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# A Heritage Strategy for Crewe

## *Draft Consultation*

Crewe Town Council, July 2019

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Crewe Town Council

# **A Heritage Strategy for Crewe** ***Draft Consultation***

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*Prepared for Crewe Town Council by the  
Heritage Working Group, July 2019  
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### Foreword

When people think of heritage they often think of old buildings.

But heritage is much more. It is about the broader history of the place, its people, their cultures, traditions, skills and beliefs. The architecture, and the green spaces between and around it, helps pull all this together into some intangible sense of home and belonging.

The modern town of Crewe, as we understand it today, only came into existence in 1837 when, on July 4, the first train to call at the Grand Junction Railway's station on Nantwich Road did so. In the next few decades, Crewe grew meteorically until it was a household name throughout the country and beyond. With that growth came people from near and far, just as they do today.

The railway continues to be a major factor in the town, though in very different ways to those of a century and more ago. The prospect of HS2 provides new opportunities and challenges and, whatever happens, Crewe continues to evolve and change with the times. It always has done.

Heritage can bridge that evolution, providing an anchor for new development whilst reminding

us of our past and the journey we have made. It defines and connects our communities, supports well-being, helps drive growth and nurtures our sense-of-place.

Heritage, then, is what makes us while we are busy making everything else.

This draft consultation strategy is a fundamental step forward to unlocking the benefits that heritage can provide for Crewe and its people. On behalf of Crewe Town Council I look forward to working with our community and our key partners in helping to make it a reality.



*Cllr.  
Benn Minshall  
Mayor, 2019-20*

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Market Street, 1934 and 2017



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Memorial Square



## A Heritage Strategy for Crewe Draft Consultation

# 1 Introduction

## 1.0 About this document

1.0.1 This draft strategy has been produced by the Heritage Working Group of Crewe Town Council, which has the following purpose:

*“To support Crewe Town Council in the development and implementation of strategies, policies and programmes related to:*

- *The conservation of heritage*
- *The promotion of heritage to the wider public, residents of and visitors to Crewe*
- *The enhancement of the health and well-being of the people of Crewe through wider understanding of the history and heritage of the town for its residents”<sup>1</sup>*

1.0.2 The intention of this draft strategy is to provide a basis for further discussion and consultation with stakeholders, with the aim of enlisting their support to help deliver the aims defined within it.

1.0.3 This draft strategy and its outcomes will be incorporated into the wider Cultural Strategy for Crewe.

1.0.4 Furthermore, this strategy complements and enables the achievement of the outcomes defined in the Cultural Strategy Action Plan (see Appendix A). Together, these support the development of greater civic pride, the creation of a town “brand” and contribute to the regeneration objectives for Crewe Town Centre.

1.0.5 A critical objective is the identification of Crewe’s key heritage assets, enabling further consideration of how these might be conserved and promoted to produce a more vibrant and attractive town whilst maintaining and enhancing the sense-of-place for residents –

*“...the lens through which people experience and make meaning of their experiences in and with place”<sup>2</sup>*

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<sup>1</sup> Heritage Working Group Remit, 2018

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<sup>2</sup> Jennifer D Adams, Theorising a Sense of Place in a Transnational Community, 2013



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## 2 What is Heritage?

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### 2.0 National context

2.0.1 Heritage can often mean different things to different people. Historic England defines it in the following way:

*“Our heritage is all that has been passed to us by previous generations. It is all around us. It is in the houses we live in, our places of work, the transport we use, our places of worship, our parks and gardens, the places we go to for our sport and social life, in the ground beneath our feet, in the shape of our landscape and in the placing and arrangement of our fields, villages, towns and cities. Heritage is also found in our moveable possessions, from our national treasures in our museums, to our own family heirlooms, and in the intangible such as our history, traditions, legends and language. ... the term has become synonymous with the places, objects, knowledge and skills we inherit that are valued for reasons beyond their mere utility. In other words, they have a value to us that is over and above their functional use.”<sup>3</sup>*

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<sup>3</sup> Historic England, Heritage Protection Guide, Section A1

2.0.2 The importance of recognising heritage is also formally defined within the National Planning Policy Framework (NPPF), which states:

*“...local authorities should set out in their Local Plan a positive strategy for the conservation and enjoyment of the historic environment. Such a strategy should recognise that conservation is not a passive exercise. In developing their strategy, local planning authorities should identify specific opportunities within their area for the conservation and enhancement of heritage assets. This could include, where appropriate, the delivery of development within their settings that will make a positive contribution to, or better reveal the significance of, the heritage asset.”<sup>4</sup>*

2.0.3 It has long been recognised that heritage, when considered as part of regeneration, can bring additional value to that activity:

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<sup>4</sup> National Planning Policy Framework, Plan Making paragraph 004 and Section 16, paragraph 185

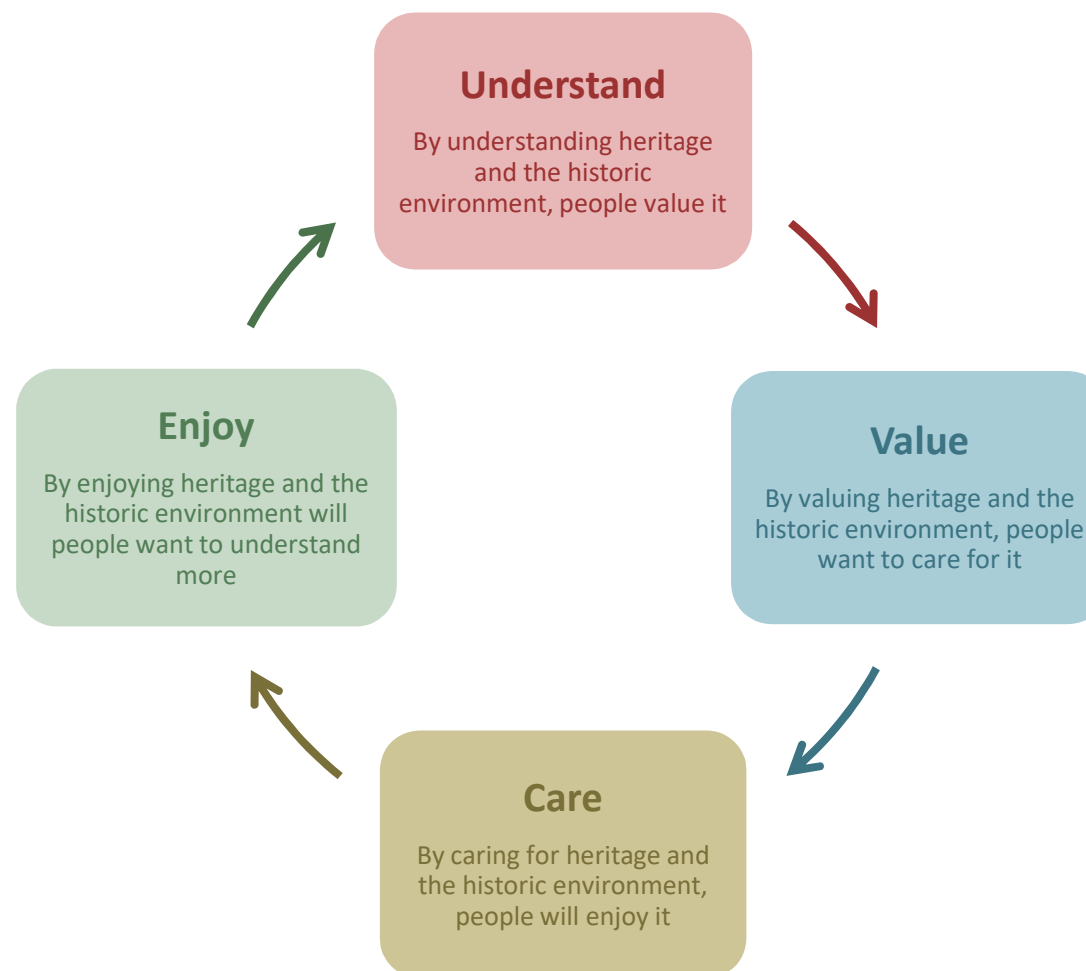




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*“The inclusion of heritage assets in regeneration schemes provides a focus and catalyst for sustainable change. The impact of successful schemes is felt beyond the boundaries of the heritage asset itself and can boost the economy of the whole area.”<sup>5</sup>*

