

Appendix 1

Atlantic Gateway Spatio Economic Framework – Options Paper

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Options Paper

August 2009



Atlantic Gateway Spatio-Economic Framework Options Paper

A Report for NWDA

ekosgen

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August 2009

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1 Introduction

Context

- 1.1 Anchored by the two cities of Liverpool and Manchester, the Atlantic Gateway corridor not only offers a strong global presence but represents an economy of over £70bn. Clustered in this area, world class research-led industry sits cheek by jowl with a thriving and renewed creative and digital sector, and a globally renowned sporting and cultural offer and heritage.
- 1.2 This is an area with an international calibre, capable, if we make best use of the assets and drive connectivity, to achieve a larger proportion of global economic growth which even in these tough times is set to double over the coming 20 years.
- 1.3 Previous work looking into the Manchester Liverpool corridor reported that economic linkages across the corridor geography were weak, and there was limited evidence of agglomeration. At one level, this is not surprising given the distinctive economic histories of the two Cities Regions and the tendency for many businesses to operate in a local sub regional market context. On the other hand the numbers commuting between the City Regions and the shared dependency of key infrastructure such as road and rail makes for a shared agenda on many key issues relevant to economic growth and prosperity.
- 1.4 While the two Cities have an extensive economic hinterland, there are strong local connections between parts of the two City Regions and Cheshire & Warrington. Boundaries have become blurred and Manchester's recent employment growth has led to an increase in its labour market catchment, a process is likely to continue given the growth projections for the City Region. At the same time, new investment in Liverpool building on the city's '08 renaissance are likely to lead to a significant increase in employment at the Merseyside core, and again labour catchment areas are likely to widen.
- 1.5 In essence a number of trends will increase economic linkages and inter-dependencies and many of the challenges in delivering sustainable economic growth are shared across the geography.
- 1.6 The question which follows on is the extent to which the Atlantic Gateway as a concept offers the cores of the two City regions as well as Cheshire & Warrington the opportunity to address constraints and accelerate opportunities more effectively than operating as separate entities. This study will seek to identify interventions where there will be clear shared benefits across the Gateway and, where possible, quantify the scale and pace of growth which greater interconnection across the area would deliver.

Potential Themes and Strands

- 1.7 The government's preferred mode of planning for growth through economic development is one of strong regions supported by City Regions and sub regions. More recently, City Regions have been identified as key drivers of growth, but insularity is a risk, and ministers are increasingly concerned with ensuring that the City Regions look outwards as well as inwards. There are a number of areas where organising, planning, advocacy and prioritisation at the Atlantic Gateway level has some merit. In others there is a less compelling case, and informal networking or collaboration around issues and opportunities will be developed informally. The main areas where a substantive and value added role has potential are:
 - In terms of sectors, creative industries; logistics and distribution; life sciences / biotech / well being, new embryonic opportunity of new and renewable and wider low carbon supply chain are areas of considerable opportunity for an Atlantic

Gateway perspective, while others such as professional services are best left at the City Region and sub regional level.

- Innovation, one of the key drivers of economic growth and one where the traditional approach of University spin-outs has delivered modest results in the North West and a fundamental change of approach is required to deliver the scale of economic growth required – potentially including support for business led investment.
- The Low Carbon Economy and Adapted Landscapes – one of the major challenges of the next twenty years, with congestion threatening economic growth in key locations, the imperative of legislation to reduce carbon outputs and the potential opportunities of moving to a low carbon economy, again offering potential actions and policies at a gateway level. A mosaic of productive landscapes from Liverpool to Manchester can provide the critical green infrastructure to enable a new economic model to emerge.
- Transport and connectivity – where key infrastructure serves a wider geography and acts as a benefit to the region – Super Port, Manchester International Airport - or where constraints are addressed and solutions secured at the Gateway level – digital infrastructure, Manchester Hub, rail electrification such as recently announced Chat Moss line.
- Housing and Place – where there is considerable uncertainty over the ability to deliver the revised RSS housing numbers and concern over the type and quality of new development. At the Atlantic Gateway level, the quality of the land supply, the design and standards of new housing, the greening of the urban core are all issues where a Gateway approach has a strong rationale.
- Critical Economic Infrastructure – water, energy, renewable energy, waste management, digital connectivity are critical to a successful and competitive economy, and where constraints and solutions may be best served through an Atlantic Gateway perspective, taking account of market demand, spatial issues, the scale of investment and the potential for public improvement benefits.

Principles

- 1.8 All of the stakeholders (see Appendix 1 for list of Stakeholders consulted to date) have well developed plans in terms of economic development, transport and housing. These have been developed from a strong evidence base and many key initiatives are now being taken forward. It is important that this momentum is not interrupted.
- 1.9 There are a number of underlying principles which should guide the Atlantic Gateway. These are:
 - Sustainable development – ensuring that the environmental, economic and social implications of growth are given careful consideration, and that opportunities to address critical issues such as climate change are embedded.
 - The two City Region Plans and the proposals developed for Warrington and Cheshire underpin the economic rationale for the Atlantic Gateway. These will be adapted over time to take account of market conditions and new opportunities.
 - The Atlantic Gateway should take a leading role, under the direction of stakeholders, in a number of agreed areas only, where there is clear added value. This list of themes or strands will need to be reviewed periodically. Other areas for intervention and action will continue to be taken forward by City Regions and sub regional partnerships.
 - The Atlantic Gateway should be used to position the two City Regions and Warrington/Cheshire as the most important economic growth zone/pole in the UK

after the Thames Gateway. The goal will be to make the case for the prioritisation of the Gateway for public and private sector investment. 'Wellbeing' of the area will be a key theme from a variety of perspectives to ensure fit with this key Central Government requirement.

- Atlantic Gateway will pioneer a new approach to adapting the landscape to create a mosaic of productive land – for economic development, housing, tourism, food, energy, and leisure - within, around and from one great city to the other, embracing the geography from the coast and the Mersey Estuary to the foothills of the Pennines.
 - Governance will be light touch and fit for purpose, and will reflect the themes and strands and the level of sign off needed to take forward key priorities. Where appropriate these will be bespoke to the subject matter.
 - Delivery and implementation arrangements will reflect the capacity already available with the Gateway and the benefits of combined research and actions, the short term pooling of resources and the use of task and finish groups and secondments to take forward priorities. The Gateway in effect should operate with a small and flexible secretariat.
- 1.10 It is not the intention for the Atlantic Gateway to subsume current arrangements or to take over the role being played by City Regions and sub regional partnerships. Not everything needs to or should be aggregated up to or report to an Atlantic Gateway level. The focus on key areas of added value and the testing over time of the success of themes and strands will determine the long term development of the Gateway.

2 Accelerating Innovation

What is the issue?

- 2.1 The global literature suggests that if we have to look at one thing regarding regional economic transformation, it is innovation. It is the extent to which the business base in the region can generate, access, absorb and apply innovation. This, more than any other set of factors, explains why some economies are more competitive than others and why they grow faster and hold onto their growth.
- 2.2 The recent creation of the Department for Business, Innovation and Skills (DBIS) puts innovation at the heart of UK economy policy. DBIS' aim is to make sure that Britain *is the best place in the world to run an innovative business or service – recognising that this is critical to the UK's future prosperity, our quality of life and future job prospects. Innovation is also seen as central to economic recovery - boosting and focusing investment in innovation in areas where the UK has strength and potential future competitive advantage must be a key element of Government action during the downturn to ensure a successful recovery.*
- 2.3 By innovation, we do not mean the traditional narrow definition of innovation that focused on science and technology commercialisation and 'hi-tech' clusters. These are important, but the global literature's current understanding of innovation is that it is a process that applies to the whole economy, to all firms and actors in the economy, and to business processes and practices as much as to science and technology.
- 2.4 Importantly, we see there being an important role for the business community in driving innovation and improved performance, rather than this being a process which is always led by universities and research departments. Innovation should extend to how businesses are organised, their collaborators, their links to external organisations and the markets they work within.
- 2.5 The National Endowment for Science, Technology & the Arts (NESTA) adopts a wide interpretation and definition of innovation, which suggests that innovation policy is at the heart of economic development policy. It embraces all sectors and sections of the economy, and addresses the majority of factors that influence productivity, competitiveness and growth.
- 2.6 A number of other themes running through this options report will clearly be linked to improving innovation – in particular the retention and attraction of talent which is linked to the quality of life and housing offer across the area.

What is the Big Idea?

- 2.7 The global literature now also refers to the importance of an 'innovation system', rather than to just the process of innovation. International experience suggests that innovation is best supported, in a country or a region, by a coherent joined up innovation system, rather than by a range of discrete interventions. Human networking lies at the heart of the innovation system, bringing the key actors – the research base, the business base, and intermediaries – together to share knowledge, ideas and align interests. Human networking both personal and impersonal is best enabled by a professional, dedicated secretariat that includes people able to cross the boundaries between the three communities (the triple helix).
- 2.8 Much of the innovation community literature focuses on ways of commercialising a region's knowledge base (commonly the knowledge generated by its universities). Contrary to popular perception, the most effective routes are not through university or company spin-outs and traditional technology transfer routes (which have a relatively small scale and impact even amongst the largest and most dynamic universities in

leading regions); but instead is through increasing the number of students taking local jobs and through increasing generic graduate start-ups.

- 2.9 In addition, international experience suggests there are a number of powerful drivers of innovation. These include high ICT adoption and exploitation, high rates of start-ups and the creation of a SME base, and the growth of specialist clusters.
- 2.10 International experience also suggests that innovation depends on enabling support, particularly access to finance, increasing enterprise, entrepreneurship, business management, leadership and innovation skills, and on provision of bespoke workspace and competitive broadband access.

Why is it an Atlantic Gateway Opportunity?

