



**WE ARE
ALL
CREWE**



**Town
Investment
Plan**

CREWE 2021

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Foreword



I am proud to call Crewe my home, the place I chose to raise my family and pursue my career. It is strategically located in the heartland of Cheshire, sitting at the gateway to the northwest and bridging the Midlands Engine to the Northern Powerhouse via the emerging High Speed 2 Growth Corridor. Crewe is the largest and fastest growing town in Cheshire East and with all the potential growth factors that its HS2 hub station will provide, it has the very real opportunity to unlock the economic prosperity of Cheshire. We are surrounded by market towns and sit within a large and affluent hinterland, whereby Crewe should act as a focal hub by providing the services and leisure, cultural and heritage attractions that draw people into a vibrant town centre. However, whilst the benefits of its almost unrivalled, regional and national connectivity have never been in doubt, unfortunately the opportunities which this should have afforded Crewe have never been realised, let alone maximised.

Crewe exhibits many of the challenges of a typical post-industrial town shaped by a rich rail heritage and heavy engineering past. A proud hardworking and industrious place, with a strong sense of identity and a resilience forged within its robust and diverse communities. Ironically, the railways that created Crewe now allow their tracks to divide it, creating physical barriers to its growth and the prosperity of its residents. Through a steady decline in its industrial core and with a lack of investment, aligned to any sense of a vision and strategy, its town centre has gone into steady decline. It exhibits the classic doughnut effect, whereby commercial, residential and leisure developments have been built around the periphery of the town and, with the accelerating decline in retail, this has left a hollowed-out town centre. It now lacks the features, offerings and experiences to robustly support its almost 75,000 population, let alone provide the confidence to potential investors, who, although they can see its economic growth potential, are concerned by its lack of infrastructure to support future development.

The legacy of its post-industrial past, and the socio-economic impact this has created, has adversely affected the health, well-being and prosperity of many of Crewe's residents and Covid-19 has further exacerbated this situation. We need to build inclusive growth to help alleviate these issues, to raise aspirations, generate opportunities and create prosperity that is accessible to all. Those that have the privilege to sit on the Crewe Town Board have a profound

responsibility to the Town to ensure that we are successful in our endeavour to drive Crewe forward to greater economic, cultural and social well-being. As a Town Board, we recognise the scale of the challenge in the regeneration of Crewe, but in equal measure we can see the size of the opportunity available to Crewe, with Towns Fund support, to start building back better through the creation of a 10 year strategy and public funded investment programme. The Town Board, through effective consultation and engagement, has shaped a compelling vision and strategy that has informed our selection of a range of interventions that address the direct needs of the town whilst creating the environment and space to encourage private enterprise to follow.

Crewe has so much potential and opportunity, but it has, for many reasons, consistently failed to make the most of its strengths and has become a town that appears to have been "left-behind". We now have an unrivalled opportunity to change this narrative and write a new chapter in the history of Crewe.

Doug Kinsman

Chair Crewe Town Board

we are all **CREWE**

CREWE



Executive Summary

As the original UK railway town, Crewe was once the site of the largest railway locomotive works in the world, a uniquely well-connected town at the heart of Victorian and modern era industrial revolution.

At its height, Crewe Works employed more than 20,000 people and was the cornerstone of the town's social fabric. Like many post-industrial towns, Crewe has faced a number of challenges as a new and different future takes shape. Huge change in its labour market (the Crewe Works now employs fewer than 1,000 people), a struggling town centre retail sector, entrenched deprivation and a pressing need to boost the town's social infrastructure provide strong impetus for change.

Crewe has taken significant steps forward to secure the best possible opportunities for its residents in the coming decades. The town continues to be a place of makers, with a strong advanced manufacturing and engineering base in automotive and rail, and it is the home of businesses with deep roots in the town including Bentley, Bombardier, Mornflake and Whitby Morrison. It has also successfully diversified with an expanding service sector and newer employers including Radius, Trak Global, Assurant and AO strengthening its employment base.

Sustained improvement of our town centre is absolutely critical for Crewe and our communities and businesses are very clear about this. Cheshire East Council and its partners have delivered a new Lifestyle Centre and University Technical College (UTC). Schemes are well underway to create a new food and drink destination and vibrant commercial and social hub in the Market Hall due to open in Spring 2021, and a new £45 million leisure-led complex in the Royal

Arcade. Our Future High Streets Fund (FHSF) proposals, for which we have provisionally secured £14.1 million, seek to unlock new homes, improve accessibility and connectivity at key gateways, create new opportunities for enterprise in the town centre, develop space and support for digital and technology-based enterprise, and create a sustainable energy network. We have secured £750k accelerated funding from the Towns Fund for "Ly2": a reimagining of Lyceum Square as a place for high quality open-air events / performance space at the heart of the Civic and Cultural Quarter.

The arrival of HS2 will have a transformational impact on the town and Crewe must capitalise on it, harnessing opportunities to deliver new residential and office floorspace linked to the HS2 Hub Station and Growth Corridor. The new station will cement Crewe's position as the gateway to the Northern Powerhouse and a bridge to the Midlands Engine.

Anchored by the Lyceum Theatre, Cheshire East's premier arts and cultural venue, we have a growing creative and cultural sector with the ambition to drive participation by our communities, skills development and attract many more visitors.

However, the progress Crewe is making risks being undermined by problems we must tackle, and which are a barrier to fulfilling the potential of the town and its people. Whilst the private sector is delivering jobs and growth, our 10 year plan for public sector investment through the Town Deal will enable us to strengthen Crewe's social fabric, act to reduce deprivation, transform its high street retail and leisure offer, and deliver lasting improvements in how people move across Crewe.

The logo for Crewe, featuring the word "CREWE" in a bold, white, sans-serif font with a stylized underline on the 'E'. It is positioned in the top right corner of the page, overlaid on a background image of a train station.A photograph of a blue and yellow Avanti West Coast train at a station platform. The train is the central focus, with its front and side visible. The platform has a sign that says "Crewe". The background shows the station's infrastructure, including overhead power lines and steel structures.

We are people powered
We get things done together
We build connections

Crewe's Place Brand

The surveys and stakeholder engagement that have underpinned the successful recent development of our Crewe Place Brand and preparation of the TIP have highlighted a strong sense of community and pride in Crewe's history, and self-perceptions of the place as straightforward, hard-working and gritty. These are qualities at the core of our TIP, and they are embedded in the projects for which we seek Towns Fund Investment.

Our Town Investment Plan sets out to tackle key challenges identified in detail in Section 1 including:



The vital importance of making our town centre a much more appealing place for residents and visitors, improving the quality and range of facilities and services available in the town centre including public spaces, parks and sports facilities, and addressing issues including its safety and accessibility. The priority is to diversify our town offer, and to broaden and extend its catchment.

The need for Crewe to become the focal point for culture, retail and leisure, services and business activity justified by its position as the largest settlement in Cheshire East, drawing much more of its catchment area to the town.

The critical importance of reducing the deprivation faced by too many of Crewe's residents, which are limiting opportunities to fulfil their potential and are the cause of poor physical and mental health and well-being.

The need to find permanent solutions to barriers to the movement of people and vehicles across Crewe which are constraining our economic growth, including poor connections and severance between Crewe Station, the town centre and Grand Junction Retail Park.

The need for Crewe to prepare for and respond to the effects of climate change, and to play its part in sustained reductions in CO² emissions.

The urgency of supporting our communities and businesses to recover from the economic and social impacts of the Covid-19 pandemic, with the town centre and our communities continuing to be hit hard by its impacts.

These are strong imperatives for our Town Investment Plan and they have led us to our 10 year vision for Crewe:

Crewe will be a revitalised place: a special place shaped by its engineering and railway past and present, established as the urban heart of the area it serves, and confident about its future.

The town's residents and people working in Crewe will value its bustling, welcoming centre and visitors are drawn to it by its distinctive mix of independent and larger shops, leisure attractions, good places to eat and drink, a lively cultural scene and attractive spaces for people to spend time.

Crewe will be known across the UK as an industrious, creative and pioneering place of opportunity – a story shared by its skilled and hard-working communities and the many new residents it has attracted who will call it home.

Its integrated HS2 hub station and its growing population will establish Crewe as a magnet for new business and one of the north of England's best-connected places. Investment in its transport and energy infrastructure will drive progress towards a zero-carbon town.

Crewe's transformation will deliver lasting benefits to the health and well-being of its diverse communities. Change will be led by their passion and creativity, but this is only the start.

we are all crewe



Through a process of engagement which identified 70 individual project ideas, Crewe's Town Board has agreed a cohesive package of projects for which we are seeking £24.96 million of Towns Fund investment.

Its focus is on the town centre and facilities and infrastructure that will deliver a positive future for Crewe alongside our ongoing major regeneration programme for the town, and our exciting new Future High Streets Fund projects. This is the thread that binds our investment proposals. Our programme will deliver new and refurbished space to support jobs and businesses in the town centre, three new and improved community facilities and attractive public spaces, and new active travel infrastructure.

In addition to our Towns Fund projects, we identify a series of wider investment priorities our Town Board will pursue including tackling congestion and movement problems, supporting community health and well-being, investing further in our skills infrastructure and developing new visitor attractions.

Delivery of our Town Investment Plan will help us transform Crewe into a much more attractive place to live, visit and invest in, readying the town for the post-Covid 19 economy and for HS2's arrival. It will support our priority actions to improve the health and well-being of our communities, enabling the town and its residents to fulfil our potential.

Our investments will be managed by Cheshire East Council and overseen by Crewe's Town Board, backed by strong relationships with other public, private and community sector partners. The Council and the organisations it works with have considerable experience of delivering regeneration, and are driving our ambitious regeneration programme for Crewe Town Centre which will provide the coordination and alignment that will be essential to our success.

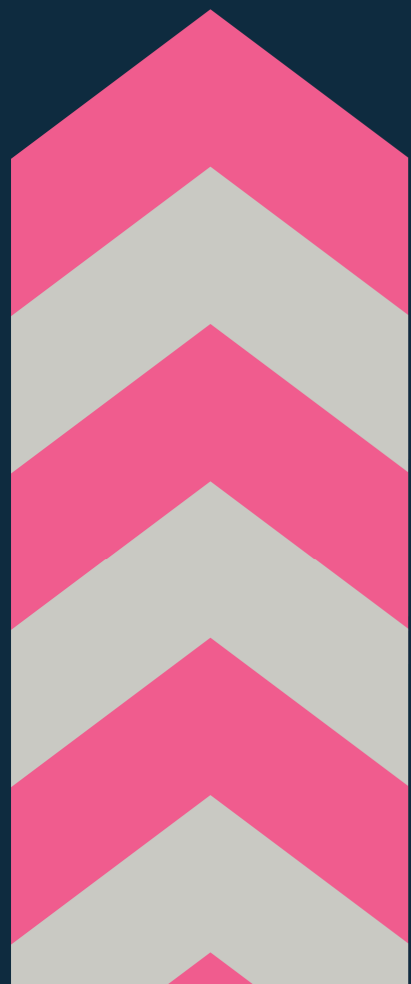


Towns Fund Project	Project Focus	Towns Fund Ask (£m)
1: Lyceum Powerhouse	New creative production facilities and a music venue delivering skills and enterprise development anchored by Lyceum Theatre. £0.75 million Accelerated Funding already secured for Ly ² project at Lyceum Square	5.4
2: Flag Lane Baths Community Hub	Much needed new community facilities and integrated services in an iconic art deco heritage building	2.9
3. Cumberland Arena Redevelopment	Delivering improved facilities for sporting activities and training at a key venue	1.9
4. Mill Street Linear Park and Corridor Improvements	New walking, cycling and green infrastructure for key town centre-station link, preparing the area for new development	3.85
5. Inner Crewe Warm and Healthy Homes Programme	Targeted investment in town centre housing to tackle disrepair, improve energy efficiency and protect heritage assets	2.4
6. Crewe History Centre Public Space	Providing high quality public space for Crewe's new £9 million History Centre attraction	0.63
7. Repurposing Our High Street	Refurbishing and improving vacant commercial premises at a key town centre gateway	1.45
8. Crewe Pocket Parks and Public Open Spaces Improvement Programme	Revitalising eight urban parks and public spaces across Crewe to provide safe and attractive places for people to spend time outdoors	0.93
9. Valley Brook Green Corridor Project	Unlocking Crewe's hidden water course, providing new green spaces, walking and cycling infrastructure across the town	2.9
10. Crewe Youth Zone	Delivering a vital new facility and services for young people, including skills development and training for Crewe's economy	2.6

Table 0.1 Summary of Towns Fund Projects

SECTION 1

Context for Crewe's Town Investment Plan



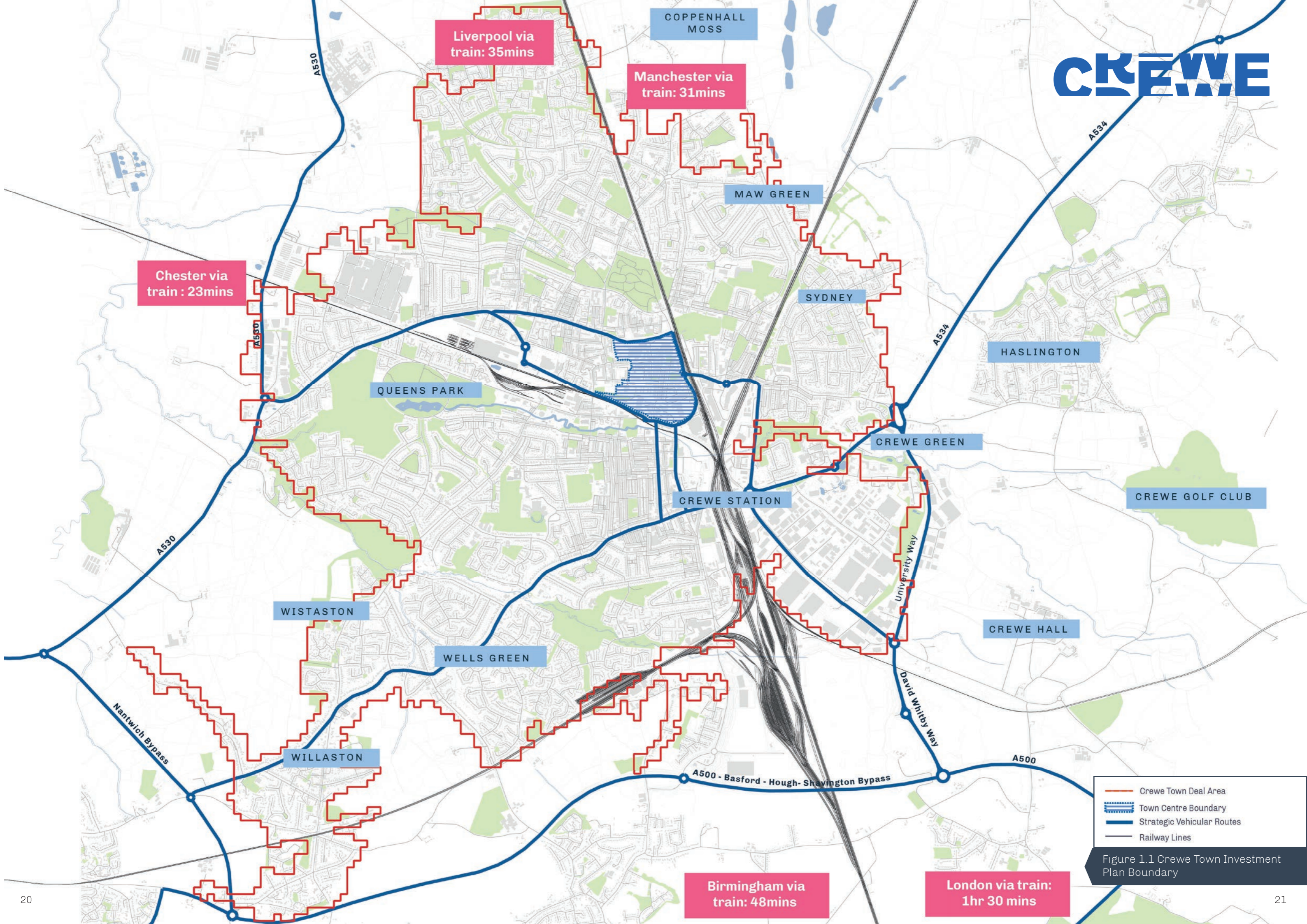
Summary of Key Assets and Challenges

Key Strengths, Assets and Opportunities	Challenges	Investment Needs	Key Towns Fund Projects Contributing
<ul style="list-style-type: none"> Diverse economy of 39,000 jobs with significant further growth potential – Cheshire & Warrington LEP target 120,000 jobs by 2040 Strong advanced manufacturing & engineering, logistics & distribution, retail & leisure, plus niche telematics & fleet management sectors Younger than average resident population (63% aged 16-64; 33% aged 25-49) providing workforce and future entrepreneurs 	<ul style="list-style-type: none"> High proportions of residents (30%+ in some areas) without qualifications and with basic skills only Higher than average rates of NEETs, lower further education attainment and higher education participation in young people 	<ul style="list-style-type: none"> Develop new opportunities for residents to participate in creative and cultural activities, including community focused activity, in Crewe Town Centre 	<ol style="list-style-type: none"> Lyceum Powerhouse Flag Lane Baths Community Hub History Centre Public Realm Crewe Youth Zone
<ul style="list-style-type: none"> Build on Crewe’s regeneration programme and our £14.1m provisional FHSF investment Recent housing and employment growth, and substantially more planned – new residents, workforce, communities Affluent catchment area – 500,000 people living within 30 mins, 130,000 in higher income households Size and connectivity of town and proximity to rural areas in post-Covid 19 UK 	<ul style="list-style-type: none"> Lack of Grade A office space available across Crewe, and weak office market in and around town centre; lack of town centre office-based employment High town centre vacancy rate (25%) & likely to rise further during Covid-19 crisis Failing to capture catchment area footfall & spend; Need to encourage people back to Town Centre and into businesses post-Covid 19 – footfall down by 25% since 2016 Excess of retail floorspace of poor quality not meeting modern retail & leisure needs Absence of new town centre housing development recently, and lack of diversity and choice in housing supply (61% terraced stock) 10% of homes in Crewe South & Central in disrepair; 20% households in fuel poverty; 66% homes in multiple occupation 	<ul style="list-style-type: none"> Identify opportunities to bring forward office and other employment developments in central Crewe; Tackle vacant buildings Repurpose and redevelop vacant buildings Ensure appropriate supply of retail, leisure and service floorspace to attract occupiers responding to existing and new residents Develop new and improved facilities, services, events for residents and visitors to increase footfall and spending in the town centre Bring forward sites and work with developers to deliver good quality new housing, including affordable housing, in central Crewe Deliver focused improvements in standards of housing in central Crewe 	<ol style="list-style-type: none"> Repurposing Our High Street Repurposing Our High Street Lyceum Powerhouse Repurposing Our High Street Mill St. Linear Park & Corridor Improvements Inner Crewe Warm & Healthy Homes Programme

Table 1.1 Summary of Key Assets and Challenges

Strengths, Assets and Opportunities	Challenges	Investment Needs	Key Towns Fund Projects Contributing
<ul style="list-style-type: none"> Long-standing and popular anchor institution (Lyceum Theatre), with 103,000 normal year attendance; 50% of audience local catchment Dynamic creative and cultural sector, with active participation by Crewe's communities, with innovative and expanding events programme 	<ul style="list-style-type: none"> Insufficient attractions for residents and visitors to spend time in Crewe town centre, and shortage of good quality indoor and outdoor venues and spaces for events Sectors significantly affected by loss of visitors and trade during Covid-19 crisis 	<ul style="list-style-type: none"> Develop new opportunities for residents to participate in creative and cultural activities, including community focused activity, in Crewe Town Centre Support growth of homegrown creative and digital businesses in Crewe and the development of skills to support the sector 	<ol style="list-style-type: none"> Lyceum Powerhouse Flag Lane Baths Community Hub History Centre Public Realm Crewe Youth Zone
<ul style="list-style-type: none"> National rail connectivity with substantial numbers (3 million per annum) using Crewe Station HS2 Station Hub and Growth Corridor, opportunities to bring new jobs, businesses and visitors to town New walking and cycling infrastructure in FHSF proposals Strong connectivity to strategic road network (A500, M6) with £300 million invested in this infrastructure 	<ul style="list-style-type: none"> Severance across town centre, with poor connections for walking, cycling and vehicles, particularly station-town centre-Grand Junction Retail Park link Congestion contributes to poor movement and permeability, barriers to economic growth, and to harmful pollutants & CO2 emissions (CO2 6.9 tonnes per capita Cheshire East compared with 5.4 t per capita North West and 5.3 t per capita UK) 	<ul style="list-style-type: none"> Enhance footways and cycle paths to enhance movement and encourage active travel across town centre and to area surrounding Crewe Strengthen Station-town centre connection Improve connectivity across Crewe town centre & to surrounding area Tackle long-standing congestion pinch points and address constraints and congestion posed by railway bridges 	<ol style="list-style-type: none"> Mill St. Linear Park & Corridor Improvements Valley Brook Green Corridor Project Mill St. Linear Park & Corridor Improvements Valley Brook Green Corridor Project
<ul style="list-style-type: none"> Resilient, hardworking and diverse population Some good quality & popular parks and green infrastructure; water courses run through central areas of town Proximity of attractive rural areas surrounding Crewe 	<ul style="list-style-type: none"> 6 of 13 Crewe areas in most deprived 10% nationally, concentrated around town centre; In 3 Crewe wards more than 30% of children live in poverty Crewe household incomes 30% lower than Cheshire East averages 22% of Crewe areas in 10% most deprived nationally on living environment indicator; Only 37% of green spaces assessed as good quality Water courses (e.g. Valley Brook) hidden and with poor access 	<ul style="list-style-type: none"> Deliver facilities and services that support more active lifestyles and address contributors to poor health Improve condition, quality and safety of public spaces, including green infrastructure and sports facilities 	<ol style="list-style-type: none"> Flag Lane Baths Community Hub Cumberland Arena Redevelopment Pocket Parks & Open Spaces Improvement Programme Valley Brook Green Corridor Project Crewe Youth Zone

Table 1.2 Summary of Key Assets and Challenges continued



Chester via train : 23mins

Liverpool via train: 35mins

Manchester via train: 31mins

Birmingham via train: 48mins

London via train: 1hr 30 mins

- Crewe Town Deal Area
- ▨ Town Centre Boundary
- Strategic Vehicular Routes
- Railway Lines

Figure 1.1 Crewe Town Investment Plan Boundary

Strengths, Assets, Opportunities

A diverse economy anchored by advanced manufacturing and engineering, and with substantial employment growth potential

Crewe has a diverse economy of 39,000 jobs with long-established strengths in advanced manufacturing and engineering rooted in our railway and automotive heritage, and modern strengths in logistics, distribution, professional and business services. In our Let's Talk About Crewe survey, 85% of residents who responded told us images of manufacturing and engineering represented the spirit of Crewe.

The town's gateway position located for access to the Cheshire Science Corridor and in future years to **the major employment**

opportunities around the HS2 Growth Corridor and Station Hub mean Crewe will have a major role to play in delivering the ambitious Cheshire and Warrington Local Industrial Strategy goal of **creating 120,000 jobs across the LEP area by 2040**. We have the opportunity to deliver more high quality employment in Crewe and we must back our businesses with the skills, infrastructure and investment environment they need to flourish.