- 2.0.4 There are also economic benefits linked to tourism and the development of heritage assets. An understanding of the town’s history and heritage is essential for the effective creation of a town ‘brand’.
- 2.0.5 The value of industrial history to tourism has been increasingly recognised. For example, it is estimated that heritage railways attract around 10m visitors a year, contributing an estimated £250m to the UK economy with further benefits in terms of jobs created, volunteering and training opportunities.<sup>6</sup>
- 2.0.6 The benefits of effective heritage appreciation can be illustrated using the “heritage cycle”<sup>7</sup> shown opposite.



<sup>5</sup> Historic England, Heritage Works page 4, 2017

<sup>6</sup> All Party Parliamentary Group on Heritage Rail; Report on the Value of Heritage Railways July 2013

<sup>7</sup> Simon Thurley (former Chief Executive of English Heritage) 2005

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## 2.1 Local context

2.1.1 Crewe Town Council recognises the value of heritage to the cultural identity of Crewe. It has the potential to be used nurture civic pride and cohesion for its residents, promoting a sense of place, understanding and belonging.

2.1.2 The emerging Cultural Strategy for Crewe (Crewe Cultural Forum) cites the following desired outcome:

*“Crewe’s unique history and heritage will be celebrated, promoted and protected for the future.”<sup>8</sup>*

2.1.3 Crewe has a distinct history and heritage within Cheshire. As a town it has a relatively recent history based on industry, most famously for its significance to the railways. Whilst that may not be considered to be as attractive as medieval villages or Roman forts, the success of Crewe supported the economic growth of the rest of the county and the wider region. It was a

hub of innovation in engineering, design and organisation of large-scale industry. There is a lot to be proud of.

2.1.4 This strategy relates to the area defined by the Parish boundary of Crewe Town Council, but it is worth noting that the historical origins of the town relate to a wider catchment, incorporating the parishes of Barthomley and Coppenhall.<sup>9</sup>

2.1.5 The modern town of Crewe, as understood today, came into being from 1837 when it was no more than a station on the Grand Junction Railway (GJR) route between Birmingham and the Liverpool & Manchester Railway at Newton Junction. From 1840 onwards the town grew rapidly as the GJR expanded its engineering works and was obliged to turn its attention to the provision of housing stock and all the associated services for the burgeoning workforce now located here.

2.1.6 This strategy therefore refers to assets of the period from 1837 onward, when the modern town of Crewe, came into being. However, the ancient township of Creu<sup>10</sup> is recorded in the Domesday Book and there have been occasional archaeological finds in the area.<sup>11</sup>

2.1.7 The strategy recognises four distinct categories of heritage asset:

- *Physical places - buildings of local, regional or national interest; monuments; parks, gardens and cemeteries; areas of archaeological interest; areas or landscapes having significance in terms of the historic environment and public realm, architectural or living natural features e.g. ancient trees*
- *Artefacts/objects and collections of these*
- *People - individuals of social, cultural and historical significance to Crewe and its development, or beyond*
- *Cultural - art, rituals, ceremonies, skills and oral heritage i.e. stories, myths and folklore, education and industries*

<sup>8</sup> Cultural Strategy Action Plan, Outcome 3 (See Appendix A)

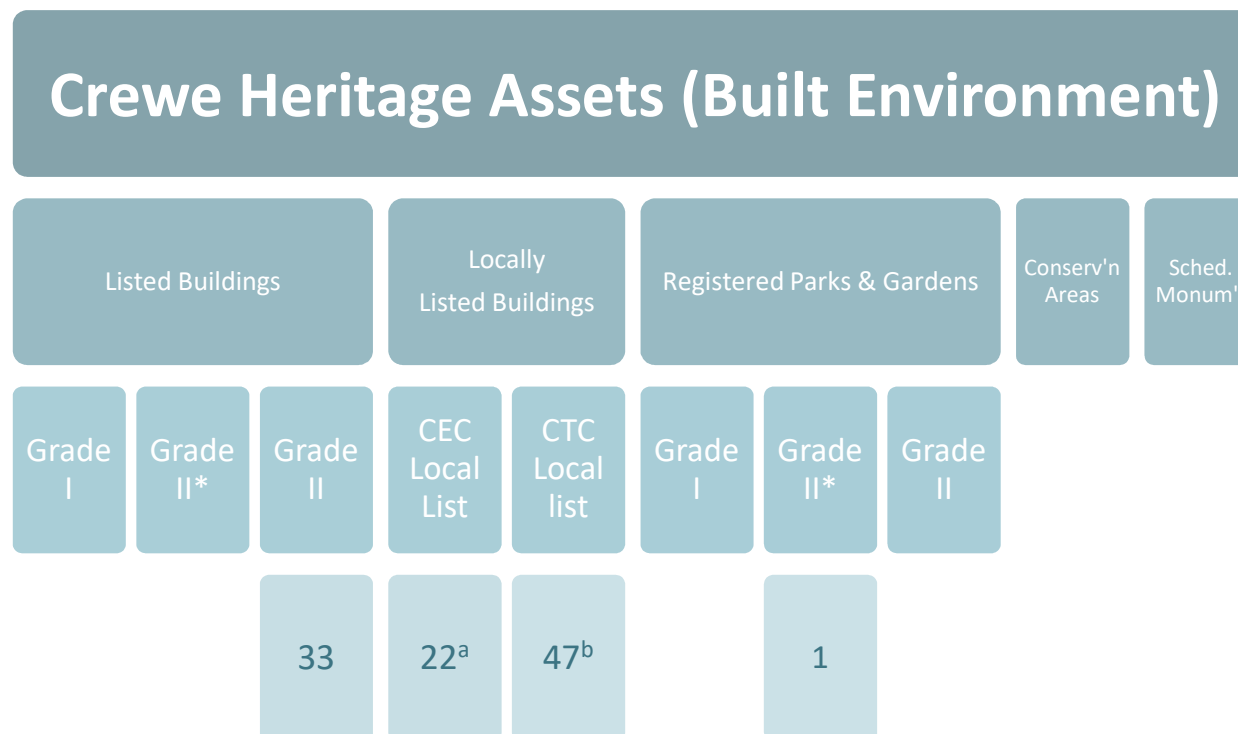
<sup>9</sup> Cheshire East Council is presently undertaking a parish boundary review, but its effect on the scope of this strategy is unlikely to be significant.