- 2.11 The Atlantic Gateway is already host to the bulk of the North West's innovation assets, including some of the leading assets of the UK economy as a whole, such as Daresbury. Innovation is already a central policy theme, for both constituent city-regions, including Manchester's status as a Science City, and within regional policy. The Atlantic Gateway's Universities are amongst the best in the UK and are already actively involved in a number of innovation support projects. NESTA were closely involved in the Manchester Independent Economic Review (MIER) and NWDA launched the Innovation Vouchers scheme in October 2008.
- 2.12 Why, therefore, is there a need for the Atlantic Gateway to consider innovation? Put simply, it is the need for interconnected and critical mass. Whilst the interconnections between Universities and other knowledge assets within the city-regions has improved in recent years, including initiatives such as the G8 network across the Northern Way, there still remains too little connectivity between the institutions across the whole of the Atlantic Gateway, despite their strong standings and individual, and potentially complementary, strengths. If the North West is to match the international prestige and standing of innovation hubs elsewhere, such as Oxbridge and London (and the corridors that run between them) in the UK, then it needs to bring together and integrate the world-class strengths that are spread across the Atlantic Gateway – a relatively small geographical area in the context of international innovation regions.
- 2.13 A range of policy opportunities to generate a stronger innovation system across the Atlantic Gateway include the following:
- Networking – the Atlantic Gateway already hosts a variety of networks – the mission now is to join this up with a network of networks and to facilitate inter-network networking, supply chain networking, cross sectoral networking and sectoral networking, drawing on global best practice techniques found in Ireland, Finland, Canada and closer to home. Manchester is in the process of creating a network of networks....these can be extended across the entire AG
 - Knowledge transfer (HEI-B) – one of the most promising and significant opportunities is to increase graduate retention by enabling more Atlantic Gateway firms to employ more local graduates – Manchester is piloting some innovation NESTA programmes and there is opportunity to scale these up and draw on other international best practice. Another promising opportunity is to help Atlantic Gateway firms access global knowledge in leading global institutions
 - Access to finance – firms still find the arrange of offers confusing, complex and difficult to deal with – there is an opportunity to find ways of making even simpler and of helping firms to apply for seed corn and early stage venture funding
 - Technical infrastructure and support – the region already has a number of specialist centres providing infrastructure, equipment and technical teams, to help firms pioneer new materials, new technologies, new processes and to provide space to develop prototypes and to pilot scale up production. There is an

opportunity for more of these, especially in new fast growth fields such as around low carbon technologies

What are the Options?

2.14 The options range from putting in place a relatively small secretariat and budget to coordinate and promote the existing strengths within the Atlantic Gateway, through to the creation of a holistic 'innovation system' encompassing the central aspects of economic development. Therefore, in reality, the options comprise the various components that could sit within this innovation system – some of these components already exist, and therefore the issue is the extent to which there is a benefit in bringing them into an integrated system allowing them to be better coordinated and better promoted for the benefit of the whole Atlantic Gateway. Options include:

- Option 1: Maximising Critical Mass: develop the most sophisticated innovation system in the UK - establish an innovation secretariat and specialist advisors able to span the boundaries between the knowledge and business bases; develop Gateway wide human networking; develop large-scale graduate placement programmes; develop funding exercise and major venture capital fund.
- Option 2: City Region Innovation Networking: develop core components of networking, student placements and funding at the City Region level, through existing partnerships, such as the Manchester based 'Corridor Partnership' developing innovation with assets and institutions on the Oxford Road.
- Options 3: Accelerating Current Plans: strengthen current focus of existing plans including University spin out, overall business and entrepreneurship support, including the provision of specialist workspace.

3 Key sector focus

What is the issue?

- 3.1 A common regional economic policy tool, stemming from Porter's work on clusters, is to focus support on selected sectors/ clusters. Since the DTI's knowledge economy white paper, key sector policy has become common place with most regional, sub regional and city region strategies including a focus on selected key sectors / clusters. The NW RES includes a key sector focus as do the city region plans of Manchester and Liverpool.
- 3.2 It is also clear from the global literature that some regions / sub regions have developed strong 'specialised' clusters, particularly in high growth global markets such as life sciences, digital technologies and advanced engineering/ manufacturing (serving automotives and aerospace for example). The clusters take different geographic shapes but all can be characterised in terms of a set of common features: critical mass of activity and skills; education and research infrastructure; presence of global companies; proximity to strategic transport infrastructure.
- 3.3 A key question is: *why some areas develop strong clusters and others do not?* The international literature along with research Adroit has undertaken looking at around 50 international case studies suggests one or more of four principal sources of competitive advantage are essential (but are not a guarantee):
- **Natural resource advantage** - particularly relevant for energy (both fossil fuel but also new and renewable energy (wind, wave, tidal, bio-waste))
 - **Leveraging legacy investment** in expensive infrastructure and skills - for example, re-use of redundant big pharma or chemical industry labs to grow a biotech cluster (the Heath, Warrington, Nottingham Bio City), evolution of traditional textiles and chemicals industries into an advanced flexible materials cluster (Lancashire), re-use of dockyard facilities to service off-shore wind (NaREC, Blyth, Northumberland)
 - **Leveraging the knowledge base** (universities, governmental research and teaching hospitals - the classic here is Cambridge and one of the largest international examples is Medicon Valley (the Oresund region that spans Denmark and Sweden)
 - **Creation or attraction of a leading global corporate** which stimulates a wider supply chain and supporting infrastructure - the most quoted examples are Kista in Stockholm which evolved around the successful diversification and growth of Ericson and Nokia in Espoo, near to Helsinki, Finland
- 3.4 The North West and the Atlantic Gateway area in particular offer strong competitive advantage, under these headings, to a number of key sectors.
- 3.5 Doubts have been raised on the effectiveness of sectors and clusters and MIER sets out a case for cross sectoral networking as a key element of a dynamic economy. Other research makes a case that sectors and cluster approaches can be successful, for example based on evidence from PWC's recent evaluation of the region cluster programme:
- "The regional cluster development programme for 2002-06 was evaluated in 2008 by PricewaterhouseCoopers as part of BERR's Impact Evaluation Framework. The overall conclusion was that the programme has been successful. Direct net impacts generated by the Programme are significant at around £13 million to £32 million GVA. The "value for money" ratio of the Programme (i.e. cost to benefits)

was reported as likely to be high, within a range of 1 to 2 and 1 to 27." - Clusters Programme Evaluation, PricewaterhouseCoopers, August 2008.

- "This would seem to indicate that not only were all outputs under the programme achieved, but also that there is a high level of importance attached by those businesses assisted to the many aspects of the Merseyside Sector Development Programme. Each sector had its own specific concerns and outputs; however what clearly emerges from all the conversations and surveys is the high profile and benefit of enabling networks. " - England's Northwest Research Service (ENWRS) independent evaluation of the Merseyside Sector Development Programme conducted via TMP from April 2007 to December 2008
- 3.6 The team's experience is that whilst not all cluster policy necessarily works that 'the right policy does' and moreover is essential if regions and sub regions are to exploit their competitive advantage in a globally competitive market. It is now understood that effective cluster policy needs to consider the full range of issues, from networking and collaboration, through to ensuring finance is available to provision of sites, premises and infrastructure, and to focus effort on the points at which blockages occur. Cluster policy dovetails with innovation policy and could be seen as a focus for innovation policy.
- 3.7 We would suggest however that the Atlantic Gateway does not pursue cluster policy at the expense of wider economic and innovation policy and that the ideas put forward in MEIR should be further developed. There is a need for a whole economy approach through developing a strong innovation system, but with a cross cutting focus on the specific needs/ addressing the specific barriers/ market failures to selected key sectors.

What is the Big Idea?

- 3.8 Identify no more than four to five key sectors, identify their growth potential, the consequent impact on the region, the key barriers/ hurdles/ obstacles blocking growth and a targeted set of policy solutions designed to address these. This will tie in with NWDA's wider regional approach. The agency is just starting to look at how the cluster development programme will evolve over the next few years, including how it might link together the more traditional market driven sectors (aerospace, chemicals, food & drink etc) with a number of strong cross-cutting themes such as low carbon/sustainability, advance materials, design, well-being etc. Other topics which are increasingly important to clusters/sectors are new business models, changing behaviour (e.g. public attitude to renewable energy, recycling etc) and the image of the cluster/sector.
- 3.9 Choice of key sectors for the Atlantic Gateway should reflect:
- High growth global sectors, offering strong domestic demand/need coupled with strong export potential,
 - In which the Atlantic Gateway (and wider region) offers (or can offer) one or more genuine sources of global competitive advantage, and
 - Where a worthwhile proportion of growth will occur within the Atlantic Gateway, rather than in the US, Germany, China, India etc.

Why is it an Atlantic Gateway Opportunity?

- 3.10 The key sectors that offer the most potential, against the above criteria, we would suggest are:
- **Digital and creative.** Leveraging media city, Manchester's position as 2nd national peering point (after London Docklands) and proposals to accelerate deployment of FttP (including strong focus on design within digital & creative which covers the full range of industrial design and whole life cycle design)

- **Life sciences/ health/ (and potentially wellbeing)**...leveraging Manchester's and Liverpool's critical mass of university and teaching hospital research, Astra Zeneca and other pharma plus historically strong chemicals (speciality chemicals in particular) and supporting lab infrastructure and massive public spend on health and potential for industrial base to diversify (more) into medical appliances/ aging and health
- **Advanced Materials** – based on considerable strengths in chemicals and advanced flexible materials (technical textiles) with applications in aerospace, automotive, renewable energy, printable electronics, medical devices/healthcare, performance clothing, sustainable construction, smart packaging etc. There is world class expertise in the universities, e.g. the new Knowledge Centre for Materials, the Materials Discovery Centre (Liverpool) and CoEBio3 (Manchester) etc. Chemicals NW have just had a mapping study of Science & Technology for the Chemistry Using Industry done, which contains a considerable amount of useful information
- New embryonic opportunity of **new and renewable energy** and wider low carbon supply chain including vehicles (cars, trucks and planes), fuel and a whole life cycle approach to manufacturing, leveraging traditional strengths in fossil fuels, chemical processing, automotives and a supporting advanced manufacturing supply chain – but also seeking to build the beginnings of a supply chain in bio-energy and continue building on initial strengths in on and off shore wind
- **Transport and logistics.** Building on the Gateway's already strategically significant transport infrastructure – the two airports of Manchester and LJL, on the port of Liverpool and potential re-use of the ship canal, the rail and motorway system – with the objectives of providing better, more competitive and lower carbon logistics for Atlantic Gateway and wider region (particularly important to the competitiveness of NW manufacturing) and strengthen the region's national logistics role

What are the options?

3.11 The options range from

- **Option 1: Prioritising Atlantic Gateway Key Sectors:** agree key sectors where Atlantic Gateway level innovation adds value and apply new approach – creative and digital industries; life sciences/health, advanced materials, renewable energy/ wider low carbon and transport and logistics
- **Option 2: City Region Innovation Networking:** focus on the existing city region key sectors - develop and apply core components of a strong innovation system (i.e. networking, student placements, funding, and technical infrastructure) at the City Region level to City Region key sectors.
- **Options 3: Accelerating Current Plans:** strengthen Agency's current focus on key sectors.

4 Digital Infrastructure

What is the issue?