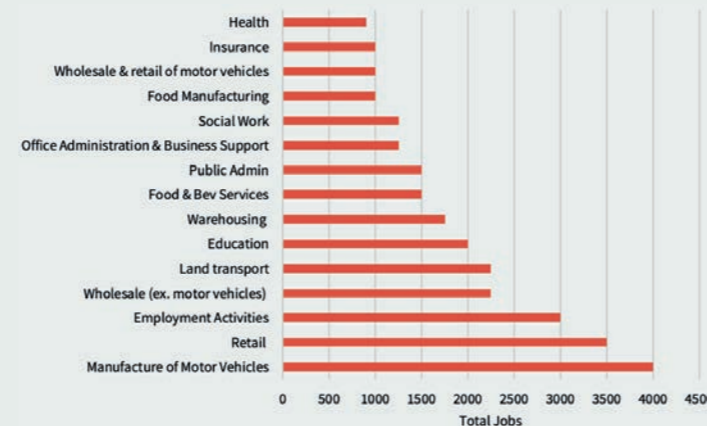


Figure 1.2 Crewe's Key Employment Sectors, 2019



Our key business and employment assets include:



- Internationally recognised advanced automotive and transport manufacturing and engineering businesses with major employers including Bentley, Bombardier, Whitby Morrison in the town providing high-skilled, high quality employment.



- Strong representation of other major and growing private sector employers including Mornflake, Radius Payment Solutions, County Insurance, Assurant, AO.com and Air Products, several of which started as small businesses in the town.



- Crewe's Engineering and Design University Technical College (UTC) opened in September 2016, provides young people with a strong grounding in STEM subjects geared to the town's engineering and manufacturing sectors, and is backed by employers including Bentley, Siemens, AO, OSL, Unipart Logistics, Optical 3D.



- Niche strengths in fleet management and telematics industries, with trends in data-driven technology solutions for the insurance and shared mobility markets pointing to further growth in these sectors. Crewe-based telematics companies such as Radius, WEX and Trak Global are growing rapidly and attracting private equity investment.



- Anchor institutions which are major employers in their own right, in Cheshire East Council, Leighton Hospital and Cheshire College – South and West. Cheshire College has strong links to Crewe's engineering businesses.



- Cultural, leisure and sports assets which include Crewe Lyceum, Cheshire East's principal theatre and performing arts venue, and Crewe Alexandra Football Club, the town's football league team with its long-established academy.



- The University of Buckingham's new Apollo Buckingham Health Sciences Campus represents a landmark international deal, welcoming UK and international degree students specialising in Biomedical Sciences and Podiatry. The 40-acre campus is bringing a new student population and staff to Crewe and its operation will contribute to NHS services through final year student placements in North West hospitals and GP surgeries.

A growing and younger than average population and resident workforce...

Crewe's **population is growing**. Since 2001 our population has increased by 10.5%, a larger change than Cheshire East, Cheshire and Warrington and the UK over this period. The town has a notably younger population than the wider area, including a significantly higher proportion of 25-49 year old residents at 33% – the core of our resident workforce - than that of Cheshire East or Cheshire & Warrington. Crewe has a younger population than all other Cheshire East towns.

A **positive approach to housing development** has fuelled Crewe's population growth. Over the last 10 years around 2,700 new homes have been delivered in the town, primarily around its fringes rather than its centre, with much of this increase (1,800 homes) coming since 2016².

Strategic allocations in Cheshire East's Local Plan and sites in Crewe with planning permission already have the potential to deliver an additional 5,200 homes, supporting

further increases in the number of younger families and working age people remaining in or moving to Crewe over the next 10-15 years. The bigger picture here is the Cheshire and Warrington LEP's target of generating 100,000 new homes across the area by 2040. At a time when the UK's population is projected to age substantially, Crewe's younger population will be a source of competitive strength, our future skilled workforce and our new entrepreneurs.



²Cheshire Science Corridor is the area of national and international research and innovation facilities, businesses and infrastructure in Cheshire and Warrington, which includes Enterprise Zone sites.

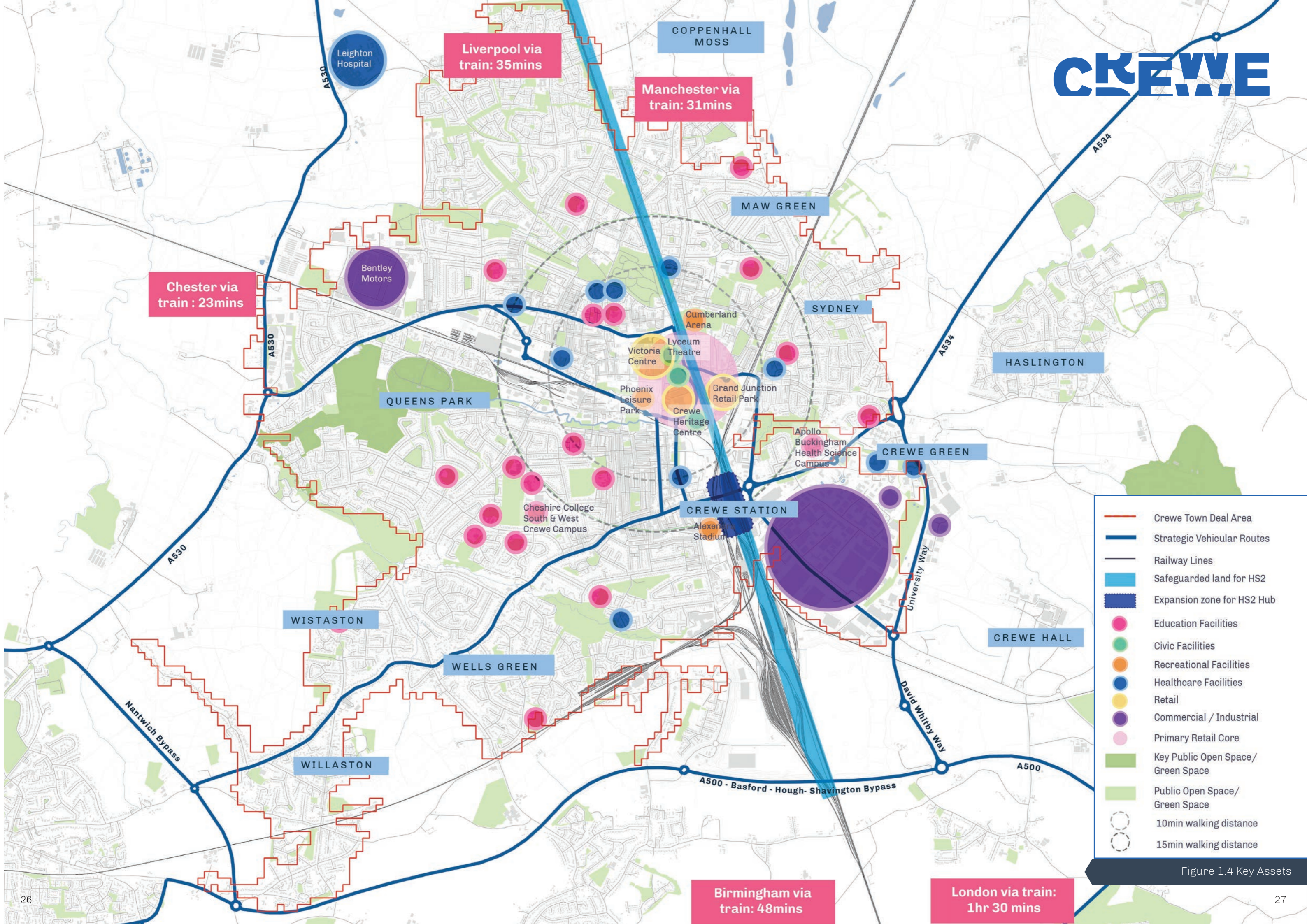


Source: Office for National Statistics, Mid-Year Population Estimates

Figure 1.3 Crewe's Key Employment Sectors, 2019

“ We have got quite a lot of people now, new houses are being built, new housing estates, but we need new facilities for them. We've seen the local youth centre close down, some of the local clubs and football pitches, they've gone too. It would be nice to see something come back. ”

Crewe Resident, Consultation Group



Chester via train : 23mins

Liverpool via train: 35mins

Manchester via train: 31mins

Birmingham via train: 48mins

London via train: 1hr 30 mins

- Crewe Town Deal Area
- Strategic Vehicular Routes
- Railway Lines
- Safeguarded land for HS2
- Expansion zone for HS2 Hub
- Education Facilities
- Civic Facilities
- Recreational Facilities
- Healthcare Facilities
- Retail
- Commercial / Industrial
- Primary Retail Core
- Key Public Open Space/ Green Space
- Public Open Space/ Green Space
- 10min walking distance
- 15min walking distance

Figure 1.4 Key Assets

A town of resilient and diverse communities...

Crewe's **communities are resilient** and we know we have much more to do to enable them to fulfil their potential. In our Let's Talk About Crewe survey, characteristics residents most strongly associated with our communities include pride in the town's heritage, being hard working, straightforward, passionate, and loyal. They make direct connections in their responses to the town's past and present strengths in engineering and manufacturing, recognising in the town **a place of makers with a positive, 'can do' approach.**

There is **strength also in the diversity of Crewe's communities**, a feature of the town which is not widely known. In Crewe Central and South, more than 7% of the population self-identify themselves as black and minority ethnic. We have a long-established Afro-Caribbean community, and significant Eastern European communities who made the town home at the end of WWII and during the 2000s. A recent Place Brand consultation session suggested around 120 different languages are currently spoken in the town.



Opportunities to build on investment in Crewe Town Centre

Our Town Investment Plan will **build on a strong platform of investment completed or underway in Crewe.**

Major new retail and entertainment investments, new education facilities, and sports and leisure facilities are giving residents and visitors more reasons to spend time in the town centre, and our Towns Fund investments will add to them.



Crewe Market Hall: Led by Cheshire East Council, £3.9 million refurbishment to be opened in 2021, delivering exciting new food and drink outlets, much needed seated dining, new pop-up stalls and events space with capacity for 400 people.



Royal Arcade: Development agreement signed November 2020 for £45 million investment to deliver new cinema, retail, food and drink complex, bus station and car park. Led by Cheshire East Council working with Peveril Securities.



Engineering and Design UTC: Opened in 2016, a £10 million new facility providing young people with STEM skills, sponsored by Bentley Motors, OSL Rail and Manchester Metropolitan University and backed by major employers in Crewe.



Lifestyle Centre: Also opened in 2016, Crewe's £15m new Lifestyle Centre provides the town sports and leisure facilities including a swimming pool and spa, a library and community hub. The project was led by Cheshire East Council and Department for Education.



Ly²: £0.75m Accelerated Funding investment in new high quality outdoor events space, public art and enhanced realm in Lyceum Square, a vital part of our objectives for Crewe's Civic & Cultural Quarter.

Figure 1.5 Recent and Emerging Key Investments

External connectivity and the HS2 Opportunity

Crewe's **location and connectivity**, especially its national rail connectivity but also its position close to the M6 and A500, are **major strengths**. Pre-Covid, there were up to 40 Crewe-London rail services per day, with journey times of 1 hr 30 minutes, and the station serves as a key interchange and gateway for journeys to Merseyside and Greater Manchester, Birmingham and the Midlands, Scotland, North and Mid-Wales.

Access to the strategic road network has been enhanced by substantial investments, including over £40m in enhanced links from the A500/M6 to Crewe Rail Station, over £17m invested in the new Crewe Green roundabout, and more recently the dualling of connection to the M6, the latter itself undergoing smart motorway upgrading.

The arrival of **HS2 and development of a Crewe HS2 Hub Station** are potentially **transformational opportunities for Crewe**. HS2 will put London less than 1 hour from the town and crucially free up capacity for regional and local services, further reinforcing Crewe station's role as a key transit point. Partners are committed to ensuring the Station Hub unlocks substantial residential, employment and infrastructure development. The key is that Crewe secures from HS2 the maximum benefit to the town as a whole and to our residents.


- 
8,000 new jobs
- 
6 million sq ft commercial floorspace
- 
39,000 new homes
- 
£2billion GVA
- 
£204 million private sector investment

Figure 1.6 HS2 Growth Corridor Impacts

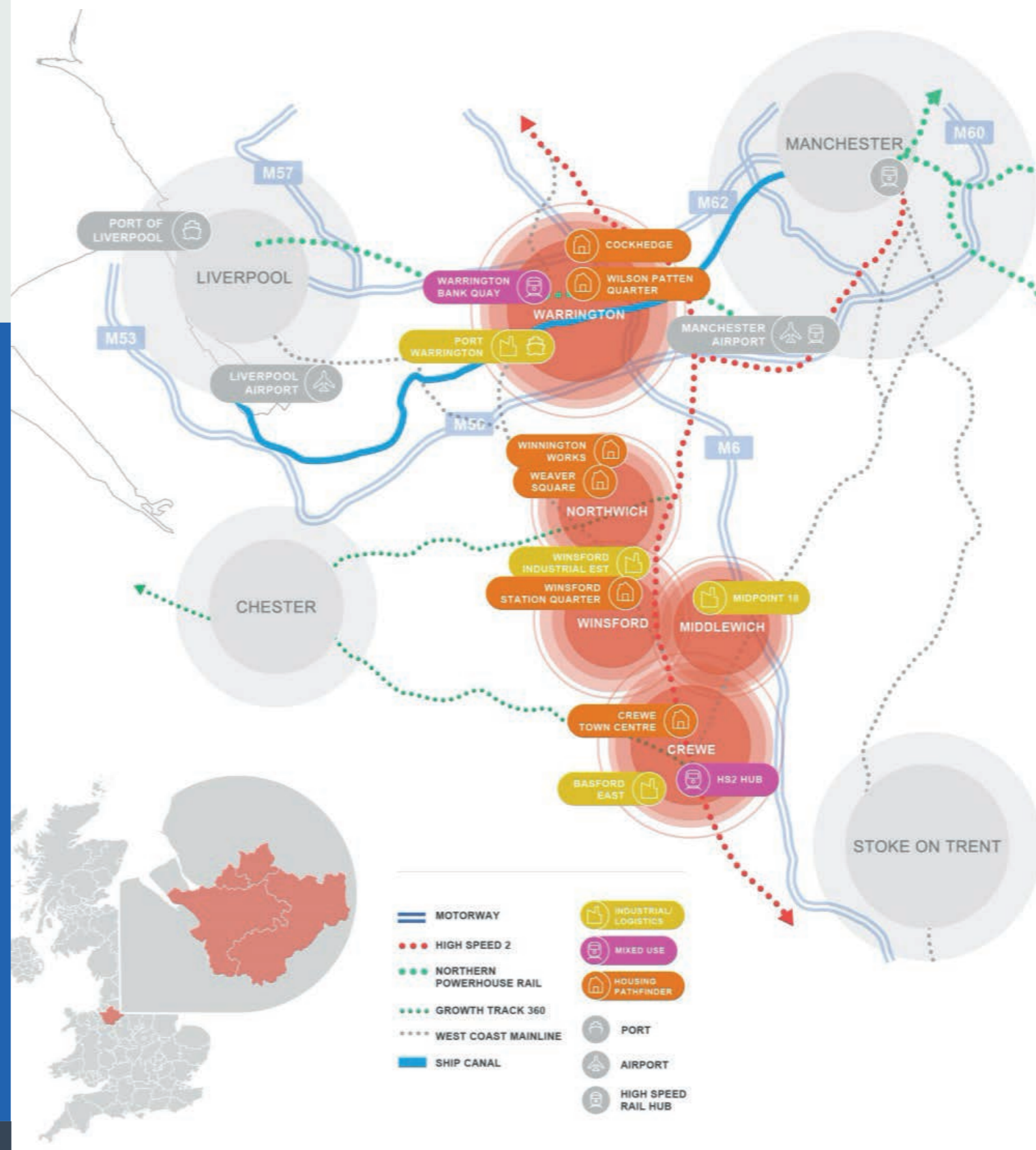


Figure 1.7 Cheshire and Warrington HS2 Growth Corridor

Crewe's position as the key town in an affluent catchment area

Crewe is located **in a wider area with national recognised strengths as a place to live and work in**. In 2016, the wider South Cheshire postcode area (CW) was ranked the best residential location in the UK, and it secured second rank in 2017³. The town's hinterland is home to higher income households present across Cheshire.

Beyond this hinterland, around 500,000 people live within a 30 minute drive of Crewe, and 130,000 of those people are in the 'affluent achievers' category.⁴

³Property Week/CACI

⁴Based on CACI definition

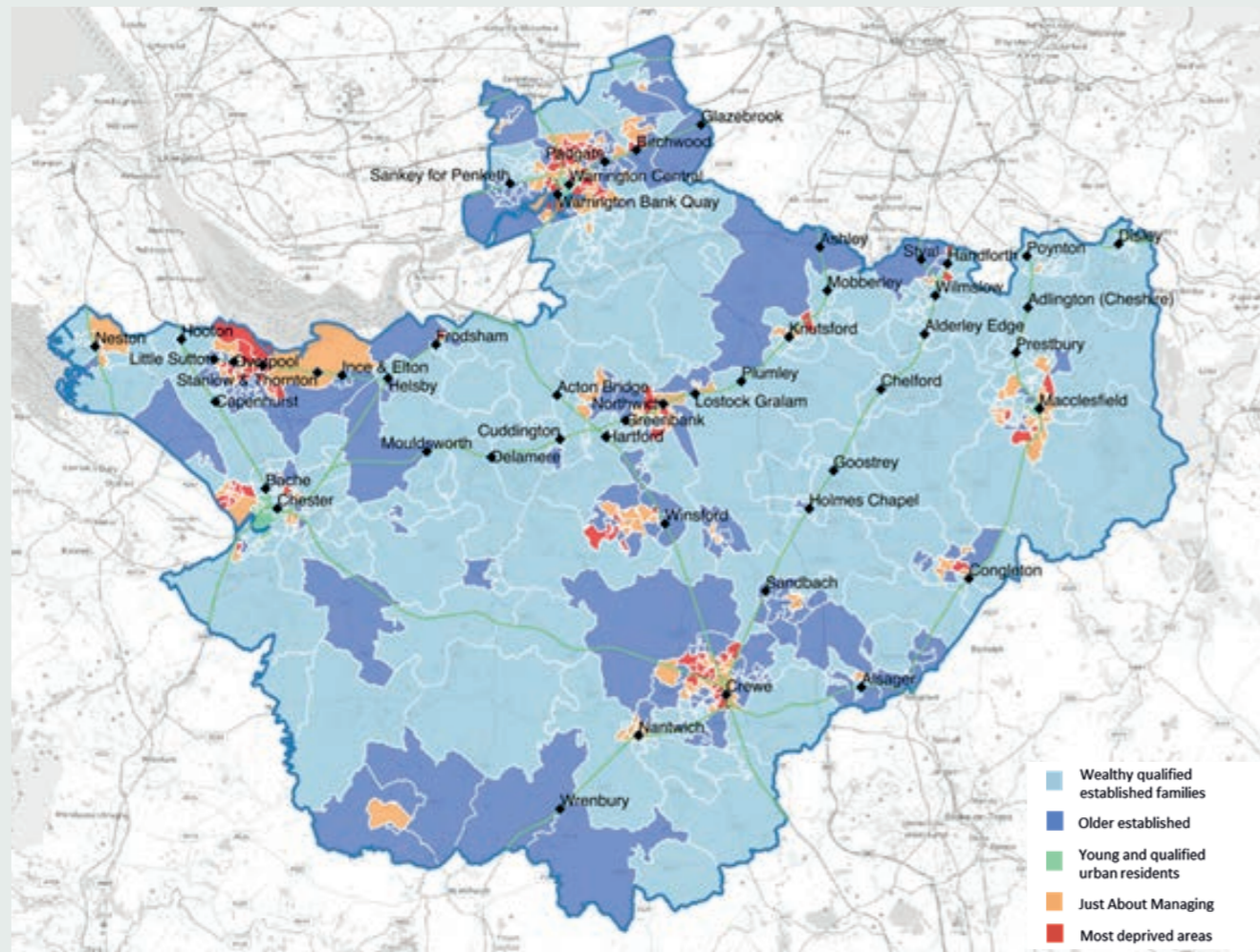


Figure 1.8 Population and Household Characteristics, Cheshire and Warrington



Figure 1.9 Crewe's national context

A growing creative and cultural sector, backed by a dynamic Cultural Forum

Our **cultural and creative sector is a driver of diversification** in the town's economy, **a key attractor to visitors**, and an **important source of opportunities** for engagement, participation, skills development and employment for our residents, both children/young people and adults.

- Around 1,000 people work in creative industries in Crewe and there are 160 businesses in the town in these sectors⁵. A snapshot of some of those creating work locally indicates the diversity of talent based within the town: Dope Male Performance Company, Forest Tribe Dance Theatre, Platform Theatre, Squeaky Pedal, Vision In Colour, Dragonfly Design, DD Music Group and The Cat 107.9FM
- In NESTA analysis, Crewe ranked 20th of areas in which creative sector employment grew at a faster rate than the UK average from 2011-16, ranking it ahead of major cities with strong and established creative and cultural sectors including Liverpool, Sheffield and Nottingham on this measure⁶.
- Crewe Lyceum is Cheshire's landmark Edwardian theatre and the creative and cultural hub for Cheshire East. Through its established programme of performances, creative learning and engagement activities the Lyceum provides opportunities for

skills development and pathways to employment, including successful intergenerational volunteer scheme, young ambassadors scheme, residencies and associate artist opportunities. Operated by HQ Theatres & Hospitality Ltd, the UK's leading regional theatre operator, part of the Olivier Award winning Qdos Entertainment Group, the theatre is an iconic and valued asset for Crewe at the heart of our ambitions to develop our Civic and Cultural Quarter, and it has a central part to play in our investment plan. It achieved attendance of 103,000 in 2018-19.

- Recent events including Lumen, trAction and WaveField represent the largest of the town's events' programme, and there is a positive story of growing participation in arts and cultural activities by Crewe's communities.

The development of Crewe's creative and cultural sector is backed by an active and inclusive Cultural Forum, and the commitment of organisations and businesses to making things happen. The Cultural Forum led a successful bid with partners including Lyceum Theatre, Cheshire East Council and Crewe Town Council for £0.75 million Accelerated Funding to invest in new high quality outdoor events space in Lyceum Square, a vital part of our objectives for Crewe's Civic and Cultural Quarter.



I'm born and raised in Crewe, I started dancing when I was 10 and I stuck with it and now I'm at Uni doing it. I'm hoping people see the progression and how important the arts is. I'm hoping I can use my journey to help other people – I want to show that with a good work ethic and hard work that it can pay off. I want kids and parents to see that it gives them great opportunities



Crewe Resident, Towns Fund Consultation



⁵ Based on the DCMS Creative Sector definition which includes advertising; architecture; the art and antiques market; crafts; design; designer fashion; film and video; interactive leisure software; museums, galleries and libraries; music; the performing arts; publishing; software and computer games; and television and radio

⁶NESTA (2018) Creative Nation How the creative industries are powering the UK's nations and regions, Table 1

Crewe's Key Challenges

An urgent need to regenerate Crewe's town centre

Our surveys (See Appendix B) are clear that transforming the town centre is the top priority for Crewe's residents. The **town centre vacancy rate stood at 25% in 2019-20**, amongst the highest in Cheshire East for much of the last decade and a rate **well above the UK average**. The number of vacant units is expected to rise further as the Covid-19 crisis forced closures during the second half of 2020.

Crewe town centre has **an oversupply of retail floorspace**, much of it poor quality, and this is being addressed through the Royal Arcade redevelopment. Many national brands have relocated or chosen to take space at nearby Grand Junction retail park, less than 600 metres from the Market Shopping Centre in heart of the town centre. Two major anchor stores exited the town centre (BHS (2016) and Marks & Spencer (2017) and these large units have not been reoccupied. Spaces left behind, coupled with negative perceptions about the town, is not attracting replacement national brands or independents.

Crewe has seen substantial housing and employment growth in new developments around the town's fringes, but **the town centre does not offer enough to attract residents and workers** to spend time and money in it, or to live there. Our communities feel disconnected from the effects of Crewe's recent growth.

There are consistent and clear messages across all our surveys about the importance to residents and visitors of **more and better quality shops and leisure facilities**, things for families and young people to do, places to spend time in the evening and the safety and attractiveness of public spaces across the town centre.