<sup>10</sup> Under the 1974 Local Government Act the parish of Crewe was renamed Crewe Green to avoid confusion with the neighbouring borough of Crewe & Nantwich.

<sup>11</sup> See Crewe Archaeological Assessment, Cheshire County Council 2003. A future version of this strategy may include such sites.



- 2.1.8 In order to value, care for and enjoy these assets, it is first necessary to comprehensively identify and record them. A portion of this work has already been carried out but it is recognised that this will be an evolving activity.
- 2.1.9 Several local strategies have been produced which are related to heritage. These are summarised at Appendix B.
- 2.1.10 The present numbers of heritage assets in Crewe, excluding collections, is shown in the table opposite.



**Notes:**

- I. Grade I – buildings of exceptional interest
- II. Grade II\* – particularly important buildings of more than special interest
- III. Grade II – buildings that are of special interest, warranting every effort to preserve them
- IV. Locally Listed – buildings of local significance but not warranting statutory protection
  - a. CEC – Cheshire East Council (value shown excludes structures listed but now demolished)
  - b. CTC – Crewe Town Council (value shown is subject to change as the list is not yet complete)
- V. Registered Parks and Gardens – a park, garden or cemetery of exceptional, more than special, or special historic interest
- VI. Conservation Area – an area having special interest, the character of which it is desirable to preserve
- VII. Scheduled Monument – a nationally important site



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## 3 Objectives

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### 3.0 Why a Heritage Strategy?

- 3.0.1 It is essential that we develop a proper understanding of what we have, its condition and why it is important. Without this, individual assets and the character of our historic environment will be lost.
- 3.0.2 There are many individuals and organisations that are passionate about Crewe's heritage. But there is also a widely-held perception that "we have no heritage here".
- 3.0.3 A fundamental objective of this strategy is therefore to turn this perception around, to connect people with what we have, help them understand its significance and - most importantly - to enjoy it today and value and cherish it for the future.

### 3.1 Identification of Heritage Assets

- 3.1.1 For this strategy to be of value, it must be supported by the development of a catalogue which identifies those things of heritage significance to the town and its people.
- 3.1.2 Crewe Town Council will create and maintain registers of each of the four categories of asset described earlier in paragraph 2.1.7, thus:
- *Physical heritage assets – the built environment and places*
  - *Artefacts and collections – objects and things*
  - *People - describing their significance and/or contribution to Crewe, its growth and development and indicating connections to physical assets and related organisations*
  - *Culture – ensuring that information on all aspects of local cultural life is captured and available to share in support of any future cultural projects*





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- 3.1.3 These registers will include brief descriptions of each asset, and an explanation of its heritage value and how that value has been determined, along with perceived and known threats and risks to each asset where appropriate.
- 3.1.4 It is intended that the Town Council's Heritage Working Group will lead on the production of these registers as a 'seed' activity, building on work previously done<sup>12</sup>, to establish a practical volume of content, prior to engaging public contribution from, typically, residents and businesses, as described in paragraph 3.1.7 below.
- 3.1.5 This work will adopt recognised best-practice for assessment, classification and prioritisation of heritage assets to ensure transparency, consistency, openness and alignment with exemplars from statutory and advisory bodies and other local authorities.<sup>13</sup>

- 3.1.6 The registers will not only record what is in existence today, so that those things can be recognised and valued appropriately, but also things that have been lost in previous times, such as demolished buildings, as these still form an integral part of the town's heritage and history.
- 3.1.7 Once sufficiently developed, Crewe Town Council will seek feedback and contributions from residents, businesses and stakeholders to identify priorities and interests via online surveys, consultations and the Community Plan.<sup>14</sup>
- 3.1.8 It is expected that maintenance of the local heritage asset registers will be an ongoing process, to ensure they remain accurate, up-to-date, relevant and appropriate.

### 3.2 Protection of Heritage Assets

- 3.2.1 Identification of heritage assets will only be of value, and seen by the community as such, if it affords a degree of awareness and protection which might otherwise not exist. Crewe Town Council will:
- 3.2.2 Use the asset registers described in section 3.1 to identify heritage assets considered "at risk" in order to prioritise protection or care of these.
- 3.2.3 Encourage other stakeholders to play their role in protecting, conserving and improving the condition of heritage assets.

<sup>12</sup> Including the Crewe-related entries in the Cheshire East Council Local List of Historic Buildings (2010)

<sup>13</sup> Local Heritage Listing: Historic England Advice Note 7 (2016)

<sup>14</sup> "A Vision for Crewe", Crewe's Community Plan was first published in 2015 and is being refreshed presently (2019).

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3.2.4 Agree with key stakeholders, especially Cheshire East Council Planning and Conservation departments, the production and adoption of bespoke Article 4 Directions<sup>15</sup> relating to the heritage assets defined in the Crewe Town Council Local Heritage Asset Register, where appropriate.

3.2.5 Support the establishment of an organisation to raise funds, manage and develop a sustainable use of Christ Church for the benefit of the community.

3.2.6 Encourage and champion the development of an appropriate Heritage Management Strategy for Cheshire East-owned assets in and around Crewe, including highways and heritage features in the public realm, parks and buildings. Examples:

- Renovation (and subsequent conservation) of the stone sett roadway on Hill Street to complement the Market Hall renovation
- Exposure and refurbishment of similar highway surfaces within the “cultural quarter” e.g. Crewe Street
- Active management of the public realm around the Grade II listed “railway cottages” of Dorfold, Betley and Tollitt Streets, including partnership with the Residents Association



Dorfold Street

3.2.7 Pursue Conservation Area Status for significant areas in Crewe. These would include, at least:

- The “railway cottages” of Dorfold, Betley and Tollitt Streets, Chester Street and the adjacent section of Market Street
- Memorial Square, including Christ Church, Prince Albert Street, Earle Street, the Market Hall, Hill Street, Heath Street and Lyceum Square (the “cultural quarter”)
- “Gaffers Row” and the former Particular Baptist Chapel building (currently a closed tanning centre) on the opposite corner, which is said to contain original pillars from Crewe station
- Nantwich Road, particularly the town “villas” and substantial terraces between Edleston Road and Dane Bank Avenue
- Hungerford Road, particularly the town “villas” and terraces, between School Crescent and Woodland Avenue
- Claughton Avenue estate

3.2.8 Add vibrancy and character to the town by bringing life to its historic and architecturally significant buildings. This can be achieved through:

<sup>15</sup> Article 4 Directions can be used by the Local Authority to withdraw ‘permitted development’ rights from a local heritage asset, where it is considered necessary in order to safeguard the special interest of that asset. Examples of ‘permitted development’ rights that can be removed include: demolition works; extensions and alterations; removal / replacement of windows and doors; painting / rendering of the exterior. An Article 4 Direction does not prevent the works from being undertaken, but instead requires that planning permission is obtained before the work is carried out.



