A THEORETICAL FRAMEWORK FOR SUCCESSFUL URBAN HERITAGE REGENERATION PROJECTS INVOLVING PRIVATE SECTOR DEVELOPMENT COMPANIES

Paul JONES

School of the Built Environment, University of Salford, UK

Submitted in Partial Fulfilment of the Requirements of the Doctorate of Built Environment, September 2017

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ACKNOWLEDGEMENTS

ABSTRACT

The use of heritage assets in regeneration projects has been considered a key urban regeneration initiative in the United Kingdom promoted by central government. This is due to their potential to regenerate inner-city sites and thus stimulate economic activity in the immediate locality. Recent changes to governance have resulted in a lack of funding for such heritage led projects creating a plateau in public and private sector investment into heritage led regeneration projects.

The research is concerned with heritage-led regeneration projects in the North West of England between 2008 and the present day. This thesis develops a theoretical framework to encourage private sector development companies to become involved in urban heritage regeneration projects. It provides an examination of successful regeneration projects and evaluates the value of urban heritage regeneration. A critical analysis of current governance of urban heritage regeneration is presented along with the identification of key opportunities and constraints, affecting participation in these projects by private sector development companies.

Adopting a pragmatic ontological stance and using the research approach of mixed methods research; a single embedded case study is provided. This is pursued by semi structured interviews with senior practicing professionals based in the north-west of England, triangulated with documentary reviews and a fixed online survey, as methods of data collection. The data has been analysed using qualitative content analysis and findings presented as a theoretical framework. The framework has been verified by completing a review of existing theory to corroborate the findings and place the thesis within the existing body of knowledge.

The thesis identifies that undertaking heritage regeneration may generate financial and economic value to both public and private sector participants. However the current governance of regeneration is affecting engagement, namely a lack of funding and assistance from the public sector to bridge the conservation deficit. The implementation of effective post project evaluation and measurement would provide a basis to establish the existence of a potential urban regeneration heritage dividend.

CHAPTER 1: INTRODUCTION

1.1 Introduction

This chapter introduces the overall aim and focus of the research. It provides a background to the research, introduces the nature of the author and provides an overview of the research problem. Finally, it defines the respective aim and objectives of the research and provides an outline of the structure of the thesis.

1.2 Research Background

The historic environment has evolved over centuries to form a part of everyday life. It has been claimed that the buildings of the past *"have long inspired awe and wonder in later observers"* (Smith 2010, p3). It has been argued that heritage plays an important role in creating residents and visitors relationship to an area as heritage assets reflect the nature and history of the community (English Heritage, 2005). Conservationists have supported the notion of preservation as an increasingly sophisticated art to prevent form and space from undergoing changes (Araoz, 2011). However, it appears that the role and use that heritage assets play in society has changed and it is argued that heritage can contribute to the economic as well as the cultural well-being of the nation (English Heritage, 2000). This is due to an acceptance of the wider values that the heritage can play in society, as they have become the focal point for physical regeneration, place-making and community development.

An early delivery method for heritage regeneration projects was via direct delivery by public sector organisations to bring heritage assets back into use as cultural regeneration projects. Examples of these projects include the Beamish museum, County Durham (Robinson, 2016), the redevelopment of the Alhambra, Bradford into a tourist attraction and the GMEX, Manchester redeveloped into broad cultural use (Landry et al, 1996). These projects are representative of an early form of cultural regeneration and a movement away from the pure preservation of heritage assets towards their active re-use.

Figure 1: GMEX, Manchester.

Source: Copyright R.Lee, 2007 but licenced for reuse.

The role of heritage assets in contemporary society appears to have evolved further along with the rise of neo-liberal politics. The United Kingdom central government, adopting governance strategies that appear to have originated from United States regeneration policy, has facilitated the adaptive re-use of heritage assets in urban regeneration projects. This type of regeneration project highlighted the potential for the use of heritage assets as a vehicle for economic growth. The use of heritage assets in urban regeneration projects has been described by as "an active agent for change" (Pendlebury 2013, p709). This appears to indicate an amendment in governance strategy from direct public sector delivery, to increasing involvement and delivery by private sector development companies.

Examples of heritage led regeneration projects include the regeneration of Gloucester Docks, a former derelict dock, involving the restoration of 14 historic buildings and 12 hectares of derelict land. It has attracted £134 million of private sector investment delivering new retail, commercial, leisure and residential accommodation. It has also appeared to provide wider economic benefits, including creating enhanced linkages and increased in visitor numbers to Gloucester town centre (Amion, 2010). The regeneration of Gloucester Docks has been described by as a major regeneration project which has transformed the area into a thriving mixed-use destination (Jones and Gripaios, 2000).

Figure 2: Gloucester Docks, Gloucester.

Source: Copyright Paul Gillett, 2013 and licenced for reuse.

Guy and Henneberry (2002) note the impact of regeneration projects such as the Smithfield Building, Manchester. They claim that heritage assets have been adapted to accommodate new uses and have acted as a catalyst for further development activity. The Fort Dunlop building in Birmingham is a 376,000sq.ft former tyre factory that was regenerated into a mixed-use commercial, retail and leisure development. The development was completed by private sector development company, Urban Splash, working in partnership with the former quasi-public sector Regional Development Agency organisation, Advantage West Midlands and Birmingham City Council. The completed project has attracted £40 million of private investment with 2,000 people employed on the site (Amion, 2010).

However a change to the governance of regeneration projects created a plateau in public and private sector investment. In addition the abolition of quasi-public sector Regional Development Agency organisations that have previously been described as significant investors in heritage, is affecting the process of delivery of these types of projects (English Heritage, 2005).

The process of heritage regeneration projects has been described as flawed due to the complexity of the approvals required to obtain the necessary permissions and consents (ODPM, 2004). The complex public sector funding regime has been described as constantly changing and difficult to understand. Other factors that have been claimed to affect delivery of heritage are a lack of and unsuitably qualified local authority

professionals to administer applications. In addition, the findings of the ODPM report (ODPM, 2004) outline a lack of compatibility of central government departments and non-departmental bodies set up to manage and oversee the development of historic buildings.

Factors that affect private sector development companies' participation in heritage regeneration projects appear to have been evidenced. The ODPM report states *"In many cases the management and re-use of historic buildings, particularly those in a poor state, is complex and cannot be achieved through the traditional commercial property development market* (ODPM, 2004, p23).

1.3 Research Scope

The aim of this research is to develop a theoretical framework to encourage involvement of the private sector development companies in successful urban heritage regeneration projects. The findings of the research will be of use for policy makers, academics, practitioners and students who possess an interest in this emerging field (English Heritage, 2013) of the built environment. Completion of the aim of the research project will be achieved by producing unique knowledge in the form of a theoretical framework.

1.4 The Research Problem

The research problem has emerged following engagement in the field by the researcher acting as a practitioner in urban heritage regeneration. The purpose of this thesis is to understand the reasons for this. This will be achieved by engagement with senior practicing professionals in field of urban heritage regeneration. A theoretical framework will be inductively developed to understand how to encourage greater involvement of the private sector in heritage regeneration projects.

In addition, the research explores what constitutes successful urban regeneration and to understand the value of heritage regeneration from a private sector development community perspective. The valuation of urban regeneration projects is considered to be in its infancy (Tyler et al, 2012). The research demonstrates that the subject of private sector development companies' participation in these projects in the case study area, North West of England, is under researched. There is a subsequent

requirement for the collection of additional empirical research in order to understand this emerging subject. It is also considered important to collect data according to the perspective of the private sector development community. This is to understand the opportunities and constraints that affect private sector development companies' participation in these projects.

The thesis will contain a critical analysis of the current governance of heritage regeneration. The author has recognised the importance of the governance of heritage regeneration projects as a potential key factor that affects successful involvement of the private sector development community. The thesis will contribute to the existing body of knowledge and will produce new knowledge by addressing the link between the concept of governance and successful urban heritage regeneration.

1.4.1 Research Aim and Objectives

The aim of the research is to create a theoretical framework to encourage involvement in successful urban heritage regeneration projects by private sector development companies. The research aim will be realised by completing the following objectives:

1. Investigate the role of heritage assets as a vehicle for successful urban regeneration.
2. Gain an understanding of the value of urban heritage regeneration projects.
3. Undertake a critical analysis of the governance affecting urban heritage regeneration to assess the impact on involvement of private sector development companies.
4. Engage with the Private Sector Development Community to establish the opportunities and constraints that affect private sector development companies participation in urban heritage regeneration projects.
5. Develop and verify a theoretical framework for private sector development companies to engage in successful urban heritage regeneration projects.

As previously stated the aim of the research is therefore to produce a theoretical framework to encourage involvement in successful urban heritage regeneration projects by private sector development companies. The findings of the research will contribute to providing a definition of successful regeneration and provide analysis on the value of urban heritage regeneration projects. It will also identify the most

appropriate form of governance to adopt in these projects, in addition to identification of the key roles to be performed by public sector organisations. It will highlight the key opportunities and constraints that affect private sector development companies' involvement in these projects.

As the research progressed, it was recognised that an initial research objective to understand the current process and how it affects delivery of successful regeneration should be replaced with a more relevant objective. The initial objective was replaced by an objective to critically analyse the concept of governance and how it affects heritage regeneration projects. Extracts from the data collection of the initial research objective relating to the governance of heritage regeneration projects was retained and included in the data analysis. In addition, a data collection method of electronic fixed online survey was created and issued to all participants who participated in the first stage of data collection. This allowed the collection of empirical evidence regarding the governance of heritage regeneration projects.

1.4.2 Nature of Case Study Undertaken

In order to collect data relevant to the research aim and objectives, the research strategy of single embedded case study was adopted. The adoption of a single embedded case study allows for an in depth exploration of a real world problem. Engagement in case study research represents an opportunity to explore in depth, the ideas, concepts and beliefs of members of the private sector development community. It is an appropriate strategy to gain an understanding of the definition of a successful regeneration project. It provides an opportunity to gather opinion relating to the current governance affecting urban heritage regeneration. Additionally, it represents an opportunity to generate empirical data to determine if convergence or divergences of views exist between interviewees relative to the findings of the literature review.

The geographical boundary of the North West region in the United Kingdom was identified in order to provide boundaries and parameters to the single embedded case study. An additional boundary and parameter of the single embedded case study was established using analysis of urban heritage regeneration projects from the period from 2008 to the current day. Fifteen senior practicing professionals from within the private sector development community (Havard, 2008) working in the case study area

was selected. This allowed for the generation of empirical data using the data collection techniques of semi-structured interviews and fixed online survey. Sixteen key documents comprising Acts of Parliament, Heritage Investment Frameworks, Government Select Committee reports and practitioner advisory documents relating to the subject area have been analysed. The extracted text generated from the semi-structured interviews and key documents have been subject to qualitative content analysis. The research findings are presented by way of a theoretical framework.

1.5 Motivation

The motivation to complete this research originates from the researcher being employed in a development management role by a private practice regeneration company since 2002. The role involved participation in heritage regeneration projects such as the heritage asset Midland Hotel, Morecambe, (RIBA, 2010) and heritage building Stubbs Mill, Manchester (Begum, 2016). However, the author has also participated in other projects such as the Littlewoods Building, Liverpool, a heritage building project that has been stalled (Waddington, 2012). Completion of the role identified that, private sector development organisations involvement in successful urban heritage regeneration was under-researched. There was a need to engage in research to understand how to understand how to facilitate greater involvement by these companies in urban heritage regeneration.

The research acknowledges that the economic downturn during the period from 2008 to 2012 resulted in the delay or abandonment of a large number of regeneration projects including heritage regeneration projects. Notwithstanding the period of economic decline, various heritage regeneration projects have still been completed such as the Lake Shore project, Bristol (English Heritage, 2008). This heritage regeneration project involved the conversion of a grade II listed former commercial headquarters. Active participation in urban heritage regeneration has led to the desire to engage empirically with the private sector development community. It has also created the desire to understand how to encourage greater involvement in successful heritage regeneration projects by the private sector development community.

1.6 Professional Context

The author of this research is a current employee of a private sector development company. This places the researcher as an insider in that they currently practice in the field that they are researching. Consideration as to how this affects the research project is described in section 4.7.

1.7 Structure of the Thesis

The thesis is structured into thirteen chapters as follows:

Chapter 1: Introduction

The chapter provides an introduction to the research and reasoning for the motivation to complete the research. It provides a definition of the research scope, the research aim and objectives, introduces the nature of the research strategy of single embedded case study and provides an outline of the structure of the thesis.

Chapter 2: Literature review

The chapter presents the literature review in relation to the research subject area. The chapter includes a review of what constitutes successful regeneration and provides an introduction to concept of the value of urban heritage regeneration. It critically analyses the concept of governance and subsequent effect on urban heritage regeneration. It also provides an initial understanding of the key opportunities and constraints for private sector development companies when participating in these projects. It provides a description of the different types of property development companies and the societal implications for private sector development companies' involvement in heritage regeneration projects. Finally, it provides an overview of the key themes that appear to indicate the changing nature of urban heritage regeneration from the period 2007 to the current day.

The literature review identifies that successful regeneration may be a holistic term. In addition, it also highlights that the definition of heritage may be wide and varied. It provides an indication of how engaging in urban heritage regeneration may contribute to the concept of successful regeneration. The understanding of the range of values that heritage regeneration may possess is proposed, additionally that the concept of

governance does appear to affect urban heritage regeneration projects. The key opportunities for involvement appear to include the ability to generate a financial return and to work in partnership with public sector organisation. In contrast, the key constraints are identified as local economic context, the perception of cost and risk, the existence of the conservation deficit and the nature of the heritage asset.

Chapter 3: Research rationale

The chapter provides the justification for the completion of the research, namely that a gap in knowledge exists particularly in relation to the perspective of the private sector development community of these projects. It provides evidence confirming that a gap in knowledge exists in relation to the understanding of the measurement of value of urban heritage regeneration. It also identifies an apparent lack of explicit knowledge relating to the perspective of the private sector development communities on these projects.

