regeneration prospectus

To further economic development and regeneration
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>3</td>
</tr>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>Regional Strategy Objectives</td>
<td>8</td>
</tr>
<tr>
<td>&gt; Investing in Business and Ideas</td>
<td>8</td>
</tr>
<tr>
<td>&gt; Investing in People and Communities</td>
<td>14</td>
</tr>
<tr>
<td>&gt; Investing in Infrastructure</td>
<td>24</td>
</tr>
<tr>
<td>&gt; Investing in Image and Environment</td>
<td>27</td>
</tr>
<tr>
<td>The Way Forward</td>
<td>32</td>
</tr>
<tr>
<td>Conclusion</td>
<td>34</td>
</tr>
<tr>
<td>Notes</td>
<td>35</td>
</tr>
<tr>
<td>Annexes</td>
<td>37</td>
</tr>
<tr>
<td>&gt; Annex 1: Map of Regeneration Priority Areas</td>
<td>37</td>
</tr>
<tr>
<td>&gt; Annex 2: Regional Strategy Guiding Principles</td>
<td>38</td>
</tr>
<tr>
<td>&gt; Annex 3: Criteria to be Applied in Judging Regeneration Schemes</td>
<td>40</td>
</tr>
<tr>
<td>&gt; Annex 4: Economic Inclusion Measures</td>
<td>41</td>
</tr>
<tr>
<td>&gt; Annex 5: Targets - Tier 2 Regional Outcome Targets</td>
<td>42</td>
</tr>
<tr>
<td>&gt; Annex 6: Gap Funding – EC State Aid Rules</td>
<td>45</td>
</tr>
</tbody>
</table>
Regional Development Agencies (RDAs) will, in the future, have a significantly increased level of freedom as they work to address the needs and the opportunities of their local communities. This freedom comes in the form of a new and unified Single Financial Framework, a framework that took some tough lobbying to establish, but that will pay real dividends as previously disparate regional funding programmes for regeneration and development are brought together, and then allocated to far greater effect.

This Regeneration Prospectus is designed to accompany and reflect this new regime. It will, I hope, prove helpful to all those involved in regeneration in the Northwest and in particular to those many Local Strategic Partnerships that intend to seek the support of the Northwest Development Agency (NWDA).

Within the NWDA, the Regeneration Sub-Group of the Board, chaired by Kath Reade, and the Board have conducted a debate on the type of schemes and projects that it thinks will best meet the objectives of our Region’s Strategy. The overriding need is to improve the Region’s productivity and competitiveness and that is why the Agency has embarked upon an ambitious programme to develop the Northwest’s key industrial sectors, and in particular those that will allow us to compete globally in the knowledge economy. Cutting edge industry requires cutting edge facilities and the NWDA’s support for these key industrial sectors can be seen in the incubators that are being established across the Region and that the Agency hopes and expects will form the heart of new, dynamic industrial clusters.

A strong and invigorated economy is equally vital at the local level, too, and the NWDA believes that a contribution to economic growth within the context of neighbourhood renewal is central to the Region’s future. This Prospectus demonstrates, by example rather than by prescription, how our partners may like to approach this task. Local clusters may be one important element and an interesting experiment in developing a ‘City Growth Strategy’ is about to begin in St Helens.

I must emphasise, however, that the NWDA holds true to its belief that economic growth cannot be achieved without taking into account and addressing social and environmental concerns. Sustainable development is a fundamental part of the NWDA’s plans for regeneration and if future development projects are to meet with success they must adopt an integrated, holistic, and comprehensive approach with extensive local consultation.

Even by continental European standards ours is a large Region, and with one quarter of all of the deprived local wards in England it still has significant social, economic and environmental challenges to face in the years ahead. Inevitably, the NWDA will have to be selective in applying its resources. It will concentrate its regeneration activities on those most deprived areas, and on those elements of regeneration within them that can powerfully contribute to their economic life; the best contribution the Agency can make to delivering social inclusion, is to help to ensure that nobody is excluded from work. To achieve this transformation, our regeneration partners will have to play a full part, focusing both existing and new programmes on these key areas of need. While the NWDA will continue to adopt a flexible approach with regard to development opportunities, this sharper focus on our deprived areas will be reflected in the NWDA’s future negotiations with Local Strategic Partnerships.

Produced through widespread consultation and stakeholder engagement, this Regeneration Prospectus is designed to inspire and promote excellence in regeneration, and should be taken as a clear indication of how the NWDA intends to approach regeneration programmes in the future. I hope that in time it will lead to even better examples of regeneration programmes that are successful, innovative and effective but, more than anything else, I hope that it will make a real difference to the lives of all the people of the Northwest.

Mike Shields, Chief Executive
Introduction

When established by the Government in April 1999, the Regional Development Agencies (RDAs) were given five key objectives, one of which was ‘to further economic development and regeneration’. Guidance from Government has, in the last three years, further developed the role of RDAs, with shifts in emphasis that are entirely consistent with the views expressed by the NWDA’s Board. Regeneration remains a key element of the NWDA’s activities and it is the view of the NWDA that the Northwest should seek to capitalise on its economic opportunities and link them to the areas of greatest need. With the needs and opportunities of the Northwest firmly in view, the challenge faced by the NWDA has been how to give greater weight to the economic elements of regeneration in the Northwest, whilst ensuring that a comprehensive and holistic approach is taken to dealing with areas of deprivation. The purpose of this Prospectus is to illustrate some of the ways in which the NWDA intends to contribute to the increased prosperity of the Region, by improving conditions for enterprise to flourish and by influencing the regeneration schemes and proposals emerging from sub-regional and local partnerships. This Prospectus includes a wide variety of case studies that are intended to promote good practice in regeneration, but one thing should be made clear from the outset: Local Strategic Partnerships must develop regeneration programmes that stem from an economic development framework, they should meet both local needs and Regional targets, they cannot simply emulate the examples to be found in this document.

MASS, SCALE AND DIVERSITY

The issues facing the Northwest have been set out clearly in the Regional Strategy. The mass, scale and diversity of the Region set the context for its regeneration, particularly with the overwhelming majority of its population living in one of the densest urban agglomerations in Europe (60% live in the conurbations centred around Liverpool and Manchester). The Region’s relatively low income per head, some 10% below the country’s average, and the legacy of its industrial infrastructure, define the approach that needs to be taken to its regeneration. The NWDA believes that a regional renaissance can only come through the development of our Region’s economic strengths, for example, by ensuring that the Region adopts strategies that improve its competitiveness, that help it embrace the knowledge economy, and that improve the quality of our urban environment. Revitalisation of the Region’s cities is particularly important, not least for strengthening its economic
base. As the Regional Strategy stated, in anticipation of the Urban White Paper, they are the Region’s main concentrations of potential and assets, in terms of innovation, skills, research, education, creativity, culture, heritage, image, infrastructure and investment. But the towns and cities of the urban Northwest are also subject to high levels of deprivation, with 21 of the worst 88 local authority districts under the Index of Multiple Deprivation qualifying for Neighbourhood Renewal Funds located in the Region. These areas cover all of Merseyside, much of Greater Manchester, some of the mill towns of Lancashire and the more urban areas of the West Coast of Cumbria, and it is here that the NWDA will concentrate its regeneration activity (see Annex 1).

However, it is not only the urban areas that need regeneration. The rural economy of the Northwest and the communities dependent on it face serious pressures from restructuring, not least from foot and mouth disease. Although the farming and tourism industries have been particularly badly affected, there is a more general need to diversify and strengthen the economic base of rural areas. The NWDA intends to use regeneration tools and partnerships to develop enterprise in rural areas in line with the recommendations of the Rural White Paper and the Northwest’s own Rural Recovery Action Plan.

Appropriate and distinct approaches are the key to successful regeneration at the regional urban and rural community levels. At the regional level, the NWDA believes that regeneration can best be effected through improving the competitiveness of the Region’s “leading edge” industrial and commercial sectors. Developing the life sciences and other sectors is widely regarded as the most promising method of regenerating the Region’s economic prospects. At the community level, a comprehensive, holistic and integrated approach is required over many years and at a significant scale in order to make a tangible impact on deprivation and quality of life. A need to improve the physical environment, whether in town or country, is a common feature in both business development and community regeneration. The NWDA remains fully committed to an holistic approach to regeneration, and gives as great a weight as ever to social inclusion, but it also recognises the importance of scale and concentration of resources. For example, the Urban Development Corporations in Manchester, Trafford and Merseyside operated over 10 years or more, with sizeable resources concentrated primarily on property-based regeneration and
In its future regeneration programmes, the Agency intends to concentrate on the economic and physical regeneration of communities.

LOCAL BENEFITS

The regeneration programmes inherited by the NWDA, namely the Rural Development Programme (RDP), the Land and Property (L&P) and Single Regeneration Budgets (SRB), operated at a smaller scale and were less concentrated. In recent years the Northwest has seen over 300 L&P projects in progress at any one time; there are over 120 SRB partnerships, none on the same scale as City Challenge; and in the order of 170 RDP projects in train, some very small. The effects, although in many cases of great benefit locally, have not had the impact that concentration and scale would bring. And although the SRB in particular could be used in a great variety of ways its strength was in social regeneration, rather than in strengthening the economic base of communities to which it was directed.

In its future regeneration programmes, the NWDA intends to concentrate on the economic and physical regeneration of communities, complementing the activities of other agencies as they bring their mainstream resources to bear on social conditions, housing, health, crime reduction, education and skills development in support of our improved physical conditions and infrastructure. They achieved considerable leverage of private sector investment funds and marked increases in economic activity. Manchester City Centre, for example, is a much more attractive and vibrant place than it was in the mid 1980's, taking its place alongside other major European cities in the quality of life that it can offer residents and visitors alike. Considerable changes have also taken place in Liverpool City Centre. It has expanded office provision, new hotels and visitor centres (for example the Albert Dock, Tate Gallery, Maritime Museum), a re-energised cultural quarter, and the heritage buildings have been transformed into modern, attractive housing. The broader social, housing and economic-based approach adopted by the City Challenge initiatives in Hulme in Manchester, Wirral, Liverpool, Wigan, Bolton and Blackburn has also had a marked impact with some achieving self-sustaining regeneration as investment continues without the need for subsidy and as property markets function more efficiently. The benefits are there for all to see; unemployment is reduced, facilities are in place to help people get into the labour market, essential services dealing with health, education and skill development are more accessible, and crime and vandalism is less of a problem.
overall aim of increasing the economic strength of the Northwest Region in line with the objectives of the Regional Strategy. The NWDA is not departing from an holistic approach to regeneration, but will require other agencies to play their part. The release of the NWDA resources will, in future, be conditional upon a full package of relevant measures being met by local and regional partnerships, measures that are undoubtedly required to achieve comprehensive regeneration.

Underpinning our Region’s strategic objectives are the new Government targets that will need to be met by RDAs. These new targets relate specifically to regeneration that addresses deprivation, urban renaissance and land reclamation.

This Prospectus indicates some of the ways in which the NWDA intends to support sub-regional and local partnerships in drawing up their regeneration plans for future years. The material provided is organised to reflect the themes of the Regional Strategy. It also defines the procedures that will be adopted in developing regeneration schemes with partners.
Regional Strategy Objectives

Economic Regeneration has a part to play in each of the four main themes of the Regional Strategy:

> Investing in Business and Ideas
> Investing in People and Communities
> Investing in Infrastructure
> Investing in Image and Environment

Investing in Business and Ideas

There are a number of levels at which the NWDA is focussing on improvements in the business environment: at the industrial and commercial sector level; at the city-region level; at the local level; and in relation to rural areas. In spite of this broad scale there is, in general, no intention to support very fast-growing industries that do not need subsidy, nor will the NWDA waste money propping up lame ducks.

