



## Towns & Cities Partners in Urban Renaissance

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### Partner Profiles

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“Towns and cities are essentially organic and should not be seen as just a set of problems or machines to be fixed with a ‘tool kit’ of short-term projects...”  
Dr Nicholas Falk (URBED) during work on the Partners in Urban Renaissance project





Partner Profiles

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**Introduction** This report contains snapshot profiles of each of the 24 towns and cities in England participating in the [Towns & Cities: Partners in Urban Renaissance](#) project. The profiles aim to give a flavour of each partner's history, urban renaissance vision, challenges and successes so far, though they are not a comprehensive analysis of each place. The Profiles Report is one of five publications reflecting the work and outcomes of the Partners in Urban Renaissance project between October 2001 and October 2002. The five documents in the family are:

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[Project Report](#)

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[Partner Profiles](#)

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[Case Studies](#)

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[Workshops Report](#)

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[Breaking Down the Barriers Report](#)

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Each profile follows a similar structure. The first section looks at the context for each place, the geographical location, some key socio-economic facts and a brief historical context. The second section looks at the vision developed for each place. The third and fourth sections of each profile look at challenges remaining, and some successes. Finally we have included a brief statistical analysis for each place, using a set of key indicators. Within the visions, challenges and successes sections there are phrases in brackets. These phrases relate to the [Five Steps to Success](#) and the [Eight Dimensions of Renaissance](#) identified in the Project Report. Where a phrase also has an arrow, this refers to a case study, which can be found in the Case Studies.

Context Barnsley is an historic market town in Yorkshire that grew in the 19th century as a result of coal and textiles. The settlement pattern of the borough is based on geology, with villages like Grimethorpe located in a particular area due to the proximity of the coal seam underneath. The total closure of the coal industry has affected every aspect of Barnsley including employment, social structures, education and housing. Barnsley has little of the built heritage of mills and warehouses found in other industrial towns because of its mining legacy, and there is considerable pressure on the space available on the surface to accommodate the jobs that were previously underground. The community in Barnsley is close-knit, reflected in the strength of local partnerships, but there is a feeling that more could be done to really get to grips with the scale of the challenges that Barnsley faces. This is being addressed through a visioning exercise, supported by Yorkshire Forward's Renaissance Towns Initiative and led in Barnsley by internationally renowned architect Will Alsop.

Vision
The process to develop a vision started with a consultancy study that identified a range of projects to enhance the attractiveness and diversity of the town centre
'Rethinking and remaking Barnsley', launched in January 2002, has been an intensive and inclusive process to reposition the town as 'a 21st century Market Town'
Yorkshire Forward's Renaissance Towns Initiative, using a panel of international experts, has sought to give physical form to this through the concept of an 'Italian hill town'
The vision is based on developing a quality core urban centre to Barnsley, with development concentrated within this core and surrounded by a ring of offices, houses and other buildings, such as a new health centre

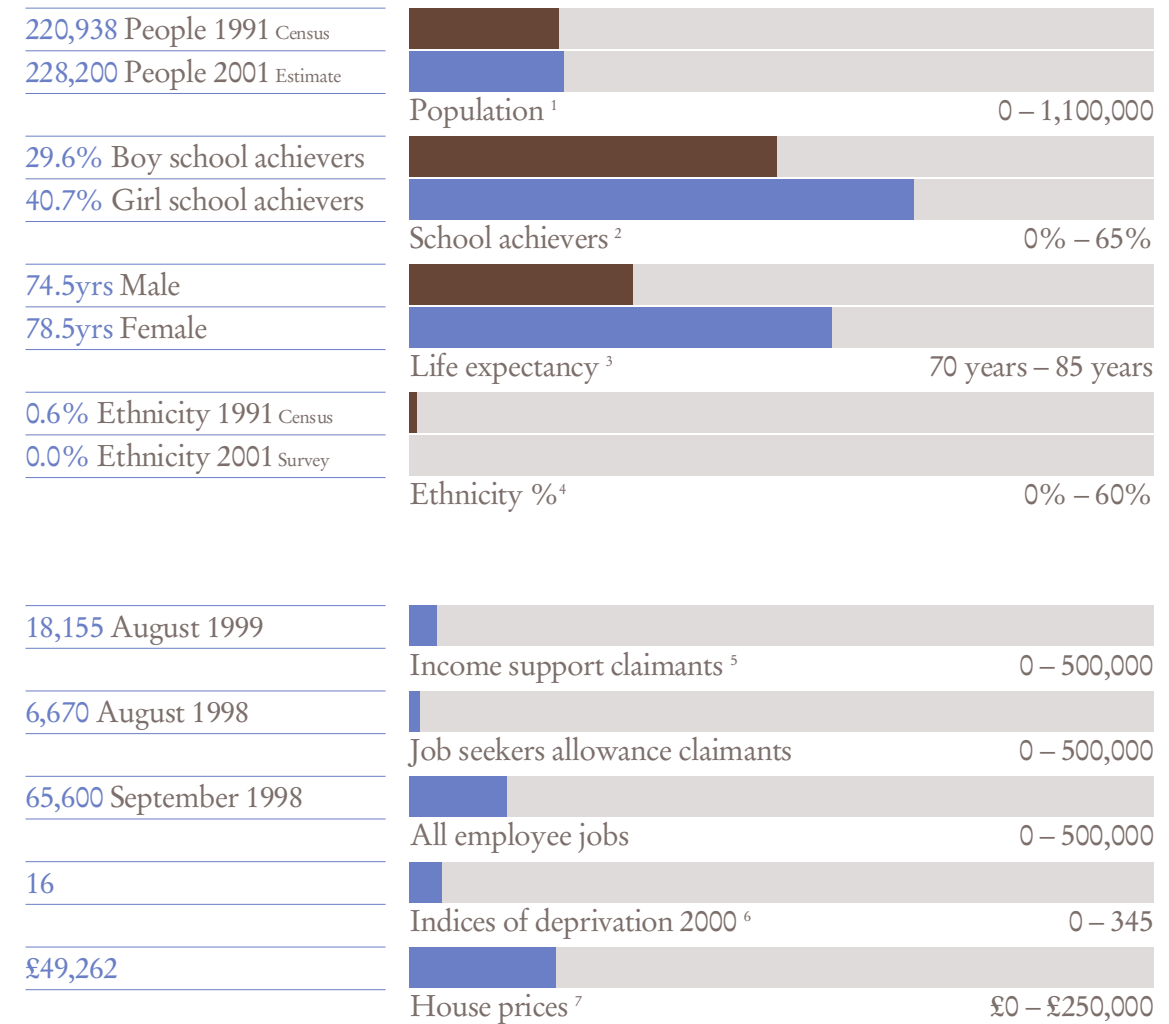
Challenges
Overcoming a dysfunctional property market in the town centre, which means that while there is demand for space the values are not sufficiently high to allow viable development
Improving the image of the town centre to encourage investors
Retaining population where demand for Victorian housing stock is falling, without necessarily building more suburban housing
Supporting a declining covered market that is seen as central to the vision
Turning the vision into specific projects that maximise the benefits of European objective funding
Linking development to the emerging masterplan
Some successes
The development of a new vision for Barnsley through ' <a href="#">Rethinking and remaking Barnsley</a> ' leading to a holistic city centre masterplan <i>Maintaining the momentum</i> →
The creation of a 'Town Team' committed to making Barnsley a success <i>Maintaining the momentum</i>
The development of community education, for example the Acorn Centre in Grimethorpe, to help build local confidence, and the innovative role played by local colleges <i>Community engagement</i>
The regeneration of historic areas including George Yard as a speciality shopping and restaurant location <i>Pride of place</i>
The refurbishment of the art gallery <i>Pride of place</i> <a href="#">Neighbourhood Pride</a> – using direct labour in local environment projects to raise standards of maintenance <i>Pride of place</i> →
The development of the football stadium with associated leisure facilities used by the community <i>Harmonious communities</i>
The reuse of the former Co-op department store for leisure <i>Thriving centres</i>

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Read more on [Rethinking and remaking Barnsley](#) in Case Studies, 6.210/11 Read more on [Neighbourhood Pride](#) in Case Studies, 8.1

## 1 Barnsley

Commentary Barnsley has held its own despite the complete decimation of its main industry. The council is taking a much more strategic view of the town's future and is committed to bring about change by working with the community and other partners. There is low demand for town centre housing, and concern that with falling demand for inner city terraces, housing would have to be redeveloped at lower densities, potentially conflicting with key urban renaissance principles. Maintaining the momentum will be key, given the enthusiasm that has been generated, especially through the visioning exercise.





Context Birmingham is the largest local authority in the UK and sees itself as the UK's second city after London. Like other provincial cities Birmingham grew rapidly during the industrial revolution, with its economy built on small-scale manufacture 'the city of a thousand trades' and later the motor industry. When manufacturing started to decline (half the manufacturing jobs went in ten years), the city sought to reinvent itself, by making the most of its location at the heart of England. In the 1960s the city centre was largely rebuilt creating what became, over time, one of the most disliked city centre environments of any large city. Major steps have been taken to overcome this legacy with landmark developments such as the International Convention Centre (ICC), Millennium Point, and new public spaces. A key element in funding the ICC was the council's stake in the successful National Exhibition Centre. Following the revival of the city centre the Bull Ring shopping centre is currently being redeveloped and there are major plans for the Eastside area including a new central library and park. Although major city centre programmes will continue, the focus is now shifting to the city's neighbourhoods, where there are some large disadvantaged areas. Whilst many sections of the city's population suffer from serious deprivation, overall the city is more prosperous than some other Core Cities and there are currently not the problems of area abandonment and severe decline witnessed elsewhere.

Vision

- Birmingham City Council has a clear vision for the city, which has evolved over recent years

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- The initial Highbury Initiative Symposium in 1988 is credited with changing the course of the city centre – breaking the 'concrete collar' of the ring road and creating a series of distinct quarters. It led to a new emphasis on securing a much higher quality of design, and changing the city's image to one where pedestrians come first

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- A second symposium a year later launched new initiatives to develop the financial sector. It also led to setting up City Centre Management and producing planning briefs for key sites

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- The recent Highbury 3 conference has updated this vision, and in particular has established the overall aim of creating flourishing neighbourhoods across the city to complement the success of city centre renaissance

Challenges

- Tackling outlying areas where poor conditions are concentrated

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- Reversing the decentralisation of the population and the loss of people from the inner city

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- Upgrading a deteriorating housing stock given the possibility of future market failure

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- Making the most of a multi-cultural population and maintaining racial harmony

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- Reducing high levels of commuting from outside the city (35% of city centre employees)

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- Matching the standards set by European competitor cities while the council does not have comparative levels of autonomy to make things happen

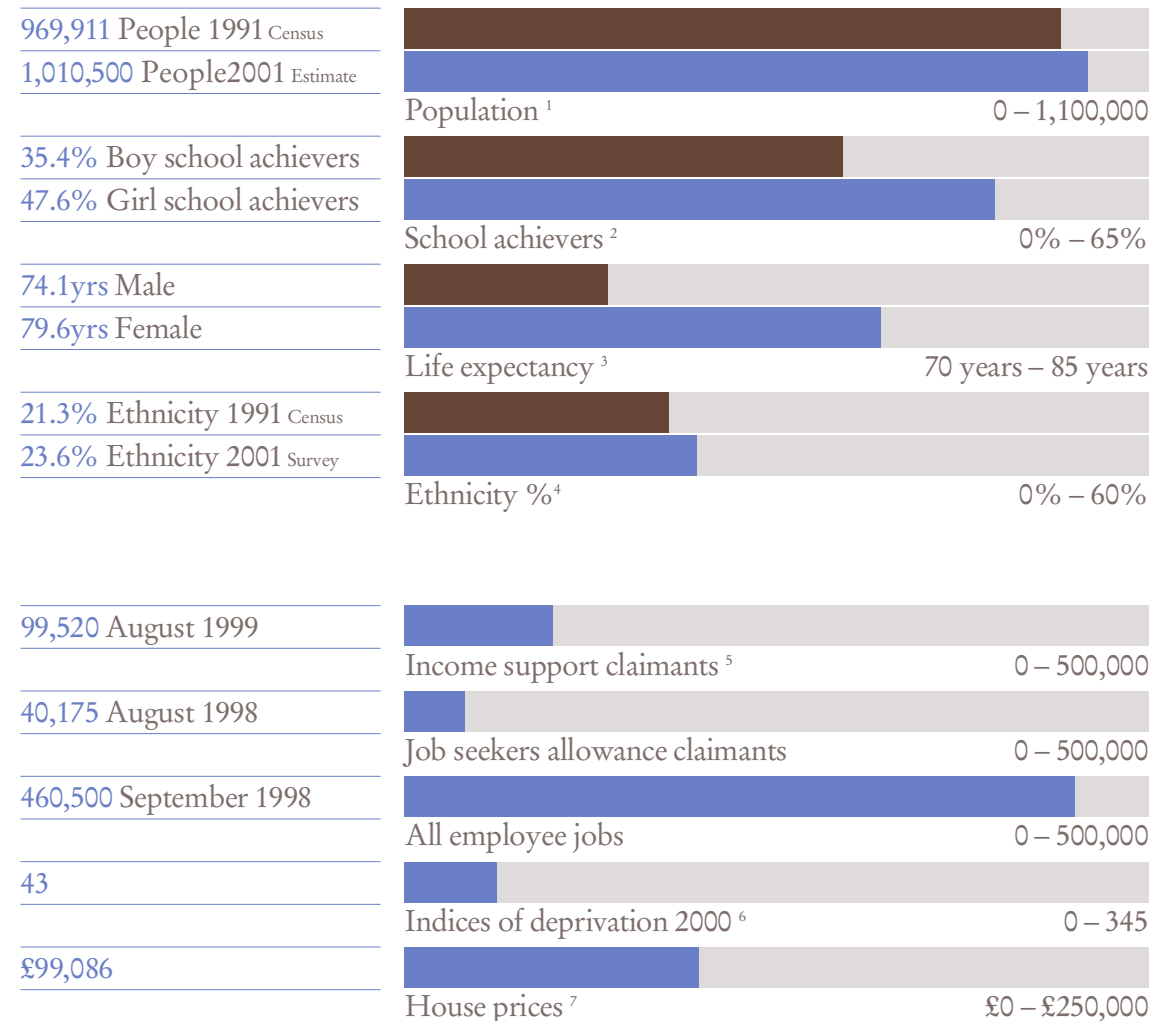
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- Improving council-owned housing now that large-scale voluntary transfer has been rejected by tenants

Some successes
Areas like Attwood Green on the edge of the city centre are being comprehensively redeveloped in partnership with private developers <i>Carrying out a phased strategy</i>
The development of a series of flagship projects – ICC, Indoor Arena and the Bull Ring – and the adaptive reuse of landmark buildings, for example, Custard Factory, Mail Box <i>Orchestrating investment</i>
Balsall Health is a <b>local centre</b> with a predominantly ethnic community where people feel that things are getting better thanks to community-based initiatives <i>Community engagement</i> →
Castle Vale is one of the most successful Housing Action Trusts <i>Community engagement</i>
A high-quality and very extensive pedestrian environment and fine new public spaces – Centenary Square and Victoria Square <i>Pride of place</i>
An Asian business forum leading to a growing employment sector – 22 of the top 100 inner city businesses are Birmingham based <i>Networks of enterprise</i>
The development of Brindleyplace – a new urban commercial quarter with a successful evening economy – as well as the Jewellery and other <b>linked quarters</b> <i>Thriving centres</i> →
The Bangladeshi Women’s Employment Resource Centre is one of a number of projects to create a cohesive community and celebrate diversity <i>Networks of enterprise</i>

Commentary Birmingham has reinvented itself very effectively using the transformation of the city centre as a powerful symbol of change. A multi-cultural society is increasingly seen as a strength, not a weakness. A very committed council and effective visioning process is now focused on extending the benefits of the city’s economy to all residents.

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 Read more on [local centres](#) in Case Studies, 7.1  
 Read more on [linked quarters](#) in Case Studies, 12.2



Context Blackburn with Darwen is in Lancashire, north of the Greater Manchester conurbation, looking out to the West Pennines. It is on the motorway network, seven miles from Preston, and close to the Lake District. It is an historic textile and engineering town, with a centre that dates back in part to the early eighteenth century and has a Victorian cathedral. Blackburn with Darwen was once the world's largest centre for cotton manufacture. Manufacturing is still the main source of employment (33% of the workforce). The current unemployment rate of 4.3% (UK: 3.6%) is half the level of the mid 1990s. Almost 14% of the population in 1991 was of Asian heritage, mainly living in inner area housing, built before the first World War in former General Improvement Areas that no longer match current expectations. Half the population lives in the worst 10% of wards in the country, often in brick-built privately owned terraced housing. Over half the wards are in European Objective Two and Three areas. The town has a higher than average proportion of young people. The council has had unitary status since 1998.

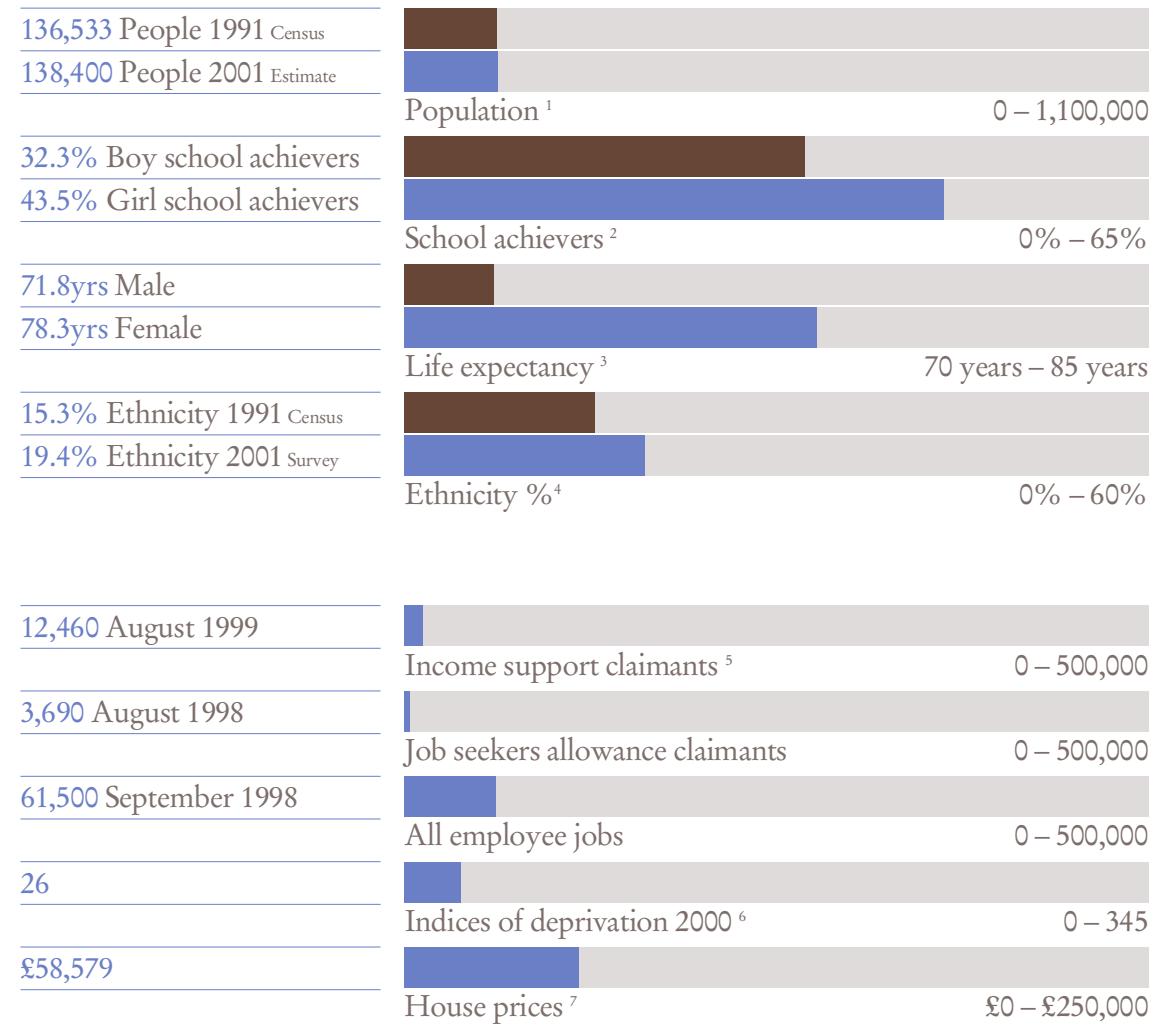
Vision
Blackburn with Darwen aims to reinforce its role as the sub-regional centre for East Lancashire for employment, industrial and commercial development, and educational excellence, where the potential of its population and communities is maximised alongside the development of individual potential
The council aims to provide a stable, safe and developing community where all partners are empowered to contribute to the growth and development of the town. Diversity of culture and tradition is valued, with the aim of ensuring that Blackburn with Darwen is a centre for cultural and artistic development, alongside the creation of a sustainable and pleasant environment. The overriding aim is to ensure a strong, sustainable economic and social base for the future prosperity of the borough and its residents
The Town Centre Strategy has aimed to raise the quality of the main centre with a cathedral precinct; to strengthen local manufacturing; to radically improve education; and to improve transport links with the rest of the North West
The Local Strategic Partnership has seven priority themes including Crime and Security, and Neighbourhood and Environment

Challenges
Retaining and attracting population and investment in the face of strong competition from the region's cities and more prosperous county towns for example in the Ribble Valley
Dealing with a potential surplus of older terraced housing (about one third of the total) and the challenge of empty council housing
Addressing low income levels and the loss of manufacturing jobs
Continuing to build effective and sustainable community cohesion, including good race relations
Improving public transport links to Manchester and to new jobs on the edge of the borough
Securing private investment in upgrading the shopping centre
Revitalising and diversifying the main town centre, for example creating a new 'café culture', based on a 'Heritage Corridor' in partnership with local businesses
Making the most of the heritage of canals, old mills, Victorian parks and moorland setting
Securing the development of new housing within the urban area, for example, the cathedral precinct

Some successes
Coordinating regeneration activity and mainstream service delivery through six <a href="#">Community Regeneration Zones</a> <i>Community engagement</i> →
Greening the town and the use of public art along main gateways into town, with a strong Groundwork Trust <i>Pride of place</i>
The use of festivals to lift people’s spirits and bring communities together <i>Harmonious communities</i>
A representative number of Asian councillors <i>Harmonious communities</i>
The attraction of new service providers for example, Capita, who are reusing space in India Mill as well as building a new service centre <i>Networks of enterprise</i>
A <a href="#">business centre to support innovation</a> in manufacturing, and a Guardian Angel mentoring scheme for entrepreneurs <i>Networks of enterprise</i> →
Strong use of information communication technology; one of six national Wired up Communities, with four local Access Points providing training for hard-to-reach groups <i>Quality services</i>
The transfer of council stock to a registered social landlord has led to halving the vacancy rate and a ROOM (The National Council for Housing and Planning) award <i>Quality services</i>
A number of Beacon Council Awards, including one for improving education, have been won, together with Council of the Year 2001, and an excellent OFSTED report <i>Quality services</i>

**Commentary** Although rationalisation and restructuring have taken place over recent years the area still has a large industrial base. Blackburn with Darwen has, however, demonstrated an ability to adjust to the development of newer industries. The council has worked together with local businesses to overcome great challenges (for example successes in dealing with peripheral council housing and avoiding racial tensions) but still faces a major struggle to establish a separate sustainable economic identity in its region.

