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هذه الكراسية حول خططنا لتحسين مدينة نيوكاسل. إذا كنت ترغب في التحدث إلى أحد عنها باللغة العربية فالرجاء أن تحضر إلى أحد مراكز خدمة الزبائن حيث إن لدينا خدمة ترجمة عبر الهاتف. أما إذا كنت ترغب في الحصول على نسخة من هذه الوثيقة باللغة العربية فالرجاء الاتصال بـ: 0191 277 7802 والتحدث إلى أحد موظفينا الذين يتكلمون اللغة الإنجليزية.

এই সিফোনটি হলো নিউকাসলের উন্নয়ন করার বিষয়ে আমাদের পরিকল্পনা সম্পর্কিত। আপনি যদি এই নিয়ে আরো জানতে চান, তাহলে দয়া করে আমাদের যে কোন একটি কাস্টমার সার্ভিস সেন্টার এ চলে আসবেন যেখানে টেলিফোন ইন্টারপ্রিটিং সার্ভিস এর ব্যবস্থা রয়েছে। অথবা আপনি যদি এ ডকুমেন্টটি বাংলায় পেতে চান দয়া করে 0191 277 7802 নম্বরে যোগাযোগ করবেন এবং আমাদের ইংরেজী ভাষী কর্মীদের সাথে কথা বলবেন।

यह पत्रिका न्यूकासल को सुधारने के लिए हमारी योजनाओं के बारे में है। यदि आप इसके बारे में किसी से हिन्दी में बात करनी चाहें तो कृपया हमारे किसी कस्टमर सर्विस सेंटर में आएं जहाँ हमारे पास टेलिफोन इंटरप्रिटिंग सर्विस है। या यदि आप यह दस्तावेज हिन्दी में लेना चाहें तो कृपया 0191 277 7802 पर संपर्क करें और हमारे इंग्लिश बोलने वाले स्टाफ से बात करें।

ਇਹ ਪੱਤਰਿਕਾ ਨਿਊਕਾਸਲ ਨੂੰ ਸੁਧਾਰਣ ਲਈ ਸਾਡੀਆਂ ਯੋਜਨਾਵਾਂ ਬਾਰੇ ਹੈ। ਜੇ ਤੁਸੀਂ ਇਸਦੇ ਬਾਰੇ ਕਿਸੇ ਨਾਲ ਪੰਜਾਬੀ ਵਿੱਚ ਗੱਲ ਕਰਨੀ ਚਾਹੋ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਕਿਸੇ ਕਸਟਮਰ ਸਰਵਿਸ ਸੈਂਟਰ ਵਿੱਚ ਆਓ ਜਿੱਥੇ ਸਾਡੇ ਕੋਲ ਟੈਲੀਫੋਨ ਇੰਟਰਪ੍ਰਿਟਿੰਗ ਸਰਵਿਸ ਹੈ। ਜਾਂ ਜੇ ਤੁਸੀਂ ਇਹ ਦਸਤਾਵੇਜ਼ ਪੰਜਾਬੀ ਵਿੱਚ ਲੈਣਾ ਚਾਹੋ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 0191 277 7802 'ਤੇ ਸੰਪਰਕ ਕਰੋ ਅਤੇ ਸਾਡੇ ਇੰਗਲਿਸ਼ ਬੋਲਣ ਵਾਲੇ ਸਟਾਫ ਨਾਲ ਗੱਲ ਕਰੋ।

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اس کتابچے میں نیوکاسل کے تدارک کے منصوبے کے بارے میں بتایا گیا ہے۔ اس کے متعلق اگر آپ کسی سے اردو زبان میں بات چیت کرنا چاہتے ہیں تو ہمارے کسی بھی "کسٹمر سروس سینٹر" میں تشریف لائیں جہاں پر ٹیلی فون کے ذریعے ترجمانی کی خدمات کا انتظام موجود ہے۔ یا اگر آپ اس دستاویز کا ترجمہ اردو زبان میں چاہتے ہیں تو سمریائی کر کے ہمارے انگریزی بولنے والے عملے سے اس ٹیلی فون نمبر 0191 277 7802 پر بات کریں۔

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Newcastle in 2021



Introduction

This document summarises the key aims of the City Council's regeneration strategy. It outlines our:

- reasons for developing a strategy and the approach taken;
- understanding of key strengths and challenges for the city;
- view of Newcastle as an international city;
- planned approach to delivering the strategy and measuring success; and,
- commitment to doing things differently.