Chapter 4: Research methodology

This chapter provides a justification for the selection of philosophical stance, the research methodology and suitability of selection for the research. It confirms that the philosophical viewpoint is pragmatism, combined with the research approach of mixed methods research. The single embedded Case Study, advocated by Yin (2009) has been adopted as the research strategy. The chapter presents a justification for the need for theory development and relevance of the need to engage in reflective practice in the subject area.

The chapter displays the findings of the concept map generated following completion of the literature review. It confirms that the selected data collection methods are semi-structured interviews involving 15 senior practicing professionals from the private sector development community. In addition, the chapter confirms that documentary review and analysis of sixteen key documents comprising of Acts of Parliament, Policy Guidance notes, Heritage Investment frameworks and asset strategies has been completed. It confirmed that the data collection method of fixed online survey has been adopted. This has been selected to collect additional data on a research objective included during the latter stages of the research. The chapter outlines that qualitative

content analysis has been undertaken where findings will be presented by way of a theoretical framework.

Chapter 5: The North West region

This chapter provides an introduction to the single embedded case study boundaries and parameters, the North West of England. The reasoning for selection of the case study boundaries is provided along with a brief history of the economic performance of the region. The chapter provides examples of completed urban heritage regeneration projects involving private sector development companies in the region. The chapter includes an assessment of case analysis which proved to be negative where urban heritage regeneration projects involving the private sector development community have been stalled or abandoned.

Chapter 6: The role of heritage assets as a vehicle for successful urban regeneration

This chapter discusses the key findings in relation to the first research objective namely to understand the role of heritage assets as a vehicle for successful regeneration. The key elements of what may comprise a successful urban regeneration project and how engaging in urban heritage regeneration can contribute to successful regeneration have been identified. This is achieved following analysis of the data collected by semi-structured interviews and qualitative content analysis of key documents.

Chapter 7: The value of urban heritage regeneration projects

This chapter discusses the key findings of the second research objective namely to gain an understanding of the value of urban heritage regeneration projects. The key elements of the apparent value of these projects are identified; the chapter identifies the apparent issue of effective measurement and evaluation of urban heritage regeneration projects.

Chapter 8: Critical analysis of current governance methods affecting heritage regeneration projects

This chapter discusses the key findings of the third research objective namely to critically analyse the governance and subsequent effect on urban heritage regeneration projects. A definition of governance is provided and the concept is critically analysed using the research methods of semi-structured interviews, documentary analysis and fixed online survey. It is confirmed that the concept of governance does affect the research subject area. In addition a number of keys issues such as the apparent lack of resources and clarity regarding available public sector incentives are identified.

Chapter 9: Opportunities and constraints for private sector development companies

This chapter discusses the key findings of the fourth research objective namely to understand the key opportunities and constraints that affect private sector development companies participation in these projects. The chapter indicates that the key opportunities for involvement appear to include the ability generate a financial return and to work in partnership with public sector organisations. In contrast the key constraints are identified as local economic context, the perception of cost and risk, the existence of the conservation deficit and the nature of the heritage asset.

Chapter 10: An initial theoretical framework for successful regeneration projects

This chapter presents the initial findings of the main aim of the research, namely to produce an initial theoretical framework. The initial theoretical framework has been generated inductively following completion of the data collection and qualitative content analysis.

Chapter 11: Theoretical framework verification

This chapter describes the verification process of the initial theoretical framework following a review of existing relevant political, economic, property development and conservation theory. Following verification and subsequent amendments to the initial framework; the final theoretical framework is presented in chapter 12.

Chapter 12: Research findings

This chapter presents the research findings and commences with a commentary relating to the general conclusions that have been derived from the research. The chapter then describes the subject specific conclusions in relation to each specific research objective. Finally, the main aim of the research, the development of the theoretical framework is presented

Chapter 13: Conclusions

The final chapter confirms the contribution to knowledge, identifies the research limitations and recommends further areas of research that could be progressed in the research field. Finally the researcher reflects on the personal experience of completing the research.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

A literature review was commenced at the outset and continued throughout the research. This included a review of government policy, past and present, professional and academic literature including past and current journal publications in the subject area. The purpose of the literature review was to generate an understanding of the existing body of knowledge and to subsequently identify any gaps in existing knowledge. The completion of a comprehensive literature review aids in the selection of research questions, identification of project aim and objectives and is required to progress the development of the theoretical framework.

2.2 The Use of Heritage Assets in Urban Regeneration Projects

2.2.1 Urban Regeneration

The aim of the research is to encourage involvement of private sector development companies in successful urban heritage regeneration. The researcher believes that an understanding of the concept of urban regeneration is therefore necessary. HM Government (2011) describe the concept of regeneration as necessary to address market failure. In addition, Tyler et al (2012) describe regeneration as a process of direct policy implementation to deliver improvements in targeted areas.

It is apparent that the definition of urban regeneration may be wide and varied. Jones and Evans (2008) describe that the concept of regeneration as ambiguous. A government select committee study was commissioned by the Office for the Deputy Prime Minister in 2004 to investigate the value of heritage in urban regeneration projects (ODPM, 2004). The report described that regeneration policy should be a holistic policy approach involving social, economic and physical interventions in locations that have not attracted private sector investment. Furthermore Turok (1992, p376) supports this view by stating that regeneration shall focus on *"people, business and place."* Roberts and Sykes (2008, p97) advocate the delivery of holistic regeneration policy. They claim that effective regeneration requires a *"comprehensive strategy to deliver long term physical, economic, social and environmental improvements."*

However Jones and Evans (2013, p13) differentiate between the term urban renewal and urban regeneration, claiming that improvements to the physical environment can contribute to successful regeneration. They state that a definition of urban regeneration is associated with *"strategies to change the built environment to stimulate economic growth"*. They associate other regeneration policy initiatives such as social policy and community cohesion, with the discourse of neighbourhood renewal. Tallon (2013) adds to the definition of urban regeneration by stating that is associated with activity in towns and cities rather than non-urban and rural areas.

The significance of engagement in physical regeneration activity for the United Kingdom economy has been outlined. Tyler et al (2012) completed a review of a comprehensive initial study (Tyler et al, 2010) into the valuation of urban regeneration. Their review claimed that annual average expenditure on physical regeneration initiatives looks to have been in excess of £8 billion per annum during the period from 2009/2010 to 2010/11.

2.2.2 Justification for Engagement in Urban Regeneration

It is claimed that the requirement to implement regeneration policy and initiatives is due to the necessity to respond to the opportunities and challenges that are presented by urban degeneration (Roberts, 2000). Roberts continues to state that engagement in regeneration policy is necessary in areas that have encountered economic, social, physical and environmental deprivation and population decline. Tallon (2013) believes the implementation of regeneration policy is required to keep pace with the consequences of continued process of urban change.

The consequences of not implementing effective regeneration policies have been described as significant. Couch et al (2003) have reported on the impact of depopulation of urban areas resulting from degeneration in areas that have experienced economic decline and restructuring. They state that the loss in population creates issues such as land abandonment and dereliction, housing vacancy and associated social and environmental effects. It has been claimed that as a result of the neglect, an area will encounter further deterioration (Cervello-Royo et al, 2012). The authors continue by reporting that the concept of wellbeing of an individual can be

determined by the physical, economic and social setting (Royeula et 2006, cited in Cervello-Royo et al 2012, p47).

The (ODPM, 2004) report stated that urban degeneration prevents investment into areas requiring regeneration that may cause areas to become blighted. The Manchester Evening News (MEN, 1979) reported on the subject of the effect of de-industrialisation in Manchester. It stated that depopulation affected the Castlefield area of Manchester during the period of the 1970s and the area was referred to by Madgin, (2010, p34) as *"Manchester's backyard and a part of Manchester's forgotten history"*.

However the effectiveness of urban regeneration policy has been questioned. Shaw and Robinson (1998) cited in Gripaios (2002, p572) describes urban regeneration policy as disparate and developed in ad hoc manner. Gripaios (2002, p572) continues by criticising United Kingdom governments for failing *"to draw overall lessons experiences of previous policies."* Tallon (2013) argues that urban policy is a highly subjective, political process based on experimentation.

Leunig and Swaffield (2007) critique of urban regeneration policy during the period from 1997-2007 argued that regeneration policy had failed to significantly impact in areas of low demand and low market value. The report outlined economic proposals to concentrate public spending in areas of high demand and potential for economic growth. It was claimed by the Investment Property Forum report, (IPF, 2009) that 30 years of regeneration policy had delivered positive contributions to the prosperity of urban towns and cities. However the IPF (2009, p16) report continued to state that regeneration policy had *"failed to significantly close the socio-economic gap between the poorest neighbourhoods and the rest of society"*.

2.2.3 Contribution to Definition of Successful Regeneration

In order to achieve the aim and objectives of the research, a prior understanding of the existing definitions of successful regeneration is required. A contemporary definition of successful regeneration was proposed by Her Majesty's' Government (2011), following completion of a House of Commons select committee evaluation of the regeneration policy of central government. The findings of the Her Majesty's' Government (2011, p8) report stated, *"Successful regeneration is about achieving*

additional economic, social and environmental outputs and outcomes that would not otherwise have occurred". Tallon (2013) also advocates the promotion of a holistic definition of successful regeneration. The author claims that successful regeneration is required to recognise the linked nature of the economic, socio-cultural and physical environmental problems in the context of a local area.

Tyler et al (2010, p2) claim that successful regeneration *"is essentially about closing the gaps and is concerned with delivering impacts in targeted areas or groups in society to enhance their particular prospects"*. The definition appears to confirm that a definition of successful regeneration should include delivery of comprehensive social, economic and environmental improvements to areas that have experienced market failure.

The literature review has revealed key concepts that may contribute to the creation of a definition of successful regeneration. English Heritage (2013) the statutory historic advisors to central government, commissioned a study into the role of historic buildings in the process of regeneration. They make a contribution to the debate regarding a definition of successful regeneration. They state that successful regeneration should facilitate the creation of a mix of property uses in an area and delivers a safe environment and well maintained buildings and streetscapes. Additions to the definition of successful regeneration have also been proposed. It has been described that successful regeneration should involve property development that has relevance to the location, improves the lives of local residents and creates successful partnerships (Guy et al, 2002; Yo, 1999).

The European Association of Historic Towns and Regions (EAHTR, 2007) in partnership with a number of European city authorities, produced a report commissioned to share best practice in European heritage regeneration. Providing evidence from nineteen European case studies, the report advocated the importance of good architectural design as a key element of successful urban regeneration. Other factors that have been attributed to the delivery of successful regeneration include the project adding to the brand of a locality and creating projects that are economically sustainable (Dixon, 2007; Reeve and Shipley, 2014).

It has been established that the creation of a definitive definition of successful

regeneration is difficult to achieve as successful regeneration may be defined according to the view of each project stakeholder. For example, some stakeholders may judge a project to be successful according to economic outputs measures. In contrast, other stakeholders will attach importance to more contemporary measures of success such as social and environmental impacts. Pugalis (2013, p626) states *"success is a multi-dimensionalist concept, which is relative, subjective and is dependent on the problems that a project seeks to address"*.

A factor that appears to have significance in relation to the concept of successful regeneration is the accurate measurement of outcomes of regeneration projects. It is claimed that measurement of successful regeneration can only be considered in broad orders of magnitude (Tyler et al, 2012). Pugalis (2013) claims the introduction of corporate decision making in public sector organisations has affected the methods of assessing the outcomes of regeneration projects. Pugalis continues by recommending the creation of the adoption of an innovative approach to the measurement of the success of a regeneration project.

The Heritage Works and North of England Civic Trust (2009) report into heritage led regeneration highlighted the issues of measurement of successful regeneration. The report claims that evaluation is an assessment of values requiring a balance of objective quantitative performance indicators and subjective qualitative evidence. Tyler et al (2016) also highlight the issues in relation to the measurement of successful regeneration. They acknowledge that in disadvantaged areas, numerous and simultaneous issues may occur that are causing market failure. They argue that there is an absence of effective measurement of regeneration policy initiated to address multiple failures. They continue that there has also been an absence of subsequent evaluation, post completion of regeneration policy initiatives.

2.2.4 Property Led Regeneration

Physical regeneration has been identified an element of urban regeneration policy. It has been described as the creation of new or refurbishment of existing buildings and has formed an element of modern regeneration policy in the United Kingdom. Evidence suggests that the United Kingdom government has adopted governance strategies originated from the United States. This method of governance has involved

entering into partnership with non-state actors to deliver property led regeneration projects in areas of social and economic decline and market failure. It has been claimed that property led regeneration has represented a significant shift in regeneration policy. This is due to the introduction of the concept of entrepreneurial regeneration via the involvement of private sector property companies in urban regeneration projects (Tallon, 2013).

2.2.4.1 The Case of Canary Wharf, London

Examples of property led regeneration projects include the redevelopment of Canary Wharf, London (Jones and Evans, 2013). The project was delivered via a public private partnership involving London Docklands Development Corporation and private sector organisations.

Figure 3: Canary Wharf Tower, London.

Source: Copyright Ben Brooksbank, 1996 and licenced for reuse.

Critiqued in depth by Pacione, (2014), the apparent project focus was to deliver a property led regeneration approach to provide new commercial and residential accommodation. This was due to the growing importance of, and the need to expand, the City of London as a global financial centre. According to Tallon (2013), this project delivered a spectacular and flagship development and assisted in transforming

perceptions and attracted external investment into the area. However, it was claimed that the project supressed the voice of local community and failed to engage in effective local community engagement (Rose 1992, cited in Tallon, 2013, p61). Additionally, it was claimed that the project was unsuccessful due to the isolationism element of the project, which promoted gentrification in the area but excluded the existing local community (Tallon, 2013).

2.2.4.2 The Case of Albert Dock, Liverpool

The Albert Dock, Liverpool regeneration project was considered to be an iconic regeneration project delivered during the early period of property led regeneration. The Merseyside Development Corporation was the delivery body created by the conservative government in 1981, to act as lead partner on project delivery. The project involved a public partnership with private sector development companies to deliver the refurbishment of 135,000 square metres of historic derelict docklands. The project aim was to deliver a mix of accommodation in an area that had encountered significant economic decline.