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 Read more on [Community Regeneration Zones](#) in Case Studies, 7.4  
 Read more on [business centre to support innovation](#) in Case Studies, 10.5



**Context** Originally a fishing town that developed into a popular seaside resort, Brighton & Hove in Sussex – like other English resorts – lost much of its traditional domestic holiday trade in the 1960s and 70s. By the early 1990s, the seafront and city centre had become increasingly shabby. However, its visitor economy benefited from diversification: the opening of an international conference centre (the Brighton Centre) in the mid-70s helped its hotels and guest houses by bringing them out-of-season, higher-spending business and enabling them to invest. This in turn allowed the city to exploit the growing overseas and short break markets during the 1990s. Today the city's strengths lie in its creative industries and financial sectors, as well as its visitor economy. It has two universities and is a regional centre for culture, retail, entertainment, and public services. A range of public and private sector investment during the last decade, plus the re-positioning of the destination as a 'city by the sea' rather than a seaside resort, has seen a large improvement in the city's image. It is now seen as an attractive continental-style city, it won City status in the year 2000 and is bidding for European Capital of Culture 2008. The general affluence often masks some serious pockets of deprivation particularly in East Brighton.

#### Vision

A [Regeneration Strategy](#) developed by the Brighton & Hove Regeneration Partnership, (established in 1996 with the city council as the accountable body), has secured six rounds of Single Regeneration Budget funding totalling over £41 million *Developing the vision* →

An Economic Strategy developed by the city's business-led Economic Partnership which flows from the city's successes rather than beginning from market failures

The city council vision for Brighton & Hove is “to be a cosmopolitan, successful city by the sea where people have a high quality of life in a decent environment”

The Local Strategic Partnership is developing a 20 year vision for the city within an emerging Community Plan

#### Challenges

Making best use of scarce development sites and coping with a rich seaside heritage of listed buildings and structures

Ensuring sufficient management resources for the implementation of major infrastructure projects

Reconciling regional and sub-regional imbalances

Tackling homelessness and providing affordable housing

Managing community aspirations and developing capacity to allow for effective participation

Establishing effective transport solutions and managing traffic congestion

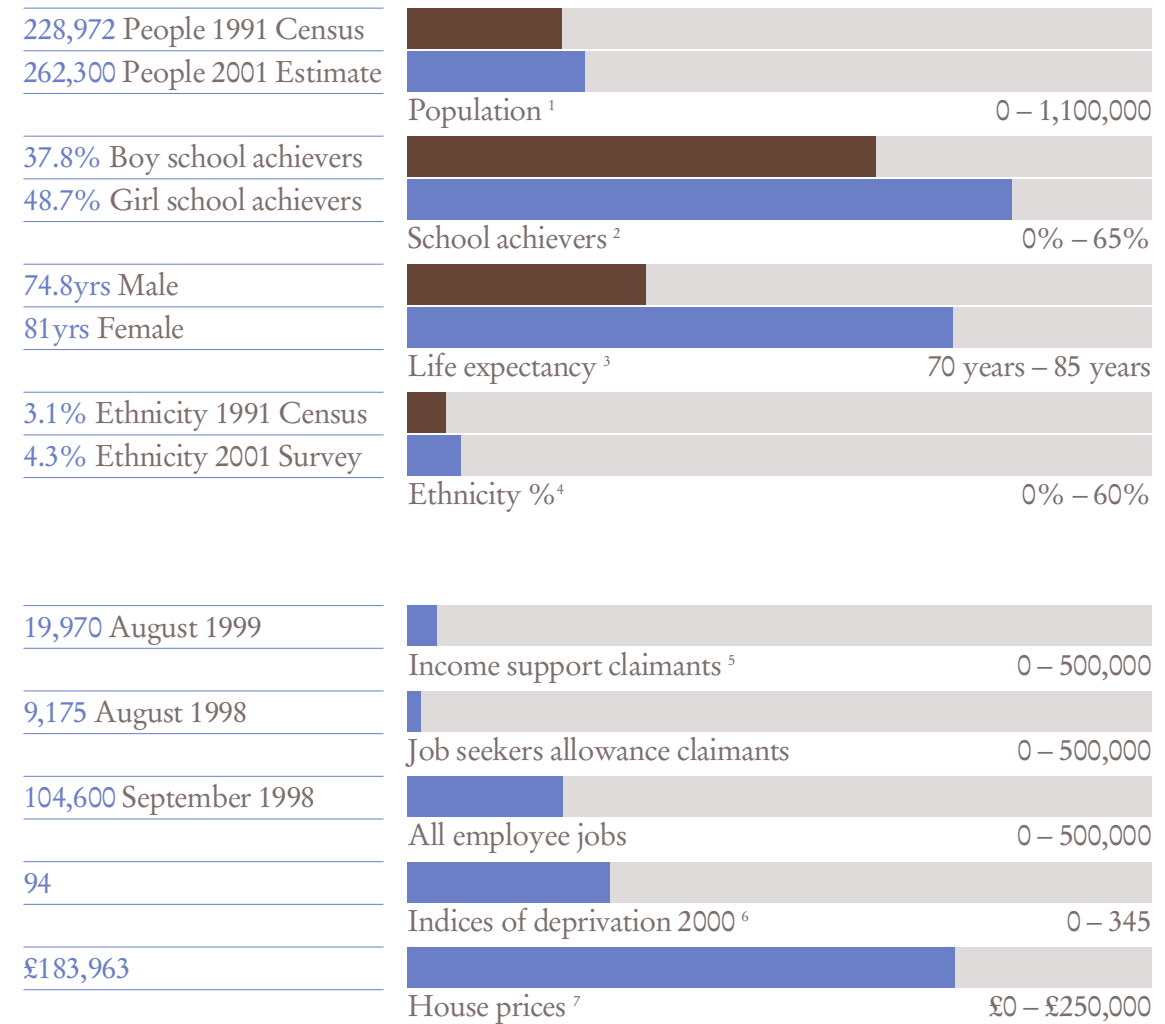
Providing creative solutions to waste disposal with landfill sites running out in 2005

Filling gaps in the 'premises ladder', given the land shortage in Brighton & Hove and demand for managed and incubator space and flexible B1 accommodation, particularly for the media, high-tech and biotech industries (and those pursuing self employment)

Some successes
An improved image and lifestyle that gives residents an enormous boost <i>Pride of place</i>
Good practice developed in tackling the problem of rough sleepers and <a href="#">the Foyer project</a> <i>Harmonious communities</i> →
Diversification of the economy through international conferences, higher education and cultural industries plus an exceptional number of bars and restaurants <i>Networks of enterprise</i>
Reduction in unemployment, a growing creative, cultural and business services sector, a new media cluster which comprises 350 companies and a SEEDA (South East England Regional Development Agency) <a href="#">Enterprise Hub</a> <i>Networks of enterprise</i> →
Upgraded seafront, centred on a boardwalk, (Seafront Development Initiative) which has brought promenading back to the shores of southern England <i>Thriving centres</i>

Commentary Brighton & Hove is now much more than a seaside resort; it has the ambience of a successful North European ‘city by the sea’. It has made enormous progress towards an urban renaissance, with more people living in the centre, restoring old houses to a high standard and thus increasing property values, and with a diverse retail and cultural offer. A much improved seafront is a further attraction. However there are still considerable problems to be overcome such as homelessness, drugs related anti-social behaviour, and peripheral estates with social and economic problems.

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 Read more on [the Foyer project](#) in Case Studies, 9.2  
 Read more on [the Enterprise Hub](#) in Case Studies, 10.1



Context Bristol is the largest city in the South West and one of the largest in England. It has impressive Georgian architecture, a rich maritime inheritance such as the floating Harbour, and a wealth of historic landmarks including three sites associated with the great Victorian engineer Isambard Kingdom Brunel – Clifton Suspension Bridge, the SS Great Britain and Temple Meads Station. The city has surged ahead in the last five years after a long period of uncertainty when it lost investment to the edges of the city and to South Wales. It has been upgrading its largely post-war centre and fighting back against ‘edge city’ development around Bristol Parkway and Cribbs Causeway. There is now a diverse economy with world class firms in aerospace, computing, media and financial services, as well as two major universities, all helping to attract relocation investment. However, the city is very polarised. It has exciting mixed-use waterfront development including housing, public attractions, restaurants and bars, hotels and entertainment, but ten of the city’s 35 wards are amongst the poorest 25% in the country, and two are in the poorest 10%. The city council became a unitary authority in 1996 and the city is regarded as the regional capital for the South West hosting the regional office for Government and a number of national and international companies. It is also the leading arts centre in the region.

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### Vision

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The city council has recently approved its first corporate plan, which sets out a vision for Bristol as “the regional capital of the South West and a successful European City, valuing diversity and offering prosperity and a good and sustainable quality of life for all its citizens”. The plan underpins this vision with a clear set of priorities and a programme of work to take the city forward over the next few years

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Within the overall vision and corporate plan, the impressive *Bristol City Centre Strategy 1998–2003* (updated December 2001) sets out a comprehensive overview of the city centre’s development with briefs for nine neighbourhoods

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The role of the City Centre Strategy has been to provide a framework which gives confidence in the overall direction of change across the city centre. Briefs for key sites such as Harbourside and Temple Quay involve creating mixed-use areas built to high architectural standards

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The vision is also embodied in the Bristol Local Plan, *Aiming for a Sustainable City*

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Partnership working has been enthusiastically embraced in the city with the Bristol Chamber of Commerce and Industry being particularly active working with the council to promote effective partnerships. An overall Local Strategic Partnership – [the Bristol Partnership](#) – has been formed and is working on drafting a community strategy for the city *Building the concordat* →

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### Challenges

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Improving working relationships with neighbouring authorities, particularly over cross-border transport issues, for example the siting of the planned light rail route

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Spreading prosperity from the centre to outer areas

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Overcoming problems of Compulsory Purchase Orders particularly in the south of the city to secure the regeneration of priority schemes and areas of change

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Engaging absentee landlords of small retail parades and improving links with small businesses

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Raising aspirations and overcoming postcode discrimination

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Improving educational achievement

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Dealing with the increasing numbers of young people with drug problems

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Persuading tenants to transfer to Registered Social Landlords in order to refurbish the ageing housing stock

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Developing and managing a 24 hour economy alongside city centre living

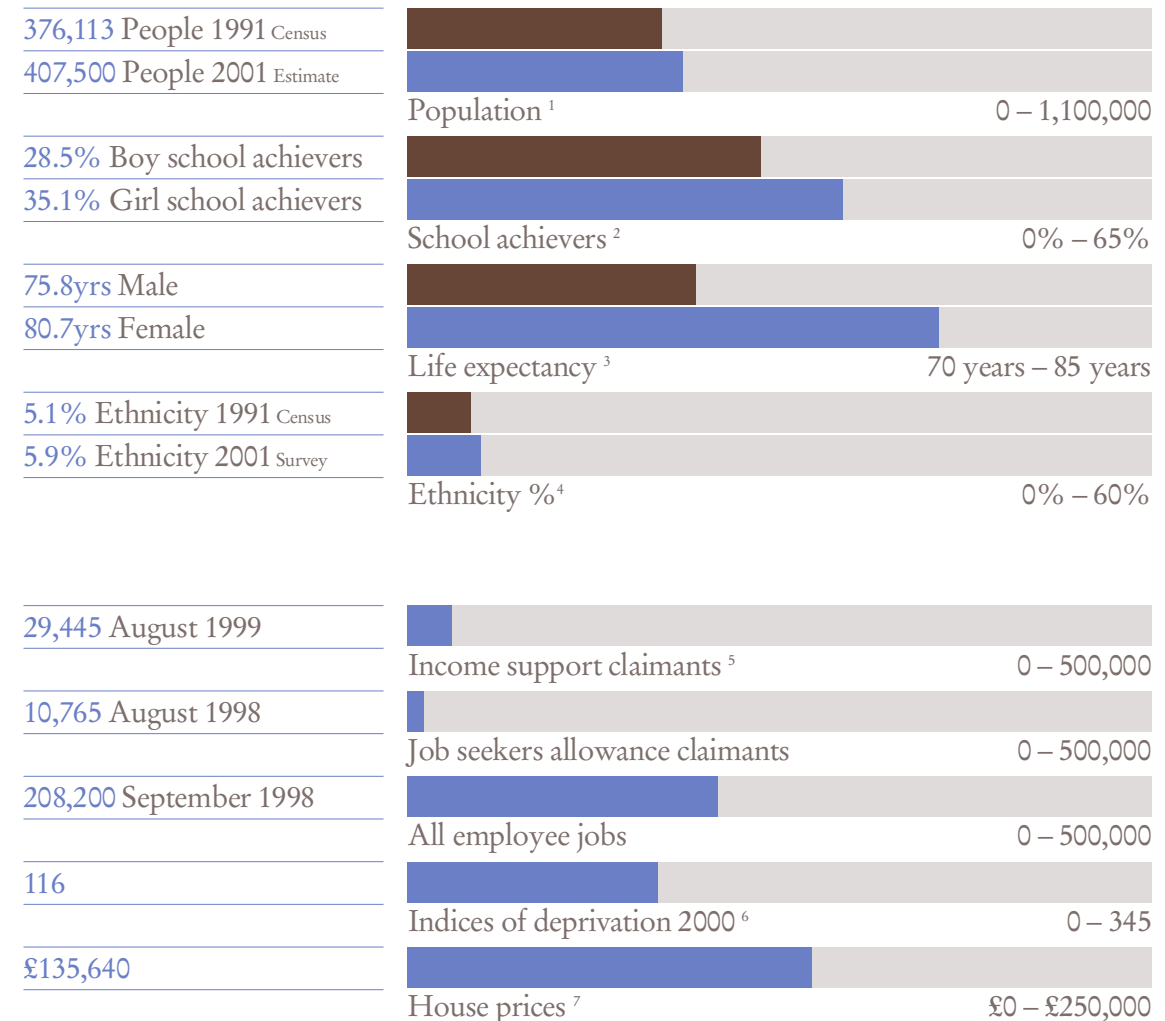
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Achieving a programme of neighbourhood renewal including ten priority areas with local partnerships for action on social, economic and environmental issues

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Some successes
Co-ordinator of five European partner cities for Vivaldi, a European transport demonstration project, coming under the Civitas (cleaner and better transport in cities) programme <i>Building the concordat</i>
The Cultural Partnership attracting Lottery funding for distinctive visitor attractions <i>Orchestration of investment</i>
A pioneer of incremental waterside development, a high-quality public realm and new squares, extensive waterside housing and innovative projects involving adaptive re-use – for example, the Watershed media centre, the @Bristol complex, and the Architecture Centre <i>Pride of place</i>
An effective Chamber of Commerce and partnerships with businesses and others <i>Networks of enterprise</i>
The Gatehouse Centre – small business units, artists studios and a variety of managed workspace <i>Networks of enterprise</i>
The <b>Bristol Legible City</b> initiative pioneering better public realm information through a range of integrated components including signing and wayfinding which was the Royal Town Planning Institute's National Innovation Award in 2002 <i>Integrated transport</i> →
The Town Centre Partnership and co-ordinated response to out of town development <i>Thriving centres</i>
On-site construction training scheme at Harbourside <i>Quality services</i>

Commentary Bristol has made an impressive start towards an urban renaissance with its Harbourside development, inward investment and transport strategy. However, the benefits of prosperity still need to be spread to the more deprived areas of the city. This issue is being addressed through, for example, a comprehensive programme of neighbourhood renewal. The city council has been criticised in the past for not giving clear enough leadership and direction, a criticism that the council's new corporate plan addresses through the setting of a clear vision and priorities.





**Context** The London Borough of Croydon is a former free-standing town that is now one of 32 boroughs of Greater London. It is a commuter suburb serving London, but also a major commercial centre in its own right. Traditionally a major industrial area, it became a centre for office relocation from central London in the 1960s, and factories along the Purley Way have been redeveloped for retail creating an 'Edge City'. It is one of London's outer metropolitan shopping centres and, although outdated, major redevelopment and expansion are both underway and planned. Croydon has large areas of Victorian terraced housing to the north and affluent private housing to the south, together with one of the most deprived London Borough wards – Fieldway – with its large peripheral council estate in Addington. Croydon was a double Beacon Council Award winner (for town centre regeneration and health) for 2001–2002.

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## Vision

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Founded on changing central Croydon's image from 'boring 60s concrete monoliths' to a progressive, contemporary city, with strong business and resident communities, a firm sense of place through quality buildings and public spaces, an excellent public transport system, and vibrant leisure and cultural activities

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Croydon aims to be a smart, fashionable and clean city, offering a diverse mix of social and economic uses, attractive and safe at all times for all ages and social groups

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The visioning exercise involved businesses, the local community and other agencies, and was partly funded by a strong partnership with local property owners and developers. The vision document *20-20 Vision* was launched in Autumn 1998

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## Challenges

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Retaining current large employers (especially against competition from locations around the M25)

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Providing the necessary quality and diversity (for example in skilled/educated staff) of positive benefits to appeal to other market sectors

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Revitalising peripheral centres, such as Purley, especially their empty spaces

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Relieving traffic congestion (particularly along the Purley Way bypass)

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Dealing with crime and disorder problems, and improving the borough's image

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Securing the reuse and redevelopment of over 70 outdated offices and of unused and underused land (especially around the railway stations)

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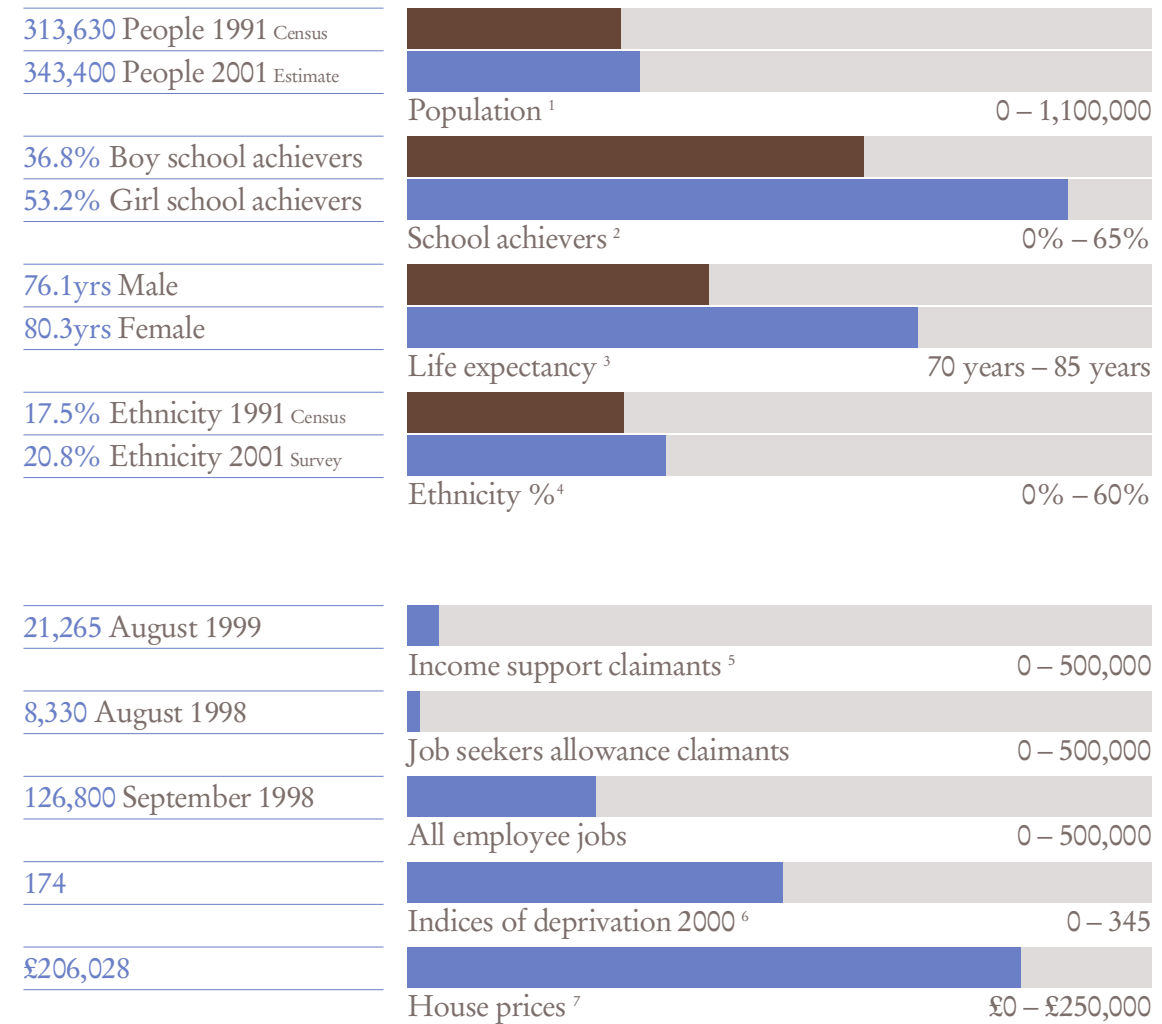
Dealing with high levels of homelessness in some areas of the borough

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Some successes
A reinvigorated town centre with some imaginative features, for example, floodlit buildings and new public library <i>Pride of place</i>
Innovative approach to encouraging small business growth providing support through Kinesis (a partnership with the private sector) <i>Networks of enterprise</i>
<a href="#">Tramlink light rail system</a> , improving connections across the borough, especially with peripheral estates Addington and fieldway <i>Integrated transport</i> →
A lively, youth-centred weekend evening economy <i>Thriving centres</i>
<a href="#">Promotion and marketing</a> of the town through Croydon Marketing Company (securing the relocation of a major bank to the town) <i>Building the concordat</i> →
Enterprising <a href="#">Education Action Zone</a> supported by the private sector <i>Quality services</i> →
National Housing Award for good practice in resident involvement <i>Building the concordat</i>
International business connections and trade <i>Networks of enterprise</i>

Commentary Croydon has made remarkable progress not only in modernising its transport system, but also in improving its town centre to create a more vibrant and varied attraction. Its vision and strategy have been well mapped out, and are being energetically pursued. Its future will depend on how well it can cope with all of the classic city problems, and how effectively it can engage all of its citizens in its efforts and successes.

