welcomed Guy Kilminster to the meeting. Guy was the Corporate Manager Health Improvement at Cheshire East Council and would be attending meetings of the Board in place of Dr Matt Tyrer who was currently occupied with work relating to the COVID pandemic.

The Chairman also offered his congratulations to Cheshire East Council in respect of their successful bid regarding the Future High Streets fund bid in which Crewe had been awarded over £14,000,000 of regeneration funding.

He also congratulated the Communication & Engagement team's recent successful launch of the website-[www.weareallcrewe.co.uk](http://www.weareallcrewe.co.uk) which was now up and running. Particular thanks were extended to Lindsay Lewis for her work on achieving this.

Due to the tight deadlines combined with the Christmas break, the Chairman advised it had not been possible to circulate the final narrative in relation to stage one of the TIP. It was felt necessary in order to obtain a high quality document and the design should not be rushed, therefore it would not be considered at the virtual meeting today.

Apologies for absence were received from Mark Hills and Frank Jordan.

**48 DECLARATIONS OF INTEREST (1 MINUTE)**

There were no declarations of interest.

**49 MINUTES OF THE PREVIOUS VIRTUAL MEETING INCLUDING ACTIONS (10 MINUTES)**

**RESOLVED**

That the minutes of the virtual meeting held on 11 December 2020 be approved as a correct record.

The Chairman went through the list of actions from the previous virtual meeting and updated members on the status of each action accordingly.

**50 TIP DRAFT VERSION 2 (45 MINUTES)**

Dr Ricardo Gomez attended the virtual meeting and gave a verbal update on the progress with the Towns Investment Plan (TIP) including the next steps. On behalf of Hatch he thanked project leads for their hard work over the Christmas period particularly in respect of responding to comments on material for section two of the TIP. Hatch had now completed an intensive process of editing the submitted information which had been circulated to the Check and Challenge Group. He advised that there would be a period of time to refine the individual projects but he hoped this would be minimal.

In terms of section two as it was essentially a technical submission he had not thought it was necessary to bring this to the Board for members consideration. Essentially the key details would be included within section one. In respect of timescales Hatch had until the end of the month to refine section two of the submission. Finally an impact/outcome set of tools would be developed in order to provide consistency across the projects in terms of key outcomes generated which would deliver an additional layer of outcomes and impact evidence to include in the TIP.

Reference was made in respect of the need for robust baselines with a good set of baseline indicators which changes could be tracked against, particularly with regard to the health aspect.

In response to this comment Dr Gomez stated that very few projects had referred to health and well-being defining their project outcomes. Representatives from Hatch had taken part in a Town Fund delivery partner session which provided guidance on how to complete part two. The clear message was that there had to be an understanding not every project would have a clear baseline or quantified outcome. It was important to emphasise there were multiple ways in which investments in Crewe could deliver a positive impact on residents health and well-being, however it would be a question that would needed to be addressed by the Check and Challenge session taking place the following week.

Further reference was made to the background detail and the arguments positioned around the projects and the TIP and whether or not these were transferrable into other projects if the same base could be used to be better prepared for the future.

In response to this Dr Gomez stated the process undertaken in the past three months had pushed the Board on in terms of identifying what needed to be invested in and what the key challenges were prior to Hatch being appointed. Hatch's role had been to assist the Board's focus as well as helping to identify a set of linked investments particularly alongside the work Cheshire East Council had already done in Crewe. The Future High Street Fund projects had enabled a coherent package of measures to tackle the critical issues in Crewe that had existed for a long time period of time. As a result he felt the Board was in a much stronger position with a set of comprehensive projects for a ten year investment period. The revised section one of the TIP drew together all of the matters identified as additional measures which had resulted in a comprehensive set of projects and priorities with evidence which clearly underpinned the case for tackling those issues.

In terms of section one he advised that over the Christmas period, time was spent editing the document in response to feedback received from the Check and Challenge session as well as comments provided by the Board. It was anticipated that the revised draft of section one would be completed later today or by Monday at the latest. With regard to timescales Dr Gomez suggested that the word document be circulated to the Board shortly for a further and final set of comments. In conjunction with this he proposed to share this word document with Open who would be responsible for working on the final design document to be circulated at the same time. The Chairman felt that the design document should be discussed at the TIP Sub-Group prior to consideration by the Board. Based on the assumption that section one would be completed by the end of the day it would then be submitted to the Check and Challenge session on Wednesday 13 January 2021. The section one document in word and design form would be finalised for sign off by Friday 22 January 2021 with

final minor amendments with Open taking place the week commencing Monday 25 January 2021. It was suggested that the Board should make any final minor comments by Monday 18 January 2021.

**RESOLVED**

That the update be noted.