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- *Preservation and restoration of historic shop fronts (such as 261 West Street) and upper-storey architectural features (such as 40 Market Street) in the town*
  - *Planning policies*
  - *Funding for shop front schemes*
  - *Encouraging sympathetic use of upper storeys*
  - *Evaluating and implementing recognition schemes aimed at publicly acknowledging positive contributions to heritage awareness by individuals, landlords and businesses*
- 3.2.9 Proactively monitor and resist attempts to dispose of other smaller but significant features such as:**
- *Tiled porches (Crewe is a national exemplar of this particular decorative feature)*
  - *Blue diamond pavers, and 8-bar / 2-bar stable pavers (many examples, all Victorian in origin)*
  - *Original LNWR wooden street signs where still extant (believed to be unique to Crewe)*
  - *Stone street name plaques e.g. Herdman, Gatefield, Maxwell Streets*
  - *Original building name plaques e.g. Central Buildings, Brighton Terrace, Newsham House*

- 3.2.10 Promote good custodianship and secure existing collections by encouraging projects and owners to catalogue, digitise and safely store these such as:**

- *Bombardier collection*
- *Bentley Visitor books*
- *Railway visitor books*
- *Oral histories*
- *Business and town directories*
- *Other ephemera (medals, memorabilia etc.)*
- *Military-related e.g. British Legion collection*
- *Walthall Estate Documents*
- *MMU Archive*
- *Local collections of publications e.g. library but also local bookshops such as Copnal Books*

- 3.2.11 Develop a solid partnership with the National Railway Museum, which holds much of Crewe's railway collection both at York and an outpost at Shildon, to ensure Crewe artefacts are available for display locally when desirable.**



*Clockwise from top: Glazed window panels in Mirion Terrace; wooden street sign; porch tiles (detail); terracotta door-arch decorative feature.*



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### 3.3 Celebration and Promotion

3.3.1 To be of real value, heritage must be accessible and of a form that engages people with the story of their town, in ways that celebrate and promote that heritage. Crewe Town Council will:

3.3.2 Create opportunities to engage with and appreciate the heritage of Crewe through:

- *The adoption of a Blue Plaque scheme to celebrate significant individuals related to significant places still in existence, in line with Historic England principles*
- *The adoption of a Grey Plaque scheme to recognise significant people related to former places no longer in existence*
- *The adoption of a Red Plaque scheme to recognise structures and buildings of transport heritage significance, in line with Transport Trust principles*
- *Support for the Heritage Centre including funding applications and way-finding signage for the benefit of visitors to the town; promoting heritage-related events*

- *Provision of information/interpretation boards at key locations around the town, explaining the history of the immediate area and nearby buildings, such as:*

Area	Story to be told
<b>Hightown</b>	At its northern end: Church of St Pauls; Helmsville; the Chetwode Arms; Cemetery Road; the “Old House” of 1639; Heathfield; Mavor (chemist)
	At its southern end: Jubilee Gardens and Hillock House; Gaffers Row; the Congregational Chapel (Limelight); Beechmount; Gatefield House; Ashton House; former Liberal Club; the Three Lamps
<b>Valley Park</b>	History of the Valley Brook; Sarah Cartwright; Woolf’s Brewery; Flag Lane and its Lower Bridge; the Municipal Swimming Baths
<b>Market Square</b>	History of the Square itself; underground water cistern; Market & Coppenhall Terraces; the Odeon; District Bank; M&S building phases; its role as the bus station; Britannia; Norwegian Christmas trees

- 3.3.3 Develop a “Town Trail” using both physical and virtual forms including digital formats, to link areas and places of significance. This is an opportunity to use Virtual Reality to recreate the places which have been lost to developments (such as the old Town Hall, Helmsville, and Chetwode Arms) and connect to assets such as the Heritage Centre.
- 3.3.4 Produce a Crewe map suitable as an internet resource, animated in layers to show the evolution of Crewe housing through different eras.
- 3.3.5 Promote the involvement of schools and colleges, for example, by recording young people’s perceptions of Crewe as they see it now, for future generations.
- 3.3.6 Identify and find mechanisms to share traditional skills and those in transition to current industries, such as pattern making and model making.
- 3.3.7 Promote and support heritage events such as film and photographic shows, performances etc.





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3.3.8 Encourage participation in the national annual programme of Heritage Open Days.

3.3.9 Encourage the use of art in the public realm, drawing from the past to create installations or sculptures including possibilities such as:

- A “gateway” or “gate guardian” feature or sculpture on Crewe Green roundabout.
- Distinctive features in the town centre public realm scheme

3.3.10 Create a repository for digital information and museum space to make collections available to the public.

3.3.11 Develop the Town Council website to be the recognised consolidated source of information about the town’s heritage, using interactive features including a calendar of anniversaries and notable dates, events by local societies, biographies of people and places, mini facts and stories in both written and spoken form.

3.3.12 Create the capabilities to serve the information stored on the enhanced website, including the agreed heritage asset registers, on-demand as part of interactive virtual town trails and other online media access.

*Residents taking part in an early version of the Town Trail, in April 2015, lead by the Mayor Pam Minshall and local historian Peter Ollerhead*





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## 4 Themes

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### 4.0 Context

- 4.0.1 This section explores some of the themes that have shaped Crewe and its heritage. None of them is especially unique or distinctive<sup>16</sup> to the town but their influence is marked solely because of Crewe's compressed history which spans less than two centuries.
- 4.0.2 Each theme is described with a simple narrative and a number of related keywords drawn from analysis by the Heritage Working Group.
- 4.0.3 The purpose of these themes is to help focus attention on identifying, recording and celebrating/promoting aspects of the historic environment and cultural history of the town.

### 4.1 Multiculturalism

- 4.1.1 From its earliest days people have come to Crewe from many different cultures, the four corners of the UK and the wider world beyond. Indeed, the earliest residents of the town all relocated from the Edge Hill area of Liverpool. They were followed, over the decades, firstly by Welsh, Scottish and Irish settlers and then by arrivals from Europe and further afield.
- 4.1.2 Multiculturalism has thus been a significant theme for the town since its birth.

#### **Keywords**

*Ursuline nuns • Belgian refugees • Poland • German POWs • WW2 GIs • Segregation • Eastern Europe • Twinning • West Indies • Turkey/Greece • Bangladesh*

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<sup>16</sup> A future update to this document may include an assessment of the relative significance and distinctiveness of these themes in Crewe's heritage.



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#### 4.2 Places of worship and religion

- 4.2.1 Religious beliefs played an important role in the life of Crewe and reflected the political and class structures of the time as well as the diversity of the population. In particular, migrant groups brought with them several forms of Methodism.
- 4.2.2 The chapels and churches were, and still are, found in many forms on many streets. There are many significant religious buildings, two of particular note being the Union Street Baptist Church, an eclectic building of mainly gothic style, and the Catholic Church of St Mary by architects Pugin & Pugin.

##### **Keywords**

*Methodism • Roman Catholic • Baptist • Presbyterian  
CofE • Congregational • Free Christian • Salvation  
Army • Christadelphian • Spiritualism • Railway  
Mission • Church of England*

#### 4.3 Railway influence

- 4.3.1 The coming of the railways made Crewe and the subsequent association with its creating force transformed the town into a household name in the 19<sup>th</sup> and 20<sup>th</sup> centuries. The reputation stemmed from more than just the Crewe Works - as a strategic junction of six routes (symbolised by a wheel with six spokes in the modernised coat of arms of 1957), Crewe has a rich history of railway significance and remains as important today as ever.
- 4.3.2 Crewe station and its staff have facilitated the journeys of millions of travellers including royalty and Nathaniel Worsdell, the first Deputy Mayor of Crewe, invented the lineside pick-up apparatus for mail bags.

