DELIVERING
ACCRINGTON

This section sets out how the masterplan will be progressed and implemented. This includes governance and partnership arrangements, resourcing, key projects, planning and phasing. A detailed delivery strategy has been produced which details, costs, outputs and phasing.

DELIVERING ACCRINGTON

Accrington Town Centre will require a strategic framework for project implementation in order to deliver the proposed Masterplan option. Therefore, co-ordination arrangements need to be put in place to ensure all the key stakeholders come together to provide an appropriate and coherent response to the challenges of regenerating the Town Centre.

Important to this is setting the context within which the future strategy for the Town Centre will be directed. This is defined within the Masterplan and the Key Strategic Objectives

Vision and Objectives

The vision for Accrington is:

Accrington will become a vibrant floral market town with an excellent quality of place at the heart of Pennine Lancashire.
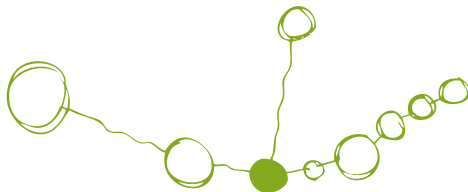
Accrington

at the heart of Pennine Lancashire

In support of the Vision are a series of key strategic objectives as follows. The Town Centre Strategy builds on the key objectives outlined in a number of important strategic documents that either directly or indirectly relate to the Town Centre, including:

- Lancashire Economic Strategy
- NWDA Regional Economic Strategy
- Lancashire Structure Plan
- Northern Way Business Plan
- Draft Hyndburn Sustainable Community Strategy
- Accrington Town Centre Strategy

There are close linkages with housing market renewal, the Area Development Frameworks, The Local Development Framework, and the Local Transport Plan. It also embraces national and local policies and initiatives. The strategy brings together the interests of both the public and private sector representatives and as part of this process, the following objectives have been framed:

- Strengthening the Retail Provision in the Town Centre
- Becoming a Visitor Destination
- Enhancing the Quality of the Environment
- Improving Access, Movement, and Transport
- Promoting Investment and Business Development
- Improving Educational and Training Opportunities

Delivering the Strategy

The Delivery Strategy will provide a broad framework for bringing together the various stakeholders that need to be involved in delivering the framework. An option, in line with other area based regeneration frameworks, is to introduce the concept of Project Delivery Groups to complement other existing consultation arrangements, as a way of involving interested and relevant parties.

The establishment of an officer led implementation group acting on behalf of a Town Centre Partnership to assist with the day to day implementation of the strategy is a proposal worth considering. Similarly, the interface between the work involved in promoting the regeneration of the Town Centre and the overall marketing strategy for the Town is important.

There are a number of organisations that will be involved in the implementation of the Strategic Framework. Delivery will be led by the public sector partners (for example the Council, NWDA, PLLACE, LEP and others) but also, from the private sector through developers who either own land or buildings, or have competitively won the right to develop areas. Managing the scale and size of this implementation strategy will be crucial in ensuring the successful regeneration of the Town Centre. The Structure adopted needs to avoid duplication and be both simple and efficient in its design.

Some models have proposed the establishment of a Partnership Board which would bring together leading members of the public and private sectors. The role of such a structure in the implementation of the Strategic Framework will be to:

- Have overall guardianship of the Strategic Framework.
- Approve the Strategic Framework.
- Approve a high-level business plan.
- Monitor the progress in implementing the Strategic Framework.
- Agree any changes required to the Framework and business plan.
- Discuss and resolve strategic issues related to the implementation of the Strategic Framework.
- Provide strategic direction to the Leading Officer.
- Help promote the Strategic Framework and the image of Accrington.

In addition, the Public Sector Agencies will also have key roles and responsibilities relating to the above in order to ensure the effective implementation of the Strategic Framework.

Governance

The Borough Council would act as the accountable body for any 'Board' established, and as a consequence would be involved in the management of its key financial appraisal and external funding arrangements.

Partnership Board

The role of a Partnership Board would include both overseeing the Town Centre Regeneration programme, as well as managing the delivery of specific elements of the Strategic Framework.

This would be a true multi-agency partnership, and accords with other best practice models for area based regeneration, most typically the URC's. Typical representation on the Board would be drawn from public, private, and community stakeholders such as Lancashire County Council, LCDC, HBC, Elevate, Accrington and Rossendale College, Town Centre Business Forum. This would build upon existing forums through re-focussing on new priorities.