“ Revive the town centre. It's an absolute ghost town at the moment: empty shop after empty shop. There are plans for improvements to the town centre but there needs to be a guarantee that the shops will actually be filled ”

Crewe Resident, #MyTown

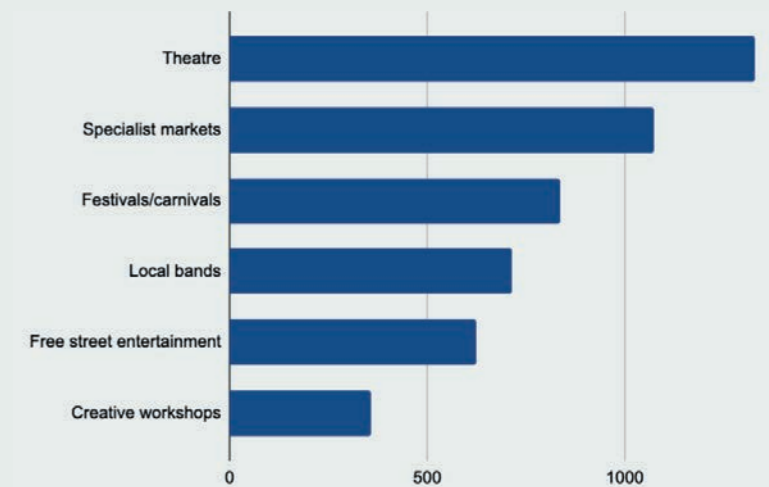
Crewe is failing to capitalise upon its affluent catchment area

Crewe **is not capturing the spending power of the affluent area around it**. Nor is it performing the role as a place for the arts, culture, leisure and other services expected of the area's largest town, despite the presence of the popular Lyceum Theatre and progress made in developing an appealing events programme. Consultations for the Town Investment Plan have highlighted the need for more events and activities in the town, including the lack of music venues. Numerous project ideas were put forward to address this, with our proposed Lyceum Powerhouse project responding directly to this need.

Crewe suffers from neither being able to compete with the offer of other accessible retail and leisure destinations in the North West (including Manchester City Centre, the Trafford Centre, Liverpool One, Chester and Cheshire Oaks), nor offering the experience that some of its surrounding attractive historic market towns offer, including nearby Nantwich.

Town centre evidence shows **downward trends on all key footfall indicators since 2016**. Even allowing for the impacts of Covid-19 lockdowns, the number of individual visits and the number of repeat visits per annum were falling.

- Visits fell 25% from 15.2 million (Nov 2016-17) to 11.5 million (Nov 2019-20).
- Parts of town centre saw falls of 75%-85% in footfall between November 2019 and 2020.
- Market Shopping Centre, the town centre's largest facility, saw a sharp 16% decline in annual footfall from 4.4m in 2015 to 3.7m in 2018.
- Closure of the MMU Campus in 2019, including closure of Axis Arts Centre, meant 3,000 fewer young people studying in and regularly using the centre of Crewe.



Source: See Towns Fund Consultation Report, January 2021 (Appendix B)

Figure 1.9 TIP Survey Findings – Preferences for Events in Crewe

“ I want events that I can attend with friends and family, and that are reasonably priced. Perhaps meet for drinks and a nice meal. I live outside Crewe but also enjoy stocking up on essentials at local markets, not just craft and artisan themed, I would love to be able to buy fresh fruits, vegetables, bread, and nice treats from Crewe market. The traffic congestion on Nantwich road makes it difficult for me to pop into Crewe on my lunch break to do this, or to enjoy lunch in town with colleagues or friends ”

External Resident, Working and Studying in Crewe. Town Investment Plan Survey (November 2020)



Source: Ellandi (November 2019-20), Visitor Insight Baseline Report, Crewe Town Centre

Figure 1.10 Town Centre Footfall and Visit Trends, November 2016 to November 2020

Lack of town centre office workspace constraining growth

Parts of Crewe's office market are performing well, particularly Crewe Business Park, which is an attractive business location and there is no Grade A office space currently available to lease in Crewe. The most recent Grade A development was a 65,000 sq ft design and build scheme completed in 2017 on Crewe Business Park which is fully occupied.

However, **existing rental levels are insufficient to incentivise developers** to deliver new office space (needs to be over £20 psf). In turn, the lack of high quality space available limits the range of occupiers that can be attracted to Crewe. **Connections are poor** between employment sites on the edges of Crewe, the Town Centre and its residents, and few office workers visit the centre of the town at lunchtime or in the early evening

In contrast the current office offer in the town centre is weak which is limiting the number of businesses and jobs in the core of the town, and in turn the employee footfall and spending this would generate during the daytime and evening. **Property agents report strong demand from micro and small businesses**, and if appropriate space was provided this would support economic growth. Proposals linked to the HS2 Growth Corridor are seeking to unlock the delivery of new Grade A office space at the station.

Office Demand and Supply

- 21,700 sq m of office space in the town, but 14,700 sq m in just four large office buildings
- Medium and large businesses based at edge of town sites (Crewe Business Park, Crewe Gates Industrial Park, Radway Green Business Park, Crewe Hall Enterprise Park)
- Pre-Covid 19, evidence of strong demand for small offices from start-ups and micro businesses (14-45 sq m)
- Small business centres are fully or near fully-let and limited supply of such sites (Electra House, Crewe Business Park; Brierly Business Centre, Scope House)
- 2019 was a record year for office deals for Cheshire East and Crewe accounted for 19%. Average rents in Crewe are £12 psf with higher asking rents (£13.50 psf) for Crewe Business Park, and some examples up to £15 psf



Persistent deprivation affects too many of Crewe's residents

Of Cheshire East's 18 most deprived LSOA (Lower Layer Super Output Areas), 13 are in Crewe with six in the most deprived 10% areas nationally, and one in the **most deprived 5%**.

Many of Crewe's most deprived communities are living **close to the town centre**.

These are communities in which many residents live in low income households:

- In three of Crewe's wards (Central, St. Barnabas, Crewe North), NHS data shows that more than **30% of children live in poverty**, far higher than the England average of 20%.



- Current data shows Crewe's household income (excluding housing costs) at £25,800 compared with £37,500 for Cheshire East (excluding Crewe)⁷. **Many of the town's residents are defined as 'just about managing' or in the 'most deprived' households category⁸.**

- In October 2020, there were **just under 15,000 Universal Credit claimants** in the Crewe JobCentrePlus area, including people in and out of work.

Crewe St. Barnabas ward is one of 206 wards identified as 'left behind' by the Local Trust. Identified as those neighbourhoods whose residents lack access or proximity to a range of community, civic and cultural assets (ie social infrastructure), who lack connectedness to jobs, transport and digital infrastructure and key services, and where engagement in community life is limited⁹.

⁷Cheshire and Warrington Local Enterprise Partnership (2019) Labour and Learning Market Assessment

⁸CACI Definition

⁹Cheshire Science Corridor is the area of national and international research and innovation facilities, businesses and infrastructure in Cheshire and Warrington, which includes Enterprise Zone sites.

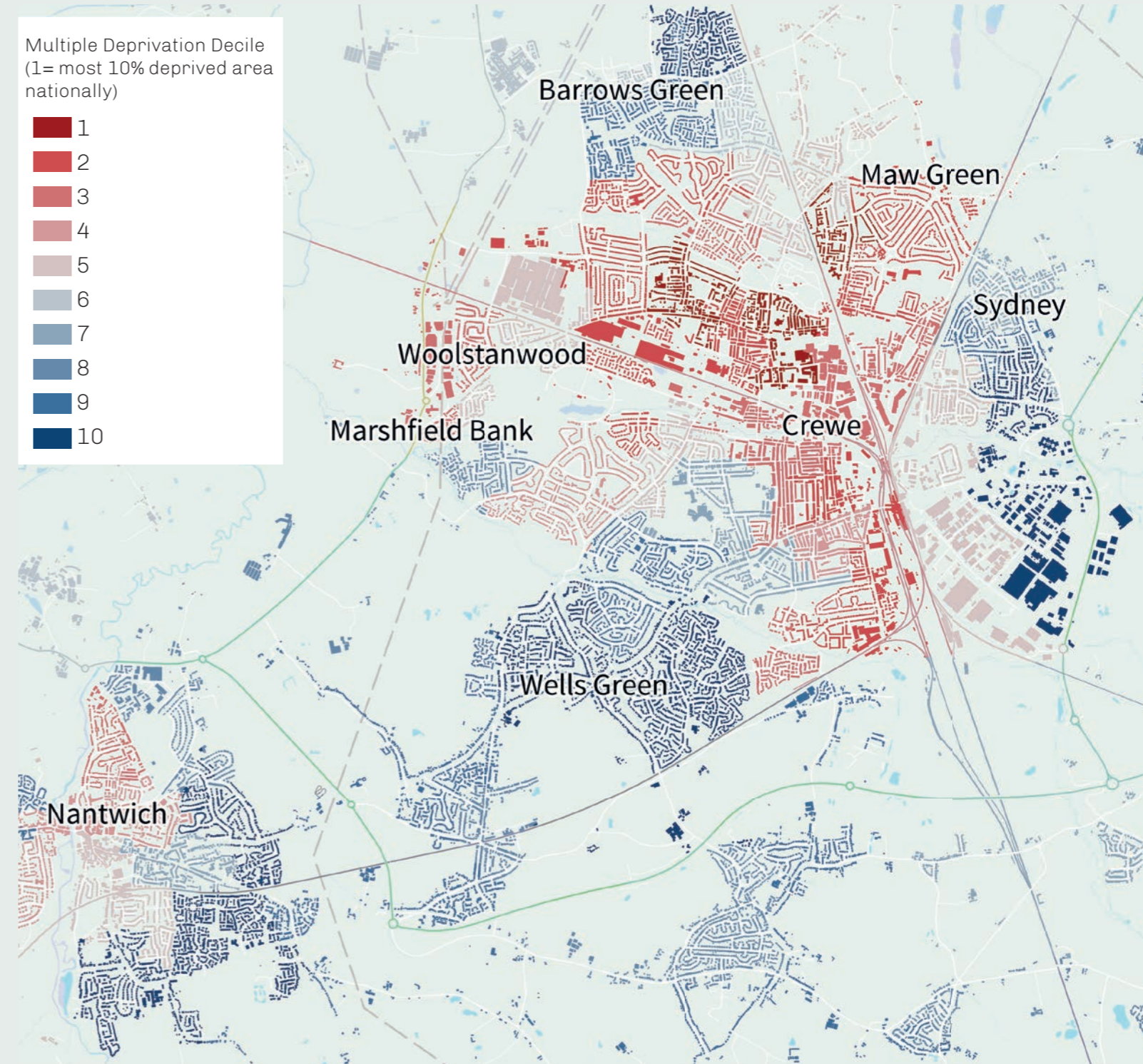


Figure 1.11 Concentrations of Deprivation in Crewe

Source: Index of Multiple Deprivation 2019

Deprivation is having significant negative effects on the health and well-being of Crewe's communities

Health and well-being data underlines the adverse impacts of deprivation on our residents' lives. In 2019, 22% of Crewe's LSOA were in the worst 20% nationally, and 11% in the worst 10% in the IMD health domain. In **Crewe Central**, average life expectancy for both men and women is **six years lower than their counterparts in England**, and in parts of Crewe is 10 years lower than in the most affluent areas of Cheshire East.

The six most deprived wards demonstrate a higher proportion of deaths from cancer, CVD, respiratory related ill health, suicide and accidents than most other areas. Worsening indicators in those six wards include:

- Excess weight age 10-11
- Emergency admissions stroke
- New cases -bowel cancer
- New cases -prostate cancer

Poor physical and mental health are significant factors in economic exclusion, preventing people from realising their potential, and contributing to low incomes and deprivation. They are also issues which it is clear have worsened the impacts of the Covid-19 virus.



16% do not enjoy general happiness



24% in poor mental health



33% obese (BMI >30)



20% high blood pressure



11% do not feel a sense of self worth



44% never do moderate intensity sport

Source: CACI (2018) Well-being Acorn Profile Report, Crewe Central

Figure 1.12 Key Health Indicators, Crewe Central Ward, 2019



Poor quality public realm and lack of high quality green infrastructure

In a 2015 community consultation, 54% of respondents stated that “more / better public realm” would encourage them to use the town centre more. Our 2020 surveys have repeated these messages. Whilst people recognise many positive things about the town, words including dirty, depressing, tired and run down are also associated with Crewe by residents and visitors. We need to improve our buildings, public spaces and green infrastructure, and importantly the quality and safety of the town’s public spaces.

- The Index of Multiple Deprivation puts 22% of Crewe’s LSOAs in the 10% most deprived on the living environment domain, a measure which combines the quality of housing and outdoor environment including air pollution and road safety.
- Green infrastructure studies show several areas of central, north and south Crewe have poor access to green space, in turn associated in the same studies with negative effects on the mental and physical well-being of our residents. Of 59 municipal outdoor sports and play spaces identified in Crewe’s 2018 Green Space Strategy evidence, only 37% were assessed as of good or excellent quality, while 39% were ranked as poor quality.

- The town’s water courses, including Valley Brook, are largely hidden, or difficult to access with surrounding green infrastructure which is of poor quality and where residents raise concerns about its safety. Investment in Valley Brook is a key part of our Towns Fund proposals.

“ I want Crewe to be a community town where you want to bring up a family. Somewhere people want to come and live. There needs to be facilities. It’s a lovely spot you know, it’s a perfect location. You’ve got the countryside, the train and the M6 on your doorstep ”

Crewe Resident, Consultation Group

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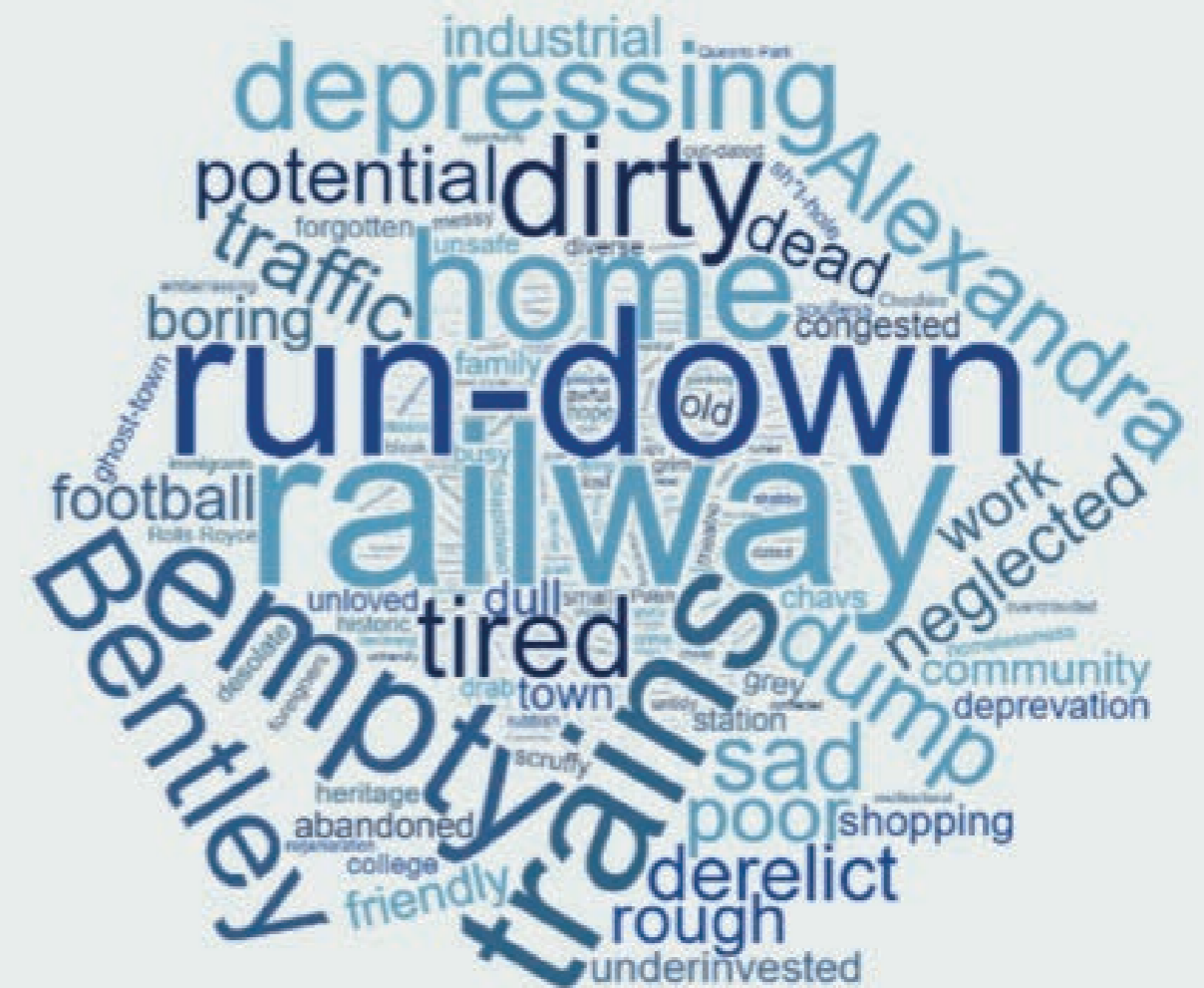


Figure 1.13 Perceptions of Crewe

Source: creativetourist and HEMINGWAY DESIGN, Crewe Place Brand Narrative



Qualification, attainment and skill levels are holding back some residents and are a barrier to Crewe's sustainable economic growth

Just under half of Crewe's communities are in the IMD's 20% most deprived areas of England in terms of education, skills and training, a measure of the qualifications our young people attain in schools and the skills and qualification levels of the adult population.

The town has a much higher proportion of residents without qualifications or with basic qualifications than Cheshire East, the North West and England, and a much lower proportion with higher level qualifications including degrees. In two areas (Crewe

North, Crewe St. Barnabas) 30%+ residents have no qualifications compared with an average under 20% in Cheshire East.

For Crewe's young people, support to strengthen employability, improve qualification levels, and develop basic and more advanced skills, are integral to the town's future growth and the quality of life our residents experience. We need to engage children and young people, including through our primary and secondary schools, in the future of their town and the investments we deliver.



Issue	Crewe's Position
NEET (Not in Education, Employment, Training)	<ul style="list-style-type: none"> Of 8 wards with 16-17 yr old NEET rate higher than 5%, six were in Crewe (May 2020)
Unemployment & Low Paid Work	<ul style="list-style-type: none"> 560 16-24 year olds unemployed (Nov 2020) 2,400 Universal Credit claimants
Further Education Attainment	<ul style="list-style-type: none"> Crewe Central one of a small number of areas in Cheshire East where 16-18 year old FE level 3 achievement is below 70%
Higher Education Participation	<ul style="list-style-type: none"> Lowest levels of participation in higher education in Cheshire East are in parts of Crewe (plus Warrington, Ellesmere Port, Winsford, Nantwich, parts of Macclesfield)

Table 1.3 Qualification overview

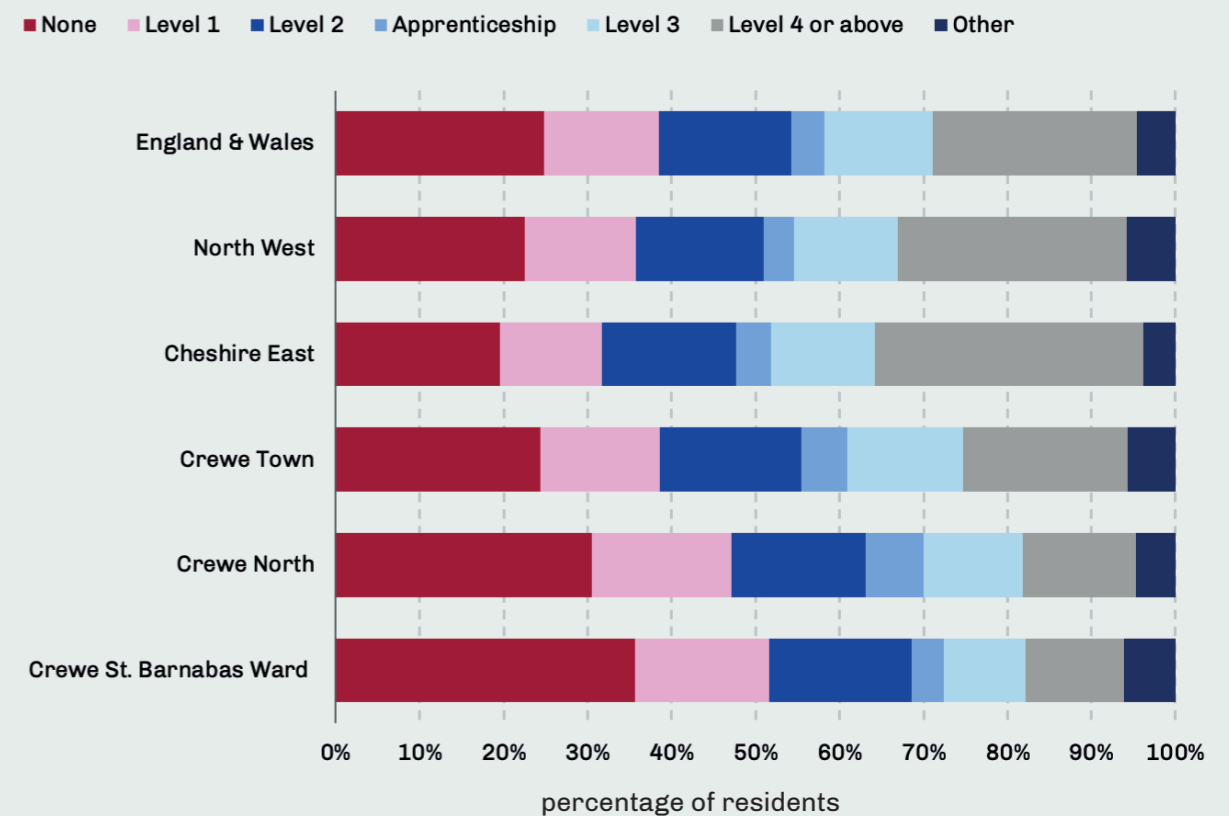


Figure 1.14 Highest Qualifications of Residents Aged Over 16

Source: Office for National Statistics, 2011 Census

Poor internal connectivity is a barrier to Crewe's economic growth and to improving Crewe's living environment

Connectivity within Crewe is poor, affected by a series of constraints/pinch points created by the number and condition of its railway bridges. This contributes to traffic congestion and severance, affecting the town's economic performance and the health and well-being of our communities. Movement between key attractors to the town (in particular Grand Junction and the Station) and into the town centre is also deterring linked trips.

Congestion and flows of vehicles around the town are a contributor to pollution levels, with three Air Quality Management Areas (AQMA) in the town (Earle Street, Nantwich Road, Wistaston Road) triggered by high Nitrogen Dioxide levels from vehicle emissions. Although the scale of congestion is not commensurate with other urban areas in the North West, it is worse than other centres in Cheshire East which is deterring some visitors from choosing to visit Crewe. Many feel they spend too much time queuing in their cars or sat on buses.

The town centre is a 20 minute walk from the existing station and the proposed HS2 Hub. The route between them via Mill Street is unclear and through a rundown part of Crewe, and one of our Towns Fund projects will directly address the problem. Combined

with the current offer of the town centre, there is **little incentive for the 3 million+ annual users of Crewe station to venture into the town centre**. A key component of the Royal Arcade scheme is the creation of a modern bus station in the heart of the town to enhance the experience of bus users travelling from its suburbs. Plans for a new link to the east of the town centre from Grand Junction Retail Park (with its 800 free car parking spaces) are part of our FHSF proposals.

“ You wouldn't come into town from the train, you wouldn't make the effort. The best thing would be to have it as a more pleasant place to walk in to ”

Crewe Resident, Towns Fund Consultation

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“ Getting into town at the weekend is nearly impossible. There needs to be a better strategy on people movement. Instead of adding traffic lights everywhere, a couple of pedestrian tunnels in strategic places would help traffic flow better, reducing congestion and air pollution. ”

Crewe Resident, #MyTown

Need to diversify and improve town centre housing

There have been no new homes built in and around Crewe town centre for several years. The lack of new build properties suppresses values and limits choice, in turn constraining the potential to increase and improve town centre living.