Our approach to regeneration

This strategy sets out how over the next 15 years the City Council, working closely with partners, will drive forward regeneration across all areas and communities to help deliver the council's vision of a vibrant, inclusive, safe, sustainable and modern European City.

Newcastle's regeneration strategy is new and different in four important ways. It is:

1. community based: it deepens the role of communities in decisions about regeneration as well involving them in delivery;
2. outward looking: it places Newcastle, in particular its future economic prosperity, in the context of a rapidly changing global environment, taking advantage of the opportunities and the challenges for the city;
3. a strategy for the whole city: it recognises the diversity of the city and the need for different solutions for different communities. It will enhance the quality of life in all areas whilst improving the most disadvantaged neighbourhoods; and,

4. about partnership: it recognises that the council cannot achieve the aims of this strategy on its own. The council wants and needs to strengthen its partnerships with the public, private and voluntary sectors whilst exercising strong, visible, strategic leadership to deliver excellence for the people of Newcastle.

It also recognises Newcastle's dual role as:

- a city of distinctive local communities and neighbourhoods; and,
- a regional driver of competitiveness with its transport hubs, universities, major firms and cultural assets.

It demonstrates Newcastle's increasingly important role, regionally, nationally and internationally. The strategy outlines the key challenges facing the city across six themes and sets out the approach the council will take with partners to address these. It also highlights five cross-cutting themes which are applied across the whole strategy: sustainability; equality and diversity; user focus; culture and creativity; and a safer Newcastle. Importantly, the strategy also illustrates what regeneration success will look like by committing to clear, measurable outcomes. Our definition of regeneration in Newcastle makes clear that regeneration across the city will be focused on positive outcomes for people and communities, not just on the physical environment.

What is regeneration?

“Regeneration is a comprehensive set of actions which seek to encourage participation and prosperity, fulfilling the ambitions and aspirations of local people. It reverses decline, prevents failure, solves problems whilst maintaining and further developing truly sustainable, safe and integrated communities. It leads to lasting improvements in the economic, social, physical, environmental, community and cultural life of an area.”

The critical factors in regeneration

Newcastle's revival over the last ten to fifteen years has been remarkable. The city has emerged from the industrial decline of the 1970s and 1980s to re-establish itself as a vibrant regional capital attracting investment, creativity and jobs. Successful regeneration has transformed public spaces, and Newcastle's international reputation.

Newcastle has been subject to numerous urban regeneration policy initiatives from successive governments. We have learnt many lessons

from the resulting successes and failures of each initiative. These lessons have informed our approach to developing truly sustainable neighbourhoods, and inform the essentially different components of this strategy:

- 1. Long term vision, commitment and action are needed to tackle deep rooted and complex challenges- the regeneration effort must be sustained;**
- 2. Successful regeneration can only be achieved through an integrated approach to physical, economic and social regeneration efforts which place benefits to local people at its heart;**
- 3. Partnerships work and can deliver – success is determined by a shared vision and commitment, supported by effective processes and structures focusing on delivery; and,**
- 4. Image matters – negative images of people and places can seriously undermine regeneration efforts.**

Although much yet remains to be done, we have begun to tackle decline in our communities. Integration of regeneration policy and activities is the key to continued success in regenerating our city. It is easy to see how different aspects of regeneration play a part in securing the overall aim of a better quality of life for all. A more difficult task is identifying whether there are critical factors upon which Newcastle’s overall regeneration ambitions depend. This is important to understand if we are to achieve sustained economic growth.

One of the council’s main jobs is to ensure that the delivery of regeneration across the board, often by other partners and agencies, is led and co-ordinated to best overall effect. The City Council believes that two of the principal underlying factors on which sustained regeneration in Newcastle will depend are:

- the future growth of the city’s population; and,**
- improving the long-term performance of the city’s economy.**

Newcastle City Council believes that a strong economy is a prerequisite for successful regeneration. Economic prosperity alone does not make for happiness; nor is it possible to realise a good quality of life for all without a thriving economy. Indeed, economic failure usually hits the worst-off hardest.

It has become clear that residents and businesses want the council to set out a clear vision for the economic future of the city. That vision needs to be grounded in evidence and realism, but also needs to display leadership and purpose. Whilst the strategy does not set out detailed delivery plans, it does show how the council intends to achieve its vision of social and civic renewal.