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 Read more on [Tramlink light rail system](#) in Case Studies, 11.2  
 Read more on [Promotion and marketing](#) in Case Studies, 3.4  
 Read more on [Education Action Zone](#) in Case Studies, 13.1



Context Gateshead, Tyne and Wear, has experienced a succession of industries that have grown and declined, mostly along the Tyne, including iron manufacture, chemicals, railway engineering, cement, paint and soap. Vestiges of the coal industry can also be seen in the massive wooden coal staithe in the river, and the borough includes several more rural former mining villages. This left a legacy of derelict industrial land, as well as social issues in the 1980s and early 90s, such as a declining urban population and rising unemployment. Gateshead was once seen as a place that was passed through, although it maintained a separate identity from its near neighbour, Newcastle. In the last 15 years, Gateshead has achieved a turnaround in its environment, infrastructure and image. It has established a track record of delivering major projects like the MetroCentre, Gateshead International Stadium, and the 1990 Garden Festival, which highlighted the need to work with partners and to unlock land and opportunities. Its work in land reclamation and the arts led to the internationally recognised icon, the Angel of the North, a sculpture by Antony Gormley on the site of a former pithead baths next to the A1 trunk road. Since then it has used the arts to redevelop a former industrial riverside area known as Gateshead Quays, which in turn has spawned new investment in leisure facilities, hotels, housing, a major business park and redevelopment plans for the town centre. In 2001 Gateshead won a Beacon Council Award for the way it used culture and leisure to regenerate the area.

## Vision

The council-led Gateshead Strategic Partnership established two years ago combines the voluntary, public and private sectors, and is developing a number of area and topic-based partnerships

The council has developed a consensus around its vision for 'improving people's quality of life' over the past ten years, but is now recognising the need to have a written statement of its regeneration vision. This has twin aims to bring in jobs and prosperity and to invest in services so that local people can take advantage of new opportunities

A youth strategy was developed following consultation in Autumn 2000 with 1,750 11–25 year-olds

A ten year joint cultural strategy 'Building Bridges' has been produced in partnership with Newcastle. The joint bid for European Capital of Culture 2008 is being driven by the wider strategic collaboration of the Newcastle Gateshead Initiative

## Challenges

Stabilising or reversing a trend for population loss

Addressing diverse issues of both an urban centre and rural communities within the same borough (for example, housing market failure and rural accessibility)

Developing a campaign to licence private landlords

Joining new developments in the town centre and Gateshead Quays with sustainable transport routes, without disrupting major highway routes between Gateshead and Newcastle city centre

Negotiating with a powerful retail interest in the redevelopment of the town centre

Addressing the question of youth underemployment and disengagement

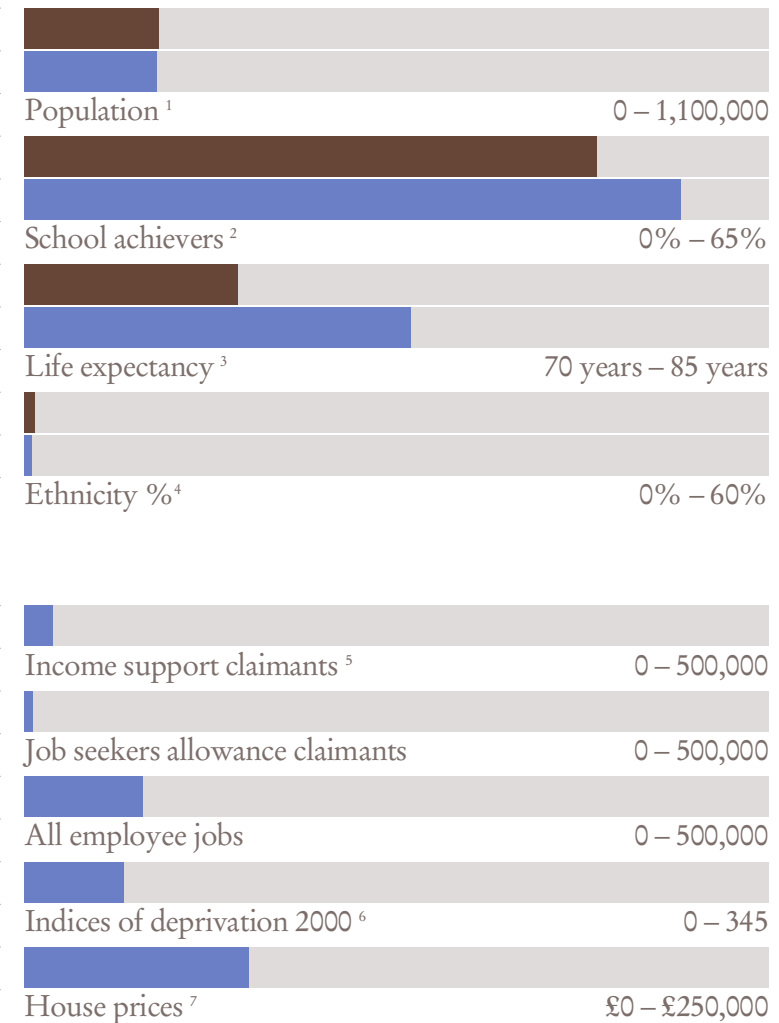
Using the substantial investment in culture to help address these challenges

Some successes

Strategic partnership working, involving the private sector in the joint marketing of the area through the <a href="#">Newcastle Gateshead Initiative</a> <i>Building the concordat</i> →
Successful remediation and reuse of brownfield land, for example Derwenthaugh Country Park <i>Carrying out a phased strategy</i>
Supporting community development around culture and leisure for example through the plans for sports development at the <a href="#">Gateshead International Stadium</a> <i>Harmonious communities</i> →
Improving the attraction of public transport by, for example, the redevelopment of the town bus station and the introduction of ‘bendy buses’ onto a new Centrelink route that joins the MetroCentre with town <i>Integrated transport</i>
Opening the striking Gateshead Millennium Bridge and the culture-led development of Gateshead Quays to include the landmark Baltic Centre for Contemporary Art, a concert hall and music centre complex, a five-star hotel and high-quality apartments <i>Thriving centres, Pride of place</i>

Commentary Gateshead council has consciously made its ambitions and management structures fit the resources and funding available. Gateshead has attracted major National Lottery funding to the Quays, but recognises that most investment in future will need to come from the private sector. This has led to a desire to provide a consistent approach, and partnership working is important at all levels. As a Housing Market Renewal Fund Pathfinder, Gateshead will again be working closely with its neighbour across the Tyne. Once the major flagship projects are in place, the next steps will be to secure the return on that investment for local people and other stakeholders.

199,580 People 1991 <small>Census</small>
196,300 People 2001 <small>Estimate</small>
46.1% Boy school achievers
52.9% Girl school achievers
74.3yrs Male
77.8yrs Female
0.8% Ethnicity 1991 <small>Census</small>
0.6% Ethnicity 2001 <small>Survey</small>
18,645 August 1999
5,700 August 1998
79,500 September 1998
46
£75,299



→  
 Read more on [Newcastle Gateshead Initiative](#) in Case Studies, 3.1  
 Read more on [Gateshead International Stadium](#) in Case Studies, 9.4

Context King's Lynn is a medium-sized town and is the main town and administrative centre of West Norfolk, a large, mainly rural, district. Attractive and historic, a significant sub-regional centre in a pleasing environment close to the sea and countryside, King's Lynn is not far from strong growth nodes, such as Cambridge, Norwich and Peterborough. Many people, especially those who are older, find the area very appealing (25% of King's Lynn's population is elderly). There is space for expansion of development both within and around the town. However, the traditional economic base built on agriculture, food processing and the port has limited growth prospects, and earnings are below the regional average. This is reflected in relatively low land and property prices. The district council, although based in King's Lynn, is a second-tier authority and therefore does not directly control some of the services that are key to an urban renaissance (for example, education, transport, police). Furthermore, although King's Lynn is the largest settlement in the district, the majority of the population live in villages, not the town. Rural poverty is as much of an issue as urban poverty, and there are calls for efforts to be focused on a 'rural renaissance' as well as an urban one.

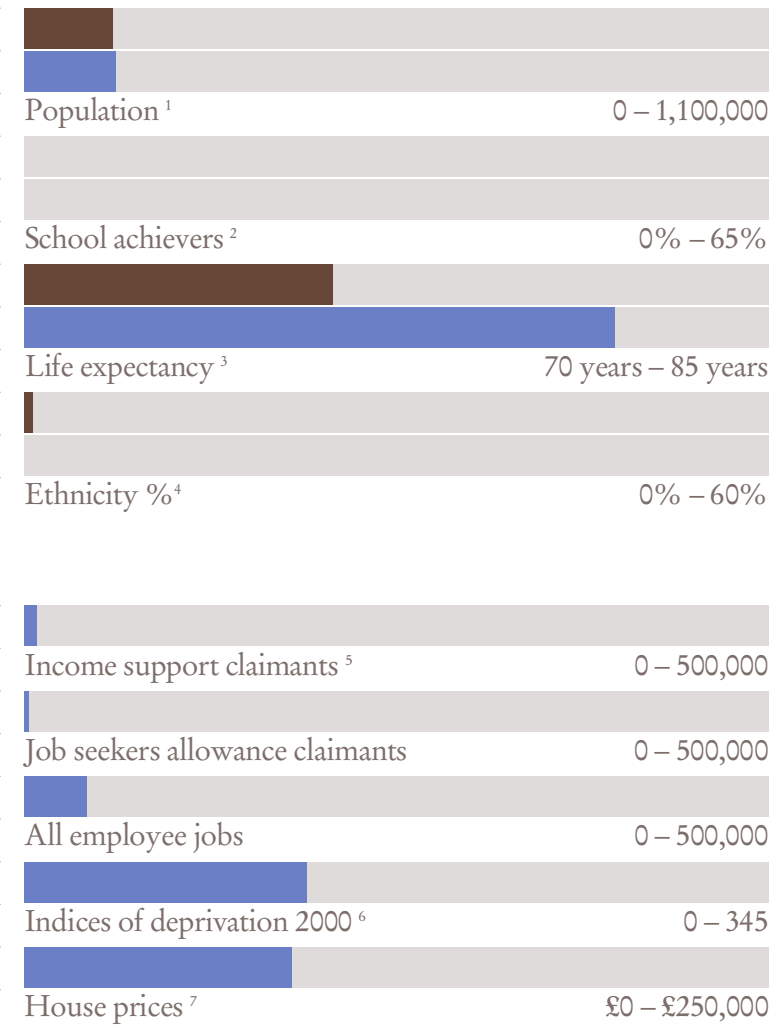
Vision
There is a co-ordinated approach to the town's regeneration through:
The growth and diversification of the local economy
Development/redevelopment
Investment in the urban environment through local services and facilities
Addressing problems of social exclusion through community-based initiatives
It is anticipated that the spreading 'Cambridge effect' will soon reach King's Lynn, and increase property demand and values. The town is being marketed to potential developers on this basis
Challenges
Attracting new investment to what is a peripheral location with limited critical mass/spending power
Dependence on relatively low-growth sectors of the economy
Encouraging opportunities and developments that will help to discourage young people from leaving the area
Attracting and developing a labour force to meet the needs of an evolving local economy
Obtaining reliable long-term funding for basic regeneration and service provision (as opposed to a series of short-term, bid-based funding programmes)
Encouraging public transport in an area with low population density, and coping with cars in an historic town that serves a car-dependent hinterland
Orchestrating the agendas of a wide range of public agencies including maintaining an effective working relationship with the county council
Encouraging high-quality private investment in low value derelict or contaminated sites and properties
Achieving the redevelopment of parts of the town centre over which the council has limited control
Synthesizing the needs of a mixed urban and rural population
Involving and engaging local people in improving local conditions

Some successes

Securing major public sector funding and investor interest in the development of a major mixed-use scheme to achieve the redevelopment of a large, prominent area of brownfield land (Nar Ouse) – now officially designated a Millennium Community development <i>Phased strategy</i>
Adaptive reuse of a number of historic buildings and other heritage assets through a variety of funding mechanisms including development of a successful local theatre/venue <i>Pride of place, Orchestration of Investment</i>
A high-quality waterfront enhancement project <i>Pride of place</i>
Proactive use of planning enforcement to achieve regeneration <i>Pride of place, Quality services</i>
Award-winning <b>mixed-use development of council offices and housing</b> (The Prime Minister's Better Building Award sponsored by the Commission for Architecture and the Built Environment) <i>Quality services</i> →
Renewal of a run down housing estate through the North Lynn Partnership <i>Harmonious communities, Community engagement</i>

Commentary King's Lynn's historic heart and waterside location make it a good candidate for small-scale urban renaissance, but obstacles are provided by the peripheral location, and a population largely dispersed through a wide hinterland. Its future will depend on its success in attracting a substantial inflow of people and businesses into the town centre, to enable it to diversify and modernise.

130,403 People 1991 <small>Census</small>
135,300 People 2001 <small>Estimate</small>
NA% Boy school achievers
NA% Girl school achievers
76.2yrs Male
81.9yrs Female
0.7% Ethnicity 1991 <small>Census</small>
0.0% Ethnicity 2001 <small>Survey</small>
8,025 August 1999
2,485 August 1998
41,900 September 1998
131
£89,893



Context Leeds is the major city in the Yorkshire and Humberside Region. The city has a diverse economy, being the regional centre for e-business, financial and professional services, whilst remaining the second largest manufacturing centre outside London. It is home to the largest teaching hospital in Europe and two popular universities. The city is currently booming. Unemployment has fallen from 10% to 3%, with the creation of a further 48,000 jobs predicted over the next ten years, representing 40% of the new jobs in the region. The city centre is thriving with extensive residential, retail and office development. The development of the Victoria Quarter within a series of grand Edwardian arcades has helped to transform Leeds's shopping offer as well as its overall image, and there is an emphasis on the importance of urban design. A high-quality tram system, the Leeds Supertram, is now programmed. However, not all the residents of Leeds have benefited from the city's growing economic success. Seven of the inner wards fall within the 10% most deprived in the country, 12 within the bottom 20%. The council's overarching objective is to 'narrow the gap', ensuring that all the people of Leeds benefit from the buoyant job market and revitalised city centre.

### Vision

Established in 1990, the Leeds Initiative is the city's principal partnership body. In 1999, following extensive consultation with all sectors of the community, the Leeds Initiative launched its *Vision for Leeds*, a ten year strategy for the sustainable development of the city. 'Daughter' strategies have been developed underneath each Vision theme to give substance to the aspirations. Work is now underway to develop Vision II, the Community Strategy

*Leeds City Centre Management Initiative Strategic Plan* outlines a series of actions to achieve the vision of a vibrant, cosmopolitan city centre that actively embraces and nurtures its businesses, residents and visitors

The council's *Corporate Plan* is directly informed by the Vision for Leeds. It is focused on 'narrowing the gap' and provides a clear statement of the main priorities, guiding the council's efforts and allocation of resources

### Challenges

Promoting development in the Aire Valley Employment Area to link job opportunities with unemployed residents

Working in partnership with the health service, education and training providers and the local community to realise the opportunities presented by planned investment in St James's Teaching Hospital

Piloting an 'equity release scheme', together with local employment and training initiatives and community safety measures to establish a sustainable community in Gipton, a 1930s council estate

Working in partnership with West Yorkshire Passenger Transport Executive, to manage the development of the Supertram, to deliver environmental, economic and social benefits throughout Leeds whilst minimising disruption to the city centre

Encouraging and supporting new investment and appropriate development in the city centre which improves Leeds's shopping, business, housing, tourism, leisure, cultural and education roles

### Some successes

[The Leeds Initiative](#), successfully bringing together public, private and community interests to work collaboratively towards a series of common goals  
*Developing the vision* →

Development of The Calls into a new mixed-use city centre quarter alongside the River Aire  
*Carrying out a phased strategy*

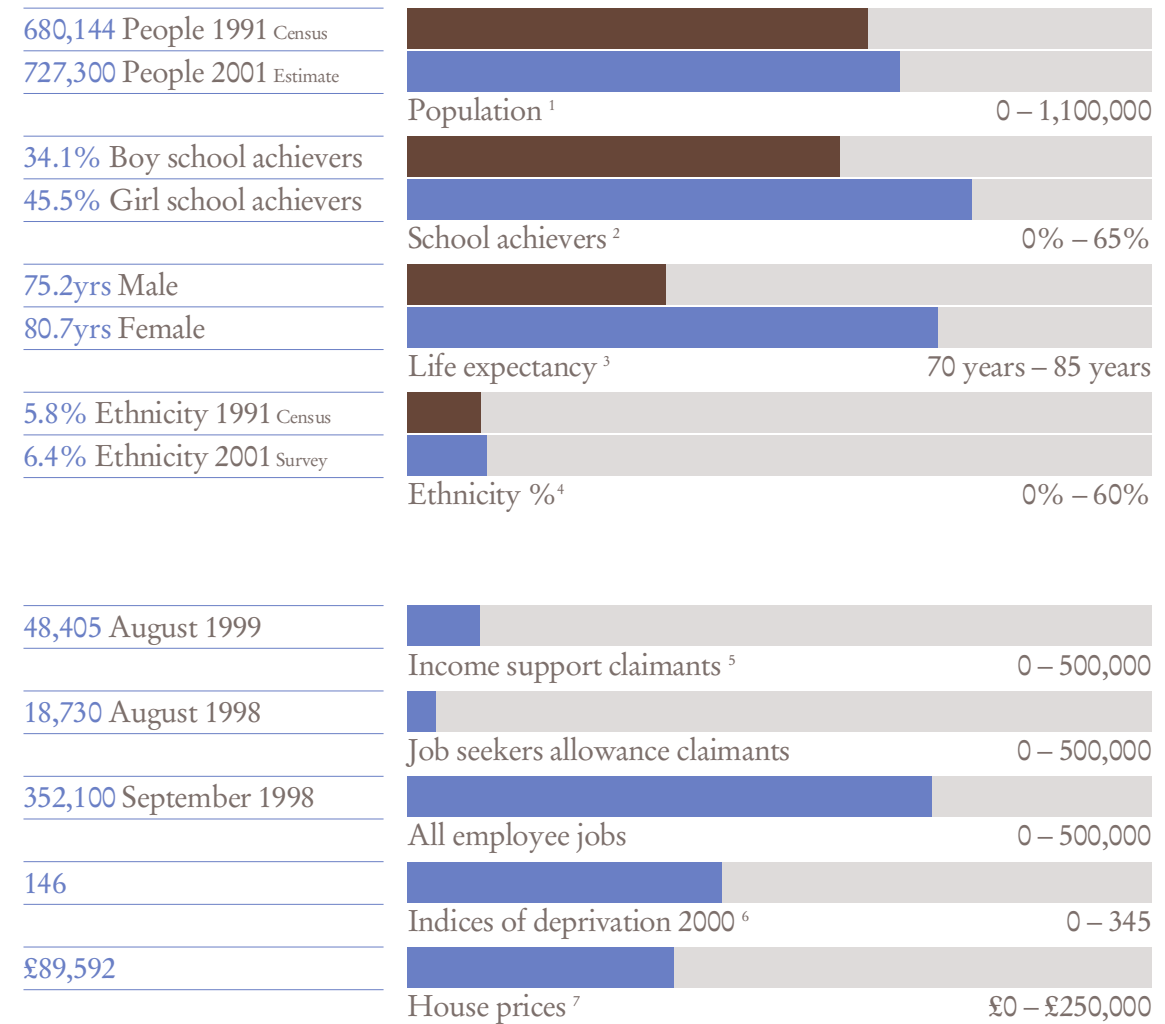
Engaging local people through community planning in, for example, Beeston Hill and Holbeck  
*Community engagement*

Public realm improvements to the city centre including the Yards and Arcades and the new Millennium Square  
*Pride of place*

Institutional investment in new offices and shops on a major scale  
*Networks of enterprise*  
continues

The introduction of guided buses, Quality Bus Partnerships, upgrading the railway station, and securing the investment for the Supertram <i>Integrated transport</i> →
The Victoria Quarter and the successful revival of the retail centre – including speciality shopping in the Corn Exchange and renovation of the Kirkgate indoor market <i>Thriving centres</i>
New city centre living including one of the first commercially viable affordable private sector rented housing schemes, CASPAR <i>Valued neighbourhoods</i>
The pioneering work with Tesco on the Job <i>Community engagement</i>
Guarantee Programme revitalising Seacroft District Shopping Centre, a peripheral council estate, and providing 250 jobs for local people <i>Valued neighbourhoods</i>

**Commentary** While always strong, Leeds has achieved real success over the last ten years and is torn between a sense of pride and concern that it is lagging behind other European competitor cities. The strong sense of partnership in the city, coupled with the focused efforts of the council have been pivotal in creating the conditions in which the city has thrived. Leeds has used design to help change the city’s image. However, there are real concerns about a ‘two-speed economy’ and the people who have been left out.