Couch et al (2003) acknowledged that the project delivered benefits to the area. They stated that it transformed the Albert Dock into a mixed-use community, assisting in changing the perception of this area of Liverpool. It has also delivered physical improvements, acted as a catalyst for further investment into an area. However, Couch et al (2003) also claimed that the project failed to secure a lack of onward funding, lacked local accountability and was affected by poor communication with other local agencies.

Turok (1992) analysed the impact of property led regeneration and concluded that property led regeneration provided economic regeneration via construction employment opportunities, growth and inward investment. Additionally, according to Turok, it enabled neighbourhood revitalisation with areas becoming increasingly more desirable places to live and work.

Roberts and Sykes (2008) argue property led regeneration can unlock latent demand, attract inward investment and new visitors to an area. This is achieved by improving the physical environment, which in turn, enhances the strengths of the existing community. They believe that physical regeneration is necessary to correct market

failures where there is a mismatch between supply and demand for property. Adair et al (2007) argue that successful regeneration, whilst not synonymous with property development, frequently seeks a tangible outcome in the form of real estate.

In contrast Toruk (1992) claims that property led regeneration is not the panacea to all problems faced in regeneration areas. They claim that this is because these projects in isolation appear not to address the social issues that need to be addressed in regeneration policy. Brownhill (1990) echoes this sentiment by claiming that property development can adversely affect the regeneration of an area. They state that property development in regeneration areas can increase prices of residential and commercial properties beyond reach of local inhabitants of an area. In addition physical regeneration activity can encourage land speculation that can displace existing local economic activities.

Tallons (2013) critique of urban regeneration policy in the United Kingdom claimed that there was a growing dissatisfaction with the narrow property led regeneration model of regeneration. Tallon stated that local communities were not benefitting from the trickle down effects of private sector investment in the area. Tallon (2013, p46) continued by stating that *"property led regeneration is susceptible to economic booms and slumps."* Subsequently in the absence of market demand to occupy regenerated buildings, buildings can remain derelict and unoccupied and may blight the local community.

Healey (1991) questions the ability for property led regeneration projects to deliver successful regeneration, stating that the success of property led regeneration schemes is location and context dependant. Turok (1992) notes that these schemes may be appropriate where problems exist in relation to specific locational, land or building conditions. They also may be suitable where shortages of a particular property type exist that restricts inward investment into the particular area.

There appears to be tension relating to the contribution of property led regeneration to the concept of successful regeneration. Lesley Chalmers, chief executive of English Cities fund commented in an IPF report, (2009) relating to opportunities for property investment in urban regeneration. Chalmers stated that property development and successful regeneration appear to differ extensively in relation to their desired

outcomes. Chalmers (IPF, 2009, p11) comments that *"property development is characterised by a narrow piecemeal and short-term perspective; in contrast successful regeneration requires a strategic broad and long-term approach."*

2.2.5 The Use of Heritage Assets as a Vehicle for Urban Regeneration

The value of heritage to society has been described as significant as it is claimed that heritage assets can act as a historical and cultural reference point for an area (Mansfield, 2013). Shipley et al (2006) indicate that older buildings represent a non-renewable important aesthetic and cultural and economic resource. Jacobs (1961) advocates the reuse of heritage assets in order to create vibrant environments. Jacobs claims that heritage assets possess significant qualities that are attractive to multiple uses and can contribute to the wellbeing of urban areas.

The Department for Communities and Local Government (DCLG) completed a comprehensive review of planning policy in the United Kingdom (DCLG, 2012). In their review they reported that heritage assets are an irreplaceable resource that should be conserved in a manner appropriate to their significance. It has also been claimed that investment in heritage can satisfy a wide variety of aspirations from an individualistic, district and national perspective (Greffe, 2004).

Orbasli (2008) writes extensively on the theory and practice of architectural conservation and highlights the intangible value of historic buildings. Orbasli (2008, p37) claims *"historic buildings not only provide scientific evidence of the past; but they can also embody an emotional link to it, allowing an experience of space and place, as it might have been experienced by others."*

The historic environment is also considered to have an important role to play in assisting central Government achieve their broader goal objectives. It is argued that heritage is a potentially powerful driver for economic growth, in addition to being an important social and environmental asset (Amion, 2010). There is also evidence to suggest that heritage assets have been used as a focal point for area-based property led regeneration strategies and as a method of attracting cultural tourism to an area (Mansfield, 2013). The redevelopment of the former fruit and vegetable market, now known as Covent Garden, in 1980 into a retail and leisure complex acted as a catalyst for the regeneration of the area around Covent Garden (Pendlebury, 2013).

Figure 4: Covent Garden Market. London.

The findings of the ODPM (2004) report stated that heritage regeneration contributes to urban regeneration policy, delivering economic, social and environmental value to an area. Royal William Yard, Plymouth is a former navy victualling yard and collection of grade 1 listed heritage assets. The project aim is to create a mixed-use regeneration scheme and is led by a private sector development company. Currently an on-going heritage regeneration project, it has been described as being successfully redeveloped into an entirely new neighbourhood, creating a landmark for Plymouth (English Heritage, 2013).

Figure 5: Royal William Yard. Plymouth.

English Heritage (2013), state that the integration of heritage assets in urban regeneration projects has played an increasingly important and successful role in

major urban regeneration schemes. They add that careful integration of heritage assets provides a focus and a catalyst for change, creating significant benefits for local economies and communities. Leopold Square is a redevelopment project, a collection of heritage assets comprising former technical college in Sheffield City centre. It has been refurbished by Ask developments, into residential, hotel and leisure accommodation, English Heritage (2013) indicate that the scheme has created a highly successful mixed-use redevelopment scheme enhancing the townscape and lifting the overall quality of the built environment.

Figure 6: Leopold Square. Sheffield

Source: Copyright Chris Downer, 2009 and licenced for reuse.

Bullen and Love (2011a) argue that heritage assets invest local communities with a powerful reason to look after their local environment. They believe that this is as people feel a stronger sense of connection to their local surroundings through heritage. The redevelopment project of the heritage asset of Molyneux Works in Wolverhampton, was completed by Wolverhampton City Council, working in conjunction with Advantage West Midlands and Historic England. The reuse of the former residential and hotel building into a public service building, it is claimed, has enabled the local population to enjoy and re-use a local landmark (English Heritage, 2008).

Figure 7: Molyneux Hotel, Wolverhampton

There has been criticism regarding the effectiveness of the inclusion of heritage assets in regeneration projects. English Heritage (2013) recognise that working with heritage assets provides a unique set of development issues, acknowledging that heritage regeneration projects have been unsuccessful. This is due to complex matters such as unexpected costs and inability to find a beneficial and viable economic use for an asset. Bullen and Love (2011b, p33) argue that projects involving historical buildings can be *"a costly experience for developers and owners due to heritage and conservation requirements."*

Caschili et al (2011) highlight that a number of heritage regeneration projects appear to have been subject to financial difficulties and over estimation of project profitability. In addition, the evidence suggests that poor project preparation and development companies' short-term attitude to profit generation has resulted in the renegotiation or abandonment of projects. Additional constraints have been described as additional costs to obtain agreement of partners and extra risks associated with the continuous negotiation process.

Reeve and Shipley (2012) conducted a detailed longitudinal study into the effect of Townscape Heritage Initiative, an area based heritage regeneration funding program focused on areas of deprivation. According to the study, heritage regeneration can bring about significant changes in land-use in particular areas. However, Reeve and Shipley (2012, p210) state: *"heritage renovation cannot stand against and turn back*

a general economic decline of a particular area". In addition Stabler (1996, cited in Graham et al 2000, p169) claimed *"although conservation would appear to be significant in successful urban regeneration schemes, it is certainly not a necessary condition for success."*

2.2.6 The Value of Heritage Assets in Urban Regeneration Projects.

This section provides a description of the concept of value in the context of heritage regeneration as a vehicle for regeneration. It will commence with an analysis of a definition of what can comprise a heritage asset. A traditional association of heritage are those assets of national significance that have been identified and placed on a list administered by Historic England. The listing status (English Heritage, 2013) affords statutory protection to heritage assets of significance and is signified by a grading structure to signify the degree of asset importance. The definition presented by the Department of the Communities and Local Government (DCLG, 2011, p52) advocates the inclusion of non-designated assets contained on local heritage lists prepared by local planning authorities.

However the definition of what constitutes heritage, appears to have widened in definition where it has been claimed that the *"material content, or what, of architectural conservation has undergone an extraordinary transformation"* (Pendlebury, 2013, p713). A contemporary definition of heritage is provided by Fielden (2003), writing in the field of architectural conservation. Fielden (2003, p1) describes a historic building *"as one that that gives us a sense of wonder and makes us appreciate our culture and heritage"*. The importance of a broader definition of heritage is to potentially enable the capture of value of non-prominent heritage assets. This wider definition may incorporate buildings that are significant to a local area but are not afforded statutory protection.

The adoption of Fieldens broader definition of heritage as opposed to the definition described by central government (DCLG, 2012, p52) may be appropriate to the research. This is due to the fact that private sector development companies engage in urban heritage regeneration other than heritage assets as defined by the DCLG (English Heritage, 2015; ODPM, 2004; Heritage Works Building Preservation Trust Ltd, (HWBPT 2011). However the introduction of a wider ranging definition of

heritage may result in the inability to accurate identify and measure the benefits of urban heritage regeneration.

There is a considerable body of literature on the codification of the potential value of heritage to society. The Australia Icomos Burra charter for the Conservation of Place of cultural significance (1981) was developed in 1979. The purpose of the charter was to provide direction to the conservation and heritage body in Australia. The charter is acknowledged for publication of advice regarding methods of cultural conservation and understanding cultural significance. The charter has identified the importance of the concept of cultural significance in relation to historic, aesthetic, social and scientific value.

English Heritage (2008a) in their publication, "Conservation Principles Policies and Guidance", describe the historic, aesthetic, communal and evidential value of heritage. In addition, the applicability of the concept of value to heritage regeneration is has also been subject to codification by Gibson and Pendlebury, (2009); Graham et al (2002); Hasbollah (2014); Jones (2017); Lichfield (1988) and Smith (2010). Mason (2008) outlines two distinct potential discourses for heritage conservation. The conservation discourse, it is described, prioritises the historical value priorities of aesthetic, cultural and historical values. The evidence suggests that this is in contrast with the definition of value associated with the economic discourse. that may place importance on the financial, environmental and social value.

Chetwyn (2016) has provided a visual description of the apparent variations in the concept of heritage regeneration value, shown in figure 8:

Figure 8: Reconciling Values.
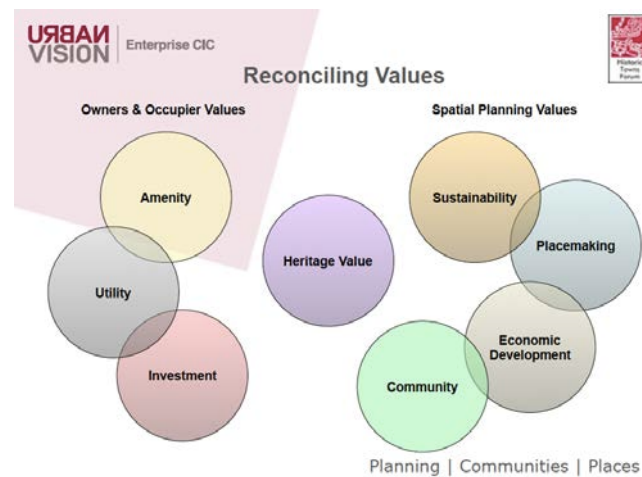
Source. Chetwyn 2016. Authorised to reuse.

Chetwyn claims that property owners, occupiers and property development companies place emphasis on values such as amenity, utility and investment value These values, in their opinion, may take precedence over softer intangible values that the public sector and local community will consider important. Mason (2006) advocates the importance of recognition of the indirect value of heritage conservation on the local economic community. The author states *"In order for historic preservation to truly account for site values holistically economic values must be included"* (Mason, 2006, p33).

The acknowledgement of the different concepts of value highlights a potential value clash discussed by Hasbollah, (2014), which may have implications for urban heritage regeneration. A clash of values or value tension as described by Drane (2013) may occur where each party looks to achieve their respective aims in relation to the type of value generated from a heritage regeneration scheme.

Smiths (2010) study into the value of built heritage outlines a potential conflict between conservators who wish to protect the value of priceless assets. In contrast, private developers, conservators claim, wish to extract maximum financial value from their investment. Araoz (2011) suggests that different stakeholders groups attribute entirely different sets of values to the same place; where those values may be in conflict with each other. Graham et al (2000) state the prioritization of economic value exists at the expense of the intrinsic value of heritage. The authors argue that *"if taken to the extreme, the economic commodification of the past will so trivialize it that*

arguably it can result in the destruction of the heritage resource which is its raison d'etre." (Graham et al, 2000, p20).

Evidence of the direct use or financial value of heritage regeneration for private sector development companies appears to be limited. English Heritage (2013) report includes statements, in the absence of supporting evidence that declares that residential accommodation in heritage assets can generate a higher level of market value than new build accommodation. It also states that commercial and industrial accommodation in heritage regeneration can achieve comparable market values in comparison to new build accommodation.

Justification for lack of evidence regarding the financial value of urban regeneration has been provided by Havard (2008), who described an apparent reluctance from private sector developers to share sensitive financial information. Adams et al (2012) notes that developers may need to contain their information requirements. Shipley et al (2006) highlighted in their research into adaptive re-use projects, the difficulty of identifying participants willing to share detailed financial project information.

Cushman and Wakefield (2016), property consultancy completed a report on behalf of Historic England to assess the economic growth potential of the reuse of textile mills in the Yorkshire region. They outline that the potential economic value of the reuse of these vacant mills was significant and could generate significant benefit to the local community. The report states that the re-use of one mill of 2,500 sq.m could deliver 115 net additional jobs, equivalent to £4.7m Gross Value Added per annum. The limitation of this statement in the report is that it relates to potential, not actual economic value.

