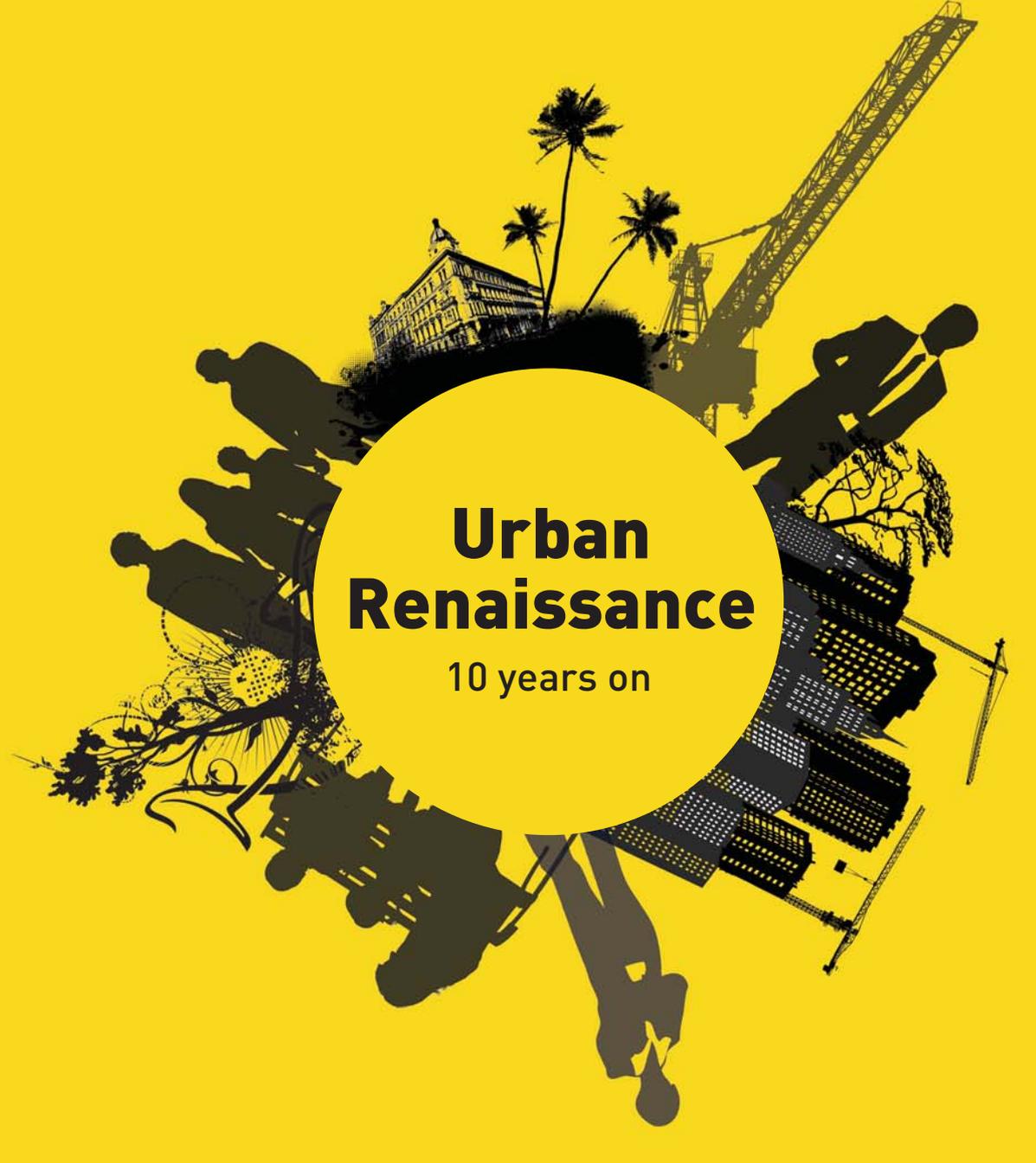


Integreat Yorkshire, growing people's skills to make great places

thinking

working

learning



## Urban Renaissance

10 years on

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# Welcome to makingreat ↙

Richard Motley, Programme Director, Integreat Yorkshire



**This issue of Makingreat celebrates the tenth anniversary of the Urban Task Force and examines its legacy.**

Ten years ago a crowd swarmed into the recently-opened Tate Modern to hear one of Britain's top architects share his thoughts on the future of the urban landscape.

Richard Rogers and his colleagues on the Urban Task Force had been commissioned by the government to 'identify causes of urban decline in England and recommend practical solutions to bring people back into our cities, towns and neighbourhoods'. They were to formulate a 'new vision for urban regeneration founded on the principles of design excellence, social well-being and environmental responsibility'.

If that was a tall order, the task force made a good stab at delivering the goods. It visited Barcelona, Portland, Stockholm and Amsterdam to learn from the best. Its report contained more than 100 recommendations for change.