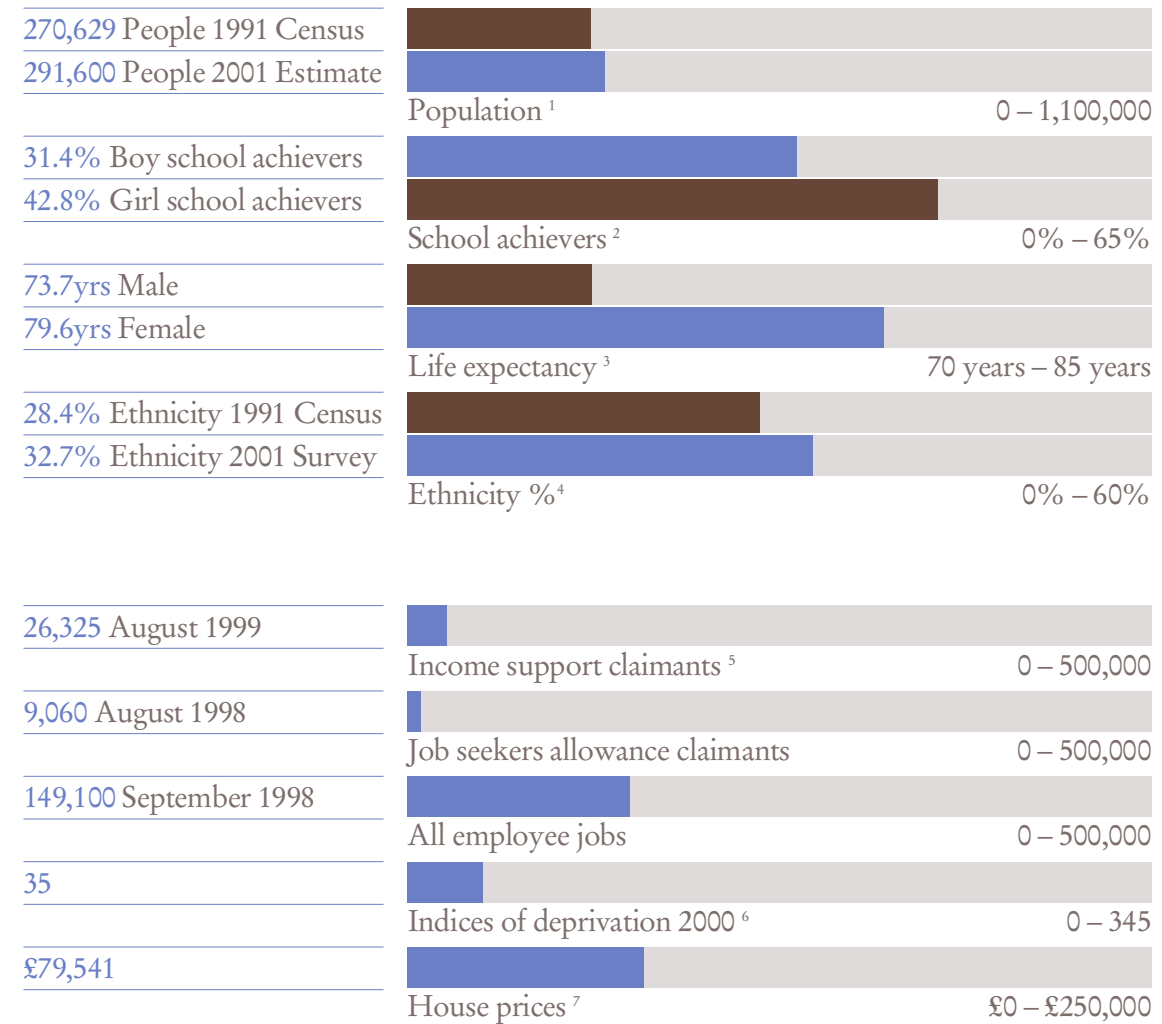
Context Leicester covers a similar area to its neighbour and ‘Core City’ Nottingham and it is still an important source of manufacturing, with a third more businesses per head than Nottingham. The city has benefited from immigration of Asians from East Africa and the Indian sub-continent, and some 29% of businesses are owned by entrepreneurs from the black and minority ethnic community. The diversity of the population is indeed a key feature of the city. While it is likely that there will be further decline in the textile industry there are signs of new investment in other sectors. The city pioneered stylish city centre living in the 18th century, though recent history has led, like most urban centres, to growth in more suburban areas. The property market in Leicester has been slower to respond to encourage city living than in other major urban centres. However, it has begun to shift towards provision of good quality city centre housing with a real growth in residential property values reflecting this trend. There is a strong urban design capability within the council which aims to raise standards of design.

Vision
As Environment City, Leicester has consistently advocated action under Local Agenda 21, which is now written into the Community Plan and is being taken forward by the Leicester Partnership (the city’s Local Strategic Partnership)
The city recognises the perception that the car dominates and that the ring road presents a poor image
There has been a major focus on regenerating, revitalising and generally improving the quality of life on outlying council estates
City Challenge sought to strengthen the heart of the city, through the development of Bede Island (a former scrap yard in the city centre) and by the opening up of the River Soar
The Urban Regeneration Company (Leicester Regeneration Company) is working on a masterplan to enhance investor confidence in the city, and is working with the city council to ‘cut through red tape’ and encourage development

Challenges
Diversifying the role of the city centre and developing other initiatives including a cultural quarter
Developing the city’s economic role in sub-regional and regional terms
Refocusing and reorienting the city by assembling sites for major new development
Overcoming unrealistic market expectations for older commercial buildings
Tackling deprivation, educational under-achievement and crime on peripheral estates
Improving public services by organising them in a locally-based way, in the city council’s ‘Revitalising Neighbourhoods’ initiative
Further promoting the cohesion of the city and its different cultures
Some successes
Leading on traffic calming measures; one of five to be granted European Sustainable City status <i>Pride of place</i>
Creating a Millennium-funded Space Centre next to the city’s industrial museum as the focus for a planned science and technology based business park <i>Networks of enterprise</i>
Developing Belgrave Road as a specialist shopping and eating centre, involving many nationalities <i>Thriving centres</i>
Converting redundant buildings into workspace for small firms and city centre residential accommodation including one of the largest, Living Over the Shop schemes, in a former NatWest Bank <i>Thriving centres</i>
<a href="#">Improving community health</a> through a partnership with the local community and the University of Leicester in St Matthews <i>Quality services</i> →
Using Geographic Information Systems (GIS) to map the distribution of economic, social and environmental factors, using a range of indicators including rateable values <i>Quality services</i>
continues

Promoting better urban design, including the development of a mixed-use scheme on Bede Island North, sustainable architecture of the Queen's Building (Engineering) at De Montfort University, and the involvement of the public in new schemes <i>Valued neighbourhoods</i> →
Developing quality retailing in the city centre, including well-advanced plans for a major extension of the Shires as part of a mixed-use scheme <i>Thriving centres</i>
Involving De Montfort and Leicester Universities, in the preparation of the masterplans to secure improvements to their city centre campuses <i>Pride of place</i>

**Commentary** The property market in Leicester has been risk averse for a number of years. The Leicester Regeneration Company, is providing a comprehensive framework to tackle the issues of under-performance. Its masterplan is raising confidence in the property market through the identification of new development opportunities, removal of areas of dereliction and blight, enhancement of the public realm and the reduction of risk to the developer through proper co-ordination. The test will come in the delivery of early wins and demonstrable 'buying-in' to changes proposed in its action plan, particularly in the first three years. Efforts to promote the development of the city centre are balanced by action across neighbourhood centres to revitalise outer areas of the city and improve delivery of public services there. For example in the St George's area of the city (within the cultural quarter) former derelict warehouses are being converted to new uses.



Context Liverpool in north west England prospered in the 19th century as a port on the Atlantic trade routes, as well as a major trading and insurance centre. The wealth that this created left a legacy of some of the country's finest civic architecture – particularly on Pierhead, and around St George's Hall. Since the 1960s the city has experienced a long decline, losing a third of its population. This was due in part to the decline of employment in the docks, despite the fact that the Port of Liverpool handles more cargo than ever before and Liverpool Freeport is the largest in the UK. The city qualifies for European Objective One funding as it has some of the most severe poverty in the UK. However, it is forging a new identity around its cultural life and its three universities. It is starting to recover from its negative image and has begun to experience substantial renaissance within parts of the city centre. The city centre is identified within the North West Development Agency's Regional Strategy as one of the two most important regeneration challenges within the region. Early regeneration schemes such as the Albert Dock (the largest collection of Grade I listed buildings in the UK) were disconnected from the city centre. However initiatives such as City Challenge, the Ropewalks Partnership and, most recently, Liverpool Vision (one of three pilot Urban Regeneration Companies), have focused attention on the centre. Although not experiencing the dramatic abandonment of older housing seen in Manchester, housing in Liverpool is highly polarised. In the inner core pre-1919 private sector terraces are showing evidence of market failure and there are plans for large scale demolition. Much of the high demand housing is in the southern suburbs and city centre. These co-exist with low demand council estates in large parts of north Liverpool and on peripheral estates. These are being transferred to housing associations to generate private sector investment for regeneration.

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#### Vision

The city council vision is for Liverpool to become a premier European City, to be achieved by building a more competitive economy, developing healthier, safer, more inclusive communities and enhancing individual life chances

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Eight Strategic Investment Areas (SIAs) have been designated across the Merseyside sub-region, linking opportunity to needs. five are located within Liverpool. The Liverpool City Centre SIA is driven by Liverpool Vision, which is a partnership between the City Council, North West Development Agency and English Partnerships, established in 1999

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The idea is to link one million square metres of additional retail space (a £700 million scheme) with a series of quarters that revive the pre-war street patterns, an arena for the King's Dock, and a Fourth Grace, which will be another landmark building for the Pierhead

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The Mersey Partnership has rebranded cultural and economic proposals under its action plan 2002–2005. A £60 million Regional Park, taking in the whole of the Merseyside waterfront, will embrace the development of a competitive port, tourism, sport and leisure development, estuary management, flagship projects and infrastructure development such as King's Dock, which will support bids for World Heritage and European Capital of Culture 2008

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#### Challenges

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Overcoming the loss of traditional employment

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Building a reputation as a business-friendly city, and competing for new inward investment with other UK and European cities

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Setting high standards for quality design to improve on recent developments

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Managing deep-seated multi-generational deprivation that characterises large parts of the city. 37% of households live in poverty: this is the highest concentration of deprivation in any local authority

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Developing sustainable neighbourhoods across the city to retain population, and the long term remodelling and regeneration of the city's inner core

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Tapping a plethora of funding sources

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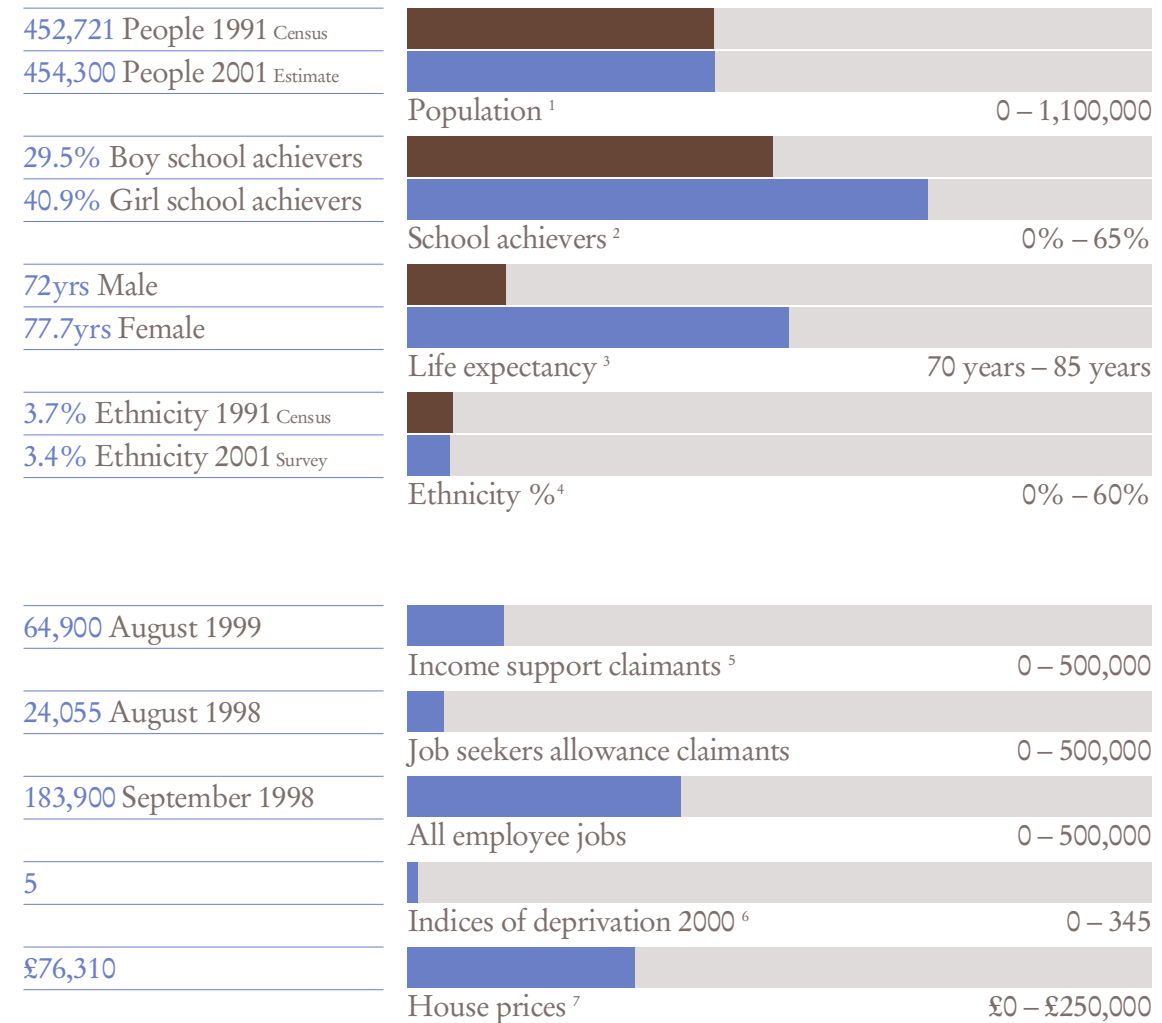
Developing a role as a leading player in the North West, and positioning itself as a world class and premier European city

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Some successes
Liverpool Waterfront, with the imaginative reuse of buildings around the Albert Dock including Tate Liverpool <i>Pride of place</i>
Liverpool Business Centre with account managers to provide a single point of contact for major employers and inward investors – credited with keeping Jaguar in Halewood and attracting a range of employers to the city <i>Networks of enterprise</i>
Regional compact with Manchester and the North West Regional Development Agency setting out joint working and co-operation on issues which will improve the prosperity of the region as a whole <i>Building a concordat</i>
The JETS, (Jobs, Employment, Training) one-stop shops, offering a wide range of employment and training advice and support in disadvantaged areas (the Job Bank is credited with getting 323 people into jobs) <i>Quality services</i>
Transformation of <a href="#">the inter-war Speke Garston estate</a> through a £17 million Single Regeneration Budget scheme that has addressed vacant buildings, job creation and housing improvements <i>Valued neighbourhoods</i> →
Delivery of services through community centres such as <a href="#">West Everton</a> <i>Harmonious communities</i> →
Recognition as a Centre of Excellence for transport planning <i>Quality services</i>
High street rents continually rising <i>Thriving centres</i>
The Housing Market Renewal Fund grew out of early research commissioned by Liverpool <i>Valued neighbourhoods</i>

**Commentary** Early regeneration efforts were fragmented, focusing on the outer areas of Liverpool and on building low-rise suburban housing. However the city council and its partners are now working on a comprehensive delivery programme for the city, notably the city centre, and the residential population is forecast to double to 20,000. Liverpool is also working with Manchester in addressing the deep-rooted problems of the North West region, and the city benefits from some of the most committed community groups in the country.

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[Read more on the inter-war Speke Garston estate](#) in Case Studies, 14.2  
[Read more on West Everton](#) in Case Studies, 9.1



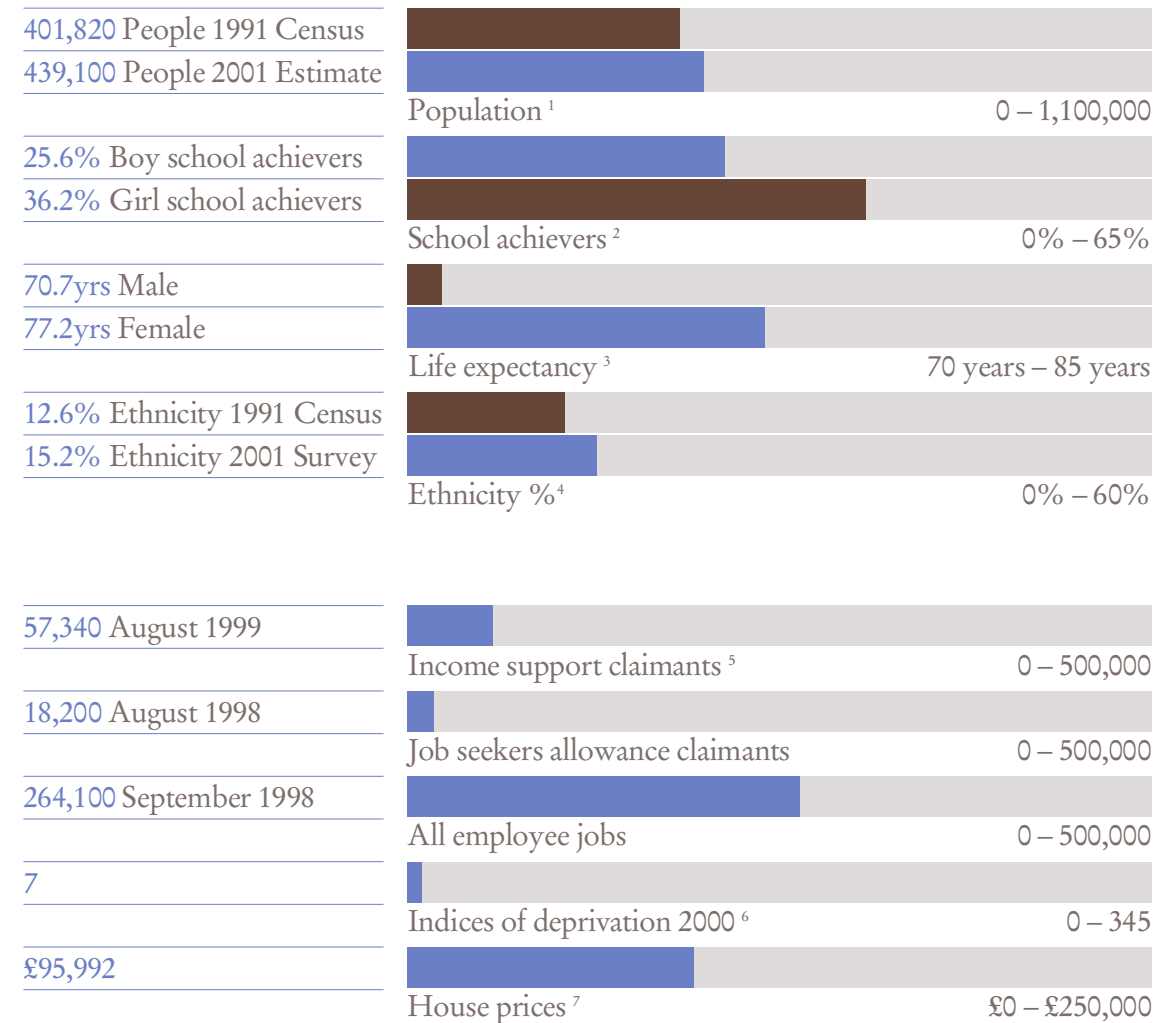
Context Manchester is the regional capital for the North West and its influence extends far beyond its tight metropolitan boundaries. It became the world centre for manufacturing and trading cotton during the Industrial Revolution, and is now transforming itself into a modern, dynamic and international city. The city has a critical mass of economic activity, facilities and services that enable Manchester and the wider region to compete in the international market place for jobs and investment, including one of the largest concentrations of higher education institutions in Europe and the UK's third largest airport. Over the last 15 years Manchester has established a track record of developing strategic regeneration frameworks which focus on improving economic competitiveness and the need to deliver local benefit. Strong civic leadership and the development of robust partnerships have raised community and investor confidence in the city and secured significant public and private investment, for example achieving the transformation of Hulme and Moss Side, the continued growth and development of the city centre following the 1996 IRA bombing and the hosting and delivery of the 2002 Commonwealth Games – the largest multi-sporting event ever held in the UK. Notwithstanding Manchester's success in restructuring and modernising its economic base, many of the city's communities experience some of the highest concentrations of unemployment, poor health, housing and crime in the country. The key challenge for the Manchester Local Strategic Partnership is to build on the city's economic success and secure the major structural changes required to deliver local benefit and support for these communities. Major initiatives include New East Manchester, the Urban Regeneration Company covering over 1,100 hectares including Sportcity and New Islington, a Millennium Community initiative, with an estimated development value of £180 million.

Vision
Manchester's core objectives have remained unchanged for many years, having been developed through the City Pride strategies of the last decade, and now refined in the Community Strategy. The city vision is to become:
A European Regional capital, and a centre for investment growth

An international city, capable of realising its outstanding commercial, cultural and creative potential
An area distinguished by the quality of life and sense of well-being enjoyed by its residents
An area where all residents have the opportunity to participate in, and benefit from, the investment and development of their city, and so live in truly sustainable communities
Challenges
Delivering the regeneration and service improvement priorities and outcomes articulated in the agreed Manchester Community Strategy, Public Service Agreement and emerging Neighbourhood Renewal Strategy
Continuing to develop knowledge-based industries and attracting and sustaining investment to allow the city to compete at an international as well as regional and national level
Dealing with declining and collapsed housing markets in parts of North and East Manchester, and extending housing quality and choice across the city
Tackling health inequalities, crime and security issues
Further developing a high-quality, fully integrated, safe and sustainable transport system to support the continued revival of the city's economy and the renewal of the city's neighbourhoods and district centres
Equipping Manchester residents with the confidence, skills and opportunities to compete for jobs in the local economy and beyond
Some successes
Dynamic cross-sectoral partnerships, for example Manchester Millennium Ltd, Spinningfields, New East Manchester <i>Carrying out a phased strategy</i>
Creation of world-class cultural, sports and visitor infrastructure, thereby establishing an international reputation and profile which has been significantly enhanced by the successful delivery of the Commonwealth Games <i>Thriving centres</i>
continues

Attraction of multiple funding schemes, national and European <i>Orchestrating investment</i>
Recognition of <a href="#">the importance of high-quality design</a> in strengthening the image of the city, for example <i>Manchester Guide to Development</i> , Urbis, Centre for the Understanding of the Built Environment (CUBE) <i>Pride of place</i> →
Development of high-quality transport infrastructure to support regeneration strategies including the extension of Metrolink, planned development of the integrated Transport Interchange and improvements to key gateways, for example Stockport Road Corridor Initiative <i>Integrated transport</i>
The regeneration of Castlefield and other parts of the city centre as attractive leisure and residential areas <i>Thriving centres</i>
The redevelopment of Hulme as a mixed-use urban neighbourhood <i>Valued neighbourhoods</i>
The concentration of world-class universities which are helping to strengthen the city’s competitiveness and employment base, set to be further enhanced by the proposed merger of Manchester University and University of Manchester Institute of Science and Technology <i>Networks of enterprise</i>
<a href="#">Creating a city centre housing market</a> <i>Valued neighbourhoods</i> →

Commentary Manchester contains some of the most powerful examples of urban renaissance in Britain, which have been achieved by the council working in dynamic partnerships with a broad range of organisations over a long period of time. The successful ongoing regeneration of the city centre and southern parts of Manchester is currently in contrast with areas of urban decline in the east, north and far south but this polarisation is being addressed by a range of initiatives. Although much remains to be done, Manchester’s success and potential provides a major opportunity to prove that cities are critical to the economic and social well-being of the nation.