Amion Consulting (2010) prepared a report on behalf of English Heritage, relating to the economic impact of regeneration of the historic environment. The report provided quantitative evidence stating that, on average, for every £1 invested in heritage has generated a return of £1.60 net cumulative gross value added. The limitation of this report is that it not does specifically relate to urban regeneration areas, which is the focus of the research.

The Heritage Lottery Fund (HLF), established in 1993 is a non-government department; its purpose is to distribute and administer lottery funds to projects

including heritage projects. The organization published the results of research (HLF, 2013a) relating to the value of business occupation of heritage assets. The comparative research study focused upon occupation in listed buildings rather than heritage regeneration buildings. The study claims that a heritage premium exists in relation to the occupation of listed buildings. It argues that businesses located in historic buildings generate an additional Gross Value Added equating to £13,000 per business per annum.

There is evidence that appears to demonstrate the potential sustainable value of heritage regeneration. Heritage Works and The North of England Civic Trust (2009) report states that the re-use of existing buildings creates reduction in demolition and construction waste materials. In addition the re-use of historic buildings allows for the retention of specialist construction skills and on-going life cycle costs. It is claimed that this represents a responsible approach to physical regeneration and re-use of existing resources. However the report also emphasises the need to obtain an end user for the completed project in order for the project to be considered truly sustainable.

The historic environment is claimed to be a significant driver, and generator of, tourism value. Tourism activity in the UK (from both domestic and international visitors) which can be attributed to heritage (including landscape heritage, and cultural heritage) directly generates £7.4 billion of GDP per annum and supports employment for 195,000 people (DCLG, 2011). Liverpool City Council (2015), outline in a heritage investment framework that heritage is a key factor in the tourism related activities in the city. The framework claims that *"Liverpool's heritage is central to what makes it distinctive and therefore a destination of choice"* (Liverpool City Council, 2015, p10).

Jones (2017) writes extensively about the subject of social value of heritage and highlighted the apparent difficulty of measurement of social value. Jones states that many aspects of social value are created through unofficial and informal modes of engagement. The author highlights the ability to effectively measure the social value of heritage by claiming *"expert-driven modes of significance assessment tend to focus on historic and scientific values, and consequently often fail to capture the dynamic, iterative and embodied nature of people' s relationships with the historic environment in the present"* (Jones, 2017, p22). Jones questions the adoption of a value-based

approach to urban heritage regeneration, instead advocating the adoption of mixed methods research to work with local communities to capture the social value of heritage.

Issues relating to the quantification of value of urban heritage regeneration has been identified. In addition, the assessment of the non-priced economic benefits of a heritage asset has been described as difficult and an inexact valuation process (Licciardi et al (2012). The accurate measurement of indirect value of aesthetic, historic, symbolic, sustainable and cultural value has been described as elusive and hard to express in measurable terms (Smith, 2010).

Mason's (2002) paper to explore the concept of assessment of value in conservation planning indicated the difficulties of the measurement of value of urban heritage regeneration. In the paper Mason (2005, p5) stated *"there is little knowledge about how pragmatically the whole range of heritage values can be assessed in the context of conservation and decision making."* Mason advocates the urgent adoption of a combination of valuation techniques to understand the value of heritage by highlighting that *"no single discipline or method yields a full or sufficient assessment of heritage values"* (Mason, 2002, p6). Labadi (2008, p12) claims that there is a requirement to engage in *"ex-ante, mid-term and post evaluation and adopt qualitative measurement technique to complement quantitative analysis."*

However despite acknowledgement of the difficulties of measurement and quantification of heritage values; Mason (2008) acknowledges the implied value of heritage. Mason claims that there is broad agreement between cultural economists and preservation advocates that the benefits of historic preservation outweigh the costs. The importance of the concept of value to the research is highlighted by Smith (2010, p17) who states *"the issue of how to define the value of heritage is now at the forefront of the debate about how heritage should be managed and funded in the future."*

2.3 Governance affecting Urban Heritage Regeneration Projects

2.3.1 Definition and Origins of United Kingdom Regeneration Governance

The role of central government, subsequent governance approach and public sector involvement in urban heritage regeneration has been reported. Bailey (1994) indicates that a government can have a wide range of macro and micro influences on the development process. This is through factors such as a change in government, policy, new legislations or frameworks and changes in the nature of taxation. The influence of the political environment on the role of heritage assets in regeneration projects has been highlighted. Dicks (2000, p34) conveyed that *"although the visibility and range heritage has undoubtedly increased, the sector as a whole has been buffeted by wider regional shifts in policy in the UK."*

A definition of governance has been provided as the process of delivering the aims of the state (Jones and Evans, 2013) where different actors work in partnership or on behalf of the government to deliver policy objectives. Jones and Evans (2006) believe that governance refers to the process of delivering government whilst Van Bortel and Mullins (2009) describe the concept of governance as a term used to describe emerging modes of decision-making.

Modern regeneration governance in the United Kingdom, according to the findings of the literature review, appears to have been influenced by the United States regeneration strategies undertaken during the time period of the mid to late 1970s. United States federal governments, during this time appear to have sought to revitalise inner city areas that had suffered from structural economic issues. Evidence suggests that they have engaged in partnerships with private sector development organisations to rehabilitate areas affected by economic decline.

Sagalyn (1997) provides evidence on the apparent desire of local authority officials in United States to adopt public / private joint venture partnerships during the aforementioned time period. This was, they argue, due to the public authorities need to pursue development projects that they could not complete in isolation. Evidence for the reasons for the alleged inability to deliver these projects has been identified. They included a lack of funding and an inability to realise the intangible value of their land ownership.

31

Sagalyn (1997) argued that this evidence implied a need to embrace a market based incentive approach to commence urban regeneration in these areas. The change in governance was described as an experimental method of using public / private partnerships to leverage the economic power of strategically located parcels of publicly owned land. In tandem, Sagalyn claimed, authorities crafted financial risk-sharing arrangements with private sector developers to further their redevelopment agendas. Sagalyn describes this as an attempt by public policy makers to employ the language of business for allocation of scarce public funds.

Further examples of this strategy can be identified in Baltimore in the period of the late 1960s (Moore and Richardson, 1986, Law 1988 and Barnekov et al, 1989) where the federal government, it was claimed, provided assistance to regenerate a former dockland area. This was achieved by encouraging private sector development organisations to undertake development projects using abandoned historic buildings to bring them back into economic use (Jones and Evans, 2013).

Baltimore federal government, it was claimed, adopted an aggressive pro-business policy to attract private sector development activity (Gruson, 1986). This policy has been described as increasing public expenditure on economic development, creating a network of quasi-public sector organisations and providing public sector finance. Evidence has been provided that also argues that financial incentives to deliver redevelopment projects were granted with speed, flexibility and minimal public scrutiny (US Conference of Mayors, Smith 1980 a,b and c: cited in Levine, 1987, p107).

Focusing on inner city areas such as Inner Harbour downtown area (Jones and Evans, 2012), it was described that physical urban regeneration projects included the delivery of a convention centre, national aquarium and festival marketplace. The goal of this physical regeneration strategy goal, it was argued was to reverse the economic decline of a traditional manufacturing city. Between 1960 and 1984, it was claimed that a total of $540 million in private capital had been invested in the Charles Centre and Inner harbour Areas. By 1985 it was claimed an additional $700m of additional construction including hotel, office and commercial accommodation was in progress (Levine, 1987).

The economic and social issues affecting urban areas encountered in some urban areas of the United States appear to be similar to those experienced in urban areas of the United Kingdom. Comparative social issues look to have included the structural adjustment of the urban economy due to the loss in manufacturing jobs. In addition, this appears to have been accompanied by an increase in vacant buildings due to the relocation of business away from the city centre.

The influence of the urban redevelopment approach in the United States on the modern regeneration policy in the United Kingdom appears to be considerable. Kenneth Clarke, the secretary of state, following a visit to view urban regeneration in the United States in 1988, declared *"The United States is the only country in the world from which Britain has anything to learn about inner city problems"* (The Independent Newspaper, 1988, cited in Policy Studies Institute, 1990, p32).

The influence of United States regeneration governance has been described by Davies (2003) as a strategy by Britain to "borrow" urban policies from the USA. Ward (1996 cited in Davies, 2003, p267) reinforced this belief by stating that the 1980s witnessed attempts to import to the UK an American philosophy, culture and ideology. Jones and Evans, (2013) state that this policy actively wanted to incorporate the business sector into urban regeneration. They argue that it involved a shift towards the use of external agents in the delivery of government policy. This indicates a potential shift in approach to economic development by local authorities away from a purely managerial to a more entrepreneurial approach (Harvey, 1989).

2.3.2 Contemporary Regeneration Governance in the United Kingdom

A marked change in regeneration policy in the United Kingdom appears to have emerged following the production of The Urban White Paper Policy for Inner Cities by the governmental department, Department of Environment (DOE, 1977). The production of the paper has been described as a watershed in urban policy (Investment Property Forum, 2009). An apparent implication of the production of the Urban White Paper is that successive governments have committed funding to a series of discretionary regeneration policy initiatives (Tallon, 2013). The purpose of these policy initiatives, the evidence suggests was to attracting the increased involvement of

private sector organisations including development companies to deliver the objectives of central government.

Tallon (2013) provides a detailed overview of regeneration policy from the period following the conclusion of the First World War to 2013. Tallon highlights the timeframe of the apparent change in policy emphasis to property led regeneration; this looks to have been during the period of the 1980s. Tallon claims that private sector organisations were encouraged to participate in a series of policy initiatives aimed at redressing the social inequalities and improving economic performance in regeneration areas. Healey (1991) argues that this shift in governance strategy emerged due to the need to address the problems and perceptions of the existence of large areas of derelict land, assist in simple-minded supply side economics and resulted from strong political pressure.

The involvement of the private sector is described by Swyngedouw (2005) as governance beyond the state where Tallon (2013) stated that this characterised the entrepreneurial property-led development ethos of the urban policy period. It acknowledged central governments' belief in the power of the private sector to undertake urban regeneration projects. Booth (2005) believed that this marked a shift to delivery by market-lead regeneration away from the traditional public sector lead project delivery. Booth continues to describe the subsequent period from the 1980's to 2005, as a period of profound change in the nature of governance strategies affecting urban regeneration projects.

Evans and Sadek (2012) indicate that contemporary regeneration governance is founded upon a localised approach to regeneration with a focus on economic growth and public sector deficit reduction. They emphasise the importance of private sector organisations in modern political governance who will continue to be encouraged to take the lead in regeneration projects. A House of Commons briefing paper (2017) relates to the regional governance of urban regeneration. It indicates that the modern regeneration governance strategies include devolution of power to local government, businesses and communities. The paper indicates that the strategy also aims to implement measures to increase private sector organisations confidence to invest in urban regeneration.

Modern governance strategy has been affected by changes to national planning policy due to the introduction of the National Planning Policy Framework (DLCG, 2012). It appears to have been introduced to collectively encourage sustainable development and encourage growth. Other policy initiatives associated with modern governance have been described as removing barriers to investment, devolved decision-making and focus on targeted infrastructure investment such as transport.

Tyler et al (2016) prepared a report to update on the findings of an initial comprehensive study relating to assessment of the value of urban regeneration in the United Kingdom (Tyler et al, 2012). The report claims that the Conservative governments' regeneration policy expresses a commitment to public sector deficit reduction and devolution of powers to encourage localism. A commitment to localism, it has been argued, provides an opportunity for active engagement by the key stakeholders in regeneration as regeneration is considered to be intrinsically a local activity (Evans and Sadek, 2012). Pugalis (2013) believes that this multi-level governance strategy of partnership between local authorities and private sector organisations offers new opportunities for urban regeneration participants.

However Rhodes (1994, p34) contends that the decentralisation of government policy is as an example of "hollowing out" of the state. Claims have emerged supporting a view of a movement away from physical regeneration to economic led policy goals. This resulted in a reduction in funding initiative towards heritage led physical regeneration projects (Heritage Works Building Preservation Trust Ltd, 2011). They argue that a shift in regeneration governance has occurred, away from physical regeneration projects. This has been replaced with a policy focus on economic growth and associated job creation and enterprise.

The House of Commons, completed a review of the coalition government regeneration strategy prepared by the Department of Communities and Local Government Committee (2011). The committee claimed that United Kingdom central government regeneration policy lacked clarity, a clear narrative and any strategic coherence. The National Audit Office (2013) undertaking a review of economic growth policy in the United Kingdom, identified apparent continual changes to regeneration policy and funding initiatives for economic growth by central government. Figure 9 displays a description of the economic growth initiatives

implemented in the United Kingdom since 1975 and identifies when these initiatives appear to have been disbanded.