Following the adoption of the Strategic Framework, the Masterplan will provide a detailed breakdown of the activity, income and costs for the implementation phases of the programme. The Board will have overall programme management responsibility for the delivery of the area 'action plans' under the umbrella of the Strategic Framework, reporting on progress against the plan on a regular basis. The delivery team within the Board will also have to project manage some initiatives.

While any ongoing Business Plan would mirror the Masterplan, a Business Plan would include:

- The Vision (Strategic Goals and Timelines)
- The Context (National, Regional, and Local factors)
- The Appraisal (Economic, Social and Physical factors)
- The Strategy (Action Plans)
- Delivering the Strategy (Costing/Phasing/ Funding, Implementation Structure, Decision Making Framework, Funding, Marketing, and Partners)

The Board would also have responsibility for managing the marketing and public relations activity relevant to the Strategic Framework. This will be done in conjunction with the Council and its partners.

Resourcing

Officer Implementation Group

Working on behalf of the Partnership Board and ultimately reporting back to it, an officer implementation group is suggested which would be made up of senior representatives of the key stakeholders to bring together appropriate agencies when required, and to ensure that the individual business plans for implementing the Strategic Framework are adhered to.

The Implementation Group would typically have a Project Manager, and would comprise Officers from:

- Planning
- Transportation
- Policy and Programmes
- Finance
- Environmental Management
- Regeneration/Economic Development

It will also liaise with 'other' relevant delivery arrangements for complementary projects to ensure synergy, transparency and co-ordination of any activity taking place in the Town Centre.

The group would be chaired by a senior member/officer of the Council/partner agency. This Group will also oversee appropriate support for any 'new' forums or groups that may need to be established to ensure that the Strategic Framework is delivered. These groups will have responsibility for bringing relevant parties together to create an action plan for either an agreed geographical or functional area.

In addition the group will provide a 'bridge' between those forums already in place and/or where activity goes beyond the remit of the Strategic Framework. This group could also be used as a vehicle for fast tracking any potential 'blockages' for specific developments within the Town Centre, as well as acting as an initial joint public sector appraisal board for 'third' party development proposals.

The Council/Masterplan Team would need to suggest a membership of this co-ordinating team.

Project Delivery Groups

Project Delivery Groups would be made up of those directly involved in or, with an interest in, a geographical or functional area as described in the strategic framework. These implementation arrangements would cover those Key Investment Areas as identified in the Masterplan,

In terms of prioritising action and managing resources it would be appropriate to target those investment areas where change is planned in the shorter term first. These would include the Arndale quarter to bring forward and integrate projects in that quarter. This includes the bus station, public realm improvements, the Arndale Centre.

The second priority investment area would include Blackburn Road and projects including the relocation of the bus station, the design competition for Peel Square, the Market Hall refurbishment and LEGI proposals and improvements to Blackburn Road, including the integration of the planned East Lancashire Rapid Transit Route.

Over time new groups could be set up as progress is made and resourcing allows.

Each group could have a chairperson and include relevant representatives from the implementation group as well as a cross section of interested parties, including elected members. Where appropriate the Council could provide administrative and or project management support if required. The groups themselves would need to:

- Take ownership of the Strategic Direction set out in the Strategic Framework for their area of interest.
- Oversee the creation of a detailed action plan for taking forward the area of interest.
- Oversee the implementation of this action plan.
- Report progress to the 'Board' via the Implementation Group.
- Recommend relevant changes to the Strategic Framework to the 'Board'

Building Capacity

In order to progress the Town Centre Strategy, a team will need to be established to deliver the individual projects.

As part of the Elevate programme of Economic Development Projects, a bid for a three-year programme of funding towards the costs associated with the appointment of a Core Team to support, manage and co-ordinate the development and delivery of an NWDA-funded Programme of Economic Development projects has been submitted by the five local authority partners which supports the ELEVATE Housing Market Renewal initiative in Pennine Lancashire. The investment will also support a forward development fund to support the rebranding of East Lancashire Pennine Lancashire with an aim of promoting the new brand to help secure further inward investment for a more sustainable economy in a key sub region of Lancashire.