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 Read more on [the importance of high-quality design](#) in Case Studies, 8.5  
 Read more on [Creating a city centre housing market](#) in Case Studies, 14.1

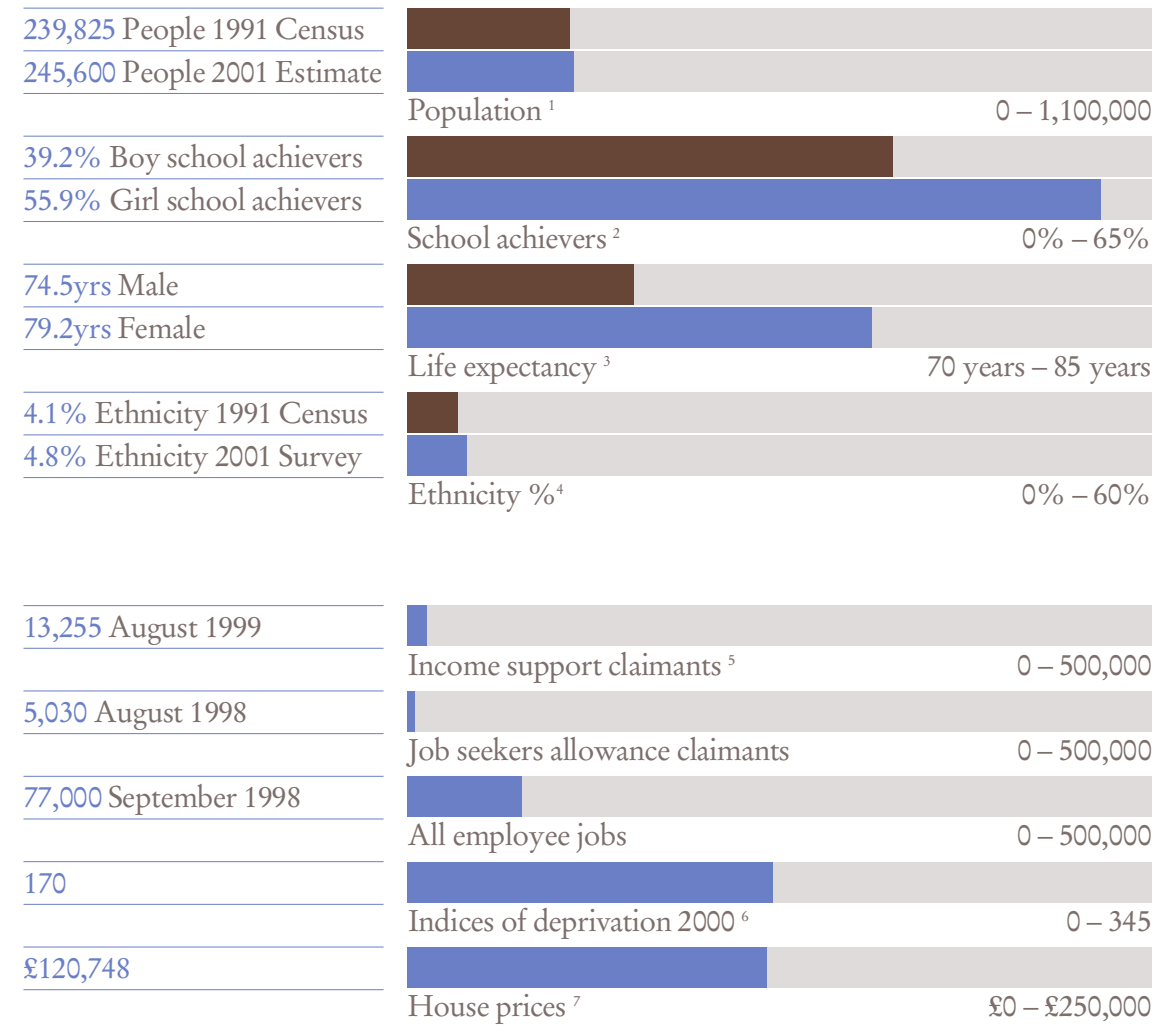
Context Medway in Kent has become the largest unitary authority in the South East and encompasses a number of differing areas: the Historic Dockyard, which has the potential to gain World Heritage status, Chatham town centre, the new developments at Chatham Maritime, the historic town of Rochester, the towns of Gillingham, Rainham and Strood, and the more affluent suburbs of Hempstead and Wigmore. The geographical location of Medway within the Thames Gateway is a significant asset, as is the river Medway itself. However it has suffered in the past from being perceived as a string of disconnected towns. The Medway area is in transition, having a legacy of previous economic uses including manufacturing, marine industries and the extraction of aggregates. Since the 1980s major structural changes to the economy have taken place: the naval dockyards closed in 1984 with the loss of approximately 8,000 jobs, traditional manufacturing has diminished and former chalk extraction sites have become a landscape feature.

Vision
A series of vision statements and prospectuses have been produced for each of the development opportunities and key sites
Medway's Public Service Agreement aims to realise the area's 'full potential as a stunning city of learning, culture, tourism and high technology'
The vision aims to develop Chatham as the major multi-use centre for Medway including civic, retail and cultural facilities linked to the waterfront
The council has acquired key sites on Rochester Riverside, and promoted their development as a model of a high-density urban renaissance
Medway Transit is being promoted as a transport system that would link all areas of Medway together as a waterside linear city
Within the Thames Gateway, the Strategic Executive promotes Medway as a zone of change
Medway aims to achieve major improvements in educational participation and achievement with the expansion of higher education provision at the Medway campus

Challenges
Attracting private investment to develop derelict land for a mix of tenures
Dealing with the significant legacy of historic buildings, particularly in the former naval dockyard
Raising the public finance required to implement the emerging strategy in terms of infrastructure and gap funding
Narrowing the gaps between the more affluent areas south of the A2 trunk road, and the former working class areas near the riverside
Tackling anti-social behaviour including drug-related crime and teenage prostitution
Resolving competing priorities in a multi-centre and over-stretched district
Overcoming the barriers of main roads and railway lines which sever the waterfronts from the towns
Achieving the necessary developer commitment and design quality
Overcoming contamination and flood defence issues
Some successes
Launch of <a href="#">a new strategy for inward investment</a> <i>Orchestrating investment</i> →
Engaging with young people through a new university campus in an old building, a Youth Parliament, and action to address anti-social behaviour and raise education standards, including the use of a Groundwork Trust to put wasteland to better use <i>Community Engagement, Pride of place</i>
High standard of design for the next phase of the St Mary's Island scheme achieved through a design competition <i>Pride of place</i>
With a Beacon Council Award for community safety in 2001, Medway's Intelligence Led Policing is focusing efforts where they will most impact on crime <i>Harmonious communities</i>
A high-quality business park which took advantage of Enterprise Zone status <i>Networks of enterprise</i> continues

A mixed-use quarter at Chatham Maritime including a major museum and new marina, and an emerging financial services cluster with the largest investment of public funds outside London Docklands <i>Networks of enterprise</i>
A comprehensive scheme to conserve Rochester with an investment of £2 million in high-quality streetscape and lighting <i>Thriving centres</i>
The establishment of <b>Multiversity</b> – an alliance of education institutions <i>Quality services</i> →
A <b>Healthy Living Centre</b> established within an old church on the edge of Gillingham town centre <i>Quality services</i> →
Waterside residential development on the Esplanade and St Mary’s Island has established a market for new residential uses <i>Valued neighbourhoods</i>

Commentary Medway is committed to urban renaissance but will face the test of whether it is possible without a specialist development agency to deal with land assembly and infrastructure issues and the need for focus. For example, the significant costs of meeting the necessary requirements of the Environment Agency at Rochester have deterred private developers. Also Medway faces the challenge of regenerating its town centres in the face of strong competition from other county towns and out-of-town stores. Chatham could be the heart of the new city but this depends on funding a rapid transit link to tie the disparate parts together. The success of Medway will be vital to achieving the key Government objective of providing more housing in the South East without encroaching onto greenfield sites.



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 Read more on [Multiversity](#) in Case Studies, 13.6  
 Read more on [A Healthy Living Centre](#) in Case Studies, 13.5



Context Middlesbrough on the river Tees is the main administrative, commercial and retailing centre for its sub-region, which extends into Durham and North Yorkshire. The town was created from nothing in the mid-19th century as a deep-water port through which to export coal. Its historic importance was also as a leading industrial centre with some major companies (that became ICI and British Steel). These major industrial sectors now employ significantly fewer people, and while most of the dereliction left in their wake has been removed, the newer industrial and commercial sites do not generate the same level of employment. The average GDP per head of population has fallen sharply. The council and its partners have cleaned up contaminated land along the river, and accessibility to the town was improved by upgrading the A66 road (which connects to the A19) to a dual carriageway, although this now cuts off the town centre from new development opportunities on the river. Other roads give quick access to the town from the countryside. The main campus of the University of Teesside is located in the centre of the town – which is developing a strong evening and night-time economy.

#### Vision

Improving Urban Living is a key theme of Middlesbrough Local Strategic Partnership's Community Strategy – its vision is to develop and release social capital lost in the decline of the manufacturing base

Masterplans have been drawn up for a large new mixed-use urban village (Middlehaven), which will extend the town centre north to the River Tees

The council is developing a new cultural quarter based on a new contemporary art gallery and a major renovated public space next to the Town Hall. A Business Plan for the central area has been prepared by the Town Centre Regeneration Company

#### Challenges

Drawing in sufficient investment to achieve ambitious development plans (for example, Middlehaven, town centre)

Obtaining sufficient continuity of joined-up funding to tackle multi-faceted deprivation in many areas

Overcoming the barrier formed by the A66 and railway to connect the town centre to the new urban village at Middlehaven

Changing the image of the town and improving service delivery to attract more shoppers, businesses and investors and helping develop self-confidence and capacity among its citizens

Managing traffic in a competitive, car-dependent region to create better spaces for people

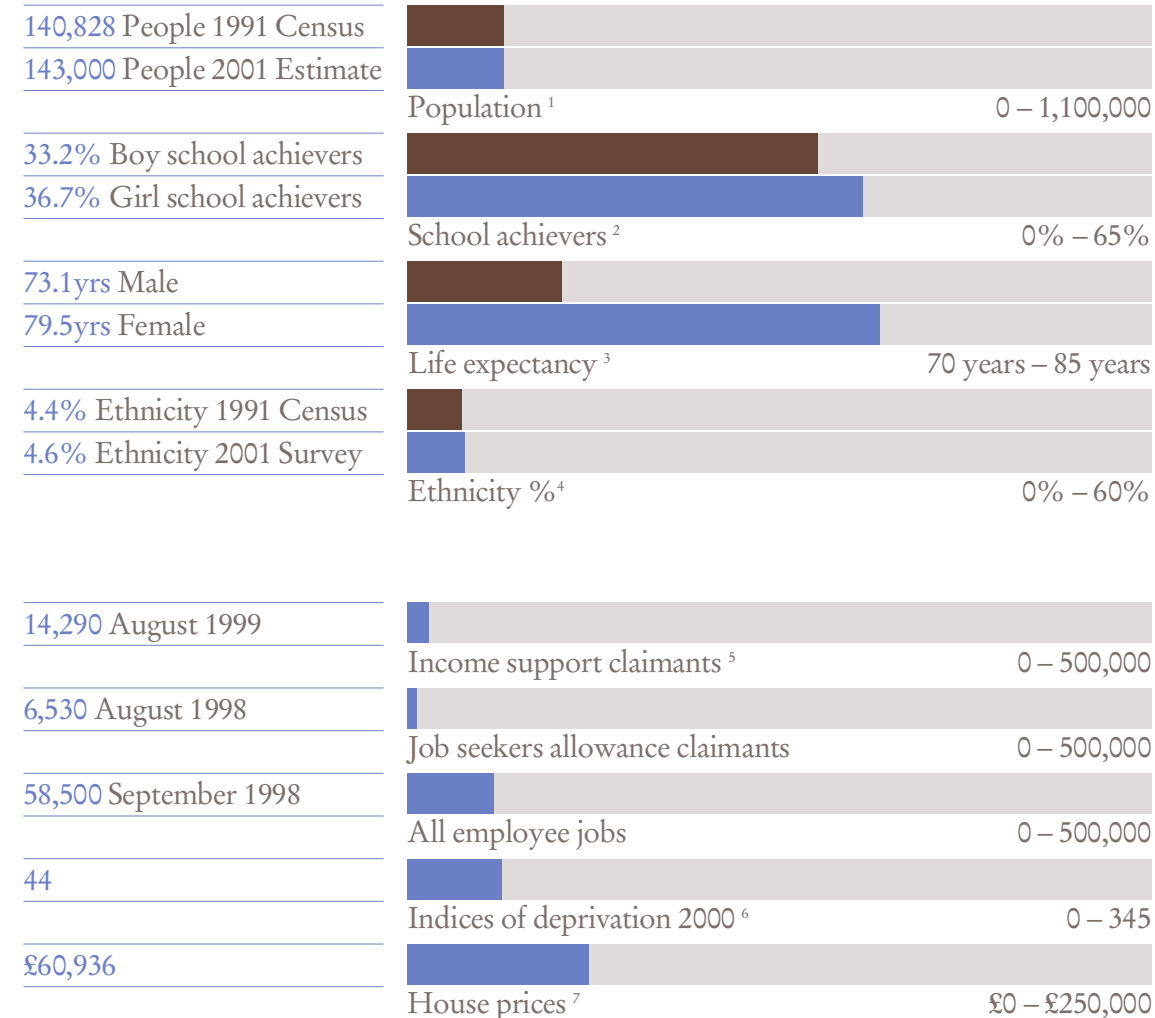
Obtaining co-operation of public agencies and utilities (for example, Railtrack) to pursue similar local objectives

Broadening the cultural offer in the town so as to appeal to a wider spread of age group including changing perceptions of crime and anti-social behaviour

Some successes
Completion of major infrastructure work for phase one at Middlehaven including dockland reclamation <i>Orchestrating investment</i>
Beacon Council Award for the council's work in neighbourhood renewal, including the New Deal for Communities scheme in West Middlesbrough <i>Community engagement, Harmonious communities</i>
<a href="#">Engaging young people</a> in an election for a Young Mayor and other activities with the Youth Parliament <i>Community engagement →</i>
Construction of the state-of-the-art Riverside Football Stadium next to Middlehaven <i>Pride of place</i>
Establishment of a proactive <a href="#">Town Centre Company</a> to spearhead improvements to the town centre and to attract new investment <i>Thriving centres →</i>
Tripling of the number of students at University of Teesside in the past ten years <i>Quality services</i>
Support for a pioneering employment agency ('at Work') which concentrates on getting 'difficult to employ' people, often from highly deprived neighbourhoods, into jobs <i>Quality services →</i>

Commentary Middlesbrough is still faced with a wide range of classic urban regeneration problems plus the potential problem of 'severance'. However, it is already starting to tackle renaissance issues including plans to develop Middlehaven into an urban village, high-quality improvements to the town centre, crime reduction and the provision of better services. There is widespread understanding that renaissance is a long-term process and innovative ways of promoting and managing developments are being pursued.

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 Read more on [Engaging young people](#) in Case Studies, 7.6  
 Read more on [Town Centre Company](#) in Case Studies, 12.3  
 Read more on ['at Work'](#) in Case Studies, 13.2

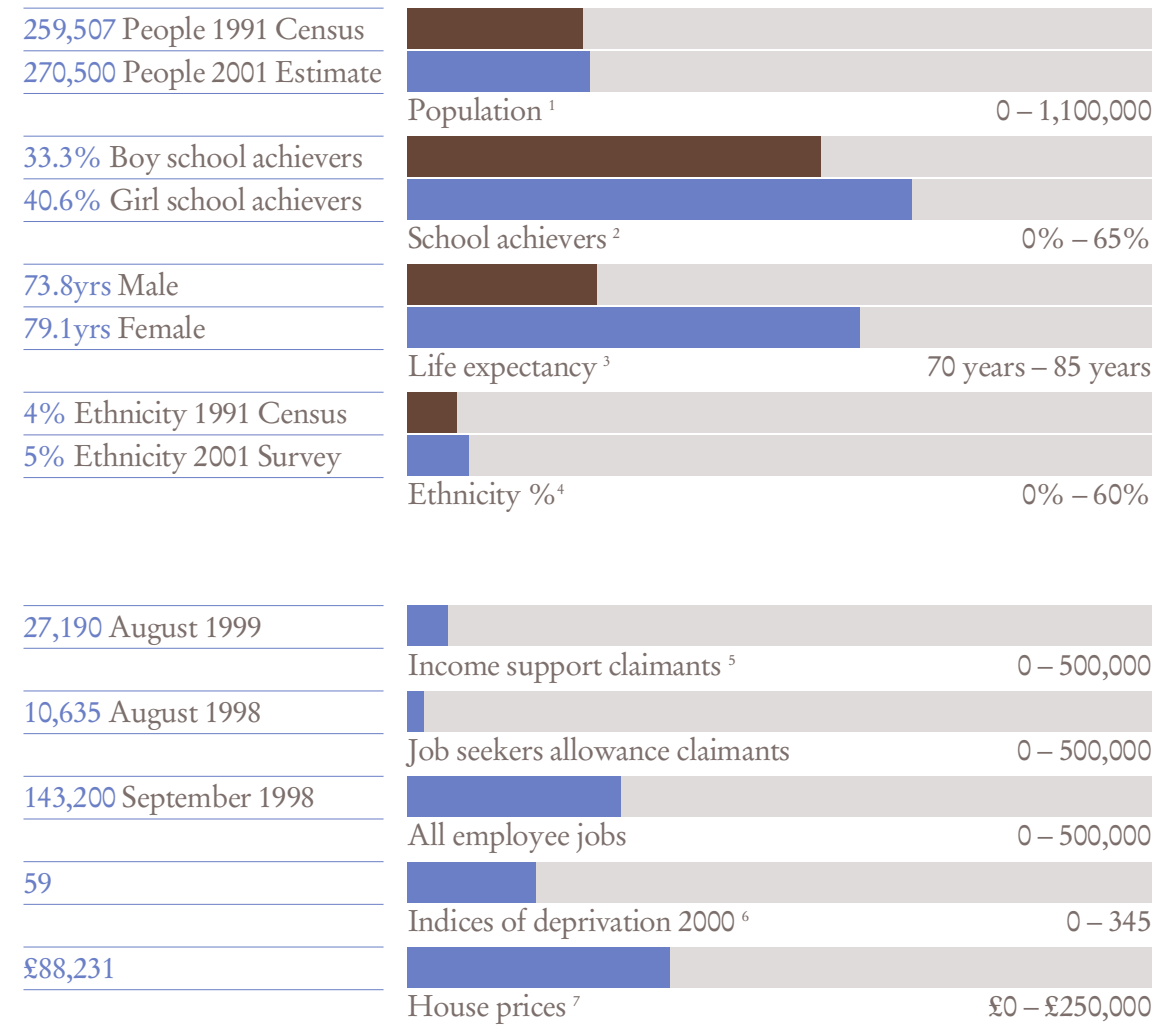


Context Newcastle-upon-Tyne has a long history as the main city, port and administrative centre of North East England. After the Industrial Revolution it became one of the world's leading shipping, shipbuilding and heavy engineering centres, and has had to restructure itself as all these industries have declined in the second half of the 20th century, causing massive job and population losses from the city. It has successfully faced up to the challenge from out-of-town shopping at the MetroCentre. However, substantial numbers of houses have been abandoned in the West End of Newcastle, many of them quite modern, and looking down to the River Tyne, and the city has lost more population than any of the other Core Cities. The city, with its famous bridges, has a dramatic location, and still retains a fine legacy of historic buildings and elegant streets in its centre, mainly around Grainger Town, an early 19th century New Town. It also has the most extensive Metro system in the country outside London, which links it to much of the rest of the Tyne and Wear conurbation. There is a strong tradition of loyalty to the area, and Newcastle's two universities are flourishing, bringing an important student population to the city.

Vision
The city council has published <i>Going for Growth</i> , a multi-faceted and holistic '20 year regeneration strategy' aimed at stemming population decline
The strategy's overarching aims are: competitiveness, a cosmopolitan city, and cohesive communities
Newcastle is collaborating strategically with Gateshead, for example, in their bid to become joint European Capital of Culture 2008, and in housing market renewal
A key element of the vision has been the development of the Quayside area which links, through Grainger Town, to the heart of the city centre

Challenges
Restructuring the local and sub-regional economy and attracting high-quality jobs
Stopping population loss
Obtaining long-term funding for its housing strategy which is an integral part of <i>Going for Growth</i>
Dealing with local areas of housing market failure
Making the city an attractive place to live in, to compete with highly accessible countryside and the coastal areas nearby
Connecting residential areas to new job locations, including developing the best route for the western extension of the Metro's complementary tram system
Retaining more graduates to work in the city and conurbation after graduation
Persuading 'public' utilities to prioritise their actions so as to support the renaissance strategy
Some successes
Restoration and regeneration of historic Grainger Town <i>Building the concordat, Pride of place</i>
Positive impact on community pride of Newcastle United's success in regaining Premiership and European status <i>Pride of place</i>
High-quality, mixed-use redevelopment of the Quayside – also an example of a <a href="#">successful collaboration with a neighbouring authority</a> <i>Pride of place, Thriving centres</i> →
Extension of the Metro to Sunderland, eleven miles to the south east <i>Integrated transport</i>
Involvement of community colleges in improving local employment prospects <i>Quality services</i>
Growth of the universities <i>Quality services</i>

Commentary Newcastle is succeeding in achieving a spectacular city centre renaissance, but there are still many unsolved regeneration issues that greatly affect other parts of the city. The key question is whether it will be able to attract sufficient jobs and provide attractive residential opportunities to reverse its population decline, and get commuters to live, as well as work in the city, a premise upon which the future strategy is based.



**Context** The London Borough of Newham developed around the docks and riverside industries in London's East End. It is largely made up of working class suburban housing, and contains several centres including Stratford, Beckton, East Ham, Canning Town and Silvertown. The closure of the docks and many of the riverside industries in the 1970s and 80s brought significant job losses, and in 2000 Newham was ranked as the fifth most deprived borough in England. However, the council is now rated as one of the best improving councils. In the 1980s and early 90s, the London Docklands Development Corporation was a driver for much of the renaissance in the dock area despite difficult initial relations with the council. There are a number of flagship renaissance projects in the borough including City Airport, the University of East London and Stratford station interchange with the Channel Tunnel Rail Link. Good public transport is perceived locally as its major strength. The community in Newham is one of the most diverse of the 24 partner towns and cities, and there is a real feeling of multi-cultural involvement in both the community and business life.