- 4.1 High levels of Information and Communication Technology (ICT) adoption and usage are synonymous with high levels of innovation. There is now a substantial body of literature globally that links ICT adoption and usage with productivity gains. Recent research estimates an average of 3%–4% productivity driven GVA uplifts across a typical region, with much higher impacts for particular sectors and individual companies. Moreover, the literature reports a strong symbiotic relationship between ICT adoption and innovation – the two are inextricably linked.
- 4.2 Innovative firms with innovative management are more likely to adopt ICTs, particularly more advanced ICTs; conversely, adoption of ICTs tends to drive innovation in firms – not just product and service innovation but process, management, marketing, customer and supplier relationship innovation. Moreover, ICTs also make it easier to start-up, to start several businesses at once, to immediately reach global markets and to pioneer new business models. Thus ICTs also tend to drive new firm formation. It is now very clear that increasing the level of ICT adoption in a region's business base will result in increased innovation. It is also clear that investing in these types of technology can significantly reduce the need for business travel and commuting, which will be vital for any region with ambitions of a low carbon economy.
- 4.3 However, despite strong 'standard' broadband rollout, the UK currently lags behind the leading countries and regions of the world in the provision of 'next-generation' ICT infrastructure – the development of very-high bandwidth fibre-optic infrastructure to homes and business premises discussed in the recent Digital Britain report. The Government's current preference is that private sector should deliver the majority of next-generation networks, but acknowledges that this will take time and that the rollout will be uneven - the resulting 'patch-work' is unlikely to optimise consumer choice, competition, competitive pricing, innovation and resilience.

What is the Big Idea?

- 4.4 In this context, Digital Britain confirms a role for public intervention to help support and facilitate the private sector deliver next-generation access to ensure services reach out to all areas, including rural areas and deprived communities. Without this next-generation infrastructure, the UK will soon fall behind its competitor nations and regions that already have such services and are beginning to develop the next-generation of ICT services that can exploit this much improved infrastructure.
- 4.5 Therefore, areas that take an early lead in developing such infrastructure will offer clear locational advantages for businesses and investors, particularly in innovative sectors, and create opportunities to be at the cutting edge of the development and piloting of new products and services, for both public and private sectors. These advantages may prove relatively short-lived in the context of traditional product lifecycles, but may entrench crucial early adopter benefits for an innovative region in the context of the fast-moving ICT environment. . This has certainly been the case for some early adopters (the Nordics and Korea for example).
- 4.6 Any investment in infrastructure cannot be done in isolation however – it would be like building a motorway before the invention of the car or without teaching people to drive. It has to be intrinsically linked to the wider innovation support described in the option above, encouraging and promoting the usage of ICTs amongst businesses and residents, providing training in the skills required, and supporting the development of new products and services. The public sector can take a lead across all these fields – by aggregating and coordinating its infrastructure and service expenditure to underwrite

the investment required, through its business support processes, and by working with regional businesses to develop and pilot new ways of delivering services (such as remote health provision, fully interactive distance learning, and so on).

Why is it an Atlantic Gateway Opportunity?

- 4.7 ICT infrastructure has long been recognised as a priority at both regional and city–region level. Manchester is already the most connected location outside of Greater London, and the pilot project by Manchester Digital is explicitly mentioned in the Digital Britain report.
- 4.8 However, this strong picture is not consistent across the whole of the Atlantic Gateway. The city–regions’ hinterlands have lower population and business densities which make the business case for investment weaker. In particular, this limits the interconnectivity of the city–regions with those key knowledge and economic assets located outside the city cores (paralleling the lack of connectivity in innovation support also highlighted in the option above). Even within the core urban areas, high levels of deprivation make many neighbourhoods unattractive for private investment.
- 4.9 Coordinating action at the Atlantic Gateway level, therefore, offers the opportunity to create greater economies of scale (in terms of aggregate public purchasing power and the ability to cross-subsidise the weaker areas), the opportunity to interconnect a critical mass of knowledge and economic assets, and underpinning the overall innovation system (above) and key sectors dispersed across the sub-region, such as creative & digital industries, advanced manufacturing, etc. Acting at this level increases the weight of the case and the opportunity to make a real step change in provision, helping to support investment, both private and public, including the proposed subsidies within Digital Britain report.
- 4.10 The view has also been put forward that the Gateway level also offers a sufficient critical mass of customers to make it feasible for the main service providers to explore offering services. The area is of sufficient scale to offer a feasible NGA pilot area and test bed, much as the four cities of South Yorkshire do for the Digital Cities deployment.
- 4.11 Moreover, one of the major barriers to deployment of NGA is expected to be the capacity (and cost) of backhaul. The Atlantic Gateway is in a truly unique position in this regard in that Manchester is the UK’s 2nd peering point, after London Docklands, offering unparalleled international connectivity. This fact alone suggests that the Atlantic Gateway should be one of the first areas in the regions to deploy NGA. It can’t be right that Sheffield, Rotherham, Doncaster, Barnsley, Dundee, Bournemouth, Durham, and closer to home, the North Wales coastal area (through fibre speed) and others take the lead
- 4.12 In conclusion, the Atlantic Gateway geography offers a real advantage regarding early deployment of NGA.

What are the options?

- 4.13 The options are:
 - Option 1: Set a standard based on next-generation infrastructure to provide the levels of connectivity seen in countries such as South Korea (very high bandwidth) focus the proposition on the major centres of Liverpool, Manchester and Warrington, with a long term plan for roll out; to be taken forward by a working group with officers currently involved in leading development in the City Regions, secure private sector and Whitehall involvement, allocate substantial development budget.

- Option 2: Aggregate existing public sector demand to improve and better leverage the purchasing opportunities this offers, through to full-scale rollout of fibre-to-the premises. Convene a short term group to establish if this is feasible at the Atlantic Gateway level or best pursued at the City Region and sub regional level. Alternatively, a first phase pilot initiative may be developed with subsequent roll out across the Atlantic Gateway.
 - Option 3: Implement and accelerate current City Region and local authoritative plans, and incorporate the provision of infrastructure ducting in to all new residential, commercial and industrial development.
- 4.14 Within this spectrum includes a number of actions that could be developed at the Atlantic Gateway area, including:
- Projects to exploit the digital infrastructure created, including the development and piloting of new products and services – this again can be facilitated through public procurement
 - Virtual networking to support and interconnect clusters – for example linkages between creative & digital industries and science industries across the sub-region
 - The provision of infrastructure ducting in advance of development to facilitate strategic sites across the sub-region and their promotion
- 4.15 Whatever the option, the Atlantic Gateway needs to deploy technology that will compete with the best globally. It is not just about deploying dark fibre to premises, however, this is essential because nothing else can happen without this, but it is not enough on its own. FttP deployment needs to be accompanied by other policy measures:
- Demand-stimulation,
 - Services and content innovation,
 - Supporting infrastructure...such as regional content storage and distribution (data centres and other distributed modes),
 - ICT super hubs, and
 - the other main themes in a typical regional high impact ICT strategy, business support, IT supply chain development and ICT user and professional skills.

5 External Connections

What is the issue?

- 5.1 The world is a globally connected environment, not just via the use of IT and merging cultures but in respect of the way it manages goods and travel. While the use and continual improvement in effectiveness of IT, increasing scarcity (and therefore cost) of natural resources and other environmental concerns mean that there is pressure to 'reduce major movements' external connections to and from key markets and resource centres will be continually needed at national, European and global levels in order to be seen as a place in which to do business. To not be connected into such markets would mean missing out on the opportunities they present.
- 5.2 This is particularly important in relation to:
- The Atlantic Gateway has a substantial 'offer' to make to the external market – not just in terms of freight but also in terms of factors such as tourism and commerce. The connectivity between the area's air, sea and rail assets make them of international significance.
 - The potential of the Airports to act at European level in particular, and in the case of Manchester Airport globally.
 - The need to be connected to the European Freight Market and make Liverpool a first landing point for Global markets into the UK and Europe – something that needs to be addressed in respect of substantial competition.
 - The need to ensure that the passenger and freight rail offers are seen as fundamental parts of the national and therefore feeders into the European offers.
 - The scale of competition and the need to ensure the area acts as one to lobby for funding – raising itself higher up in both National and European priorities.

What is the big idea?

- 5.3 The big idea is to build upon current key assets and opportunities by making the Atlantic Gateway an attractive, multi-dimensional hub in respect of Air, Rail and Sea access – something that many regions cannot offer. The infrastructure required to do this could create substantial employment opportunities and correlate with emerging 'indigenous' industries under the 'research and creative' banners. Being at the forefront of future global markets, in the same way that the area was at the forefront of the industrial revolution and manufacturing will help keep it economically buoyant. This however relies on being connected physically.
- 5.4 The idea is;
- To attract early implementation of improvements to national rail for both passenger and freight – in particular high speed lines to the continental networks
 - To ensure that the significant offer that the Super Port, Mersey Ship Canal and combined port and airport offer can provide in relation to the changing face of freight is maximised.
 - To make sure that potential for other offers, such as the leisure markets, are complemented by ease of access and that in order to retain the best talent access from here to other markets is continually improved.

The primary reason for this is:

- To ensure that the area has exemplar connections for business in both a national and international context, since commerce is no longer regional or national, it is global.

Why is this an Atlantic Gateway Opportunity?

5.5 The region has substantial existing assets upon which to develop, in particular;

- The Port of Liverpool and Liverpool/Manchester Airport in relation to freight. There are few locations that could provide these assets in relatively close proximity and in potentially complementary manner.
- The size of its own market – something emphasised by the amount internal freight movement, but something that adds value to the issue of providing ‘backflow’ of goods and passengers to make routes more economically viable.
- The existing attraction in relation to its attractiveness as a distribution hub. The area already operates to act as a manufacturing and distribution centre for certain core goods and has key connections already operating.
- Its geographical location at the western boundary of the continent (hence the ‘Atlantic Gateway’ name). The Port of Liverpool and subsequently the Manchester Ship Canal grew in relation to the North American facing market. A good seaport relies on both good facilities at its location but also in relation to onward connections.
- The existence of core infrastructure upon which to expand and better (for example in relation to areas such as the Manchester hub). The presence of Trans European Routes through the area represents a major asset to be used more fully.
- Current government interest and European Realisation of high speed rail networks and the ability to supply substantial inputs / justification for such in the UK.

What are the Options?

5.6 There are several key priorities:

- Strengthen the Airport offers – the Atlantic Gateway has two major Airports which provides a level of competition which is to the advantage of business and leisure travellers. The major priorities are strengthening the freight services, and John Lennon Airport’s links to the Super Port offer new opportunities; increasing the international scheduled services (United States, Far East, Asia), with Manchester Airport a viable alternative to Heathrow and Gatwick removing the need for time consuming journeys to the South; and the development of associated business parks and other secondary opportunities linked to international airports as business locations
- Port Access and Improvements – the Port of Liverpool’s aims for Post-Panamax terminal allows it to continue to operate at the top end of the global scale, however the container traffic that feeds into and out of this has to be taken through the wider system in complementary manner. Improvements to the cross-regional rail freight network, intermodal freight exchange networks and immediate road access to the port should be a priority in this respect.
- High Speed Passenger Rail – to agree the Atlantic Gateway offer(s) to the national market, in particular London. This ‘HS’ offer has to align with the internal aim of a highly connected single integrated network for the region. Additionally, securing such a route and one across the Pennines towards Leeds and the North East/Hull

could enable better use of existing lines for freight movements – allowing better pathing of trains and therefore more attractive timeslot availabilities and point to point journey times.