**51 TIP DOCUMENT DESIGN (10 MINUTES)**

This item was not discussed due to the document requiring further minor amendments.

**52 ECONOMIES FOR HEALTHIER LIVES (20 MINUTES)**

Guy Kilminster, the Corporate Manager for Health Improvement at Cheshire East Council attended the virtual meeting and gave a verbal report on how the health of people could be improved through economic development in Crewe.

He advised the Board that a funding opportunity had been identified in early December and that agreement had been reached for officers to work on a submission bid for this funding with a submission deadline of 15 January 2021. Conversations with Dr Charles Jarvis had taken place and it was felt important to involve the Board with the bid due to the potential alignment with work being undertaken around the TIP and the ambition of economic and regeneration of Crewe.

It was noted that funding of £1,700,000 was available from the Health Foundation with the intention that only four projects with a maximum award of £500,000 up to a period of 3 years per project would be offered this funding. He highlighted the key objectives of the programme which included:-

- improving the capacity and capability of economic development and public health professionals to take joint action to use economic development to improve health;
- developing a better understanding of the mechanisms through which economic development interventions affect health outcomes;
- supporting the development of metrics to monitor the health impacts of economic development interventions;
- building understanding of how to translate the evidence base into practical action;
- capturing learning from the programme to be used to inform and change practice across the UK through wider dissemination by the Health Foundation.

It was clear there was an issue with improving health through economic development and currently there were no toolkits in existence which would

aid the process. The Board were advised that this was an opportunity to fund up to 4 projects as well as developing a suite of tools and matrix that could be used across the country by others going through a similar process. In addition if successful the funding could be used to undertake work that was unable to be fulfilled under the terms of the TIP. A suggestion was put forward that capacity should be placed into the economic development team either through the creation of a single post or joint posts to work with economic development colleagues and the Board. It was also suggested that the Cheshire East Social Action Partnership be involved in the engagement with the community aspect. This bid would provide an opportunity to use any potential funding to use Crewe for a pilot study as to how the health and wellbeing of the population could be improved through economic development, through the TIP, through the Future High Streets Fund and any other investment.

The Chairman welcomed the opportunity to bid for funding which would assist in assessing the long term impact on economic regeneration which wasn't always present in some of the projects put forward. He felt that programme 'dovetailed' well into the Towns Fund however he was concerned at the limited amount of funding available in contrast to the amount of work requested and the competitive nature of the bidding process.

Further comments were made in respect of the consultation and engagement process with the community, the Board and Council which in the past had been a barrier as well as suggested the financial allocation put forward regarding this area of the bid which potentially needed to be increased. Members welcomed the fact that this was an opportunity to address and improve the social and economic issues faced within Crewe. In addition Dr K Mullan MP, advised he had previous experience working on a project with the Health Foundation and would be more than happy to give his feedback from his perspective. Finally the Board endorsed the suggestion made by Dr R Gomez that reference to the bid should be included within the TIP.

It was agreed that Members if they had any further feedback should be emailed to Guy Kilminster by 12 noon on Wednesday 13 January 2021.

## **RESOLVED**

That the report be noted and any feedback in relation to the document circulated be emailed to Guy no later than 12 noon on Wednesday 13 January 2021.

## **53 COMMUNICATION & ENGAGEMENT SUB-GROUP UPDATE (20 MINUTES)**

Reverend David Edwards attended the virtual meeting and provided a verbal update to the Board.

Reverend Edwards went on to give a presentation on the website. He confirmed the website was now live and the feedback received so far had been positive. He thanked everyone for their hard work on the website particularly Lindsay Lewis.

The purpose of the website was also to support the Board's ongoing engagement and partnership arrangements in the community. The inclusion of 'mini surveys' represented the first step in keeping the conversation going between now and when the decision from Government was made. The titles of the surveys reflected the key themes emerging from the TIP with each set of questions designed to steer debate helpful to the process.

Jane Dalton and Groundswell would continue collating responses until the end of January. The Sub-Group was progressing with their social media presence on Facebook and Twitter working closely with Cheshire College South and West for resources in respect of the development and monitoring of the Sub-Groups social presence. In addition the Director of Marketing and Skills Partnership at the College had been invited to be part of the Sub-Group. In terms of content of the website the Board were asked for their feedback and what content they would like to see on the webpages.

Members offered their congratulations on the work undertaken so far and made the following comments:-

- Whether information on the future high streets fund would be included on the website. It was agreed that the website would be a good place to showcase the Future High Streets Fund but further discussions with Cheshire East Council needed to take place first;
- The creation of a 'feedback loop' in respect of the surveys;
- Social media eg Facebook would be the best method of publicising the website;
- Inclusion of a journey of projects developing over the next few years, for example photographs of how work was progressing similar to the market hall;

Further discussions took place on the feedback process, the content of the website and how it seemed logical to include as much information as possible as long as duplication was avoided as well as ensuring as many people as possible were including in the engagement process, particularly those who did not have access to the internet. Advertising of the website was considered to be essential and it was suggested that billboards could be erected to publicise the website's existence in order to promote the transformational change Crewe was undergoing.