### Vision

'Our Vision', published in 1997, set out a coherent community-based vision of making Newham a major business location and place of choice. This was followed up by the development of a regeneration strategy with key partners under the [Newham 2010](#) banner. Two conference events held in 1999 and 2000 enabled a large gathering of local residents to vote on policy options in key areas. The vision focuses on four objectives: a strong diversified economy, a high-quality environment, access to employment, and a better place to live *Developing the Vision* →

There are 20 indicators of progress linked to the regeneration strategy. A vision and masterplan have been drawn up for the 'arc of opportunity' along the Lea Valley

### Challenges

Retaining people to live in the borough as their incomes rise

Improving community health care

Continuing to overcome the negative image of parts of East London, particularly for crime and anti-social behaviour

Managing the expansion of Stratford's town centre, and maintaining and developing a viable network of town centres including Canning Town, a new town centre for the Royal Docks at Silvertown Quays, and East Ham

Reducing the barrier effects of main roads, railway lines and water within the borough

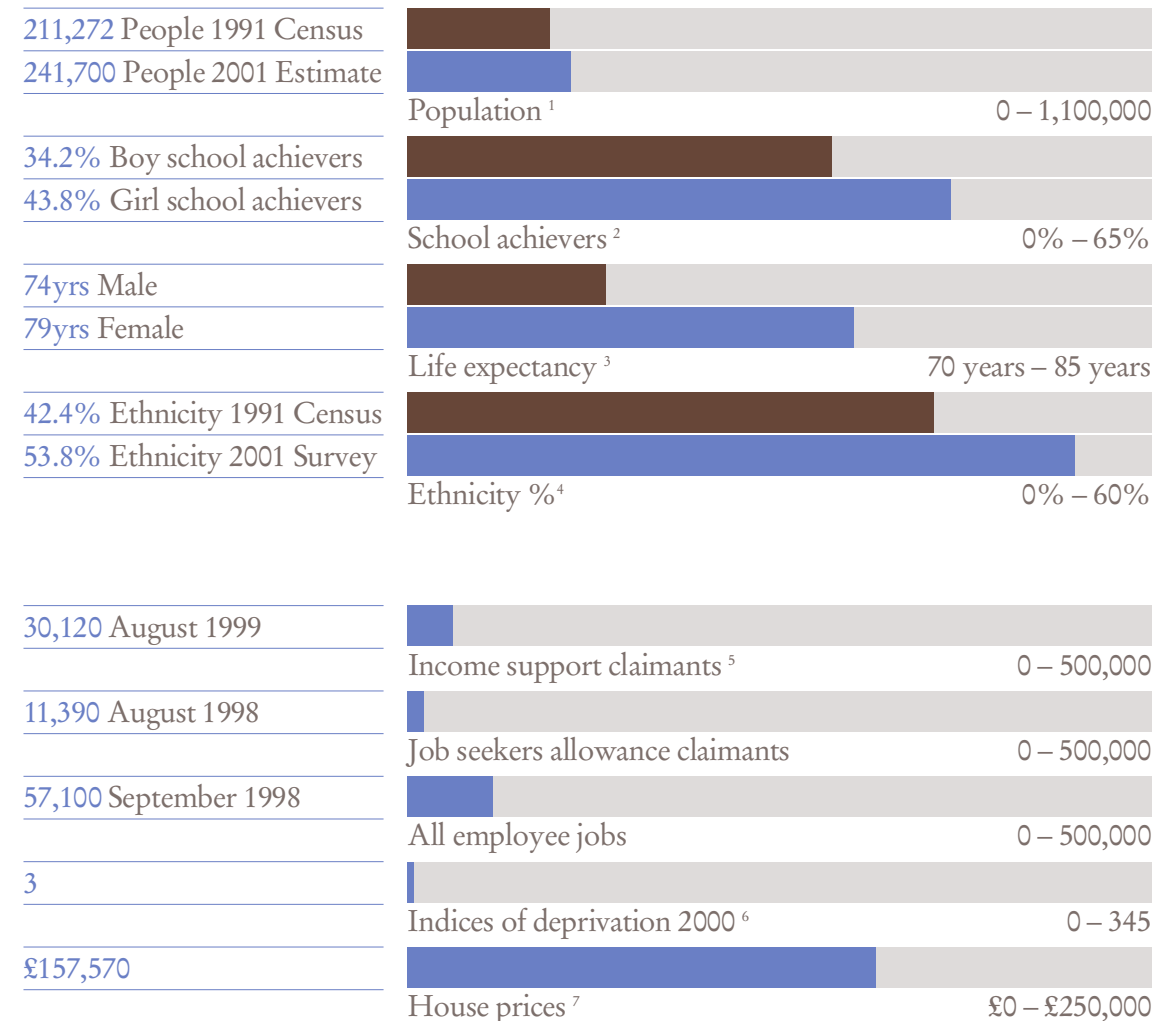
Dealing with areas of derelict land blighted by overhead power cables

Assembling sites for regeneration

Tackling personal safety and drug related issues in Stratford

Some successes
The masterplan and strategic framework for Newham's Arc of Opportunity in the west of the borough <i>Developing the vision</i>
A systematic approach to monitoring progress against regeneration strategy <i>Maintaining momentum</i>
Engaging the wider community in an imaginative visioning process, and a well managed Local Strategic Partnership and community forum <i>Community engagement</i>
Stratford's cultural quarter is diversifying a local centre and raising Newham's profile with a high small business start-up rate <i>Networks of enterprise</i>
Increasingly integrated transport network including the Stratford hub, set to be much enhanced when the Channel Tunnel Rail Link station opens in 2007 <i>Integrated transport, Phased strategy</i>

Commentary A diverse borough, Newham has substantially improved in the last ten years. There are signs of a sustainable renaissance emerging in Stratford with major development projects taking place, as well as flagship developments in the Royal Docks, and it seems well placed to take advantage of the imminent arrival of the Channel Tunnel Rail Link. However there are still high levels of deprivation in some neighbourhoods and a huge amount of derelict land, much of it blighted.



Context Historic Norwich in Norfolk was once England's second city, and it still contains a wealth of heritage, including a magnificent cathedral, a castle, more than 30 medieval churches and over 1,500 listed buildings. Surrounded by farming country, it is a major regional, cultural, business and shopping centre, an established visitor destination, a university city and a desirable place to live. Despite the collapse of staple manufacturing industries (for example food processing and shoes) in the 1990s, the city still retains a third of Norfolk's employment, is home to a number of major European companies (KLM, Steria, Aventis) and has the largest concentration of food technology research in Europe. The majority of jobs are provided by public services, retail and distribution, and financial services, as well as tourism and electronics. Norwich supports 26 regional or national headquarters, including three TV companies, three radio stations, the UK's largest provincial newspaper empire (Achant) and a broad range of related creative media companies. Although unemployment is low, average incomes are also low, and the positive picture above masks profound and sustained problems of social exclusion which combine to make Norwich the second most deprived district overall in the East of England. It is among the most deprived authorities in terms of employment and income deprivation, and has some of the UK's highest levels of housing and council tax benefit claimants.

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### Vision

The Local Plan vision is for Norwich to maintain and enhance its status as a significant European regional centre in a sustainable manner, embracing change and innovation with pride in its heritage, a good quality of life for all its citizens, a strong modern economy and a safe, healthy and clean environment, both natural and built. These objectives are reflected in strategies for specific development areas for example, Planning Guidelines for Riverside

Norwich aims to become 'a showcase of the modern, sustainable European city with culture and creativity at its heart' through its bid for European Capital of Culture 2008

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### Challenges

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To attract and retain major employers by emphasising its proximity to London (as close as Birmingham and Bristol) and Europe

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Securing funding to maintain, interpret and exploit the city's high standard of heritage, and reconciling this with the successful commercial/business/social development of the city

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Providing sustainable public transport alternatives to the private car, to serve both the city centre and its widespread, sparsely-populated rural hinterland

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Innovative and sustainable management of the public realm, to promote social cohesion and environmental regeneration – for example upgrading the market place, while maintaining its popular appeal

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Securing affordable housing to cope with the escalating need, unlocking areas of derelict land, and achieving mixed-use developments

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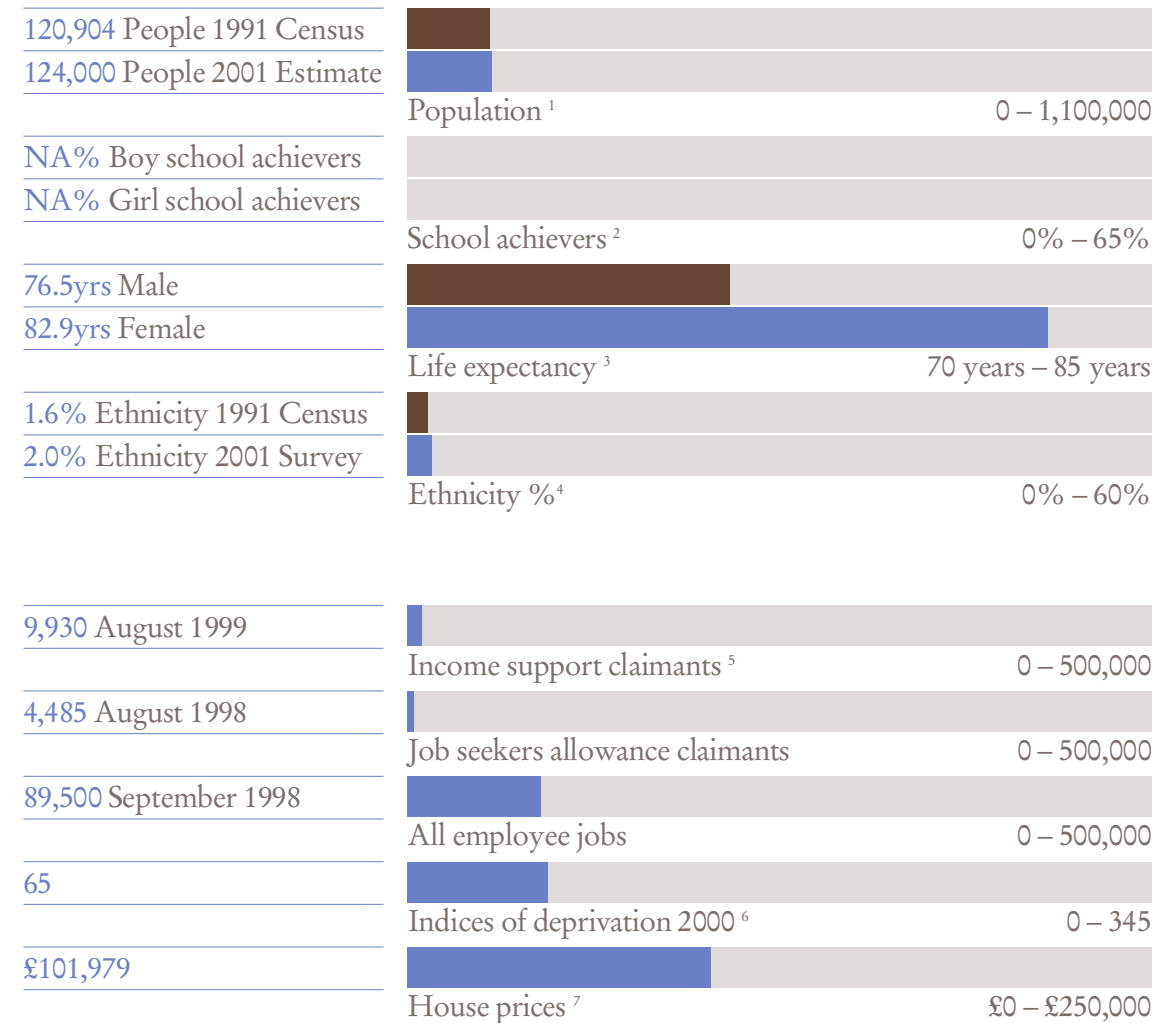
Addressing fundamental problems of deprivation, social exclusion and unemployment in the poorest communities, helping to improve educational attainment and skills training

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Some successes
<a href="#">Collaborating with European Cities</a> on a range of projects, through twinning arrangements and the European Association of Historic Towns and Regions <i>Building the concordat</i> →
Development of a landmark building, The Forum, for new library, visitor attraction, regional headquarters for the BBC and public space <i>Pride of place</i>
<a href="#">Pioneer of conservation areas</a> , pedestrianisation and traffic calming <i>Thriving centres</i> →
High-quality environmental and pedestrian projects for example King Street, new bridge <i>Pride of place</i>
Expanded evening economy – with measures to curb anti-social behaviour, and mixed-use riverside development on former railway land <i>Harmonious communities</i>
Growth in size and reputation of knowledge-based cluster <i>Networks of enterprise</i>
Attraction of investment for major mixed-use developments (for example, Castle Mall), resulting in a rise from 47th to 8th in the Experian Retail Rankings <i>Thriving centres</i>
Introduction of city centre ranger and community warden schemes <i>Quality services</i>
75% of housing completions were on brownfield sites in the last year <i>Pride of place</i>
Growth in city centre residents from 1,000 in 1960 to 8,000 <i>Valued neighbourhoods</i>
High level of community engagement in regeneration initiatives through Area Forums <i>Community engagement</i>

Commentary A growing population, successful regeneration, and a flourishing economy illustrate Norwich’s progress in urban renaissance. Despite this, significant underlying deprivation problems must be addressed through recognition and adequate resourcing. The city’s future success hinges on sustaining recent achievements and exploiting the city’s European dimension, including its bid for Capital of Culture 2008, to realise its cultural, retail and heritage potential for the benefit of the whole community.

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 Read more on [Collaborating with European Cities](#) in Case Studies, 3.3  
 Read more on [Pioneer of conservation areas](#) in Case Studies, 12.1





Context Nottingham is the regional capital of the East Midlands and is set within a former mining and textile area. It has made huge strides towards urban renaissance over the past five years, despite being the 12th most deprived district in the country (see note 6 in statistical data sources at the back of this report) and has a Beacon Council Award for regeneration through culture, sport and tourism. The city, which has long been one of the most important shopping centres in the country – second in the Management Horizons league which measures the quality of shopping offer – has diversified the attractions of its centre, and is one of the pioneers of Town Centre Management, for which it also received a Beacon Council Award, and an award for Best Managed Town Centre in 1997. Nottingham is now one of the Core Cities, pulling ahead of the other East Midlands cities, and is seeing its population increase. The city centre of Nottingham is close to the southern boundary of the local authority area and this results in commuters from outside the authority area taking most jobs in the city centre. A large part of the north of the city faces similar problems to the South Yorkshire coalfields, but without the benefits of European Objective One funding.

Vision
The impetus for producing a city centre strategy 'City 2000' in 1990 came from the threat posed by the out-of-town shopping centre of Meadowhall, some 30 minutes drive away on the motorway, and the need for businesses and the council alike to work together to improve the city's offer and image
A mid-term review of achievements and challenges, together with an Annual Performance Indicators report looked to the next ten years. Four working groups drawn from the different partners looked at urban design, transport, excellent services, and urban capacity/enabling development
The current Local Plan, adopted in 1997, identifies 30 potential development sites; design guides and briefs were prepared for most of them and half are now developed. This has led to the preparation of a Masterplan
In future there will be three large mixed-use Regeneration Zones covering the Waterside, Eastside and Southside

Co-ordination is secured through the Greater Nottingham Partnership, the Built Environment Task Force, and Nottingham Regeneration Ltd, and through Area Committees (there are over 70 different partnerships)

### Challenges

- Simplifying the process of delivering regeneration, and the profusion of funding sources
- Avoiding being dominated by too much retail expansion
- Increasing the number of successful small firms
- Stemming the loss of population to suburban districts outside the city boundaries to maintain the population increase
- Raising standards of secondary schools
- Further reducing the fear of crime
- Enabling all those living on peripheral housing estates, and in some inner city areas to compete in the employment market
- Reducing reliance on the car

### Some successes

Employment growing at three times the national average, but with no apparent traffic growth, as a result of increased bus usage on some routes, and green travel plans with all the main employers belonging to the Commuter Planners' Club  
*Phased strategy*

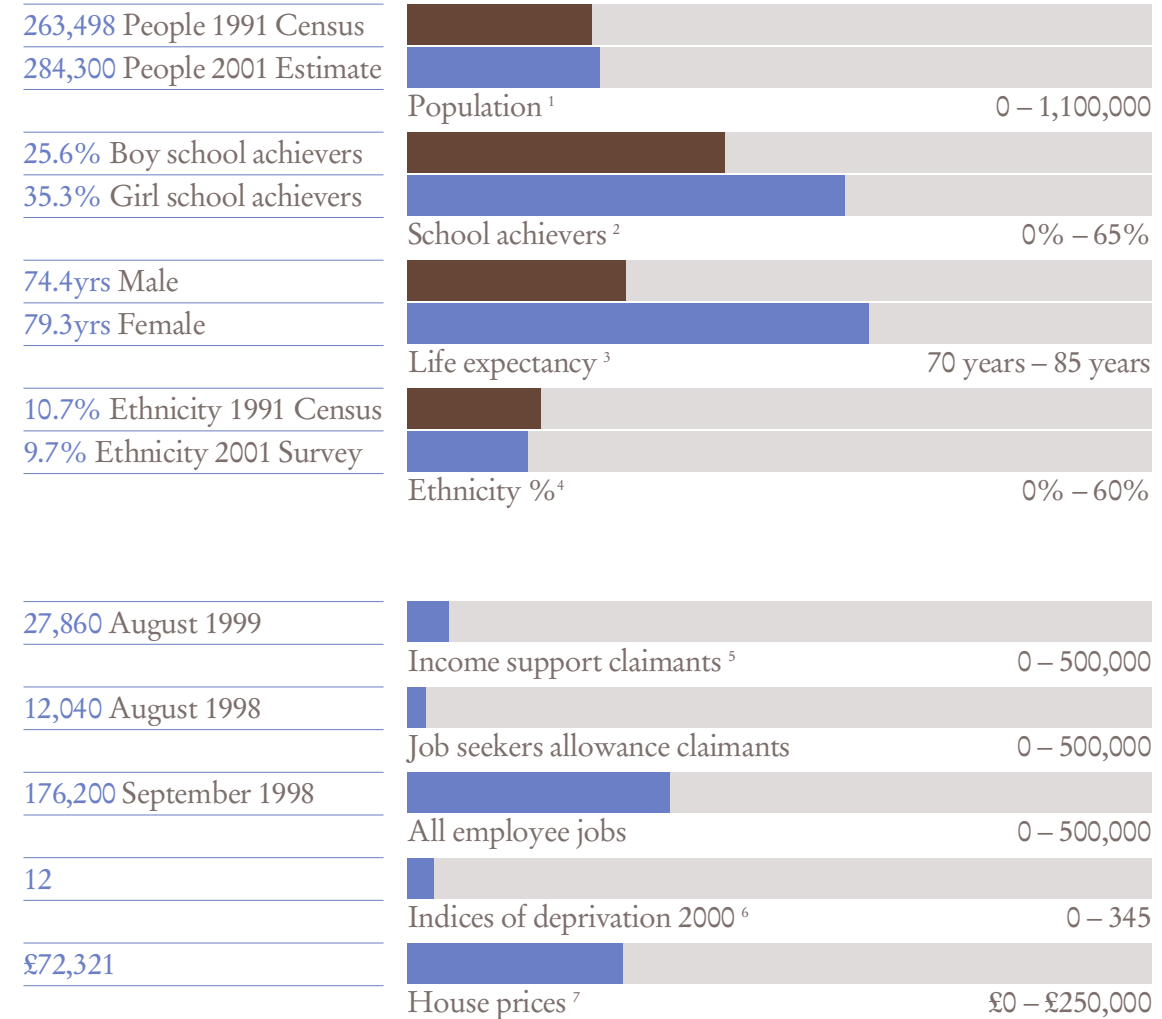
[Nottingham Regeneration Ltd](#), a public/private company, which grew out of the council's intervention in the Lace Market *Orchestrating investment* →

Dramatically reducing of concerns about [crime and security](#) at night between 1995 and 2000, with, for example, a safer transport initiative, a new alcohol byelaw restructuring consumption in public places, a Local Youth Crime Reduction Agency, and a pioneering Anti Social Behaviour Team which targets gangs and racial harassment *Harmonious communities* →

continues

Community engagement has led to <a href="#">The Big Wheel</a> , Nottingham's transport strategy, available as an interactive CD-ROM. It includes a new tram, now under construction, and one of the first Workplace Parking Levy schemes. This draws on experience in Strasbourg and Stockholm. Nottingham has also been awarded local authority Transport of the Year award <i>Integrated transport</i> →
Improved schools since unitary status, with an e-learning foundation, and links between schools, libraries and the Internet <i>Quality services</i>
High ranking universities, and the use of colleges to take over redundant industrial buildings in the <a href="#">Lace Market</a> , which now provides an attractive old town area <i>Thriving centres</i> →
A model for town centre management, with some 40 areas for outside eating in the city centre, and some four million visitors <i>Thriving centres</i>
Attraction of more jobs than almost any other UK city, including the headquarters of Capital One, Experian and the Inland Revenue, partly due to the quality of life the city now offers <i>Thriving centres</i>
84% of new houses on brownfield sites, and 1,300 new homes built or in the pipeline for the city centre. 94% of residents say they would like to continue living in the city centre, and a website <a href="http://www.life-at-the-heart.co.uk">www.life-at-the-heart.co.uk</a> showcases cultural diversity in four inner areas <i>Valued neighbourhoods</i>

**Commentary** Though not visited by tourists as much as some of the other Core Cities, Nottingham has quietly gone through a transformation into a centre that rivals continental cities, with an exciting waterfront, and an old town in the Lace Market. The process will be completed by the implementation of the Transportation Strategy, and further development along the River Trent, particularly if the city council can persuade developers to use first class architects.



→  
 Read more on [The Big Wheel](#) in Case Studies, 11.4  
 Read more on the [Lace Market](#) in Case Studies, 9.3

Context The largest city in Devon, Plymouth's development is inextricably linked to its natural harbour and particularly its role as a naval bases. Still with one of the largest naval base/dockyard complexes in western Europe, dependence on the defence sector has left a legacy of structural decline that is similar to other large industrial cities. Despite a largely successful policy of attracting inward manufacturing investment, the city has a high dependency on a relatively small number of large employers (including the Dockyard), the majority of which are overseas owned. The 'dependency culture' that the dockyard created is one reason why the city ranks amongst the poorest performing in terms of business start-ups and has poor business survival rates. Post war reconstruction created one of the first pedestrianised precincts, although much of the centre is outdated in terms of modern retailing and has few evening or night time attractions. Nonetheless, the city has many assets on which it is seeking to build – not least its heritage, its environment, the skills and intellectual assets that have developed from its marine and maritime tradition and a strong base of successful partnership working.