Figure 9: Overview of Amendments to Regeneration Policy.
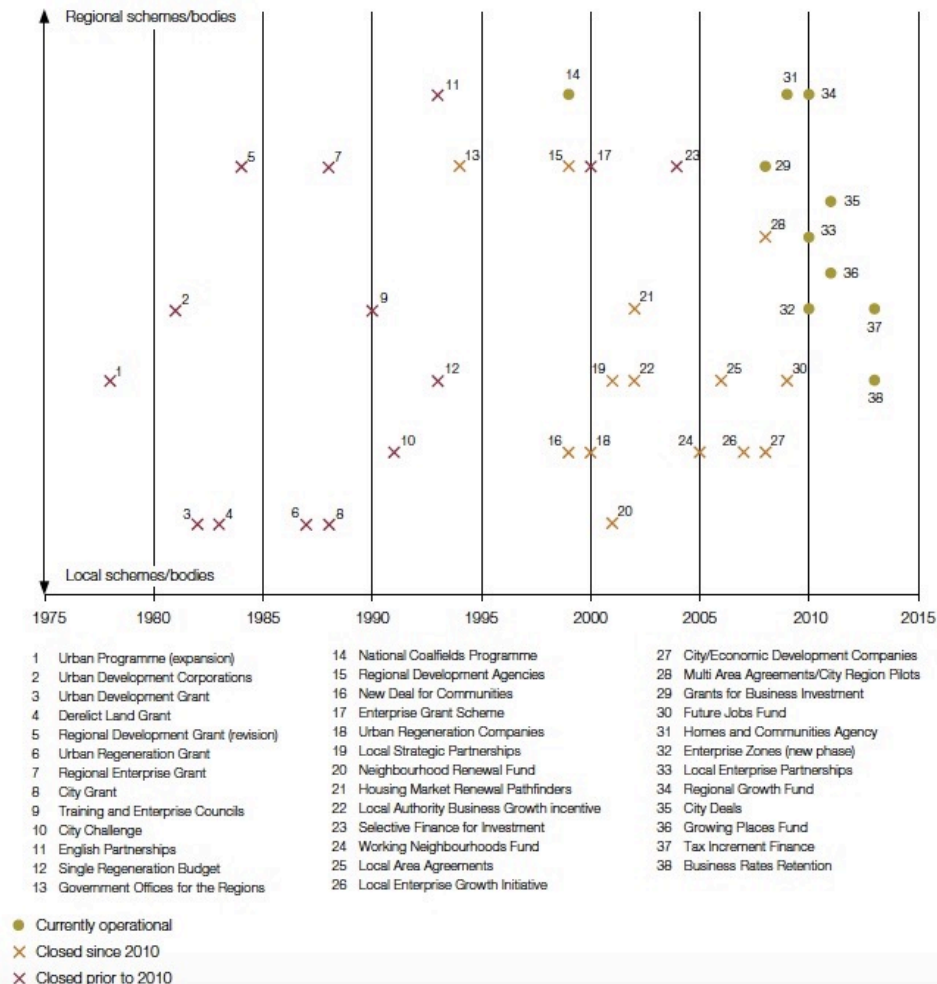
Source. National Audit Office (2013).

Pugalis (2012) contended that modern government commitment to urban regeneration in the United Kingdom was lacklustre. Tyler et al (2016) highlighted in their opinion, the limitations of the contemporary governance of regeneration. They argue that there is a lack of national regeneration strategy and resources to implement a localist agenda effectively. By emphasising the absence of a national regeneration policy Tyler et al (2016) advocate the creation of a national advisory panel to provide advice on regeneration matters.

2.3.3 A Critical Evaluation of Contemporary Regeneration Governance

Davies (2003) provides analysis of three governance strategies that appear to be related to urban regeneration, namely governance by regime, governance by government and governance by partnership. This review forms one of the main areas of critical analysis of modern governance in the research as it provides a relevant assessment of modern governance strategies affecting the study area.

Central to Davies' analysis is the dismissal of the concept of governance by regime, a strategy widely considered to be applicable to regeneration strategies in the United States. The key reasons for the dismissal of this mode of governance likened to a specialist form of networking, is the apparent absence of key characteristics of this form of governance. Furthermore Davies (2003, p267) believes *"British business has little tradition of collaboration in local politics and this is unlikely to change"*.

Davies (2003) promotes the strategy of governance by partnership as the approach most likely to accurately depict the governance in Britain during the period of the early 2000's. Davies believes that central government remains the dominant partner in these partnerships due to the states' ability to forge partnerships with the private sector. This is in tandem, they believe, with the increasing centralisation of policy decision making away from local government.

Jones and Evans (2013) undertake a critique of Davies (2003) and Rhodes (1996), and agree with Davies, rejecting the applicability of the concept of governance by regime. This is due to the apparent absence of long-term strategic convergence of views between the public and private sector. They claim that the relationship between the public and private sector in these projects is less overt. They believe that the application of the term governance by regime with reference to regeneration in Britain appears to be a "red herring" (Jones and Evans, 2013, p51).

Using qualitative multiple case study analysis of regeneration projects in central England, Jones and Evans (2006) findings, appears to support the view that central government retains a high level of involvement in regeneration projects. However the apparent emergence of strong non-state actors, questions Davies assumption that central government remains the dominant partner in urban regeneration projects. They remain critical of Davies (2003) oversimplification of the role of the state as the

driving force in regeneration projects. A counter argument offered by Jones and Evans (2013) promoting governance by networks, specifically self-organising inter-organisational network advocated by Rhodes (1996), appears to be relevant, given the findings of their research.

A contemporary view on the governance of economic regeneration has been provided by Pugalis (2012). Pugalis critiques the emergence of the Local Economic Partnership, a non-statutory regional administrative unit tasked with directing regeneration initiatives in a local area. Pugalis argues that the method of governance by partnerships is the most appropriate definition of an applicable governance strategy to urban regeneration. The justification is that regeneration partnerships, Pugalis believes, are a trademark of contemporary urban policy. This is due, they argue, to the need to enter into partnerships with a series of public and private sector actors to lever in private sector finance to fund urban regeneration projects.

Pugalis (2012) outlines, in their opinion the apparent limitations of governance by partnerships. The limitations include an over dominance of unelected business interests, a lack of community involvement and the issue of prioritisation over representation. Notwithstanding the apparent limitations of the strategy Davies (2003) appears to be a supporter of government by partnership method of governance. They highlight that if implemented successfully, governance by partnership can succeed where other initiatives have failed.

2.4 Private Sector Development Companies

2.4.1 Introduction

The evidence suggests that the role of private sector development companies' involvement in regeneration projects looks to have increased in the United Kingdom since the period of the 1980s. The move towards "neo-liberal" politics (Jones and Evans, 2013) appears to signify a marked change in governance away from public sector delivery, to lead delivery by private sector development companies. The private sector development companies look to have historically been encouraged via policy and funding initiatives to engage and become lead developer in these projects (Couch et al, 2003).

Private sector developers look to have continued to engage in physical regeneration projects either in partnership or acting solely on projects such as Cardiff Bay, Salford Quays and Gun Wharf, Portsmouth (Jones and Evans, 2013). The regeneration projects have incorporated a wide variety of property uses from residential, commercial, retail and leisure uses delivered in regeneration areas, via new build developments or heritage regeneration, or a combination of both.

The contribution to the built environment in the United Kingdom by private sector development companies looks to be significant. Henneberry and Rowley (2001) argue that since the period from the early 1980s, the private sector has assumed the role of the predominant supplier of buildings in Britain. Drane (2013) provides a critical analysis of contemporary property development theory. The analysis reports that property developers continue to be relied upon increasingly in urban environments as a means of creation of the built environment. Adams et al (2012) state that private sector development organisations are responsible for a large element of development output in the United Kingdom.

2.4.2 Differentiating Private Sector Development Companies

This section describes the key themes relating to the type of private sector development organisations that engage in property development and urban heritage regeneration activity. Havard (2008) describes in detail the apparent diversity of developers with respect to size and motivation. It is claimed that the property development industry comprises a wide heterogeneous breed of agencies from government agencies to local house-builders (Ratcliffe et al, 2009). The authors continue that development companies can vary from large companies with extensive development programmes capable of undertaking extensive complex major projects. In contrast, they believe that small development organisations also exist who they claim operate on a more modest and selective basis.

The types of organisations that engage in property development and urban heritage regeneration activity has been previously described in detail (Adams et al, 2012; Colliers et al 2011; Guy et al 2002; Havard 2008; Healey, 1991 and Ratcliffe et al, 2009). These organisations can be characterised as developer investors, speculative housebuilding organisations, developer traders, local and independent developers,

multi-national conglomerates and others. It appears that these organisations possess different motivations and attitudes to risk when engaging in property development activity. However, providing a precise definition of the nature of development organisations has been described as difficult due to the differences in organisational objectives. Adams et al (2012, p2579) comment on the limitation of the lack of knowledge relating to the property development sector, outlining that in their opinion *"the substantive account of what typifies the property developer is still to be written"*.

Developer investor organisations appear to engage in development activity, by adopting a top down formulaic approach. The key characteristics of their development activity are the adoption of a risk-averse attitude, focus on analysis of past property data and trends in order to identify and implement development projects in established locations. Development activity of these organisations is characterised by the adoption of a long-term view to development activity, underpinned by retention of properties within their existing property portfolios. Adams et al (2012) similarly identify speculative house-buildings organisations who adopt a formulaic approach to development. They claim that these speculative housebuilding organisations possess a reluctance to innovate and are reliant on a narrow product range.

In contrast, developer trader organisations appear to be concerned solely with the engaging in development activity. Their motivation is short-term profit maximisation by engaging in development activity with an objective to dispose of the completed asset following project completion. Havard (2008) describes these organisations as entrepreneurial risk takers who are active in development in periods of economic prosperity. However the author claims that these organisations possess few assets and are less active in periods of economic decline. It is claimed that this type of organisation is the *"organisation that perhaps come closest to the general publics' idea of a property developer"* (Havard, 2008, p39).

Guy et al (2002) provide evidence relating to local and independent development organisations that appear to possess different motivations and attitudes to risk in comparison to developer traders, investors or speculative housebuilding organisations. The motivation and ability of these types of developer is to utilise their detailed knowledge of a local area to operate in peripheral and marginal locations. The authors claim that these organisations possess an entrepreneurial spirit and appreciation of the

holistic context of an area to progress development opportunities. They also engage in bottom up development activity identifying factors such as acquisition buildings of high aesthetic quality combined with adoption of measures such as a design led approach to property development. This enabled these developers, Guy et al, 2002, claim to capitalise on issues such as social complexity and urban vitality. They claim these issues are unimportant to formulaic institutional developer traders, investors and speculative housebuilders.

Local and independent development organisations have been described as developers who are less reliant on strategy with more involvement of intuition (Landry et al, 1996, cited in Guy et al, 2002, p1191). The differing perspective of local, independent organisations to engage in development allowed for the identification of locations from which to achieve rising rent and values. A quality of these apparently entrepreneurial or maverick (Guy et al, 2002) development organisations is the adoption of an irrational approach to development and engagement in creative and unconventional development solutions in order to satisfy demand. These organisations are also willing to enter into partnership with local authorities in order to mitigate risk and increase project viability. Engagement in these projects, it is claimed, is often via the receipt of public sector financial assistance. It has been claimed that this type of developer engages in analysis of future trends rather than past data in order to establish the potential demand and value of a development project.

The globalisation of real estate (Healy, 1991) and emergence of multinational conglomerate organisations engaging in property development activity in the case study area has been evidenced. These organisations motivation for engagement has been described as diversification away from core business activities to add to a portfolio of existing business activities (Healey, 1991). It appears that these organisations are willing to enter into partnerships with local authorities in order to deliver property development projects. This has been evidenced by the delivery of the urban heritage regeneration project, Murrays Mill, Ancoats project by the Abu Dhabi United Group working in partnership with Manchester City Council. The project is described further in section 5.1.6.

Other development organisations that engage in property development activity have been identified as building construction companies, landowners and owner occupiers. Landowners and owner occupiers wish to enter into development either acting solely or in partnership. The motivations for engagement in development activity appear to include development for their own occupation or to maximise profit from existing landholdings. Building contracting companies appear to engage in development activity acting solely or in partnership with other organisations. Their motivations for engagement have been claimed to include a desire to obtain a continuous workflow and to recycle profits from existing construction activities. In addition, it has been argued that contracting companies are willing to accept a reduced level of development profits. This is due to their desire to diversify from engaging solely in construction activity (Guy et al, 2002)

Colliers International (2015) argues that a limited number of development organisations are willing to participate in urban heritage regeneration activity. They claim that whilst many developers participate in converting heritage assets for residential purposes, few solely operate in the field of urban heritage regeneration. The report highlights negative case analysis highlighting the role of not for profit third sector organisations engagement in urban heritage regeneration. Due to their status as charitable organisations, they appear to be able to access public sector funding in order to bridge the conservation deficit and progress urban heritage regeneration projects for local community uses.

2.4.3 Private Sector Development Companies Involvement in Urban Heritage Regeneration Projects

The literature review has provided evidence of the role of the private sector in engaging in heritage led regeneration. The Saltaire-Shipley corridor regeneration project in West Yorkshire was completed in 2006. The regeneration project involved the refurbishment of derelict historic mills into residential, office, health and conference accommodation. It looks to have restored an historic model village, created 900 new jobs and attracted £15 million private sector investment (Jones and Gripaios, 2000).

Other examples of heritage lead regeneration include the regeneration of Park Hill, a collection of heritage assets in Sheffield, United Kingdom (Jones and Evans, 2013). Considered to be an innovative regeneration scheme on completion using architectural innovation to provide high density social housing, Park Hill fell into decline due to poor physical condition, combined with major social problems (Pendlebury, 2013). In association with public sector partners, private sector development company Urban Splash, are progressing a phased mixed-use urban heritage regeneration scheme (English Heritage, 2008).

Figure 10: Park Hill, Sheffield
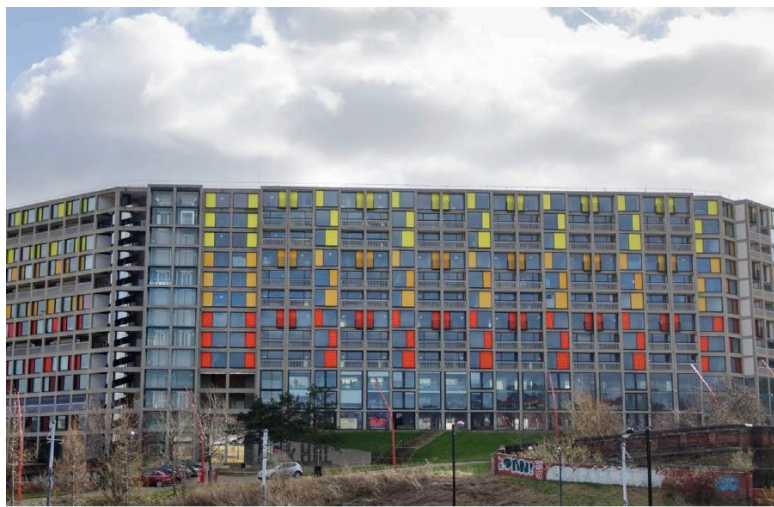
Source: Copyright Urban Splash 2015 and licenced for reuse

Coiacetto (2000, cited in Adams et al, 2012, p2583) appears to highlight the importance of small independent development companies and their ability to use local market knowledge to deliver heritage led regeneration. The former Birds Custard Factory heritage asset in Birmingham, England was redeveloped into workspaces for small businesses by property developer Bennie Gray. This development has regenerated an area considered previously to be an industrial wasteland, creating a new community and workspaces for small businesses (Colliers, 2011).