6 Sustainable Transport

What is the issue?

- 6.1 The key issue is that there is substantial demand for movement across the Atlantic Gateway area, both passenger and freight, but also within the major urban areas and between them. Only within the central urban areas is non-car transport a really attractive option in terms of access to employment in particular. Outside core hours availability and accessibility is poor without a car. The concept of 'places' is key to embrace, with people living, working and learning within a relatively local area building stronger communities and being sustainable in transport terms, however in order to be successful an area needs to be connected, both physically and mentally to the outside world. The Atlantic Gateway has to achieve this 'balance in tensions' between internal and external movement requirements. This section primarily explores the former of these, with the next section exploring external movement matters.
- 6.2 Many journeys are made across the region by car, wasting resource and increasing pressure at key points on the motorway network. It is unlikely that further substantial road building will be politically or environmentally acceptable on a large scale in the future and therefore making better use of this key asset will be critical, especially if we are to accommodate new development and growth. The Atlantic Gateway is not isolated in this respect since what happens outside the area in terms of growth affects core corridors through the area.
- 6.3 A major barrier to movement for many is the real or perceived cost of public transport versus use of the car. This leads to situations where people spend substantial proportions of their salary on maintaining and operating a car when if public transport were able to be operated more appropriately such a need would be reduced. Public transport in particular has changed by becoming more commercially operated and therefore there is a need to help shape the offer to one which is both suitable for communities it serves, but also commercially viable into the future.
- 6.4 While reducing the propensity for movement, for example through increased use of IT, using local suppliers and changing lifestyles can make a big difference there will still be demand for travel, particularly in an economic upturn. Making better use of key resources that the region has to reduce dependency on external supplies – for example reducing dependency on petrol and fossil fuels will help make the region more self-sustainable. The key Central Government programme 'DaSTS' (Delivering a Sustainable Transport System) is critical to link into to ensure access to future funding streams. The Atlantic Gateway has many assets to enable this to be successfully achieved, not least the ability to interlink modes through tools such as strategic park and ride, busways and 'intermediate' modes between bus and rail. Reducing carbon footprints of travel will be critical – the Atlantic Gateway has many of the core assets to help achieve this – what is needed is upgrading and improved linkages.
- 6.5 A particular issue for many is the ability to make journeys from outside the city centres to another place in the Atlantic Gateway quicker and more cost effectively by public transport than by car. The motorway network will not continue to cope with combinations of long and shorter distance movement (a feature of this area), while the rail offer in particular still relates to that of 'industrial revolution' land use patterns not ones of the present or future. Very few major developments from the past 40 years (either housing or employment) have excellent public transport accessibility or new infrastructure, very few have really considered in depth the direct link between type of property provided with transport impacts.

What is the big idea?

6.6 There are two key elements of the sustainable transport theme:

- Firstly to strengthen the urban transport offers, primarily within the two major cities (including areas their sphere of influence has expanded to such as Chester and Ellesmere Port), but also within each of the key towns of the area, creating networks that allow day-to-day lives to be lived without the need for a car (or in families) the need for a second or third car. The urban networks in the two major cities are substantial but need further strengthening – for example in relation to orbital travel or network gaps. Significantly improving the networks for daily journeys means that longer distance journeys are less likely to be needed to be made by car. Modes such as tram, stronger bus routes and cross-urban area rail routes need to be strengthened. Innovation in modes will need to be combined with ‘localised behavioural change’ and ‘very low carbon modes’ namely walking and cycling initiatives’ to ensure total journey reliability, safety and convenience.
- Secondly, to strengthen the core inter-urban offers of the region, including linking to key assets and major trip generators/attractors such as the two airports. Clearly announcements over rail electrification between Liverpool and Manchester via Newton Le Willows are a good example of improvement, however the nature of the region whereby the motorway network has encouraged substantial numbers of cross-regional trips but not always in large point to point volumes, means that a stronger network is needed – with core lines of travel and stronger hubs at key locations. The network of the region needs to reflect the ‘tube style’ networks of the major global conurbations – not just in infrastructure but also in relation to matters such as frequency and importantly ticketing. In summary intermodal connectivity across the region and to local networks will be key, as will be helping users understand the impact of their movement choices.

Why is this an Atlantic Gateway Opportunity?

6.7 This is an Atlantic Gateway opportunity since what happens in one urban area within the region clearly influences and interacts with the other urban areas. There are currently two key PTE’s that have made significant inroads into modern public transport offers, however there are few PTE’s in such close proximity and where numbers of people in between have potential to gain from a linked approach. The region often operates across boundary and many users have potential to gain beyond their immediate ‘political’ boundaries.

6.8 Atlantic Gateway offers the opportunity to undertake more strategic assessment of proposed developments and to explore their regional transport implications. Freight journeys to airports is one example of this, causing major issues for transport networks in Manchester and Liverpool. Atlantic Gateway may offer the opportunity to look at integrated solutions to these issues.

6.9 Improved journey speeds and linkages between core points in the urban areas (not just the city centres) will encourage outside movement into the cities to do so in a sustainable manner. A good example is in relation to the airports, where stronger links from Merseyside to Manchester Airport and vice versa help support the use of non-car modes both for inward visitors and outward trips. There are signs (for example increasing use of coach based transport from the City’s Airports to the other City Centre that there is increasing demand for better public transport as the region grows.

6.10 A critical asset of the region is the ability to provide backflow on public transport to make it more commercially viable. Few other areas can do this – since the region is relatively small geographically. For example the West Midlands has one primary centre, therefore a ‘tidal’ flow into Birmingham City Centre will always dominate, whereas in the

Atlantic Gateway getting the offer right in land use terms can also aid effective public transport (and vice versa) being supplied commercially.

- 6.11 Additionally public transport does not have to mean exclusion of the car – indeed for many journeys strategic placing of park and ride (rail or bus based) could be part of the integrated offer.

What are the Options?

- 6.12 Given the scale of the transport challenges and the limited resources available the options are:

- Option 1: Strengthen transport within conurbations and major urban centres only – focus investment in tackling current and future levels of congestion future levels of congestion on the major employment centres of Manchester (regional centre), Liverpool and Warrington. Priority for tram systems, local rail, park and ride and priority bus routes.
- Option 2: Strengthen inter urban only – substantially reduce the journey times between Manchester, Liverpool and Warrington to a level which transforms perceptions of distance and generates much greater level of business connectivity and leisure journeys. Such an approach will need to be phased carefully to attract funding.
- Option 3: Accelerate and gain more from Local Transport Plans: make the case for the provision of additional resources to accelerate plans agreed in Local Transport Plans, but go further since now is the time to be influencing longer term programmes of key organisations such as the DfT, Highways Agency and 4NW, in particular in relation to the key DaSTS goals.

7 Energy Generation and a Low Carbon Economy

What is the issue?

- 7.1 Manchester and Liverpool were two cornerstones of the industrial revolution, which drove the economic growth of the region. This growth was largely based upon the burning of fossil fuels, and today the area still faces major challenges if it is to meet its obligations to reduce CO₂ emissions to sustainable levels. The UK has committed to an 80% reduction in CO₂ emissions on 1990 levels by 2050
- 7.2 Now that we are fully aware of the climate change issue, both locally and globally, it seems only fitting that the north west should be at the forefront of a 'green revolution', meaning a full circle has been drawn through knowledge and experience. It is clear a new approach is required if economic development and approaches to tackle climate change are to co-exist. The aspiration should be to not just meet our (CO₂) obligations, but to become a world leader and precedent setter in green technologies.
- 7.3 Given the highly urbanised environment of the Atlantic Gateway, and the scale of the challenge to deliver a zero carbon region, it will be vital to explore the potential for off-site renewables. It will not be practical for all businesses and households to generate electricity on-site, and so these opportunities for generating power off-site through the national grid should be explored.
- 7.4 The area has significant advantages and growth opportunities in a range of niche sectors within the ETS sector including building technologies, contaminated land, water treatment, and recycling and recovery. Understanding these opportunities, and helping to link these companies with wider opportunities such as housing growth points, there is clearly the opportunity to develop a distinctive profile for the ETS sector, and a move toward a zero carbon economy.
- 7.5 This will have many benefits in terms of quality of life, attractiveness for inward investment, branding, education etc as well as contributing to global sustainability and creating local economic opportunity.

What is the big idea?

- 7.6 So what is a Green Revolution? It is of course more than the odd windmill or recycling bin. It is a complete step change to how society functions. It manifests itself not only in the management of sustainable resources and the shaping of our built and natural environments but also in a complete step change in behaviour. For this to happen it has to be led from the top down by our leaders and governance structures fed into all walks of life, including existing communities and certainly including future communities where it would be nurtured from the grass roots.
- 7.7 Within the Atlantic Gateway, there are clear examples of both physical and behavioural change related projects and policies being delivered in the pipeline, such as the Mersey Tidal Barrage, various wind farm and waste processing projects and emerging policy framework. The big idea has to be a sub-regional Green Revolution. Whilst the Green Revolution is in itself a big idea it can only be delivered through the cumulative impact of many different projects, both physical and behavioural related at a small and often very localised scale. The transformations that would feature most prominently in 'Green Revolution' strategy for the Atlantic Gateway include:
 - Transformation of the Gateway's high energy consuming, polluting industrial practices into exemplar 'heavy' green infrastructure. This process is already under way and has a large potential growth for the region.

- Commitment to the growth of Environmental Technologies and Services sector to support the development of large infrastructure projects but also the growth of green collar jobs in the markets for renewable energy, energy management, waste management, recycling and environmental consultancy. Improved waste processing and recycling appears to be a big potential growth sector that will fit well within the Atlantic Gateway.

Why is it an Atlantic Gateway Opportunity?

