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Crewe Town Board

Agenda

Date: Friday, 3rd September, 2021
Time: 9.30 am
Venue: Virtual Meeting via Microsoft Teams

1. **Apologies for Absence (1 Minute)**
To receive any apologies for absence.
2. **Declarations of Interest (1 Minute)**
To receive any declarations of interest.
3. **Minutes of Previous Meeting (3 Minutes)** (Pages 3 - 12)
To approve as a correct record the minutes of the previous virtual meeting held on 6 August 2021.
4. **Towns Fund Progress Update (90 Minutes)** (Pages 13 - 16)
To receive an update on the progress of the Towns Fund.
5. **Subgroup Updates (10 Minutes)**
To receive updates from the subgroups.
6. **Communications and Engagement Updates (10 Minutes)**
To receive an update on communications and engagement.
7. **AOB (5 Minutes)**
To put forward any other items of business.
8. **Date of Next Virtual Meeting**
To confirm the date of the next meeting as 1 October 2021 commencing at 9.30am.

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

Contact: Karen Shuker
Tel: 01270 868459
Email: karen.shuker@cheshireeast.gov.uk

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Crewe Town Board**
held on Friday, 6th August, 2021 at Virtual Meeting via Microsoft Teams

PRESENT

Doug Kinsman (Chair)

Andy Butler, Rick Carter, Paul Coleman, 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

Lindsey Lewis, Pete Turner and Martin Wood

OFFICERS IN ATTENDANCE

Rhiannon Hilton, Communications Officer
Dr Charles Jarvis, Head of Economic Development
Karen Shuker, Democratic Services
Peter Skates, Director of Growth & Enterprise
Carol Young, Policy & Partnerships Officer

39 APOLOGIES FOR ABSENCE (1 MINUTE)

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

Prior to the start of the virtual meeting the Chairman informed the Board of the passing of William Warwick, a partner in Caudwell Associates who had previously worked with the Board. The Chairman had passed on the Board's condolences to the family.

The Chairman also wished to extend the Boards best wishes to Frank Jordan, Director of Places, who was due to leave Cheshire East Council at the end of the month.

40 DECLARATIONS OF INTEREST (1 MINUTE)

There were no declarations of interest.

41 MINUTES OF THE PREVIOUS VIRTUAL MEETING (3 MINUTES)**RESOLVED**

That the minutes of the virtual meeting held on 2 July 2021 be approved as a correct record and the minutes from the informal meeting held on 21 July 2021 be noted. The Chair went through the list of actions from the previous virtual meeting and updated members on the status of each action accordingly.

42 TERMS OF REFERENCE (2 MINUTES)

Following the letter received from the MHCLG the Boards Heads of Terms would need to be reviewed to reflect the changing role of the Board in stage 2 of the TIP.

RESOLVED

That further discussions would be held outside of the formal Board meeting to progress this.

43 LEIGHTON HOSPITAL REDEVELOPMENT & COMMUNITY BASED HEALTH CARE PROVISION PRESENTATION (45 MINUTES)

The Board received a presentation from James Sumner, CEO of Leighton Hospital around the development of the hospital and surrounding areas. The presentation detailed the following areas:

- The vision for the hospital;
- The investment required;
- The case for change including improving staff and patient wellbeing, tackling health inequalities, the inadequate digital infrastructure and the high backlog of maintenance.
- Highlighting the opportunities it would open up;
- A summary of the design.

Comments and questions were raised in respect of

- What the Board would be able to do to help support the trust with the business case for its bid for one of 8 additional places on the Hospital Health Infrastructure Programme;
- Following the relocation of office space had sites been identified for drop in centres;
- What difficulties had there been in planning;
- What other benefits would it provide i.e employment opportunities, carbon neutral;
- During the segmentation exercise had the economic impact been taken in to consideration.

The Chairman offered to write a letter of support on the Board's behalf to support the Trust with its bid for funding and a petition had been put in place by Dr Mullan MP. The link would be circulated to Board members to access the petition.

The Board thanked James for his presentation.

RESOLVED

That the presentation be noted and that

- (1) The chairman to write a letter of support on behalf of the Board;
- (2) The link to the petition would be circulated to Board members.

44 TOWNS FUND PROGRESS UPDATE (15 MINUTES) - DK

Dr Charles Jarvis gave a verbal update on the progress of the submission of the Heads of Terms which had been signed and submitted to Government on the 5 August 2021.

