CREWE TOWN COUNCIL

CORPORATE STRATEGY 2024-2028

"Taking Crewe where it wants to be"

WE BUILD CONNECTIONS

WE GET THINGS DONE TOGETHER

WE ARE PEOPLE-POWERED

Our Vision:

A vibrant town with a strong identity and heritage, where people of all ages are proud to live, work and participate in a diverse but engaged community, with shared values and common goals. A green and safe environment, with integrated transport connectivity which provides rewarding jobs and supports its businesses.

Our Mission:

(purpose) is to represent the best interests of the town and people of Crewe. To endeavour to build on its heritage, empower and lead its communities, maintain, and sustainably improve the quality of life for all those who enjoy the Town and to deliver efficient and effective services.

OUR CORE VALUES
The principles by which we will operate the

*Democracy and transparency   *** Working with others to maximise effectiveness**

* Equality & respect   *** Professionalism and Delivering on our promises**

This is Crewe Town Council's fourth Strategy, what it would like the town to become and our part in getting there. The Council is committed to playing a key role in the delivery of plans and strategies for the town developed in partnership. Some of these are already in place such as the Community Plan, Heritage Strategy, Place Brand and Cultural Strategy, others may be developed to support and inform this strategy.

CREWE TOWN BRAND VALUES
The values that run through our services and

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

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Strategic Goals:

1.   A TOWN TO LIVE IN

To make Crewe a clean, attractive and sustainable environment

2.   A TOWN TO ENJOY

To provide an environment and activities for residents to enjoy a variety of experiences
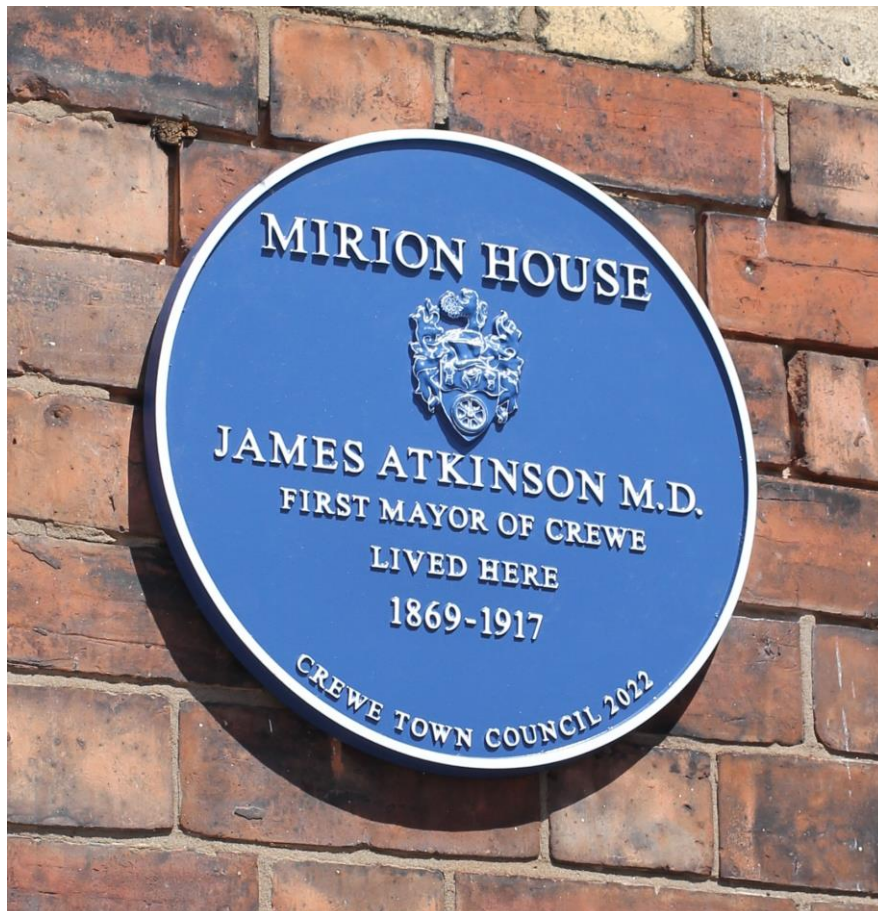
3.   A TOWN WITH CIVIC PRIDE

To provide a voice for Crewe and its residents, as well as encouraging residents to be proud of their town and its heritage

FUTURE DIRECTION

The Council's **3 "outward facing" Strategic Priorities** are about improving Crewe for the benefit of residents, businesses, and visitors. The Council wishes to see Crewe develop as a great town in which to live, work or do business, visit or spend leisure time, with an engaged community which is proud of the town.

Within these Strategic Priorities are a number of supporting corporate objectives. For each of these we have listed the key broad actions we intend to take.