- 7.8 A new approach is required if economic development and approaches to tackle climate change are to co-exist. It is clear that changes to the current model are needed if this is to be achieved. Existing research shows increasing pressure on natural resources and built infrastructure. The project will ultimately provide a means by which existing technologies and activities can be utilised and better co-ordinated to achieve these goals.
- 7.9 Both nuclear and renewable energy sources have emerged as part of the solution to deal with the challenge of low carbon energy, and securing supply. Energy Coast already embodies the North West region's leading role in the development of the country's nuclear power industry. Similarly the study area can position the region at the cutting edge of the renewables sector through investments including the Mersey barrage. The Gateway offers the potential to generate power from a wide range of tidal, wind, waste, biomass and other renewable sources. Many of these solutions lie outside the urban core areas of Manchester and Liverpool, and as such it may be appropriate to make connections across the Gateway area.
- 7.10 Taking the lead on climate change and renewable energy generation, and creating a low / zero carbon region can put Atlantic Gateway ahead of the UK, and reposition itself on an international scale. Branding the Atlantic Gateway as the first zero carbon region could reposition the northwest strongly in terms of investment and external perceptions.
- 7.11 The road, rail and shipping links across the corridor are vital for the opportunity of sustainable transport of bulk goods such as bio-mass or waste, while the connectiveness of the corridor is also ideal for nurturing clusters of environmental technologies and services.
- 7.12 Other existing infrastructure links along the Mersey Valley such as electricity, gas, water and sewage also facilitate a corridor approach to the green revolution in infrastructure hardware to serve both city regions and hinterland between.
- 7.13 Finally, it is not just an opportunity but an obligation, particularly when considering the heritage of the area and its associations with growth, new ideas and innovation.

What are the options?

- 7.14 There are three main options as follows:
- **Green Industrial Revolution:** This scenario builds upon the success of the corridor in the field of energy generation, waste processing, the use of none productive lands for bi-mass production, petro-chemical industries, glass manufacture etc and looks to bring about transformation of these industries to zero carbon / low environmental impact practices. This transformation is likely to focus on the Mersey / Manchester Ship Canal corridor between Liverpool and Warrington, where already this transformation is beginning to take place
 - **Innovation Axis Green Technologies:** This scenario envisages the growth of the environmental technologies and services sector – largely through research / innovation partnerships and SME's. This model would require support and

investment into research partnerships between the academic centres of excellence and business.

- **A Bottom-up Transformation:** A network of new 'urban eco communities'. This aspiration could be rolled out in the new communities created in order to meet housing need, as well as working with the established existing communities to achieve similar outcomes. Achieving transformation of existing communities is vital if the north-west is to deliver on its carbon targets, as most people will be living and working in buildings that are built today. We therefore need to drive transformation of the way these facilities are managed and operated now to effect change.

8 Adapting the Landscape

What is the issue?

- 8.1 NWDA has commissioned the 'Adapting the Landscape' study to inform the 'green infrastructure' component of the Atlantic Gateway study. The study has identified the range and quality of assets across the area, as well as many of the proposed developments. Adapting the Landscape provides a perspective of the role and value of green infrastructure across the Mersey Basin.
- 8.2 Atlantic Gateway is a highly urbanised part of the UK, but with significant green infrastructure remaining. Much of the non-urban land within the study area is protected by green belt designations around Liverpool and Manchester, with the exception of the central belt around Warrington.
- 8.3 The corridor contains a range of former industrial sites, coalfields, and chemical plants – many of which are in the process of being restored to open space and are becoming a recreational resource in their own right. Initiatives such as Greenheart Regional Park and the Weaver Valley Initiative are beginning to capitalise upon these 'reclaimed' resources and recognise the strategic significance of these reclaimed landscapes in terms of their scale and quality.
- 8.4 Much of the landscape is underutilised and uninteresting. There are large swathes of urban fringe land that could be exploited. At the same time there are clear drivers to become more self-sufficient and have greater security of supply in terms of energy generation, and food production. Using this land for local 'green' production is an obvious win.
- 8.5 There is a growing sense of localism and desires for people to live in places that are more integrated with open space and their surroundings. The development of a more productive landscape is consistent with these trends and impressions of a quality living environment.
- 8.6 With much of the area's growth planned to take place within the core of the two city regions, there is a disconnection between some of these emerging strategic open space resources and the area's expanding population. Within this context, the role for programme of 'greening' the urban core may be worthy of consideration. Such an approach could help to create the environment and setting for future phases of development, whilst also acting as a valuable resource in its own right.

What is the Big Idea?

- 8.7 The Adapting the Landscape study identifies and organises the benefits and opportunities for green infrastructure in a compelling conceptual framework. Many benefits of green infrastructure are recognised. In addition to the obvious health and well-being effects green infrastructure has a role to play:
 - In mitigating and adapting to climate change;
 - Placing the region at the forefront of environmental technology innovation;
 - Continuing the regeneration of Liverpool and Manchester;
 - Providing significant new direct enterprise and employment value for the region;
 - Repositioning the region in terms of inward investment;
 - Bringing social benefits, which could enhance quality of life in communities through new recreational opportunities; and

- Developing travel networks to encourage sustainable transport modes.
- 8.8 The idea is a unique adaptation of the landscape, using green infrastructure to transform under utilised land and create a new gateway to the North West. Harnessing the potential of the region's landscape and, green infrastructure specifically, to close the productivity gap between the region and the UK average, and become a leading international region.
- 8.9 The natural environment underpins our community well-being and quality of life, and ultimately our economic potential. The value of the environment is placed alongside economic considerations. We understand the full life costs of goods and services, and understand economic issues in relation to environmental values. The vision for the project is driven by the landscape rather than from a purely economic standpoint.

Why is this an Atlantic Gateway opportunity?

- 8.10 There may be benefits to the Urban Core areas of Atlantic Gateway in attracting resources for a strategic greening programme as a mechanism to support future growth and development, though delivery is likely to be best achieved at the local level.
- 8.11 The Adapting the Landscape concept is a useful organising principle for the necessary co-ordination of infrastructure development and planning activity. In particular, there are clear benefits in maximising the potential for renewable energy generation, flood alleviation planning, landscape management and sustainable travel networks.
- 8.12 The study area has the potential to start producing more of it's own food both through small and large scale interventions ranging from allotments and local food schemes to increasing production on larger tracts of high quality agricultural land. This will not only help reduce the climate change impacts of food consumption and waste production but can help to boost and secure local employment and retain greater amounts of spend within the economy.
- 8.13 One of the clear messages from the research is an increasing interest and emphasis on local action and localism. The research to date shows there is already significant activity at the neighbourhood and community level and much of the emphasis for Adapting the Landscape is to provide the framework to co-ordinate this activity. It also places people at the heart of the work by ensuring investment is primarily about producing benefits to people and society.
- 8.14 The area benefits from the key assets of the Mersey River, the Ship Canal, Bridgewater, and Sankey Canals. Harnessing their potential as a core component of the region's green infrastructure can deliver significant benefits for our communities and economy.
- 8.15 In recent years, the area has seen a series of large-scale artworks set in the landscape, from the Dream to Anthony Gormley's figures at Crosby. This area could become a field for experimentation for the arts and cultural scenes of Manchester and Liverpool.

What are the options?

- 8.16 Building upon the 'big idea' outlined above, it would appear that the following options may be appropriate for consideration:
- **The Mersey Bioregion** – better utilising the landscape between Manchester and Liverpool to establish increased self-sufficiency, in terms of both energy and food supply. More specifically, this could take a long term view of protecting the green infrastructure until the urban core cannot absorb further development. It could de-

designates development sites outside the urban cores for 'green use' for the short-medium term e.g. food production, new water bodies, or biomass crops.;

- **Mersey Innovation Axis** - a green connection between Manchester and Liverpool bounded by the M62 and M56. Using the economic value of the region to facilitate zero carbon development, attracting environmental technologies businesses. The scenario delivers benefits to both city regions by delivering enhanced environments for business, research and development activity, and importantly more efficient housing stock for families. There is continued economic and housing growth, but it is high quality, and zero carbon. It makes more of existing investments;
- **Mersey Playgrounds** – this would utilise the cultural connections and tensions between Manchester and Liverpool, the industrial heritage of the region, the rivers and canals, and forest park developments to transform the placeless, underutilised area into a vibrant gateway to the North West. It also greens the grey – invests in quality improvements in our urban cores; and
- **Do nothing** – Adhere to planning policy, allowing for growth around Warrington and focusing on strategic sites. Under this option the green infrastructure is focused on the main waterways and regional parks.

9 Manchester / Liverpool Marketing Offer

What is the Issue?

- 9.1 With the exception of the capital city, Manchester and Liverpool are arguably the two UK cities with the strongest global impact, with their sporting and cultural heritage placing them a distance ahead of many comparator locations. Atlantic Gateway offers the potential to bring together the complementary offer of the two cities, to emphasise the close physical connections between these two cities, the strength of their combined economic base, their combined pool of skills and resources.
- 9.2 As international competitiveness intensifies to attract the most knowledgeable and creative workforce and the employment opportunities they seek, regions around the world are attempting to distinguish themselves on the strength of their economic assets, cultural and geographic assets – from quality of life to transport infrastructure. The use of a brand or identity with global reach has for many regions provided a new basis for re-imagining an area not previously seen as “a place” but rather as a series of individual locations. Encapsulating and communicating what the new place is and what it is about – its “big idea” – can lead it to being thought about in a new way; Copenhagen and Malmö as the Øresund Science Region for example.
- 9.3 In the Atlantic Gateway, place-specific institutional structures for branding and marketing its many cities and towns are well-established. From the local up to the regional level, substantial investments have been made by a number of organisations to market the North West and its constituent areas as attractive places to invest, live and visit. Even at the national level, UK Trade and Investment “takes it [the UK] to the world” and assists international firms interested in locating in the UK. As the Regional Development Agency for the North West, the NWDA promotes the area and aims to stimulate economic growth, as it does for the entire region. Both MIDAS and The Mersey Partnership, the City Region’s inward investment agencies, have very successful and known names in promoting their respective cities. In addition, there are the numerous tourism agencies and brands associated with the UK, the North West and the Gateway’s partners.
- 9.4 With all this activity, and the extensive nature of the marketing and branding already taking place and the investments made in creating and sustaining the related infrastructure, how can a new idea – the Atlantic Gateway – be branded and promoted? To show value added to the existing marketing infrastructure, a big branding idea will be essential.
- 9.5 One question which may be discussed is whether the benefit to the two City Regions and the North West as a whole is best served through the current approach, or whether better value could be delivered through a more coordinated approach.
- 9.6 Depending upon a decision regarding the final geographic definition of Atlantic Gateway, it may be appropriate to consider the inclusion of Chester, with its strong heritage, tourism and cultural offer, as a further dimension of the Atlantic Gateway brand.

What is the Big Idea?

- 9.7 The Atlantic Gateway is to be a nationally and internationally significant growth zone which will drive enhanced economic activity and growth in the North of England and help to narrow the economic gap between the North West region and the rest of the UK. The big idea (the objectives, assets and geography of the overall Gateway concept) that defines the Gateway and gives it a unique identity, placing it on the global map of attractive places to live, work and invest, has yet to be developed; however, the

final compelling idea will need to be communicated to investors, potential new residents and visitors, accompanied by an implementing marketing strategy.

- 9.8 The strategy will need to identify the geographies most appropriate for communicating the big idea and the opportunities which will most benefit from a Gateway-wide initiative and those best dealt with by existing city and town-based marketing capabilities. It must fill an unmet need rather than add another layer of organisation to what is already a strong branding and marketing engine.