As a first step in progressing the programme, support could be provided through this core team when appointed. This would provide short term assistance to ensure longer term delivery.

It also proposed that as part of any comprehensive funding application to deliver the Town centre Programme, funding assistance would be sought towards the cost of a Project Manager to take responsibility for delivering the programme, along with support towards an ongoing Promotion and Marketing Strategy. Typical responsibilities will cover:

- Programme development, including production of the programme's annual business plan;
- Technical support to partners in developing and delivering individual projects;
- Procurement of independent technical appraisals of projects to funding bodies (Council, NWDA, HLF, Europe)
- Programme co-ordination and management
- Servicing of project group meetings;
- Progress reporting to key stakeholders;
- Programme evaluation against stated objectives;

The Application process for PLLACE funding has now been agreed in principle, and it is proposed to begin the process following the approval of the Masterplan by the Council. The detail of the Masterplan will support any application for funding.

Implementation

At the heart of the delivery of the programme needs to be a Decision Making Framework – (a process for the consideration, promotion and implementation of the programme) – which will enable decisions to be made between competing aspirations, and between short-term and long-term goals.

With a programme that is intended to sustain for the long-term, there must be flexibility and the capacity to respond to changes in circumstances, market conditions and opportunities as they arise.

An approach to this is to provide this flexibility, and to enable the process to evolve over time. The decision-making framework needs to have a number of features. It should be:

- Flexible so as to be able to respond to changing circumstances
- Transparent so as to engage stakeholders in the process and to promote accountability
- Responsive to changing market need with sufficient speed
- Capable of providing comparative return assessments

The decision-making framework will also have two important aspects:

- The technical processes that will enable informed choices to be made between different schemes over time
- The decision process of how those choices should be made and who will make them

The Technical Process

The process of selecting projects from a range of possibilities competing for limited resources requires a model that will enable choices to be made in the present and over time as certain interventions are completed and circumstances and priorities change. This needs to be a process designed to assist in reaching rational decisions, and implies the need to appraise investment proposals. In the past this has been based almost solely on quantitative measures.

A new methodology is required which needs, in particular, to identify the economic impact of its choices. It will be necessary to create a new technical decision process which also involves qualitative measures based on economic contribution, sustainable design, and quality of life.

These can be translated into practical guidance tools. In this way, Accrington would have a model that permits both evaluation and justification of the schemes that it chooses to support. It will also be able to identify and work through the portfolio of proposed interventions which will enable holistic regeneration to be promoted. These may be considered as forming part of a 4-part Impact Matrix grouped into the following:

- Early Wins (the essential means of demonstrating intent),
- Framework Formers (short-term investment in public realm),
- Context Providers (long-term infrastructure) and
- Flagship Developments (long-term major impact schemes).

This can be translated into an Impact Matrix as follows:

High Impact	**Early Wins**	**Flagship Developments**
Low Impact	**Framework Formers**	**Context Providers**
	Short Term	Long Term
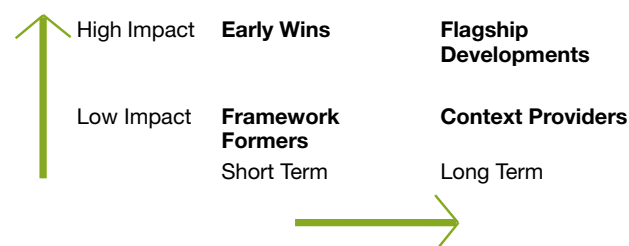
The decision-making process must be pro-active as well as reactive. Delivery must take place within the context of a Business Plan which will draw together the Vision as expressed in terms of the strategic goals, and the appreciation of the market environment, with operational, promotion and financial proposals.

The decision process for the consideration and promotion of the programme should take place within the context of a body that encompasses the views and expertise of a range of key stakeholders with local, regional and international experience in urban fabric and business regeneration.

However, such a body must be lean and efficient in delivering decisions. Such a body should be empowered to consider and offer views on all proposals of significance within the Town Centre area. A Partnership Board (see above) would be well placed to fulfil such a role given the representative nature of its constitution.

The Decision Making Framework is only a tool in the decision process. 'Real world' commercial judgement must also be applied.

Therefore, it is important that the Board would need to give high quality independent advice on key issues relating to the implementation of the Strategic Framework

The following is an example of the factors to be considered when considering the above.