Housing stock that includes a substantial number of HMOs and homes needing repair fuels negative perceptions about the town's living environment.

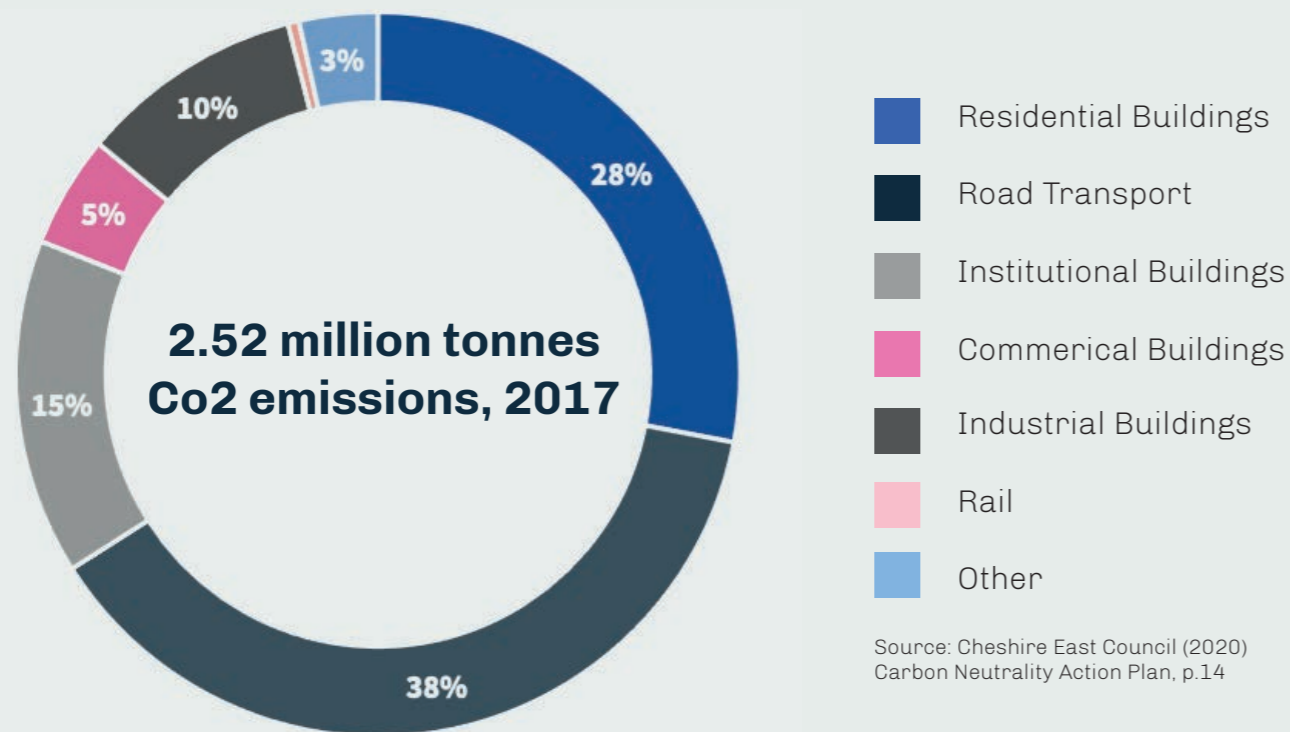
The town's water courses, including Valley Brook, are largely hidden, or difficult to access with surrounding green infrastructure which is of poor quality and where residents raise concerns about its safety.



Urgent need to reduce CO2 emissions and tackle climate change impacts

Cheshire East Council has committed to become CO² neutral by 2025. Across the borough, per capita CO² emissions currently stand at 6.9 tonnes, compared with 5.4 and 5.3 tonnes per capita in the North West and UK respectively. Whilst the trend has been downward (it was 8.9 tonne per capita in 2012), the borough must accelerate action.

Specific CO² emissions figures for Crewe are not available but the mix of sources of CO² in the borough points to the town being a significant contributor in the borough given the number of homes, businesses and jobs in the town, and the economic output sectors including manufacturing, logistics and distribution and services generate.



Source: Cheshire East Council (2020) Carbon Neutrality Action Plan, p.14

Figure 1.16 Cheshire East Borough CO² Emissions and Sources



Significant recovery challenges resulting from the Covid-19 pandemic

Covid-19 has hit Crewe hard. Unemployment rose sharply during the pandemic, with thousands of the towns employees and self-employed workers furloughed. Around 56% of Crewe's employment is in vulnerable sectors, reflecting the key role of retail and leisure employment in Crewe, sectors which have been most heavily affected by the crisis.



14,000

Crewe & Nantwich workers furloughed mid-2020

56%

Crewe jobs assessed as at risk compared with 49% nationally

2,900

Self-employed people claiming support mid 2020

-15%

Gross Value Add impact of Covid-19 (compared to -14% nationally)

-36%

Fall in town centre footfall Nov 2019 - Nov 2020 (2nd highest Cheshire East Town).

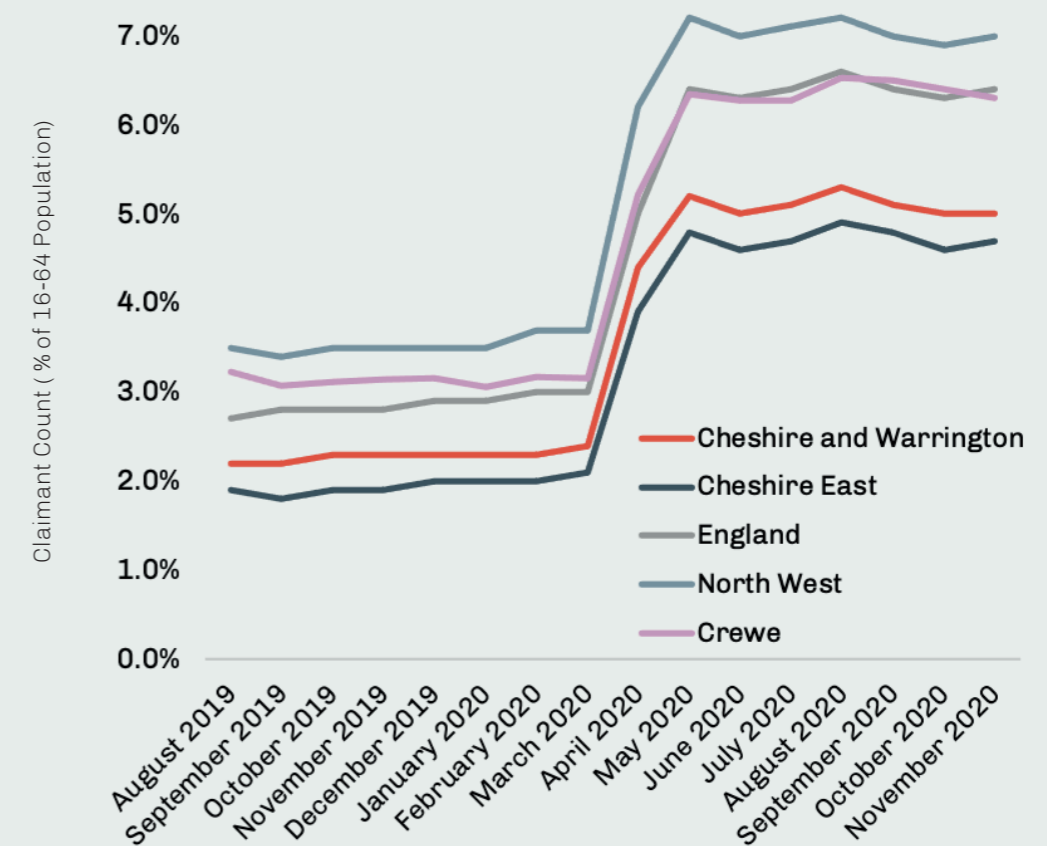
Figure 1.17 Covid-19 Impacts on Crewe

Source: Covid-19 Vulnerability Tool, Towns Fund Delivery Partner, 2020



Source: Cheshire East Council (2020) Visitor Insights

Figure 1.18 Covid-19 Impacts on Crewe



Source: Office for National Statistics, Claimant Count

Figure 1.19 Covid-19 Impacts on Crewe

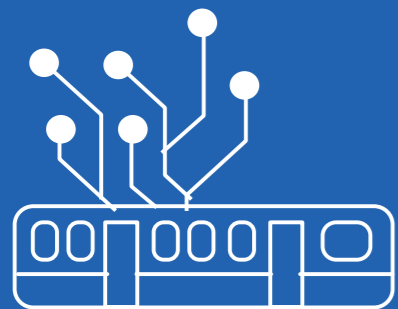
SECTION 2

Our 10 Year Strategy for Crewe



Our 10 Year Strategy for Crewe

Public and private sector partners have grappled for years with how to better enable Crewe to fulfil its considerable economic potential, embrace HS2 opportunities and be a place residents can be proud of. Our 10 year TIP strategy brings together strategies and interventions already agreed and delivered, and builds on what is positive and working well. We will harness development and regeneration opportunities we are already pursuing, and invest where it really makes a difference to our communities, businesses and visitors. The drivers of our TIP strategy include:



Crewe's HS2 Station Hub and role within the C&W HS2 Growth Corridor:

We must make the most of the unique HS2 opportunity. New investment in offices and homes around the station hub will attract new workers and residents to Crewe, but must also be accessible for our existing residents. Investment around the station must be well-connected into a transformed Crewe town centre which offers an attractive range of shops, amenities and services ensuring people spend time and money in Crewe.



Better internal and external connections for Crewe supported by our Local Transport Delivery Plan:

Investment of £100m has already been delivered and a further £200m is proposed to ensure that Crewe is better connected to the M6, and that the town's residents are better connected to existing and proposed employment opportunities and homes by road, foot and cycle.



Housing Growth Strategy:

New homes are being built around Crewe and we must ensure the town centre is a place where residents want to spend their time and money, where they have the retail and leisure, cultural, heritage and other infrastructure that encourages them to do this. We have seen very little recent investment in new homes in Crewe town centre and the existing stock is dominated by older, energy inefficient terraced homes. Through our Future High Streets Fund (FHSF) resources and working with Cheshire and Warrington LEP, Homes England and other partners we will support investment in the existing stock, ensure the private rented sector is better managed, and provide enhanced choice through the delivery of modern homes in the centre of Crewe. Importantly this will enhance footfall and the hours of activity in and around the town centre.



Cheshire and Warrington Skills and Education Plan:

The Plan sets priorities including developing clear pathways for young people to careers with our employers, building on the Pledge model; working with employers and education and skills providers to shape curriculums so that they work for our economy, with a specific focus on STEM, digital skills and the key sectors for the area; and communicating clearly about progression opportunities.

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CREWE 2021



Alongside the major investments we are already delivering, **Crewe has secured £14.1 million in principle from the Future High Streets Fund** for specific investments in the town centre over the next 3 years. These projects are an integral part of our TIP strategy.

These projects seek lasting and significant improvements to Crewe's town centre and its future as a place in which to live, work and invest. We want to transform our town centre into a well-connected and multi-functional place with thriving cultural, civic, retail and



leisure quarters, that meets the needs and aspirations of our residents and visitors. Our priority is to create a much improved place to live, work and spend time in during the day, into the evening and night time. We want to provide Crewe's communities with infrastructure and services that better support improved health and well-being and enable them to feel fully engaged in the town's future.

This is the thread that binds our vision, objectives and investment strategy, connecting the development and regeneration Crewe is already delivering, needs identified in our evidence, and how we want to invest for a positive future. It provides the coherent spatial focus at the heart of our TIP, linking investments and assets in the town centre to the wider town and beyond, and will prepare Crewe town centre and its communities for the HS2 opportunity.



Crewe Future High Streets Fund Projects:



Accessibility and Pedestrian Improvements:

At two key gateways including:

- new pedestrian/cycle link from High Street to the town centre,
- new vehicular route to the town centre from the west
- development of plans for improved connectivity between the Grand Junction Retail Park and the town centre.



In Town Living:

Using Cheshire East Council's assets to unlock sites for the development of 94 new high quality homes in the town centre.



Technology and Digital Innovation Campus:

Providing new workspace and support services targeted at digital and technology focused start-ups and micro-businesses, to be located at two town centre sites.



History Centre:

Support for a new £9 million History Centre creating a new visitor destination in the heart of Crewe hosting the Cheshire Archive, and backed by Cheshire East Council and Heritage Lottery funding.



Sustainable Energy Network:

Development of a local sustainable energy network to provide low-cost heating and power to the town centre - the first step in making Crewe's town centre greener.

Our Vision

Crewe will be a revitalised place: a special place shaped by its engineering and railway past and present, established as the urban heart of the area it serves, and confident about its future.



Crewe will be known across the UK as an industrious, creative and pioneering place of opportunity – a story shared by its skilled and hard-working communities and the many new residents it has attracted who will call it home.

Its integrated HS2 hub station and its growing population will establish Crewe as a magnet for new business and one of the north of England's best-connected places. Investment in its transport and energy infrastructure will drive progress towards a zero-carbon town.



The town's residents and people working in Crewe will value its bustling, welcoming centre and visitors are drawn to it by its distinctive mix of independent and larger shops, leisure attractions, good places to eat and drink, a lively cultural scene and attractive spaces for people to spend time.



Crewe's transformation will deliver lasting benefits to the health and well-being of its diverse communities. Change will be led by their passion and creativity, but this is only the start.

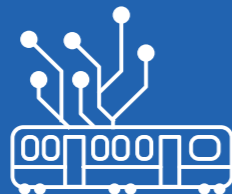
Objectives

Crewe's Town Board has agreed a 10 year vision driven by evidence about the town, established priorities and the focus we have described previously.



Population and Housing Growth

- Younger than average population – 63% 16-64 & 33% aged 25-49
- Population grown 10.5% since 2001; new housing driving further growth



Connectivity

- Strong external rail and road connectivity will be enhanced by HS2
- Poor internal connectivity – congestion, lack of walking & cycling infrastructure, severance between station, town centre, Retail Park



Town Centre

- High town centre vacancy (25%) & footfall fallen by 25% since 2016
- Resident surveys identify Town Centre as number 1 priority
- Crewe failing to capture catchment area spending – 500,000 people in 30 minute drive, 130,000 'affluent achievers'
- Significant opportunity to capitalise on Lyceum Theatre, expanding events programme and dynamic Cultural Forum



Deprivation and its impacts

- Significant deprivation – 6 areas of Crewe in most deprived 10% nationally
- Particularly high level of health & well-being deprivation – 22% Crewe areas in worst 20% nationally in IMD health & well-being



Public Space & Green Infrastructure

- 54% residents want better quality and safer public space
- High level of living environment deprivation, and only 37% of green space identified as good or excellent quality
- Urgent need to reduce CO2 emissions



Economy

- Economy of 39,000 jobs with strengths in advanced manufacturing, insurance, business & professional services, logistics and distribution
- Target jobs growth of 120,000 across Cheshire & Warrington
- HS2 Growth Corridor potential to create 8,800 jobs, £2 billion GVA
- Lack of town centre workspace (offices) and jobs in town centre
- Rising unemployment through Covid-19, and Crewe has higher than average % of residents with basic qualifications and skills

Strategic Objectives

To deliver our 10 year vision, the Town Board has identified the following strategic objectives, including cross-cutting objectives:

Number	Objective
Objective 1 (S01)	<ul style="list-style-type: none"> Town Centre: Deliver a resilient, recovered and transformed town centre with a strong and sustainable retail and leisure core, new businesses and jobs, a diverse and engaging events programme and safe and attractive public spaces that support healthier lifestyles.
Objective 2 (S02)	<ul style="list-style-type: none"> Transport and Movement: Change the way cars, public transport and people move within and into Crewe, establishing new and improved links between the town centre and station, surrounding streets, employment and retail areas, and implementing lasting solutions to congestion and its impacts in the town. Provide excellent low/zero carbon and active travel options through new walking, cycling, public transport and electric vehicle infrastructure.
Objective 3 (S03)	<ul style="list-style-type: none"> Public Spaces: Deliver high quality public spaces in the town by improving the town's parks and natural green spaces and making more of the town's water courses.
Objective 4 (S04)	<ul style="list-style-type: none"> Health & Well-being: Deliver lasting improvements in the health and well-being of Crewe's communities as we emerge from the Covid-19 crisis, ensuring the benefits of the town's growth are shared and accessible to all.

Table 2.1 Strategic Objectives

Number	Objective
Objective 5 (S05)	<ul style="list-style-type: none"> Housing: Invest in new, innovative urban housing and a high-quality urban living environment, and deliver sustained improvements in the town centre's existing housing, tackling poor living conditions and ending homelessness.
Objective 6 (S06)	<ul style="list-style-type: none"> Education & Skills: Provide the facilities and services for young people and adults that develops their skills for Crewe's current and future economy post-Covid 19, raises the aspirations and ambitions of all our communities, and enables them to shape the future of their town.
Objective 7 (S07)	<ul style="list-style-type: none"> Business & Enterprise: Build on Crewe's strengths as a town of engineers and makers to deliver high quality employment opportunities, supporting existing and new businesses and jobs, retaining and attracting skilled people and establishing it as a place for creative and innovative enterprise.
Objective 8 (S08)	<ul style="list-style-type: none"> Heritage & Culture: Protect and celebrate the town's heritage infrastructure to showcase Crewe's history, providing exciting new spaces and opportunities for enterprise, events and culture.

Table 2.2 Strategic Objectives Continued

Covid-19 and Climate Change

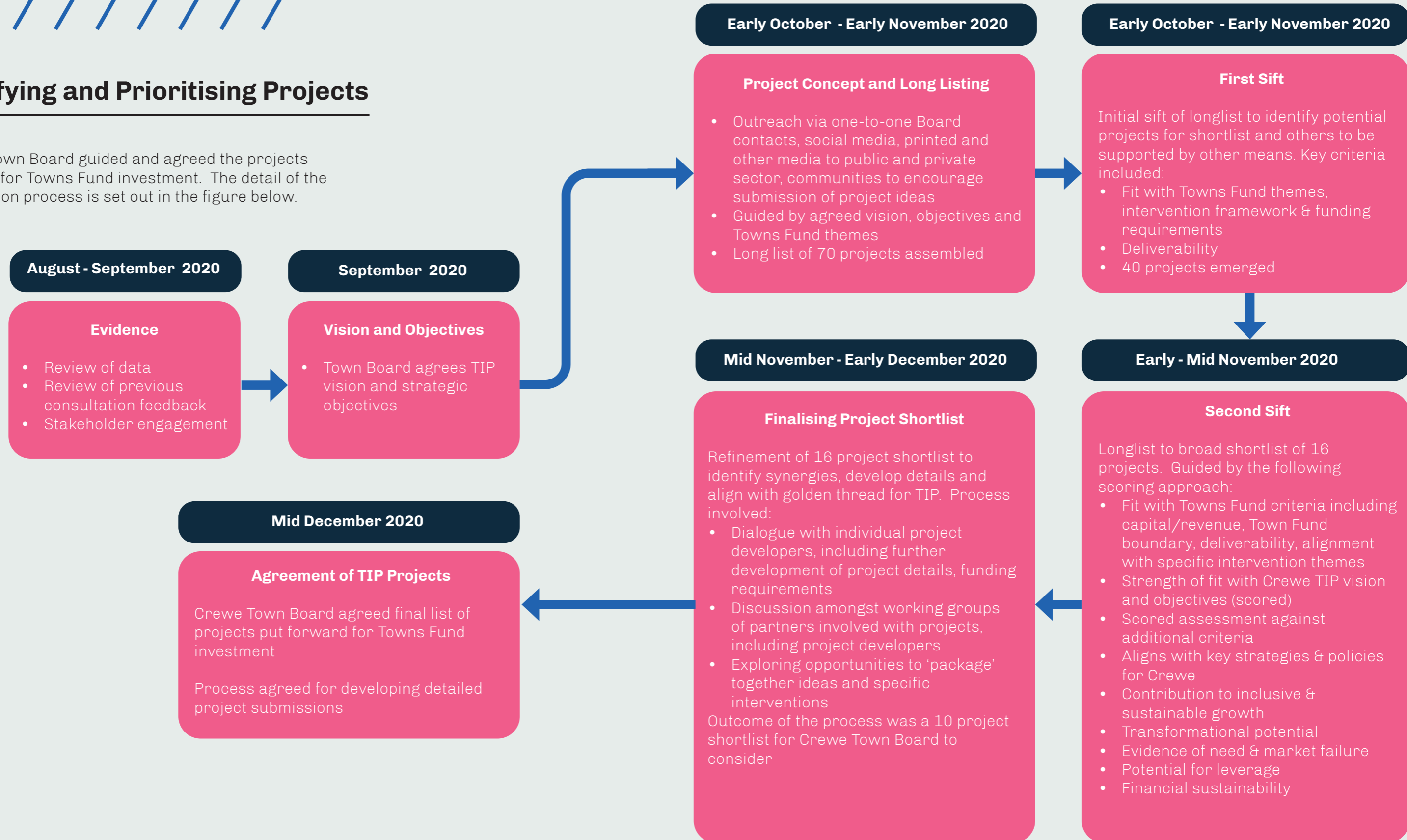
Crewe's economic and social recovery from the Covid-19 crisis and the urgent need to tackle climate change, cuts across our vision, objectives, priorities and projects:

- Our town centre focus and the diversification and quality of what it offers reflects the urgent need to draw people back into our businesses and to spend time and money in Crewe when lockdown restrictions are lifted.
- The strong likelihood unemployment will continue to rise and the need to equip young people and adults with the confidence and skills to secure work as we emerge from the Covid-19 crisis.
- Our emphasis on delivering much improved green infrastructure, including managed outdoor facilities and activities and open spaces, reflects lessons learned about the impacts of Covid-19. Restrictions on households moving and meeting has seen renewed value attached to accessible and safe local green infrastructure close to homes in urban areas.
- The need to support the development of new walking and cycling infrastructure to encourage zero carbon travel in the town and reduce vehicle emissions, and prepare for the shift to electric vehicles.
- The broader issue of generating sustainable energy for Crewe, which is part of our Future High Streets Fund bid.



Identifying and Prioritising Projects

Crewe's Town Board guided and agreed the projects submitted for Towns Fund investment. The detail of the prioritisation process is set out in the figure below.



Town Investment Plan Projects and Theory of Change

The Towns Fund package of 10 projects agreed by Crewe's Town Board. Our total ask of the Towns Fund is for **£24.96m** of investment to deliver **ten projects** in Crewe. We describe our theory of change – how our projects address the key challenges, opportunities and investment needs for Crewe opposite.



Key Strengths, Assets and Opportunities

- Prepare Crewe town centre for HS2 Station hub opportunity, capitalising on national rail connectivity and 3 million annual station users
- Diverse economy of 39,000 jobs with potential for growth to contribute to LEP 120,000 2040 target
- Younger than average population (64% 16-64) – Crewe's workforce & entrepreneurs of the future
- Build on £75m town centre regeneration programme and £14.1 million provisional FHSF investment
- Affluent catchment area – 500,000 within 30 mins, 130,000 in higher income households
- Capitalising on Lyceum Theatre, Ly² project, growing creative and cultural sector, and expanding events programme
- Resilient, hardworking & diverse population
- Strong strategic highways connectivity (A500, M6) with £300m to be invested
- Popular parks and green infrastructure in the town, and attractive rural areas around Crewe

Key Challenges

- Very high levels of deprivation in central Crewe communities - 6 of 13 areas in most deprived 10% nationally
- 30%+ residents without qualifications or with basic skills only in some areas
- Higher than average NEET; lower FE attainment and low HE participation in some young people
- High town centre vacancy rate (25%) and excess of low quality retail & leisure space
- Lack of new town centre housing and condition of some town centre housing
- Lack of available Grade A office space, weak office market
- Poor physical and mental well-being in central Crewe's communities
- Severance, congestion & poor connectivity across town centre, particularly Station-town centre-Grand Junction link
- 22% of Crewe areas in most deprived 10% for living environment
- Lack of high quality green space – 37% only assessed as good quality and hidden water course and green space in town centre

Crewe Town Investment Plan: Detailed Theory of Change



Policy and Strategy Alignment

Evidence shaping the TIP, its strategic priorities and the projects identified for Towns Fund investment have been guided by and reflect challenges, opportunities and priorities set out in a wide range of policies and strategies. Key alignments are shown below.