Why is it an Atlantic Gateway Opportunity?

- 9.9 The concept of the Atlantic Gateway itself presents an opportunity to explore how the area within its boundary functions and what the interrelationships within that boundary are – and to think about the two City Regions and their neighbours in a new way. Thinking about this level of geography – the sub-region – presents the opportunity to question how the Gateway could best fulfil certain functions. The concept of a gateway does present opportunities for including branding and marketing as an activity appropriate for Gateway-level action:

- **Shared infrastructure** – road and rail connections, two airports
- **Potential to reach new markets** – the opportunity to explore new markets and attract investors for whom the wider area may be of interest
- **Expanding the tourism offer** – the potential to market the entire Gateway as a package with a critical mass of tourism attractions
- **Attracting top talent** – who may look at the wider area's offer in making a (re)location decision and not focus just one on city or town

What are the Options?

- 9.10 The ideal option for branding and marketing, and whether different approaches for inward investment and tourism are needed, are ultimately dependent on what the big idea is for the structure of the Gateway concept as a whole. Some early options for how promotional activities and resources could be structured are:

- **“The Gateway”** – A common Atlantic Gateway platform would be the basis for branding and marketing. This approach is about organising the area to implement initiatives/ strategies at a Gateway-scale while providing the space for each city and town to focus on its own assets and what it wants to promote. In this way, individual city and town-based promotion would take place as a subset of the wider Gateway-wide initiative. It could provide a structure for inward investment, knowledge attraction and tourism marketing, though this approach would need to be detailed further once the big idea for the Gateway is agreed to understand how it can best be structured given the particular scale and geography of the big idea. However, with the Atlantic Gateway as the overarching concept, joint marketing or targeting marketing (in particular geographies or of certain markets) by partner cities and town under the Atlantic Gateway “banner” could be undertaken.
- **“Two Big Cities”** – Building on the success of the Atlantic Gateway's two City Regions, this approach assists Manchester and Liverpool to continue their branding and marketing efforts by promoting the area as one with two cities full of opportunities and assets. Essentially, the Gateway would be defined by its two core cities with strong marketing for each. The two could undertake joint initiatives when appropriate, for example when exploring new markets or for sharing expenses and efforts for major offshore promotional events where a joint message could be strong.

- **“Each city and town for itself”** – Each place continues to market itself independently with any Gateway-wide resources going towards reinforcing individual promotional efforts. There would be no Atlantic Gateway brand promoted through this approach.

10 Addressing Deprivation

What is the Issue?

- 10.1 Atlantic Gateway is subject to particularly high levels of deprivation. Around half of the population of both Manchester and Liverpool live in areas that are within the worst 10% nationally according to the IMD 2007. The study area also has a disproportionately large share of national deprivation; of the total number of people in the country that live in the 2% most deprived areas, 40% live in Atlantic Gateway.
- 10.2 Worklessness levels are around twice the national average in Liverpool and 30% above in Manchester. The rate across Atlantic Gateway is 3.5 percentage points above the national average. The cost to the Exchequer in benefit terms alone is extremely high and there will also be substantial costs for increased service provision to mitigate associated deprivation. There will also be a longer term impact on many children and young people. Nationally, over a quarter of young people NEET are from households where no one works. For 16 to 24 year olds the figure is 38%.
- 10.3 Although the number of people out of work is increasing as a result of the recession, high levels of worklessness pre-date the current situation. Incapacity Benefit (IB) numbers typically exceed Job Seekers Allowance (JSA) numbers. Although IB numbers have fallen in recent years, and continuing to do so, they still account for 151,450 individuals across Atlantic Gateway which equates to 58% of all those classed as 'workless'. Of these, 89% have been on IB for over a year which is just over half of the total workless population. Although worklessness is a long term and entrenched problem, it will be exacerbated by the recession and the size of the challenge will increase considerably. The last recession saw an increase in the claimant rate from which it took seven years to recover. On that basis, it would take until at least 2016 for the lag effect to work through.
- 10.4 The Freud Review (2007) observes that efforts to address economic inactivity have generally been successful throughout the country and there is also evidence that programme to improve opportunities for children (through Sure Start and school interventions) are beginning to have a real impact. There are also local examples of success including Manchester's programme to reduce the number of young people NEET. However, despite some success in achieving policy objectives, the scale of the problem remains large and will be significantly compounded by the recession. An important consideration going forward will be the balance between addressing long term worklessness and recession related unemployment.
- 10.5 The issue of worklessness is draws upon issues of low skill levels and limited travel horizons of individuals. In terms of delivering effective solutions, therefore, locally based strategies are being employed which seek to put in place processes with key players (LSC, JobCentre Plus etc) to deliver more efficient services and improved outcomes. It is anticipated that delivery will remain at this local level, however, there may be benefits in sharing best practice across the Gateway, and also in making the case for strategic investments of funding support.

What is the Big Idea?

- 10.6 For regeneration, the focus of the work is on reducing worklessness and increasing economic activity. The rationale follows the MIER findings that the appropriate emphasis should be on the individual rather than neighbourhoods. Although policy at the Atlantic Gateway level would represent spatial policy it would not be concerned with neighbourhood conditions as such.

- 10.7 The Big Idea is to achieve recognition of Atlantic Gateway as a national priority for reduction of deprivation and worklessness and to pilot radical new welfare reform within it.

Why is this an Atlantic Gateway Opportunity?

- 10.8 The opportunity here is not about developing a new local approach to tackle deprivation, but one about maximising the priority for investment in tackling worklessness across the area. This strategic case making would centre upon the connection between need and opportunity across the Gateway, and may well have real merit in making the case for increased levels of investment during times of declining public funds.
- 10.9 There are a series of strategies and plans in place to address worklessness and deprivation which will continue to be implemented in any event. There are clear social and financial arguments for addressing the problem but it has been necessary to consider what value could be added by taking action as part of the Atlantic Gateway Plan.
- 10.10 Framing the problem at the Atlantic Gateway geography has shown a clear spatial concentration of the most severe deprivation in the country. Coupled with the area's potential for economic growth, there is a strong argument for promoting it as a national priority.
- 10.11 The concentration and scale of the problem presents an opportunity for targeting additional resources thereby achieving economies of scale in programme delivery and supporting other regeneration efforts. This is a common justification for spatially based policies. Another is that they provide the opportunity to test new policies and Atlantic Gateway could be used as a pilot for new approaches to increasing economic activity.
- 10.12 There is a strong argument for addressing worklessness / deprivation to support other elements of the Plan. The sizeable workless population represents a potential labour force which could further support economic growth in the Gateway if it were effectively mobilised. The Plan will also involve measures to improve and promote the quality of life within Atlantic Gateway. Deprivation on the scale that exists will undermine these efforts.
- 10.13 There is not a strong case for intervention that addresses the problem of deprivation and worklessness at the Atlantic Gateway scale. It is possible, and probably more effective, to use existing structures and partnerships to exchange information and organise joint delivery work where it is appropriate. Both Manchester and Liverpool are City Employment Strategy pilots with employment strategies that have a city regional focus and Greater Manchester is a Future Jobs Fund pilot.

What are the Options?

- 'Do nothing' - would involve the delivery of existing programmes and implementation of new local and national measures.
- Scale up existing interventions - with emphasis on using evaluation evidence on what has been working well to refine activity across the gateway and roll out good practice. This could involve joint working on a voluntary basis.
- High Impact - use Atlantic Gateway as a pilot area for a radical new approach/s to reducing benefit dependency and increasing economic activity. This could involve major welfare reform and the intention would be to significantly reduce deprivation levels and achieve significant improvement in economic circumstances and opportunities for Atlantic Gateway's disadvantaged residents.

10.14 With regard to regeneration in areas with very high levels of multiple deprivation, the potential options are:

- Encourage Local Authorities to continue to prioritise these neighbourhoods for regeneration activities and discretionary spending, in addition to current plans.
- Use Total Place and other efficiency and effectiveness reviews of public sector investment to identify additional resources within existing budgets to channel into regeneration plans in existing priority neighbourhoods.
- Develop a highly targeted fund, aimed at the worst 2% or 5% IMD, with CLG and HCA to continue actions which address neighbourhood conditions and housing market renewal.

10.15 The extent to which the measures suggested here will affect the spatial development of the Gateway plan is more limited than for other proposals. The main consideration is that a lack of a spatial focus on areas of very high level of multiple deprivation, dealing with housing market failure and neighbourhood conditions, may increase social and economic polarisation.

11 A New Approach to Housing

What is the Issue?

- 11.1 Providing housing of the right scale, range and quality to meet the aspirations of new and existing residents will be critical to allowing Atlantic Gateway to achieve its full economic potential. As a key component of the area's 'quality of life' offer, a strong housing offer can act to support economic growth.
- 11.2 The Gateway benefits from the presence of some successful housing areas, established public sector housing programmes and some strong public private partnerships. Prior to the recent economic downturn, the level of house building reached levels not achieved since the 1960s and there has been some success in addressing issues of population decline in inner urban areas.
- 11.3 There are a number of ambitious schemes and plans for future housing led regeneration across the Gateway. Despite this, the corridor suffers from a range of housing issues which are impacting upon its ability to provide the right amount, type and tenure of housing to support its growth ambitions. These can be summarised as follows:
- Future forecast require unprecedented housing numbers, which have never been reached even in time of sustained economic growth;
 - The current policy focus on brownfield and inner urban areas (including the three HMR areas and core components of the area's Growth Points) would yield clear sustainability and regeneration benefits (including a reduced need to travel as many of these areas are well connected to core infrastructure and services), however it also involves difficult and expensive sites, often in less attractive areas;
 - The Green Belt and planning policy in some successful areas acts as a constraint to the market – there is a mismatch between demand and supply locations;
 - There is a (probably) short term finance problem both for home owners and developers, placing an increasing strain on public sector resources;
 - The apartment market in the cities (which comprises 50% of recent new build completions) has stalled and there is an unresolved challenge to deliver a quality housing product, successful family housing model and the right amount of affordable housing;
 - There are often tensions between authorities within the Gateway on housing matters and a lack of consideration for how development in one area may impact on another;
 - A significant proportion of the more attractive existing stock is located outside of the urban cores, in areas which are often poorly served by public transport.

What is the Big Idea?

- 11.4 In the context of housing, the key challenge faced across Atlantic Gateway relates to a recognition of the scale of challenge faced in meeting current housing targets and the need to consider new approaches which can effectively meet these goals.
- 11.5 The first, and perhaps most ambitious component, involves a change in housing policy within the Gateway. This recognises the challenges of delivering the right quantity and type of homes in the most sustainable and attractive locations to support the City Regions' economic ambitions.