The vision the task force outlined was intended to span 25 years. This issue of Makingreat considers that legacy. Has it stood the test of time?

On the following pages we look at its key principles and consider what has been achieved, and what challenges remain. We also examine how the ideas have been put into practice, with case studies from Yorkshire and further afield.

A second and more urgent question is whether the legacy will survive the current recession. With falling property prices and major developments under threat, is urban renaissance still relevant?

Our interview with Anne Power, one of the task force's original members, suggests urban renaissance is more vital than ever. Instead of being a luxury we can't afford, she argues, it's a necessity that fits closely with the responses demanded by climate change.

The third question is whether we have the skills to deliver the goods. This was at the forefront of the Egan Review in 2004, and continues to inform Integreat Yorkshire's own work: last year we commissioned a study of economic development and regeneration skills in the Yorkshire and Humber region.

Much is being done by the Homes and Communities Agency Academy and its partners to improve practitioners' skills and market the idea of careers in sustainable communities to a new generation. At the same time, 20% of regeneration practitioners in the region expect to retire within five years. So Integreat Yorkshire must continue to play its part in nurturing the skills we'll need for the next phase of urban renaissance.

**The next edition of Makingreat will focus on rural renaissance.**





# Urban Task Force

## 10 years on

### Principles behind the report ↙

**The Urban Task Force intended to change the face of Britain. Julian Dobson explains how it hoped to do so.**

A decade ago, many of Britain's urban centres were on their uppers. Parts of cities like Manchester, Liverpool, Hull, Middlesbrough and Newcastle were witnessing large-scale abandonment as residents simply gave up and moved out.

Even in the prosperous ones, some areas were blighted by poverty and neglected by planners. Everywhere there were unimaginative, bland 'clone town' developments.

Household growth projections suggested huge numbers of extra homes would be needed – up to four million over the next 25 years. The fear was that planners and developers would choose the route of least resistance: buying up greenfield sites and plonking more box-like buildings on them, while cities continued to deteriorate.

It was in the light of that fear, and those projections, that the Urban Task Force was set up, led by Richard Rogers. It drew together urbanists, social policy experts, property professionals and academics.

'To stem a long period of decline and decay, pessimism and under-investment, we must bring about a change in urban attitudes so that towns and cities once again become attractive places in which to live, work and socialise,' Lord Rogers declared in his introduction to the task force's report.

Since then, the property market has peaked and plummeted, once again raising the prospect of market failure in vulnerable areas. Regional cities have been transformed, at least in part, through the work of urban regeneration companies and the new deal for communities.

Looking back at the work of the Urban Task Force, the principles it outlined still look remarkably relevant. Its report was divided into five sections, with more than 100 recommendations for action.

The first section – The sustainable city – focused on design quality. Lord Rogers pointed out, though, that design had to be considered in the round: 'Regeneration has to be design-led. But to be sustainable, regeneration also has to be placed within its economic and social context.'



Two principles stood out. Cities should be compact rather than sprawling, and to achieve this, integrated transport systems should be created that prioritised the needs of pedestrians, cyclists and public transport users.

The report called for a 'national urban design framework' – a role taken forward by the Commission for Architecture and the Built Environment – and 'demonstration projects' to show good urban design in practice. It stressed the importance of masterplanning, called for statutory local transport plans with targets for reducing car journeys, and pushed for Home Zones, designed to control traffic within residential areas.

The second section, Making towns and cities work, focused on how the urban environment should be managed. It emphasised the need to target resources to areas of economic and social decline, and to invest in skills and innovation.

The task force called for a stronger role for local authorities, with powers to ensure property owners maintained their land and premises. In priority areas the planning process should be speeded up and compulsory purchase powers increased. The government responded rapidly with the creation of urban regeneration companies in Liverpool, East

Manchester and Sheffield.

The task force also called for a network of 'regional resource centres for urban development'. This has now become the Sustainable Communities Excellence Network, linking regional centres of excellence across England – including Integreat Yorkshire. Although the centres have followed different paths in different regions, they have a common interest in promoting good design, sharing learning and facilitating regeneration.

The third part of the report, Making the most of our urban assets, addressed the planning system and the need to move from greenfield development to the re-use of derelict and vacant land within cities and towns.

It called for – and achieved – the adoption of a 'sequential approach' to planning, so that previously used land and buildings were given priority. Each local authority should have targets for reducing vacant homes, it said.

The task force wanted communities empowered to tackle blight in their own backyards. It called for a Renaissance Fund of £50m a year for ten years, to enable local organisations to repair or remove derelict buildings and 'other eyesores'.

Integrated transport systems are a must  
Photo by Gwen Collingridge





Making use of assets ↙



Reusing existing buildings ↙

Planning reforms in recent years have sought to address some of these recommendations. Local development frameworks have been introduced and there have been moves to speed up the approval of major infrastructure projects.