Two types of sectors are identified for growth in the Regional Strategy. The first is the Region’s established sectors in aerospace, automotive, chemical, energy, food and drink, textiles, mechanical and other engineering industries including marine. These industrial sectors will be encouraged to network in areas of common interest, benchmarking and sharing good practice to identify new business and opportunities. For the most part it is not envisaged that the companies in these sectors will require major capital funding from the NWDA, but some may require assistance if, for example, they are thinking of expanding or establishing themselves in areas where the property market is not sufficiently robust to support expansion without grant aid, particularly if dealing with dereliction, contamination, or providing access to sites. It may also be appropriate to support, where relevant, projects aimed at establishing better linkages with the science base. A variety of assistance, including European funds in addition to the NWDA’s own, may be available for this type of activity, and a good deal of support has already been established as part of the NWDA’s existing regeneration programme. Even so, it needs to be recognised that ‘gap funding’ and other resources are very limited, and prioritisation by partnerships and the NWDA will be required. A considerable proportion of the NWDA’s total inherited regeneration budget is spent on economic regeneration of this type and examples in Merseyside and Lancashire are given in Case Study 1.

Case Study 1a - Wirral International Business Park
Tulip International is a major food packaging company that, in 1997, operated from two split sites on the Wirral. A single site outside the Northwest offered a more efficient arrangement, but would have led to 300 redundancies in an area where few alternative jobs existed. A suitable site was quickly identified on the Wirral International Business Park (WIBP), formerly a derelict power station, and a joint initiative between Wirral MBC, the NWDA and the property arm of Unilever (UML) was established. WIBP is a 34ha brownfield site created at a cost of £7m by matching investments from the NWDA’s predecessor, English Partnerships, and Objective 1 ERDF funds. It is now one of the strategic sites identified in the Regional Strategy. The NWDA invested £2m in the construction of 8,000m² of high quality bespoke industrial floor space by a developer with a pre-let to Tulip International. This levered in £3.2m from the private sector, £1m of Regional Selective Assistance for the business, and £0.25m of rate relief from Wirral MBC. The project was quickly appraised to ensure minimum grant and value for money, construction was completed to time, and the business has consolidated on the site. The company is now thinking of expanding. Almost 300 jobs were saved for the Region, and the building itself has won prestigious design awards. One of the reasons for the success of the project was the ability of the public sector agencies to co-operate together to find a solution in which the company was confident and could be delivered quickly.

Case Study 1b - Business Support Schemes in Blackburn
In Blackburn, a number of schemes have contributed to business development and the regeneration of the borough:

> The Business Development Centre, Eanam Wharf is an early example of waterside regeneration providing managed workspace in a redundant canalside wharf through 20 small workshops and offices for new and growing businesses. Over its 10-year life the Centre has helped to launch over 100 small businesses.

> The Blackburn Technology Management Centre is one of the first initiatives of its kind and has been a catalyst in helping to diversify the local economy. It has helped to create over 500 technology-based jobs in the past 5 years (weblink: www.btmc.co.uk).
> The highly successful Guardian Angels Programme matches the skills and knowledge base within established, larger companies to new and embryonic businesses. In the past three years alone, it has helped over 300 businesses.

> A Technology and Innovation Support Programme has helped over 100 companies to apply various aspects of technology or knowledge to add value to, and improve the competitiveness of their operations. This has had the effect of mitigating the decline in traditional manufacturing jobs and encouraging growth in the technology sectors. The programme also helps to promote innovation, product development and growth amongst existing companies through specialist advice and access to financial support.

> A Strategic Sites programme has been established to harness the potential of land adjoining the M65 motorway and over the past five years has resulted in over £30 million of new private sector investment.

> Shadsworth Business Park, for example, has been transformed from an ageing industrial estate into a modern business environment, creating over 700 jobs in the past three years alone.

EMERGING SECTORS
The second group of important sectors are the ‘emerging’ sectors producing computer software and services, the creative and media industries (including sport and other physical recreation), environmental technologies, financial and professional services, life sciences dealing with bio-technology, pharmaceuticals and health products, medical equipment and technology, and tourism. These new sectors could have major implications for future business needs and opportunities and a significant impact on land use and travel patterns. Emerging sectors will be supported to develop as clusters, through investment that will help them expand and become more competitive, enabling them to consolidate and expand their market positions.

While most of the activity supported by the NWDA may be focused on the support structures and networks that enhance the relationships between the companies that may comprise a potential cluster, major new facilities may be required to ‘kick-start’ a cluster into being. These might include land or buildings to house research and development activities, business incubation facilities, or manufacturing prototype and testing facilities. Some of the initiatives being pursued, and their implications for the regeneration of their surrounding areas and communities are explored in Case Study 2.
The development of Daresbury as a science and innovation park, to capitalise on the major science funding secured for the Northwest in the face of the decision to move the Synchrotron out of the Region, has been facilitated by the NWDA’s rapid acquisition of essential land next to the existing estate. This required rapid decision-making within the NWDA, which made £3m available for the transaction for full appraisal and investigation of ground conditions, and for the completion of legal requirements. The NWDA’s Cheshire Area Team completed the various tasks in short order, and will continue to help develop the site.

The 160ha North Manchester Business Park (NMBP), Phase 1 of which, comprising 32ha, is currently being constructed on a former brownfield site as part of the New East Manchester Urban Regeneration Company’s plans to regenerate the area, will target high-tech industries. Linkages to the Greater Manchester universities and Manchester Science Park, both of which are suffering from land constraints, will be developed, and the close proximity of major companies such as Sharp, Wormald and ICL will provide another good foundation for business growth. The opportunities that will be created by NMBP for long term sustainable and quality employment in the area will help address the extensive deprivation of East Manchester, and will be assisted through the provision of complementary skills training and improved access to educational programmes for local people. In place of the area’s tracts of derelict land and buildings caused by the major decline in its traditional industries of heavy engineering and manufacturing, new industries will be attracted onto reclaimed and well-landscaped sites, increasing the area’s attractiveness to further private sector investment. NMBP will spearhead a fully integrated approach to economic, social and environmental regeneration.

A major new facility for developing the cutting-edge pharmaceutical industry of the Northwest into a fully functioning world-quality cluster, may be established on the Speke Boulevard Industry Park, to the south of Liverpool. The intention is to establish a National Biotechnology Centre, with links to Merseyside’s universities, and to the Daresbury research base. The Park, created on reclaimed land, provides an attractive area for some of the largest and most significant employers in the Region including Ford Jaguar, Evans Vaccines, Dista Products and Eli Lilley; hence, it already contains a concentration of established pharmaceutical companies. The Speke Garston Development Company, supported and funded by the NWDA, aims to generate some 9,000 new jobs in the area, 300,000m² of new floor space, and to attract £180m of private sector investment to the area. Its impact on the surrounding communities, which are among the most deprived in the UK, has been significant and is enhanced by the JET (Jobs, Employment and Training) scheme financed by the Speke Garston SRB Partnership (see Case Study 6). This is another illustration of the need for, and benefits of, an holistic approach to economic regeneration.

The clustering potential of the culture, media and ICT industries may be developed, in the first instance, along the Manchester-Salford axis. There are several elements included in the sector’s plans for development. Salford University has plans to...
develop a science park to the west of the present campus with an initial objective being to transform its knowledge base into viable enterprises that can reach out, through education and training, into the local, deprived communities. Further ideas are being considered in relation to the development of incubation facilities that will retain graduates and establish enterprises along the main access routes eastward into Manchester City Centre. Physical refurbishment of this area would bring considerable environmental benefits to an area currently dominated by surface car parks, railway arches and low value sites. The development plans would also complement the existing activities of the Chapel Street Regeneration Strategy that is concentrating on making the area more attractive to businesses. Across the River Irwell in Manchester itself, already home to BBC North and Granada and a clutch of supporting companies, proposals are being developed to exploit further the city’s position as a regional centre of communications and creativity.

In addition, Lancaster district has a small cultural industry cluster developing. Ever since Gillow made furniture from mahogany, a by-product of the slave and cotton trades, Lancaster has been a place renowned for artists and craftspeople. Today, Albion Ironworks in the centre of the city has won a major commission to make an ornamental automata for Jersey’s 700th anniversary celebrations. Nearby, the Folly Gallery offers photographic and digital arts facilities to the growing number of new graduates opting to stay in Lancaster, with one current project documenting the regeneration of Carnforth Station as a new visitor’s centre. The Ludus Dance Company is a 25 year old co-operative, touring nationwide and internationally. More Music in Morecambe has grown in two years into a company with an income of £200,000, employing four full time and 24 sessional workers and it has revitalised a building in Morecambe’s West End, nationally rated 40th for poverty and deprivation. In short, Lancaster’s regeneration strategy is based on cultural quarters which build on the tradition of a Georgian market town as a centre for art and design.

Although this type of clustering activity, being geographically concentrated on a relatively small area, may offer very obvious physical, environmental and social as well as economic regeneration benefits to the conurbation cores, other ICT expertise in the Region, for example in the Universities of Lancaster and Liverpool, will also be supported to enhance the Region’s overall competitiveness in this important emerging sector. For example, Blackburn’s E-Commerce programme, part of an Active Knowledge Strategy, aims to accelerate the take up rates of electronic trading within the local economy. Like many other programmes being developed in the borough, this is being rolled out to neighbouring boroughs in East Lancashire. In the first year 76 companies were helped through the programme, and the model has now been taken up across the rest of East Lancashire.

At the city-region level the activities of the NWDA in contributing to the regeneration of the Region’s major urban areas need to be at an appropriate scale to address the labour market adjustments that need to take place across so-called ‘Travel to Work’ areas, rather than just at a local level.

> The NWDA is encouraged by its partners’ agreement that sub-regional strategies are required to address such issues, including those relating to planning and infrastructure matters.

The strategies that will emerge from the sub-regional partnerships that are currently being developed will be vital in defining the interventions that are required to make a major impact on job opportunities across city-regions and in county areas. The Liverpool-Manchester Vision Study, currently identifying the areas in which the cities can best complement each other and collaborate, may generate ideas that can feed effectively into these strategies (see Case Study 3).

This study underlines the critical importance of Liverpool and Manchester, and their wider city-regions, to the Northwest economy. They are the Region’s key employment centres, providing 450,000 jobs between them and serving extensive commuting hinterlands; over one fifth of the Region’s largest companies are located in the two cities; they provide a dynamic source of new enterprises; they are key nodes in the Region’s transport infrastructure, with Liverpool Port and Manchester Airport being of particular significance; they are driving the Region’s transition to a knowledge-based economy and provide the vast bulk of the Region’s research infrastructure, containing over four fifths of the Region’s most highly ranked university departments.
The two cities are therefore the Region’s key economic nodes. Manchester acts as the regional capital, hosting a wide range of specialist business functions, while Liverpool is a crucially important regional centre for many other functions and services. However, the economic strengths of Manchester and Liverpool are sufficiently different that there is limited direct competition between them for market share, skilled employees and inward investment. While manufacturing remains a key source of employment in the Region, the Northwest’s competitive advantage in the future will rest upon developing its knowledge capacity, including advanced technology, research and development, innovation and high skill levels. Both Manchester and Liverpool have seen substantial growth in the knowledge industries but they have also developed complementary specialisations. A number of collaborative projects are being developed in the financial and business services, cultural industries and tourism sectors. To be effective, these will need to be supported in areas such as transport, higher education and regeneration.

BIG IDEAS AND BUSINESS GROWTH

The NWDA would like to encourage more ‘big ideas’ to enhance overall business competitiveness at the city-region level. Within the Region, strong concepts are being developed in relation to the Merseyside Waterfront; the potential of the Manchester Ship Canal Corridor for fast communications, especially between Liverpool and Manchester International Airports; and Blackpool’s ambitious plans to remodel and improve the quality of the tourism experience offered by one of the country’s major resorts. Even so, many jobs can be created by the development of large-scale strategic sites, a process that the NWDA will facilitate through acquisition (using its Compulsory Purchase Order powers if need be), remediation, direct development and project management. This process is already under way, for example, at Kingsway in Rochdale (see Case Study 4).