Figure 11: Custard Factory, Birmingham

Source: Copyright Gordon Griffith 2015 and licenced for reuse.

Regeneration projects involving heritage assets looks to vary considerable in size and scale. George Ferguson, an architect and developer, identified, in their opinion, the opportunity to acquire an affordable heritage asset. The developer considered the former tobacco factory heritage building to be a building type and in a condition that could be adapted to mixed use space for the creative industries. The Tobacco Factory has been developed in a phased approach and, it has been claimed, by adopting a design lead approach. It has used the qualities of the building to appeal to a variety of occupiers and end users by reusing a former manufacturing hub and replaced it with a cultural hub. The Tobacco Factory has been described as a successful regeneration project in an attractive urban location (Colliers, 2011).

Figure 12: Tobacco Factory, Bristol

Source: Copyright Steve Daniels 2011 and licenced for re-use

2.4.4 Opportunities and Constraints for Private Sector Development Companies in Urban Heritage Regeneration

This section will outline the findings of the literature review relating to the opportunities and constraints for private sector development companies who are considering participation in urban heritage regeneration.

2.4.4.1 Financial Return

The evidence suggests that establishing acceptable level of financial return or development profit (Havard, 2008) appears to be a key consideration for development companies. HWBPT (2011) imply that the level of required developer profit varies according to developer type. When participating in heritage regeneration projects, the ability to generate an acceptable level of profit for development companies appears to be a key factor in participation.

Oxford Brookes University (2016) published a report relating to the issues of real estate valuation that outlines the significance of the need to generate a financial return for private sector development companies. The report states "*It is inevitable that schemes will only go ahead if financiers place a value on completed developments that are higher than the expected costs*" (Oxford Brookes University, 2016, p32). Henneberry and Rowley (2001, p101) generalise the motivations of developers by stating "*developers seek to accumulate profit by producing buildings whose realised value is greater than the cost of development*". Adair et al (1999) claim that it is generally accepted that the private sector does have a social conscious however this is a secondary motivation to the generation of profit.

It is claimed that heritage regeneration projects, often possess a requirement for developers to obtain funding to overcome a project conservation deficit (HWBPT 2011). It appears that a conservation deficit occurs where the cost of heritage regeneration scheme exceeds the scheme value, including an acceptable level of financial return to the development organisation. It is claimed that this may affect project viability wherein if the development organisation cannot find a solution to resolve the conservation deficit; the project is unlikely to progress (HWBPT, 2011).

However the requirement to prioritise financial return has been questioned. The Heritage Investment Framework prepared by the organisation, Pennine Lancaster (2014, p35) state that private sector development organisations *"need to start thinking beyond viability and conservation deficits and more into investing and owning a piece of history within unique spaces."* These findings do not accord with the evidence that suggests that generation of an acceptable level of financial return is a key opportunity for participation.

2.4.4.2 Local Economic Context

The local economic context of an area where the heritage asset is situated appears to be is an important consideration when contemplating involvement in a regeneration project. Comparing the relative success of the Canary Wharf and Albert Dock regeneration projects, Healey (1991) stated that the London Docklands project could be considered successful. The project, they stated, was focused on urban decline in a highly localised area where general economic activity was generally buoyant. In contrast, the work of the Merseyside Development Corporation during the same timeframe was placed within, the evidence suggests, an area of general economic decline. Orbasli (2008) highlights the apparent importance of the local economic context of a heritage regeneration project. The author states that *"like all commercial property, location is a key defining factor in whether and how a historic building will be conserved and reused"* (Orbasli, 2008, p194.)

English Heritage (2011) completed a qualitative study involving stakeholders in urban regeneration projects that included participation by private sector development companies. The study related relating to the requirements to attract private sector investment in industrial urban heritage regeneration projects. The report revealed that challenges to participation included heritage assets often being located in areas of low economic activity. They highlight the case study of Finsley Mill, a 4-storey former weaving mill located in the historic Weavers Triangle area of Burnley, Lancashire. The local economic context of the area was considered to be an area of deprivation where developers, were unable to undertake adaptive reuse the mill, citing a lack of viability. They report that subsequent vandalism resulted in a state of disrepair to the building that necessitated a requirement to demolish the building.

Figure 13. Finsley Mill, Pendle

Source: Copyright Alexander K Capp 2009 and licenced for re-use

Reeve and Shipley (2012) conducted a longitudinal study of the effect of Townscape Heritage Initiative, an area based heritage regeneration programme providing funding to heritage projects in deprived locations. In their concluding remarks, they state that heritage regeneration can bring about significant changes in land-use in particular areas. However, they also state that heritage regeneration appears to be unable to *"stand against and turn back a general economic decline of a particular area"* (Reeve and Shipley, 2012, p210).

HWBPT (2011) completed a study into to the issue of conservation and regeneration of industrial buildings in Pennine Lancashire. The study claimed that the local economic context is the single most important factor in bringing about the adaptive re-use of heritage assets in this area. In addition, Cushman and Wakefield (2016) completed study in to the economic potential re-use of vacant textile mills in Yorkshire. The findings outlined that many mills are located in area of weak demand, affecting viability. The authors state *"it is easy to see why such properties can be viewed as liabilities rather than assets"* (Cushman and Wakefield, 2016, p2).

Liverpool City Council in their local authority heritage investment framework claims that a local economic context may provide opportunities for private sector investment in urban heritage regeneration. Without providing supporting evidence, it states that investing in regeneration areas can provide the opportunity to identify areas of untapped potential (Liverpool City Council, 2015). Similarly, Guy et al (2002) claim

that private sector companies can acquire buildings and sites at comparatively low values. This enables the potential for generation of financial return for participants.

2.4.4.3 Nature of Heritage Asset

The nature of heritage assets can be wide and varied and consist of many different building typologies. Colliers International (2015) emphasise the impact of the type of heritage assets and associated impact on the potential for redevelopment. They describe the suitability of large industrial mills and their potential for conversion into residential accommodation. The apparent adaptability of these building types is highlighted; 108 industrial structures look to have been removed from the Historic England Buildings at Risk register since 1999. This has been described as being due to the repair or redevelopment potential of these buildings, resulting in their removal from register.

Colliers International (2015) claim that the specific nature of a building structure can increase the difficulty of reuse; a generic heritage asset building typology such as textile mills can be reconfigured for ease of incorporation of new uses. However, some industrial warehouses may be subject to physical limitations that restrict their potential for re-use; for example due to a lack of natural light. The report states that other heritage assets, for example weaving sheds, buildings associated with mining, chemical, extractive and chemical industries are more difficult to incorporate into heritage regeneration projects. Bullen and Love (2011b, p39) highlight that purpose built single use, buildings with extensive compartmentalisation and low-rise buildings have been deemed as *"too difficult to retain and adapt"*.

It has been claimed that buildings or heritage assets such as ruins, buildings built for a particular form or those that contain large elements of machinery can present challenges in urban heritage regeneration projects. Evidence has been provided highlighting that 124 places of worship are listed on the current 2016 North West Buildings at Risk register, representing 9.6% of the total number of assets on the regional register (Historic England, 2016). Orbasli (2008) expresses caution on the potential adaptive re-use of historic buildings, describing that the level of intervention required to adapt a heritage asset, may result in damage to the historic fabric. This would, the author claims, represent an inappropriate use of a heritage asset.

2.4.4.4 Role of Public Sector Organisations

Evidence relating to a potential role of the public sector as a key enabling factor, either as a project partner, a funder, or as infrastructure provider has been provided. Oglethorpe (2013) claims that a key requirement of a successful regeneration project is the ability to work in effective partnership with the private and public sector. It has been highlighted that entering into partnership with public and private sector organisations for the sharing of skills, expertise and risk (The All Party Urban Development Group, 2009). Orbasli (2008, p193) states *"in areas where investors are cautious in taking on a derelict building in a run-down area, it may be up to the public sector to kick-start revitalisation."*

Kellie (2014) implies the success of the "Manchester model" of regeneration and respective development and investment programmes has been anchored by successful public and private partnerships. Ball and Magin (2005) believe that partnerships between public and private organisations have gained prominence. This is because, they believe, of their ability to simultaneously solve urban policy problems. It addition they appear to be able to provide funding for urban regeneration, involve local communities whilst allowing the public sector state to steer project outcomes.

Rodney and Clark (2000) believe that to encourage developers to take a wider view of participating in these regeneration projects it is necessary for the state to intervene and reduce the risks. Tyler et al (2016) produce case study evidence that appears to show the requirement for public sector intervention in physical regeneration projects where the private sector appears not to be able to operate in isolation. Land assembly by the public sector is potentially a key risk reduction method in urban heritage regeneration projects (Adair et al, 2007). Havard (2008) describes the role of the public sector in the property development process as pivotal.

However it has been claimed that the involvement of the public sector at particular stages of the development can provide a constraint to private sector companies. It is argued that whilst it may prove to be beneficial, involvement of public sector organisations will almost certainly lengthen the development process (Cadman and Topping, 1995).

2.4.4.5 Funding

Private sector development community ability to conduct development activity has been described as dependant on an adequate supply of finance (Henneberry and Rowley, 2001). The evidence suggests that obtaining project development funding to facilitate involvement in heritage regeneration projects may be a constraint to participation. It is claimed that a historic method of bridging the conservation deficit, introduced in section 2.4.4.1 is receipt of funding from public sector, heritage or economic development organisations (HWBPT 2011, English Heritage, 2013 and ODPM, 2004).

The importance of public sector or heritage funding availability has been highlighted as potentially significant in attracting private sector companies to engage in urban regeneration areas (Jones and Gripaios, 2000). Oglethorpe (2013) reported on case studies of regeneration projects involving historic industrial buildings in Scotland. It claimed that all regeneration projects received some element of public sector funding. Macdonald (2011, p895) states *the private sector will be willing or unable to take on the risks and costs of urban conservation alone. Incentives and/or public private partnerships will therefore be essential to long term success.*"

Colliers International (2015) report outlines that private sector development company Urban Splash, has completed a number of urban heritage regeneration projects. The advisory body reports claims that the company often relies on public sector funding to make heritage regeneration projects viable. It also provides further evidence referring to the removal of 108 properties from the buildings at risk register in the Yorkshire region during the period 1999 to 2009. The report claims that 33% of these projects have received assistance from Historic England and the Heritage Lottery Fund.

Described in detail by authors such as Atkinson and Moon (1994), Jones and Evans, (2013), Roberts and Sykes (2008) and Tallon (2013) regeneration funding has historically been provided via a series of discretionary based funding programmes. Funding and incentives for engagement in urban heritage regeneration projects looks to be obtained by via heritage and economic regeneration funding and tax incentives. Colliers International (2011) report states that the availability of assistance from the

public sector has changed significantly, with the availability of funding having been reduced.

Regional Development Agencies (RDA), non-governmental bodies, were setup in 1998 with an objective to deliver economic development and regeneration. The North West Regional Development Agency looks to have been a significant funder of heritage regeneration projects such as the Midland Hotel, Morecambe, Murrays Mill, Ancoats and Bluecoat Chambers, Liverpool projects (English Heritage, 2008, Heritage and Regeneration UK, 2009). Critics of the regional development agencies argued that these organisations were an unnecessary layer of additional bureaucracy. In contrast advocates of the former RDAs have claimed that the regional development organisation were significant investors in heritage regeneration (HWBPT, 2011).

The successor economic development organisations to the regional development agencies, is currently known as the Local Economic Partnership (LEP). LEPs are required to liaise between public and private sector organisations. It is an organisation consisting of private and public sector partners to lead economic regeneration in a specific area. There are currently thirty-nine local economic partnerships in England. Their function is to provide strategic leadership in relation to include housing, planning and local transport and infrastructure priorities.

The National Audit Office (NAO) completed a strategic evaluation of the performance of Local Economic Partnerships (NAO, 2016). The key findings of the review stated that the LEP is the main regional facilitator for the creation of economic growth in a region. The LEP mechanism offered the opportunity for local decision-making and was in receipt of a combined budget allocation of £2bn per annum for the period from 2015 to 2021. Figure 14 below provides evidence relating to an apparent increase funding allocation to LEP's indicating the potential significance of this organisation in the delivery of local economic growth.