Section four, Making the investment, focused on the need to bring more private capital into regeneration areas. It noted that private funds followed the direction of public investment – a point revisited this year, when Professor Michael Parkinson of Liverpool John Moores University emphasised the anchoring role of public investment in his report on the impact of the credit crunch on regeneration.

The task force said national public-private investment funds and 'regional investment companies' should be set up to attract funding for regeneration schemes. One outcome was the English Cities Fund, a partnership between Muse Developments, Legal & General and the Homes and Communities Agency, which is supporting six major projects, including the recently launched Merchant Gate development in Wakefield.

More strategically, the task force wanted urban renaissance to be a clear objective in the government's spending reviews, and the local government spending formula revised 'so that it reflects the financial needs of urban authorities in managing and maintaining their areas'.

The final section, Sustaining the renaissance, focused attention on the task force's long-term vision, which matched the 25 years of the government's household growth projections.

Its first call was for an urban white paper. This duly arrived on 16 November 2000, and while it didn't pick up all the task force's recommendations, it did provide the first comprehensive statement of urban policy by a UK government in more than 20 years.

Second, the task force wanted an urban policy board to bring together 'national, regional and local leadership'. An urban policy unit was established within the then Department of the Environment, Transport and the Regions, but has since been overtaken by departmental reorganisations.

The third recommendation was an annual 'state of the towns and cities' report to check the progress of the urban renaissance. In 2006 a comprehensive 'State of the English Cities' document was published, a two-volume compendium of evidence that has informed subsequent policies, such as the sub-national review of economic development and regeneration.

Finally, the task force called for better parliamentary scrutiny of the government's performance on urban policy.

In November 2005 the task force reconvened to issue a short progress report. Its verdict was 'good, but could do better'.

'For the first time in 50 years there has been a measurable change of culture in favour of towns and cities, reflecting a nationwide commitment to the urban renaissance,' Lord Rogers asserted. England's cities were now 'very different places from the post-industrial centres of unemployment and failing public services of twenty years ago'.

But some entrenched problems remained. Middle class families were continuing to move out of inner cities; there were few really good examples of urban design; 'massive inequalities' continued to blight urban areas; housing shortages were not being adequately addressed; and, most important, policy was failing to keep up with the threat of climate change.



An interview with Anne Power ↙



Anne Power ↙  
Photo by Mark Chilvers



**Urban task force member Anne Power reflects on ten years of urban renaissance – and tells Julian Dobson why climate change is the key to future progress.**

Outside the hotel, traffic thunders along one of the main arterial routes through West London. High-rise concrete and glass offices dominate the landscape. Pedestrians are penned behind railings for their own safety.

This is Hammersmith, illustration of why we still need an urban renaissance. We're here to meet Anne Power, one of the original members of the Urban Task Force, and to discuss its impact and legacy. A diminutive thorn in the side of policymakers and planners for decades, she's as energetic and passionate about urban issues as ever.

The professor of social policy at the London School of Economics remains a keen advocate of the approach outlined in 1999, but she frames the discussion slightly differently now. The message on sustainability has become the meta-narrative – the issue that defines the approach to everything else.

'The sustainability arguments introduced by Jon Rouse [secretary to the task force] and Richard Rogers have swept the board,' she insists. 'It's totally changed the way we think about cities.'

'A really huge amount of what the task force was talking about is at least in train and some of it's been achieved. So the brownfield target has been exceeded - although there's quite a lot of cheating around that.'

'Higher density is happening, although it's terribly, terribly variable. There's a lot of unattractive block building going on that's called high density with very poor layout, but the principle has been won that you can't just march over the countryside.'

What's happened, in other words, has been a cultural shift from sprawl to urban living. But like all cultural shifts, it has occurred at different rates in different areas, and at times it has been hotly contested.

Take transport. Hammersmith's famous flyover, gyratory system and car-first streetscape is a relic of times past. Professor Power is highly critical of the Department of Transport's fixation with roads and airports. While the Department of Communities and Local Government (CLG) has been strong on liveability, the task force's message about walkable, public-transport oriented cities still looks visionary, a decade on.

Why does she feel it's been so hard to shift attitudes?

Enjoying urban space ↙





Cycles are an alternative to the car ↙



Local food ↙

'People absolutely love their cars and all the evidence shows that even most eco-people love cars. It's about gaining a sense of control, which people really like and value.'

'I just think it's mistaken. For me there's nothing worse than sitting in my own private space in a traffic jam. In London we were forced out of our cars by the congestion charge, by the inconvenience of parking, by the traffic jams and by the absolutely appalling repairs services.'

But congestion charging has proved fraught, with Mayor Boris Johnson scrapping the western extension in London and the people of Manchester decisively voting down plans that would have produced significant investment in the city's tram network.

For Professor Power, you can't achieve liveable cities without biting the bullet of investing in public transport. 'You just have to be willing to put in an awful lot more public money than we do, so you have to make it cheaper, you have to make it faster, you have to make it more reliable than driving your car and then people will switch.'