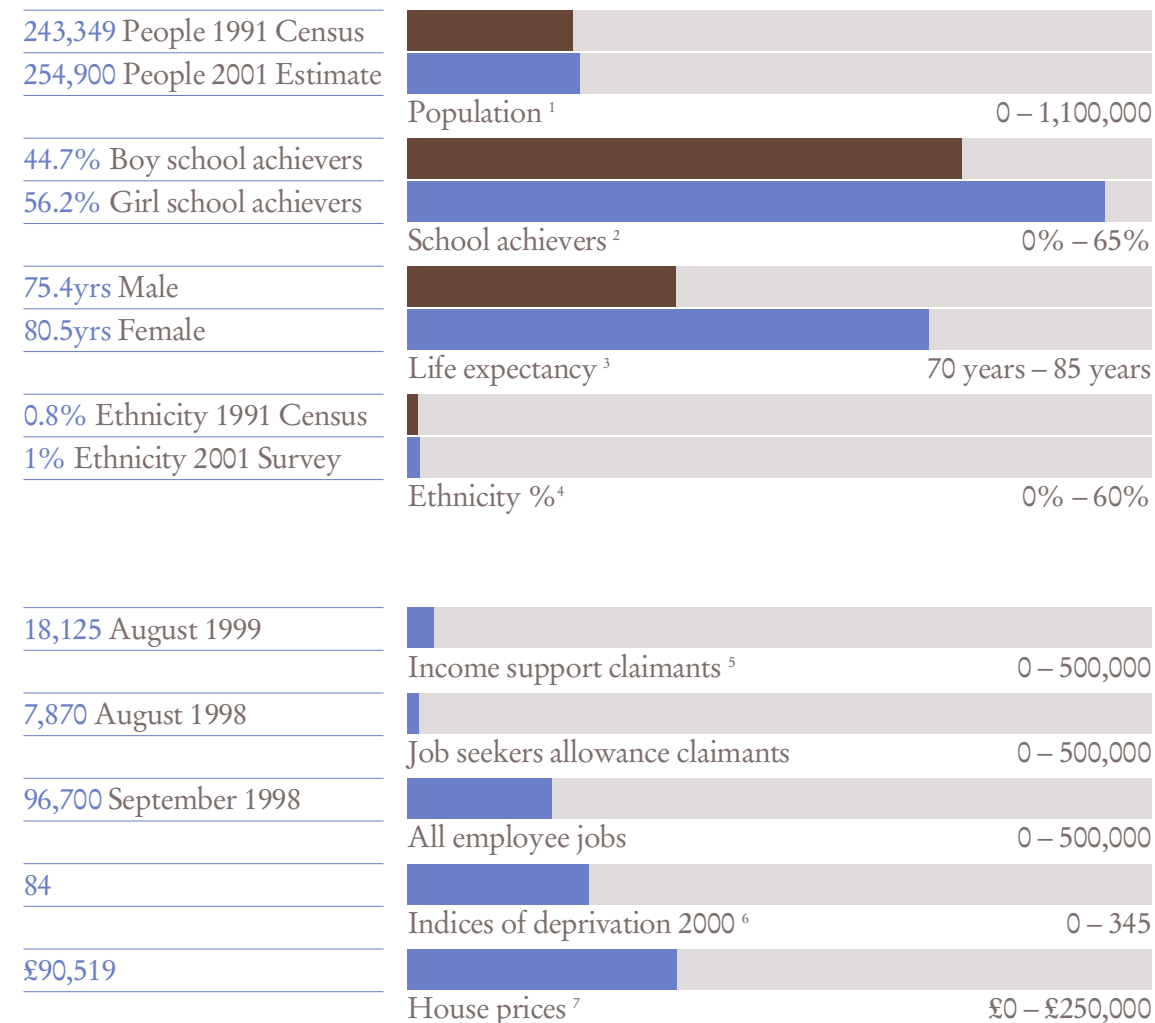
Vision
The City's Vision is being revisited by Plymouth 2020, a mature, cross sector strategic partnership (the colleges, Primary Care Trust, and Business Link, with an independent secretariat), now accredited as the Local Strategic Partnership
The original 'New Commitment to Regeneration' Pathfinder Strategy set out specific objectives across a range of activities, for example lifelong learning and entrepreneurship. A specific target was that no ward should have unemployment rates of more than twice the city average. The strategy provided the basis for current work on the Community Strategy around the theme 'One City, One Vision'
The partnership is working on a branding and image strategy to make Plymouth 'the world's smartest, greenest city' built on an independent review of what makes it distinctive. The partnership is engaging an international architect to work with it on articulating a strong vision for the built environment
The city has acknowledged its role in the wider hinterland through the establishment of a sub-regional Economic Partnership and joint working with neighbouring authorities on Local Plan and Structure Plan reviews

Challenges
Building a diverse and sustainable economy, particularly through the development and growth of local businesses in sectors where the city has established or potential strengths – such as marine science and technology, advanced engineering, medical and healthcare
Lifting the skill base of the population and attracting higher paying jobs
Creating the conditions for growth and private investment – particularly through improving local and regional infrastructure, including the supply of sites and premises
Securing the comprehensive regeneration of 'Strategic Opportunity Areas' identified in the city Local Plan Review
Developing the heritage potential, for example of Royal William Yard, and the waterfront, still largely zoned as industrial
Creating confidence and 'civic pride' amongst residents and raising individual and community aspirations and building capacity across all sectors to deliver the vision
Achieving the potential of building 10,000 new houses on brownfield sites

Some successes
Strong support across all sectors and agencies for Plymouth 2020 as the vehicle for creating a single and shared vision for the city <i>Developing the vision</i>
Proposed ‘Plymouth Capital Partnership’ between the city council and a property investment company, to secure investment in and regeneration of the city centre, based on a city centre Urban Design Framework <i>Orchestration of investment</i>
An impressive track record in piloting all of the Government’s Area Based Initiatives <i>Maintaining momentum</i>
<a href="#">Devonport Regeneration Company</a> – a community led organisation responsible for delivering a £50 million New Deal for Communities programme and linked Urban Village proposals <i>Community engagement</i> →
<a href="#">Tamar Science Park</a> boosting knowledge-based businesses and a bio-medical cluster <i>Networks of enterprise</i> →
Regeneration of Sutton Harbour and the establishment of a joint venture between Sutton Harbour Company and the city council to deliver further regeneration projects in the area – winner of the BURA Secretary of State’s Partnership Award. <i>Valued Neighbourhoods</i>

Commentary Plymouth’s image and perceived peripheral status have traditionally made it difficult to attract investment and it has been heavily reliant on public sector intervention. A visioning process is being used to raise aspirations, secure higher quality development, engage the private sector and project a more favourable investment profile. There is a move away from reliance on special initiatives towards a more proactive approach from the council, working through a series of partnerships to attract private sector investment and target public sector resources. A good deal depends on whether it can overcome its relative isolation and make the most of its location by the sea.

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 Read more on [Devonport Regeneration Company](#) in Case Studies, 7.2  
 Read more on [Tamar Science Park](#) in Case Studies, 10.4

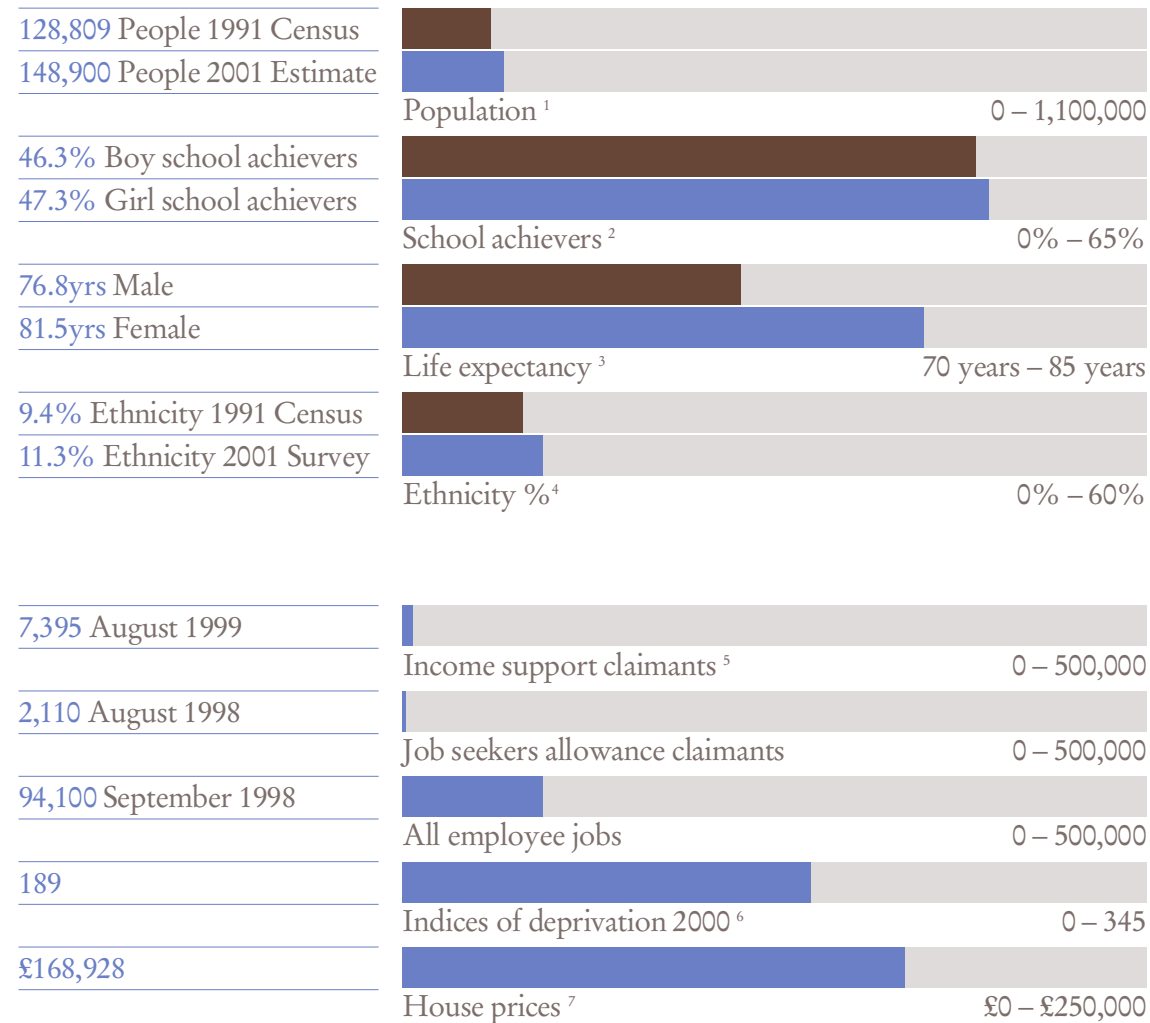


Context At the heart of the Thames Valley in Berkshire, Reading, was both a market and industrial town, known for 'beer, bulbs and biscuits'. Located in the M4 motorway corridor it is within commuting distance of London and easy reach of Heathrow Airport, and is in the heart of the country's most successful high-tech region. Major international corporations such as Microsoft, Oracle, Cisco, Thames Water and Compaq have established UK or European headquarters in Reading, some of them on the 2.25 million square feet Green Park business park adjacent to Junction 11 of the M4. Reading's centre has been substantially enhanced in the past few years through the opening of the high profile Oracle shopping and leisure centre on the River Kennet, which was awarded the Best New Centre in Europe Award in 2001 by the International Council of Shopping Centres. Reading was a Beacon Council Award winner for town centre regeneration for 2001–2002.

Vision
The renaissance process started in the mid 1980s and grew out of a council initiative to make more of Reading's rivers and a partnership response to a proposed out-of-town regional shopping centre
Extensive public consultation on the future of the town centre was undertaken by the council in the late 1980s and led to the publication of a ten year strategy and action plan called Centre Plan
On becoming a unitary authority in 1998, Reading produced a vision document Reading – City 2020, advocating a European-style city with a series of sustainable local communities linked to a dynamic centre. This was developed around the key themes of business, transport, culture, education and skills
The vision document recognised the need for all communities in Reading to agree on the delivery of the vision. A series of consultation events including meetings, an exhibition, Reading's website, the local media and the council's own Reading Review ensured community engagement in the process

Challenges
Changing the traditional boring and industrial image
Overcoming boundary issues – working with neighbouring authorities to promote investment focused on a town centre with a wide impact and draw
Working with other agencies – securing recognition of the strategic regional and national importance of transport investment decisions by Government and other agencies (railway and junction 11 M4)
Ensuring that the economic benefits of investment flow through to neighbouring deprived areas for example, from Green Park business park and the adjacent Whitley residential area
Maintaining and enhancing its position as a growth centre for high-quality high net worth business premises and ensuring an ability to respond quickly to their needs
Developing the cultural offer to a comparatively high level
Securing sufficient affordable housing of appropriate family unit size, for key workers and other lower income groups (for example retail employees) in an overheated housing market
Some successes
<a href="#">Pioneers of town centre management</a> , and moving it from an operational to strategic role <i>Phased strategy</i> →
Restoration of the Kennet and Avon canal <i>Pride of place</i>
Use of planning briefs and land assembly to create a new public realm and landmark shopping/leisure centre <i>Pride of place</i>
Economic success story and state of the art business parks <i>Networks of enterprise</i>
<a href="#">Imaginative cross-subsidised bus service</a> <i>Integrated transport</i> →
Development of high density housing along the waterway <i>Valued neighbourhoods</i>

Commentary Reading has made impressive progress towards an urban renaissance. The Oracle Centre provides a continental-style location for shoppers, leisure seekers, and for those wishing to watch the world go by. Nearby is a substantial amount of private apartment accommodation to encourage living in the town centre. However soaring house prices are having a detrimental effect on Reading's ability to attract and retain key workers, for example bus drivers are living as far away as Birmingham and Bournemouth.



Context Sheffield is the principal city of the South Pennine region covering southern areas of Yorkshire, northeast Derbyshire and northern Nottinghamshire. For most of the period since the Middle Ages Sheffield has been renowned as a leading innovator in metals and materials technology. Although this reputation for high-quality products remains today Sheffield, like many other specialist producer cities in advanced countries, faces a major challenge in re-inventing its economic role to create new market advantages in the knowledge economy. Sheffield has a number of assets on which to build its future, including two universities, teaching hospitals, and a range of commercial research establishments that provide a robust knowledge base. Detailed plans are being put in place to create the conditions for the growth of a wide range of new business clusters as well as opening up new market opportunities in the city's established field of advanced manufacturing. Sheffield has been a pioneer in developing strategic partnerships between all the key organisations in city life. In addition the city has benefited from the work of major strategic bodies: the Sheffield Urban Development Corporation, which re-invented the economic role of the lower Don Valley in the 1990s, and Sheffield One (one of the first three pilot Urban Regeneration Companies), which is currently overseeing regeneration in the city centre.

### Vision

The City Strategy, developed by the Sheffield First 'family' of partnerships, recently accredited as the Local Strategic Partnership for Sheffield, identifies the city's vision as: "Sheffield becoming a successful, distinctive city of European significance with opportunities for all"

The Strategy identifies ten important features of a successful city – all of which Sheffield aims to emulate in order to achieve its vision – and ten key priorities where focused effort will be needed

The City Centre Masterplan – adopted by the council and Sheffield One – has been a catalyst for the regeneration of the city centre. It includes major projects such as 'Heart of the City' comprising the stunning Peace Gardens and Millennium Galleries and 'New Retail Quarter' – a partnership with developer Hammerson to re-establish Sheffield as the regional shopping destination of choice

### Challenges

Attracting market-leading businesses to the city to transform its economy and make the most of its knowledge assets

Increasing levels of educational attainment for young people and adults

Delivering the city centre masterplan to create a vibrant, attractive and accessible city centre

Renewing the poorest neighbourhoods in the city to ensure that everyone has the choice of good quality housing and environment

Improving health where it is worst and thus narrowing the gap between different areas of the city

Tackling crime where it is worst as part of the drive to create successful, attractive neighbourhoods across all areas of the city

Improving key transport connections and interchanges

Sustaining successful cultural institutions such as the Millennium Galleries and theatres

Meeting national and international standards for sustainability and governance, and marketing the city effectively

### Some successes

The strength of the city-wide strategic partnership (Sheffield First 'family' of partnerships) and the creation of open and accountable structures for community engagement *Building a concordat*

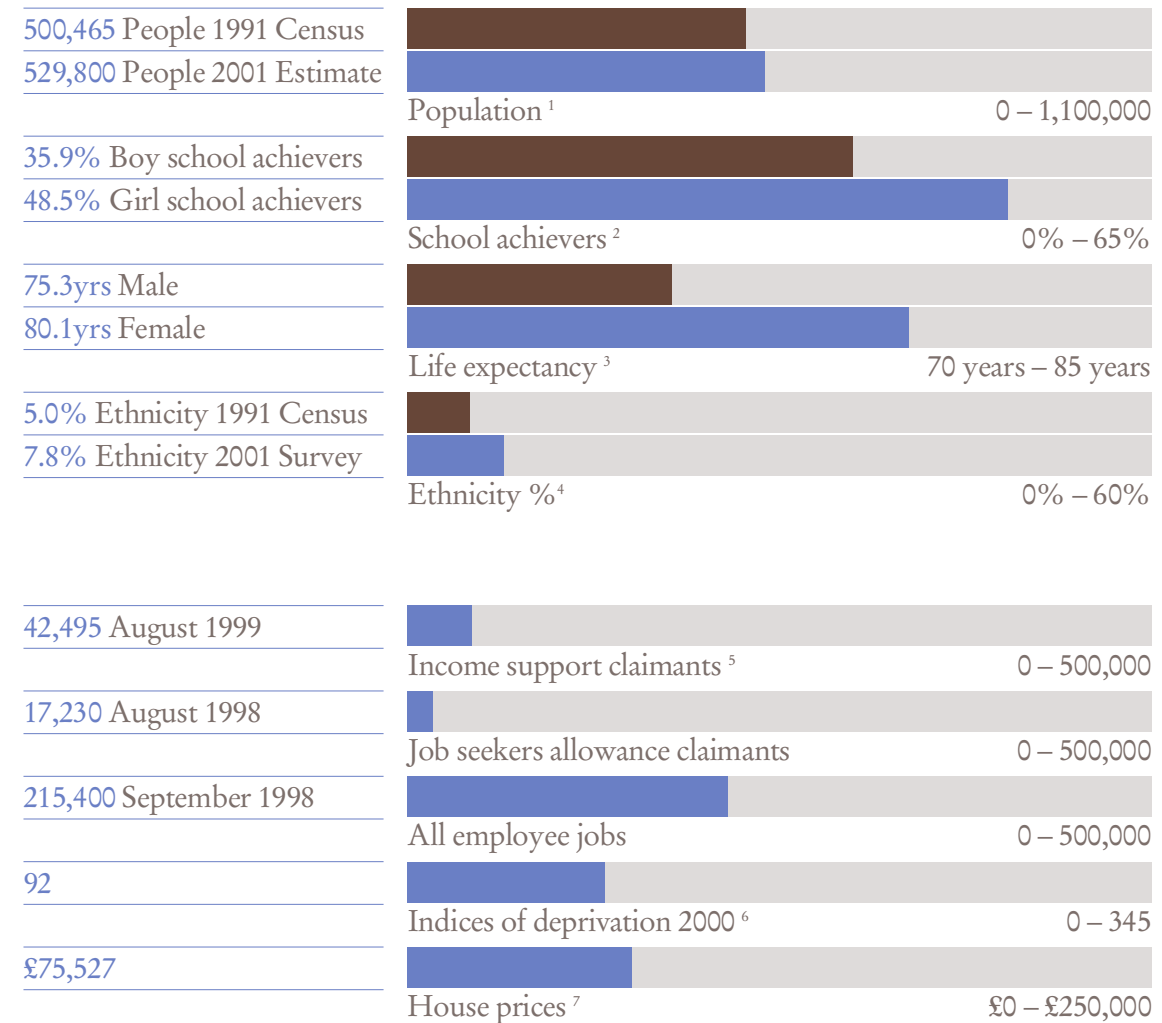
The use of a development trust to co-ordinate [community-based renaissance](#), and the establishment of a community-based school of regeneration for community entrepreneurs *Maintaining the momentum* →

A focus on quality in creating new public buildings (for example Millennium Galleries) and public realm (for example Peace Gardens) has provided the catalyst for regeneration in the 'Heart of the City' *Pride of place*

continues

Significant achievement in closing the employment gap between the best and worst wards <i>Harmonious communities</i>
<b>The Cultural Industries Quarter</b> which provides workspace for media and creative businesses, employing over 1,000 <i>Networks of enterprise</i>
The development of Supertram as a catalyst for the regeneration of neighbourhoods <i>Integrated transport</i>
A strong commitment from the universities to the economic transformation of the city, coupled with leading-edge research, has attracted market-leading companies, such as Boeing, to the city <i>Networks of enterprise</i>
The creation of a Healthy Living Centre in Netherthorpe and Uppertorpe providing a range of services to the community and managed by the Community Alliance, the local accountable body <i>Quality services</i>
The diversification of housing stock through an innovative partnership with Bellway Plc and North British and Northern Counties housing associations to provide new build homes in the Manor <i>Valued neighbourhoods</i>

**Commentary** Following a period of economic decline, and loss of retail trade there is a new sense of direction and confidence in Sheffield. The city has set out a challenging yet realistic vision in its City Strategy and City Centre Masterplan and progress is being made in stimulating the city's economy, improving educational attainment, revitalising the city centre and transforming run down areas and neighbourhoods. With strong competition from Manchester and Leeds, Sheffield needs to use European Objective One funding to improve the performance of the South Yorkshire economy.





Context Southend-on-Sea is located in south east Essex and forms a conurbation seven miles long and two miles deep along the Thames Estuary. In the 19th century it grew as a resort and is still the fourth most popular destination for day visitors. The economy is relatively diverse and many residents commute to London. In the 1960s the town went through a development boom but now many of the office blocks built at that time are empty. Substantial pockets of deprivation led to the town accessing Single Regeneration Budget funds and achieving European Objective Two status. Southend is densely populated and there are few development sites. Since securing unitary status in 1998 the council has been tackling difficult economic and regeneration issues, such as improving staying-on rates in education, reducing crime, teenage pregnancy, improving transport and community development.