Policies and Strategies	Key Alignments with Crewe Town Investment Plan
Crewe Town Centre Regeneration Framework (2016)	Crewe TIP projects integral to successful delivery of the TC Framework, focused on revitalising Crewe town centre and making it distinctive; Civic and Cultural Quarter development; capitalising on investment in skills infrastructure at UTC; major investments (market refurbishment, Royal Arcade, UTC and Lifestyle Centre); need to drive footfall into Crewe; need to enhance public realm, including pedestrian areas and key gateways.
Crewe Town Centre Public Realm Strategy (2018)	Highlights need to address poor quality of public spaces and public realm and green infrastructure. Connected in strategy to increase town centre use and dwell time, including evening economy, need to improve perceptions of Crewe. Recognises issues of under used and vacant buildings; potential for events and broader cultural offer to underpin improvements in town centre; need to protect heritage and environmental assets, including rail heritage buildings. Movement and accessibility also recognised as key issues in Crewe.
Crewe Town Council Community Plan (2015)	Key priorities include enhancing and developing Crewe's arts and culture offer to underpin regeneration, build civic pride and create economic opportunities; health and well being to tackle significant problems in Crewe; improve the quality of housing and ensure it meets future demand; regenerating the town centre including market, improvements to retail leisure and public realm; young people, focusing on facilities, engagement, safety, education and connecting young people with educators and employers.
A Cultural Strategy for Crewe (2019-29)	Strategy recognises the key role for culture in regeneration and place making, and to improve Crewe's offer and town centre. Priorities include opportunities through culture for young people to develop skills, pathways to work and showcase talent; giving Crewe a new cultural confidence and distinctiveness; celebrating, promoting and protecting Crewe's history and heritage; supporting a sustainable creative and digital sector; putting culture and creativity at the heart of Crewe's economic success and appeal.
Heritage Strategy for Crewe (2019)	Priorities focus on recording, engaging with communities and visitors, promoting heritage within and outside the town, and partnership working to protect and enhance the town's heritage. The strategy points to assets, opportunities and strengths including its railway and industrial heritage, public realm spaces including parks and Memorial Square, interest in history and heritage (including the development of Crewe History Centre), the potential development of a history centre, the potential for increased footfall to support heritage priorities, the need to invest in public realm and buildings, and the challenge of managing growth (e.g. HS2 opportunity) whilst maintaining a strong sense of place.
Cheshire East Housing Strategy (2018-23)	Recognises importance of Crewe's regeneration and supporting role of housing. Priorities include tackling fuel poverty and challenging poor quality housing by working with homeowners, including grants and loans, to improve private sector housing.

Table 2.3 Policy and Strategy Alignment

Policies and Strategies	Key Alignments with Crewe Town Investment Plan
Cheshire and Warrington Quality of Place Strategy (2019)	Supporting strategy for Strategic Economic Plan underlines key role that quality of place has in supporting economic growth. Relevant priorities include developing Cheshire East's cultural and leisure offer, the need for vibrant town centres, high quality public services and the importance of good quality green and blue infrastructure .
Joint Health and Well-being Strategy (Cheshire East) (2018-21)	Priorities set to create a place that supports health and well-being for everyone living in Cheshire East, with explicit reference to indicators including increases in people using outdoor space for exercise/health, reductions in households in fuel poverty; improving mental health and well-being; enabling people to live well for longer, and referring to indicators including physical activity levels amongst many health indicators. Challenges in central Crewe including low life expectancy are highlighted as challenges in the strategy.
Cheshire East Economic Development Strategy (2020)	Crewe town centre regeneration and HS2 opportunity identified as growth drivers. Strategic priorities feature Crewe town centre regeneration programme; Crewe's connectivity and gateway position; housing and employment growth potential; sector growth priorities (esp. advanced manufacturing/engineering), skills priorities (eg. digital skills development, role of UTC, need to address employability skills).
Cheshire East Local Transport Plan (2019-24)	TIP alignment centres on emphasis on Crewe as a 'Smart Region', working with employers to address movement and connectivity issues affecting the town; support for active transport & new walking and cycling infrastructure; improvements to HS2 station access and construction of key urban transport corridors; delivery of green and blue infrastructure developments.
Local Transport Plan – Crewe Delivery Plan (Consultation, 2020)	Alignment in LTP Delivery Plan's priorities attached to station and town centre connectivity to support regeneration; improved access to education and employment sites, supporting access from outside Crewe to employment and services. Recognition of need to invest in walking and cycling infrastructure across town centre linking to outlying areas; tackle congestion and road bottlenecks; improve parking for use of town centre; improve bus service provision capitalising on Royal Arcade development.
Cheshire East Green Infrastructure Plan (2019)	Priorities identified include Crewe's development as a principal town and emphasis on provision of green spaces, tree planting, safe new pedestrian and cycle routes. Valley Brook and potential for green corridors through Crewe linking to surrounding area identified in the Plan.
Cheshire and Warrington Local Industrial Strategy (Emerging)	Key targets identified in emerging LIS include 120,000 jobs and 100,000 homes by 2040. LIS evidence and summary priorities emphasise strengths of advanced manufacturing and engineering, including automotive/transport, in Crewe; opportunity of HS2 and subsequent Growth Corridor initiative; geothermal opportunities around Crewe; priority attached to digital skills development across LEP area; need to deliver housing growth as economic driver; role of good transport in supporting growth.
Cheshire & Warrington Strategic Economic Plan (2017)	Recognises strategic importance of Crewe as Gateway to Northern Powerhouse, HS2 Hub Station opportunity and value of advanced manufacturing & engineering sector. Priorities include investment in skills and employability, creation of great places with excellent quality of life including role of creative sector, importance of transport and digital connectivity, and the role of housing growth in supporting Cheshire & Warrington economic growth.

Table 2.4 Policy and Strategy Alignment Continued

Policies and Strategies	Key Alignments with Crewe Town Investment Plan
Cheshire and Warrington Digital Strategy (Emerging)	Emphasis on need to strengthen digital infrastructure and take up across C&W, including 5G and ultrafast broadband; role of creative and digital sector in delivering innovation and supporting growth.
Cheshire and Warrington Quality of Place Strategy (2019)	Supporting strategy for Strategic Economic Plan underlines key role that quality of place has in supporting economic growth. Relevant priorities include developing Cheshire East's cultural and leisure offer, the need for vibrant town centres, high quality public services and the importance of good quality green and blue infrastructure.
Levelling Up Agenda, UK, 2020	Spending Review 2020 set out Levelling Up agenda including creation of £4 billion fund. Levelling Up agenda recognises need to regenerate deprived towns, improve transport infrastructure, regenerate 'eyesores', upgrade town centres and community infrastructure, and invest in local arts and culture.
Ten Point Plan for a Green Revolution, UK, 2020	Plan sets priorities and targets to significantly reduce UK CO ² emissions. Crewe Town Investment Plan particularly aligns with Point 5, Green Public Transport, Cycling and Walking which sets ambitious set of measures to invest in cycling & walking infrastructure, along with rail and bus services.
Skills for Jobs White Paper, UK, 2021	Alongside priorities to boost employer engagement, strengthen technical qualifications and support excellence in higher education, White Paper emphasises accessibility of lifelong training to improve skills for employment and need to boost lower level skills provision.
UK Industrial Strategy (2017)	Five foundations of productivity (Ideas, People, Infrastructure, Business Environment, Places) underline need for connected investment in skills, innovation, transport and other economic infrastructure and place-making.

Table 2.5 Policy and Strategy Alignment Continued

Spatial Focus

Our spatial plans demonstrate our focus on the regeneration of Crewe Town Centre, how our proposed projects connect with other key interventions for Crewe, and how they are linked to the wider area within our Towns Fund boundary.

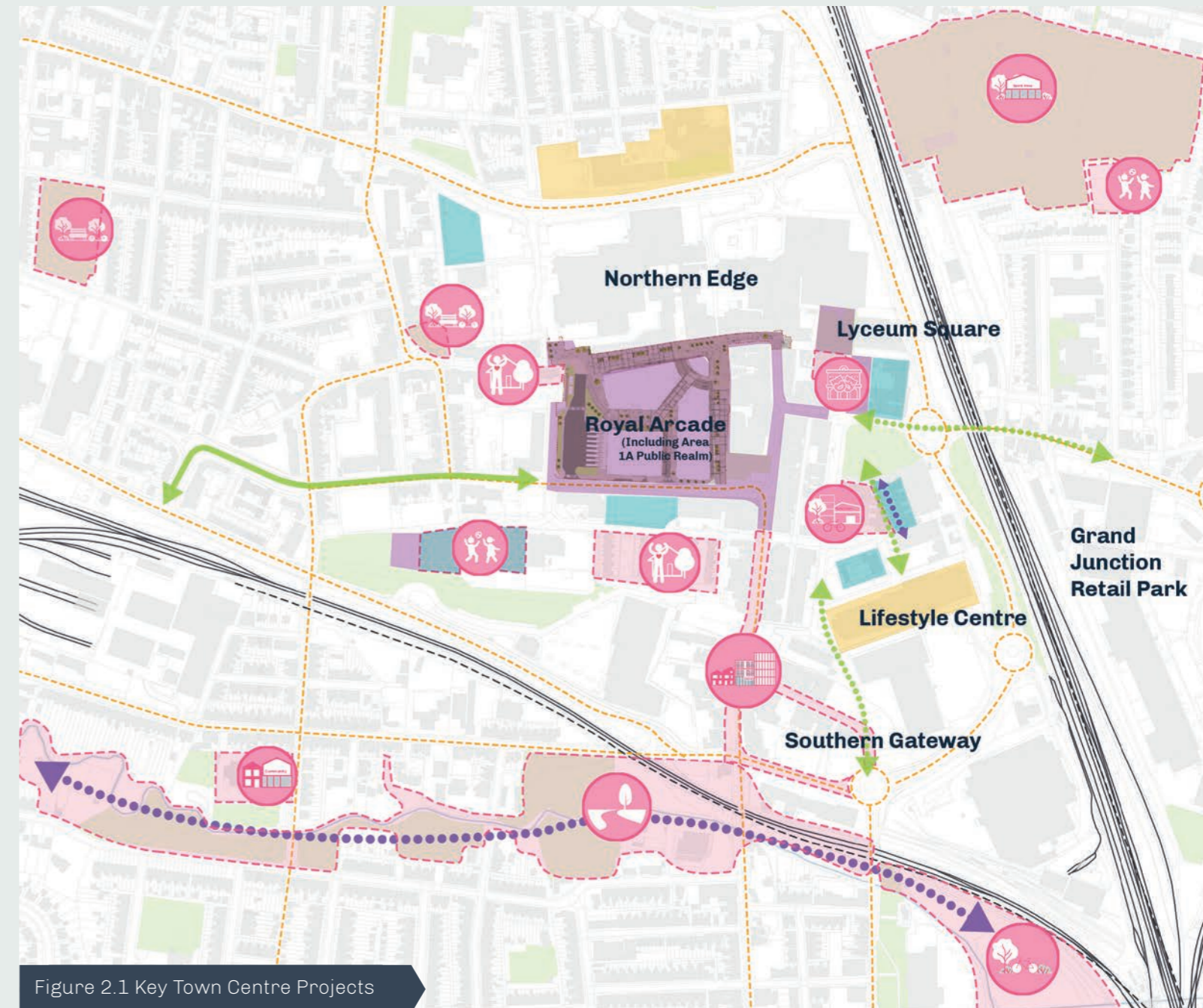
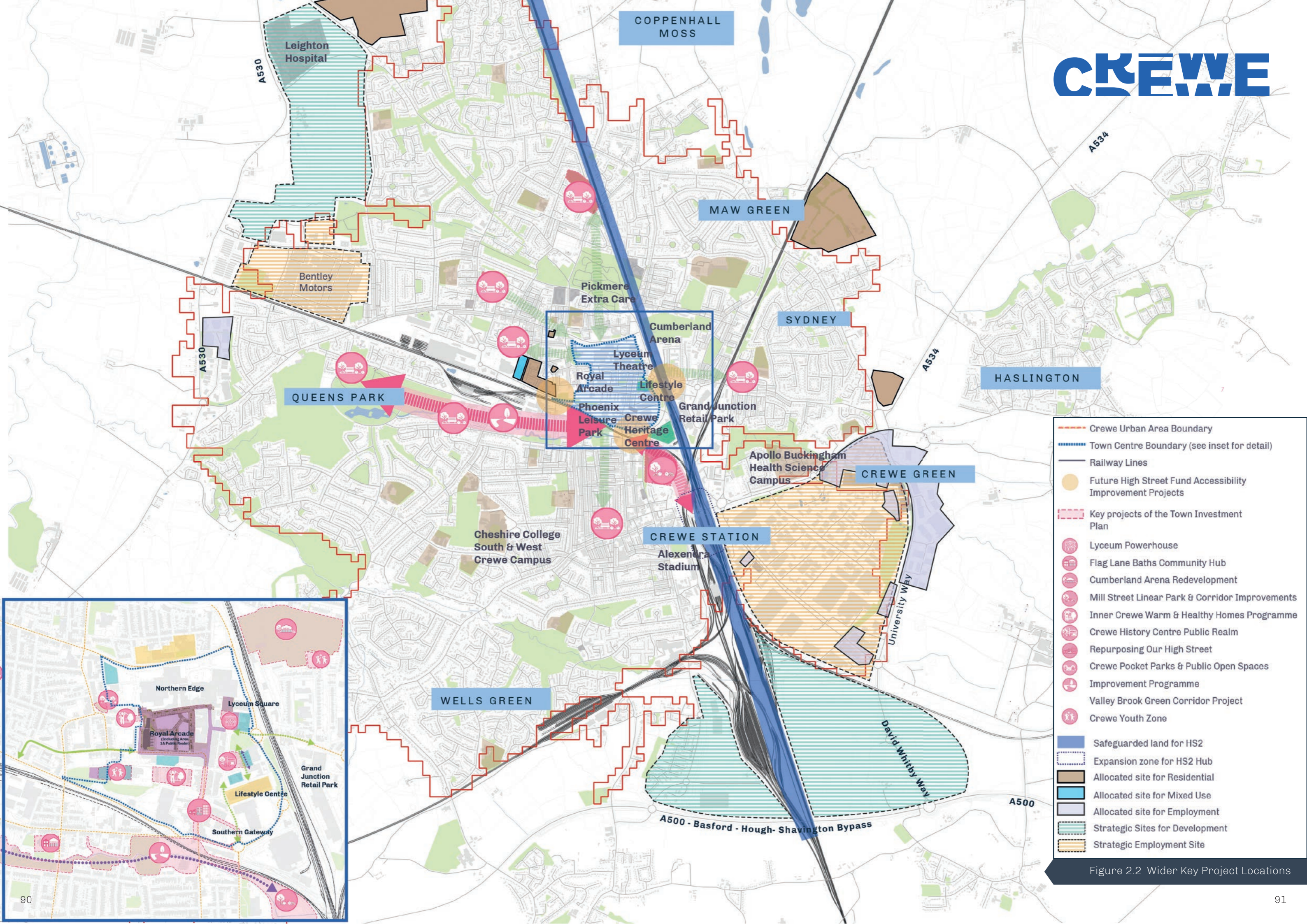


Figure 2.1 Key Town Centre Projects

- Vehicular Routes
 - Railway Lines
 - Town Centre Projects which are either:
 - Delivered
 - Live
 - Lifestyle Centre
 - University Technical College
 - History Centre
 - Market Hall
 - Royal Arcade
 - New Primary Sub Station
 - Ly² Lyceum Square
 - Future High Street Projects
 - History Centre
 - Chester Street
 - Christ Church Digital Innovation Centre.
 - St Pauls Street
 - Delamere Street
 - Technology Innovation Centre
 - Key projects of the Town Investment Plan:
 - Lyceum Powerhouse
 - Flag Lane Baths Community Hub
 - Cumberland Arena Redevelopment
 - Mill Street Linear Park & Corridor Improvements
 - Inner Crewe Warm & Healthy Homes Programme
 - Crewe History Centre Public Realm
 - Repurposing Our High Street
 - Crewe Pocket Parks & Public Open Spaces Improvement Programme
 - Valley Brook Green Corridor Project
 - Crewe Youth Zone
 - Proposed pedestrian / cycle corridor improvements within FHSF projects
 - Proposed vehicular corridor improvements within FHSF projects
 - Proposed corridor improvements within TIP projects
- *wider extents shown on following spread*



- - - Crewe Urban Area Boundary
- - - - - Town Centre Boundary (see inset for detail)
- Railway Lines
- Future High Street Fund Accessibility Improvement Projects
- Key projects of the Town Investment Plan
- 🏠 Lyceum Powerhouse
- 🛀 Flag Lane Baths Community Hub
- 🏟️ Cumberland Arena Redevelopment
- 🌳 Mill Street Linear Park & Corridor Improvements
- 🏠 Inner Crewe Warm & Healthy Homes Programme
- 🏛️ Crewe History Centre Public Realm
- 🛣️ Repurposing Our High Street
- 🌳 Crewe Pocket Parks & Public Open Spaces Improvement Programme
- 🌳 Valley Brook Green Corridor Project
- 👦 Crewe Youth Zone
- Safeguarded land for HS2
- Expansion zone for HS2 Hub
- Allocated site for Residential
- Allocated site for Mixed Use
- Allocated site for Employment
- Strategic Sites for Development
- Strategic Employment Site

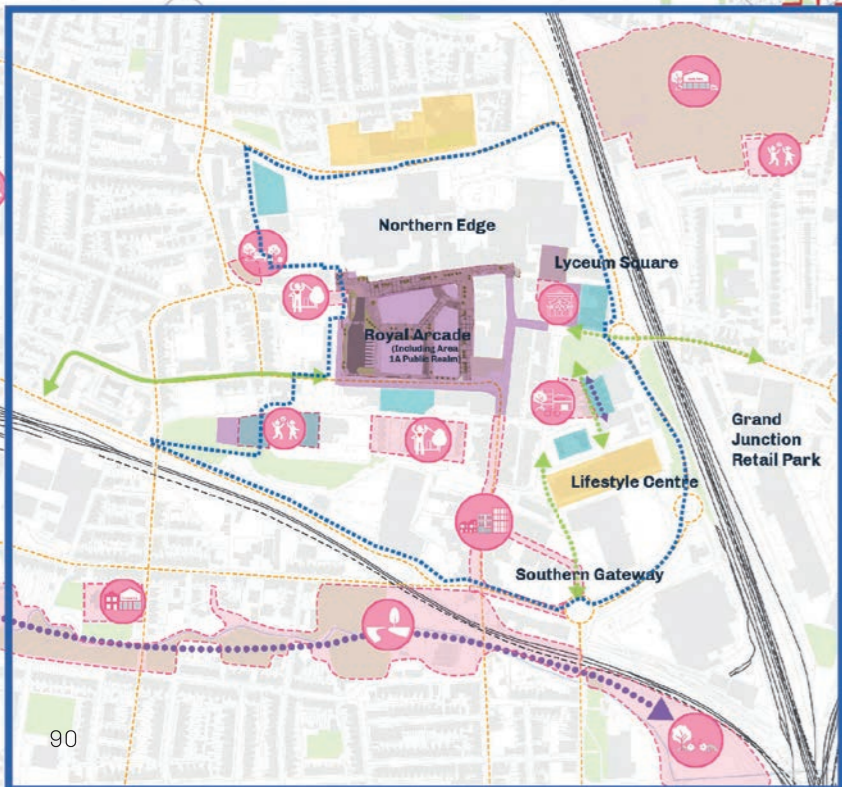


Figure 2.2 Wider Key Project Locations

Project Summaries

1. Lyceum Powerhouse



Description and Aims

Delivery of new facilities in a fully accessible, equipped, state-of-the-art, creative production and performance centre with improvements to facilities in the adjacent Lyceum Theatre. It will create strong skills and business development pathways, particularly for young people, and support creative businesses. Powerhouse will provide a new music venue (capacity 500) – identified as a strategic gap/priority through TIP consultations; four performance production, film, and recording studios and facilities for producing, digital and analogue outputs. The project will tackle inequalities of representation, working with schools and post-16 providers to engage children and young people, and enabling disadvantaged people to secure skills and career development pathways; attracting/retaining talent locally and aligning with local, regional, national and ‘levelling up’ priorities. Led by Cheshire East Council and Crewe Lyceum Theatre, part of leading UK operator HQ Theatres & Hospitality Ltd and Qdos Entertainment Group, one of Europe’s largest such groups.

Alignment with TIP Strategy

Strongly aligns with 10 year vision, providing more reasons for visitors and residents to spend time in the centre of Crewe, enhancing cultural scene and supporting skills development and creativity of Crewe’s residents. Key strategic alignments are:

- SO1: Town Centre
- SO6: Education and Skills
- SO8: Heritage and Culture

COVID-19 Recovery : the tourism and leisure sector in Crewe, including Lyceum Theatre, the events programme and other venues, have been badly affected by the pandemic. The project will contribute to recovery by attracting more visitors and residents to the town centre, positively contributing to mental health and well-being priorities.

Clean Growth: The Lyceum Theatre is located in Crewe town centre, and highly accessible by public transport and by active travel options. It has the potential for connection to the new Crewe Sustainable Heat Network.