If the message on transport is 'could do better', she is more complimentary about what's been achieved in terms of urban design - up to a point. On the credit side, she applauds the work of CABI, the Commission for Architecture and the Built Environment.

'I think CABI has been a remarkably effective organisation, partly because Jon Rouse went and became the first Chief Executive, and partly because Richard Rogers had a big influence over its founding ideas, so it's gone very big on public space, it's gone very big on high streets, main streets, street frontages, it's gone very big on community issues and local parks, and now it's going very big on climate change, retro-fitting and all of that sort of thing.'

On the other hand, a lot of builders and architects have paid lip-service to good design, emphasising what former Deputy Prime Minister John Prescott called the 'wow factor' rather than genuine sustainability.

'I think there's a lot of talk about zero carbon and a lot of willingness to try but I don't think in the new build sector we're that good at it. I think the thing that may really overtake that set of ideas is what you can do to existing buildings.'

'That for me is hugely appealing because it means you try and retain existing social housing areas, it means you try and retain old streets, it means you try and make existing homes work better for a modern population.'

This, she believes, is where the Homes and Communities Agency (HCA) can and should take a lead, and she's disappointed that the messages haven't been more vocal.





Re-claiming land for community benefit ↙



Re-using existing structures ↙

'With the HCA and CLG I would want to see a big play on the urban task force and CABE agenda – infill spaces, retrofitting, making cities green, making streets pleasant and attractive, taming traffic, mixed use. There's a lot of messages that could be coming out around land reclamation, brownfield land re-use and social housing building programmes that would be very positive.'

More controversially, she wants the whole premise of the 2003 Sustainable Communities Plan re-examined. Household growth on the scale assumed in the plan, and in the Barker Report on housing, is not a given, she insists. The margin of error in the underlying assumptions is so high as to make them unreliable.

Historically, she points out, household growth has tended to boom and then plateau. She agrees there's a shortage of affordable housing, but argues it's unrealistic to assume household growth will continue at the same rate as today.

'There's a 50% gap between the lowest possible estimate and the highest possible estimate ... so it means that if you need 200,000 homes you may actually only need 150,000, or you may need 250,000,

so that's a pretty ghastly sort of mess to get ourselves into and to create all our targets around a projection that's likely to be very inaccurate.'

In her view, most of the 2003 plan is dead and buried. Housing market renewal will refocus on refurbishment rather than demolition and rebuilding. The 'growth points' – urban extensions and new settlements – will, she believes, go ahead, but she's pessimistic, suggesting we'll probably get a swathe of low quality private estates with poor transport and few services.

For Professor Power, the answer to the conundrums of good design, liveable towns, effective public transport and sufficient housing lie in two factors – the rediscovery of neighbourhood renewal, and the need to face up to climate change.

Neighbourhood renewal has dropped down the government's agenda, with the winding up of the Neighbourhood Renewal Unit and a refocusing of policy on economic activity and worklessness.





Anne Power   
Photo by Mark Chilvers

Professor Power sees that as a mistake, but says huge advances were made in the immediate aftermath of the task force's report.

'The national strategy for neighbourhood renewal fitted very well with the urban task force agenda, because if we want reinvestment in cities and not outward sprawl you have to make cities attractive, and you have to prevent intense polarisation between the poorest areas and the rest.

'Otherwise, you get social disorder and all sorts of problems. Actually the government has done multiple things over the last ten years from neighbourhood renewal itself to Decent Homes, to Sure Start, to New Deal for Communities and education action zones. They all show very positive gains in the poorest areas. They show the poorest areas doing better and closing the gap, which is actually pretty phenomenal.'

Her most recent book, *Towards a more equal society*, praises some of those successes. But it's an earlier book, *Jigsaw cities*, published in 2007, that sets out where Professor Power thinks we should go with the idea of urban renaissance. That vision has its roots in the neighbourhood-based approach of thinkers like Jane Jacobs and the experience of community groups and residents in run-down areas.

Her advice is to start small. It's the task force's message about compact and civilised cities, but repeated with a greater sense of urgency.

'We need to revalue every small space because we're short of space, because we have a climate change problem, because we have a land supply problem and we have an energy problem. Re-using small spaces within existing cities is effectively recycling instead of [building] anew, and it's also concentrating our energy, so it offers the potential for much more energy efficient ways of running our built environment.

'It's not going to be what you build, it's going to be what you do with what's there. Even if you build to very high targets, you're only adding at the very most 1% a year.'

Her recipe is to make existing communities more mixed, by providing more social housing, but adding small groups of homes rather than building at scale. This needs to be combined with an emphasis on neighbourhood management – locally accountable organisations responsible for the upkeep of services and environment.

She sees climate change as the key to unlocking the leadership and resources to complete the achievement of the task force's vision.

'Go for the climate change agenda at every level and that will bring you straight into renewing existing buildings and communities and upgrading them, and energy efficiency and public transport. It will all fit together around that agenda.'