Figure 14: Estimated Funding Allocation for Local Economic Partnership
Organisations for Period 2011/12 to 2020/21

£ million

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Regional Growth Fund	29	29	183	183	0	0	0	0	0	0
Core and capacity funding	1	6	11	21	20	20	20	20	20	20
Enterprise Zone Grant funding	0	8	94	223	0	0	0	0	0	0
Growing Places Fund	0	730	0	0	0	0	0	0	0	0
Growth Hub Core funding	0	0	0	0	14	0	0	0	0	0
Local Growth Fund	0	0	0	0	2,000	2,000	2,000	2,000	2,000	2,000
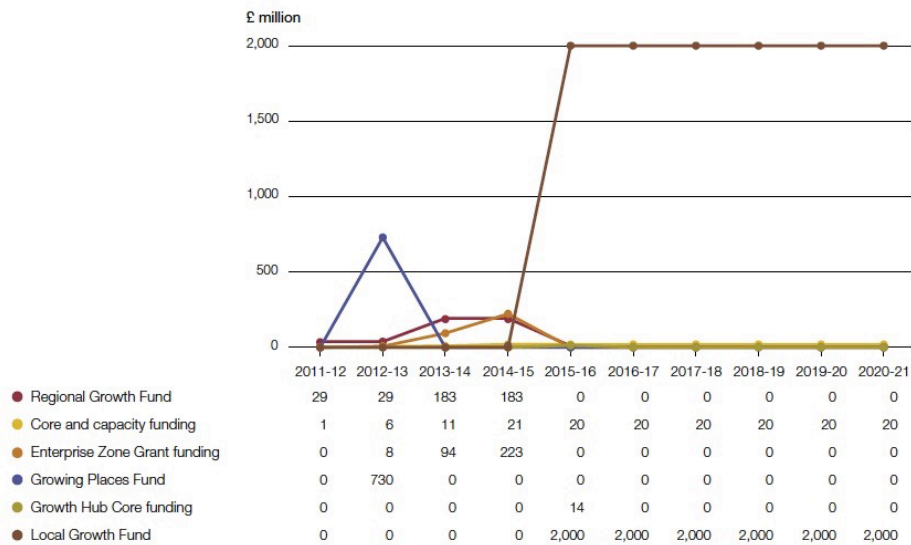
Notes
1   Figures presented above do not include funding from the European Union that LEPs have 'strategic direction' over.
2   Core and capacity funding assumed to continue at 2016-17 levels.
3   Regional Growth Fund allocations straddle financial years. Allocations have been apportioned equally to relevant financial years.

Source. NAO, 2016 and licenced for re-use

The report also provided evidence, shown in figure 15 in relation to an apparent reduction in local authority net spending for economic development. According to the graph, funding looks to have has reduced by 68% during the period from 2010 to 2016.

Figure 15. Local Authority Spending on Economic Development
For Period 2011/12 to 2015/16.

Net expenditure on economic development (£m)

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Economic development net expenditure	935	516	377	384	382	300
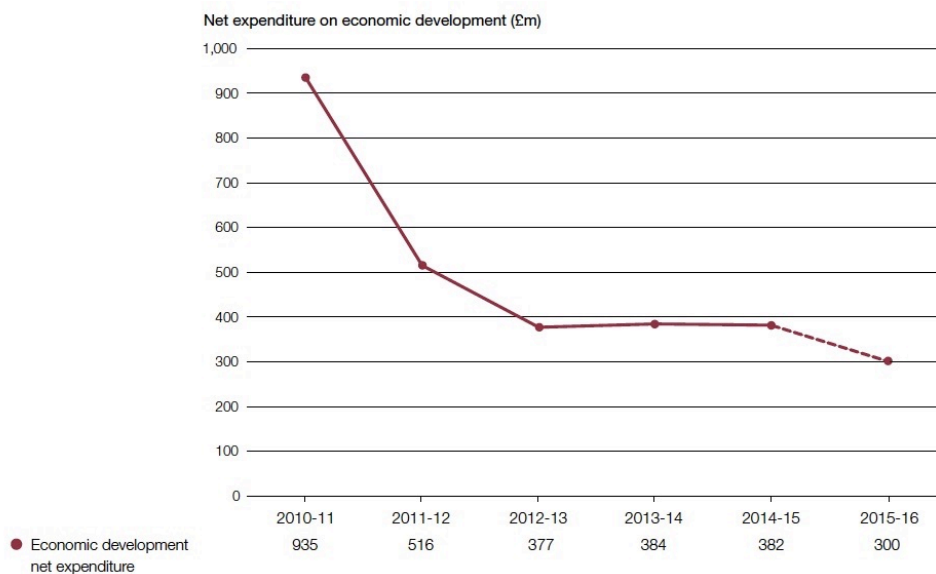
Notes
1   Figures expressed in real terms using 2012-13 prices.
2   Dotted figures represent budgeted figures.

Source. National Audit Office (2016) and licenced for re-use.

52

Cushman and Wakefield study (2016) provide an overview of potential funding available to private sector development companies engaging in urban heritage regeneration. In relation to public sector incentives, they request for an alignment of economic regeneration funds in order to mitigate the risks of engagement in heritage regeneration.

The availability of heritage funding via Historic England appears to have also been reduced or more readily available to non-profit making organisations (HWBPT, 2011). The Heritage Lottery Fund (HLF) is a significant funder of heritage projects however funding appears to be focused on not for profit organisations. Funding schemes such as Heritage Enterprise Scheme can provide funding to private sector organisations. The scheme contains a requirement for private sector development companies to enter into partnership with community and not for profit organisations (HLF, 2013).

The provision of tax incentives by central or federal governments look to have been effective in attracting private sector investment to regeneration areas internationally (Adair et al 2007, Williams and Boyle 2012). Taxation incentive schemes such as Business Premises Renovation Allowance (BPRA) described as potentially useful for heritage regeneration projects; is scheduled to be withdrawn in April 2017 (Pennine, Lancashire, 2014, Cushman and Wakefield, 2016).

2.4.4.6 Risk

The subject of risk has been described as a key consideration for private sector development companies' involvement in property development projects (Havard, 2008). Bullen and Love (2011b), claim that building owners and practitioners have been reluctant to enter into re-use projects involving heritage assets. This is due to the risks associated with health and safety, increased maintenance, inefficiencies in spatial layout and commercial risk. Furthermore, Atherton et al (2011, p3) state: *unless developers have a clear idea of the risks that they are facing then it is impossible to determine what returns they should be expecting to compensate for those risks."*

Colliers International (2015) report extensively on the risks associated with urban heritage regeneration. The report states that heritage regeneration projects can be

considered by private sector development companies and their advisors to carry a greater level of risk than conventional new build development projects. This is due to uncertainty about hidden and unfamiliar defects and associated costs. It appears that the perception of risk that is a barrier to private sector development organisations involvement in heritage regeneration projects.

Working with heritage assets have been described as expensive to deal with by their very nature (ODPM, 2004). This appears to directly contrast with property development organisations objectives to minimise risk. Colliers International (2011) completed an investigation into methods to encourage private sector investment into industrial structures that are considered to be at risk, highlighting the importance of the concept of risk. The report claims "*Where buildings are at the margins of viability as is commonly the case with derelict industrial buildings; the additional cost and risk can influence developers in choosing between whether to proceed or to seek opportunities elsewhere*" (Colliers, 2011, p25).

2.4.4.7 Cost

A key factor that presents a constraint to participation in heritage regeneration project is the apparent cost associated with heritage regeneration. Bullen and Love (2011b) published research into adaptive re-use projects in Perth, Australia. Their qualitative analysis stated that whilst buildings of historical significance have been subjected to reuse "*this can be a costly experience for developers and owners due to heritage and conservation requirements*" (Bullen and Love, 2011b, p33). The cost of adaptation of heritage assets is considered to be a key issue that determines the feasibility of an urban heritage regeneration project (Cushman and Wakefield, 2016).

HWBPT (2011) stated that the input of expert advice on the cost implication of each building element was significant to determine the subsequent effect on project viability. The report claimed that unexpected costs have undermined project viability and that heritage regeneration costs may be greater that comparative new build developments. A summary of construction cost considerations that may require consideration in heritage regeneration projects has been provided in Appendix F.

Colliers International (2015), note the issue of hidden and pre construction costs required to progress heritage regeneration. In addition, the concepts of hidden,

environmental, maintenance and holding costs related to heritage regeneration projects, are also highlighted as potential constraints to participation (Cushman and Wakefield, 2016; English Heritage, 2013; HWBPT 2011; Macdonald and Cheong, 2014 and ODPM, 2004). A Heritage Investment Framework (Pennine Lancashire, 2014) has been prepared by Pennine Lancashire organisation. The framework claims that there a perception exists of high costs associated with urban heritage regeneration projects. Whilst no direct evidence is provided, the report observes *"whilst there are many challenges in securing heritage investment, often in reality, that the extra cost and risk associated by comparison with new build structures can be minimum"* (Pennine Lancashire, 2014, p12).

Shipley et al (2006) completed qualitative research involving semi-structured interviews with private sector development company employees who have participated in heritage re-use projects in Ontario, Canada. Their research into 132 adaptive re-use projects publish an apparent disparity of responses relating to the construction costs of heritage regeneration projects, in contrast to new build developments. They provided inconclusive evidence that identified heritage regeneration project cost may represent a saving relative to new build construction. This is due to the retention of existing structural elements. Conversely, the report produced evidence stating that the cost associated with heritage regeneration can be comparatively more expensive within the same use category, namely residential re-use projects.

2.4.4.8. Consultation and Community Involvement

The issue of consultation and community and stakeholder involvement in projects involving regenerating heritage assets has been described as a factor that affects involvement. The European Commission (2005) report emphasises the importance of inclusive community consultation throughout the regeneration process. English Heritage (2013) believes that it is important that key stakeholders and decision makers are identified and briefed and kept informed at all stages of the project. Furthermore to enable successful regeneration, it has been reported that it is important for development companies to interact and partner with other stakeholder organisations (Dixon, 2007).

2.4.4.9 The Planning and Regulatory System

The planning system in Great Britain has been described as a system that assists property developers and investors as it provides certainty to the development process (Havard, 2008). However, it has been claimed that the town planning process is not straightforward for heritage projects, is complicated and non-user friendly, which can frequently add delay and uncertainty to development projects (English Heritage, 2013).

It has been stated that the perceived complexity of the consents landscape and its' interaction with the planning system can impose additional costs and risk for businesses. Obtaining the necessary consents can be critical to some investment decisions and any unforeseen and unnecessary delays can cause increases in development costs (Penfold, 2010). It has been argued that a prudent developer must obtain all legal permissions before committing to the development (Cadman and Topping, 1995). In contrast to the criticism of the planning process of heritage regeneration projects, it has been reported that planning officers can conversely act as mediators of conflict, or facilitators for developers, who face opposition to proposals from the local population (Adams et al, 2012).

2.4.4.0.1 End User

English Heritage (2013) indicates that a key factor of successful regeneration is to ensure occupation of the heritage asset. Heritage assets can be located in urban locations that are attractive to residential occupiers due to their close proximity to the city centre. Colliers International (2015) report prepared for English Heritage completed an investigative study into how the public sector can initiate the conversion of large heritage assets, currently at risk, into residential use. The study provided case study evidence of eighty residential adaptive reuse projects in the United Kingdom. The study suggests that the re-use of heritage assets can be attractive to private sector companies for adaptation to residential accommodation.

Heritage assets such as former industrial mills have been reported also attractive to leisure and commercial users. English Heritage (2008b) provides case study evidence of adaptive re-use projects into hotel and leisure accommodation where tenants are attracted to the unique environment. In addition the ability to incorporate repetitive

accommodation styles into heritage assets such as rooms for hotel use is attractive to leisure end users. The "base2stay" hotel project, Liverpool has been advocated by Colliers International (2015), as it demonstrated, in their opinion, a successful example of effective incorporation of a leisure use into a heritage asset. The report continues to state that occupying heritage assets with architectural character adds to a commercial or leisure tenant's brand.

Amion (2010) report claims to provide evidence relating to the popularity of heritage assets with specialist retail occupiers. The report advocates the use of heritage assets as they provide the opportunity to create an ambience that attracts high value tenants. The case studies of Fort Dunlop, Birmingham, Paintworks, Bristol, Custard Factory, Birmingham, appear to demonstrate the apparent popularity of heritage assets with commercial occupiers. Colliers International (2015) report that creative and cultural industries in English core cities are fifty-five percent more likely to be found in a listed rather than a non listed buildings.

Notwithstanding the popularity of heritage assets with some occupiers; heritage assets appear to be potentially unpopular with occupiers. This is due to an inability to provide incoming services infrastructure, load bearing capacity and inability to meet modern requirements such as disabled access (English Heritage, 2013). Other physical constraints that may restrict the attractiveness of the building to an end user. The constraints look to include lack of useable space relative to the building total floor area, cellular layout and inability to install modern tenant requirements such as air-conditioning and comfort cooling (Colliers, 2015).

2.4.5 The Implications of Private Sector Development Companies Involvement in Urban Heritage Regeneration

The role of private sector development companies in heritage regeneration projects appears to have implications that have impacted on the conservation and regeneration community. The evidence highlights an apparent conflict between the conservation and an emerging discourse that can be defined as the heritage dividend discourse (Pendlebury, 2013) and the prioritisation of values according to each stakeholder. Araoz (2011) claims that this tension is significant enough to declare that a new heritage paradigm is emerging, where the values of heritage assets are in a state on

constant flux and evolve in accordance to time and space. The issue of the use of heritage regeneration of heritage as assets as a means to an end rather than an end in itself is a source of debate between those who advocate preservation as opposed to constructive conservation (Reeve and Shipley, 2012)

Jones and Evans (2013) imply that in public private partnerships, the public sector has borne the majority of the financial risk whilst the private sector has reaped the rewards. Tallon (2013) questions the reliance on the ability of private sector organisations to deliver when market conditions are unfavourable. They provide evidence detailing a contraction in private sector activity due to the economic downturn experienced in the United Kingdom during the period from 2008 to 2013. This has subsequently, they claim, has resulted in the stalling or abandonment of regeneration projects that have contributed to regeneration areas experiencing growing economic and social problems.

Colliers International (2015) highlights the issue of adverse market value of heritage assets where the site of the asset is apparently more valuable without the heritage asset. This is due to the fact that the site can be developed more intensively with new buildings. They appear to claim that the focus on achieving market value has taken precedence over other facets of the value of the asset such as their intrinsic historic value.

2.5 The Changing Nature of Urban Heritage Regeneration.

This section outlines the key themes that have affected urban heritage led regeneration practice during the period from 2007 to the current day. The changing nature of the urban heritage regeneration could be attributed to amendments to central government regeneration policy. Contemporary regeneration policy can be described as a focus on localised decision making to local communities and businesses, public sector deficit reduction, abolition of regional development agencies and introduction of Local Economic Partnerships (NPPF, 2012; Reeve and Shipley, 2014). Critics of this apparent policy shift, claim that this has resulted in a critical gap in knowledge since 2010 due to the prioritisation of the localism agenda (Pugalis and McGuiness, 2013).