There was a discussion in respect of what work was required to review the projects over the next 8 weeks. This would include meetings of the project sub groups, a workshop with project leads and Hatch. Following the initial sum of £5,000 which had been allocated for work with Hatch, a business case for additional funding had been submitted to Cheshire East Council to help support the work around the Assurance Framework.

Due to the shortfall in the funding that had been awarded it was suggested that as part of the review process of the projects, match funding would be explored to make up the shortfall, along with scalability and enhancing projects from other investors.

RESOLVED

That the update be noted.

45 LY2 UPDATE (10 MINUTES)

Adam Knight provided the Board with an overview of the Lyceum Square project design and timescales. It was reported that planning submission was imminent and pre-application discussions had led to the requirement to produce a Heritage Impact Assessment.

Following stakeholder engagement building works would commence in January 2022. To coincide with Easter holidays the reopening would take place on 17 April 2022.

Work with Crewe Town Council was underway to look at ways of animating the square in the mean time which included a programme of weekend activities, Art Trail and a Winter Wonderland.

Thanks was given to Crewe Town Council for their support, in particular the funding of the outdoor digital screen in the square which would showcase the towns events.

RESOLVED

That the update be noted.

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

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

Transport Green & Blue Infrastructure Forum – The chair and vice-chair had now been appointed and the agenda for the next six months had been set.

Sports and Open Spaces Forum – This had been given the go ahead and writing out to individuals was a priority action.

RESOLVED

That the update be noted.

47 COMMUNICATION & ENGAGEMENT SUB-GROUP UPDATE (5 MINUTES) DE

Reverend David Edwardes provided a verbal update on the work the sub group had undertaken which included

- looking at development of communications for each project and working with the individual groups.
- Publishing the TIP
- Stakeholder engagement – Reviewing the guidance for what was required for stage 2.
- Looking at how to engage with unsuccessful projects
- Updating the communications and engagement plan for stage 2
- Youth engagement – looking at ways to communicate authentically

Lindsey Lewis informed the Board that training would be offered around communications to ensure there was consistency with branding, this would be in the form of a workshop.

Stakeholder engagement would need to be meaningful and affordable as there was no budget allocated for this. It would inform the way projects would be delivered and form part of the monitoring and evaluation programme.

Following the submission of the Heads of Terms the Board were informed that the TIP would be published at the end of next week.

RESOLVED

That the update be noted.

48 STRATEGIC UPDATE FROM CHESHIRE EAST COUNCIL (5 MINUTES) PS

Peter Skates provided a verbal update on the Royal Arcade. A presentation had been received by Peveril Securities which had been circulated to Board members detailing the progress that had been made. A revised plan would then go out to public consultation prior to it being heard at Committee in September.

RESOLVED

That the update be noted.

49 FUTURE AGENDA ITEMS (5 MINUTES)

RESOLVED

Due to time constraints it was agreed that this item would be discussed at the meeting of the Crewe Town Board scheduled for 3 September 2021.

50 AOB - (5 MINUTES)

Board Transparency

A discussion was held in respect of Board transparency. Although the Board wasn't part of Cheshire East Council it was acknowledged that as an accountable body, Cheshire East Officers working with the Board were funded by public money.

Comments and questions were raised in respect of the following

- Legal advice would be required as commercial sensitivity would need to be considered;
- What form of governance did other Town Boards follow;
- In addition to the minutes which were already published on the Cheshire East website would a question and answer session with Board Members be welcomed by interested parties around the work the Board undertakes;
- Media training would be welcomed by the Board;

RESOLVED

- (1) That Cheshire East Council officers write a report to be considered at the 3 September Crewe Town Board meeting around Board Governance and guidance;
- (2) That a question and answer session on stage 2 be organised with Board members once the TIP had been published.

51 DATE OF NEXT VIRTUAL MEETING

That the date of the next virtual meeting take place on Friday 3 September 2021 commencing at 9.30am.