# How Yorkshire has adopted the UTF's principles ↙

**How have the Urban Task Force's principles worked in practice? Sarah Irving examines how they have been put into effect in Yorkshire – and beyond.**

Yorkshire Forward's Renaissance programme aims to put the task force's principles into practice to 'create and sustain "great places", helping to transform our towns and cities into places where people want to live, work and invest'.

Over the last ten years, Yorkshire Forward has set up teams in most of the region's renaissance towns to implement the task force's principles.

There are ambitious 25-year visions for many areas, plans for radical changes to town centres such as Barnsley, Doncaster and Rotherham, and more than 100 finished or ongoing projects. These range from green public spaces to new business facilities, and tackle issues as diverse as restoring run-down waterfronts and revitalising Georgian town squares.

Richard Motley, Programme Manager at Integreat Yorkshire, says: 'Our regional economic strategy puts great places at its core, which I think is unique among the regional development agencies.'

Simon Harrison, from Yorkshire Forward's urban renaissance team, says: 'Renaissance has constantly sought to evolve itself between top-down economic development programmes, and bottom-up participatory community engagement.'

Mr Motley stresses that the renaissance programme is not just about physical changes. 'People-focused activity tends to be forgotten but is equally valid. You can't create great places without people wanting to live and work in them.'

'To deliver on our strategies we need to be looking to social and economic exclusion and finding a genuinely holistic approach. That's very challenging. Most funding for example is short term, but real outcomes need the kind of 25-year programme we're planning for.'

Mr Motley accepts that the recession presents challenges to people who are trying to tackle deprivation. 'We've had the kneejerk reactions of organisations dropping out of schemes, having to use public investment instead. But the greater danger is that we're going to lose a lot of the underpinning thinking and experience of what really works.'

The following case studies take a look at what some of those successful experiences have been, both in Yorkshire Forward's region and around Britain, and asks what lessons can be learned from some of the country's best known renaissance projects.

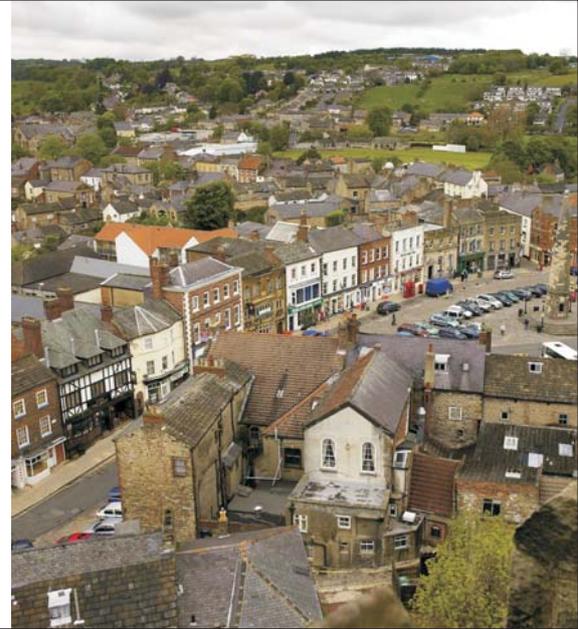
More information:  
[www.yorkshire-forward.com](http://www.yorkshire-forward.com)  
[www.integreatyorkshire.com](http://www.integreatyorkshire.com)

Connecting Communities ↙  
Photo by Gwen Collingridge





Richmond Station ↙



Richmond Town Centre ↙

## Richmond

**Richmond Station's £2.75m transformation into a prize-winning tourist attraction and social enterprise has exceeded all hopes.**

Since it opened in November 2007, the station has been named a key tourist attraction by the Sunday Times, featured on BBC TV and won the main prize at the National Rail Heritage Awards. Judges called it 'a classic case of how to transform an important building into first class facilities for the local community'.

The Grade 2 listed building features a cinema, restaurant, offices, meeting rooms, heritage centre and shops selling local produce. In its first year it attracted 95,000 visitors, well beyond forecasts. The project's social enterprise status means any surplus will be used to fund more improvements and restoration schemes.

Richmond is one of Yorkshire Forward's renaissance market towns. It also boasts a heritage partnership scheme, another national award-winner, which has attracted major funding from English Heritage, North Yorkshire County Council and Richmondshire District Council.

This scheme has been used to restore the town centre's Georgian buildings, bringing the upper floors back into use as shops and offices. The programme has generated local jobs and restored some of Richmond's character, winning it an

Academy of Urbanism 'Great Town' award for 2009.

Jacque Boulton, Rural Renaissance Manager at Yorkshire Forward, stresses that the scheme was not just about buildings. The involvement of local people was vital.

'Experience from other towns in the region indicates that real legwork on the ground is key. It can take time to get things started but once one or two buildings are done then interest grows.'

'The community really got behind projects like The Station, and that's what has made them successful – widespread support, a small number of individuals who've really got stuck in.'