Kingsway Business Park is a 170ha site in Rochdale adjacent to Junction 21 of the Trans-Pennine M62 motorway and of strategic importance to the Greater Manchester sub-region. The site has been in 75 separate ownerships, some of which have now been acquired by the NWDA, with others due to be purchased under a Compulsory Purchase Order to be made by Rochdale MBC. The development will be undertaken in a joint venture between the NWDA and Wilson Bowden Developments Ltd, in collaboration with the Council and Rochdale Development Agency. Over 15 years, it will produce some 313,000m² of industrial and office floor space together with hotels, leisure and sport facilities, local retail and ancillary residential development. The scheme will also include the formation of a 50ha amenity open space and wildlife habitat area, generating approx 8,000 (4,000 net) jobs. The NWDA will contribute approximately £35m to the total development cost of £80m, representing a public sector cost of £7,500 per job. As the scheme progresses, it will be essential that through the provision of training programmes, targeted recruitment initiatives, business supply networks and public transport facilities, the opportunities and benefits which this development offers to local residents and businesses are maximised. Successful regeneration requires a broad, comprehensive and usually a multi-agency approach to dealing with complex problems and maximising economic opportunities (as is being pursued in New East Manchester – see Case Study 7(a)).

The other strategic sites identified in the Regional Strategy are Ashton Moss in Tameside; Omega 600 in Warrington, currently under development by English...
Partnerships, Warrington BC, Miller Developments and others who have produced a plan to ensure sustainable development, high quality design, public transport provision, skill development and attracting inward investment; Daresbury Park in Runcorn (see Case Study 2); Cuerden Regional Park, Preston; The Estuary at Speke Garston (see Case Study 2); Kings Business Park, Knowsley; Wirral International Business Park (see Case Study 1); Kingmoor, Carlisle; Royal Ordnance Factory, Chorley. Subsequently, and following an appraisal of their strengths for strategic economic development, other sites have been added, namely Barton (Salford), Birkenhead/12 Quays, Blackburn/Whitebirk, Carrington (Trafford), Chester Business Park, Davenport Green (Trafford), Ditton, Widnes, Lancaster University, Bailrigg, Liverpool University Edge, North Manchester Business Park, Parkside Former Colliery (St Helens), Waterside Park (Tameside), Wavertree Technology Park (Liverpool), and Westlakes (Whitehaven).

At the sub-regional level, the NWDA will continue to encourage the production of strategies aimed at developing business growth and creating employment. Merseyside is well served by the Mersey Partnership’s Strategy, supported by Objective 1 funding. In Lancashire, progress is being maintained by the East Lancashire Partnership, while Lancashire West has recently published its strategy. The Cheshire and Warrington Economic Alliance is developing its ideas and linking them through to other key economic areas such as the Mersey Dee area. In Greater Manchester, all ten districts are contributing separate elements to an overall strategy, which the NWDA will need to consider when completed. In Cumbria, a Strategic Partnership has been established which has the preparation of a Sub-Regional Strategy as one of its first priorities.

INNER CITY GROWTH
At the local level, the NWDA is committed to working with Local Strategic Partnerships (LSPs) and particularly those in the most deprived areas, as defined by the award of Neighbourhood Renewal Funds. The role that the NWDA intends to play in such areas, along with others which offer opportunities or contain needs in line with the Regional Strategy objectives, is that of a partner in the LSP focused primarily on economic regeneration. Such activities may cover the NWDA investment through gap funding for bespoke or speculative property development schemes for enterprises of any size in Tier 1 or Tier 2 Assisted Areas, and assistance for Small or Medium Sized Enterprises outside such areas in line with EC rules on State Aids to the private sector (see Annex 6). Assistance may also contribute to the achievement of the strategic objectives contained in the Regional Strategy (for example, delivering assistance to SME’s willing to benefit from technology transfer from local Higher Education Institutions); improvements to industrial and business areas to maintain the local economic base; and assistance to business in improving their environmental performance. However, the Agency will increasingly wish to see such activities embedded in an overall strategic approach to the development of local clusters and networks of businesses, best exemplified by the Inner City Growth Strategies which are about to be piloted in some regions by a partnership between the RDAs and the Small Business Service.

> The initiative, along with the Inner City 100 celebration of successful inner city businesses, is strongly supported by the Chancellor of the Exchequer.

In addition, the NWDA will be looking to explore the possibility of another American initiative, Business Improvement Districts (see Case Study 5). Both City Growth Strategies and Business Improvement Districts have originated from America as market-based approaches to the renewal of central, and often run-down or deprived areas, containing ethnic minority residents and exhibiting low levels of enterprise. The problems of these areas are common to those of similar areas in the UK, and many of the ‘solutions’ adopted by regeneration schemes, from the Urban Programme onwards, have focused on the symptoms of decline, low demand and social exclusion. Yet the markets in such areas, although badly organised and supplied from outside the area (in terms of labour, goods and services), can be sizeable and offer higher spending power per square mile than more affluent areas. By identifying the business strengths of such areas, their spatial and market concentrations, the strengths and weaknesses of the networks on which they rely and the supply chains that may be satisfied locally, their potential for development and growth can be estimated.
Regional Strategy

The work needed to establish these baselines and local clusters provides an evidence-based approach to local economic development. In place of the sometimes random responses to individual requests for support to individual firms, an overall strategy can be devised and adopted to encourage inter-firm collaboration in those clusters that have high growth potential. For example, after such an analysis, the town of Bridgeport in Connecticut, USA, decided that the metal manufacturing cluster offered the best prospect of development through better networking, local supply, more focused training on industrial needs of inner city manufacturers and land assembly and better premises. The NWDA will encourage LSPs to adopt such an approach in order to identify the best strategic help that can be offered to provide the services and facilities needed to achieve an improvement in the market strength of such areas. It may be that pilots will have to be limited to relatively large areas; on the other hand some solutions are needed for the smaller towns of the Region, such as the Lancashire mill towns, for which this approach may be helpful.

The growth potential of inner city companies can be very high, and such companies can offer excellent role models for other aspiring companies. The New Economics Foundation, supported by the NWDA and other RDAs, have organised a programme that celebrates the 100 best Inner City companies in the UK; to date Inner City 100 events have been held in Liverpool and Manchester during the last two years. Business Improvement Districts have not yet made a full transition from the American cities in which some have been established for a considerable time (New York has 41 such areas). These programmes use tax credits available to local firms to hire teams dedicated to improving the areas in which their businesses are conducted (mainly through street cleaning, increased security measures and better marketing in retail areas) and to re-invest in the local area for regeneration purposes. Five pilot areas have been established in London in anticipation of an expected White Paper on regeneration mechanisms, while Liverpool has investigated the proposals in some detail. The NWDA would encourage other local authorities to consider whether the ideas might meet their needs, and would be interested in seeing proposals emerge as part of an overall strategic approach to local business development.

The other level at which regeneration activity has a part to play is in developing business and ideas at the rural level. The existing regeneration programme (the Rural Development Programme and Redundant Building Grant) is largely targeted on rural businesses. Although farming itself produces less than 1% of the Region’s income overall, and tourism contributes another 3-4%, its importance to the sub-regions of Cumbria and parts of Lancashire is considerably greater, representing, together, 25% of Cumbria’s GDP for example. Along with the impact of structural changes and the impact of foot and mouth disease, rural economies are under considerable pressure. In addition to the immediate and short term measures already taken to provide business advice, long term ideas are needed for farm diversification and extensions of businesses in rural hinterlands, including those that can be developed in relation to relatively new industries, such as those associated with the protection of the environment and the maintenance of rural heritage facilities and those that need high quality environments and can fit easily into rural settings. Programmes to regenerate the tourism industry, possibly through new and better marketing of tourism facilities and recreation activities, can also contribute to the regeneration of rural areas. The NWDA will look to sub-regional partnerships to develop proposals that emerge from the Regional Rural Recovery Action Plan (RRRAP) and are consistent with the Rural Workshop Strategy, the Regional Food Strategy and the Tourism Strategies. For example, the RRRAP Objective SO2 (to review and strengthen sustainable recreation and tourism) refers to encouraging eco-tourism and countryside sports by improving high quality wildlife habitat; while Objective SO7 (Sustaining the Environmental Inheritance) supports environmental conservation work that generates economic activity in its own right.

There are three broad objectives set out in the Regional Strategy for the NWDA’s investment in people and communities: to develop the skills of all the people; deliver an urban renaissance; and tackle social exclusion.

The focus of the NWDA’s regeneration activities in developing skills and in relation to regeneration for business and ideas will be in meeting the needs of employers or in establishing conditions for enterprise to flourish. Considerable skills development is already underway through the Regional Skills Forum and the Skills Development Fund (see Case Study 6). Further examples of the work in hand can be found in the Regional Strategy Report. The NWDA will expect Local Strategic Partnerships to produce strategic skills development programmes building on the initiatives funded under existing SRB schemes and working in conjunction with Local Learning and
Skills Councils. As strategic planners and purchasers of Post-16 learning at the sub-regional level, they will need to agree strategic priorities for skills within their areas, as well as be the prime source of funds.

At Speke Garston the JET Centre is proving central to the local area’s economic development as it delivers skills development programmes that benefit local employers and local communities. The Centre aims to ensure that local residents have the skills required to apply for existing jobs, and also the new jobs that are being created in the new companies on the Estuary Business Park. The scheme offers special recruitment advice to inward investing companies and local businesses, as well as offering guidance and sign-posting services to local residents. So far over 1,000 local residents, many from disadvantaged groups, have gained jobs through the Centre and 1,500 young people have benefited from its social development projects. Liverpool City Council is using the JET centre as a model for its city-wide employment strategy.

**Speke Garston Development Company**

The revival of the Garston area in Liverpool was awarded the BURA Best Practice Award 2001 because of its emphasis on long term planning and the laying of the foundations for sustainable regeneration. Regeneration has been driven through a tri-partite approach involving Speke Garston Development Company, Liverpool City Council and South Liverpool Housing.

Major economic and social development programmes have aimed to ensure that benefits flow to local communities. Over 3,000 local people have achieved qualifications and nearly 2,500 have accessed employment.

Economic regeneration measures resulted in 124,000m² of employment floor space and the reclamation of 190ha of brownfield land. Four historic and listed buildings have found new life as a hotel, leisure centre and office space.

This holistic approach has been a catalyst for attracting other public funds and private sector investment. A new Forward Learning Centre will open its doors in 2003, Liverpool Airport is now Europe’s fastest growing airport, Jaguar and Jensen Motors are both building cars and the Mersey Retail Park is providing quality shopping facilities.

**Cumbria CREDITS**, a £20m Single Regeneration Budget scheme, has been established to tackle barriers to adult learning and contribute to individual personal development. It has led to 800 people getting jobs and 4,500 gaining qualifications, many of them in ICT industries or applications.

**Engineering the Future** and **Driving Crewe Forward** in Cheshire, are schemes designed to meet the needs of engineering and manufacturing employers (large and SME) in the county, building and identifying skills in local people, linking need and opportunity and promoting social inclusion.
LOCAL TRANSFORMATIONS
Liverpool Vision and New East Manchester are the Region's two principal Urban Regeneration Schemes and represent one of the most significant forces in the Northwest for bringing about an urban renaissance. The NWDA will support both companies in their plans to transform their respective local communities and will, as required by Central Government, report on their progress in the years ahead (see Case Study 7).

In line with the Urban White Paper, the NWDA is keen to promote an Urban Renaissance and its priorities for this were established at the outset in the Regional Strategy. Priority areas of activity include those around East Manchester and Liverpool City Centre, where the key projects that emerged from extensive Master planning exercises are being taken forward by the Urban Regeneration Companies of New East Manchester and Liverpool Vision respectively. Other important areas include West Cumbria and Furness where the partners, with the NWDA's support, are developing ideas for the diversification of the economy and improvements in the environment and community life. In all areas project proposals and ideas are based on careful assessments of existing conditions and the potential for change.

One aspect of the work programme for New East Manchester will be the addressing of the very tangible need for new housing and new commercial facilities that can exploit both the area's closeness to the regional capital and its access to a markedly improved motorway system. Liverpool Vision will seek to develop the potential of the city centre as a revived commercial centre attractive to inward institutional property investors, visitors and new businesses. Through negotiation, the NWDA will work closely with these areas, committing substantial resources over a long period to achieve the changes necessary for an urban renaissance.

Case Study 7 - New East Manchester
When the present phase of development is completed, East Manchester will, if targets are met, see its population density double to 60,000 through housing, business and transport improvements. The 10 year programme will lead to the development of up to 12,500 new homes and to the improvement of 7,000 existing homes.