Newcastle has a proud industrial history as not just a national but a global centre for shipbuilding and other industries. But the restructuring of the 1970s and 1980s eroded Newcastle’s industrial base, and with that its confidence and place in the world. For much of the city, unemployment, population loss, and social and environmental decline followed. Steady economic growth since the mid-1990s has brought employment back to the levels of the late 1970s, and investment in culture and physical regeneration has transformed Newcastle’s physical appearance and self-image. However, the city has yet to rediscover an industrial niche in a world that is increasingly globalised, and the relationship between Newcastle’s economic life and its social life is still to be restored.

As a city, Newcastle has many strengths which we need to build upon. We have:

- extremely good higher and further education institutions and teaching hospitals;**
- newly initiated economic programmes of significance in science, technology, and design;**
- a range of key development sites across the city;**
- high quality cultural attractions for residents and tourists;**
- high-performing public-sector services;**
- good transport links to the rest of the UK and the world; and,**
- easily accessible rural areas of outstanding natural beauty and historic significance.**

The city's challenges

Like other major cities, Newcastle also faces some major challenges. Highlighted below, these challenges have shaped the themes of our strategy. They have helped us to identify and prioritise areas for action:

- **Strengthening the economy** – we lack industrial specialisms, we have lower than average employment rate. There is polarisation of skill levels in the city, low business start up rates and low levels of innovation and productivity;
- **Safe, inclusive and cohesive communities** – more than a third of Newcastle's people live in a neighbourhood that is amongst the 10% most deprived in Britain. In the Neighbourhood Renewal areas 60% of people agreed that their local area is a place where people from different backgrounds get on well together compared to 79% across the rest of the city, and 62% of residents in Neighbourhood Renewal Areas perceive people using or dealing drugs as a fairly big problem, compared to 25% across the rest of the city;
- **The right choice of homes** – we need more homes for our increasing population. There is a shortage of family-sized houses. Entry level house prices have doubled since 2003 resulting in a shortage of affordable homes. Many of the city's homes are in need of repair to meet modern standards;
- **Improving transport** – there is declining public transport use, increasing car use and peak period congestion. Decreased demand for public transport is resulting in reductions in bus services in some of our most disadvantaged areas (where up to 46% of households do not have access to a car);
- **Transforming education and skills** – achievement at key stages of education is below the national average and there are big gaps in performance between different groups (e.g. girls and boys, ethnic groups, children from different areas and looked after children). 26% of adults living in the city have no qualifications and a quarter suffer from serious literacy and numeracy problems; and,
- **Ensuring wellbeing: promoting health and reducing inequalities** – teenage conceptions have risen; Newcastle has the highest prevalence of binge drinking; people in Newcastle have lower life expectancy, with many suffering from a limiting long term illness; and, the number of people with chronic conditions is increasing.

Broadening our horizons

We see Newcastle's future as an international city, competing with cities across Europe to attract people and investment. This is not simply an aspiration. Newcastle already has a number of assets and characteristics of international significance – and the challenge is to exploit and develop these for the benefit of the city's people as well as the wider region and nation. We now have a much better understanding of the factors common to the most successful cities¹ across Europe. We will work to create the following conditions:

- **a growing population** – attracting a diverse mix of people to live and work;
- **economic diversity** – with a mix of large and small companies in a range of sectors, but with specialisms;
- **a skilled workforce** – a well-educated and trained population, and prominent higher education institutions;
- **strong connections** – the capacity to move people into, out of and around the city; a strong “international policy” with efforts to attract new residents and business and to learn from elsewhere;
- **effective leadership to implement long-term strategies** – institutions and agencies that work in partnership and attract human and financial investment to strengthen the city's competitiveness;
- **innovation** – continuous implementation of ambitious but deliverable change across the city, in the public, private and third sectors; and,
- **quality of life** – distinctive environment and communities, particularly attractive places to live, and an openness to new cultures and ways of thinking.

¹ Competitive European Cities - Where do the Core Cities Stand? - ODPM

Regeneration strategy: what we will do

The strategy describes the council's role in regeneration. It outlines our approach and forecasts outcomes for stopping decline, enhancing existing communities and improving the lives of all Newcastle's people. The scope of this approach is broad.