MIRION HOUSE

JAMES ATKINSON M.D.
FIRST MAYOR OF CREWE
LIVED HERE
1869-1917

CREWE TOWN COUNCIL 2022

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GOAL 1: A TOWN TO LIVE IN.

<u>Community</u>

Community Support:
- Support networks for vulnerable residents.
- Identify ways to meet specific needs for accessibility and inclusion, such as dementia friendly considerations, language and cultural boundaries
- Use grants to promote the health and well-being of residents.
- Invest in a system to signpost residents to existing facilities and activities.
- Find operational improvement opportunities for Crewe Town Council and other service providers that deliver clear improvements for people living in Crewe, particularly those affected by issues related to densely populated areas where on street waste, increased parking pressures and anti-social behaviour can adversely impact on residents' amenity and experiences.
- Seek to identify and deliver opportunities to be directly responsive to community need and aims through consultation and active listening – deliver a "you said we did" approach
- Build and maintain a detailed understanding of the demographic make up of the community through commissioning and acquiring the relevant up to date information.
- Procure locally first as much as is practicable, supporting local businesses and organisations

Community Development:
- Develop better tools for engagement with residents, Community Groups and Cheshire East to ensure Crewe is a good place to live.
- Work with Cheshire East's Anti-social behaviour and community enforcement teams to address anti-social behaviour and environmental crime.
- Work with the Police to maintain the Police Officer and PCSO presence so anti-social behaviour is dealt with and residents feel safe.
- Support projects of place making (including championing the Crewe Town Brand), working with partner deliverers.
- Recognise the work of individuals and groups by presenting Civic awards.
- Celebrate the diversity of our communities of place, origin, interest, or age, and proactively engage with them, ensuring they are consulted, and represented.
- Engage with and support the wide variety of community organisations in the town which help us deliver our aims. Building relationships and trust and advocating for Crewe projects.
- Develop projects with legacy – providing a generational benefit to the town
- In collaboration and support of partner deliverers, provide direction and community leadership where appropriate and of value to give confidence in expectations. In doing so, empower and enable partners to build external relationships of mutual benefit.

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- Work with patience and persistence to build our community and advocate for them.
- Proactively identify gaps in services and opportunities to fulfill needs and ambitions within the community
- Ensure effective and accessible communication through regular provision of information, transparency and engagement. Ensure that capacity for open communication and information sharing is maintained.
- Actively share the good news stories and promote the glimmer effect of positivity, finding means to promote the town centre

Environment

- Where appropriate and effective, consider direct service delivery models to the community on a case by case basis
- Develop Crewe-positive planning policies (in collaboration with the planning authority), seeking and providing the necessary data, information and business cases to ensure efficacy (eg Conservation Policies, Social Sustainability policies, Biodiversity Policies)
- Support developments that reflect ambition for Crewe as well as provision of high quality design that enhances the streetscene and reflects the town's cherished heritage
- Advocate for sustainability in developments, such as the provision of sustainable energy production, net biodiversity gain and sustainable site drainage
- Build a sense of safety

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in the public realm – more light, more people and appropriate use of spaces

- Create a strategic plan which deals with environmental issues within the town.
- Proactively lead and support projects and initiatives that seek to improve the street scene maintenance, alley way environments, and reduction of on street waste
- Seek to ensure net biodiversity gain, including by supporting the retention, creation, and improvement of blue and green infrastructure networks, in doing so, improving the environment for nature and people.
- Seek that improvements add to the sense of place and identity for Crewe, building civic pride – telling the story of Crewe through the public real (eg murals and street names)
- Maintain a strong strategic and working relationship with the Crewe Town Board and the regeneration work within Crewe
- Maintain the Ranger service to keep the town clean and tidy. Build the service to be more visible and responsive with working patterns to reflect the town's needs
- Use the planning process to limit houses in multiple occupation in Crewe

Travel

- Work to ensure there are relevant speed limits for the various areas of the town.
- To work with Cheshire East to encourage residents to use sustainable means of transport.
- Promote connectivity between neighbourhoods.
- Support projects and schemes that provide and promote active travel opportunities
- Lobby and advocate for road improvements which improve safety.

GOAL 2: A TOWN TO ENJOY.

Events
- To provide events which meet the needs and ambitions of residents as well as promoting the town nationally.
- Create a sustainable calendar of events, seeking to serve all parts of the community in a representative way, including free to access activities as well as larger events using Management data to inform delivery and development (evaluation)
- Begin planning and considerations for an ambitious celebration of Crewe's 200th Anniversary (of a train arriving at Crewe) in 2037, including resource requirements, prior engagement and legacy
- Promote, map and encourage community events
- Support events and community groups to celebrate diversity.
- Support the community through building capacity for fund raising and sustainability, including using larger events to engage groups and deliverers.