##### **Keywords**

*Tranship Sheds • Royal Trains • Crewe Arms Hotel •  
Motorail • North & South Sheds • Independent Lines •  
Horse Landing • Named Trains • General Offices • Rail  
House • Enginemens' barracks • Annual Holidays •  
Travelling Post Office*

#### 4.4 Industry

- 4.4.1 Although best known for its rail industry, Crewe's origins were intimately connected with rural life and agriculture, a connection that remained well into the 20<sup>th</sup> century. It was a centre for cheese markets and livestock trading and the Council ran its own farms, notably Crewe Gates Farm, which became a wise investment a century later.
- 4.4.2 The town is also famous for its Rolls-Royce and Bentley motor cars. There is a story to be told of the skills associated with the town's manufacturing heritage, many of them unique and specific to Crewe, if and where they still continue, and how they have transitioned to meet the demands of modern industry.

##### **Keywords**

*Ice cream vans • Refrigerators • Borough Foundry •  
Owl telescopes • Aero engines • Bricks • Day & Sons*

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#### 4.5 Local transport

- 4.5.1 There is a rich tradition of cycling in Crewe. At one time, the town had the second greatest proportion of cyclists in the country, second only to Cambridge. The Clarion Wheelers were well patronised, and one of the members set several records for long distance tricycling.
- 4.5.2 A consequence of the popularity of the bicycle was a large number of shops selling and maintaining bikes – Kelly's 1934 Directory lists at least 11 such outlets. Besides bikes, Crosville buses were a major feature of town life, literally revolving for many years around the Market Square.

##### Keywords

Tram schemes • Municipal aerodrome • Horse omnibus • Wards • Railway bridges

#### 4.6 Business diversification

- 4.6.1 Many of Crewe's early businesses came to exist and grew to serve the needs of the railway industry and its employees.
- 4.6.2 However, from as early as 1848, the need to diversify the economic base, and thus avoid becoming over-reliant on the railways, was well understood – something Crewe Borough Council was conscious of in later decades. It embarked on a policy to attract new employers of whom Rolls Royce was the major gain, but there were many others. The Crewe Gates Farm, owned by the Council, was allocated for employment and was the base from which Weston Road industrial estate grew.

##### Keywords

Fustian cutting • Clothing • County Clothes • Chester Barrie • Smethurst & Holden • Comptons • Doodys • Photographers • Market Traders • Newspapers • The Chronicle • High Street • Printing • McCorquodales • Eardley's • Woolf's Brewery • Mineral Waters • Retail growth

#### 4.7 Health and education

- 4.7.1 Railway paternalism was responsible for the early provision of both education<sup>17</sup> and health services for the town, building many schools and several hospitals.
- 4.7.2 The Manchester Metropolitan University campus can trace its roots to the Cheshire County Training College of 1912, whilst nearby Leighton Hospital (1972) absorbed several local establishments, notably the Crewe Memorial Hospital and Railway Accident Hospital.

##### Keywords

Stratton House • CATS Academy • Ursuline Convent • Dr James Atkinson • Sir William Hodgson • Bronson Ward CBE • DH McCurtain • Dowling • Dysart • Mechanics Institution • Technical Institute • Higher Elementary (HSE) • County Secondary

<sup>17</sup> See Geeson A. W. (1969) The development of elementary education in Crewe, 1840-1918.





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### 4.8 Sport

- 4.8.1 Although best known for its football team, Crewe Alexandra, the town has a long and continuing tradition in sport. Indeed, “The Alex” can trace its origins to 1866 as a cricket, athletics, football and cycling club, before establishing itself as a name in football in 1877.
- 4.8.2 Over the years Crewe has been put on the map through sporting achievements such as those of Albert Crimes (tricycling), Shanaze Reade (BMX) and Count Bartelli (wrestling). Olympic gold medallist Beth Tweddle began her gymnastics career with the Crewe & Nantwich Gymnastics Club.

#### Keywords

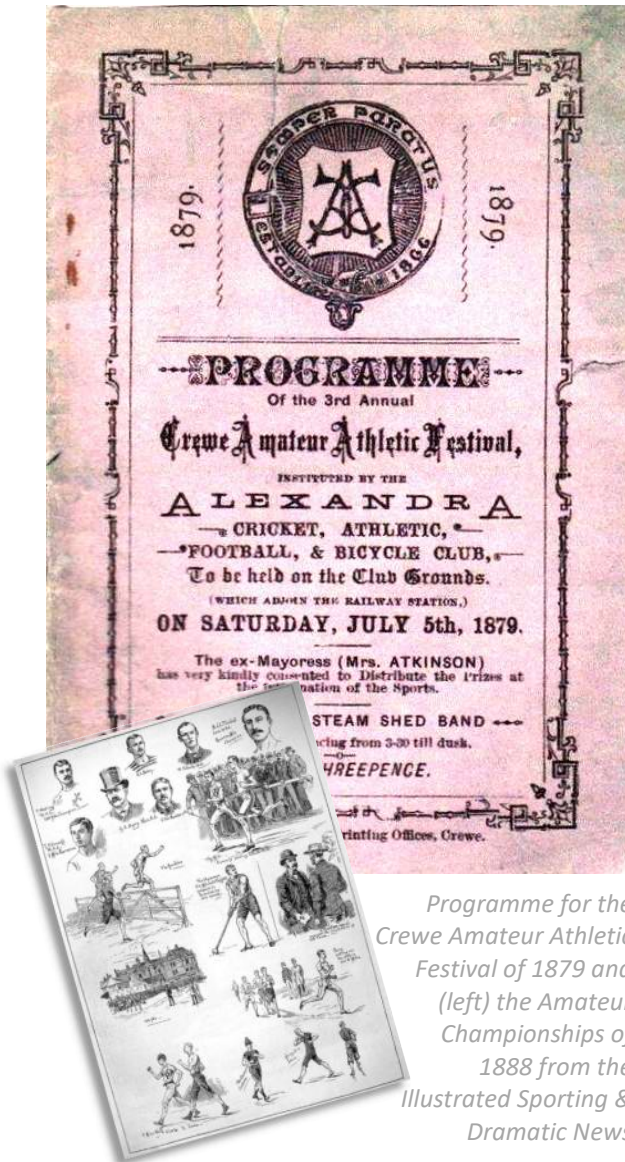
*Ike Baker • Olympics • Wrestling • John Morris • Clarion Wheelers • Frank Blunstone • Bowling • Crewe & Alsager College (MMU) • Water polo • Jeannie Allott*

### 4.9 Politics

- 4.9.1 The rise and fall of political parties reflects local as well as national trends. Whilst Labour has been the major party in Crewe for nearly a century, others have also played their part in shaping the town. Ada Nield Chew, suffragist and women’s rights campaigner, began a career of national political significance with her letters as a “Crewe Factory Girl” in 1894.
- 4.9.2 Only one person from Crewe went on to become an MP – George Darling (Lab, Sheffield Hillsborough). But there have been many distinguished MPs came from elsewhere outside – Donald Somervell (Home Secretary), and of course Gwyneth Dunwoody.