The Station and the heritage partnership scheme were developed after the foot and mouth disease outbreak of 2001. There were also concerns that plans to turn Catterick, already one of the UK's biggest military bases, into a 'supergarrison' with a large shopping centre, would divert custom from Richmond.

'The approach was to make the town centre more of an attraction for both local people and visitors, complementing the garrison instead of trying to compete with it,' says Ms Boulton. 'Tourism is a major employer in the area and Richmond has assets like the castle and its proximity to national historical sites.'

**More information: Renaissance Market Towns**  
[www.rmtportal.com](http://www.rmtportal.com)



# Castleford

Like many Yorkshire pit towns, Castleford was devastated by the decline of the coal industry and manufacturing. Despite some regeneration, areas of the town continued to have poor educational results and high unemployment and crime.

The 'Five Towns' renaissance programme in 2002 brought Castleford and its neighbouring towns together under a strategy that gives each one an individual regeneration programme, while co-ordinating on common issues like transport, jobs and countryside.

In Castleford, £11m has been invested in projects ranging from a 130 metre landmark bridge over the River Aire to new playgrounds and the redevelopment of the central square. Funding sources included Yorkshire Forward, the Coalfields Regeneration Trust and Wakefield Council.

So far, this has attracted an estimated £250m of investment in Castleford's housing and commercial sectors, boosting jobs and business confidence. The whole process was filmed by Channel 4 Television and featured in Kevin McCloud's 'Grand Designs' series.

Local people were involved through hands-on activities, citizens' advisory groups and community champions for specific projects. David Barrie, a former consultant on the project, said: 'This wasn't "consultation" or "engagement" but public involvement - not public relations or opinion surveys but genuine participation in the programme of renewal.'

Residents said they wanted a more vibrant community

with more open spaces, better use of derelict land and natural assets like the River Aire, and a safer, healthier environment.

One key project involved replacing a 19th century underpass with a modern, well-lit route between a main residential district and the Carlton Lanes shopping centre. Seating and green spaces were incorporated to encourage people to stop and socialise.

Residents also wanted more celebration of the town's heritage, from its Roman beginnings to its deep roots in mining. A building showcasing archaeological remains alongside contemporary art and performances will be completed in 2010.

Three new community groups have emerged from the project, and volunteers got the chance to gain community work qualifications. Children have helped to design their own play areas.

High quality design has been a central feature. Local people were able to select designs from competition entries by well-known artists.

'It was great to have smart, well-informed, imaginative people around to translate what people wanted in to a form that they could love - but also hate,' says Mr Barrie. 'In this way, people could refine what they wanted for their town.'

#### More information:

[http://www.peopleandparticipation.net/  
Castleford Town Centre Partnership:](http://www.peopleandparticipation.net/CastlefordTownCentrePartnership)

<http://www.ctcp.org.uk/>

Castleford Bridge  
Photo by Gwen Collingridge





The charming Armley cake competition  
Photo by Alison Covey



Armley Fun Day  
Photo by Alison Covey

## Armley, Leeds

**The outspoken residents of Armley, West Leeds, are proof of the way local people can shape regeneration. A community website, a self-appointed Mayoress and a vocal local forum show the scale of their involvement.**

Integreat Yorkshire Programme Manager Richard Motley says it's somewhere 'with real local get up and go'. 'This is a very necessary part of the renaissance process that we shouldn't lose sight of,' he says.

Steve Crocker, West and North West Area Manager for Leeds City Council, says the area has pockets of deprivation, along with problems such as low pay, crime, worklessness, lack of skills and poor health.

Armley's town centre has been recognised as an important focus for the community and in need of protection from further economic decline. The West Leeds Gateway project has been set up to bring together business and community representatives to plan regeneration.

Last December work began on a new leisure centre, due to open in 2010. Money from the Heritage Lottery Fund has paid for a series of improvements, including artwork celebrating the area's history. A town centre manager, funded by regeneration agencies, will support local businesses.

Meanwhile the Armley Tourist Board, a tongue-in-cheek community website and forum, has helped to galvanise local involvement.

Its founder, 'Lady Mayoress' Emma Bearman, says the idea started after residents held a street party three years ago. But it mushroomed, with a charity cake competition, an Armley calendar, and links with a local theatre company.

'A lot of people think Armley is really down at heel, and that's why we chose the title Armley Tourist Board,' she says. 'People have emerged who are passionate about Armley.'

Mr Crocker says this passion has been one of Armley's main strengths. 'You've got people like Armley's self-appointed Lady Mayoress, and local businessmen who've put all sorts of time and skills into the area, and a very engaged local MP and councillors,' he says.

'Armley Forum, for instance, is one of the most vocal in the city. It often gets 50 or 60 people coming, but it's constructive, a real sounding board, not just antagonism.'

The sense of an active, innovative community has generated public investment, he adds. 'Because we already have a culture of partnership we can make sure that when someone waltzes in with, say, money for tackling obesity, it gets fitted into existing work on health and exercise.'