Major new employment areas will be developed to reclaim East Manchester’s position as a premier industrial and business location. A 160ha business park is the centrepiece, with substantial scope for expansion, complemented by a further 200ha of commercial and industrial land, with a strong emphasis on new and emerging technologies.

The Sportcity development at Eastlands will provide a new 48,000 seat stadium to host the Commonwealth Games in 2002 and, from 2003 will become the home of Manchester City Football Club. Alongside the stadium, Sportcity will provide a range of other sports facilities, including tennis, athletics and the National Squash Centre, incorporated into the English Institute of Sport. Adjacent to Sportcity, a new town centre for East Manchester will be developed to include a major food and non-food retail store, a new market hall, a range of smaller retail units, restaurants, pubs and over 200 units of new housing.

Two fundamental and mutually interdependent objectives underpin the regeneration programmes in East Manchester:

> The first objective is the creation of sustainable communities. The economic decline of the area has generated a range of economic and social problems that have challenged the very basis of community in many parts of East Manchester. The economic resurgence the area will undergo in the next decade will be accompanied by a range of measures to secure benefit, and in particular employment, for local people. It will enhance the social and economic base of the area by making East Manchester an attractive, safe and friendly area in which to live and work, and provide the range and quality of facilities which are necessary to ensure the long-term viability of the area;

> The second objective is to maximise the contribution that East Manchester makes to national, regional and local competitiveness. Cities are the economic drivers of the regional and national economy and East Manchester has a critical role to play in developing Manchester’s contribution to the economy of the Northwest and, by extension, to the performance of the Region and the nation within global markets.

(web link: www.neweastmanchester.com)
Case Study 7b - Liverpool Vision

Liverpool Vision’s Framework sets a high but attainable Vision for Liverpool City Centre: the city will become rich in the public realm through high quality streets, squares and open spaces; there will be strategies for re-using many of the now vacant but architecturally significant buildings; and there will be opportunities for new, contemporary structures.

This Vision for the city is built around the very real and identified needs the city has to retain and attract new businesses, to build upon its status as a visitor destination and to become one of Europe’s most liveable city centres.

With a Vision agreed and objectives established, the partners in Liverpool Vision are working to establish Liverpool as a world class city for the 21st Century.

Liverpool City Centre will be recognised as a physically and economically attractive magnet for commercial investment, residential expansion and enhanced leisure and tourist industries. Liverpool will develop a pivotal role in the future economic growth and prosperity of the Region, building upon the City’s heritage, international brand and world-class cultural assets.

Liverpool Vision has identified 12 Strategic Goals that set the direction within each Action Area and Supporting Theme.

1. To create a high quality and safe urban environment that is attractive to investors, employers, residents and visitors and that generates a sense of pride in the City.

2. To build upon the City Centre’s rich, historic character through complementary and contemporary design initiatives.

3. To establish a 21st Century economy that is able to compete with other European cities, creating new job prospects for the people of Liverpool.

4. To establish inclusive communities and a skilled and adaptable workforce, able to contribute to, and share, the benefits of sustainable economic growth.

5. To create an effective and efficient way of delivering the Vision.

6. To set a benchmark for the next generation of international city centre development.

7. To identify public attractions that complement existing facilities and establish Liverpool as a world-class visitor destination.

8. To reposition the City Centre as a premier regional shopping destination.

9. To create a sustainable and vibrant City Centre that supports a quality lifestyle, attractive to inward investors and potential future residents.

10. To develop quality strategic gateways into the City Centre, creating a welcoming experience.
11. To attract and retain young people by providing learning opportunities and competitive career prospects.

12. To confirm the identity of Liverpool as a premier European City.

There are six Supporting Themes to the Framework.

> Theme 1: Cultural
   To celebrate Liverpool’s 800th birthday in 2007 through a bid to be the European Capital of Culture in 2008, and to establish the waterfront as a World Heritage Site.

> Theme 2: Movement
   To develop a balanced approach to City Centre movement.

> Theme 3: Public Realm
   To achieve a step change in the quality of public realm design, implementation and management, with the aim of radically improving the image of the City and stimulating investment and civic pride.

> Theme 4: Community Engagement
   To provide everybody with an opportunity to participate in the regeneration programme for the City Centre and to enjoy City Centre life to the full, for example, by establishing a Vision Centre where people can meet with others to exchange views and ideas on the developing programme.

> Theme 5: Reinforcing City Communities
   To serve existing communities, new residents, businesses or visitors and to achieve balanced and successful community life in the City Centre, as well as bringing inward investment.

> Theme 6: Business Development
   To develop and attract competitive businesses, building on existing City Centre key sectors and clusters, while developing and responding to new opportunities particularly the knowledge-based economy.

Case Study 7c - West Cumbria and Furness New Visions
West Cumbria and Furness are taking a joined-up approach to unlocking the area’s potential through ‘New Visions’ that will support the growth and development of local people, businesses and communities. New Visions will be delivered through the establishment of an Urban Regeneration Company (URC) which, by 2020, will:

> Develop a prosperous, outward looking and inclusive economy;
> Produce local initiative and enterprise, creating high quality job opportunities;
> Establish West Cumbria and Furness as an area recognised for its skills, innovation and leadership; and
> Maintain and enhance its quality of life and strength of community that retains and attracts the skilled and the talented.
The creation of local employment and the strengthening of local communities are the central tenets of the plans for West Cumbria and Furness. The area already boasts a highly skilled core in its specialist industries and the aim is to build on this to provide a new wave of opportunities for the whole community.

There are seven visions for the area:

> **Actively managing change** by helping businesses face the challenges posed by increasing globalisation, by preparing sites and industrial development opportunities, and by stimulating industrial clusters;

> **The lifestyle choice** to encourage positive perceptions of the area and develop tourism and culture;

> **A coastal renaissance** to capitalise on natural assets and develop the coastal infrastructure;

> **Making better connections** to improve connectivity and enhance communications infrastructure (ICT);

> **Leadership and networks for a new millennium** leading to the development of networks to ensure the area is effectively represented at all levels;

> **Communities that work**, generating an increasingly entrepreneurial culture and a new wave of innovative and sustainable community-based businesses;

> **Advantage through knowledge** through an extension of the existing skills base and an emphasis on community-based learning.

Town centre regeneration is already well underway throughout the area and major sites have been identified for development including the 12,000 acre, former Royal Navy Armaments Depot at Broughton Moor near Workington, which offers considerable potential for leisure and tourism. The basis of an energy cluster already exists along the Cumbrian coast and the area has a developing infrastructure along with a variety of good tourist attractions. All of these aspects are to be enhanced and developed through New Visions.

**Case Study 7d - Luneside, Lancaster**

An Urban Village is to be built at Luneside East on former industrial land next to the River Lune in Lancaster, close to the city centre. It will turn an underused, derelict and contaminated site with multiple private owners, into a landmark, mixed use development with up to 350 residential units and offices, employment and leisure uses.

The partnership between the NWDA, Lancaster City Council and the Prince’s Foundation has so far conducted an archaeological assessment of the site, undertaken studies into land contamination, provided budget estimates for demolition works, commissioned a study by Transco into the feasibility of decommissioning the Lancaster gas holder station on site, undertaken a Traffic Impact Assessment (TIA) and an Environmental Impact Assessment (EIA).

The Prince’s Foundation has taken the lead on the scheme’s design work, including the preparation of a development framework, while the City Council has organised the consultations with site owners and the public.

The key objectives of the scheme are 350 new residential units, 7,000m² of new business floor space, 230 new jobs, and 1.5 ha of open space. The scheme will have a catalytic regeneration effect over the wider Luneside area, will make the most of its riverside location and will contribute to Lancaster’s economic and investment potential. Good design will be a key feature of the work.

Delivering an urban renaissance has always been a key component of the Region’s regeneration activities. Not only is the city centre of Manchester a more vibrant place as a result of regeneration funding, the centres of other major towns such as Bolton, Burnley, Blackburn, Wigan, Carlisle, Chester and more recently Barrow and Stockport have been much improved by conservation-led renewal and attention to the public realm. An increased number of residents, visitors and shoppers to these areas stands as a ringing endorsement to their regeneration programmes.

The NWDA wants to consolidate these gains and will encourage local partnerships to come forward with proposals that follow the recommendations of the Urban Task Force and the Urban White Paper: namely to increase the density of residential occupation in the Region’s towns and cities; to consider the important role that can be played by cultural activities and the buildings that house them; to make more of valuable heritage buildings, especially by devising sympathetic new uses for them;
to adopt development guides that emphasise the need for good quality design in architecture, public spaces and street furniture; and to manage their centres firmly and effectively to produce crime-free and litter-free built environments.

ROLLING OUT THE RENAISSANCE

The theme of ‘renaissance’ needs to extend beyond the confines of our major conurbations and into our Region’s market and coastal towns. A number of ‘health checks’ for these areas are due to launch shortly, prior to the introduction of a programme of business-related and public realm improvements for, initially, up to 10 towns across the Region. This programme will take in, for example, Longtown in Cumbria, an area greatly affected by foot and mouth disease, and its links to the emerging Carlisle–Eden Local Strategic Partnership (LSP) plans for rural regeneration. The prospects for the coastal towns of Fleetwood, Blackpool, Morecambe, Grange-over-Sands, Southport and New Brighton are also currently being explored, concentrating on improvements to their tourism-related businesses and infrastructure.

The quality of the urban environment is also influenced by the condition and appropriateness of housing in urban areas. However, the scale of the housing problems of the Northwest far exceed the NWDA’s resources, and appear to fall outside its remit to concentrate on economic regeneration. In addition it is not clear that State Aid rules allow the NWDA to provide gap funding to housing renewal schemes, as used to be the case under the Partnership Investment Programme. Nevertheless, a number of initiatives that started under the previous funding regime are being pursued (e.g. the Ancoats Urban Village) where the NWDA is acquiring land and converting buildings for residential use. The NWDA will also be interested in exploring innovative approaches to housing renewal; especially pilot schemes that might begin to tackle the extensive problems in owner-occupied, terraced housing in areas where the poor condition of the available housing might limit economic growth possibilities. The NWDA will also work with regional housing partners such as the Northwest Housing Forum and its constituent members to lobby Central Government to give adequate recognition to the problems of the housing sector in the Region. For example, the NWDA is supporting studies into a relatively new approach to housing market renewal in areas of Merseyside, Greater Manchester and East Lancashire.
The NWDA remains strongly committed to improving social inclusion of the disadvantaged people and communities of the Northwest. Social exclusion has been defined by the European Community as “…persons, families and groups of persons whose resources (material, cultural and social) are so limited as to exclude them from the minimum acceptable way of life in the member states in which they live”.

> The Agency takes the view that the key determinant of social inclusion or exclusion is a person’s position in the labour market and that its key role is to use its regeneration programmes to improve employment in deprived communities in both quantitative and qualitative terms, leaving other issues to the agencies that are primarily responsible for them.

For example, the importance of investment in early years education should be recognised, with a view to increasing aspirations and expectations. To achieve this, better family access to a wide range of support services may be needed. The NWDA will seek to ensure that local and regional partnerships recognise such dimensions, and that appropriate arrangements with mainstream providers are in place.

The key social and economic inclusion priorities for the NWDA are: unemployment; lack of geographical access to work; poor quality jobs; sustainability of jobs; lack of skills; mismatch of skills; the nature of the labour market and its economic and social inclusion consequences; the volatility of the labour market; under-representation of certain groups in the labour market; and discrimination in the labour market. The aim has to be to create quality, sustainable jobs that are accessible to people in deprived communities and the NWDA will look to those aspects of LSP proposals that embody these aims in determining its allocations in support of community regeneration.

SOCIAL ENTERPRISE

The NWDA will also encourage partnerships to develop social enterprise facilities, following the Chancellor’s wish to increase enterprise in deprived communities; the plans emerging from Liverpool’s Social Economy Development Company, Liverpool Plus, represent a good example of the kind of development required. These facilities should be concerned with creating sustainable and self-financing business jobs directly for community benefit, and the support facilities that will allow deprived communities to access funds and expertise from which they are currently ‘red-lined’; for example through the region-wide support for financial institutions targeted at deprived communities. The faith communities also have a part to play in initiating community solutions to local issues (see Case Study 8c).