Decision Making Framework	Measure	Unit/Scoring Factor
Quantitative Measures		
	Jobs created/safeguarded	£/job
	Investment value added	£PSI
	Inward Investment	£Capital/£Revenue
	Development floorspace	£/Sq m
	Housing.	£/No
	Infrastructure	£/Km.
	Land/buildings recycled	£/Ha.
Qualitative Measures		
Economic Contribution	GDP enhancement	Potential impact on GDP levels
	Identified growth sectors	Fit with identified sectors
	Synergy	Support to growth clusters
	Public sector intervention	Cost and resource input
Sustainable Design	Design excellence	Does it show high design quality?
	Density	Is it at an appropriate density?
	Diversity	Has it an appropriate diversity?
	Displacement of car transport	Does it encourage non-car use?
Quality of Life	Socio-economic factors	Housing, health, crime, employment, economic activity.
	Civic Prestige/ Town Profile	Contribution to civic identity/ Town Profile
	Training & Education	Contribution to or requirement for improved training & education
	Environment	Air quality, noise, energy conservation,
	Culture and Recreation	Contribution to depth and range of culture (recreational experience e.g. cinemas, theatres, museums, sports facilities, and libraries

Figure 38 Regeneration Impact Measures

IMPLEMENTATION PLAN

The details of individual projects are outlined below in Figure 39.

Development Project/Planning Status	Description of existing proposals and recommendations	Quarter
1a. Former Skills Centre	Apprroved planning application on large part of the site for Tesco superstore.	Scaitcliffe
1b. Train Station	New waiting area and ticket facilities. Planning permission	Scaitcliffe
2a. Scaitcliffe Lodge	Under construction new 6 storey building 45 flats, retail unit, café and office unit.	Scaitcliffe
2b New Health Centre	Recently opened	Cannon Street
3. Market Hall	LEGI funded initiative to refurbish the market hall with new mezzanine floor and new business incubator units on the upper floor	Blackburn Road
4. Arndale	To redevelop the Arndale centre to integrate into the town centre and provide a better gateway into the town.	Arndale
5. Former Sunday School (Opium nightclub, Cannon Street	Secure building to prevent further deterioration. Reuse and refurbishment of building for residential, café /restaurant use	Cannon Street
6. Fire Station	Refurbishment and conversion to residential, restaurant and leisure uses	The Grange
7. Baptist Church	Planning permission for conversion to 16 flats	Cannon Street
8. La-de-das	Planning permission for conversion to 40 flats	Cannon Street
9. Conservative Club	Secure building to prevent further deterioration. Refurbishment and conversion to hotel, conference, restaurant, residential uses	Cannon Street
10. Barnes Furniture Store	Redevelopment of gateway site for new retail/mixed use/leisure	Cannon Street
11. Town Hall	Refurbishment for interpretation/local history centre, tourist information, café, weddings/conferences etc	Blackburn Road
12. Crawshaw St Bus Station	New bus station. Provision of 12 bays, including the removal of shops on Union Street providing better integration of bus station with the Arndale and Blackburn Road.	Arndale
13 Blackburn Road Business Hub	Creation of new office/business cluster	Hyndburn Road
14. Bridge Street	Redevelopment of area for retail and cafes/bars to create link from Blackburn Road, Bridge Street to Warner Street, create courtyard space, link to Victorian Arcade	Blackburn Road
15. Thompson Court	Create courtyard space and surrounding active uses	Blackburn Road
16. Victorian Arcade	Refurbishment for retail and café/restaurants, potential link through with Bridge street	Blackburn Road
17. Oak Street	Redevelopment of parking area for residential/live work units/managed workspace/craft workshops	The Grange
18. Broad Oak	Redevelopment of land to east and west of Jacob Street for residential	The Grange
19. Spring Gardens	Planning permission for residential	The Grange
20. Jacob Street	Redevelopment of site for residential as part of the Grange proposals	The Grange
21. Charlie Browns	Redevelopment of Charlie Brown block for mixed/retail uses or parking area	Blackburn Road
22. Water Street	Refurbishment of block for mixed/retail uses	Eastgate
23. 2-16 Broadway	Redevelopment of 2-16 Broadway for new retail block and square to link Broadway to Market and Blackburn Road.	Arndale
24. Barnes Street	To develop the existing parking area for new commercial development to provide a strong edge and attractive frontage to Eastgate	Eastgate
25. Wellington Street/Grange Lane	Redevelopment of vehicle depot site to provide new residential development and define link between Grange Lane to Oakhill Park and town centre.	The Grange
26. Paxton Street	Redevelopment of low quality one storey corner block at junction with Blackburn Road for new gateway development retail and office	Hyndburn Road
27. Stanley Street	Development of new office/retail block with larger floorplates and to define the edge and improve the frontage to Eastgate	Eastgate
28. Hyndburn Road/Viaduct Gateway	New mixed use development as part of viaduct gateway improvement	Hyndburn Road
29. Derby Street	New mixed use development as part of Whalley Road gateway improvement	Eastgate
30. Whalley Road	New mixed use development as part of Whalley Road gateway improvement	Eastgate