#### Keywords

*Liberal Unionists • Conservative • Ratepayers Association • The Intimidation Affair • NUR • Thomas Allison • Charles Turnock • Trade Union influence • Incorporation • Local Board • The Chronicle*



*Programme for the Crewe Amateur Athletic Festival of 1879 and (left) the Amateur Championships of 1888 from the Illustrated Sporting & Dramatic News*

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### 4.10 Social organisation

- 4.10.1 Numerous groups and organisations have catered for the social and pastoral care of the town's citizens, from the original working men's clubs to allotments and youth clubs.
- 4.10.2 Many of these originated with the individual workshops of the railway Works and the ambulance competitions between workshops ultimately lead to exuberant displays and the regionally-renowned annual Crewe Carnival.

#### Keywords

Sunday Schools • Scouting movement • Salvation Army • Co-operative movement • Youth Clubs • Mirion Street • Church Groups • Pioneer Anglers • North Ward Club • Valley Club



Crewe's Town Hall was a famous and popular venue for dance and concert performances, such as this one from 1928 by the Aeolian Entertainers.

### 4.11 The arts

- 4.11.1 The arts have been a significant aspect of life in Crewe since its earliest days, always moving with the times over the decades. From its own Philharmonic Society (founded in 1866) to today's Lyceum Theatre, the town has provided for the cultural entertainment of its citizens in many ways.
- 4.11.2 Crewe's Male Voice Choir and Crewe Brass continue traditions that date back more than 150 years. Dance has always been a strong theme too, with the award-winning Yvonne School of Dance enabling literally thousands of children to appear on stage.

#### Keywords

Theatre • Music Hall • Cinemas • Astoria ballroom • Majestic • Royal Jazz Club • Folk Music • Works bands • Steam sheds bands • Church bands • Phil Ryan & The Crescents • William Cooper playwright • Lyceum Repertory theatre • Dance troupes



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### 4.12 War and conflict

- 4.12.1 Crewe's association with military endeavour is intrinsic to the town's history, with the formation of the 36<sup>th</sup> Cheshire Rifle Volunteer Corps in 1865, followed in 1887 by the Railway Engineer Volunteer Corps. The town's strategic position gained it great significance as a centre for troop-train movements and distribution point for munitions during the Great War.
- 4.12.2 Although the Cheshire Regiment was given the freedom of the borough many years later, Crewe's military association in the mid-20th century was, for obvious reasons, with the Royal Electrical and Mechanical Engineers (REME).

#### Keywords

Crewe Works • Covenanter Tanks • Merlin Engines • Drill Hall • Home Guard • ARP • Emergency Control Room • Villiers-Russell twins • Bomb damage • Rolls Royce • Defensive measures • West Street wall • War memorials • Soldiers and Sailors Rest • Zeppelin attacks • Bank at The Tank • HMS Ambuscade • Spitfire • Crewe Tractors

*The Britannia War Memorial receives a clean during 2018 in preparation for the centennial armistice and remembrance services in November.*







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## 5 SWOT analysis

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### 5.0 Purpose

- 5.0.1 This analysis summarises some of the existing strengths and weaknesses, and potential opportunities and threats, which may influence the outcomes and success of this strategy.

### 5.1 Strengths

- Growing levels of awareness and recognition of the importance of heritage assets
- Substantial interest in Crewe's history and heritage, with a large following and active contribution to the Family History Society, and social media groups such as "Crewe Then & Now" and "Crewe Memories"
- Strong cultural presence through the Cultural Forum and its members
- Growing visitor numbers through events such as LUMEN, ChalkItUp! and trAction
- Railway themes still attract high visitor numbers
- Popular and well-regarded public realm spaces at Queens Park and Memorial Square
- Location – Crewe remains a strategically attractive gateway to the North West with excellent transport connections

### 5.2 Weaknesses

- A perception that Crewe is heritage- and culture-weak and that heritage services are a luxury that won't be funded
- Strongly-held belief that development is always favoured over heritage
- Historically insufficient engagement with and by local residents
- Poor levels of heritage interpretation to the public and no recognised museum facility
- Collections and archive material are spread across many locations, often not local
- The Town Council does not have responsibility for or control of the statutory planning process
- No dedicated resource for driving heritage interests within the town
- Despite local listing, some structures have still been demolished
- Poor-quality public realm and inconsistency in street furniture, way-finding, signage etc.
- Lack of night-time economy
- Inadequate public transport
- Too few mechanisms to understand and celebrate Crewe's diverse population and the role each wave of immigrants has played in the life of the town and its development





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### 5.3 Opportunities

- Complementary funding for heritage and culture initiatives off the back of regeneration and infrastructure investment schemes e.g. HS2 Community & Business funding
- Potential for relocation of substantial parts Cheshire Archive to Crewe
- Development of the Heritage Centre to maximise its potential as a focus for the broader heritage of Crewe
- Improved town-centre footfall as a result of regeneration can widen the audience for heritage appreciation
- Independent investment and regeneration in High Street
- Relocation of Buckingham University health sciences campus to Crewe
- Adaptive re-use of Webb Orphanage site
- Public realm investment
- Potential for activities and events to promote and celebrate the culturally diverse makeup of Crewe's population, supported by the Crewe Cultural Forum

### 5.4 Threats

- HS2-related development and the need to balance commercial, retail, housing and transport demands sympathetically with the established sense-of-place
- Lack of a heritage asset management strategy
- Economic climate and the potential for reduction in central government funding for heritage-related activities
- Inability or reluctance to adapt legacy buildings to a sustainable and viable use whilst retaining their character
- Larger centres within easy reach reduce the attraction of Crewe as a destination (good transport links can abstract as well as attract)
- Stereotypical fragmentation of the community





## 6 Key priorities

### 6.0 Key Priorities

- 6.0.1 The objective of this strategy is to provide a framework for how we understand, manage, interpret and promote our heritage in the immediate and long term future.
- 6.0.2 Priorities will change over time. As work is completed, the priority which made that work necessary may have been fully addressed. Inevitably, there will always be new “immediate” requirements which might take precedence over other activities, temporarily.
- 6.0.3 This chapter summarises the key priorities and some recommended actions for progressing these. They can be summarised as:
  - *Record what we have*
  - *Engage the community*
  - *Partner with stakeholders*
  - *Promote the outcomes*

### 6.1 Record

- 6.1.1 The key priority is the comprehensive, accurate and complete recording of heritage assets and their condition, creating a baseline of understanding. The actions here include:
  - *Compile registers of all designated and non-designated heritage assets, including people of historic significance*
  - *Identify assets “at risk”*
  - *Develop processes and procedures for the management of these registers*
  - *Publish the completed registers*
  - *Enable feedback and participation*

### 6.2 Engage

- 6.2.1 Engage with the community, organisations (both commercial and voluntary) and individuals, and encourage participation in heritage-related initiatives and programmes. Actions in this area include:





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- *Raise the profile of heritage through workshops and heritage-related events*
- *Lead the establishment of a Crewe Heritage Forum*
- *Develop surveys and related key performance indicators to measure perceptions and changes to these over time*
- *Work with the community (especially schools and colleges) to establish ways of inspiring the next generation to secure our heritage in the future*
- *Collaboration with Residents' Associations*
- *Facilitate access to funds and grants*

### 6.3 Partner

- 6.3.1 Identify stakeholders and negotiate opportunities to secure heritage assets through or with them, as a collaborative activity. Actions here might include:
- *Proactive use of the planning process to negotiate protection of and improvements to heritage assets*
  - *Work with owners and planning officers to identify "heritage significance" and opportunities to conserve or enhance this*
  - *Lead on the development of character appraisals for potential conservation areas*