Case Study 8a - Furniture Resource Centre

The Furniture Resource Centre (FRC) Group is a social business operating on Merseyside that creates economically viable, commercial propositions to achieve charitable social purposes. The group is made up of three businesses:

> The Furniture Resource Centre, founded in 1988, and providing a unique one stop shop furnishing service to registered social landlords;
> Revive - a high street store which retails furniture direct to the public and
> Bulky Bobs - a furniture recycling company.

In 2001, FRC (with its partners Urban Strategy Associates) launched a learning programme around social enterprise called ‘The Cats Pyjamas’ which has recently been successful in securing additional Phoenix Fund resources.

CASE STUDY 8:
The Role of Social Enterprise
Case Study 8b - Salford Money Line

Salford Money Line is a community-based lending institution enabling Salford residents and business people to gain access to affordable loan finance where they are unable to obtain finance from mainstream lenders. Applications are welcomed from all, regardless of their circumstances, although the ability to repay is paramount. The Money Line initially started off in the Seedley and Langworthy area but will later extend City-wide after the first review takes place at the end of the 2001/2002 financial year.

The project will offer a range of products to applicants including:

> Loans for internal home items such as carpets, curtains etc. needed as a result of homeswap;
> Loans to top up any refurbishment grants to the homes in Seedley and Langworthy;
> Loans for security works to business premises;
> Loans for capital items for new businesses;
> Return to work loans were a person might need to acquire tools, etc to return to work; and
> Cashing of cheques.

Money Line offers loans in the range of £1 to £10,000 to individuals and small businesses. The NWDA has contributed over £1m to the project and Barclays Bank and Salford University have also supported the project.

Case Study 8c - Contribution of Faith Communities

St John’s, Cheetham Hill is an Anglican Parish Church now serving a multi-ethnic community in North Manchester. Built in the late 19th century, the building has seen better days, but has become a focus of community and cultural regeneration, last year hosting a large Gospel Music festival. With the support of Manchester City Council the Church is now being renovated and redeveloped as a centre to meet the needs of Cheetham Hill in the 21st century and sits at the heart of a multi-million pound housing association development. The Cheetham and Broughton Partnership secured £100,000 of SRB investment to match over £1m from the Heritage Lottery Fund and the Diocese of Manchester, building on cultural links to enable regeneration in Manchester.

The Race Relations Amendment Act 2001 extends the scope of the 1976 Act to oblige Regional Development Agencies to “…eliminate unlawful racial discrimination” and “promote equality of opportunity and good relations between persons of different racial groups”. This extends to anybody, sub-regional or local partnership, to which an RDA devolves its functions and the NWDA will therefore ensure that specific measures are taken by these bodies proactively to address and correct discrimination in the regeneration activities which the Agency funds.

HEALTH OF COMMUNITIES

There are many other important aspects of social inclusion including: poor health; low levels of education; inadequate information about services or rights or opportunities; physical isolation; the physical difficulty of getting to work (see Case Study 9); some forms of disability; financial or political or sexual discrimination; and
subject to criminal acts or intimidation. These can all seriously limit the possibility of individuals getting involved in community life or enjoying the benefits of work. For example, in relation to the links between health and regeneration, it is recognised that good health is created or destroyed long before people have contact with the health care services. Improved community health is both a resource for and an outcome of, integrated and sustainable social and economic development. The NWDA will be working with its regional partners to maximise opportunities for health improvement and tackling health inequalities. It will be including regional ‘health targets’ in the regional Performance Monitoring Framework. At the local level the NWDA will want to engage with the NHS over future major capital investments and their potential regeneration benefits; explore the links that can be created between Primary Care Groups and local regeneration initiatives; and encourage partners to recognise the importance of healthy workplace policies. In addition, the NWDA will not wish to fund proposals that might increase traffic, noise or pollution in the vicinity of residential schemes without such issues being fully investigated, and ameliorative measures (if necessary) designed into the scheme. This will support the new role of Local Authorities set out in the Local Government Act 2000 that calls on Local Authorities to do anything they consider likely to promote or improve the economic, social or environmental well-being of their area. The NWDA will be encouraging partners to make use of Health Impact Assessment tools, and asking partnerships to monitor the effect of schemes on the health of those involved.

Including local people in the planning, development and management of regeneration schemes will increase the level of awareness of the importance of health, and produce ideas on how it could be improved. Regeneration programmes can increase social and human capital, in particular by developing social skills, encouraging crime reduction and reducing inequalities in health. The degree of control people have over their lives also produces positive health benefits in the workplace reducing the risk of coronary heart disease, mental illness and musculoskeletal disorders. The NWDA will seek to ensure, through its negotiations with local partnerships, that these issues are properly addressed by the agencies whose main functions and funding are designed to meet these social needs, and that its own activities will be complementary.

Case Study 9a - Transport to Work
Netherley Park Community Transport discovered that local employers were routinely discarding job applications from its residents because the poor public transport meant they could not reliably get to work. It introduced a minibus service to the Jaguar factory at Haleswood, helping Jaguar tap a skilled but neglected part of the workforce.

Manchester Airport has helped develop an extensive network of bus services to the airport for staff, passengers, and visitors, to the point that the airport has been recommended as a public transport interchange in its own right. This helped it attract workers from a wider range of sources including housing estates that might otherwise not have been part of its ‘Travel to Work’ area.

Case Study 9b - Health and Regeneration
Stockport, which includes a significant part of inner city Greater Manchester within its generally affluent boundaries, has maintained an intensive community development programme within its inner wards for the last 10 years. This has focused on empowering people to take action to improve the health of their own community. At the same time it has addressed workplace health through working closely with local employers and the local Chamber of Commerce in a Healthy Workplace Award Scheme. Excess death rates in some of its inner wards have been halved.
Regional Strategy Objectives

Investing in Infrastructure

Clear physical plans, a strong strategic communications network and improved cultural and sports facilities are Regional Strategy objectives and regeneration activities have a major part to play in achieving each of these.

The land-use implications emanating from Regional Planning Guidance, when that is agreed and issued, will have a strong influence on the allocation of the NWDA’s resources, particularly in regard to its target of helping achieve 65% of all new housing on brownfield land. Similarly, the Mersey Belt Southern Crescent study, when completed, may well suggest improvements to the infrastructure of that area that will require the allocation of the NWDA’s resources. Such schemes may include the provision of easier access between areas of opportunity and areas of need on either side of the Mersey, or contributions to improved sustainability of public transport. The NWDA supports the further work that is being done to develop the case for a second crossing of the Mersey at Runcorn and the proposed inter-change rail-freight site at Ditton.

ACCESS IMPROVED

In general, however, the NWDA will look in the first instance to the private sector to provide the necessary resources for infrastructure developments, and where public money is required, to help make the case to mainstream funders, such as Central Government, the Highways Agency, the Strategic Rail Authority or the European Investment Bank, to provide major infrastructure investment. Nevertheless, some cases may need contributions from the NWDA in order to realise regional gains from improved access to and from key sites, such as the investment that has gone into the creation of a roll-on/roll-off ferry terminal in Birkenhead improving links between Merseyside and Ireland, the proposed inter-modal freight facility at Parkside, or the development of communications networks for areas that would otherwise not be attractive to the private sector, such as the broad-band communications infrastructure across Cumbria (see Case Study 10).

Case Study 10a - RO-RO Ferry Terminal, Birkenhead

The NWDA is investing £7m to infill Wallasey Dock, currently in a derelict and dangerous condition, to assemble a site large enough to allow the Mersey Docks and Harbour Company to construct a roll-on/roll-off ferry terminal at a total cost of £25m. This will allow Merseyside to compete with Holyhead for Irish trade and is likely to create 5,500 new jobs. It also has the potential to create a local cluster of companies around Birkenhead that trade with Ireland. The full economic benefits will be considerable for the sub-regional and even the regional economy. The project is located in one of Merseyside’s seven Strategic Spatial Development Areas and will also permit an adjacent site to be used for the expansion of a science and technology park. The Pump House, a listed building in the middle of the site, will be preserved, hopefully for a future alternative use.
Case Study 10b - Parkside
The former Parkside Colliery in St Helens, Merseyside, is the site for a proposed Rail Freight Terminal. It is a unique and strategically significant location at the intersection of the West Coast Mainline and Trans-Pennine Mainline rail routes, is adjacent to the M6 Motorway (Junction 22), close to the M62 (Junction 9), and is on a designated European Commission’s Trans-European Network route. Merseyside has EC Objective 1 status and it is considered that the Parkside proposal would support not only the Borough of St Helens but would also contribute significantly towards the regeneration of Merseyside as a whole. The proposals are in line with the Government’s 10 year Transport Plan and Sustainable Distribution Strategy.

There are a number of issues that need to be resolved, involving the planning status of the site, the provision of an access route, and negotiations with its owner.

Case Study 10c - Broad Band Communications in Cumbria
Exploiting the knowledge economy will require broadband communications that depend upon trunk, fibre optic and wireless infrastructure. While urban areas, especially metropolitan areas, are reasonably well served, predominantly rural areas such as Cumbria will be at a disadvantage unless the necessary infrastructure is installed. The NWDA has studied the issues in relation to the provision of broadband access in rural areas and is allocating £3m to help in the diversification of the economic base of Cumbria, thus contributing to the regeneration of its communities.

A number of actions will be taken in the first phase of the programme, for example, organising the collective purchasing of digital communications services; greater utilisation and further exploitation of existing communications networks, such as Cumbria and Lancashire Education Online (CLEO); possible short-term gap funding to support the infrastructure development of broadband networks; and promotional activities to improve awareness and to increase the take up of broadband applications in business. In the second phase, it is intended to develop a ‘co-location centre’, wider value-added ICT clusters, and creative digital content industries.

A CULTURE OF REGENERATION
Culture and sports led regeneration are almost staple elements of the economic development of the Northwest. The building of Manchester’s Bridgewater Hall, the Imperial War Museum (see Case Study 11), The Lowry, and the refurbishment of the Philharmonic Hall in Liverpool have considerably enhanced and improved the Region’s cultural facilities and its capacity to attract major companies and events to perform in them. Vitally, they also bring visitors and an increased tourist spend into the Region. The recently established Regional Cultural Consortium will be seeking to extend opportunities such as these to other parts of the Region, and will be working closely with local partnerships to ensure that the development of cultural facilities and industries play a full part in their strategic plans.
The NWDA will support this type of activity, and also ‘stand alone’ projects that show potential to enhance the Region’s attractiveness. A programme of Public Art will also be supported, and in the short term the NWDA will support the 2002 Liverpool Biennial Art Exhibition, not least because it will be an important element in Liverpool’s bid to be the UK’s City of Culture in 2008.

**Case Study 11a - Imperial War Museum**
The Imperial War Museum is a multi-branched national Museum founded in 1917, and governed by a board of trustees. The Museum in Trafford – the Imperial War Museum North – is the fifth development of its kind. It is a landmark building of international quality made up of three large spherical fragments, or shards, symbolising the destructive character of war and is a dramatic addition to the Salford Quays landscape, complementing the nearby Lowry Development and helping to form a critical mass of visitor attractions in the area. The NWDA contributed in excess of £2.5m for the construction of the building.

**Case Study 11b - Manchester 2002 Commonwealth Games**
Manchester Commonwealth Games facilities benefited from £112m investment from the Sport England Lottery Fund. The 2002 Commonwealth Games in Manchester are expected to generate significant economic and social benefits during the construction phase, the Games themselves and afterwards. 40ha of land have been reclaimed, £36.7m of private sector investment has been generated and many jobs have been created: 1,755 person years in construction, 418 person years during the games, 482 permanent jobs post-games on the sites and 3,228 permanent jobs elsewhere.