Rhiannon Hilton, the Communications Officer at Cheshire East Council attended the virtual meeting and presented a report outlining the strategic objectives and communication and engagement plan.



The Chairman welcomed the report and felt it was an essential document given the importance of communication for the Board. In terms of the approval process he felt all elected Members on the Board needed to be included. Discussions took place as to how this approach could be streamlined given the tight timescales for issuing press releases. It was suggested a set number of Board members sign off the generic sentences within the press releases and if individuals wanted individual quotes to be included they would need to make sure they were submitted in time. It was felt important that politics didn't play a role when press issues had to be released and that the role of the Board was apolitical.

The Chairman felt previously press releases were being circulated without all members of the Board being fully aware. The adoption of a protocol would hopefully avoid this in the future. Members were asked to formally agree in principle the recommendations contained within the report and that the Sub-Group could make further amendments before presenting the final document.

Dr Mullan MP suggested the strategy allow for Board members to retain the right to release statements and make comments in a personal capacity but where possible all Board members be encouraged to communicate as part of the overall strategy. Where statements were being released which contained comments from political persons then those comments should be balanced.

#### **RESOLVED**

- (1) That the update be noted that the recommendations contained within the report be endorsed in principle subject to a final version of the strategy being circulated to Board members for sign off;
- (2) That any further communication channels Board members would like to see to be emailed to the Communication & Engagement Sub-Group.

#### **54 STRATEGIC UPDATE FROM CHESHIRE EAST COUNCIL (10 MINUTES)**

Peter Skates, the Director of Growth & Enterprise attended the virtual meeting and gave a verbal update on Royal Arcade. He advised that demolition was progressing with no issues and that the programme was on schedule. Pre-application discussions were ongoing with the developer and planning colleagues and the proposal was to produce a timetable of engagement with stakeholders, Members and the Board in due course. The suggestion to utilise hoardings on the construction site in order to promote the branding was welcomed.

Work on the market hall was continuing and many members of the Board had undertaken a site visit. The opening of the hall was dependent on the

situation in respect of lockdown. With regard to the bus station it was anticipated that by the end of the following week the handover from Arriva to the Council of the bus station would be completed and the demolition of the sheds should commence sometime in February.

With respect to Lyceum Square, Adam Knight reported Cheshire East Council had undertaken a competitive tender process to appoint an urban architect. Through the process he advised Gillespie's, an independent landscaping architectural design practice had been appointed. A pre-implementation meeting had taken place before Christmas and it was hoped initial visuals would be available shortly.

Jez Goodman, the Development & Regeneration Delivery Manager gave a verbal update on the Future High Streets Fund. He explained that last Summer, Cheshire East Council had put forward a business case to MHCLG for up to £20,000,000 worth of funding for ten projects in Crewe town centre. On 26 December, MHCLG announced the Council had been allocated £14.1m 'in principle' from its Future High Streets Fund to support town centre regeneration in Crewe.

In making this award 'in principle', MHCLG had now introduced an additional stage in the process, which required Cheshire East Council to determine how it wished to allocate the funding across the projects contained in its original submission. MHCLG had advised that the deliverability of projects should be the key determinant. Given that an announcement was originally expected to be made last summer, and that all grant funding must be spent by 31 March 2024, the ability of a project to be delivered within this tighter timeframe was the main consideration. Engagement would take place with project leads to test the deliverability and analyse any projects that could be amended or scaled down.

MHCLG now required Cheshire East Council to provide revised plans by 26 February 2021 but had encouraged an earlier response. It was suggested that a briefing note on this matter could be circulated to the Board to provide further background information and at the next meeting he would provide an update to the Board in respect of timescales and so forth.

Dr Mullan MP felt the Board should wait for the later date to respond the MCHLG and be given the opportunity to input into the projects to ensure there was cohesion between the TIP projects and the Future High Street Fund projects. Officers agreed that this request could be accommodated as long as there was sufficient time to respond to the deadlines.

## **RESOLVED**

That the update be noted.

## **55 COVID (5 MINUTES)**

There was no further update in respect of this matter.

**56 AOB (5 MINUTES)**

John Adlen gave a verbal update on the LEP funding. He advised that £400,000 was available per year and the idea was to get ahead of Government funding opportunities by making sure projects and business cases were ready to go when Government funding opportunities arose.