- *Negotiate improved access to and visibility of collections, objects and artefacts not presently in the public domain or easily accessible to the public*
- *Champion the role of heritage and the historic environment in the wider cultural strategies being implemented*

### 6.4 Promote

- 6.4.1 Crewe Town Council has allocated a budget of £10,000 for the current year (2019/2020) for heritage-related activities. We intend that this will see, as a start, the appearance of heritage plaques, information boards and the start of work on an app-based town trail.
- 6.4.2 We hope that this progress will encourage others, whether from the public or private sector, to join with us and develop new schemes such as:
- *Development of internet resources such as the Town Council web pages*
  - *Capture and publication of oral histories*
  - *Supporting and delivering heritage-related events*
  - *Sponsorship and procurement of art installations for the public realm*





## 7 The way forward



### 7.0 Conclusions

- 7.0.1 National planning legislation and related professional guidelines give clear indications to local authorities of the need to have a positive strategy for the enjoyment of their historic environment and conservation of heritage assets within it.
- 7.0.2 Heritage assets must not only be regarded as irreplaceable but also as vulnerable; outright loss through demolition and steady erosion through constant low-level modifications represent serious and real threats to the historic environment. Good custodianship of heritage assets and the historic environment helps to promote a sense-of-place; nurtures civic pride; builds feelings of belonging for the community and adds value to regeneration and investment programmes (chapter 2).
- 7.0.3 This Heritage Strategy provides a framework for how we record, preserve, manage, interpret, celebrate and promote Crewe's heritage going forward (chapter 3). In addition, the strategy identifies a number of key themes which outline the context of Crewe's heritage and its interpretation (chapter 4).
- 7.0.4 The strategy recognises potential strengths, weaknesses, opportunities and threats to its objectives and their successful achievement (chapter 5). Finally, it identifies some key priorities and recommendations (chapter 6).
- 7.0.5 It shows how Crewe Town Council has been preparing the way for a Heritage Strategy that will sit easily with other emerging strategies, to develop the social prosperity of the town of Crewe and its people.
- 7.0.6 It is a start. It is a pointer to the way forward. To succeed it needs the support of all who share that vision. As the "Voice for Crewe" it is for the Town Council to canvass for that support.



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### 7.1 Implementation

7.1.1 This strategy will only be regarded as successful if its major objectives are realised. Achieving those objectives is a non-trivial undertaking that will depend on the availability of resources, substantial collaborative effort in many directions, and co-operation from other stakeholders. These things in turn depend on commitment and recognition of collective responsibility. In an age where everyone's time is precious, these are challenging aims.

7.1.2 A number of key areas have been identified, to make the challenge more achievable. These will need to be developed into an Action Plan which sets out:

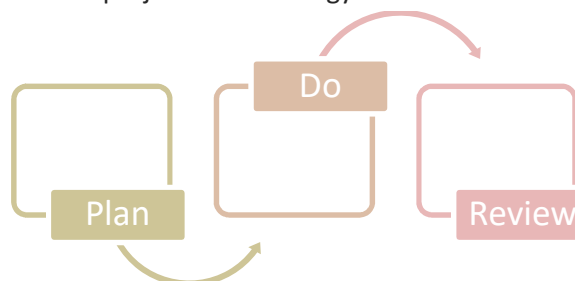
- *What is to be delivered*
- *How it is to be delivered*
- *When it is to be delivered*
- *Who is Responsible, Accountable, Consulted and Informed (RACI matrix) for and about the plan*
- *Cost, time and resource implications*

7.1.3 A realistic assessment of the resources and timescales required to deliver the actions is critical. The Council, through its Heritage Working Group, can deliver some of the actions but others will need additional funding and can only be delivered through partnership working with other stakeholders and partners.

7.1.4 There is an important role for Crewe Town Council, as the owner and enabler of the Action Plan, in encouraging and securing stakeholder and community collaboration for its progression.

### 7.2 Monitoring and review

7.2.1 As with any process or activity, monitoring of progress is important. It is the means by which achievement can be measured. This is tried-and-tested project methodology.



7.2.2 The Action Plan developed to deliver this strategy should therefore include milestones by which progress can be determined. These milestones might include, for example:

- *Degree of completeness of Heritage Asset Registers*
- *Progress in identification of “assets at risk” and the number of “at risk” assets secured*
- *Number of successful interventions in the statutory planning process*
- *Successful implementation of a defined number of heritage interpretation artefacts (blue plaque, information board etc.) annually*

7.2.3 A process of review is also fundamental to ensure that resources are focussed on identified priorities, and that they are either delivering the required outcomes or the need to reflect altered ones.

7.2.4 Finally, it is recommended that this Heritage Strategy should be reviewed and updated on a regular basis, not less than biennially.





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## Appendices

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### Appendix A: Cultural Strategy Action Plan

Outcome 3 - Crewe's unique history and heritage will be celebrated, promoted and protected for the future					
Action	Outcome	Lead Body	Timescale	Status	Funding
Strategy group become ambassadors for culture and heritage in Crewe, with all partners on message / vision statement	Consistent message to feed into all projects and development schemes	CEC / strategy group	By April 2019		-
Advocates / cultural champions identified and briefed.	Profile of work of the strategy group and role of culture	Strategy Group	By May 2019		
Heritage assets are identified and recorded, with their condition/security understood. (Protect/promote)	Heritage Register: <ul style="list-style-type: none"> <li>Buildings</li> <li>People</li> <li>Collections</li> </ul>	Heritage Group with support of partners	On- going. Buildings Register created Oct 2018		
Develop Heritage centre as key visitor attraction (business plan and funding strategy)	Attract more visitors to Crewe, raise the profile of the area, develop increased sense of local pride, engage local communities in heritage	Heritage Centre Trust with support of Heritage Group			
Progress history centre plans	Attract more people to Crewe, raise the profile of the area, provide a new home for local Archives, engage with local communities	CEC	NLHF application submitted by May 2019		CEC/NLHF/ ACE
Blue plaque scheme to identify places of historical interest. (Celebrate and Promote)	Develop sense of local pride.	Heritage group	Criteria written Oct 2018 First Plaques installed over summer 2019		

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Red plaque scheme – to identify transport buildings of historical significance. (Celebrate and Promote)	Develop sense of local pride.	Heritage group			
Source recording of oral histories, to fill gaps from what already exists (Protect)	Preserve heritage for future generations and to raise the profile of the area	CTC Heritage group.  Library			
Develop a Heritage trail through the town: (Celebrate and Promote)	Map of Heritage sites Explore VR possibilities. Install Information boards – Jubilee Gardens. Valley Park	CTC	2019		
Use identified stories to inform activity e.g. artists briefs, events programme	Celebrating and recognising heritage of the area, telling the stories in innovative, accessible ways	All	Ongoing		
Bring Christ Church back in to use as an asset to the community and town centre regeneration:	Animate historic building and create a significant 'mode' connecting the town centre and cultural quarter.  Building is secured and fit – for purpose to enable sustainable use.	Partnership between Diocese of Chester, Cheshire East Council and Crewe Town Council.		Working Group established and viability study completed to inform potential future use including cost benefit analysis.	Initial Viability Study of £12500 jointly funded: CEC, CTC, Diocese and Architectural Heritage Fund.