The development of sports facilities through regeneration programmes has been concentrated on Manchester since the city’s bid for the Olympics, and has led to the construction of the Velodrome, the Aquatics Centre, and preparations for the new Commonwealth Games stadium, which is now being built. The Agency is supporting the Commonwealth Games-related SRB scheme that will allow a large number of young volunteers to contribute and learn from the games, but in general the NWDA takes the view, given the availability of other funding mechanisms for the provision of sporting facilities, that its resources should be limited to those aspects of sporting infrastructure developments that cannot be funded from these sources or that will improve the design features or public realm elements of capital works.
Restoring the environmental deficit of the Region resulting from many years of contaminating and polluting industries is a key priority both for the NWDA and its regional and local partners. For example, over 24 million tonnes of waste is generated in the Northwest every year and the promotion of best practice amongst business to reduce the quantity of waste produced will itself contribute to the regeneration of the Region. In addition, promoting energy conservation is a Regional Strategy objective to which regeneration activities can contribute, and which will also improve the Region’s image.

RECLAIMING THE REGION
The Northwest was estimated to contain 25% of England’s derelict, under-used and contaminated land in 1993. The NWDA committed itself to conduct a review of land reclamation, which has now been completed. This review recommends a greatly enhanced programme of reclamation that more than trebles the resources that have previously been allocated to improving landscape quality and finding better uses for land that will otherwise remain a liability. The benefits of such a programme can be felt in image terms, as well as economically. And the NWDA accepts the review’s recommendations that spending on reclamation needs to increase from around £9m pa to £35m pa. The NWDA’s own programme of reclamation continues to contribute to the improvement of sites, not least through the recent acquisition of £3m of land on which the Forestry Commission, in conjunction with the Mersey and Red Rose Forests, will be planting millions of trees. As the Land Reclamation Review (available on the NWDA website www.nwda.co.uk) points out, much remains to be done. The Forestry Commission’s aerial survey of derelict and neglected land is very helpful in identifying areas of need. A further discussion document will shortly be published to encourage more imaginative ideas, such as linear parks, or the development of wetland habitats that have an economic as well as environmental benefit. The NWDA will be looking to sub-regional partnerships to produce sound ideas for tackling derelict and unsightly land in their own areas in a systematic and imaginative way in future regeneration programmes. (Some examples of environmental improvements can be found in Case Study 12).

Sub-regional partnerships should also consider the potential of inland waterway and canal regeneration, in conjunction with British Waterways and the Mersey Basin Campaign. The NWDA will also wish to support the economic regeneration and physical infrastructure elements of the Coastal Resorts Strategy when that is agreed.
Newlands - New Environments via Woodland
As one of the NWDA’s regional thematic approaches for soft end uses, Newlands will provide a vehicle for a reduction in the number and area of derelict sites by restoring appropriate sites to woodland. Managed by the Forestry Commission, the programme will be delivered in consultation with sub-regional partners and in keeping with sub-regional strategies.

Newlands will be a strategic, needs-driven programme, with an impact going beyond the reduction in dereliction. Under the umbrella of the Regional Image and Environment theme, Newlands will prioritise sites that should make the biggest impact in improving perceptions of the Region, so that it will be viewed as attractive, for investment and location. In addition, it will utilise the results of a region wide recording system to prioritise sites with the greatest potential for public benefit. Equally, Newlands will involve local communities in the development of sites, from the design stage through to long-term management.

Waterside regeneration
The Region’s waterways are at the same time both one of its major assets and a continuing liability. Where they have been subject to regeneration programmes, such as the Waterways Museum at Ellesmere Port; Castlefield in central Manchester; Stalybridge and the restoration of the Standedge tunnel on the Huddersfield Narrow Canal (which has been one of the outstanding waterway reclamation projects of recent years); and along lengths of the Leeds-Liverpool canal. Waterside activities can considerably enhance the quality of urban life, improving property prices and reviving the property market. They also produce jobs and visitors for local enterprises. Activity continues along the Rochdale and Ashton Canals and the improvements from Manchester City Centre to the site of the Commonwealth Games stadium will be a key contributor to an improved world image of the Region as the Games focuses the attention of the world’s media upon the Region. There are also exciting new proposals under consideration to link the Albert Dock to the Stanley Dock in Liverpool to encourage better use of the lower reaches of the canal and contribute to the quality of the Pierhead.

The Coastal environment has been markedly improved through regeneration activities in Whitehaven and Maryport, requiring refurbishment of harbour walls and the provision of new ports facilities.
GOOD DESIGN EQUALS GOOD ECONOMICS

Good design in regeneration leads directly to economic benefits and the NWDA will seek to ensure that all the physical projects to which it contributes embody principles of good design, whether in relation to the design of urban environments, or the architecture of individual buildings within them. Local partnerships and partners will be encouraged to devise schemes that have, as a minimum, been designed with reference to design guides and development codes, and preferably by good architects so that they embody the principles outlined in the Urban White Paper (see Case Study 13). The NWDA will give particular weight to the views of English Heritage and the Commission for Advice on the Built Environment, as well as relying on the views of its panel of design experts.

Case Study 13a - Regeneration of the Built Environment

Conservation-led Regeneration

The Northwest has one of the richest industrial built-environments in the country. Liverpool and Manchester contain thousands of listed buildings, and both the Merseyside Waterfront and Ancoats (the world’s first industrial suburbs) are candidates for World Heritage status. In Lancashire, many of the mills are listed and there are many important heritage sites in Cumbria and Cheshire. In addition, the Region contains many monuments and historic houses. These are assets that, in addition to their intrinsic merit, can contribute to the vitality and economic life of the surrounding area. They provide accommodation for new uses such as housing, restaurants, and office space, and can be developed into new commercial premises, such as by converting old factories into hotel or other commercial use.

The NWDA will seek to conserve the Region’s built environment assets and will find alternative uses for them, guided by conservation experts and partners.

There are numerous conservation-led regeneration schemes across the Northwest:

> The Albert Dock and Maritime Museum in Liverpool;
> The Airport Terminal and Hangar complex at Speke Garston, now converted into a high-quality hotel and sports facilities, and the nearby Match Factory conversion to offices;
> The Tea Factory, the Fact Centre, and Beetham’s scheme in the Ropewalks area of Liverpool;
> Castlefield, an architecturally and socially important area in the centre of Manchester, wherederelict warehouses have been converted to office, retail, and leisure uses, and the public area is improved in a way that attracts thousands more visitors into the City Centre.

Regional Strategy Objectives

CASE STUDY 13: Importance of Good Design

David Lloyd sports centre, Speke Garston
The many conversions undertaken by Urban Splash, from the Smithfield buildings and Britannia Mill in Manchester, to the Haymarket, Collegiate and Match Factory in Merseyside, where the emphasis has been on mixed use schemes that can support economic activity as well as contributing to townscapes;

Stockport Marketplace, (taking in the Produce Hall, the former Magistrates Court and 17th Century staircase), along with the Market Hall and St Mary’s Church, the regeneration of which has led to revived commercial activity in the town centre, as well as maintaining the built environment;

Central areas in Accrington (The Globe), Burnley (the Market Place), and other Lancashire towns that have preserved the historic fabric and in the process maintained commercial activity in the important market halls of the mill towns;

The harbour and old-town of Whitehaven in Cumbria, whose conversion was accompanied by a new museum and a revived cultural life based on maritime activity (a new Marina) and summer festivals;

The works to the dock area in the Georgian town of Maryport in Cumbria, which has secured fishing related activity and increased tourism to the West Coast;

Runcorn Old Town regeneration, including improvements to the historic ‘promenade’, as well as new road infrastructure, a new college campus, bus station and arts centre, maintaining and enhancing the quality of the town.

Case Study 13b - Design in Regeneration

Architecture and Design

The quality of new buildings defines the built environment to as great a degree as heritage buildings and conservation and both directly and indirectly affects its economic strength. For example, The Lowry in Salford, soon to be joined by the Imperial War Museum North in Trafford Park, and the bridge that connects them across the head of the Manchester Ship Canal has significantly changed the cultural and visitor map of the Central Manchester conurbation. Their adventurous architecture and design have had the same beneficial effect on the Northwest’s reputation as iconic buildings in other major European Cities and help to promote such areas as attractive places to live, work and visit.

The new stadium and Velodrome in East Manchester, and the Bridgewater Hall and Rubies building in the city centre will have the same ‘magnet’ effect. The quality of place is increasingly recognised as an important factor in deciding the economic health of an area. But as this list shows, most of the new architecturally important buildings are in Greater Manchester. The NWDA will encourage similar attention to quality in new construction in all other parts of the Region, and will actively support well-designed and aesthetic building proposals that embody recognised architectural principles and best practice**.
Urban Design

Liverpool Vision’s Master plan has the overall aim of improving the quality of Liverpool City Centre so that it once again can attract the levels of institutional investment, commerce and visitors that first made it a great city and established it as one the prime urban environments in the country. Visualising potential changes to the city’s fabric is a useful planning and consultation tool, and the Salford University Centre for Virtual Environments (see www.nicve.salford.ac.uk) with the NWDA’s support has produced a virtual model of the city centre that allows alternative structures and elevation treatments to be viewed from any point in the city, placing any proposal in context. It allows residents, planners, councillors and potential investors to get a quick impression of the likely impact that a proposed development will have on its surroundings, not only through a photographic representation of the city, but also by moving through the city in ‘real time’, i.e. stopping and starting whenever one likes, and approaching proposed buildings from different aspects, or studying their impact on their neighbours. A similar exercise was conducted for the much more local-scale planning of alterations to the rows of terraced housing in Seedley and Langworthy, a deprived community of Salford, in which a housing regeneration scheme is underway. The visualising tool is also being used in connection with conservation-led renewal and documentation of Heaton Park in Manchester and parts of Chester’s historic core.

Through its new Public Art programme, the NWDA will seek to support design that enhances public spaces and one interesting project, in particular, will aim to gather public views via interactive TV controls located in public places, on design features that will improve the ‘liveability’ of towns and cities.

Promotion of good design will also be an important element of a new Centre of Excellence in Regeneration for the Northwest. Originating as an idea in the Rogers’ Urban Task Force Report, the concept has been developed by the NWDA, the Salford Urban and Regional Futures Centre, the Centre for the Understanding of the Built Environment and other partners in regeneration in the Northwest, and will be supported by CABE. The Centre of Excellence will also promote best practice across the wide field of regeneration through the promotion of regeneration courses and modules targeted at practitioners, professional and community groups. Along with the Regeneration Network, established recently to keep SRB partnerships in touch with each other, it will ensure that the regeneration of the Northwest, not least as a result of community consultation and involvement, is pursued in a well-informed manner.

Energy conservation and renewable energy sources have not so far been major elements in regeneration schemes. One exception is the proposal to generate electricity from a wood-fired power station in Cumbria fuelled by extensive coppicing of trees grown especially for the purpose. The NWDA is open to the possibility of extending the scheme or something similar to other areas and would encourage partners to explore new ideas that might flow from technical advances in this field, for example, in relation to pilot schemes that might address some of the housing problems in the Region, particularly if they have the capacity to create new jobs or businesses supplying components from within the Northwest.
Through its Area Offices, the NWDA intends to be more proactive in setting a framework for regeneration, and developing regeneration programmes. The process will owe more to the development of good relationships between partners and the NWDA on the back of good and relevant ideas to meet well researched needs and opportunities, than on competitive bidding, form-filling and box-ticking. The NWDA will of course require the highest standards of propriety and accountability from its partners in the use of its resources, through appraisal, monitoring, reporting and evaluation procedures that will be provided by the NWDA in time for the allocations to be made for 2002/2003.

The NWDA will operate at two main levels - at a sub-regional level, and as a partner with others in Local Strategic Partnerships receiving Neighbourhood Renewal Funds. In addition the NWDA will work with Copeland, Ellesmere Port, Lancaster and West Lancashire. The NWDA recognises that this is a new method of working (as distinct from the competition-based identification of individual communities) and new techniques of consultation, liaison and monitoring will need to be developed to pursue economic regeneration effectively at regional, sub-regional and local levels. It hopes to work closely with established partnerships (for example, those that have already developed working relationships between local and sub-regional partnerships) and extend best practice throughout the Region. However, not all the deprived wards are in NRF areas, and the NWDA will need to discuss with representatives of these wards measures that might be taken to tackle the key issues of deprivation facing those communities.