31. Grange Lane	Redevelopment of area to south of Grange Lane for new green quarter, mixed use, housing, live/work	The Grange
32. Cross Street	New residential block within the Grange area	The Grange
33. Union Street	New gateway retail block following demolition of former Kwik Save store	Arndale
Environmental Improvements		
A. Eagle Street	Tree planting/paving improvements/lighting	Scaitcliffe
B. Cannon Street	Tree planting/paving improvements/lighting and pedestrian crossing improvements at junction with St James Street and junction of Paradise Street and St James Street	Cannon Street
C. Paradise/Eagle St junction	Pedestrian crossing improvements	Scaitcliffe
D. Scaitclife/Ormerod junction	Potential signalization, resurface cycleway/footway, replace existing crossing with Toucan crossing	Scaitcliffe
E. Market Square	Create new civic space "heart of the town" outside Market Hall and Town Hall to create improved setting for these "set piece" buildings and gathering space for local people and visitors with quality street surfacing, lighting and low level planting etc. Create flexible space for market days, events and perfomances	Blackburn Road
F. Globe Square	Enhance the space with planting and lighting to define as public place	Scaitcliffe
G. Cross Street	New pocket park	The Grange
H. Grange Park	To unlock the potential of Broad Oak Water and enhance green corridors, create a new park/green oasis to act as flexible space for outdoor events in the summer.	The Grange
I. Abbey Gateway	Key Gateway Improvement to town centre: Junction realignment to improve town centre gateway, remove traffic islands, direct pedestrian crossings, low level landscaping, through traffic still signed via Eastgate. Prominent and attractive signage to town centre	Blackburn Road
J. Broadway Canopy	Partial canopies over Broadway to provide shelter and more enclosed shopping area.	Arndale
K. Viaduct Park	Enhanced town centre gateway. New public realm and improved pedestrian crossings and routes to town centre and bus station	Hyndburn Road
L. Burnley Road	Key Gateway Improvement: junction realignment, creation of shared surface to reduce traffic speeds and increase pedestrian permeability, removal of guard rail and central reservation, introduce direct crossings across desire lines and narrow junction through public realm and potential new development, re-open Burnley Road to Broadway	Eastgate
M. Eastgate	To define the road as a boulevard and more attractive edge to the town centre through tree planting to screen the "car parking edge" and rear of Abbey Street properties.	Eastgate
N. Peel Street Square	Following the relocation of the bus station, the creation of a new public square to animate and improve the environment around the Market Hall as part of the "heart of town". Create a flexible and organic space for market stalls, events and performances and also integrate car parking (approximately 30 potential on street parking bays) for market shoppers. Narrow and raise the carriageway to provide a better quality public realm and shared surface and create zebra crossings on pedestrian desire lines	Blackburn Road
O. Wellington Square	Create a new courtyard public square adjacent to the fire station complex along Grange Lane to contribute to the sequence of public spaces from Oakhill Park, Christchurch Conservation Area and Grange Lane, Town Centre	The Grange
P. Toll House Square	Public realm improvements as part of town gateway, removal of unsympathetic signage	The Grange
Q. Blackburn Road	Redefinition and improvement of Blackburn Road as high street to the town. Option 1: This option closes Blackburn Road in front of the Town Hall and Market Hall to through traffic, creating a pedestrianised area. Option 2: Shared surface along Blackburn Road with one way in front of the Town Hall and Market Place	Blackburn Road
R. Hyndburn Road	Creation of green routes along Hyndburn Road and the River Hyndburn to improve gateway approach to the town and re-opening the watercourse, improving linkages to the lodge and Milnshaw Park	Hyndburn Road
S. Blackburn Road Gateway	Improved street environment by tree planting, pavement widening and repaving, public art. Improvements to railway bridge gateway, de-clutter signage/shop front improvements/planting	Arndale
T. Avenue Parade	Public realm pedestrian crossing improvements to enhance the link from the town centre to the Coppice and Peel Park as visitor experience	Eastgate
U. Hyndburn Lodge	To enhance activity and access to the lodge for the public, consider jetties for fishing, footpath improvements and lighting, seating areas, landscape enhancements	Hyndburn Road
V. Whalley Road	Key Gateway Improvement. Junction realignment, creation of shared surface to reduce traffic speeds and increase pedestrian permeability	Eastagte
W. St James Churchyard	Boundary improvements to the churchyard and integration of clear pedestrian footpaths and seating areas	Cannon Street