**More information:**  
<http://thearmleytouristboard.com/>  
[www.leeds.gov.uk](http://www.leeds.gov.uk)





Barnsley Interchange ↙



Digital Media Centre ↙

## Barnsley

An ambitious vision, top-quality design and first class civic leadership are the most important ingredients in the transformation of Barnsley, according to Allen Parks, Renaissance Officer with Barnsley Metropolitan Borough Council.

The involvement of local people right from the start has also been a key factor in ensuring a grand design by award-winning architect Will Alsop moves from paper to reality.

When Mr Alsop first announced his dream of reinventing Barnsley in the style of a Tuscan hill village, there were predictable guffaws from the media. Few people are laughing now.

A £24m interchange has set the tone for a succession of ambitious building projects which comprise the Remaking Barnsley masterplan.

These include Westgate Plaza, the council offices at the centre of the town's new civic and commercial core, and the Digital Media Centre, which provides 72 business units and other facilities for creative and digital enterprises. Opposite that stands The Core, the striking £5m headquarters of Voluntary Action Barnsley.

Work has almost finished on Barnsley Civic, a multi-use building that includes space for performances and exhibitions. Next door to the Civic are the stylishly refurbished Mandela Gardens.

The Queens Hotel, previously a run-down relic of the

the days when coal magnates flocked to Barnsley, is now a prestigious office development, and work is about to start on public realm improvements that will link many of the projects together.

Local people have been involved from the outset. A Town Team was set up and a series of workshops and meetings created something of a 'festival of engagement', Mr Parks said. This continues with each new project.

Mr Parks stressed the important role played by strong civic leadership. 'It's the council that takes the decisions and brings the funding in,' he said, highlighting the fact that council leader Steve Houghton had fronted the Town Team project from the start.

Good design was also crucial. 'It is important to strive for the best quality you can afford,' he said. 'These buildings will be here for a long time, not just the 25-year investment period.' Two design panels now review even relatively small schemes.

The recession has brought new challenges, but Mr Parks is confident of progress. 'If you had seen Barnsley 40 years ago, it was a much duller, greyer town and now it is a lovely, uplifting place to be, even in current circumstances.'

More information:

[www.barnsleydevelopmentagency.co.uk](http://www.barnsleydevelopmentagency.co.uk)

[www.thebarnsleybubble.co.uk](http://www.thebarnsleybubble.co.uk)



## Coin Street Community Builders

Ten years of campaigning by local residents transformed Coin Street in Southwark from a derelict area of wasteland and temporary car parks into a vibrant neighbourhood that has led the way in the revival of the whole of London's South Bank.

During the 1980s, the Coin Street site was earmarked for a development of city office blocks. Instead, thanks to this grassroots action, it was revitalised by a social enterprise and development trust, Coin Street Community Builders (CSCB). Membership of the trust is restricted to local people, which gives them control over their housing and surroundings.

The area now includes co-operative housing, shops, restaurants, bars and cafes, art galleries, sports and leisure facilities, and a park and riverside walkway along the Thames. Events ranging from big public arts festivals to local film clubs and parent and toddler groups are publicised via CSCB's website.

Profits are ploughed back into further developments and community activities. One of CSCB's stated aims is to 'oppose developments which are likely to have an adverse effect on the environment or the economy of the South Bank'. Other social objectives include support for the ethnic and cultural diversity of the area, and opening up the banks of the Thames for

public use. There are still long stretches that are closed off by offices and private developments.

Coin Street has played a pivotal role in the regeneration of the South Bank. Riverside walkways linking tourist attractions like Tate Britain and the National Theatre, and transport hubs like Waterloo Station, have given tourism a huge boost, as well as making life more pleasant for the locals.

CSCB's plans for the future include more public spaces, with a new 'town square' by Waterloo Bridge, a bandstand and kiosk, and more children's play areas. Daily maintenance of these areas – including services such as litter collection – are funded from CSCB's revenues.

Although the renaissance of Coin Street and the wider South Bank area has been a triumph for community-led regeneration, the area is in some danger of becoming a victim of its own success. One of the biggest challenges now is to balance the needs of local residents with the drive to keep attracting visitors, and to tackle the impact of those many visitors in terms of litter, noise and resource use.

### More information:

[www.coinstreet.org](http://www.coinstreet.org), 020 7021 1600



# Hope Street, Liverpool

Liverpool's Hope Street highlights the value of 'knowledge quarters' in urban renaissance. Once a dilapidated, if beautiful, area, Hope Street typified the sort of decline experienced after the city lost its manufacturing and maritime industries.

Now the quarter is a vibrant, attractive neighbourhood where cultural landmarks like the Liverpool Philharmonic have been preserved alongside the area's historic architecture.