> The NWDA will adopt a flexible approach and will be keen to support good ideas that will be of economic benefit, and contribute to its deprivation reduction targets. It will also need to be assured that, at whatever level it intervenes, community interests are adequately represented.

The NWDA is concerned to ensure transparency of its priorities and the decisions that it takes in relation to regeneration schemes and projects, subject to measures it may have to take to preserve commercial and personal confidentiality. The region-wide consultations with sub-regional partnerships that have taken place on the Regional Strategy in connection with the development of its regeneration programmes, and in relation to its Corporate Plan proposals, provide a basis on which to build. The type of question asked in Annexes 2-4 will help partnerships in their dealings with Area Offices. The appraisal mechanism that will be adopted in relation to projects will incorporate these principles of the need for public funding, good value for money and linkages, where possible, to other local projects and
The Way Forward

initiatives in the community and area in which they take place. Independent appraisals may be called for in some instances.

The NWDA will wish to adopt a contractual approach to negotiations and the allocations of resources. Indicative allocations for the next Corporate Plan period have been published in draft (see www.nwda.co.uk). It should be noted that these figures have been constrained to the available programme. In practice, some overprogramming will be required to use the resources available. Resources may be increased in any one year as a result of, for example, additional allocations. The NWDA will only release its resources if there is a full package of measures required to achieve comprehensive regeneration with the commitment of all partners to provide the mainstream contributions required. Agreed methods of monitoring, review and evaluation are an essential part of the negotiations to establish the scheme. The monitoring and evaluation plans will form an important part of the contract. The systems of appraisal, monitoring and evaluation are being aligned to comply with the guidance that DTI has given the NWDA. Further work is required to develop a co-ordinated approach to regeneration at the sub-regional and local levels, and advice on these aspects of contracting and delivery will be provided at a later date.

In pursuing its regeneration plans the NWDA will, of course, have regard for the targets currently being negotiated with Government (set out in Annex 5). These have not yet been distributed on a sub-regional basis. Further consideration will need to be given, in consultation with partners, on the spatial implications of targets and how they can be achieved.

In relation to physical redevelopment, proposers will need to have regard to guidance on gap funding and State Aid rules (see Annex 6).

Communication between the NWDA and the Northwest regeneration community needs to be improved, and the NWDA will make greater use of its own website for regeneration announcements, directing more material on Best Practice through a Centre of Excellence website and hopes that other regeneration practitioners and partnerships will follow this practice.
This Regeneration Prospectus has been published with the intention of helping all the stakeholders in the regeneration of the Northwest, particularly those in Sub-Regional Partnerships and Local Strategic Partnerships, to formulate successful and effective plans for local regeneration. As a statement of approach and intention, it differs from the previous approaches adopted under the Single Regeneration Budget, and the narrowly focused, property development gap funding previously provided by Land and Property funds. The NWDA is a business-led, economic development organisation that needs to refocus its activities to make the best possible contribution that it can to the economic health and well-being of the Northwest. It intends to support initiatives that promote industrial sectors in the Region and to encourage the development of local clusters of businesses that can strengthen the economic base of a community. The City Growth Strategy pilot, about to start in St Helens, may provide the model for future regeneration activity in the Region.

In the shift from the old regeneration programmes to the new and integrated Single Financial Framework under which economic regeneration can be addressed, the NWDA is aware that further work needs to be done. Engagement with local and regional partnerships must be improved, with mechanisms in place to ensure that targets are met and that resources are well managed. These developments need to be co-ordinated with the work that is being done by the Government Office for the Northwest on Local Strategic Partnership Accreditation. This too is new work (for example the issue of community cohesion in relation to ethnic minority issues has only recently emerged as a Government priority), and all participants in the regeneration of the Region are clearly on a challenging but necessary learning curve.

The NWDA will play its full part in developing all these aspects of regeneration, and hopes that in the interim this Prospectus will provide the encouragement its partners need to develop imaginative schemes that will tackle the real issues facing so many areas of the Northwest. Together, we can achieve a regenerated Region, developing strong and innovative programmes leading to the creation of good quality jobs, in attractive surroundings, filled by well-qualified people and increasing the overall GDP of the Northwest.
Notes

i Regional Development Agency Act 1998. The other objectives are to promote business efficiency, investment and competitiveness; to promote employment; to enhance the development and application of skills relevant to employment; to contribute to the achievement of sustainable development in the UK.

ii DETR Press Notice 23 June 2000 reported the Chancellor of the Exchequer’s Statement to RDA Chairman that “We believe strong RDAs have a vital role to play opening up enterprises to all in every region and that they are also important to our economic strategy. There needs to be a strong regional dimension to Government policies to promote economic growth and employment opportunity for all. The key to raising regional productivity is to enable regions more fully to exploit their strengths and to address those obstacles to enterprise which hold back prosperity. The regional development agencies have a critical strategic role to play to deliver the Government’s economic objectives.” Since then the sponsorship of RDAs has switched from DETR to DTI, although no further policy advice has yet been provided.

iii The NWDA issued a Draft Guidance for Regeneration Programmes in March 2001, on which subsequent consultations within each of the Northwest’s sub-regions were based. This Prospectus is a development of the earlier draft and the responses to the consultations.

iv This Prospectus sits under the ‘England’s Northwest – a strategy towards 2020’, and alongside other key documents which have been produced such as the Regional Innovation Strategy, the Regional International Trade Strategy and the Learning and Skills Strategy, together with the Rural Recovery Plan and englandnorthwest connected - the Region’s ICT strategy.

v Joseph Konvitz, ‘Changing Economies: the Territorial Dimension’, OECD, October 2000 “The economic future is shaped in part by how well territories can exploit and enhance their endowments and assets… A new mode of territorial development is in fact being defined at this time and it is particularly suitable to economic growth organised around clusters anchored in local economic contexts and structured into polycentric networks.”

vi ‘Our Towns and Cities: the future — delivering an urban renaissance’, Cm 4911, November 2000, “Cities are economic drivers because they are uniquely complex environments where the economic social and political benefits of density interaction and contact outweigh their costs….and…cities are where innovations are incorporated into everyday life.”

vii Our Countryside: the future, HMSO, CMN 4909, November 2000 (Ch 7 on Market Towns and a thriving local economy).

viii DETR Regeneration Research Summary No. 17 1998 Urban Development Corporations: Performance And Good Practice, “The experience of UDCs illustrates the need to kick-start investment and economic activity in areas suffering severe physical degradation and confirms that site assembly and reclamation by the public sector are critical in overcoming failures in land and property markets. Some of the disadvantages of UDCs could be overcome if delivery agencies focusing on physical renewal are more firmly anchored in policy objectives and strategies for the wider areas of which they are part, and are more closely integrated with other agencies tackling problems related to social exclusion, so that the benefits of investment-based regeneration are channelled to deprived local communities.”

ix DETR Regeneration Research Summary No. 9 1996 - City Challenge Interim National Evaluation, “City Challenge is the most promising regeneration scheme so far attempted… particularly because of its partnership basis, community and private sector involvement, strategic and targeted approach and its implementation by dedicated, multi-disciplinary teams.”

x DETR Regeneration Research Summary (No.19, 1998), Interim Evaluation of the Single Regeneration Budget Challenge Fund, “SRB Challenge Fund is delivering a good mix of economic, social, community and environmental benefits, and taking into account the severity of problems in the partnership areas… these are being delivered cost effectively.”
Notes

xi Regional Innovation Strategy, NWDA e-mail innovate@nwda.co.uk

xii Michael Parkinson and Brian Robson: ‘The State of English Cities’ November 2000, with an abstract appearing in Urban Environment Today, 30 November 2000, p14. “The impact of urban regeneration programmes on a neighbourhood will be limited unless they are connected to the needs of a wider city… An area focus cannot by itself tackle the broader structural problems like unemployment that underlie the problems of small areas. It may never be possible to find enough jobs for excluded people within the local community. There needs to be a wider strategy for the wider local labour market.”

xiii Initiative for a Competitive Inner City, Boston, Mass, USA – www.icic.org


xv Succeeding Together – Regional Strategy Report NWDA.


Annex 1
Map of Regeneration Priority Areas

Source: Crown Copyright © Ordnance Survey MapInfo Ltd 2000
Annex 2
Regional Strategy Guiding Principles

There are eight Guiding Principles that run through the Northwest’s Regional Strategy. The NWDA will only want to support schemes that have been designed with these principles in mind. Some of the questions it will wish to raise are outlined below, but they are not exhaustive.

**Competitiveness**
The Northwest needs to compete globally, improve the rate of regional economic growth, attract new investment and harness the skills and creativity of all the Region’s people and indigenous businesses.

Q. How will the regeneration scheme contribute to the improved competitiveness of the area by increasing the number of new start up businesses, by improving the conditions necessary to retain and expand existing businesses, and by diversifying the economy of local economies in urban and rural areas through the stimulation of enterprise and business excellence? Are the proposals in line with the Regional International Trade Strategy, and supported by the Small Business Service?

**Sustainable Development**
The Region must pursue a broad concept of sustainable development, promoting economic growth and social inclusion, particularly by enabling communities to enter mainstream economic life, whilst protecting the environment. The Region needs to repair inherited damage and create new assets and environmental wealth.

Q. How will the regeneration scheme contribute to the improved competitiveness of the area by increasing the number of new start up businesses, by improving the conditions necessary to retain and expand existing businesses, and by diversifying the economy of local economies in urban and rural areas through the stimulation of enterprise and business excellence? Are the proposals in line with the Regional International Trade Strategy, and supported by the Small Business Service?

**Opportunity and Need**
To realise the Region’s potential, areas of need can be tackled most productively if linked to areas of opportunity.

Q. How will the scheme develop better links between economic opportunities and areas of need, e.g. through improvements to transport links, improvements in skills that are seen as more relevant by local employers, improvements in employers’ recruitment or their retention policies (e.g. through the provision of child care facilities) that will make jobs more accessible to local people, etc?

**Sustainable Communities and Social Inclusion**
People are at the core of the Strategy and must be empowered, and those excluded must be brought into the mainstream of economic life.

Q. How will the scheme contribute to the promotion of social inclusion and sustainable communities by increasing the chance of getting good quality jobs into the local labour markets? How will it provide the encouragement and facilities that can help establish and grow micro-businesses and develop profitable, community-based businesses that will become self-sustaining? How will the scheme encourage and facilitate the development of businesses amongst the ethnic minorities in the area? How will the scheme develop intermediate labour market activities and increase business awareness of the benefits of good health amongst their employees, and act to improve it? How will it ensure that improvements to communities and businesses are not threatened by vandalism and crime?
Information and Communications Technology (ICT)
ICT is a force for economic and social change in this rapidly changing information age. It presents the greatest opportunities for rapid development.

Q. How will the scheme improve the application of, or innovation in, the use of ICT, either in relation to improving the attractiveness of neighbourhoods to computer-based and internet-based industries or to commerce through improvements to ICT infrastructure? Will the scheme develop the capacity of indigenous, small and medium sized businesses to make better use of existing technology and help them access the knowledge base in the Region? How will it ensure that (as in the JET scheme in Speke Garston) it is accessible to all and reduce the gap between the included and the excluded? Are the proposals in line with the Regional ICT Strategy / Regional Innovation Strategy?

Creating a Learning Culture
Changing employment patterns mean lifelong learning and training need to be treated as a priority.

Q. How will the scheme contribute to the creation of a lifelong learning culture by developing skills, including vocational skills, relevant to local businesses or new approaches to learning? How will the scheme extend the learning culture to deprived or remote areas? How will the scheme contribute to accreditation to national standards and will sufficient links be established between key elements of the educational and skills infrastructure? Are the proposals in line with the Regional Skills Strategy, and supported by the Local Learning and Skills Councils?

Subsidiarity and Partnership
Subsidiarity and partnership with local delivery agencies will be the key to successful regeneration.

Q. How will the scheme be driven by strategies developed by partnerships of local agencies, including those from the voluntary sector and local communities that cover the interests of all residents? How will it be implemented at the lowest level practicable by a dedicated delivery team?