The Masterplan Team have undertaken an exercise based on the Impact Matrix methodology above, and produced a programme covering the first 3 years of the programme, which will form the basis of any funding applications. More details are provided in the delivery plan.

Project No	Project	Potential Funding Source
FLAGSHIP PROJECTS		
1a	Skills Centre Site	Private
3	Market Hall Refurbishment	LEGI/HBC
12	Crawshaw St Bus Stn	LTP/S106/HBC
EARLY WINS		
2a	Scaitcliffe Lodge	Private
2b	Health Centre	PCT
5	La De Da's	Private
16	Victorian Arcade	NWDA/ERDF/HLF
19	Spring Gardens	HBC/NWDA/ERDF
A	Eagle Street	S106/HBC
B	Cannon Street	S106/HBC/NWDA/ERDF/HLF
C	Paradise Street Junction	S106/HBC/NWDA/ERDF
D	Scaitcliffe/Ormerod Junction	S106/HBC/NWDA/ERDF
D	Globe Square	S106/HBC/NWDA/ERDF
P	Toll House	HBC/NWDA/ERDF
R	Hyndburn Rd Landscaping	HBC/NWDA/ERDF
T	Avenue Parade	HBC/NWDA/ERDF

FRAMEWORK FORMERS		
5	Secure Sunday School	HBC/NWDA/ERDF/HLF
9	Secure Conservative Club	HBC/NWDA/ERDF/HLF
10	Demolish Barnes Store	HBC/NWDA/ERDF/HLF
1b	Planning - Train Station	LCC/LTP/S106
15	Thompson Court	HBC/NWDA
N/A	Townscape Heritage Initiative Bid	THI
N/A	PLLACE Bid	HBC/NWDA
16 and 14	Brief for Arcade	HBC/NWDA
6, 25 and Q	Brief for Magistrates Complex	HBC/NWDA
I	Brief for Abbey Street	HBC/NWDA
10, 17, 18, 19, 20, 31, 32, G and H	Brief for Grange	HBC/NWDA
11	Brief for Town Hall	HBC/NWDA
13, 26 and S	Brief for B/burn Rd Gateway	HBC/NWDA
K, 33, 12 and 4	Brief for Viaduct Gateway	HBC/NWDA
24, 21, 27, 29, 30 and M	Brief for Eastgate	HBC/NWDA
N	Design Competition Peel Square	HBC/NWDA/Elevate

Figure 40 Phase 1 Projects

Funding

Current Government thinking strongly favours the delivery of public investment through public/private partnerships. It is vital to the delivery of any Strategic Framework that the private sector is engaged and encouraged to bring forward projects utilising public sector investment. The private sector is likely to be more readily responsive to this challenge if the requirements for securing public sector investment make it:

- transparent and painless
- accessible
- responsive
- well managed

Public sector funding which can assist in the regeneration of the Town Centre would be delivered through a number of different agencies which include:

- European Regional Development Funds
- Regional Development Agency Funds
- Hyndburn Borough Council
- Lancashire County Council
- ELEVATE Housing Market Renewal initiative
- Local Economic Growth Initiative
- English Partnerships
- Heritage Lottery Funding
- English Heritage Funds

Each of these funding sources has its own set of criteria for investment, different application and approval processes and time scales. Consequently, obtaining such funds is often perceived by the private sector as rather daunting and difficult to achieve.