Local residents began pushing for a revitalisation of their area in the 1990s. The last two decades have seen artistic and intellectual life revived. According to Hilary Burrage, one of that first group of local campaigners, people are now much more aware of what the area has to offer culturally. The 'relatively modest' sums invested have been multiplied many times over.

Several organisations were involved in the process, including English Partnerships and Liverpool Vision, the UK's first urban regeneration company. Ms Burrage praises the way the project brought together 'a group of previously disconnected professionals and practitioners in a wide range of disciplines who were barely aware of each other before'.

However, she also has reservations. 'The concept of a knowledge quarter has been reconstructed so that, as usual, it applies only to science and technology,' she says. 'The city council hasn't really

recognised the arts input which actually initiated the whole thing.' She feels regeneration professionals failed to make best use of the 'breadth of talent and experience' involved.

'There was an erroneous assumption by many experts that the original community activists couldn't understand the world of real business. Some of those regeneration staff have basically taken over after those first tranches of hard work, instead of supporting people on the ground, and that's disappointing.'

While she acknowledges that finding influential supporters – MPs, regeneration bosses and civic leaders – is a key to renaissance success, 'much more attention needs to be paid by the powers that be to willing, enthusiastic and sometimes professionally able volunteers. It's easy to squander what isn't valued.'

Liverpool City Council still has ambitious plans for Hope Street's knowledge quarter, hoping to connect it with the universities and other regenerated areas such as the waterfront. Ms Burrage insists the model can only work if knowledge quarters are seen as accessible and relevant to all residents.

## More information:

[www.hilaryburrage.com](http://www.hilaryburrage.com)

[www.merseyworld.com/hopest](http://www.merseyworld.com/hopest)



# Integreat update ↙



Regeneration Academy Bradford, Launch ↙



## The Regeneration Academy Bradford

The Regeneration Academy Bradford has launched with its first cohort of 57 selected employees from the Department of Regeneration of the City of Bradford Metropolitan District Council.

This joint partnership between Integreat Yorkshire and the City of Bradford Metropolitan District Council is an innovative programme, which aims to deliver a highly skilled and effective learning programme. It presents a fantastic opportunity for individuals at any level to become a learner. This is about the Council's Department of Regeneration growing its own workforce, building capacity and using people's talents. The Regeneration Academy Bradford will deliver a bespoke learning package, which will incorporate both individual and business requirements.

Regeneration Academy Bradford will incorporate the core features of the Department of Regeneration, of which they are trying to achieve:

- **An aspirational workforce;**
- **A strong sense of team;**
- **Cross-boundary matrix working;**
- **A “good enough is not good enough” culture;**
- **Highly competent/ highly professional people; and**
- **The desire to be the best.**

The Academy will help deliver a new and inspiring approach to the development of skills, knowledge and behaviours within the Department of Regeneration. Its approach will focus on 3 key areas of learning within the context of regeneration and place shaping:

- **Project Management**
- **Placeshaping**
- **Leadership**

“This is a model that can be replicated for other Local Authorities in the region and can be tailored to their specific needs. We see this as an important step towards building the capacity required to deliver on the recent Sub National Review of Economic Development's recommendations.”

**Richard Motley,**  
**Programme Director Integreat Yorkshire.**

The Academy will run on a rolling recruitment basis, with a total of 800 employees expected to graduate within three years.



# Integreat update



Rhubarb, Rhubarb speakers

Great briefs

Regional design review service



## Great Briefs

The first of the Great Briefs series events, focusing on the topic 'The Sub National Review: A new commitment to local economic development?' which took place on 15 April, was hotly debated by all that attended.

The Great Briefs series is here to stimulate debate and discussion about the economic and social issues that are impacting on our communities and region.

Each month, we will publish a Great Brief and follow it up with a lively networking event, which will unpack the key challenges and provide a forum for open discussion and debate across a number of policy and delivery topics.

The Great Briefs can be downloaded from the Integreat Yorkshire's website [www.integreatyorkshire.com](http://www.integreatyorkshire.com), event information can be found here too.

## Rhubarb, Rhubarb

The pan-professional networking event Rhubarb, Rhubarb took place on 4th June 2009 at the Oracle Bar

in Leeds. Ian McMillan hosted the evening with an audience of architects, planners, engineers, surveyors and other practitioners taking in presentations on 'My favourite place'. Ten informative and creative presentations each had their interpretation of the task before them.

## A New Design Review Service for the Region

Integreat Yorkshire is proposing to take forward the establishment of a Regional Design Review Service. This is an exciting step forward for the region, with the service playing its part in contributing to a wider range of activities to help enhance the quality of design.

The aim is to consult with key stakeholders over the next 3 months to assist with shaping the service and to ensure that it is of high quality and tailored to the specific needs of the region. Following this, there will be a recruitment process for the panel members and a Chair with the services anticipated to be operational by the Autumn. Integreat Yorkshire's work in establishing a Regional Design Review Service is supported by CABE and the Homes and Community Agency.



# makinggreat<sup>↙</sup>

thinking

working

learning

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