Sports & Activities
- Support local sports activities and clubs.
- Use green and shared spaces across the town to deliver activities and events.

Arts & Culture
- Recognise and promote local creative talent
- Investigate opportunities for the display of public art.
- Deliver the ambition for Crewe as a vibrant town, which is also a destination for visitors
- Support the provision of additional visitor infrastructure (eg F&B offer, Hotels and accommodation for short stays)
- Proactively support and work with key visitor attractions in the town (eg the Heritage Centre) to build and develop their capacity, relevance and offering.
- Provide the support and culture for community groups and individuals to develop, deliver and build events in the town that serve the community, including links to education
- In all actions, seek to create and engender a welcoming sense for the town
- Take the lead to empower a volunteering culture within Crewe by promulgating the benefits and promoting opportunities.

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GOAL 3: A COMMUNITY WITH CIVIC PRIDE.

Heritage
- Recognise and promote the town's heritage.
- Utilise the Heritage Strategy, and seek to ensure it remains relevant and impactful through regular review and updating.
- Liaise with and operationally lead the Heritage Centre to realise the potential of Crewe's railway heritage and support its bid for museum status.
- Support reviews and maintenance of both listed buildings and buildings on a local list.
- Through the planning process, seek to identify risks and threats to Crewe's built heritage.
- To make heritage a central, visible corporate theme within service delivery, including events and regeneration, recognising that the town council is the custodian and steward of the town's heritage on behalf of its residents and as such can demonstrate community leadership without seeking to control it.
- Use the planning system to preserve green open spaces and sightlines to key features.
- Support and actively progress the development of a conservation area review for Crewe and communicate its value and role in protection and development
- Continually seek to identify assets of heritage merit and to engage and work with those asset partners to improve access and visibility. In doing so, work towards finding sustainable futures, in partnership with asset owners, for heritage assets.
- Build the narrative of Crewe as an Engineering Town and progress towards a Green Engineering Town (including trying to find means of making historic places sustainable). This should include engagement with the UTC and the Crewe Pledge
- Find ways wherever possible to tell the story of Crewe's heritage that is relevant to popular culture and linking it to today's community
- Continue to explore and potentially progress the establishment of a sustainable civic trust for Crewe
- Promote community engagement with the town's heritage, building understanding and also pride.

Town Centre
- Where appropriate and effective, consider direct service delivery models to the community on a case by case basis
- Proactively identify gaps in services and opportunities to fulfill needs and ambitions within the community
- Develop and support projects to improve the corporate appearance of the commercial centre of the town, including shop frontage improvements
- Improve our Town Centre Environment by ensuring the public realm is clean and litter free and the quality of street furniture maintenance and installations are to a high standard and quality. This includes the enhance of current assets and the provision of high quality future assets
- Maintain a persistent expectation for high standards in the public realm, even in

the face of persistent Anti-Social Behaviour, enhanced by engaging businesses and residents in improvements

Green Spaces

- Prioritise the upkeep of the town's parks to provide green spaces for the residents of the town.
- Where appropriate and effective, consider direct service delivery models to the community on a case by case basis
- Invest in play areas around the town
- Advocate for local service delivery of green open spaces through devolution.
- Build a community sense of pride and ownership, including encouraging "Friends Of" groups, supporting community actions in shared spaces, such as planting, alley "reclaims" and improvements and maintenance

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Supplementary documentation

1. Crewe Town Council governance structure, policies and protocols.
   • Business Delivery Plan – produced annually and approved by committees and council, which provides the annual approved delivery programme.

2. Adopted Strategies

   • Crewe Town Council – Community Plan
   • Crewe Town Council – A Heritage Strategy for Crewe
   • Crewe Town Council – Parks & Spaces Strategy
   • Crewe Town Council - Events Strategy
   • Cheshire East Council – Local Plan (and supplementary planning documents)
   • Cheshire East Council – Crewe Town Centre Delivery Framework (2015)

3. Draft and Awaited Strategies:

   • Communications Strategy

4. Strategic Gaps:

   • Crewe Town Design
   • Crewe Conservation Area and/or Strategy
   • Crewe Public Realm Strategy
   • Crewe Regeneration Strategy
   • Crewe Town Centre Master Plan

5. External strategies and references:

   • Crewe Cultural Strategy
   • Appendix Q – Crewe CCQ Vision Statement
   • Crewe Town Investment Plan
   • DRAFT Living Well in Crewe 5.0
   • Arts Council strategy for funding https://www.artscouncil.org.uk/letscreate
   • National Lottery Heritage Fund priorities for funding https://www.heritagefund.org.uk/our-work#priorities