A short term action to begin the delivery process would be to develop funding applications through 2 separate but interlinked channels – the PLLACE/RDA Initiative, and the Heritage Lottery funded THI programme:

- PLLACE – the core team have approved the Business Plan for 2008/9 and it is proposed to submit an Application for funding based on the financial information and timetable in the Masterplan report, and discussion with the Council and PLLACE Core Team
- North West Development Agency Sub Regional Action Plan
- Northwest European Regional Development Fund Programme
- Townscape Heritage Initiative – A conservation area management plan has already been produced as part of the Masterplan document which could be used as the basis for discussion with the Heritage Lottery Fund to consider a bid for the Warner Street/Cannon Street area.

A Delivery Team (outlined above) would provide a service for the private sector that will make it easier to access public sector resources. Such a service would be aimed at occupiers, investors and developers, the objectives of which could be

- To be identified as the first point of reference by business for comprehensive and efficient advice on funding regimes and packages available for individual project proposals.
- To ensure the comprehensive assessment of project proposals to ensure that the most beneficial are prioritised.
- To create a strategic approach to funding support, particularly in co-ordination and simplification of the processes for accessing funding streams and producing greater synergy between the different funding sources to maximise impact.
- To combine physical and social regeneration resources.
- Free advice to investors, potential occupiers, inward investors, contractors and certain other bodies (including public) seeking to implement a project requiring public sector investment.
- Discussion of proposals in confidence.
- Indicative advice on the level of public sector investment, which could potentially be achieved following a successful application.
- An explanation of the various funding regimes and their application or otherwise to a project.
- Relevant assistance on applications for funding.

The role of the Council in this service will need to be further explored, however it is recommended that it sign-posts opportunities that arise out of the Strategic Framework. This could be provided in the short term through the PLLACE Core Team (see above). Other more specific bids for funding (i.e. HLF/THI) would need to be managed by the Council

Planning Strategy

The statutory planning process is a key tool in the implementation of the Strategic Framework. To achieve successful implementation and delivery the Framework will require:

- Formal and informal 'buy in' to the Framework by the Council, and partners
- Of equal importance is the 'buy in' of staff in organisations who will be responsible for implementing the Framework and delivering the vision.
- Incorporation of key elements of the Strategic Framework in the statutory planning process to give weight to the proposals both in the determination of planning applications and any subsequent CPO action.

Hyndburn's Local Plan was adopted in 1996 and sets out land use policies for the area to 2006. Local Plan policies have been saved until progress is made with the local development framework. This will be made up of a series of documents covering different aspects of development in the borough. Until the Framework is in place in 2008, the policies in the Local Plan remain in force.

Work is currently underway on the Core Strategy Development Plan Document which sets out a range of options including a preferred option for how the Borough will develop over the next 15 years. Consultation on this document is planned for Summer 2008. This is based on the issues and options consultation held in Summer 2006.

The masterplan currently does not have any statutory weight in the planning system and could only be used as a material planning consideration in the determination of any future planning applications. To give the masterplan statutory status it needs to form part of the Council's Local Development Framework (LDF). The Council believes the best way of taking this forward is the production of an Area Action Plan (AAP) which will form a Development Plan Document (DPP) in the LDF. The AAP features within the Local Development Scheme (adopted March 2007) and the key dates for taking this forward are set out in the table below at Figure 41.

Where needed, the Council will require site specific development briefs to be produced to add to the policies of the Town Centre AAP. Planning applications will need to be accompanied by carefully explained design statements. These will need to explain how the scheme has evolved to respond sensitively and with quality and innovation both to the site and in the wider area. On all key sites the Council will seek the views of the Regional Design Panel or other expert external advice.

The Council may also wish to prepare an SPD for capturing developer contributions in the town centre area through S 106 planning obligations. At present work is underway on preparing developer

Key Date	Stage	Revised Date
Dec 2007	Evidence gathering including consultation on issues	This has been completed
June 2008	Consultation on preferred options	Oct/Nov 08
October 2008	Consideration of representations	Nov/Dec
Feb 2009	Submission to SoS and 6 week public consultation	No Change
July 2009	Public Consultation	No Change
August 2009	Pre-Examination Meeting	No Change
Oct 2009	Examination target date	No Change
April 2009	Inspectors Report	No Change
June 2010	Adoption	No Change

Figure 41 Area Action Plan Programme

Section 106

contributions SPD. It is based on a comprehensive study carried out by Lancashire County Council.