- 11.6 An alternative policy approach, championed by the Gateway, and a re-focusing of priorities and activities may be required to meet the scale of the housing challenge. There are a series of other linked components to this new approach, summarised in the options section.

Why is it an Atlantic Gateway Opportunity?

- 11.7 Housing is already a crowded arena in terms of policy, programmes and actors. The consultation process has received a mixed response with regards to the usefulness of considering housing interventions and policy at this level, although there was a recognition of the challenge in meeting housing plans. There are however some reasons why an Atlantic Gateway approach may be beneficial:
- It is far from certain that current policy within the Gateway will achieve the necessary outcomes and desired levels of private sector investment;
 - There is a pressing need to provide the right numbers, type and location of new housing to support Atlantic Gateway's economic growth plans, and the focus on brownfield land impacts of the ability to deliver on this agenda;
 - There are significant impacts felt across authorities within the Gateway – what happens in one area affects another – and currently housing is an issue with particular tensions and scepticism;
 - Housing is central to many other Atlantic Gateway issues – for example transport, regeneration and sustainability; and
 - There is an opportunity to better link the economy, planning and housing sectors.
- 11.8 While there is a need to decide the extent to which housing features within the final Framework, its importance to both the regeneration and economic growth of the Gateway means that the issue is of prime importance.

What are the Options?

- 11.9 We have summarised the four broad policy options which may be available to partners within the Gateway:
- **Do Nothing Option: Continue Current Policy** – This would involve pursuing the current policy focus under existing structures and programmes. The benefits would include the current focus on brownfield and regeneration areas being maintained, and the potential benefits which can result. This would give a consistent message to national Government and the private sector regarding long term direction and would not involve a major overhaul of existing policy, land use plans or major sites. In addition, current policy ticks many of the boxes required to access related funding.
 - **Further Funding for Regeneration Areas** – This would involve focusing even greater efforts on securing investment and funding for core regeneration areas, such as North and East Manchester, parts of Central Salford and North Liverpool. There could be a potential lobbying role for the Atlantic Gateway body in terms of making the case for additional investment in such locations. The benefits of this approach could include greater funding and investment in Brownfield sites with major constraints, as well as the social benefits which this approach would bring in terms of neighbourhood renewal and meeting the objectives of the sustainable communities agenda.
 - **Greater Focus on Successful Areas** – A third radical option is to re-focus policy to favour those locations which are most attractive to the market. This may include the release of the Green Belt and a re-think about the distribution of regional

housing numbers. This would represent the shift from a supply led plan to a pure market and demand led plan, as suggested in one of the MIER papers as a mechanism to retain talent, boost innovation and improve productivity. The benefits of this approach would be to release the full potential of some of the more successful housing market areas and provide the market with a more attractive portfolio of sites. The option would fundamentally re-write existing policy and would also potentially conflict with national guidance to the Green Belt and brownfield land.

- **Rebalanced Growth and Regeneration** – The final option would involve a dual approach, which would accept some of the limitations of current policy and enable some selective release of sustainable Green Belt sites and encourage greater development in more successful housing areas for particular types of housing. Whilst the focus on brownfield land development and regeneration areas would continue, this may include a policy of ‘greening the urban core’ which, would help offset the loss of green belt also make these areas more attractive for development in the longer term. The approach would have potential benefits for both regeneration and growth areas help meet targets in terms of both numbers and quality.

11.10 There are some time implications, and a further option would be to phase the approach over the longer term to ensure minimal disruption to current housing programmes and policy. It is also important to avoid duplicating work already being undertaken by the Homes and Communities Agency to kickstart the market. The Gateway should focus on the medium and long term, and other options which the Gateway could pursue regardless of the overall policy option agreed. These include:

- Co-coordinating actions, research and the dissemination of information on new methods of private sector engagement, pursuing new investment vehicles, encouraging more institutional investment in the private rented sector to improve quality;
- Co-coordinating actions, research and the dissemination on construction costs, treatment of remediation, materials and methods which reduce the costs of house building and/or provide more suitable, environmentally friendly homes;
- Setting targets and standards for a step change in the quality of both existing and new housing stock in the Gateway, particularly with regard to design and space standards for apartments which all Local Authorities would apply;
- A lobbying role for the Gateway to access further public and private sector funding.

11.11 It is recognised that a radical new policy focus in housing would have significant spatial implications for the gateway, impacting on the priority given to both growth and regeneration areas. There would need to be a clearly defined role and remit for the Gateway in housing terms and any responsibilities are likely to be on a voluntary basis. A more radical option with greater powers in areas such as planning and funding would be disruptive, over a long period, and unlikely to find support amongst the majority of stakeholders.

12 Spatial Implications

Extent of the Corridor

- 12.1 The study area which the team have been considering for the purpose of this study comprises the whole of the Manchester and Liverpool City Regions – albeit that the main focus for projects and interventions are likely to lie within the core of the two city centres and the corridor between.
- 12.2 In considering the Gateway area, we have assumed that Warrington falls within both Liverpool and Manchester City Regions – as it clearly has a relationship with both cities in addition to its importance as an economic destination in its own right.
- 12.3 Following this rationale, and reflecting its economic interdependencies with Ellesmere Port and the Wirral, it may be appropriate for Atlantic Gateway to include Chester within its scope, along with northern parts of both East and West Cheshire.
- 12.4 Views of the Steering Group on the geographic extent of the Gateway would be welcome.

Developing a Spatial Framework

- 12.5 In developing the Atlantic Gateway Spatio Economic Framework, we are adopting a methodology which firstly focuses on establishing the high level economic and spatial framework before considering specific development opportunity sites.
- 12.6 The methodology seeks to establish what Atlantic Gateway should aim to become before considering the contribution which can be made towards this vision by individual development sites. We do not feel it is an appropriate to start with a list of sites, identify potential roles for them and build them up to form a development programme.
- 12.7 By following this approach, we will seek to build upon existing Regional and City Regional Strategies, considering where development can contribute or add value to existing plans and programmes. Through the process, however, we feel it is appropriate to challenge and test current policy and practice, where appropriate examining whether there may be more effective approaches or strategies in order to meet future challenges.
- 12.8 One of the Foundation Reports reviews existing planning policies and development allocations across the corridor. It also maps out the range of ‘candidate’ development sites which will be considered as part of the Atlantic Gateway framework through later stages of the study. This list of sites has been drawn from:
 - RSS Strategic Sites & ERDF strategic sites
 - Sites promoted by private landowners and developers – including those Peel sites identified in Ocean Gateway
 - GONW ‘Call for Sites’
 - Nominations by individual Local Authorities
 - The Adapting the Landscape Study
- 12.9 A plan of these sites is set out overleaf.
- 12.10 The Study team would like to emphasise that at this stage, this represents a long list of candidate sites which may or may not be considered suitable for development. The suitability of individual sites, and interventions, will be tested and appraised through later stages of the study against a range of criteria agreed by the Leaders Group.

Atlantic Gateway: Mapping of Key Sites

Regional Strategic Sites

- Liverpool**
- Liverpool North Docks (1)
 - Liverpool Pall Mall (2)
 - Liverpool Science Park, Edge Lane (3)
 - Liverpool University Edge (Liverpool Knowledge Quarter) (4)
 - Estuary, Liverpool (10)

- Sefton**
- Dunningbridge, Sefton (Port of Liverpool Economic Corridor) (12)

- Wirral**
- Birkenhead Docks, Wirral (13)
 - Wirral International Business Park (14)

- Chester & Cheshire West**
- Central Chester (27)

- Halton**
- Ditton Widnes (28)
 - Daresbury, Runcorn (29)

- Tameside**
- Ashton Moss, Tameside (62)

- Rochdale**
- Kingsway, Rochdale (63)

- Bolton**
- Central Bolton (64)

- Warrington**
- Central Warrington (35)
 - Omega Site (37)

- Cheshire East**
- Alderley Park (Astra Zeneca) (39)
 - Basford, Crewe (38)

- St Helens**
- Parkside, Newton-le-Willows, St Helens (36)

- Salford**
- Barton (Port Salford) (45)
 - Salford Quays/Irwell Corridor (46)

- Manchester**
- Manchester Piccadilly Basin/Oxford Road Area (60)
 - Central Park (61)

- Wigan**
- Wigan South Central Area (65)

Ocean Gateway Projects

- Liverpool**
- Liverpool International Business Park (5)
 - Speke Garston Coastal Reserve (6)
 - John Lennon Airport (7) / Surface Access and airport expansion
 - Liverpool Waters (8) / North Liverpool Docks and River Terminal
 - Princes Dock & Cruise Terminal (9)
 - Mersey Tidal Power (21)

- Sefton**
- Switch Island (11)

- Wirral**
- Wirral Waters (15)
 - Woodside (16)
 - Cammell Laird (17)
 - Bromborough Recovery Facility (18)
 - Eastham Waste Management & biofuel (19)
 - Port Wirral (20)

- Chester & Cheshire West**
- Pioneer Business Park (22)
 - Ellesmere Quays (23)
 - Ince Resource Recovery park (24)
 - Frodsham Deposit Grounds (25)

- Halton**
- Runcorn Waterfront (26)

- Warrington**
- Port Warrington (30)
 - Arpley Landfill (31)
 - Arpley Meadows (32)
 - Warrington Quays (33)
 - Woolston Deposit Ground (34)