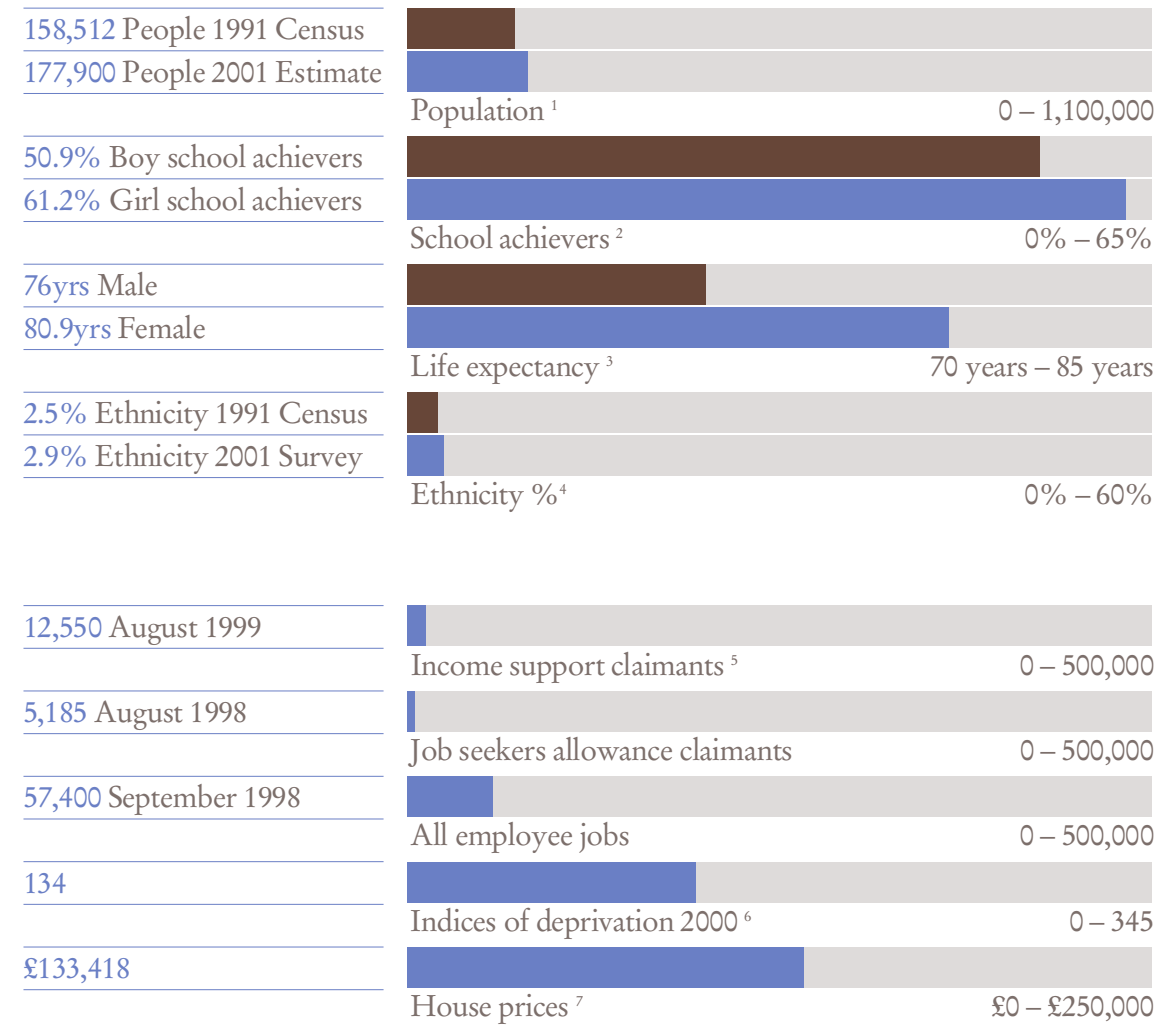
Vision
The vision for Southend is set out in <i>Thames Gateway South Essex: a vision for the future</i> . Tourism and leisure remain important but a key ambition is to become the cultural and intellectual hub and the higher education centre of excellence for South Essex
The vision includes the goal for Southend to become the best of its type of town with top quality visitor attractions including a refurbished pier – at 1.3 miles still the longest pleasure pier in the world – a new university and a revitalised town centre
The town is an active member of the Thames Gateway South Essex Partnership and there are well-developed local partnerships taking forward the vision on the ground

Challenges
Developing a university campus in the town centre
Improving and diversifying Southend's image
Overcoming traffic congestion and circulation around the town and improving communications access. Resolving concerns about the future of Southend Airport
Implementing the town centre strategy to upgrade the quality of the shopping centre
Reusing or redeveloping empty 1960s offices – a start has already been made with a mixed-use scheme
Maximising added value from visitors to the town, for example conference delegates and shoppers
Some successes
A new spirit based on a widespread recognition that the area has been in decline and a shared determination to turn things round <i>Developing the vision</i>
Mixed-use redevelopment of the redundant Ministry of Defence garrison with 55 listed buildings at Shoeburyness <i>Phased strategy</i>
<a href="#">The Share-IT programme</a> – IT training and support for the Muslim community, provided in the Southend Mosque <i>Community engagement</i> →
A graffiti-busting squad and Borough Wardens, CCTV to boost security, innovative measures to tackle abandoned cars and award-winning (Green flag) <a href="#">parks, beaches and open spaces</a> <i>Pride of place</i> →
Integrated Transport Partnership involving some 200 groups and an award winning strategy <i>Integrated transport</i>
Improved schools and education results with an Education Action Zone, mentors to raise aspirations, and a range of community projects such as information shops and the use of the local football club <i>Quality services</i>
Surveys show increased satisfaction with the council and the quality of life <i>Valued neighbourhoods</i>

→

Read more on [The Share-IT programme](#) in Case Studies, 7.394/95 Read more on [parks, beaches and open spaces](#) in Case Studies, 8.2

Commentary This is a time of significant change for Southend. As part of the Thames Gateway, the town is well-placed to achieve substantial economic growth, which should be enhanced by wider strategic initiatives. For example, the town has been chosen by East of England Arts as a Regeneration Trailblazer for ‘Art Generates’, using arts and culture to support regeneration.

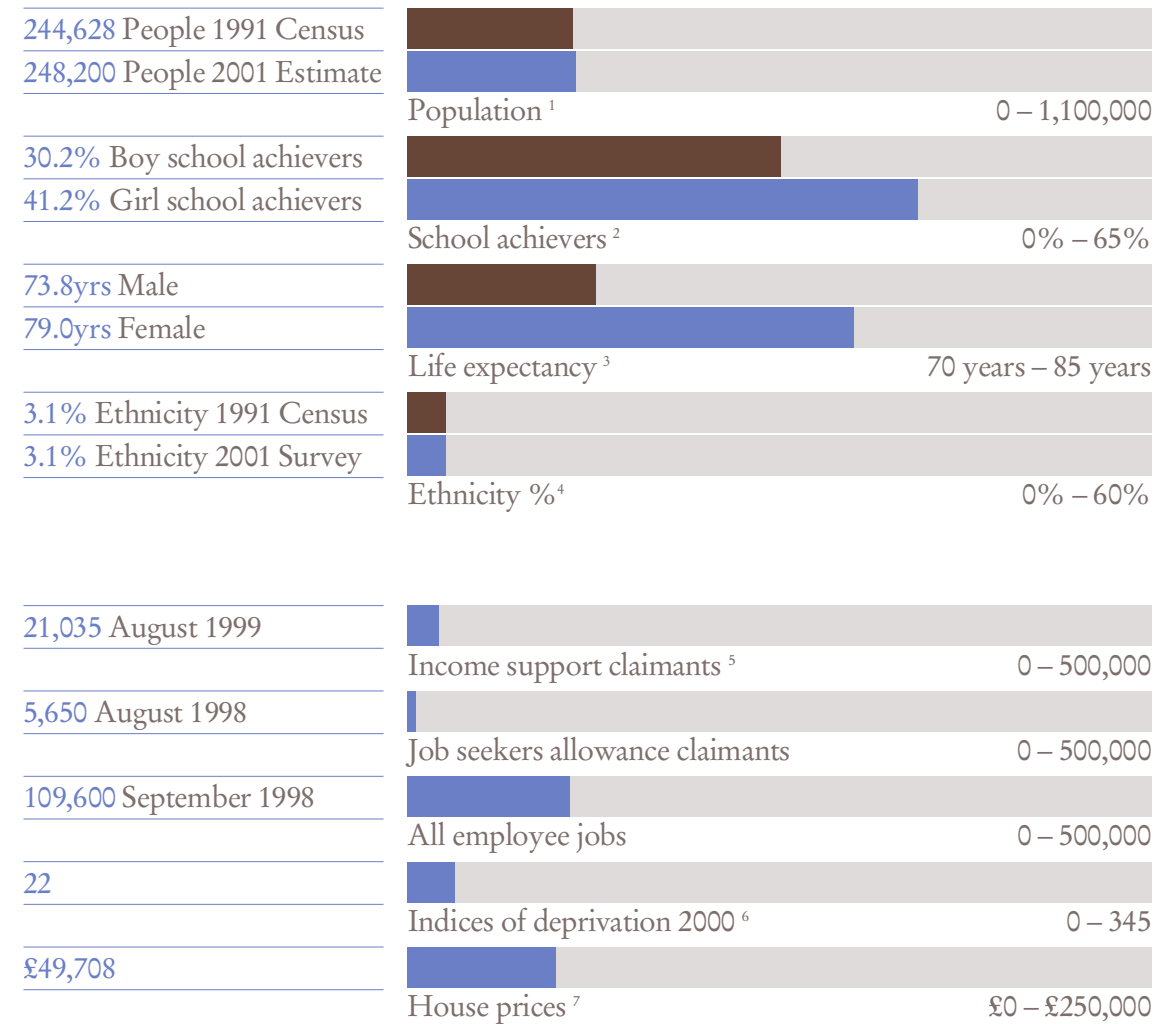


Context Stoke-on-Trent in North Staffordshire is a city of six towns: Hanley (the city centre), Burslem, Fenton, Longton, Stoke-upon-Trent and Tunstall. Collectively known as the Potteries and home to some of the world's largest ceramics firms, the city's attractions include a network of ceramics museums, factory shops and visitor centres. In recent years, the city has sought to broaden its economic base, following local pit closures and the restructuring of the ceramics industry. Its current economic profile embraces both long-established firms and rising stars, together with telemarketing and high-added value enterprises in information and communication technology and design, such as those based at the Hothouse. This is supported by the presence in North Staffordshire of two universities and two colleges of further education, all of which are major employers in their own right and play a leading role in developing links with business. However, the keynote to change in the city over the past 40 years has been its environmental transformation, including major improvements to air quality and the reclamation of derelict or brownfield land. A highlight of this is Festival Park, a former contaminated steelworks site that hosted the 1986 National Garden Festival and which now contains retailing, business, entertainment and leisure facilities of regional importance. Despite these successes, Stoke-on-Trent's image to the outside world is less marketable than many other UK cities of a comparable size. This is coupled with a local housing and transport infrastructure that, despite over 30 years of sustained improvements, is still more geared to the city's industrial past than current requirements and which offers potential residents and investors a restricted choice. To address these challenges, successive governments have offered funding incentives to the city, including European Structural Fund Objective Two status since 1994 and Assisted Area status since 2000.

Vision
Stoke-on-Trent's Vision, as contained in the city council's Corporate Plan, is "to make Stoke-on-Trent a better place for everyone to live, learn, work and enjoy"
The city council's Capital Strategy identifies the preparation of a Regeneration Strategy for Stoke-on-Trent as a key mechanism for delivering that vision

Challenges
Asserting a common, unique and marketable identity for the city
Improving the quality of partnerships at local and regional levels, through better management and improved strategic linkages with other lead organisations
Ensuring that the city's base of transferable skills is retained and broadened, especially in design-related and other high added value activities
Resolving issues of deliverability in regeneration projects, including differing match-funding criteria, timescales and the commitment of all partners
Securing sustainable end uses for the city's remaining brownfield sites through appropriate funding and partnerships
Providing a range of housing that meets people's needs and aspirations
Conserving and regenerating areas of historic interest and importance such as Burslem
Some successes
Comprehensive redevelopment of a former colliery for employment, residential and recreational uses at Trentham Lakes, driven by a broadly-based strategy that includes masterplanning as one of its elements <i>Developing the vision</i>
Role of Call Centre Forum, led by InStaffs Ltd <i>Orchestrating investment</i>
<a href="#">Involving young people</a> in the Local Strategic Partnership <i>Community engagement</i> →
Berryfields Millennium Project, in partnership with Groundwork Stoke-on-Trent <i>Harmonious communities</i>
<a href="#">Promoting innovation and enterprise</a> , in core and expanding sectors alike, through the Hothouse <i>Networks of enterprise</i> →
Role of logistics (distribution centres) and telemarketing to provide a bridge in broadening the local skills base <i>Quality services</i>

Commentary Stoke-on-Trent has made significant progress in improving its economic base, physical environment and self-esteem through the work of broadly-based partnerships. The success of this approach is highlighted in the ongoing regeneration of Festival Park and Trentham Lakes. The role of education-industry links as a way of building on that success is already being actively pursued. To create a true urban renaissance, however, it will also be necessary to continue the process of providing a range of housing that meets wider needs and aspirations.



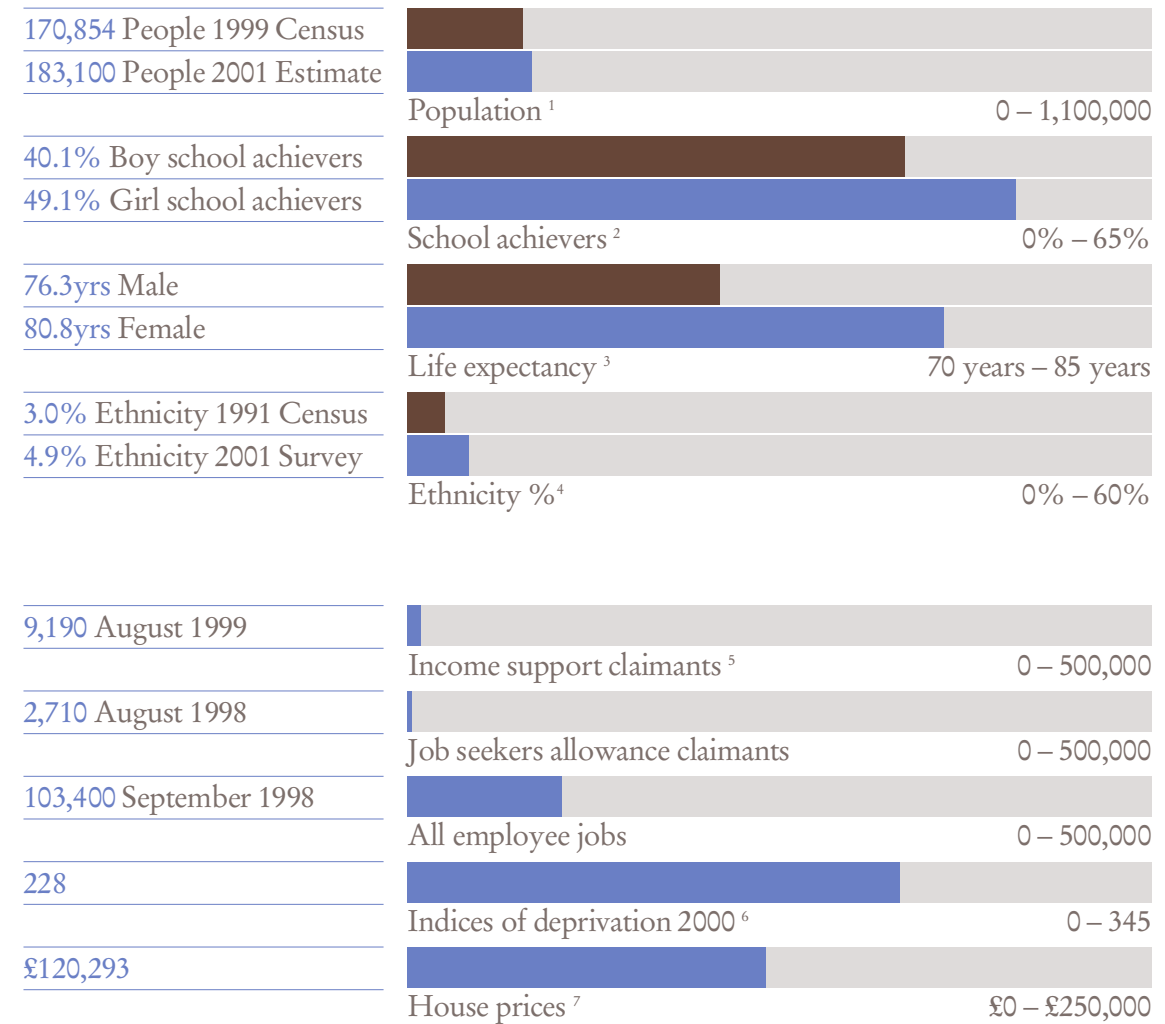
Context Located in the M4 corridor, Swindon in Wiltshire was largely created by the Great Western Railway and is now an economic success story with unemployment below 1.8%. It has been successful in attracting inward investment, and now has one of the highest GDP per capita outside London. Rapid suburban residential expansion has followed growing employment opportunities. The town expanded post-war with a shopping centre and suburban estates, and is dominated by a 'modern' road system, renowned for its roundabouts. More recently a McArthur Glen designer outlet centre, English Heritage's National Monuments Record and railway museum STEAM have brought back into use part of the old railway works. These developments are within walking distance of the town centre, but access is via a subway beneath the railway lines that inhibit movement between the two areas. Swindon was made a unitary authority in 1997, and an Urban Regeneration Company has been established to assist in the development of Swindon's central area.

Vision
The council's 30 year vision includes a three-dimensional framework Swindon 2030, the result of a year-long consultation process developed with consultants
The vision covers an area wider than the central Urban Regeneration Company, and the 'one plan approach' will also be delivered via the Local Strategic Partnership

Challenges
Creating a modern, high-quality town centre with cultural, entertainment, and shopping facilities coupled with a sustainable transport system, mixed-use developments and first class public realm to match the economic buoyancy of the peripheral business parks. Swindon's Urban Regeneration Company has been established to achieve this
Managing infrastructure investment to meet economic growth, and redeveloping the railway station as a multi-modal interchange
Managing demands and aspirations of competing retail interests – investment in the town centre in partnership with Westfield developers, and further development of the McArthur Glen designer outlet at Great Western railway works
Improving patterns of movement in the town centre, and connecting the two retail centres
Providing sufficient affordable housing
Addressing the needs of deprived and dislocated peripheral communities in the Parks and Walcot wards
Addressing image problems of 'greyness and sameness'
Making the most of the surrounding greenness and countryside to compensate for the relatively flat and featureless nature of the area which lacks water attractions
Ensuring affordable leisure activities (including a library) and community centres that encourage the development of community spirit and inclusiveness

Some successes
Good relationships with businesses have been developed <i>Orchestration of investment</i>
<a href="#">STEAM</a> , the <a href="#">National Monuments Record</a> and the factory outlet shopping centre have demonstrated the potential for restoring the rich heritage of railway buildings <i>Pride of place</i> →
Inward investment, for example Honda has provided employment opportunities leading to prosperity <i>Networks of enterprise</i>
The National Trust plan to build their headquarters on vacant space adjacent to the outlet centre <i>Thriving centres</i>

Commentary Progress has been made in diversifying the economic base since the closure of the railway works. Some limited progress towards an urban renaissance has been made in the town centre. While a success story on paper, Swindon faces some formidable challenges in order to reach its full potential, including overcoming the problems of skills shortages and affordable housing, reducing the need to commute, making Swindon a place for communities and people, not just a place of work, and overcoming the severance created by the railway.



**Conclusions** As the profiles show, each of the 24 partner towns and cities has faced, and continues to face, very different challenges on the road to achieving urban renaissance. Each has also made significant progress so far in developing and delivering their vision for the 21st century and beyond.

The other documents (referred to in the introduction) arising out of the [Towns & Cities: Partners in Urban Renaissance](#) project address in more detail the key issues and steps to success, some common urban renaissance themes, lessons that others might find useful through case studies, the views of people living, working and investing in the towns and cities, and overcoming obstacles to progress. The Project Report sets out conclusions and recommendations for the future.

Website addresses for each of the partner towns and cities are listed on the following page should you require more detail on any of the places, visions, challenges and successes described in this report.

Barnsley	<a href="http://www.barnsley.gov.uk">www.barnsley.gov.uk</a>
Birmingham	<a href="http://www.birmingham.gov.uk">www.birmingham.gov.uk</a>
Blackburn with Darwen	<a href="http://www.blackburn.gov.uk">www.blackburn.gov.uk</a>
Brighton & Hove	<a href="http://www.brighton-hove.gov.uk">www.brighton-hove.gov.uk</a>
Bristol	<a href="http://www.bristol-city.gov.uk">www.bristol-city.gov.uk</a>
Croydon	<a href="http://www.croydon.gov.uk">www.croydon.gov.uk</a>
Gateshead	<a href="http://www.gateshead.gov.uk">www.gateshead.gov.uk</a>
King's Lynn	<a href="http://www.west-norfolk.gov.uk">www.west-norfolk.gov.uk</a>
Leeds	<a href="http://www.leeds.gov.uk">www.leeds.gov.uk</a>
Leicester	<a href="http://www.leicester.gov.uk">www.leicester.gov.uk</a>
Liverpool	<a href="http://www.liverpool.gov.uk">www.liverpool.gov.uk</a>
Manchester	<a href="http://www.manchester.gov.uk">www.manchester.gov.uk</a>
Medway	<a href="http://www.medway.gov.uk">www.medway.gov.uk</a>
Middlesbrough	<a href="http://www.middlesbrough.gov.uk">www.middlesbrough.gov.uk</a>
Newcastle	<a href="http://www.newcastle.gov.uk">www.newcastle.gov.uk</a>
Newham	<a href="http://www.newham.gov.uk">www.newham.gov.uk</a>
Norwich	<a href="http://www.norwich.gov.uk">www.norwich.gov.uk</a>
Nottingham	<a href="http://www.nottinghamcity.gov.uk">www.nottinghamcity.gov.uk</a>
Plymouth	<a href="http://www.plymouth.gov.uk">www.plymouth.gov.uk</a>
Reading	<a href="http://www.reading.gov.uk">www.reading.gov.uk</a>
Sheffield	<a href="http://www.sheffield.gov.uk">www.sheffield.gov.uk</a>
Stoke-on-Trent	<a href="http://www.stoke.gov.uk">www.stoke.gov.uk</a>
Southend-on-Sea	<a href="http://www.southend.gov.uk">www.southend.gov.uk</a>
Swindon	<a href="http://www.swindon.gov.uk">www.swindon.gov.uk</a>

- 1 2001 population estimate from the Office of National Statistics (ONS) 2000-based short-term subnational population projections for local authority areas in England.
- 2 Percentage of 15 year old pupils achieving at GCSE/GNVQ 5+ A\*-C in maintained schools by the end of 2000/2001. Source: DFES Statistical Bulletin May 2002 – GCSE/GNVQ and GCE A/AS/ VCE/AGNVQ examination results 2000/2001 – England.
- 3 Source: ONS data set life expectancy at birth (years) and rank order for 2000 by local authority in England & Wales.
- 4 Ethnicity measures give the percentage of non-white population. The 2001 figure is based on estimates provided by Local Labour Force Survey (LLFS) February 2001. The LLFS only sample residents aged 16 and over. As the LLFS is an estimate, very small sample size ethnic groups may fail to reach a level of statistical significance. In such cases these groups will not be used to total a non-white population figure.
- 5 Income Support claimants, Job Seekers Allowance claimants, all employee jobs, and Indices of deprivation data are all sourced from ONS neighbourhood statistics data sets and can be freely accessed from the ONS website.
- 6 Indices of deprivation 2000, rank of average ward rank (out of 345 districts). Lower number indicate a higher average level of deprivation when all wards in a Local Authority are averaged.
- 7 Average semi-detached house price, quarter two, 2002 (April – June). Data from HM Land Registry website. This data is subject to updating for a period of at least 12 months. These values were taken from the website on 1st October 2002.