Wider Alignment

- Lyceum Theatre and Ly² at heart of Creative and Cultural Quarter development, priority in TC Regeneration Framework (2016), Cultural Strategy for Crewe (2019-29), Town Centre Public Realm Strategy (2018), and emphasis on culture and leisure in 2019 Cheshire and Warrington Quality of Place Strategy
- Significantly enhances town centre offer and will capture increases in visitors & spending generated by HS2
- Delivers skills development priorities identified in Cheshire East Economic Development Strategy (2020) and LEP’s emerging Local Industrial Strategy
- Fills strategic gap in music venue provision highlighted in TIP consultations

Towns Fund Match Funding

- £5.4 million
- £1.12 million

Outputs

- 1 new and 1 upgraded arts facility/theatre; 1 new community hub
- 4 facilities for learning/practice of new skills; 186 volunteers
- 1,450 sq m in shared workspace or innovation facilities

Outcomes

- 52,000 additional visitors to arts, culture & heritage events/venues
- 1,260 young people participating in skills sessions
- 30 FTE jobs and £2.1m annual GVA generated
- 33 creative enterprises using production facilities
- Social return on investment £6.5 million over 10 years

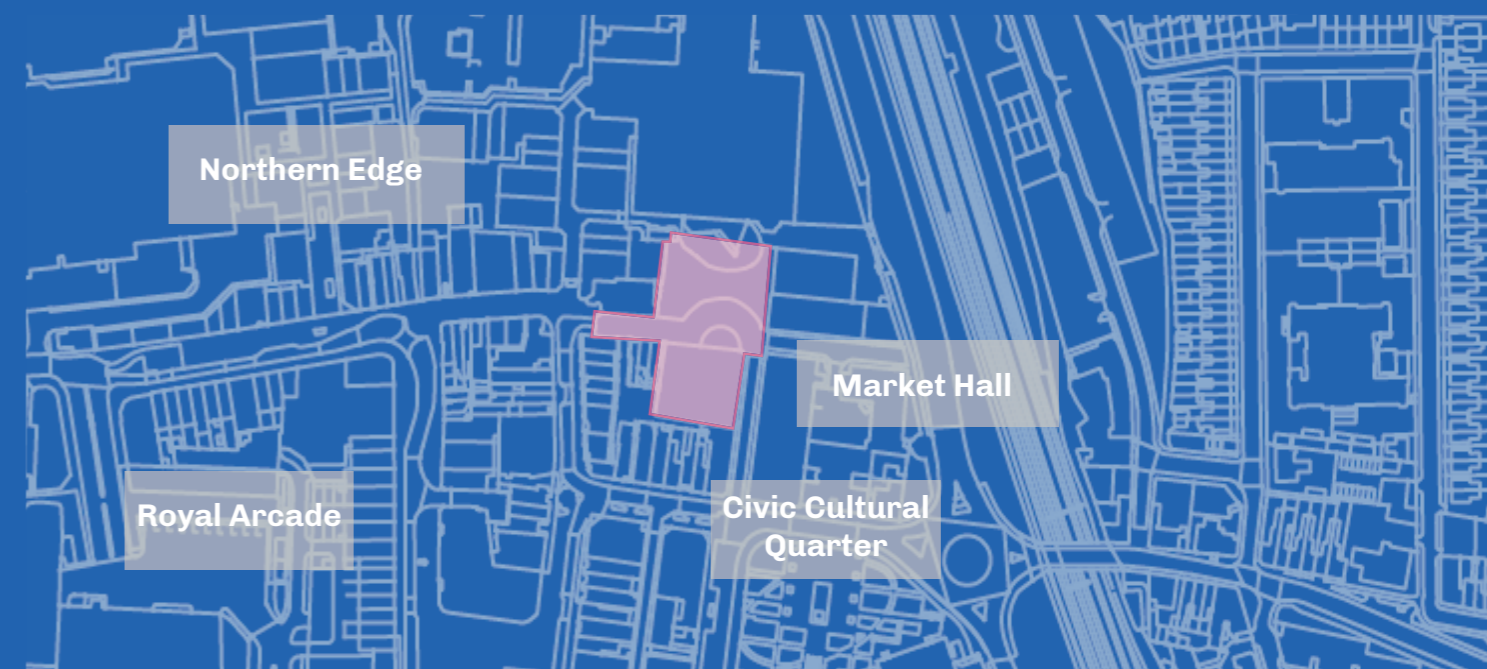


Table 2.3 Lyceum Powerhouse Location

Table 2.5 Lyceum Powerhouse Project Summary

2. Flag Lane Baths Community Hub



Description and Aims

A community-led regeneration project to transform the iconic former Crewe Swimming Baths (Flag Lane Baths) heritage building into a vibrant social destination providing community facilities and services for the people of Crewe and surrounding areas. The project will deliver:

- ICT, training and skills development and employment support;
- a community social enterprise café and restaurant; a social supermarket to tackle food poverty and food waste;
- a community hall for arts and performance uses and meetings;
- space for social enterprise and service delivery;
- an outdoor family zone providing leisure space including potential for a splash park in summer, a staging area and small vendor huts;
- A heritage visitor centre to celebrate the building's past.

The project is led by the Always Ahead Charity for a consortium of local charities, community groups and local organisations.

Alignment with TIP Strategy

Directly contributes to delivering the TIP vision both by delivering attractive new facilities to draw people into the town centre and by improving community health and well-being. It most strongly aligns with these TIP Strategic Objectives:

- SO4: Health and Well-being
- SO6: Education and Skills
- SO8: Heritage and Culture

COVID-19 Recovery: The facility will enable Crewe's communities to re-engage in social activities post-Covid 19 in a safe environment, and also encourage people back into central Crewe. Advice on healthy lifestyles to be delivered through facility.

Clean Growth: Location is highly accessible by public transport and within walking/cycling distance of communities in central Crewe.

Wider Alignment

- Directly addresses priorities to boost social infrastructure, facilities for community engagement and health & well-being identified in Community Plan (2015) and Cheshire East Joint Health & Well-being Strategy (2018-21)
- Contributes to delivery of employability and skills priorities identified in Cheshire East Economic Development Strategy (2020)
- Delivers priorities of Heritage Strategy for Crewe (2019) to engage with communities, showcasing building and community
- Project location connects it with Valley Brook Green Corridor sites and spaces, and with Pocket Parks open spaces projects (Valley Park)

Towns Fund Match Funding

- £2.9 million
- £0.73 million

Outputs

- 24,800 sq ft new or upgraded community facilities; 10 units and workspaces for social enterprise
- 186 volunteers engaged in community project
- 4,160 interactions with unemployed and disadvantaged individuals (Year 1)
- 1,560 young people with improved confidence
- 1.15 acres of improved public space;

Outcomes

- 85,000 visitors and users by year 2
- 13,600 people supported from becoming socially excluded
- 186 volunteers engaged in community projects
- £27 million social return on investment (SROI) from volunteering, general training for employment over 10 years

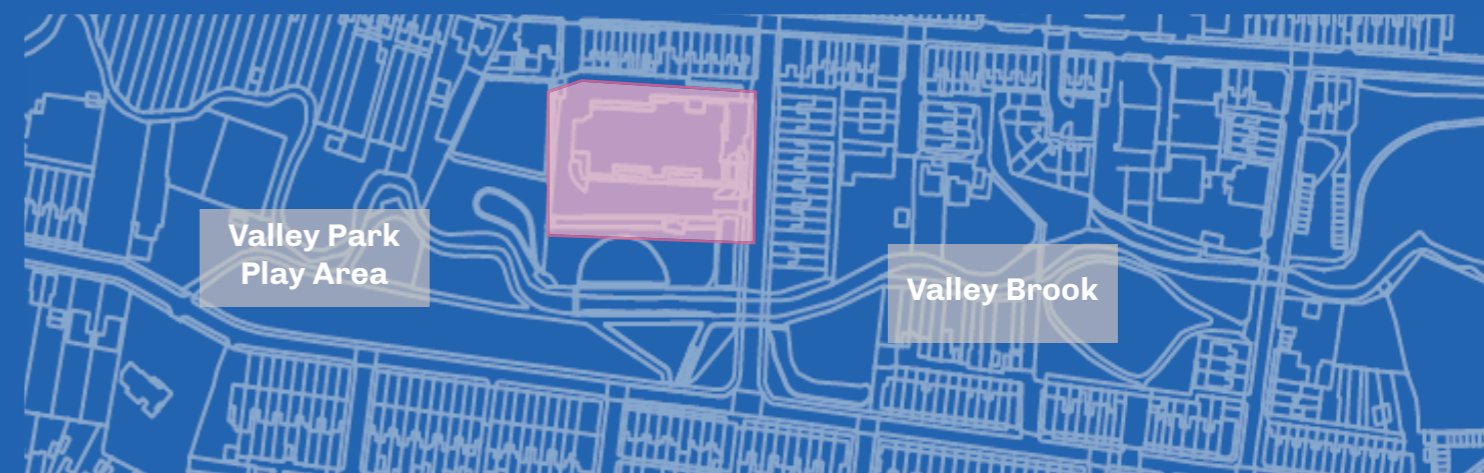


Table 2.4 Flag Lane Baths Community Hub Location

Table 2.6 Flag Lane Baths Community Hub Project Summary

3. Cumberland Arena Redevelopment



Description and Aims

The project will deliver an enhanced multipurpose community sports facility at Cumberland Arena in the heart of Crewe. It will provide a modern indoor and outdoor sporting hub, offering facilities for local & regional sports and other activities for people of all ages and abilities. This project will upgrade the 40 year old pavilion, and enable the building to be extended to offer three multi-functional studio spaces, along with fully accessible changing facilities for all users. Following investment in its outside facilities, its indoor space is currently holding the potential of the centre back increased usage and participation targets cannot be achieved without new capital investment. Additional parking, pedestrian and cycling access/facilities will be delivered, while the project also includes a new 250 capacity stand for spectators to view a range of sports throughout the year. The project will be delivered and the facility will continue to be operated by Everybody Sport & Recreation which currently operates 16 sports and leisure facilities across Cheshire East.

Alignment with TIP Strategy

The project contributes to our vision to revitalise the town centre by investing in facilities that attracts resident communities and visitors, and will promote better health and well-being of Crewe's communities. It addresses in particular the following TIP Strategic Objectives:

- SO1: Town Centre
- SO4: Health and Well-being
- SO6: Education and Skills

COVID-19 Recovery: The pandemic has underlined the value of well-managed outdoor sports and recreation space in urban areas, and an enhanced facility will ensure that more residents have access to both outdoor and indoor space.

Clean Growth: This is another project in a central and accessible location in Crewe, and the nature of the outdoor activities people engage in generate minimal or no CO² emissions.

Wider Alignment

- Contributes to delivery of health and well-being priorities identified in Cheshire East Joint Health and Well-being Strategy (2018-21) and Community Plan 2015)
- Supports delivery of Cheshire East green infrastructure plan (2019) by improving sports facilities
- Project will be part of wider strategy to increase and improve provision of community sports facilities in the town and increase participation
- Supports priorities for skills development and employability identified in Cheshire East Economic Development Strategy (2020)
- Connects with Valley Brook Green Corridor route via walking and cycling infrastructure

Towns Fund Ask

- £1.9 million

Outputs

- 1 new or upgraded sports or athletics facility
- Increase in capacity and accessibility of skills development facilities X1
- 5 regular volunteers and 270 new learners assisted

Outcomes

- Increase in participation in sports and physical activity – 14,000 individual visitors & 28,000 regular visitors
- Improvements in health and well-being
- Social return on investment of £1.5 million from regular volunteering and training

Table 2.7 Cumberland Arena Redevelopment Project Summary

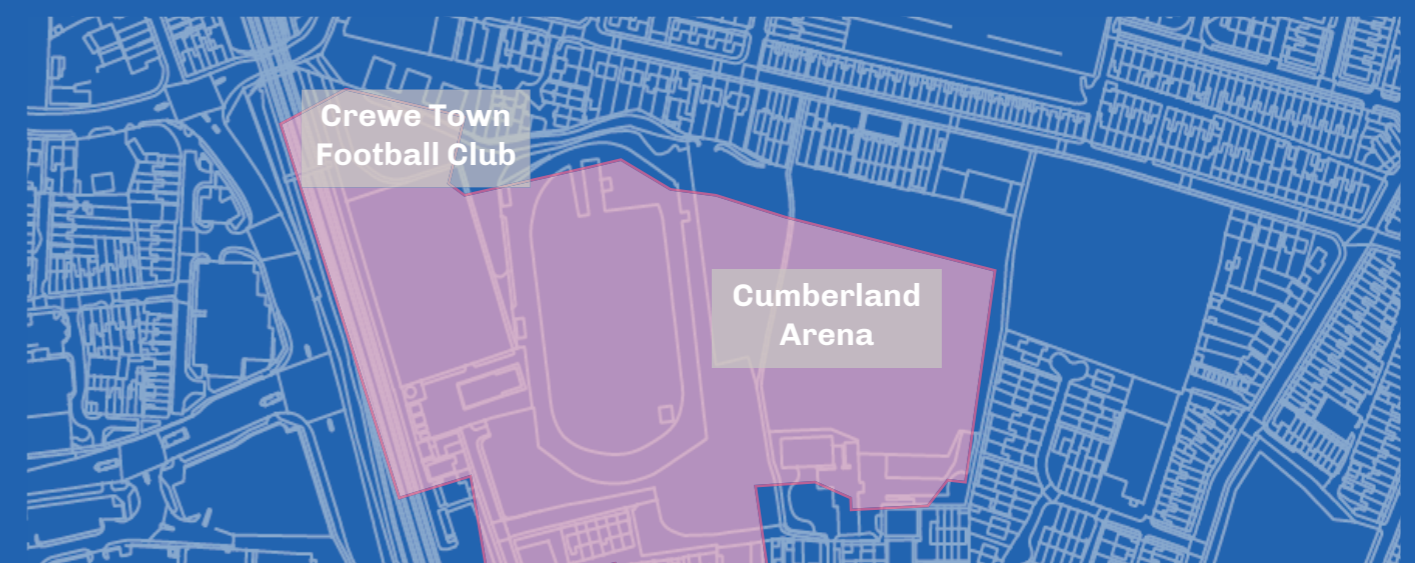


Table 2.5 Cumberland Arena Redevelopment Location

4. Mill Street Linear Park & Corridor Improvements



Description and Aims

The project will deliver a linear park including a safe and green pedestrian trail and active travel route on strategically vital but underused and poor quality link between Crewe town centre and the railway station, enabling the town centre to better capture benefits of the current station and future HS2 Station Hub. Cheshire East Council will lead the project, aligning land ownerships, enabling the remediation and release of land for development, and future delivery around a single masterplan for the area.

Redevelopment of brownfield corridor into a park and trail is the critical first step to unlocking high quality town centre housing and commercial development that could transform the Mill Street area. The route will also connect Mill Street to infrastructure delivered by other TIP projects including the Valley Brook trail and cycle route with its two community led projects (Flag Lane Baths and Cumberland Sports Arena), and to national cycleways.

Alignment with TIP Strategy

Located in area which is key to transforming the centre of Crewe, the quality of its internal connectivity and the opportunities which the HS2 Station Hub presents. It has the potential to see high quality new housing and new commercial facilities around the town centre. The project strongly aligns with these TIP Strategic Objectives:

- S02: Transport and Movement
- S05: Housing
- S07: Education and Skills

COVID-19 Recovery: The importance to residents of accessible, safe and high quality green spaces in towns during the Covid-19 crisis has been clear. In tackling what is currently a poor quality and unattractive area, the project will enhance such space in a central area of the town.

Clean Growth: The project's location links a nationally significant public transport node and Crewe town centre, and the focus of the project is to encourage active use of the area by zero carbon means (ie walking and cycling).

Wider Alignment

- Direct contribution to improving connection between future Crewe HS2 station hub and town centre, and tackling public space and connectivity priorities identified in TC Regeneration Framework, Public Realm Strategy (2018) and Community Plan (2015)
- Future developed site will complement key town centre investments in Royal Arcade and Lyceum Theatre/Square, and FHSF Accessibility and Permeability investments, particularly station-Civic and Cultural Quarter link
- Part of connected walking and cycling corridor with Valley Brook Green Corridor, including Flag Lane Baths and Cumberland Arena, & complements housing investment in Inner Crewe Warm & Healthy Homes programme

Towns Fund Ask

- £3.85m

Outputs

- 1km of new and upgraded cycling and walking paths & 2 new cycle parks
- 8 hectares of land remediated for redevelopment 1 new public space delivered

Outcomes

- Wider area land value uplift of £5.25 million
- Perceptions of area by residents and businesses – 95% improvement
- 60% increase in walking through Mill St. area

Table 2.8 Mill Street Linear Park and Corridor Improvements Project Summary

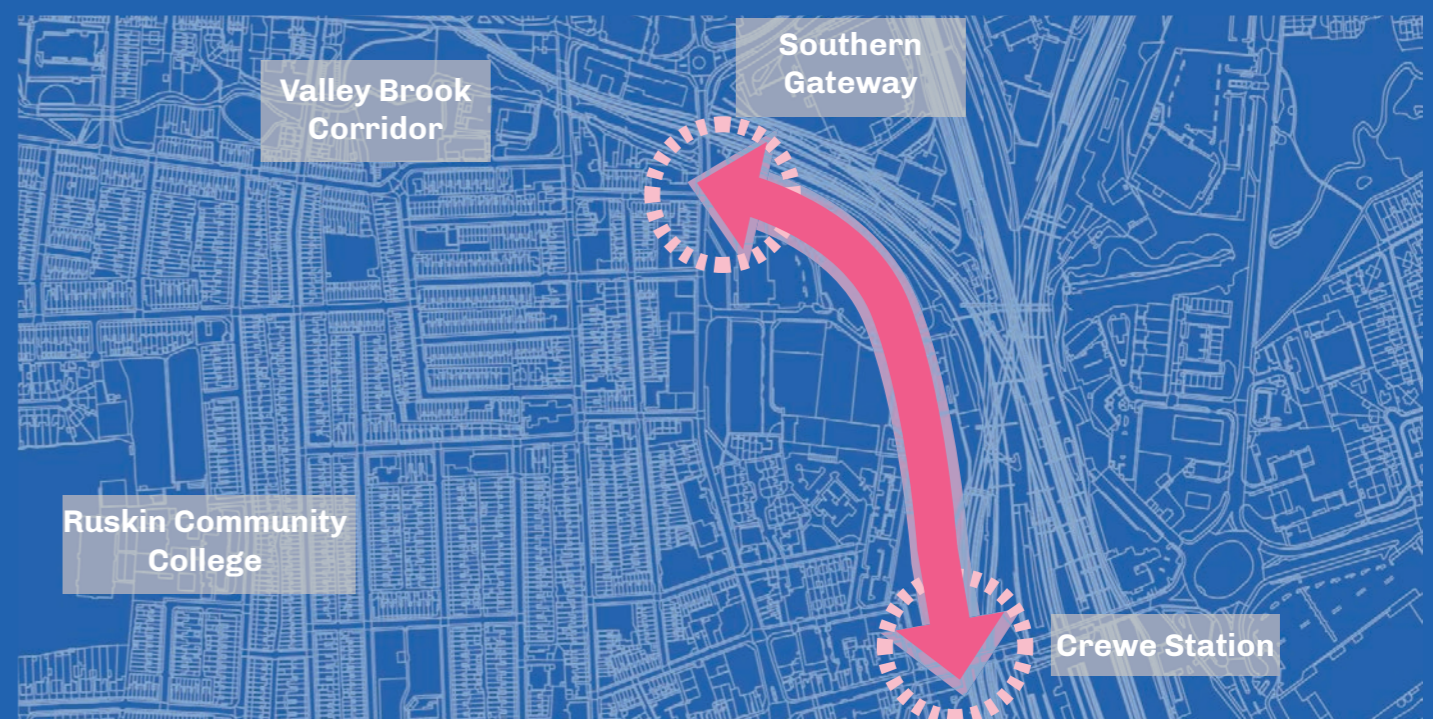


Table 2.6 Mill Street Linear Park and Corridor Improvements Location

5. Inner Crewe - Warm & Healthy Homes Programme



Description and Aims

Capital improvements for energy inefficient housing stock in targeted locations in the centre of Crewe, including the retrofitting of carbon saving measures, with two elements:

- Grant programme for private residential owners to carry out capital improvements to their properties, capped at £15,000 per property with match funding through initiatives such as the Green Homes Grant scheme, Energy Company Obligation (ECO3) and Renewable Heat Incentive (RHI).
- A group repair scheme to key heritage railway cottages to improve property standards and protect heritage assets.

Private landlords and 'able to pay' homeowners would contribute a minimum of 30% towards the cost of the works.

The project aims to improve the town centre living environment, generate more positive resident and business perceptions which would unlock new investment in homes, raise living conditions and health and well-being for residents, and reduce carbon emissions.

Alignment with TIP Strategy

Alignment with our vision centres on the vital role housing will play in revitalising the centre of Crewe, and the need to improve the health and well-being of communities who live there. The project most directly aligns with these TIP Strategic Objectives:

- SO1: Town Centre
- SO4: Health
- SO5: Housing

COVID-19 Recovery: Delivery of the project will be part of the package of measures that deliver an improved living and built environment in Crewe town centre, supporting the push it will need to attract residents, visitors, business and investment back to the town centre.

Clean Growth: This is at the core of the project in the impact it will have on the energy efficiency of homes in the town centre, directly contributing to action to cut CO² emissions.

Table 2.9 Inner Crewe - Warm & Healthy Homes Programme Project Summary

Wider Alignment

- Direct contribution to delivery of priorities in Cheshire East Housing Strategy (2018-23) to improve stock and increase attractiveness of town centre living, in turn capitalising on new town centre investment and HS2 opportunity, and aligns with Cheshire and Warrington Quality of Place Strategy (2019)
- Complements investment in town centre housing through FHSF In Town Living project
- Railway cottages investments supports implementation of Crewe Heritage Strategy (2019)

Towns Fund Ask Match Funding

- £2.4m
- £0.25m

Outputs

- 115 quality residential properties; 65 quality residential spaces
- 90 properties with raised EPC ratings
- 4 training and skills development opportunities

Outcomes

- Improvement in perceptions of Crewe by residents and businesses
- Increase in residents with skills and qualifications
- Social return on investment of £1.1 million from household improvements

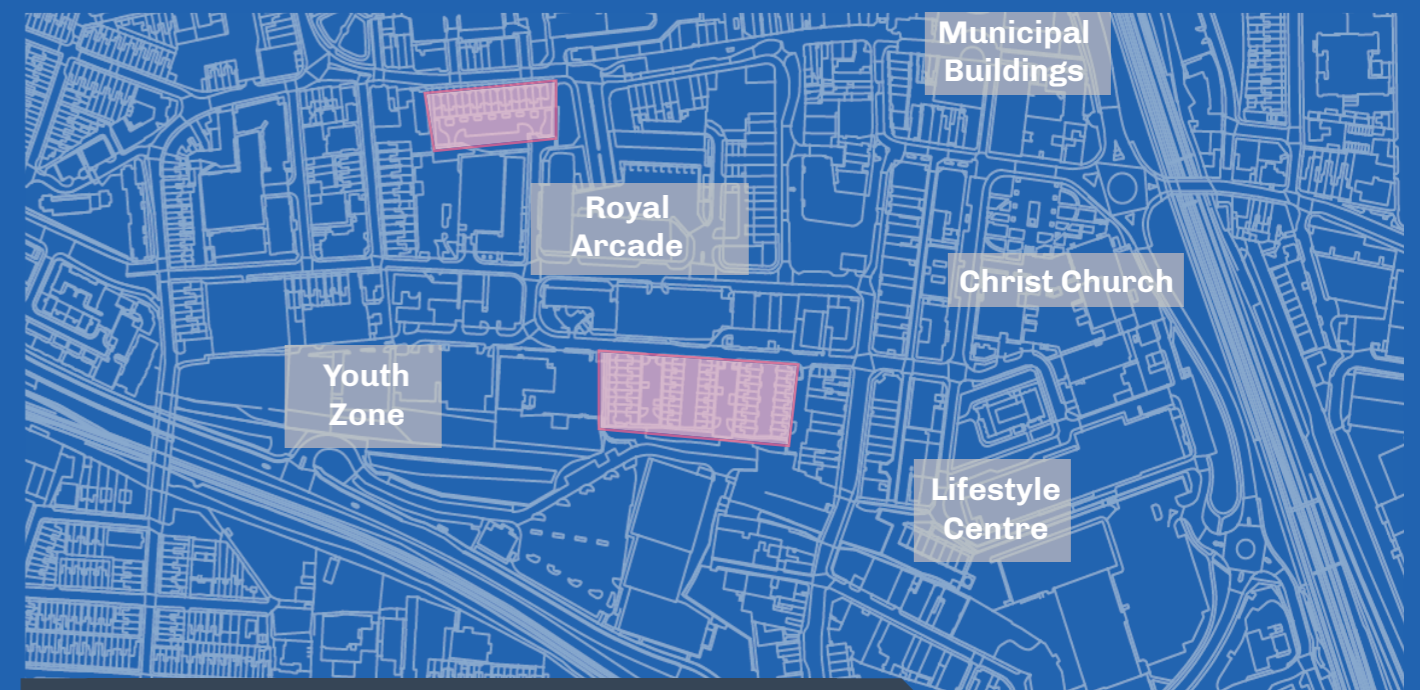


Table 2.7 Inner Crewe - Warm & Healthy Homes Programme Location

6. Crewe History Centre Public Space



Description and Aims

A new £9 million History Centre will be built in Crewe on the site of the former library, backed by a cocktail of funding including Cheshire East Council, Future High Streets Fund and National Lottery. This project will create attractive public space around the new Centre to enhance it, with informal seating, activities, grassed and paved areas. It will provide a quality setting for the History Centre and surrounding buildings, an accessible connection for adjacent areas, and encourage more people to spend time in the area. In partnership with major local employer Whitby Morrison and Cheshire College – South and West, a heritage ice cream van will locate on the site to raise the profile of local industrial heritage and provide education and training opportunities through its use as part of the LEP youth employability organisation Crewe & Nantwich Pledge.

This is a key location in the Civic and Cultural Quarter of the town providing the necessary setting and facilities for the History Centre, linking it with the southern gateway, Lifestyle Centre, Market Hall and Lyceum Square. Cheshire East Council is leading the development and delivery of the History Centre and its public space.