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Christ Church specific actions						
1.	Create Support organisation or body to eventually own and manage the building.	Develop future sustainability through ownership and management by key stakeholders.	Partnership.	Establish by June 2020		
2.	Develop Meanwhile use e.g. public events and performances.	Community engaged in and aware of the significance of Christ Church.	Crewe Town Council.	Test animation conducted for Lumen 2018 and 2019.	Principle agreed and License to be issued to CTC by Diocese. Diocese and Programme to be agreed for 2020.	TBA through CTC budget process.
3.	Seek funds to support employment of a dedicated heritage project officer to seek external funding to establish managing organisation and to complete capital works.	Costed project plan and strong application for capital investment from major funds.	Crewe Town Council.	Applications for funding of officer post December 2019.	CTC agreed to make application to AHF for development grant	£3k budget CTC to support application process

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## Appendix B: Relevant Local Strategies / other documents

### B1: Emerging Cultural Strategy for Crewe

#### The Outcomes

1. Young people will have a strong sense of cultural identity, have opportunities to develop skills and pathways into work and showcase talent
2. Crewe will have a new cultural confidence and distinctiveness
3. **Crewe's unique history and heritage will be celebrated, promoted and protected for the future**
4. Crewe will have a strong and sustainable creative and digital sector
5. The transformational role of culture in promoting positive health and wellbeing will be well recognised
6. Crewe will be a culturally vibrant place, where culture and creativity are at the heart of its economic success and appeal

### B2: Cheshire East Local Plan

#### Policy SC 1

##### Pre-submission Core Strategy: Strategic Priority 2

Creating sustainable communities, where all members are able to contribute and where all the infrastructure required to support the community is provided. Ensuring that development provides the opportunity for healthier lifestyles through provision of high-quality green infrastructure and cultural, recreational, leisure and sports opportunities.

#### Policy SD 2 Sustainable Development Principles

1. All development will be expected to:
  - iv. Respect, and where possible enhance, the significance of heritage assets, including their wider settings;

#### Policy SC 1 Leisure and Recreation

In order to provide appropriate leisure and recreational facilities for the communities of Cheshire East, the Council will:

1. Seek to protect and enhance existing leisure and recreation facilities, unless they are proven to be surplus to requirements or unless improved alternative provision, of similar or better quality, is to be made.





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2. Support and promote the provision of better leisure and recreation facilities, where there is a need for such facilities, the proposed facilities are of a type and scale appropriate to the size of the settlement, are accessible and support the objectives of the Core Strategy. The Council will:
  - i. Encourage facilities that serve the Borough as a whole, and facilities that attract large numbers of people, to be located, where possible, within or adjoining Crewe or Macclesfield town centres;
  - ii. Require facilities serving Key Service Centres to be located in or adjacent to their town centre or highly accessible locations;
  - iii. Require facilities intended to serve the everyday needs of a community or neighbourhood to be in or adjacent to the centres of Local Service Centres or other settlements; and
  - iv. Encourage the development of shared service centres that combine public services, health and community functions in modern accessible buildings.
3. Support proposals for facilities that would not be appropriate to be located in or adjacent to centres, provided they are highly accessible by a choice of transport, do not harm the character, amenity, or biodiversity value of the area, and satisfy the following criteria:
  - i. The proposal is a facility that:
    - a. supports a business use
    - b. is appropriate in an employment area
    - c. supports an outdoor sports facility, education or related community / visitor facility
    - d. supports the visitor economy and is based on local cultural or existing visitor attractions
4. Work with agencies, services and businesses responsible for providing facilities to make sure that the needs and demands of communities are met.
5. Make sure that appropriate developments contribute, through land assembly and financial contributions, to new or improved facilities where development will increase demand and / or there is a recognised shortage



**B3: Crewe Town Council – Vision for Crewe (Nb this is in the process of being updated)**

[a] strong element in terms of Crewe's culture is its industrial heritage. The town's history/heritage is amongst the most popular things that people responding to the survey liked about Crewe. Apart from the Crewe Heritage Centre (a railway museum), there are very few arts/culture/tourist attraction options available in this respect and there is certainly scope to build further upon the town's unique industrial heritage. There was some concern during the consultation that many old buildings had been demolished, leading to a loss of some of the town's valuable heritage

**B4: Crewe Civic and Cultural Quarter Vision 2013 All Change For Crewe (Pozzoni, Cheshire East Council)**

The document outlined a vision for a significant area of Crewe Town Centre, with an identified cultural quarter. Whilst this did not focus strongly on the heritage value of the majority of the town centre building, it does identify some opportunity sites and touches on their value within the town's regeneration. Specific buildings identified are: The Market Hall, Christ Church and the Lyceum Theatre

In terms of new developments, it recommends that:

- d. *New buildings should be of a high design quality and respond to local heritage and contemporary living. The new development should sensitively retain and incorporate any heritage buildings and/or structures within them;*
- h. *Depending on the location within the town, a cultural heritage desk-based assessment of the surviving fabric of the 19th Century Railway town may be required;*

*Christ Church is presently a privately managed space and has little active use that encourages movement. However, we are aware of plans to develop it as more of a destination. As a key landmark node within the quarter it presents a good opportunity to capitalise upon its status.*

*HILL STREET: a design solution giving pedestrian priority of Hill Street would create a pedestrian safe route from the Municipal Square to the town centre*

*NODES: Municipal Square and the Christ Church are nodes. Their role as focal points could be enhanced with improved physical and visual connections.*

The report also identifies historic beneficial facades outside the identified cultural quarter:



### B5: Public Realm Strategy for Crewe. - A strategy was initiated in 2017.

“the streets and places of our urban centres is an important part of the civic experience, as well as the buildings, structures and architectural monuments. The spaces between the buildings are dynamic elements that have a distinct and unique identity, whether they are spaces to move through, such as streets,



or spaces to gather in, such as squares. One of the important roles of the public realm is to act as a "mat" that helps to bring together the old and the new enhancing the legibility and cohesiveness of our town centres.'

#### **B6: Crewe Town Centre Delivery Framework (Cushman and Wakefield, for Cheshire East Council 2015)**

##### New Vision for Crewe Town Centre

The Vision of the Regeneration Delivery Framework is as follows:

To make the most of development projects planned for Crewe Town Centre, including the Lifestyle Centre and the University Technical College, as well as the proposed HS2 North-West Gateway Hub Station. Also, to recognise both the Town's growing population and heritage and to re-establish Crewe Town Centre as the vibrant and attractive "hub" for South Cheshire, offering a strong range of retail, leisure, employment and residential opportunities serving local businesses, shoppers, residents, students, visitors and rail passengers.

##### The Objectives

This Vision will be supported by the following objectives:

- To stimulate new investment in the Town Centre including retail, leisure, residential and business by bringing vacant sites back into use, intensifying the use of underperforming sites and utilising Cheshire East Council's assets
- To improve accessibility and connectivity to and within Crewe Town Centre making it easier to get into and around the Town Centre by foot, bicycle, bus and car
- **To enhance the quality and increase the amount of public space and public realm that links key spaces, buildings and the Town's heritage and cultural offer in the Town Centre and to the Railway Station/proposed HS2 Hub station**
- To increase the number of Town Centre users and the length of time and money spent in the Town
- To improve perceptions of Crewe Town Centre
- To ensure sustainable development, good design and support the Council's renewable energy agenda
- To provide a greater choice of housing in and around Crewe Town Centre.



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