The meeting commenced at 9.30 am and concluded at 12.05 pm

D Kinsman (Chair)

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Meeting Actions from the virtual meeting held on 6 August 2021

#	Action	Owner	Status
1	<p>Sub-groups Update – Transport Infrastructure Forum – Two meetings have been held. A further meeting was held to determine what was required from the forum. 3 areas to cover – 1) to work with other partners to help build transport strategy for Crewe; 2) Transport plan; 3) Take steps from the Transport Plan to help form the Proposal that CEC would be submitting for the levelling up fund.</p> <p>Towns Fund Sub-Group – TIP subgroup – Heads of Terms now submitted, and the group have got 8 weeks to review the projects</p>	KM, JA, DK/CJ	Ongoing
2	<p>Youth representation on the Board. Update The Task and Finish Group hadn't met recently due to holiday period.</p>	SH/AK	Ongoing
3	<p>Communication and Engagement Sub Update</p> <ul style="list-style-type: none"> - Starting to look at the development of communications for each project and working with the individual groups. - Stakeholder engagement – Reviewing the guidance for what was required for stage 2. - Looking at how to engage with unsuccessful projects - Updating the communications and engagement plan for stage 2 - training would be offered around communications to ensure there was consistency with branding. - The TIP would be published at the end of next week. 	DK	Ongoing
4	<p>Terms of Reference Democratic Services to give consideration to the appointments</p>	DS	Ongoing

	<p>process and review of the Chair and Vice-Chair roles.</p> <p>A formal appraisal process and framework for the Chair and Vice-Chair roles to be considered by Democratic Services.</p> <p>Democratic Services to review the Terms of Reference to incorporate the changes in the election of Chair and Vice-Chair and the appraisal and review process of these positions</p> <p>Update</p> <p>The Boards Heads of Terms would be reviewed to reflect the changing role the Board in stage 2 of the TIP. A discussion would be held outside of the formal meeting with the Chair and Dr Charles Jarvis.</p>		
5	<p>GP Social Prescribing Funding –</p> <p>The Expression of Interest form had been drafted, and along with a letter of support signed by the Chair of the CCG and leader of the Council would be submitted by the end of the week.</p>	GK	Ongoing
6	<p>Items to be considered for future Board Meetings:</p> <ul style="list-style-type: none"> - Parking Consultation Strategy - Sponsorship Opportunities – ADHD Society - Housing challenges - Private Inward Investment - Cheshire Community Fund – Chair has extended an invite to them and is meeting them next week to discuss - AGM – to be deferred until after the Government announcement is made. 	DK	Ongoing
7	<p>Leighton Hospital rebuild</p> <p>(1) The chairman to write a letter of support on behalf of the Board;</p> <p>(2) The link to the petition would be circulated to Board members.</p>	DK	Ongoing
8	<p>Board Transparency</p> <p>(1) That Cheshire East Council officers write a report to be considered at</p>	PS/CJ/RH	Ongoing

	<p>the 3 September Crewe Town Board meeting around Board Governance and guidance;</p> <p>(2) That a question and answer session on stage 2 be organised with Board members once the TIP had been published.</p>		
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Meeting of the TIP Subgroup 17th August 2021

In Attendance: Simon Yates (Chair), Paul Colman, Andy Butler, Charles Jarvis, Jez Goodman, Chris Jackson, Paul Goodwin (Deputy 151 Officer CEC), Aaron Lecroy (Principal Accountant, CEC)

Apologies: Doug Kinsman, John Adlen

I. Welcome and Introductions

SY welcomed everyone to the meeting and particularly Paul Goodwin and Aaron Lecroy who would be advising the subgroup on financial processes and providing oversight and assurance from the accountable bodies perspective.

SY outlined the tasks with which the Town Board had charged the subgroup with namely, oversight of the Business Case process, utilisation of the Capacity Fund and the formulation of recommendations to the Town Board.

II. Progress to date

The subgroup considered progress to date and agreed the following:

