

# **The Revised City Growth Strategy 2008-2018 Overview**

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## **Economic Development**

- Enterprise & City Growth Strategy • Economic Intelligence • External Funding
  - Regeneration Projects & Programmes • Business Location & Aftercare
    - Rural Economy • Tourism & Town Centre Development
      - Public Art • Destination Marketing



Primary Boundary Marker

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Catapult Too Office Space

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# Introduction

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## BACKGROUND

- **CGS: a radical ED approach developed in the '90s in the US at Harvard**
- **Based on maximising competitive strengths, actual or latent, & putting the private sector in the driving seat**
- **St.Helens 1 of only 4 UK pilot areas selected by Government in 2002**
- **Track record of delivering innovative regeneration initiatives**
- **Original CGS – growth plan for “St.Helens plc” – launched in 2003**
- **Enterprise Forum – sub-set of Chamber Board evolved from the CGS Board – responsible for overseeing CGS & LEGI implementation**

## INTRODUCTION

- **Remarkable achievement: a fully revised 10-year CGS after just 5 years**
- **A tribute to & reflection of our local regeneration approach:**
  - **Firm focus on delivery**
  - **Close private sector buy-in**
  - **Innovation & partnership-led**
  - **Excellence of individual partners: Chamber & Council**

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Live glassblowing at the multi award-winning World of Glass

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# The Impetus for Change

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## CHANGING CONTEXT

- Changing strategic context: “place-shaping”, updated RES, MAP
- Changing policy context: climate change & environmental impact
- Changing economic climate & now downturn
- Reduced public funding availability (particularly from EU)

## OUTSTANDING CGS DELIVERY - of the 70 original projects:

- ✓ 8 shelved following in-depth feasibility study
- ✓ 12 completed
- ✓ 36 progressing well
- ✓ 10 broadly on track but delivery slow or hampered
- ✓ 4 stalled (all re. Omega)

## PLUS

- Significant challenges remain
- Successful delivery of LEG1
- New ideas, projects, opportunities ...

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The arterial Linkway providing rapid transit from M62 J7 to the Town Centre

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# Revised CGS Overview

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**VISION** remains:

*"A vibrant modern place for enterprise & a regional location of choice"*

**THEMES** remain:

- Transforming The Business Base
- Transforming Ambition
- Physical Transformation
- Transforming Perceptions

**BUT** Action Areas, scope & scale have fundamentally changed

-> CGS now spans 90 projects with a collective value of £1.86 billion

-> 30 continuing/extensions of original projects & 60 brand new

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Technical testing at Bachem (UK) Ltd.

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# Theme A: Transforming the Business Base

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**OBJECTIVE:** *"to grow, strengthen and diversify the business base"*

## **ACTION AREAS**

**A1: Increasing Business Start-Ups & Competitiveness**

**A2: Strengthening Key Sectors**

**A3: Developing an Enterprise Hotspot**

**A4: Business Locations for the 21st Century**

## **KEY PROJECTS**

- **Business Start-Up:** increase business density & generate self-employment
- **Business Winning Business:** increase productivity
- **Tourism Development Initiative:** maximise growth sector potential
- **Chamber HQ/Graduate Enterprise Centre & Enterprise Park**
- **Mere Grange:** new commercial floorspace in 6 phases
- **Parkside Colliery Rail Freight Distribution Centre**

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A-Level results day at Carmel College

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# Theme B: Transforming Ambition

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## OBJECTIVE

*"To raise aspirations towards enterprise & work among St.Helens residents & workers"*

## ACTION AREAS

**B1: Encouraging Enterprising & Ambitious People**

**B2: Inspiring Young People**

**B3: Skills Infrastructure for the Future**

## KEY PROJECTS

- **Get a New Start:** using Starting Point to help people back into work,
- **Omega & Parkside Skills Foresight:** upskilling to access new jobs
- **Enterprising St.Helens:** Changing attitudes to enterprise via schools
- **Carmel & St.Helens College:** state of the art new facilities
- **Building Schools for the Future:** upgrading 2ry school stock & attainment

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Phase 1 high quality office development at Mere Grange

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# Theme C: Physical Transformation