Land Assembly

Land assembly will be a key issue in the delivery of the Town Centre regeneration projects. Opportunities will be identified in the Strategic Framework where it will be necessary to effect the use of CPO powers and therefore the formal adoption of the Strategic Framework will be an important factor in its implementation. Indeed, policy confers equal authority for CPO purposes as if the policy were contained in the UDP.

The three organisations which could effect CPOs are:

- The Council
- North West Development Agency
- English Partnerships

The most likely organisations that would use CPO powers are the Council and the NWDA. The entire procedure usually takes between 12 – 18 months, but this varies significantly depending on the number of objections received etc.

Section 106 of the Town and Country Planning Act 1990 enables local authorities to enter into agreements with developers to remove barriers to development and reduce the costs to or impacts on the neighbouring area arising from the development. Section 106 agreements are often used to secure 'planning gain', although councils must be careful to be seen to be consistent and fair to avoid protracted negotiations and disagreements with developers.

In addition, funds raised through 106 agreements should be coordinated with specific projects where possible and not applied in a piecemeal fashion. A major public realm intervention for instance, could be part funded by a number of section 106 agreements and various other public resources.

Heritage and Listed Building Issues

In regenerating the Town Centre, the historic structures – listed or not – need not be seen as stifling development. Rather, the creative re-use and adaptation of these structures for contemporary uses will be a challenge to architects and designers, and support should be given to developers and owners in their efforts to maintain the fabric.

A series of Statutory Instruments exist which can be utilised to bring buildings and sites back into used to either work alongside the owners of sites and

buildings, or for use as an enforcement tool. They relate specifically to:

- Section 215 Notices
- Urgent Works Notices
- Repairs Notices
- Implementation Agreements
- Compulsory Purchase Orders (see above)

Flooding and Transport Studies

To assess the impact of flooding on development proposed further flood risk assessment and flood modelling work will need to be undertaken to identify the likely frequency and impact of flooding. Green spaces along watercourses could provide compensatory flood storage as the same time as providing a recreational function.

In addition the detailed transport implications of new development and the transport proposals will need to be considered thorough more detailed transport assessment and modelling work.

Marketing Strategy

The development of a Marketing Strategy for the Town Centre will be key to the success of the delivery plan and will necessitate the following key steps:

- Identify the components of a successful / competitive Town Centre and Accrington's unique selling points (USP's)
- A SWOT analysis and thorough research of Accrington's current and potential future competitive position and advantages
- Establish the Accrington brand
- Identification of target markets for Accrington
- Creation of highly focused and informative marketing material which clearly establishes the business case for Accrington
- Decide on the appropriate vehicle for implementation and secure resources and funding for launch
- Reinforcing existing and establishing new business support systems
- Effective Performance measurement

Performance Indicators

The degree to which Accrington will be successful in attaining regeneration objectives can be measured against certain principal performance criteria, examples of which are outlined below, which will need to be aligned with those of the strategic partners.

Performance Indicator	Comments
Economy Indicators	
GDP growth per Capita	EU data comparison
Unemployment Rate	Regional and national comparison
Population	
Population change	
Employment and Labour Skills Indicators	
Labour skills index	Regional and national comparison
Secondary and higher educational attainment	Regional and national comparison GCSE, degree and National Vocational Qualification (NVQ) attainment levels
Employment male/ female in full/part time	
Mean gross full time earnings	
Business Indicators	
Business Fertility	Number of business start ups/ winding up orders
Numbers employed in high growth industry sectors	
Tourism and Business Tourism growth	Aggregate numbers and spend
Property Market Indicators	
Commercial property rental levels	Relative change to comparator centres
Take up of commercial property space	
Net new commercial floorspace	Analysis to include new space as % of existing stock
Vacancy rate of commercial buildings % of previously developed, vacant and derelict land and buildings	
Number of hotel rooms	Analysed by quality
Rateable value of the area	Regional and national comparison.
Quality of Life	
Total recorded crimes per 1,000 of population	
House prices and choice	Growth/change in average house prices relative to regional and national statistics

Figure 42 Performance Indicators