He advised that within the last two years funding opportunities had been mainly used for transport and infrastructure, however this year, bids were encouraged from different areas for example housing. Discussions had taken place with Place Directors at each of the Local Authorities as to how bids could be encouraged from the Place teams. Further conversations as to how a bid could be pulled together had taken place with Cheshire East Council with the key criteria being that match funding of a minimum 50% was required. Possible proposals for the bid had been considered including railway crossings and bridges. Feasibility work around that area for a future levelling up fund bid and for a future DfT bid would need to be undertaken. He outlined the timescales for allocating the first £200,000 at the LEP's strategy meeting in February with the remaining £200,000 being held back until later in the year in order to maintain flexibility. Work would be undertaken with the TIP Sub-Group alongside Cheshire East Council officers with support and advice on the process being provided by the LEP. A potential submission for a bid could take place by the end of January.

The Chairman acknowledged there needed to be further separate discussions outside of the meeting with Cheshire East Council in respect of the town centre regeneration. Dr Charles Jarvis, Head of Economic Development stated he would take this away and work with the LEP and others from the Board and within the Council to develop a proposal for consideration.

Clarification was provided in terms of what the content of the feasibility study should be. It was stated that the two biggest challenges for Crewe was the local transport network and the reconfiguration of the town centre and that was what the focus should be on. The Chairman enquired who would be responsible for the bid. Dr Charles Jarvis confirmed that it was his and the team in Cheshire East's responsibility to bring people together to identify the projects working alongside John Adlen. It was agreed that he would take this forward as an action.

The Chairman made the Board aware that the Local Transport Plan was out for consultation and that the Board needed to make a clear submission on the consultation. Dr Mullan MP, offered to assist the Chairman with this process. Concerns were raised that members from their own perspective should respond to the LTP consultation rather than the Board collectively. In response to this, the consensus was that it was considered important for the Board to formally respond to the consultation and it would be remiss of the Board if a response was not provided. It was suggested any priorities

the Board had arrived at should be reflected within the LTP. Furthermore to alleviate any concerns regarding the LTP consultation a transport sub-group of the Board could be established if Board members felt they did not want to be involved in a formal submission.

Further to this the Chairman reported that Andrew Ross, Director of Highways & Infrastructure would hopefully attend the next Board meeting and provide feedback in terms of progressing the bridge plan and traffic analysis. He also asked the Board to give some thought to future objectives, including strategic objectives that members might like to achieve over the next 12 months. He reported 30% of children living in one/two wards within Crewe lived below the poverty line and the Board should act as a catalyst to setting a target which aimed to reduce this.

Councillor N Mannion informed the Board a number of employees at the Council had worked over the Christmas period when normally they would be on leave. He asked that the thanks and appreciation of the Board to those who had worked over Christmas be formally recorded.

#### **57 DATE OF NEXT VIRTUAL MEETING**

##### **RESOLVED**

That the date of the next virtual meeting take place on Friday 5 February 2021 commencing at 9.30am.

The meeting commenced at 9.30 am and concluded at 12.20 pm

Doug Kinsman (Chairman)

**Meeting Actions from the virtual meeting held on 8 January 2021**

#	Action	Owner	Status
1	Board Membership LL and PC to pull together a list of potential nominations to vacant positions on the Town Board, focussing on the retail area. A number of retailers had been contacted. Planning to do a meeting in the town centre and had been engaging with a support worker who ran the Youth Parliament and discussions were ongoing at those people who may want to represent the youth section on the Board. Nomination had been sent through from the Youth Parliament and Rueben Barrow had been nominated.	LL/PC	Ongoing
2	Any items for the Forward Plan to be circulated after the meeting. The Northern Growth corridor was a potential item.	DK	Ongoing
3	Economies for Healthier Lives-Any feedback in relation to the document circulated be emailed to Guy no later than 12 noon on Wednesday 13 January 2021. Since the virtual meeting had taken place the submission deadline had been extended to 29 January 2021.	ALL	Ongoing
4	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. A meeting had taken place and update would be provided on this matter later in the meeting. An update was provided but it was felt that a group separate from the Board needed to continue the discussions.	KM, JA, DK/CJ	Ongoing

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## 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**

<b>Initial priorities of the communication and engagement sub group</b>			
<b>What</b>	<b>How</b>	<b>Who</b>	<b>By when</b>
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
<b>Longer term priorities</b>			
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 release 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 and chair ccd for initial comments.**
  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 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 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.

Early Feb – bid has been submitted, details of the next steps and manage expectations and give details of themes under the TIP – include details of the website.

**Communication channels**

**Cheshire East Council:**

- Social media – Twitter, Facebook, LinkedIn, Youtube
- Website – [www.cheshireeast.gov.uk](http://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](http://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](http://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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