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## OBJECTIVE

*"To create a high quality physical environment for residents, businesses & visitors"*

## ACTION AREAS

**C1: Leisure Destination of Choice**

**C2: Continued Town Centre Renaissance**

**C3: Residential Location of Choice**

**C4: Maximising Connectivity**

## KEY PROJECTS

- **NW National Golf & Country Club**
- **Destination St.Helens:** rugby stadium & retail, + Phase 2 additional leisure
- **Forest Park:** Creation of a new regional recreational attraction
- **Town Centre Retail & Public Realm Development:** enhance retail offer
- **St.Helens & Whiston Hospitals:** 2 state of the art new liveability assets
- **3 Urban Villages:** 2,200 new homes to grow the population
- **Public Transport Connectivity Promotion & Park & Ride**

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The Channel 4 Big Art Project in St.Helens - Jaume Plensa's *Dream*

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# Theme D: Transforming Perceptions

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## OBJECTIVE

*"To increase recognition of St.Helens as a regional location of choice for residents, businesses & visitors"*

## ACTION AREAS

**D1: Visually Exciting St.Helens**

**D2: Brand New St.Helens – Building Local Pride**

**D3: Brand New St.Helens – Destination Marketing**

**D4: Happening St.Helens**

## KEY PROJECTS

- **Big Art Project & Industrial Alchemy:** realising *Dream* & a legacy programme
- **Town in the Forest:** creating appealing woodland gateways
- **Be POSH!:** be proud of St.Helens campaign
- **Discover Your Doorstep:** local & day visitor focused tourism marketing
- **Connectivity, Catchment, Cost:** investment marketing campaign
- **Events:** consolidating & expanding the calendar of events

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Gormley's Turner Prize winning *Field for the British Isles*, made in St.Helens

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# The Metrics of Success

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## HIGH LEVEL INDICATORS

**Size of the economy** in terms of increases (towards the regional average) in:

- **business density**
- **the rate of self-employment**
- **employment rate**

**The level of economic prosperity** in terms of improvements to:

- **average wage rates**
- **position within the Index of Multiple Deprivation**

**Population increase**, i.e. in the number of residents of working age

**NB. no specific targets** but:

- Relevant tracking indicators identified for each Action Area
- Direct contribution to achieving LAA indicators

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# eclectica

free music festival

→ [www.visits](http://www.visits...)



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Echo & the Bunnymen headlining the fantastic annual Eclectica music festival

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# Delivery

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## PROJECT DELIVERY - LEAD/RESPONSIBLE BODY

37 - Council

24 - Private sector

16 - Chamber

13 – Other public

## FUNDING

£1.86 billion a vast volume, yet 10 year programme is deliverable:

- 20 capital projects with planning permission/onsite= £1.12 billion
- LEGI/WNF funding notionally secured for next 3 years = £13M
- Discount Parkside = £400M
- Of the remaining £328M, £261M capital largely private sector
- £32M public revenue funding required for identified projects
- £36M further public funding for ongoing revenue schemes

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The all-conquering Saints with the 2008 Challenge Cup

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# Remaining Challenges

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## CHALLENGES

- Low relative business density
- Lack of knowledge-based businesses
- Levels & concentrations of worklessness
- Low aspirations; numbers leaving school at 16 years & "NEET"
- Limited supply of developer-ready sites & other employment land
- Limited local pride & recognition of change
- Low media profile & external image/perceptions
- Public funding

## MULTIPLIERS

- Competition for residents/workers/visitors/investment
- Rate of growth & productivity elsewhere
- Recession & business/consumer confidence

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Attractive, strategically situated office space at The Woodlands Business Park

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# Conclusion

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- An ambitious but deliverable new 10-year programme for St.Helens plc
- Achievements to date a tribute to delivery focus & partnership
- Yet much transformation remains to be done
- Maximising competitive locational advantages remains key to success
- Particularly amid economic downturn, yet also when upturn comes
- Need to sustain phenomenal momentum from 1<sup>st</sup> 5 years
- 4 projects already completed , 3 about to be, 83 to go...
- Private sector buy-in & involvement remains critical, as does the active support of other partners & stakeholders, if we are to launch the next new 10-year CGS in 2013!

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