Alignment with TIP Strategy

The project is aligned to the TIP vision’s focus on raising the quality of the town centre and making it more attractive to residents and visitors. It aligns in particular with the following TIP Strategic Objectives:

- SO1: Town Centre
- SO3: Public Spaces
- SO8: Heritage and Culture

COVID-19 Recovery: This project is also consistent with the need to provide high quality outdoor facilities to encourage healthier living and to support the return of people back into central Crewe.

Clean Growth: The project is in a sustainable town centre location, accessible by public transport and with excellent cycling and walking access.

Table 2.10 Crewe History Centre Public Space Project Summary

Wider Alignment

- Key complementary investment to support FHSF History Centre project, and supports Royal Arcade, Lyceum and Markets investment by encouraging more visitors to spend time in town centre, also aligning with Town Centre Regeneration Framework (2016)
- Directly addresses priorities identified in Crewe Public Realm Strategy (2019) and to celebrate Crewe’s culture and heritage (Cultural Strategy 2019-29; Heritage Strategy 2019)
- Town centre location connects it by short walking distance to Lyceum Square and site will be part of wider walking and cycling network across the town
- Contribution to young people’s employability and skills development objectives identified in Cheshire East Economic Development Strategy (2020) and LEP Strategic Economic Plan

Towns Fund Ask Match Funding

- £0.63m
- £10.23m

Outputs

- 4,800 sq m reuse of dilapidated site; 3,850 sq m of new community space linked to landmark building
- 30 cycle parking places
- New specialist skills equipment

Outcomes

- 20,000 additional visitors to arts, cultural and heritage venues
- Improved perception of place by residents and visitors
- 1,782 learners assisted

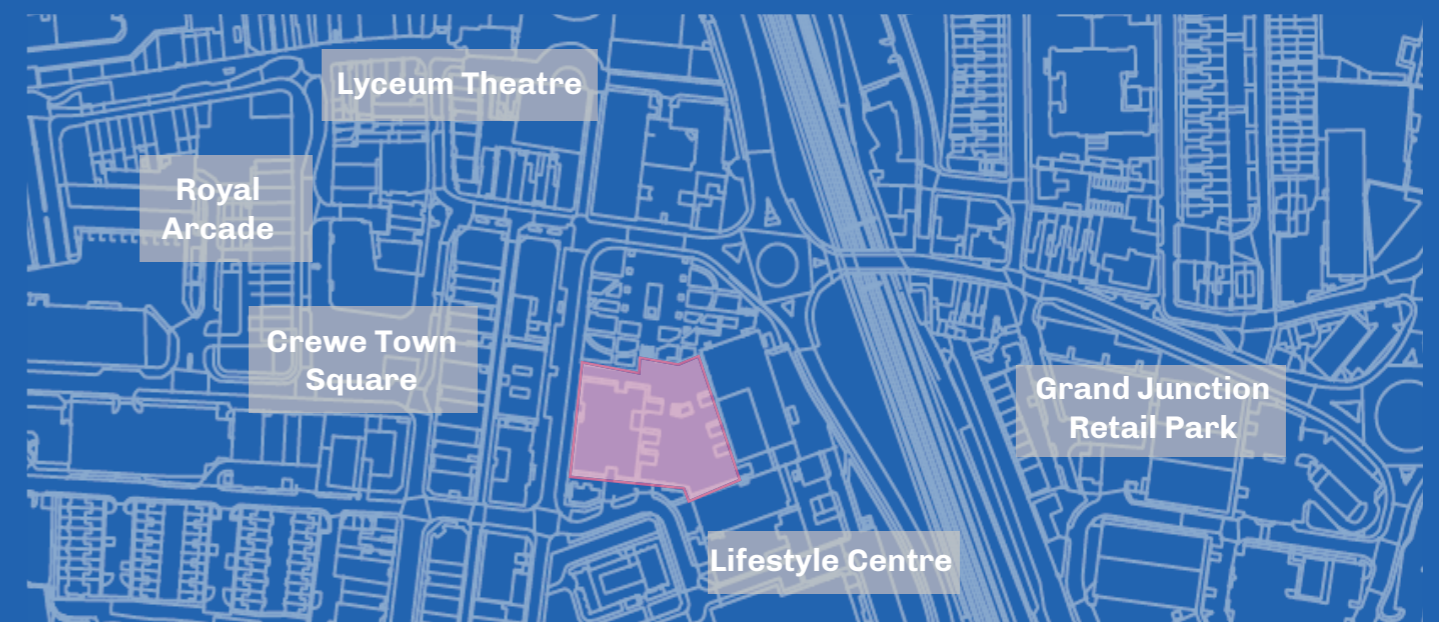


Table 2.8 Crewe History Centre Public Space Location

7. Repurposing Our High Street



Description and Aims

This project will improve properties and bring vacant premises back into use in a key gateway location for Crewe Town Centre. It includes:

- Frontage Refurbishment: A cohesive design approach to refurbishing derelict and poorly maintained frontages through a grant funding programme to support owners and tenants;
- Vacant Unit Renewal: Acquisition and refurbishment of units for new business occupiers, targeted at small independents
- Town Centre Living – Upper floors of acquired units converted to quality affordable and sustainable town centre living.

The project aims to significantly improve the quality of the built environment and generate new commercial/residential activity in the Market Street, High Street and Edleston Road area, effectively creating an enterprise gateway. The project will be led and managed by a Crewe Town Council whose leadership has expertise in refurbishment and commercial letting including similar schemes in both private and public sector settings.

Alignment with TIP Strategy

Strongly aligns with 10 year vision by contributing to revitalising the town centre as a place for business and living, supporting enterprise and business activity more generally, and improving public realm. It aligns in particular with the following TIP Strategic Objectives:

- SO1: Town Centre
- SO3: Public Spaces
- SO7: Business and Enterprise

COVID-19 Recovery: Covid 19 has increased business failures and vacancy rates in an area already suffering from an oversupply of space and a lack of footfall. This project will be part of Crewe's response to restoring business activity in the town centre.

Clean Growth: The project will be delivered in a sustainable town centre location which is highly accessible by public transport because of its proximity to the Station and bus services.

Table 2.11 Repurposing Our High Street Project Summary

Wider Alignment

- Key location in Crewe's Town Centre Regeneration Framework (2016) and Community Plan (2015) as gateway to town centre and connected to Mill Street and link to Crewe Station and HS2 Hub opportunity
- Addresses need to strengthen Crewe's role in Cheshire East economy, including housing & employment growth potential identified in Cheshire East Economic Development Strategy
- Aligns with objectives of Cheshire & Warrington Quality of Place Strategy (2019)

Towns Fund Ask Match Funding

- £1.45m
- £0.11m

Outputs

- 1,000 sq m vacant business space brought back into use
- 800 sq m of new town centre living accommodation
- 4 vacant units refurbished; 8 shop frontages renewed

Outcomes

- 8 enterprises using high quality affordable and sustainable commercial spaces
- 5 new businesses in premises; 22 jobs supported 5 business start-ups
- Wider land value uplift £0.6 million

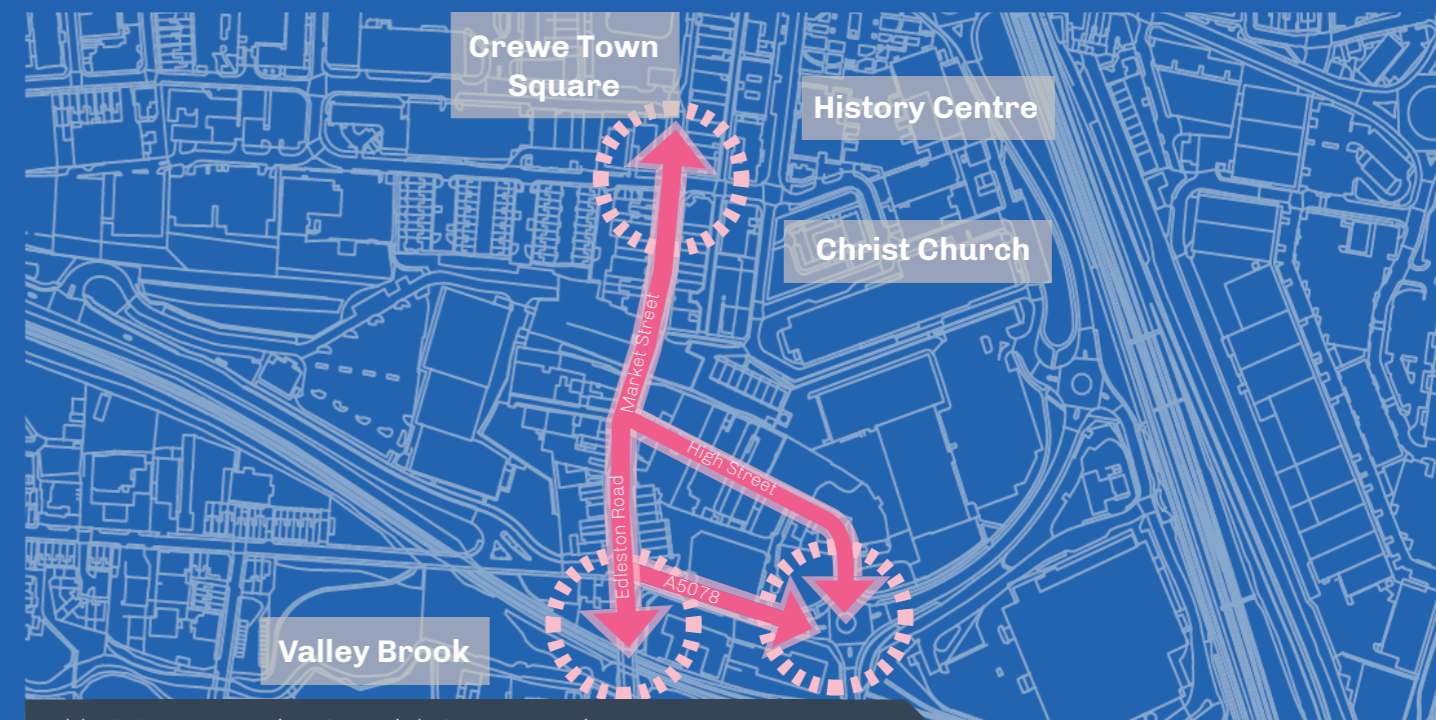


Table 2.9 Repurposing Our High Street Location

8. Crewe Pocket Parks and Public Open Spaces Improvement Programme



Description and Aims

A five year programme of capital improvements to eight Cheshire East Council owned pocket parks around Crewe and the installation of a new multi-use games area (MUGA) on a neglected Town Centre site (Jubilee Gardens) which is a source of anti-social behaviour. It will improve, upgrade and replace parks infrastructure so that it complies with modern standards.

The key aims of the project are to improve opportunities for physical activity (play areas, outdoor gyms) and enhance the quality of much needed green infrastructure in central Crewe. It will contribute to the creation of green corridors through the town. Cheshire East Council will lead the delivery and management of the project (Parks and Open Spaces Services), working with local communities.

Alignment with TIP Strategy

The project's directly addresses Crewe's aspirations to improve the health and well-being of its residents and its vision for a living and working environment in which there are attractive places to spend time. It aligns with these TIP Strategic Objectives in particular:

- SO1: Town Centre
- SO3: Public Spaces
- SO4: Health and Well-being

COVID-19 Recovery: The project will directly contribute to the provision of better quality urban spaces that encourage physical activity and promote mental health and well-being, with the value of accessible spaces in towns and cities having been driven home by the crisis.

Clean Growth: The activities that parks and the MUGA facility support will be zero carbon or generate minimal CO² emissions. Their location makes them readily accessible to Crewe's communities by walking or cycling.

Wider Alignment	<ul style="list-style-type: none"> • Directly contributes to delivery of Cheshire East Green Infrastructure Plan (2019) and role of good quality green space and corridors in principal town • Contributes to priorities to improve social and community infrastructure and improve health and well-being identified in Crewe Community Plan (2015) and Cheshire East Joint Health and Well-Being Strategy (2018-21) • Responds to quality of living environment priority identified in 2019 Cheshire and Warrington Quality of Place Strategy • Project locations connect to Valley Brook Green Corridor and complement town centre investments by improving parks and green space in central locations
Towns Fund Ask Match Funding	<ul style="list-style-type: none"> • £0.93m • £0.5m
Outputs	<ul style="list-style-type: none"> • 8 improved parks; 6.6 hectares of play space improved • 80 volunteers engaged in project delivery • Remediation of 1 dilapidated/derelict site • 1 new sports facility
Outcomes	<ul style="list-style-type: none"> • Increase in use of parks and play spaces • 3,600 annual additional hours of Multi-Use Games Area (MUGA) usage • Wider area land value uplift £8.6 million • Social return on investment of £1.15 million from regular volunteering

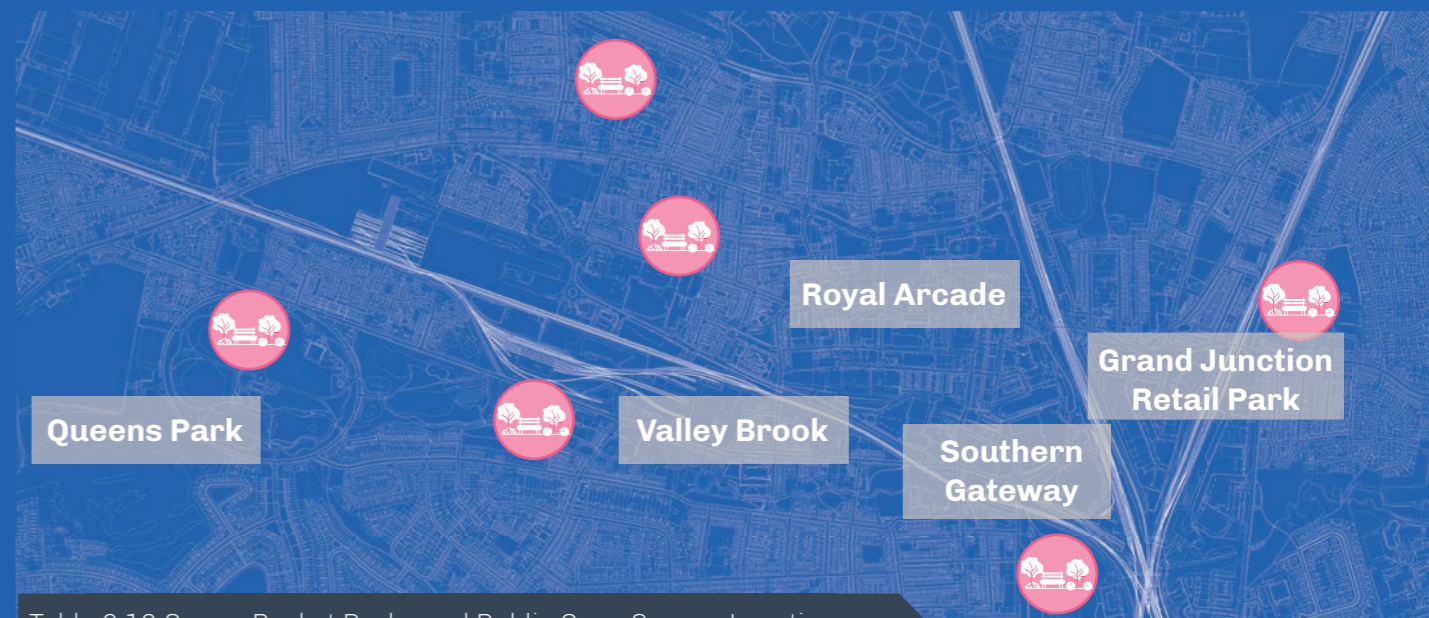


Table 2.10 Crewe Pocket Parks and Public Open Spaces Locations
Selection of projects shown above, All identified in Fig 2.2

Table 2.12 Crewe Pocket Parks and Public Open Spaces Project Summary

9. Valley Brook Green Corridor Project



Description and Aims

Valley Brook forms a natural corridor across Crewe from Crewe Green in the east to the Rising Sun Inn at Wistaston in the west. For much of its journey it is hidden, overlooked, or forgotten completely. This project will connect Queens Park to the town centre along an accessible green corridor for cycling and walking, creating a focus for visitors and a place maker for the local economy, supporting regeneration.

The watercourse will be re-naturalised, and where possible, re-connected to the flood plain. New habitats will support biodiversity, bringing wildlife closer to people, addressing climate issues and promoting well-being. The project will release Valley Brook's potential to catalyse urban regeneration, improving physical environment, engaging local people, improving perceptions and instilling confidence in the area's social, environmental and economic future. Project delivery will be partnership driven, led by Cheshire East Council working with the Environment Agency and Cheshire Wildlife Trust.

Alignment with TIP Strategy

The project's alignment with the TIP vision centres on its contribution to improving quality of the living environment and public spaces in Crewe, and its role in strengthening the health and well-being of its residents. Its strongest alignment is with the following TIP Strategic Objectives:

- SO2: Transport & Movement
- SO3: Public Spaces
- SO4: Health and Well-being

COVID-19 Recovery: The project will deliver improvements in Crewe's green and blue infrastructure, providing more and better quality places for people to spend time and exercise outdoors in the urban area, and encourage walking and cycling through the town and connecting to the surrounding countryside.

Clean Growth: The project's objectives include the promotion of biodiversity and it will assist in actions to manage the effects of climate change. Use of Valley Brook green infrastructure is intended to be by zero carbon means.

Wider Alignment

- Strategic priority identified in Cheshire East Green Infrastructure Plan (2019) and aligned with priority attached to improving living environment identified in Cheshire and Warrington Quality of Place Strategy (2019)
- Direct contribution to delivery of Cheshire East Local Transport Plan (2019-24) focusing on improvements to active travel infrastructure and connectivity across the town including Flag Lane Baths, Mill Street and Pocket Parks, enabling active travel across the town.
- Improvements to play space and green spaces for exercise will support priorities identified in Cheshire East Joint Health and Well-being Strategy (2018-21)

Towns Fund Ask Match Funding

- £2.9m
- £0.59m

Outputs

- 2.5 km new walking and cycling routes
- 2.5 km new public space
- 50% increase in biodiversity in area

Outcomes

- Increase in wider area land value £8.6 million
- Improved perceptions of place by residents
- 20,000 additional trips by walking or cycling

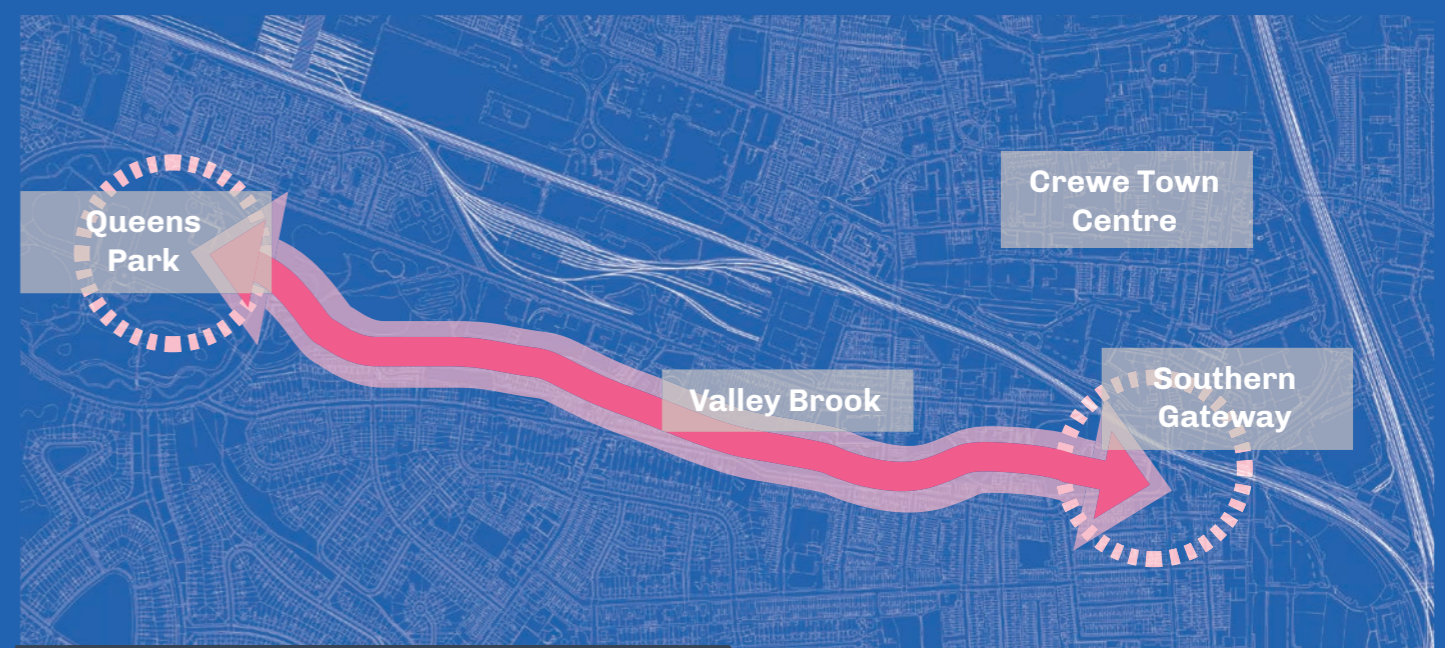


Table 2.11 Valley Brook Green Corridor Project Location

Table 2.13 Valley Brook Green Corridor Project Summary

10. Crewe Youth Zone



Description and Aims

Crewe Youth Zone will be developed on a car park site identified and owned by CEC, and will include a satellite outdoor facility at Mirion Street. The Youth Zone will have 13 high spec equipped spaces, including large-scale sports hall and multi-use 3G pitch, climbing wall, boxing and fitness suite, dance and music studios, art workshop, café and social areas plus flexible spaces that can be adapted to the changing needs and priorities of our young people. OnSide Youth Zones will lead on delivering the project, establishing Crewe Youth Zone as a new, independent local charity, with its own Board comprised of local community stakeholders and a family of private sector funders to sustain it with £800k annual revenue income.

Alignment with TIP Strategy

The project will make an important contribution to making the centre of Crewe a more attractive place for young residents to spend time in, and will deliver benefits both to young people's skills (supporting Crewe's economy) and to their health and well-being. It aligns with these TIP Strategic Objectives in particular:

- SO1: Town Centre
- SO6: Education and Skills

COVID-19 Recovery: The project will deliver a new facility and services in central Crewe targeted at young people, a cohort likely to have been amongst those most affected by the recessionary impacts of Covid-19 and the restrictions that lockdown has imposed on social engagement. Clean Growth: The site's location is highly accessible by public transport, walking and cycling, and the activities available on the site will not generate substantial CO² emissions.