Better Use of Resources
Through best practice, the Agency wishes to achieve a clear regional vision and connected thinking. Government and European resources must be used more effectively, alongside new approaches to private sector investment.

Q. How will the scheme contribute to a better use of resources by integrating funding streams, making better use of mainstream resources, or securing better value for money, especially from public sector resources? Will the projects be adequately appraised and monitored? Will the scheme be fully evaluated, and will the lessons learnt be disseminated through the Centre of Excellence?
Annex 3
Criteria to be Applied in Judging Regeneration Schemes

Evidence Underpinning Proposals
> Does baseline data exist?

Consultation by Local Strategic Partnerships
> Have the appropriate community groups been identified?
> Have the groups been involved in producing ideas?
> Do the community groups agree with the analysis?
> Have representatives for the private sector/voluntary sector been consulted?
> How are conflicts to be addressed?

Description of Scheme
> Is the project needed?
> Does the scheme satisfy the Regional Strategy’s eight guiding principles?
> Does the scheme amount to a comprehensive and integrated approach?
> Are proposals ambitious but achievable?
> Are schemes pitched at the right level, i.e. intermediate skills & vocational skills as well as high level, overcoming barriers to learning?
> Will they lead to sustainable and self-sufficient communities?
> Will they lead to sustainable, quality jobs?
> What are the environmental impacts of the scheme?
> Is the NWDA contribution focused on strengthening the economic base?
> Are other partners’ contributions well defined?
> Are outputs, targets and milestones defined?

Delivery Arrangements
> Is the importance of delivery recognised?
> Is an agreed partnership in place?
> Does the partnership have the capacity to undertake the scheme?
> Is further training required?
> Has an Accountable Body been identified?
> Are all partners prepared to make a contractual commitment?
> Is a dedicated and resourced delivery mechanism in place?
> Does the scheme require a regional support structure?
> What are the risks attached to the scheme and how will they be mitigated?

Monitoring, Review and Evaluation
> Will it be evaluated in line with DTI guidance?
> Have all partners agreed to fund and act on findings?
The NWDA will encourage Local Strategic Partnerships (LSPs) to consider whether their proposals for funding economic regeneration measures to tackle economic exclusion will:

> Attempt to influence the employment practices of employers by:
  - Encouraging the recruitment of local labour;
  - Providing skills training for local people;
  - Providing access evenings for local people prior to interview;
  - Adopting family friendly personnel policies;
  - Providing facilities to develop work experience for pupils of local schools;
  - Increasing sub-contracting opportunities for local firms; and
  - Developing community-based social enterprise to meet the economic needs of local firms.

> Directly facilitate the employment of local people by:
  - Identifying opportunity within local communities;
  - Encouraging the development and growth of micro-businesses;
  - Building on the enterprise of local people;
  - Developing sustainable and well-founded community enterprises for commercial benefit and profits that can be applied to the community;
  - Organising the provision of non-commercial capital finance;
  - Organising the provision of training, business advice, consultancy and mentoring.

> Act to influence potential inward investors to match opportunity to need.

> Seek to increase the flexibility of mainstream employment programmes.

> Act to address social and economic exclusion in BME communities.
### OUTCOME

1. **Sustainable Economic Performance** – Provide the strategic framework to improve sustainable economic performance of each region, measured by the trend in growth of GDP per capita, while also contributing to the broader quality of life in the region.

   - **Target for the Northwest**
     - GDP to be 90.7% of the UK average and 90% of the EU average (i.e. maintain 1996 baseline)
     - GDP to be 92% of the UK average (£15,665 GVA per head)

   - **Timescale**
     - 2003

2. **Regeneration** – Work with LSPs and other stakeholders to tackle poverty and social exclusion through promoting economic development in the most deprived areas by reducing deprivation by 10% in those wards in the region that are currently in the bottom 20% of the Indices of Multiple Deprivation.

   - **Target for the Northwest**
     - In those wards within the bottom 20% of the Indices of Multiple Deprivation:
       - Reduce adults in income support households by 37,408 (10%)
       - Reduce adults in income based Job Seekers Allowance households by 8,604 (10%)
       - Reduce unemployment claimant counts by 10,892 (10%)

   - **Timescale**
     - 2005

3. **Urban** – In line with Urban White Paper objectives and working with LSPs, contribute to the renaissance of towns and cities through the delivery of RDAs’ Regional Strategies.

   - **Target for the Northwest**
     - Where relevant to the priority urban areas of East Manchester, Liverpool City Centre, West Cumbria & Furness, East Lancashire and priority coastal resorts:
       - Achieve stabilisation or net increase (as appropriate) in population
       - Reduce disparity in house/land prices relative to regional and national averages
       - Increase city/town centre population
       - Increase volume of retail trade
       - Increase value of commercial property rentals
       - Increase number of visitors

     - (Numerical targets to be set for each area by end March 2002)

   - **Timescale**
     - 2005

4. **Rural** – In line with Rural White Paper objectives and RDAs’ Regional Strategies, regenerate market towns in or close to priority rural areas and achieve increases in employment, skills and new business formations in priority rural areas comparable with other priority areas.

   - **Target for the Northwest**
     - Progress the regeneration of 20 market towns, as measured by an increase in:
       - Employment
       - Skills levels
       - Business formation rates

   - **Timescale**
     - 2005

   - **In priority rural areas** (including wards in the bottom 20% of the IMD), secure an increase in:
     - Employment
     - Skills levels
     - Business formation rates

     - (Numerical targets to be set by end March 2002)
<table>
<thead>
<tr>
<th>OUTCOME</th>
<th>TARGET FOR THE NORTHWEST</th>
<th>TIMESCALE</th>
</tr>
</thead>
</table>
| 5. **Physical Development** – Work with partners to ensure that: by 2008, 60% of new housing is provided on previously developed land and through conversion of existing buildings; by 2004 brownfield land is reclaimed at a rate of over 1,100ha per annum (reclaiming 5% of current brownfield land by 2004 and 17% by 2010). | New Housing:  
> 65% of new housing to be provided on previously developed land and through the conversion of existing buildings in accordance with draft RPG  
Brownfield Land:  
> The NW will reclaim brownfield land at an annual rate of 714ha | 2008       |
| 6. **Employment** – Work with partners to increase the ILO employment rate over the economic cycle. | Increase the regional employment rate from 73.1% (2001) to 74% | 2005       |
| 7. **Skills** – Work with LSCs, NTOs and other partners to improve the levels of qualifications of the workforce in order to meet priorities as defined in Regional Achieve improvements against the following indicators: Frameworks for Employment and Skills and to help meet national learning targets. | Proportion of 19 year olds with Level 2 qualifications | Target 2003 | Target 2006 |
Proportion of adults with Level 3 qualifications | 24% | 25% |
Proportion of employees undertaking work related training over the past 13 weeks (all National Pls) | 50% | 52% |
14.5% | 14.9% |
Proportion of working population having undertaken training in the past 4 weeks | Literacy | Target 2003 | Target 2006 |
Proportion of adult population with poor or very poor levels of literacy and numeracy | 16% | 15.5% |
36.5% | 35% |
Progress towards national learning targets for 16 year olds. % of 16 yr olds with higher grade GCSEs | Numeracy | Target 2003 | Target 2006 |
Progress towards national learning targets for 21 yr olds. % qualified to NVQ level 3 | 50% | 51% |
60% | 61% |
<table>
<thead>
<tr>
<th>OUTCOME</th>
<th>TARGET FOR THE NORTHWEST</th>
<th>TIMESCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 Productivity</td>
<td>An average annual increase of 2% in productivity in real terms as measured by GVA per total hours worked</td>
<td>2005</td>
</tr>
</tbody>
</table>
| 9 Enterprise    | > As a minimum, match the national average for the number of people considering going into business (target to be reviewed when baseline data is available)  
> An average annual increase of 2% in the productivity of SMEs, as measured by GVA per total hours worked  
> Increase by at least 1% p.a. the number of VAT registrations in those wards falling within the bottom 20% of the IMD | 2005      |
| 10 Investment   | Over the Corporate Plan period, achieve a total of 30 FDI projects                       | 2005      |
| 11 Innovation   | Increase the number of innovating companies in the Region, as identified by the annual CIS survey (target to be reviewed when baseline data is available) | 2005      |
Policy and Practice Guidance Note 1
DIRECT DEVELOPMENT

This policy and practice note describes the direct development activities which the Regional Development Agencies (RDAs) and English Partnerships (EP) may operate following the approval by the European Commission of the direct development scheme.

Direct development schemes are those where the RDA or EP acquires the site and undertakes reclamation and remediation works either directly or in partnership with another public body. Direct development is not confined to the Assisted Areas and may be used anywhere within a RDA’s or EP’s geographical boundaries.

Direct development covers:

> Acquisition of land/buildings;
> Preparation of land;
> Provision of services and infrastructure;
> Development/refurbishment of buildings; and
> Sale or lease of land/buildings.

Urban Policy Unit DTLR Policy Note 4
GOVERNMENT GUIDANCE ON PUBLIC SECTOR ASSISTANCE FOR PROPERTY DEVELOPMENT – NON-SPECULATIVE (BESPOKE) AND SPECULATIVE DEVELOPMENTS

This policy note covers the non-speculative (bespoke) and speculative gap funding projects which Regional Development Agencies (RDAs) and English Partnerships (EP) may support.

Gap funding projects are those where an RDA or EP provides a grant or a loan to a developer, i.e. the company which is reclaiming the land and bringing it back into productive use, in order to bridge the gap between the cost of redeveloping a site and a lower end value. Where the developer intends to occupy the site following completion of the project, grants should only cover abnormal costs, less any increase in site value.

Three types of land and property regeneration activities are permitted for non-speculative gap funding developments:

> Provision of land and commercial property;
> Business and Commercial Premises Improvement; and
> Regeneration Services.

Four types of land and property regeneration activities are permitted for speculative gap funding developments:

> Regeneration grant;
> Joint ventures with the private sector;
> Regeneration Financing Aid; and
> Regeneration Services.

Annex 6
Gap Funding - EC State Aid Rules
Urban Policy Unit  DTLR Policy Note 2  
GOVERNMENT GUIDANCE ON PUBLIC SECTOR ASSISTANCE FOR COMMUNITY REGENERATION

This policy note provides guidance to Regional Development Agencies (RDAs) and English Partnerships (EP) on the Community Regeneration scheme.

The purpose of the Community Regeneration scheme is to provide funding to local community and voluntary organisations so that they can take forward small-scale regeneration projects. The scheme can be supported anywhere in England and up to 100% funding may be provided.

The scheme is designed to:

- Stimulate community enterprise;
- Provide training which is targeted at community needs;
- Create additional community amenities or facilities such as community centres;
- Provide childcare facilities and resource centres which facilitate or encourage employment and/or provide facilities for training; and
- Bring forward land for self-build or other developments that will provide resources for the community.

Urban Policy Unit DTLR Policy Note 3  
GOVERNMENT GUIDANCE ON PUBLIC SECTOR ASSISTANCE FOR ENVIRONMENTAL REGENERATION

This policy note provides guidance to Regional Development Agencies (RDAs) and English Partnerships (EP) on the environmental regeneration scheme.

The purpose of the environmental regeneration scheme is to improve the environment by reclaiming and landscaping derelict or potentially derelict land, usually by providing a cover of vegetation. Following reclamation, the land must be made available as a public amenity. Examples include public open spaces, nature conservation areas, playing fields etc (but not sports centres). The scheme may not be used for the redevelopment of land for hard end uses such as offices, industrial buildings, commercial leisure facilities, or housing.

The scheme can be used anywhere in England and up to 100% funding may be provided.

Copies of these documents can be found on the NWDA website www.nwda.co.uk
This document can be made available in the following languages: Bengali, Chinese, Gujarati, Somali, Urdu and Hindi.
Please contact the Marketing Department on 01925 400 100.

This literature has been printed in the Northwest using material which is harvested from sustainable forestry and is totally chlorine free.
The mix of water, alcohol and volatile compounds complies with COSHH regulations.

Designed and produced by Paver Downes Associates, Liverpool.