In order to strengthen the economy, we will:

- **grow the city's population, attracting more people and businesses as well as retaining graduates through a new Newcastle International strategy;**
- **work with partners to create Science City. This will stimulate the growth of science and technology businesses as well as linking to education and learning across the city;**
- **work with partners to develop the potential of a 'design corridor' as a location of choice for design and innovation;**
- **work with partners to develop a strategy to meet the distinct needs of unemployed and economically inactive people in Newcastle;**
- **improve support for local businesses across the city including social and local enterprise, and examine how public sector procurement can support local businesses;**
- **improve all types of business accommodation;**
- **build the leisure economy- including culture, tourism and the city's retailing offer; and,**
- **develop and deliver a 'Digital Action Plan' in order to improve the city's competitiveness.**

To ensure we have safe, inclusive and cohesive communities, we will:

- **tackle the causes of deprivation and factors affecting community cohesion;**
- **work with partners and residents to encourage the creation of mixed communities by ensuring a mixture of houses for buying or renting and of different types in each area;**
- **develop our processes to further build social capital in our communities, enabling them to share in the decision making of their communities;**
- **co-ordinate the work of the council through the social inclusion strategy;**

- **support the Newcastle Partnership in helping to lead and implement a collaborative approach to bring our communities closer together;**
- **work with the Quality of Life Partnership to develop a strategy which will focus on supporting the needs of our ageing population; and,**
- **work with Safe Newcastle to develop activities to reduce crime and fear of crime particularly focused in the areas where this is needed most.**

To make sure we are providing the right choice of homes, we will:

- **work with partners to build up to 15,000 new homes;**
- **ensure housing in Newcastle meets the diverse needs and lifestyles of people;**
- **take action to address shortages in family-sized homes, affordable housing and larger housing;**
- **work with the city's universities and Newcastle College to deliver a student housing strategy;**
- **introduce a better mix of tenures and housing types with emphasis on environmental quality and a high standard of neighbourhood management;**
- **bring public and private homes up to modern standards of repair;**
- **protect the character of our most successful and distinctive neighbourhoods and ensure that local people are involved in developing local plans, with an emphasis on environmentally sustainable design of homes and neighbourhoods; and,**
- **focus on the housing and support needs of older people, disabled people, students and vulnerable people.**

In order to improve transport, we will:

- **improve transport links by rail, air and road from the city to the rest of the UK and key international destinations;**
- **address key congestion hotspots on the strategic highways network;**
- **improve links from the east and west ends and the city centre, and explore ways of reinvigorating the Metro system;**
- **promote the use of public transport as well as walking, cycling and public spaces.**

- ❖ **improve city residents' accessibility to employment locations and other key facilities across the city; and,**
- ❖ **develop demand-management measures such as availability and pricing of car parking.**

To transform education and skills, we will:

- ❖ **work with our partners to implement the Children and Young People's plan for Newcastle, improving educational outcomes for children and young people;**
- ❖ **develop initiatives to tackle barriers to learning, including providing a curriculum that is interesting, motivating and relevant;**
- ❖ **implement the 14–19 strategy to ensure the best opportunities are available and take a proactive approach to supporting the city's employment and future skills needs;**
- ❖ **implement our Building Schools for the Future programme- providing new schools across the city, with the highest quality facilities;**
- ❖ **increase provision of skills through developing city Skills and Employment Boards and encourage private sector investment in skills; and,**
- ❖ **use the development of Science City to exploit research capacity, and develop partnership working to boost science learning in schools.**

To ensure wellbeing and to promote good health and reduce inequalities, we will:

- ❖ **develop a range of initiatives to prevent health inequalities and promote healthy lifestyles e.g. extending the role of physical activity co-ordinators and supporting programmes to ensure that by age 11 all children can swim at least 25m;**
- ❖ **ensure that all regeneration proposals generate positive health benefits for residents;**
- ❖ **implement a comprehensive tobacco control strategy, positive approaches to sexual health and adopt an integrated approach to mental health and wellbeing;**

- ❖ **work with partners to improve the health and independence of older people and people with disabilities;**
- ❖ **use the London 2012 Olympics to engage young people in sport and physical activity;**
- ❖ **support preventative and treatment based approaches to drug and alcohol misuse; and,**
- ❖ **work in partnership to ensure that high quality health services and facilities are accessible, by supporting major new-build projects in relation to health and social care.**

Delivering regeneration

We are clear that our exciting plans for Newcastle cannot be delivered by the council alone. The following outlines our understanding of what the council and its partners can contribute to the regeneration of the city:

- ❖ **The council** – will use its substantial range of powers, assets, funding and project management experience. This includes its power, as the statutory planning authority, to shape the development and use of land, as well as the application of compulsory purchase powers.
- ❖ **The private sector** – will be the biggest single contributor to the delivery of projects requiring major investment. For example, through planning gain, private sector investment can be secured to fund social, economic and physical infrastructure as part of an overall private development.
- ❖ **The voluntary and community sector** – will see a consolidation of its role in delivering frontline services to communities. We therefore need to support and help develop the voluntary and community sector using the Local Area Agreement, the Voluntary Sector Compact and other methods to strengthen our relationships further. We will move towards a more sophisticated commissioning model with the sector where funding (including grant aid) is clearly tied to performance.
- ❖ **Other partnerships** – we will continue to develop partnerships where these are required to deliver initiatives set out in the regeneration strategy.