Table 2.14 Youth Zone Project Summary

Wider Alignment

- Directly contributes to young people's employability and skills development objectives identified in Cheshire East Economic Development Strategy (2020) and Cheshire and Warrington Strategic Economic Plan
- Responds to need for facilities for young people identified as priority in Crewe's 2015 Community Plan, and wider for facilities enabling young people to engage more
- Provision of indoor and outdoor facilities and activities will contribute to young people's health and well-being, and to wider priorities identified in Cheshire East Joint Health and Well-being Strategy

Towns Fund Ask Match Funding

- £2.6m
- £6.4m

Outputs

- 1 new community facility for young people
- Closer collaboration with 40 employers
- Increased employability offer supporting people to become work ready
- 35 FTE jobs created

Outcomes

- 4,000 young people using the Youth Zone annually
- 83% of young people gaining relevant experience
- Improved perceptions of area amongst young people
- Social return on investment of £24.6 million over 10 years

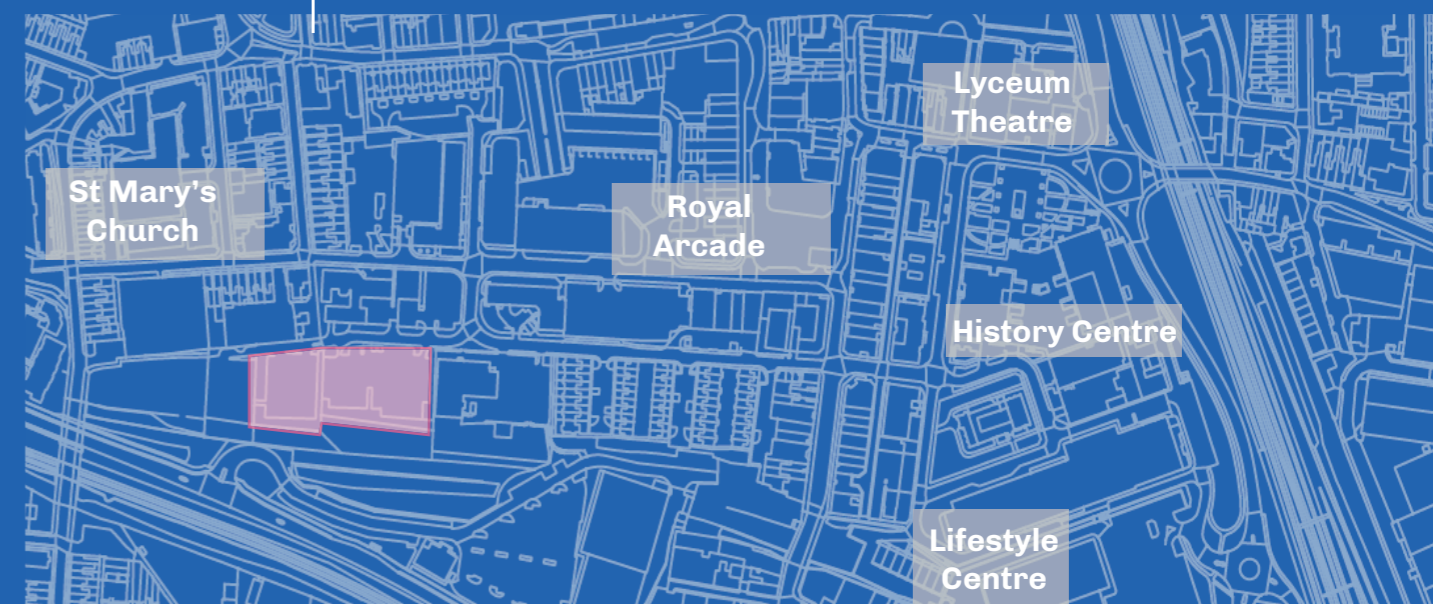


Table 2.12 Youth Zone Project Location

Crewe Future High Streets Fund Projects

TIP Strategic Objectives

Towns Fund Themes

TIP Projects



Accessibility and Pedestrian Improvements:
At two key gateways including:

- new pedestrian/cycle link from High Street to the town centre,
- new vehicular route to the town centre from the west
- development of plans for improved connectivity between the Grand Junction Retail Park and the town centre.

SO1: Town Centre
SO2: Transport and Movement

Local Transport

2. Flag Lane Baths Community Hub
4. Mill Street Linear Park and Corridor Improvements
8. Crewe Pocket Parks
9. Valley Brook Green Corridor Project



In Town Living:
Using Cheshire East Council's assets to unlock sites for the development of 94 new high quality homes in the town centre.

SO5: Housing

Urban Regeneration, Planning, Land Use

1. Lyceum Powerhouse
3. Cumberland Arena Redevelopment
4. Mill Street Linear Park & Corridor Improvements
5. Inner Crewe - Warm & Healthy Homes
10. Crewe Youth Zone



Technology and Digital Innovation Campus:
Providing new workspace and support services targeted at digital and technology focused start-ups and micro-businesses, to be located at two town centre sites.

SO1: Town Centre
SO6: Education and Skills
SO7: Business & Enterprise

Skills Infrastructure
Enterprise Infrastructure

1. Lyceum Powerhouse
7. Repurposing our high Street



History Centre:
Support for a new £9 million History Centre creating a new visitor destination in the heart of Crewe hosting the Cheshire Archive, and backed by Council and Heritage Lottery funding.

SO1: Town Centre
SO8: Heritage & Culture

Arts, Culture and Heritage

6. Crewe History Centre Public Realm



Sustainable Energy Network:
Development of a local sustainable energy network to provide low-cost heating and power to the town centre - the first step in making Crewe's town centre greener.

SO2: Transport and Movement

Urban Regeneration, Planning, Land Use

5. Inner Crewe - Warm & Healthy Homes Programme

Key Outcomes and Impacts



£15.5 million land value uplift



£15.8 million per annum social return on investment



A recovered, revitalised and thriving Crewe Town Centre



Increased footfall and visitor spending



New employment & business opportunities



Improved employability and skills development



Improved physical and mental health and well-being



Contribution to reduced CO2 emissions & pollution



Towns Fund Investment Summary

The following tables summarises the overall ask for Towns Fund investment with capital and revenue requirements.

Towns Fund Project	Capital (£m)	Revenue (£m)	Total Towns Fund (£m)
1. Lyceum Powerhouse	5.4	-	5.4
2. Flag Lane Baths Community Hub	2.63	0.27	2.9
3. Cumberland Arena Redevelopment	1.9	-	1.9
4. Mill Street Linear Park and Corridor Improvements	3.85	-	3.85
5. Inner Crewe Warm and Healthy Homes Programme	2.15	0.25	2.4
6. Crewe History Centre Public Space	0.60	0.03	0.63
7. Repurposing Our High Street	1.45	-	1.45
8. Crewe Pocket Parks and Public Open Spaces Improvement Programme	0.93	-	0.93
9. Valley Brook Green Corridor Project	2.8	0.1	2.9
10. Crewe Youth Zone	2.6	-	2.6
Total	24.31	0.65	24.96

Table 2.15 Crewe Towns Fund Investment Programme Summary



Alongside our Towns Fund projects, the development of our TIP has highlighted several additional priority investments the Town Board and stakeholders will pursue or explore further, and which are integral to our 10 year strategy.

Town Centre Facilities and Attractions

- Enhance our investments in Crewe's markets and the Royal Arcade by attracting new investment in independent and larger retail, the food and drink offer and by developing Crewe's events and activities programme.
- The potential to masterplan the future of the Victoria Centre area of the town centre.
- Targeting town centre sites for residential development to provide well-designed and innovative new homes.
- In the longer-term, explore the potential to transform the current Crewe Heritage Centre into an innovative museum visitor attraction of national significance and appeal which celebrates Crewe's heritage, including our railway engineering and manufacturing heritage.
- Increase and improve the number of sports and outdoor activity facilities in the town, and develop a strategy to build community sports provision and participation in the town, working with external partner organisations (for example, Sport England, Football Foundation). We already benefit from the presence of Crewe Alexandra FC at the centre of the town, Crewe FC, and a wide range of clubs engaging people in sport, and we want to make the most of our assets and opportunities to enable many more people to get involved.



Enhancing Movement and Connectivity

- Identify and deliver permanent solutions to the long-standing challenges that Crewe's railway bridges present in terms of traffic congestion and pollution and barriers to the movement of people and vehicles between Grand Junction Retail Park, the town centre and station, including parking strategy which ensures appropriate supply of spaces to support growth and potentially free up development sites.
- Develop a new and improved cycling and walking network that enables people to move safely and securely across the town, and which provides direct connections to green spaces in the surrounding area.
- Prepare Crewe for the transition to electric vehicles and the infrastructure to support this.
- Find solutions to the need to improve the look and functionality of key gateways into Crewe.
- Address the provision of public transport options into the town from outlying areas to support the evening and night-time economy.
- Identify and deliver investment in Crewe's 5G infrastructure and accelerate the roll out of ultrafast broadband infrastructure.



Developing skills for the future and supporting enterprise in Crewe

- Integrate services that provide young people and adults with the confidence, basic and more advanced skills to secure training and employment opportunities in the town.
- Explore the development of a renewable and green technologies skills hub led by Cheshire College – South and West.
- Extend the Crewe Pledge, securing the investment to enable it to reach many more employers and young people.
- Explore opportunities to create a business hub to provide support to new and growing businesses in the town.



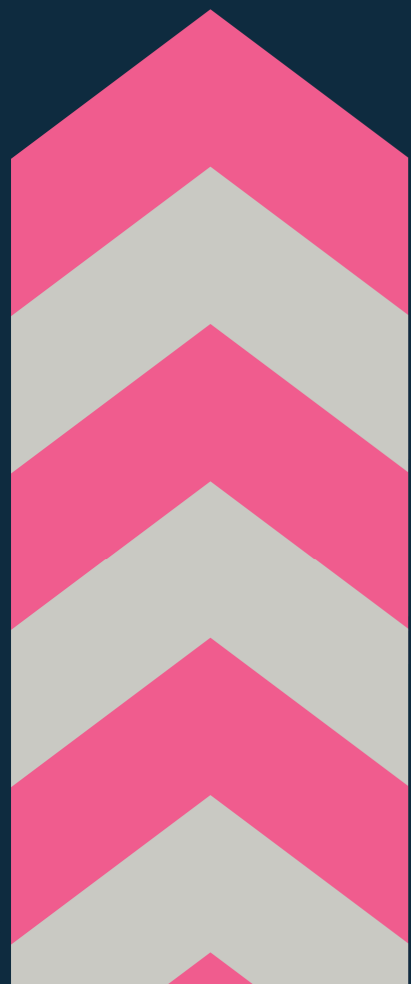
Health and Well-being

- Reflecting the priority we attach to improving health and well-being, Cheshire East Council working with the University of Liverpool and public health partners is developing a bid to the Healthier Lives Programme to secure funding for a project to tackle health inequalities in Crewe through economic development, and our TIP is central to this.



SECTION 3

Stakeholder Engagement & Delivery Planning



Governance

Crewe's Towns Fund Board has overseen the Investment Plan's preparation. Our Board is a 15 member group of public, private, voluntary and community sector representatives with many years' combined experience of working for the betterment of Crewe, and committed to delivering positive and lasting change in the town. Created in

February 2020 and chaired by the Operations Director of one of Crewe's leading employers, the Board has met eight times, including five times between September 2020 and January 2021, to review progress, agree the vision, objectives and key investment priorities for the TIP, and the projects identified for Towns Fund investment.

A five member Sub-Group of the Town Board, chaired by community representative Simon Yates, was established in September 2020 to oversee some of the practical steps in preparing the Town Investment Plan including reviewing the initial sifts of potential projects before full Town Board meetings and providing feedback on drafts of the TIP. Stakeholder engagement and

communications have been guided by a separate Communications Sub-Group reporting into the Town Board.

Name & Board Position	Organisation	Representing:
Doug Kinsman (Chair)	SG World	Business community
John Adlen	Cheshire & Warrington Local Enterprise Partnership	Cheshire & Warrington Local Enterprise Partnership
Andy Butler	Legat Owen	Environment, housing, infrastructure and transport
Rick Carter	CTC Healthcare	Business / commercial
Paul Colman	South Cheshire Chamber of Commerce & Industry	South Cheshire Chamber of Commerce & Industry
Jasbir Dhesi	Cheshire College (S & W)	Education & Skills
Rev. David Edwards	Always Ahead (Charity)	Faith sector
Sally Hepton	Bentley Motors	Business / Commercial – major employers
Mark Hills	Crewe YMCA	Voluntary sector
Adam Knight	Crewe Lyceum Theatre / HQ Theatres & Hospitality Ltd (Qdos Entertainment Group)	Culture
Cllr Nick Mannion	Portfolio Holder Environment & Regeneration, Cheshire East Council	Cheshire East Council
Dr Kieran Mullan MP	Member of Parliament	Member of Parliament
Cllr Jill Rhodes	Leader, Crewe Town Council	Crewe Town Council
Guy Kilminster	Corporate Manager Health Improvement, Cheshire East Council	Healthcare
Simon Yates	Vice Chair, Crewe Town Board	Local community

Table 3.1 Crewe Town Board Membership



Delivery of the Town Investment Plan

Crewe's Town Board will have strategic oversight of the TIP's delivery. Its responsibilities will be to:

- Set and refine the strategy and Crewe's 10 year investment priorities;
- Coordinate resources and engage stakeholders;
- Ensure diversity through ongoing engagement;
- Approve final Towns Fund investments and adopt delivery plans;
- Receive progress reports and review TIP implementation;
- Oversee compliance with the Heads of Terms (HoT) agreement with the UK Government and Accountable Body.

Cheshire East Council will be the accountable body for the implementation of our Towns Fund investments. The primary responsibilities of the Accountable Body will be to:

- Support the development of detailed business cases;
- Oversee compliance with the HoT agreement with government and the Town Board;

- Ensure Board decisions are made in accordance with good governance and transparency principles;
- Ensure compliance with Cheshire and Warrington LEP's Local Assurance Framework.
- Prepare and monitor the delivery plan;
- Adopt a programme management approach to support the delivery of the Towns Fund investments;
- Monitor and evaluate Towns Fund projects and provide reports to the Towns Hub;
- Receive and account for the Towns Fund allocation.

We propose to develop a Towns Fund Investment Panel to review the detailed business cases. The Investment Panel will make recommendations, informed by the accountable body, for consideration by the Towns Fund Board. Working Groups, including the project owners, will be established to develop the detailed business cases for each of the Towns Fund projects.

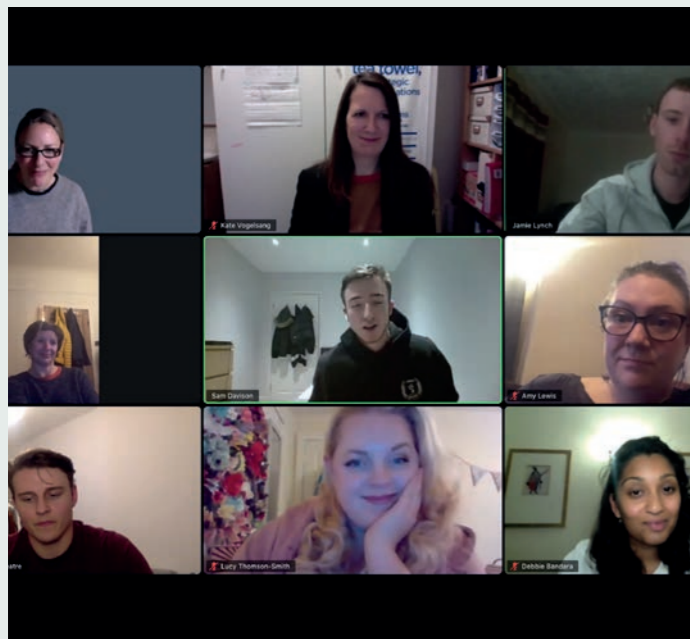


Stakeholder Engagement and Communications

Engagement with Crewe's stakeholders was carried out throughout 2020 to inform Crewe's regeneration framework, its new Place Branding initiative, and the development of the Town Investment Plan. The Town Board established a Communications and Engagement Sub-Group to support the development of the Town Investment Plan and also showcase the key projects in progress. A specialist consultancy in engagement and communications – Groundswell – was part of the consultant team supporting Crewe's Town Board to lead the engagement and communications process for the Town Investment Plan. Stakeholder engagement undertaken and how this informed the TIP is summarised in the table below, with further details provided in Appendix A. Detailed stakeholder insights are provided in Appendix B.

Can-do Crewe
Nurturing skills;
Celebrating Industry
A people-powered town
We made this place
Forged by hand
A self-made town
We built our town from the ground up
Crewe joins the dots
A home of skills and creativity

we are all crewe



Dates	Method	Outcomes
Nov-Dec 2019	Let's Talk About Crewe Survey (Place Brand development)	1,362 survey responses providing insights for Town Council and Town Board into people's perceptions about Crewe, its strengths and challenges, what they are passionate about, what needs to change
Sep 2020	#MyTown	Review of 79 contributions from #MyTown website providing insights into issues and priorities for change in Crewe
Sep-Nov 2020	Bilateral engagement	40+ consultations with representatives of public, private sector and community organisations in Crewe. A key source of evidence about Crewe's needs, views about key action areas and project ideas.
Oct-Nov 2020	Individual stakeholder interviews	Cross section of community stakeholders one-to-one and through online group discussions to hear insights of wider range of people from under 18s-over 70s, representing, enterprise, culture, heritage, active transport, education
Oct-Nov 2020	Crewe Town Board member networks reach out	Board members reached out through networks to key public sector organisations, businesses and local communities to generate submissions of project ideas, and additional interviews carried out. 70 project submissions received.
Nov-Dec 2020	Online survey	To capture perspectives about Crewe and its future from larger number of people across Crewe. Hosted online and shared via Crewe Town Council website (in English and Polish), South Cheshire Chamber of Commerce, Cheshire College South & West, Crewe Lyceum Theatre, Dr Kieran Mullan (Crewe and Nantwich MP) via paper survey and online links, Crewe Primary Schools network, Crewe Bus Users Group. In total, this survey generated 1,982 responses.
Nov-Dec 2020	One page paper survey	Summary version of online survey that was issued in English and 6 foreign languages to help people from across Crewe's diverse cultural base to contribute their views. This encouraged responses from the Eastern European and East Timor communities and signalled that Crewe Town Board are keen to connect and include everyone in debates about the town's future. This survey was distributed via Westminster Street Nursery and the Lighthouse Centre.
Sep-Dec 2020	'Have Your Say' Theme-based Surveys https://weareallcrewe.co.uk/have-your-say/surveys/	Mini surveys have been set up on the 'WeAreAllCrewe' website which aim to continue the conversation with people in Crewe in a way which feeds directly in to key themes emerging from the TIP, namely: Town Centre Regeneration; Culture & Heritage; Connecting Places and Community Spaces.

Table 3.2 Stakeholder Engagement timeline

Crewe's Town Board is clear this is only the start of the process. The Communications and Engagement Sub-Group has developed an ongoing engagement and communications plan (see also Appendix A). We are committed to ongoing dialogue, and to the further development of our TIP which encourages our communities and businesses to continue to share their views on the future of their town, and which will shape our future investments and the actions we carry out to change the town. The features of our approach to future stakeholder engagement and communications are:

- To ensure we communicate effectively about what is happening in Crewe, building a positive reputation for the town and its transformation. We are starting to make progress on the ground to deliver our vision for Crewe and good communication is important in keeping communities and businesses well-informed, showcasing positive change in the town and highlighting upcoming actions.
- Greater ownership by individual Board members, of key stakeholder relationships within Crewe, to strengthen bonds and collaboration within the town and to reinvigorate active participation in the future development of Crewe. We want to act with one unified voice through communications.
- Development of the Town Board as a catalyst for civic pride via regular visible improvement of public spaces in Crewe.
- Further conversations with community groups who have engaged with this process, to ensure that the underlying objectives of projects that could not be carried forward as part of the Towns Fund bid are not left aside.

- Exhibition of visual elements of the Town Investment Plan as schemes develop.
- Continued development of online communication through our new weareallcrewe.co.uk website and social media.

“We need friendly spaces that create a sense of belonging. Green space that doesn't cost the earth. We need outdoor spaces that are a safe haven for people to feel that they belong, where they can flourish.”

Crewe Resident, Towns Fund Consultation

“I came here for help and now I come back to help others. This place gets my soul. It gives me purpose”

Crewe Resident, Towns Fund Consultation

“The death of the high street. Local, independent, specialist retailers need to be encouraged to open by reducing rents and rates on units that have been empty for longer than I care to remember. More of the same retailers that are in every town, pound shops and coffee shops does not make Crewe a desirable place to go when you can get all of that in nearby Stoke, Manchester, and other places.”

Crewe Resident, Towns Fund Consultation

we are all crewe

Private Sector Commitments

There is a strong private sector commitment to Crewe as a place to do business and build homes, but the private sector does not currently have the confidence to invest in the town centre due to its current perceptions. That is why our FHSF and Town Deal bids are focused on public sector intervention where the private sector is not confident to invest at the moment, to prove that when better quality offerings and modern space is provided, and the quality of the town centre environment improves, values will rise and residents and occupiers will be attracted.

Private sector engagement has been embedded into the process of developing our TIP and investment priorities through:

- The involvement of HQ Theatres & Hospitality Ltd (the UK's leading regional theatre operator) and part of the Olivier Award winning Qdos Entertainment Group (one of the largest entertainment groups in Europe) in the Lyceum Powerhouse project which is vital to our aspirations for a transformed town centre.
- The direct contribution of Whitby Morrison to our History Centre Public Realm project.

- Town Board members including the Chair representing one of Crewe's key employers, a representative of South Cheshire Chamber of Commerce, and representatives of other key employers including Bentley, Legat Owen and CTC Healthcare.
- Consultations with individual businesses and representatives of businesses in different areas of the town, and employers and employees surveys distributed through South Cheshire Chamber of Commerce.
- Targeted action to encourage submission of project ideas by Crewe businesses.

Private sector partners are already embedded in our wider town centre regeneration. Our £45 million investment in the Royal Arcade leisure scheme, now on site, is being delivered by Peveril Securities and its partners. Market Asset Management, a leading operator, will run and curate the newly refurbished Market Hall, and Real Estate Investors (REI) are exploring further investment in the Market Shopping Centre.



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Business Case Development

The Town Board will oversee the development of full business cases post Heads of Terms, in line with HM Treasury's 5-case model and guidance issued by the Towns Hub. The business cases will be delivered within 12 months of agreeing the Heads of Terms. Each project will agree expected timescales for each business case and will be scrutinised by the Town Board and Cheshire East Council as the accountable body. Each business case will be supported by a Monitoring & Evaluation Plan and Communication Plan.

High Level Delivery Plan

Our delivery plan is summarised adjacent, with full details provided in our Section 2 submissions.



Towns Fund Project	Relevant Planning & Other Consents Secured	Procurement Completed	Project Start	Project Completion	Operational Start
1. Lyceum Powerhouse	May-22	Jul-23	Sep-23	Mar-25	Jul-25
2. Flag Lane Community Hub	Apr-22	Aug-22	Sep-22	Jun-23	Aug-23
3. Cumberland Arena	Apr-22	May-22	Jun-23	May-24	May-24
4. Mill Street Linear Park	Sep-23	Jan-24	Mar-24	Mar-25	Mar-25
5. Inner Crewe Warm & Healthy Homes	NA	Dec-22-Jun 23	Oct-21	Sep-23	Sep-23
6. History Centre	Apr-22	May-22	Aug-22	Dec-23	Dec-23
7. Repurposing Our High Street*	Dec 21-Jun 23	Mar 22-Jun- 23	Jun 22-Jun-23	Jun-25	Jun-25
8. Pocket Parks**	Jan-22-Oct-23	Jan-22-Nov-24	Jan-22-Jun-24	Jun-22-Sep-25	Jun-22-Sep-25
9. Valley Brook	Dec 21-Jun-22	Apr-22	Mar-23	Jan-25	Jan-25
10. Youth Zone	Jul-22	Sep-22	Oct-22	Nov-24	Nov-24

Table 3.3 High Level Delivery Plan

* Delivery plan for Repurposing Our High Street based on sequenced acquisition of premises December 2021-June 2023
 **Pocket Parks and Open Spaces Improvement Programme based on staged completion of individual parks and MUGA over period April 2022-March 2026

Acknowledgements

Crewe's Town Board wishes to thank all who have contributed to the development of our Town Investment Plan. This includes all our Board and sub-group members, the many public, private, community and third sector partners who have shaped the Plan, all of those who submitted project ideas, and the consultant team at Hatch, Cushman and Wakefield, OPEN, Groundswell and HemingwayDesign who supported the Board in preparing the document.

We would also like to thank all those who contributed images to this document, including; Pete Robinson, Crewe Photographic Society; Matthew Nicol Photography, Cheshire East Council, Avanti West Coast, Valley Park Festival, Wayne Johnson, Dope Male Performance Company, Brian Slater, Sherborne Estate Community Group, Stephen Mckay at geography.org.uk, Good Gym Crewe, Wes Webster Photography, JT Thomas at geography.org.uk, and D&G Buses.



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Appendix A

Appendix B

CREWE

weareallcrewe.co.uk