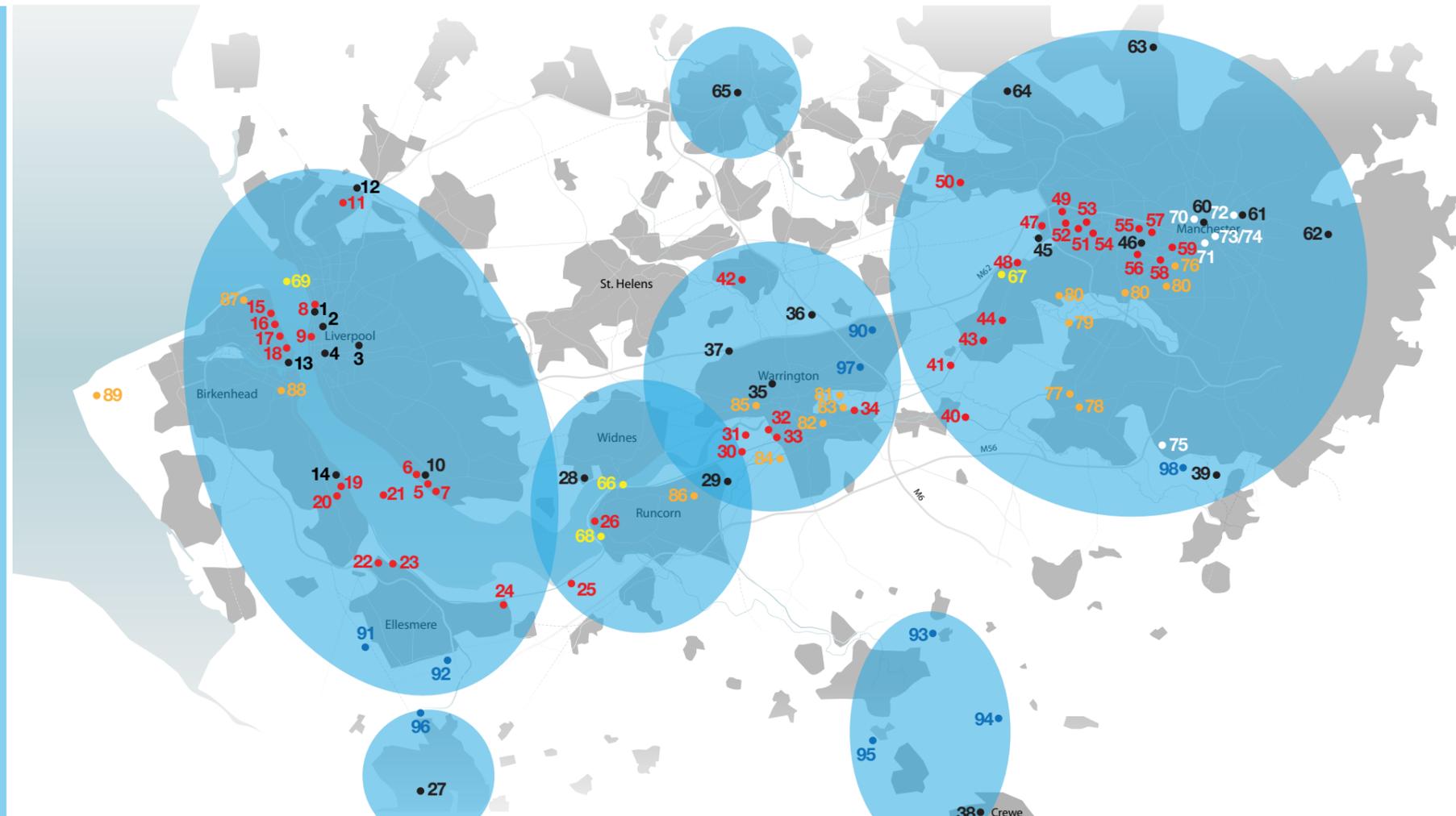
- Cheshire East**
- Bridgewater Canal & Way (40)

- St Helens**
- Haydock Park (42)

- Trafford**
- Manchester Ship Canal (41)
 - Partington Village (43)
 - Carrington Wharfside (44)
 - Trafford Quays (53)
 - Trafford Centre Rectangle (54)
 - Trafford Wharfside (56)
 - Cornbrook Pomona (58)

- Salford**
- Port Salford (47)
 - City Airport (Manchester) (48)
 - Salford Forest Park (49)
 - Salford West & Wigan (50)
 - Sports Village & City Reds (51)
 - Western Gateway Infrastructure Scheme (52)
 - Media City UK (55)
 - Salford Quays (57)

- Manchester**
- St Georges & Castlefield (59)



GONW Sites (work in progress)

- Mersey Multi-Modal Gateway [3MG] and Mersey Gateway Port [MGP] (66)
- Carrington Power Station (67)
- Ineos Chlor (68)
- Royal Seaforth and Post Panamax Container Terminal (69)

Sites already shown:
Liverpool Waters (8)
Wirral Waters (15)
Ince Resource Recovery Park (24)
Port Salford (45,47)
Liverpool John Lennon Airport (7)
Ellesmere Port Waterfront (23)
Runcorn Waterfront (26)
Partington Village (43)
Arpley Meadows (32)
Salford West & Wigan (50)
Trafford Quays (53)
Salford Forest Park (49)
Mersey Tidal Barrage (21)
Port Wirral (20)

Commission for new economy sites

- Manchester Central (70)
- The Corridor (71)
- The Irwell/Ship Canal Corridor (46)
- Sport City (72)
- Regional Centre (73)
- Manchester Hub (74)
- Airport City (75)

Miscellaneous

- Lancashire CCC, Stretford (76)
- Woodfield Road, Altrincham (77)
- Altrincham/Altair - Altrincham Town Centre (78)
- Carrington, Manchester Road (79)
- Trafford Housing Trust (80)
- Warrington Waterfront Regeneration, River Mersey Corridor (81)
- Victoria Park Regeneration (82)
- New World Regeneration Project (83)
- Walton Hall Improvement (84)
- Sankey Valley & St Helens Canal (85)
- Sandymoor, East Runcorn (86)
- Brand New Brighton, Wirral (87)
- Birkenhead Business & Enterprise Zone (88)
- West Wirral Coastal Zone (89)

Cheshire & Warrington - as identified in ELS

- Birchwood Park, Parcel 7, Warrington (90)
- Capenhurst, Chester (91)
- Cheshire Oaks, Ellesmere Port (92)
- Lostock Triangle, Northwich (93)
- Midpoint 18, Middlewich (94)
- South Bostock Road, Winsford (95)
- The Countess of Chester Hospital, Chester (96)
- Woolston Grange, Warrington (97)
- 61MU Site, Handforth (98)

13 Conclusions and Next Steps

Conclusions

13.1 This Options Paper highlights nine thematic areas where partners may consider collaboration to accelerate and add value to the future growth potential of the Atlantic Gateway. The work has been the result of the evidence base developed as part of the Foundation Reports and the consultations with key partners from across the Gateway. In developing these themes, we have been conscious of the criteria developed by the Leaders and their focus on prioritising assets to drive faster, more sustainable growth across the whole Atlantic Gateway “corridor”. These criteria are as follows:

- Add clear regional value and contribute to the vision for the area;
- Will deliver additional economic performance benefit for the area on top of the existing plans and strategies;
- Are consistent with City Regional Strategies;
- Contribute to the sustainable economic growth of the whole of the North West – including addressing climate change and improving our self sufficiency;
- Contribute to the global competitiveness of the North West;
- Represent and opportunity for transformational change both in the area and the North West; and
- Have a particular relationship to the geographic corridor that is Atlantic Gateway.

13.2 Once the thematic areas have been agreed with the Steering Group, these proposals and the list of candidate development sites will be fully tested and appraised against this criteria.

Next Steps

13.3 Copies of the Foundation Reports will be available for the Steering Group to download from

www.ekosgen.co.uk/partnerships/AtlanticGatewaySpatio-EconomicMasterplanFoundationReports.html

Password - [ekos172135](#)

13.4 The Options Paper will be used as the basis for a structured Workshop discussion with the Atlantic Gateway Steering Group at its meeting on 10th August 2009. Specific issues to be considered during this session are:

- Whether the list of nine themes outlined are relevant for further development as part of the Atlantic Gateway concept?
- Whether other themes should be added to the scope of the programme?
- What specific options or proposals are considered appropriate under each theme?
- What are the overall priorities for activity and action?
- How will these interventions be delivered?

13.5 The 10th August Steering Group will be held at the Warrington Wolves Halliwell Jones Stadium and will take the following format:

1 Introduction to the Day – NWDA (5 mins)

2 Consultants Presentation – Consultant Team including URS (25 mins)

- Scope of the Work and Progress
- Foundation Reports – Key findings
- Options Report – Principles, Themes and Strands of Activity
- Aims and Objectives of the Day

3 Workshop Sessions - 2 x 30 min Break Out Groups (1 hour) from the following:

- Economy – Innovation, Digital Infrastructure, Marketing & Tourism
- Transport - Sustainable Transport & External Connections
- Regeneration and Housing
- Sustainability – Green Infrastructure and Low / Zero Carbon

4 Discussion - including Governance, Q&A, Next Steps (30 mins)

13.6 Following the Steering Group Workshop on the 10th August, a draft Spatio Economic Framework will be prepared by the consultant team. This will be considered at a meeting of the Steering Group during the first week in September.

13.7 If you have any queries regarding this paper or would like to discuss any aspect of the study in further detail in advance of the meeting, please do not hesitate to contact Damien Bourke from the client side on 07768 830 012 / damien.bourke@nwda.co.uk or Steve Potter who is leading the consultancy team from ekosgen on 0845 644 3023 / steve.potter@ekosgen.co.uk.

Appendix 1 – Stakeholder Consultations

The following people have been consulted as part of the development of this options paper.

Organisation	Consultee
Wirral Council	Jim Wilkie - Deputy Chief Executive and Director of Corporate Services
Cheshire and Warrington Economic Alliance	David Horstead – Director of Strategy and Intelligence
St Helens Council	Aidan Manley - Head of Regeneration
Homes and Communities Agency	Pete Bailey – Interim Head of Strategy and Dave Chilton – Area Director
Warrington BC	Andy Farrell - Strategic Director, Environment & Regeneration
The Mersey Partnership	Dave Moorcroft – Director of Economics and Investment
Cheshire West and Chester	Charlie Seward - Director of Regeneration and Culture Steve Robinson
Peel	Peter Nears and Louise Morrissey
Halton BC	David Parr - Chief Executive and Dick Tregear
Manchester City Council	Sir Howard Bernstein – Chief Executive Steve Mycio - Deputy Chief Executive Nick Gerrard - Commission for the New Economy Mike Emmerich - Commission for the New Economy Sara Todd – Head of Regeneration Eddie Smith – Chief Executive New East Manchester
Trafford Council	Paul Harvey - Director of Environment
Knowsley MBC	Barry Fawcett - Head of Business Liaison & Investment Plus others
Wigan Council	Stephen Normington - Service Director Development
GONW	Jo Lappin - Deputy Regional Director of Housing, Planning and Transport and Liz Meek
Sefton Council	Margaret Carney and Andy Wallis
Liverpool City Council	John Kelly - Executive Director - Regeneration and Colin Hilton CBE
Salford City Council	Paul Walker - Director for Sustainable Regeneration
4NW	Steve Barwick - Director of Strategy Phil Robinson - Chief Executive (meeting arranged but yet to occur)
Cheshire East	John Nicholson and Caroline Simpson (meeting arranged but yet to occur)
NWDA	Damien Bourke - Policy and Partnerships Manager Chris Koral - Policy and Partnerships Manager Richard Tracey - Senior Regeneration Executive Simon Nokes - Director of Strategy and Planning Ian Wray – Head of Planning Dave Harrison - Director of Partnerships Nick Brookes-Sykes – Tourism Director Steve Broomhead – Chief Executive Dave Greenhalgh – Cluster Manager Dave Sanderson – Science Policy Manager Andrew Halliwell – Acting Head of ICT Policy
Highways Agency	Ruth Moynihan - Regional Planning Manager John McTaggart - Regional Manager Plus others
Merseytravel	Neil Scales
GMPTE	David Leather & Ruth Moynahan
TMI	Adam Buckley