- a) 25th July – Government announcement of the Towns Fund offer of £23.9m
- b) 5th August – Heads of Terms agreed between CTB, CEC and Govt.
- c) £2m gap identified between the offer and the TIP submission, with all projects supported in the Towns Fund offer but with some conditions
- d) 2 workshops attended by all 10 projects have been held to ensure that there is an awareness of the scale of the requirements given the confirmation that the Business Cases will need to meet the 5-case green Book standard
- e) All project leads have received a written statement of what is required and that there is a good understanding of all that this entails
- f) 8 of the projects are CEC lead and Officers are ensuring that there are clear plans in place to meet the initial requirements necessary for the next Board meeting. The 2 other projects (Flag Lane Baths and the High St. project) have demonstrated their understanding through the commissioning of consultancy support or with experience with other towns receiving Towns Fund offers
- g) All projects are aware of the particular pressures on the Towns Fund as a consequence of the £2m shortfall, the growing problems of construction inflation and materials availability and that there needs to be complete confidence in the costs and spending profiles that are provided. To this end the CEC Capital Projects Team will review all the submissions and provide assurance to the subgroup
- h) The attached Appendix 1 sets out the tasks and timescales identified for working with the projects
- i) An expectation that the £22.9m will be insufficient to meet the revised costs of all 10 projects
- j) Project Leads are required submit their costings by 24th September with the subgroup determining a recommendation to the Board during the following week

III. Next steps/Board decisions

The subgroup considered the actions to be taken and the decisions to be taken by the Board as follows:

- a) On 1st October the Town Board will be required to agree whether to proceed with all 10 projects to full Business Case or to reduce the number of projects
- b) The October Board meeting will receive a detailed analysis and spend profile on each project together with the relevant impact studies, the outputs that the Govt. can expect and how any conditions will be met
- c) The Board will receive a recommendation from the subgroup on how each project should be taken forward given the analysis as detailed above. The recommendations may include a reduction in the spend or scope of a project and whether a project should be abandoned as far as the Towns Fund is concerned
- d) By 5th October the Town Board and CEC are required to submit that decision together with the supporting information to Govt.
- e) Following the Board's decision the development of the Business Cases for those projects selected will commence. It is expected that all projects will need to submit their Business Case by 30th June to allow time for appraisal, summary documentation and review period by MHCLG prior to being submitted to Govt. by 5th August 2022
- f) Given the publication of the TIP including details of the 10 projects it will be important to ensure a communications approach which keeps the public informed and engaged and continues to provide assurance regarding delivery of the Towns Fund over the next 12 months

IV. Consultancy support for Business case development

The subgroup considered the use of consultancy support and agreed the following:

- a) Hatch was commissioned by the Board to develop the TIP and the activities associated with this including public engagement and a 2nd stage of Business Case development
- b) Hatch are currently contracted to provide further consultancy support as follows:
 - Support in addressing Heads of Terms conditions, basic business case advice/workshops for project leads (£5,000)

- Unspecified advice to support the development of individual projects
Business Cases (£45,000)
- c) The Board and Cheshire East Council now have an obligation to deliver 5 case Business Cases for each project and based on previous experience e.g., FHSF, it is estimated that approximately £15,000 would be required for each project.
- d) The Board has access to the Capacity Fund as a source to meet the costs of developing the Business cases. Income, expenditure and commitments to date being detailed in Appendix 2
- e) Hatch had been requested to provide options to extend the existing contact with them to meet the Board's obligations for Business Case development and these are detailed in Appendix 3 and Table 1
- f) Any recommendation to the Board on the use of further consultancy support should be based on the number of projects to be supported rather than the cost of that consultancy.
- g) An alternative to obtain consultancy support from other providers was discounted on the basis that Hatch had already been market tested, there was insufficient time available for a tendering exercise and experience from other Business Case contracts provided evidence that Hatch costs were competitive. Officers have also informally benchmarked the proposed fees with other consultancies.
- h) CEC Procurement policy would limit the extent to which the existing contract could be extended to no more than 50% of the original order
- i) The most appropriate option to recommend to the Board would be Option 2b. This would require all the remaining Capacity Fund to be committed and a contribution of £10K from CEC which would need to provide an assurance framework for the submission in October. Officers were asked to enter into further discussion with Hatch to determine whether this was feasible, reporting back to the next subgroup meeting on 27th August
- j) CEC Officers were already considering how CEC could meet the costs of the independent appraisals of the Business Cases and provide further support to project leads in those parts of the Business Cases not supported by Hatch. The process for commissioning independent appraisals will commence by the Council shortly given the need for the 1st appraisals to take place early in 2022
- k) Given the very tight timescales it is unlikely that projects would be able to access guaranteed further sources of co-funding before 5th October although this option could be accessed during the Business case development phase

V. Recommendations to the Board

- a) To note the actions taken by the subgroup to date and the supporting information as set out in the Appendices
- b) To note the decisions that the Board will be required to take at the October meeting