Importantly, we will use this process of partnership working with people from all sectors to generate joint learning and real innovation across the city. We will also continue to work with partners from the Newcastle Partnership (Local Strategic Partnership) to deliver regeneration through the Local Area Agreement and Sustainable Community Strategy.

Potential delivery vehicles

The council has a range of models at its disposal to help provide cost-effective delivery of the major projects in the regeneration strategy. The council can:

- ❖ **deliver directly through its directorates;**
- ❖ **enter into joint ventures with partners or developers;**
- ❖ **create partnership / development agreements with partners;**
- ❖ **establish Private Finance Initiatives;**
- ❖ **create arms-length companies or contract with local voluntary organisations to secure best value delivery of local services;**
- ❖ **create funds for the disbursement of grants and loans; and,**
- ❖ **use its physical assets to support effective delivery of regeneration.**

We will ensure that the most appropriate delivery model is used in every case, taking account of cost-effectiveness and risk considerations.

Delivering a stronger economy

The council recognises that a stronger economy is the bedrock of successful regeneration. We believe there is a significant gap between the city's long term ambitions and the levers we have to deliver the change that will help achieve them. Whilst clear delivery plans for some aspects of this strategy are already in place, in many areas – especially those which emphasise the role of the “urban core” as an industrial and economic hub for the wider region – there remains a need for stronger delivery mechanisms.

The council has examined options for new arrangements and has decided to establish new ways of driving the development of the city as a competitive urban core. The council is therefore, keen to pursue a private sector-led development company.

We must accelerate the pace of change. We will learn from the experience of other cities in the UK and beyond in deciding on the most appropriate model for our purpose. We will also work with partners to establish the basis for new ways of working. We are keen to hear from others, particularly in the private sector, on the best way to make things happen quickly and effectively.

What we will do differently

Our emphasis for delivery will be on **what works**. As such, we will explore a variety of different ways to deliver our regeneration plans.

We will work closely with government agencies, as well as private, public, voluntary and community sector organisations.

We will:

- ❖ **develop a regeneration management company to manage public and private regeneration investment as well as co-ordinating delivery of projects;**
- ❖ **develop strong partnerships between the public and private sectors, in particular the universities and Newcastle College;**
- ❖ **explore arrangements for better transport policy and delivery, including the model adopted through Transport for London;**
- ❖ **create the right land-use planning conditions for the delivery of our regeneration plans including pressing for a regional planning framework that meets our aspirations; and,**
- ❖ **work with the Government to find new ways of reducing unemployment in our city and make the case for more local powers to tackle this more effectively at a local level.**

Delivery and performance management

The council believes that better leadership, prioritisation and partnership working is vital to Newcastle achieving global competitiveness and improved quality of life. We recognise that new arrangements for institutions, funding and powers are needed to ensure a coherent approach across all policy areas.

We know this strategy will only be as successful as the implementation plan that puts our actions and regeneration policy into practice. The successful regeneration of Newcastle will only be achieved through combined efforts and by working in partnership to deliver our aims.

Area-based action plans are currently under development and will be completed by 2007. These will set out the spatial plans across the city. In addition, each directorate will embed the objectives and outcome targets into their directorate service plans, which feed the divisional service plans. The outcome targets will be embedded into the council's corporate portfolio plans and will be monitored and reviewed by Elected Members. A bespoke Regeneration Programme Board will be established to ensure effective and co-ordinated delivery.

The Local Area Agreement is being developed by the Newcastle Partnership (due for completion early in 2007). It will play a fundamental role in delivering the shared objectives and outcomes of the Local Strategic Partnership over a 3 year period.

Because regeneration and the policy environment are dynamic, the City Council will review our targets alongside the 'annual refresh' of targets for the Local Area Agreement in 2008, to ensure that the work of the council and the LSP is fully integrated.

A full review of this regeneration strategy and the LSP's Local Area Agreement will take place in 2009. It is anticipated that this joint review will provide the opportunity to produce a combined single regeneration strategy for the city which the council and all of our partners will feel able to sign up to.