An apparent priority of central government regeneration policy focus has been to reduce the public sector deficit which has resulted in a reduction on funding to public sector organisations (Reeve and Shipley, 2014; Tyler et al 2012; APUDG, 2009). The devolution of decision making to local economic partnership organisations appears to include a prioritisation of regional economic growth projects (Caschili et al, 2011; Tyler et al, 2016). These economic regeneration organisations look to have provided assistance to transport infrastructure projects, or projects that can remove barriers to economic growth. Projects appear to have been prioritised are those that can deliver economic growth and attract a high relative ratio of private sector investment (Pugalis, 2011). However this prioritisation of policy appears to have resulted in a reduction in funding for public sector bodies that have the potential to assist in delivery of urban heritage regeneration such as Historic England (NAO, 2016).

The outcome of the apparent change in amendments to central government regeneration policy appears to a reduction in participation of private sector development organisations in urban heritage regeneration projects. Key factors associated with the reduction in activity have been described as the perception of increased, cost, risk and inability to raise necessary funding (Brown, 2012; APUDG, 2009). Caschili et al (2011), argue that public sector funding is necessary to attract private sector organisations to participate in these projects in order to make the project economically viable. However, Reeve and Shipley (2014) argue that there is little published empirical evidence to demonstrate the impact of public sector funding reductions on the delivery of urban heritage regeneration projects. It is evident that third sector organisation such as Building Preservation Trusts who have the ability to access public sector funding, appear to be increasingly engaged in urban heritage regeneration projects (Pennine Lancashire, 2014).

A key issue that may change the nature of the heritage regeneration practice from the period 2019 relates to the withdrawal of European Union funding assistance for heritage led regeneration projects. The impact of European Union funding within the case study region is highlighted. Between the period of 1994-2006 Merseyside and Liverpool City Council region appears to have received £1.3 billion Objective One funding being allocated and expended on economic development projects (Sykes et al, 2013). It is claimed that £33,173,746 funding has been obtained from the European

Structural Investment Funding sources. This funding appears to have been allocated to heritage related physical regeneration projects in the case study region during the period from 2007 to 2013 (Euclid, 2017).

Amendments to planning policy that have occurred during the period 2007 to the current date may change the nature of urban heritage regeneration. Introduction of the National Planning Policy Framework (NPPF) has resulted in the requirement for development companies to adopt a sustainable approach to development. This has been described as a major strategic objective of contemporary United Kingdom planning policy (Mansfield, 2013). Section 2.2.6 identifies that engaging in urban heritage regeneration may create sustainable value. This increasing policy focus on the requirement to deliver sustainable regeneration projects may provide the basis for greater engagement in urban heritage regeneration. Increased delivery of these projects may contribute to the policy objective of delivery of sustainable development (Mansfield, 2013).

The national planning policy framework legislation contains a requirement for local authorities to formalise a heritage strategy, setting out a *"positive strategy for the conservation and enjoyment of the historic environment (NPPF, 2012, p30)"*. This policy initiative has resulted in the explicit codification of heritage strategies by local authorities within the case study area (Pennine Lancashire, 2014). This highlights an increasing awareness of the need to promote urban heritage regeneration opportunities. This codification strategy may encourage private sector development organisations participation in urban heritage regeneration.

Aroaz, (2011) proposes that a new heritage paradigm has emerged through the increasing use of heritage assets as a vehicle for economic regeneration. This has created an increased number of stakeholders engaged in heritage activities and a growing awareness of the apparent increasing range of values of heritage assets. Aroaz continues that stakeholders engaged in these projects may attribute different sets of values to heritage assets causing conflict between stakeholders and creating value tension (Hasbollah, 2014). There is a requirement, the author argues, for the conservation community to adapt and consider the new values associated with heritage assets to understand the intangible in addition to the material values of heritage (Araoz, 2011).

The changing nature of urban heritage regeneration has also been characterised by an apparent growing awareness of the need to undertake effective evaluation of the value of urban heritage regeneration projects. Tyler et al (2012) in an initial assessment of the value of the benefits of urban regeneration projects outlined the complexity of effective evaluation of regeneration projects. This is due to the wide range of values attached to these projects by different stakeholder groups and the associated difficulties of measurement (Aroaz, 2011; Bullen and Love, 2011, Cerveyo Royo et al, 2012). However the need to understand the holistic value is necessary it is claimed in order to prevent the prioritisation of financial value in these projects (Mansfield, 2013). This element of the changing nature of urban heritage regeneration indicates a potential need to develop an effective method of assessment of the value of urban heritage regeneration projects.

The governance of regeneration is related to the political beliefs of ruling political parties and their associated policies of welfare state expansion or reduction. The shift in modern governance to governance by partnership is the latest change to governance to affect regeneration policy. The changing nature of the governance of urban heritage regeneration includes the commitment to reduction in centralised public sector activity and increased devolution of power to local organisations. In addition, the creation of LEPs and increase in involvement of the local community and third sector organisations is evident. The apparent lack of national regeneration strategy, resources and reduction of and lack of guidance on funding and policy initiatives for heritage regeneration has been highlighted.

There has been an increased awareness of the issues of delivery of urban heritage regeneration projects in areas of low value and low demand. It is claimed that this is due to the inability to bridge the conservation deficit creating a lack of viability. Colliers (2011) and HWBPT (2011) provide evidence of the apparent inability to bridge the conservation deficit in urban heritage regeneration projects in these areas. The existence of, and inability to, bridge a conservation deficit has been identified as a key factor that affects participation by private sector development organisations participation in these projects (Colliers, 2011; Pennine Lancashire, 2014; Reeve and Shipley, 2014).

The role of public sector organisations in providing assistance to bridge the conservation gap in low areas and low demand has been identified. Parkinson (2008) outlines the implication of the absence of public sector assistance in these areas. The author claims that these areas during periods of economic decline will be affected by a *"flight from risk to quality. This means that marginal places, projects and partners are most threatened"* (Parkinson, 2008, p29). It has been claimed that public sector organisations should adopt a more proactive approach and develop innovative procurement methods to attract private sector organisations to these areas (APUDG, 2009; Pennine Lancashire, 2014.)

2.6 Summary of Key Findings from Literature Review

This section will summarise the key findings of the literature review. The definition of the term regeneration appears to be wide and encompasses social, environmental and economic and not just physical transformation. The literature review has indicated that effective regeneration, can involve the adoption a multi-disciplined approach to deliver long-term change in an area. This is rather than progression of a single policy initiative of physical regeneration.

An objective of this research is to understand how engaging in urban heritage regeneration involving private sector development companies can contribute to the concept of successful regeneration. The literature review has established that the research is in accordance with the definition of urban regeneration provided by Tallon (2013) and Jones and Evans (2008). This is due to the fact that the research is focused upon on urban heritage projects in towns and cities rather than non-urban and rural locations.

There does not appear to be a conclusive definition of what comprises successful regeneration where definitions may vary according to each stakeholder perspective. A definition of successful regeneration can include the project acting as a catalyst for further regeneration and the creation of a mix of uses that contributes to social community cohesion and urban renewal. Successful regeneration looks to be focused in areas where the public and private sector often work in partnership to deliver long term economic, social and environmental improvements. It appears that engaging in

successful regeneration project may involve undertaking a design led approach that delivers value to project stakeholders.

It appears that engaging in urban heritage projects can contribute to the concept of successful regeneration. The literature review has revealed that urban heritage regeneration may provide economic benefits and contribute to social cohesion within a local community. Heritage regeneration projects may act as a focal point for regeneration, acting as the catalyst for further regeneration activity and contribute to the delivery of a mix of uses, including tourism, to an area.

The use of heritage assets in the context of the built environment has evolved, moving away from purely preservation and conservationist perspective, to be used as an active agent for change. Evidence has been provided that demonstrates that heritage assets have been used in regeneration policy as a vehicle for social, environmental and economic regeneration. They also appear to have been able to satisfy demand for uses such as residential, commercial and leisure accommodation. Conversely, the limitations of the use of heritage assets in regeneration projects, has been highlighted. Evidence has been provided where projects have not been progressed due to lack of private sector development company involvement as a result of the local economic context.

The type of heritage asset appears to be important in successful heritage regeneration projects where industrial mills look to provide flexibility to deliver adaptive re-use. In contrast, buildings that have been built for a specific purpose or are associated with industries and associated with levels of contamination, cellularity and lack of useable space have been described to be more difficult to adaptive re-use. The refurbishment and adaptation costs of regenerating heritage assets can impose cost burdens on a property owner or developer that may present an unacceptable level of risk (English Heritage, 2013).

The involvement of the public sector in these projects looks to be important in that they have been identified as sources of project funding and technical knowledge. However, evidence suggests that they are affected by a lack of resources and skills. Creating effective partnerships has been highlighted as a key factor to ensure commercial viability, to attract private sector investment and to provide

63

complimentary skills. There appears to be a need to engage in effective consultation with the local community and key stakeholders. A poorly executed consultation process may cause significant delays and even result in the abandonment of regeneration projects.

Assessing the value of urban heritage regeneration appears to be difficult. The emphasis for private sector participants is on more contemporary assessments of value namely financial value. Development companies will look to maximise the commercial worth of their investment. The distinction between in use or direct value as opposed to non-use, indirect value looks to be significant when determining the value of heritage regeneration projects. Whilst claims of the direct value of heritage regeneration projects have been discovered, albeit in a limited form, the valuation of indirect benefits, post project completion, has yet to be fully established.

There is evidence of private sector participation in the delivery of these projects attracted by the opportunity to generate financial returns and to work with buildings of a high quality. A primary reason for participation appears to be to build relationships, and work in partnership with public sector organisations. The evidence suggests that a perception exists of high construction, hidden and on-going maintenance and repair costs of heritage regeneration projects. This is claimed to be a significant determinant when considering participation by private sector development companies. There appears to be inconclusive evidence provided that claims the costs of redevelopment in heritage regeneration could be less than the comparative cost of new build projects.

It is evident that there are a variety of organisations that engage in development activity whose motivations differ according to their development aim and objectives. It has been claimed that it is difficult to provide precise definitions in types of development organisation. However it is apparent that the developer investors or speculative housebuilders could be described as engaging in top down, formulaic development. These development organisations prioritise the use of past data trends, adopting a risk averse approach by investing in established locations. This is in order to aim to deliver development projects that provide returns in accordance with their long term investment objectives.

Local or independent development organisations may utilise their knowledge of the local area to operate in emerging locations away from the core market in order to identify development opportunities. This bottom up, entrepreneurial approach to development can involve the adoption of a design led approach or working in partnership with local authorities in order to mitigate risk and increase project viability.

It appears that these organisations may be willing to engage in unconventional property development projects that may provide opportunities to satisfy demand and deliver and acceptable level of financial return. These projects may be suitable for those organisations with an increased risk tolerance who adopt a long term view of development. In addition urban heritage regeneration project look to be suitable for those organisations willing engage and work in partnership local authorities and operate in marginal and peripheral development locations.

Indications of the apparent changing nature of urban heritage regeneration during the period from 2007 to the current day have been identified. The key themes that appear to have affected heritage led regeneration practice during this period can be described as amendments to central government and regeneration and planning policy. It appears that there is increasing awareness of the need to engage in sustainable development and for local authority organisations to codify approaches to the preservation and maintenance of heritage. An increasing awareness of the issues of delivering urban heritage regeneration in areas of low value and low demand has been demonstrated. The inability to bridge the conservation deficit in these areas is affecting the ability of private sector development organisations to participate in these projects.

The changing nature of urban heritage regeneration due to the involvement of private sector organisations in urban heritage regeneration has had considerable impact. This has potentially caused the creation of two paradigms affecting urban heritage regeneration. The conservationist paradigm expresses concern relating to the apparent prioritisation of the concept of market or direct value, at the expense of more holistic concepts of value. In contrast, constructive conservationists believe that heritage assets should be used as an active agent for change. They support the use of heritage

in regeneration projects and promote the need for further study into the economic value of these projects.

The literature has been subject to critical analysis. It appears that publications and reports in the field have been commissioned by those organisations with potentially a vested interest in heritage regeneration (Amion, 2010; English Heritage, 2005; English Heritage 2008 English Heritage 2013; Liverpool City Council, 2015 and Pennine Lancashire). This prolonged involvement in the subject area may result in a lack of critical detachment and production of overly optimistic statements or optimism bias (Labadi, 2008) regarding the benefits of heritage regeneration.

A lack of critical detachment may apply to those authors who write in the field such as Pugalis (2012) and Pugalis (2013) who provides extensive commentary on contemporary regeneration governance. However Pugalis' argument could be described as subjective, containing an implied bias. This may be due to the authors' previous role as practitioner in the field. In addition, the premise of literature in the subject area can be focused on the re-use projects not exclusively in urban regeneration areas (Amion, 2010; Bullen and Love, 2011a; Bullen and Love, 2011b; Colliers, 2011b).

3.0 RESEARCH RATIONALE

3.1 Justification for Research

The literature review has provided justification for the completion of the aim and objectives of the research. Reeve and Shipley (2014) highlight that there is little empirical based research demonstrating the impact of heritage led research during periods of economic decline. Healey (1991) claims that government policy affecting heritage regeneration requires a more sophisticated understanding of local property markets and the development industry in vulnerable local economies. The research responds to the claim for a "*critical need for qualitative research into the relationship between economics and historic preservation*" (Rypkema and Cheong, 2011, p21).

Drane (2013) noted a significant lack of empirical engagement with the private sector and a lack of research into contemporary property development theory since 1992. Furthermore Adams et al (2012) state that there is a lack of hard evidence of how developers work in practice. They continue by stating that they believe that it is essential for policy-makers to "*understand the motives, behaviour and modus operandi of developers to create effective regeneration policy*" (Adams et al, 2012, p2578).

Jones and Evans (2013) believe that an understanding of governance is critical to the understanding of urban regeneration in the United Kingdom. They request a need for further understanding of the role of the state at both local and national levels in the governance of regeneration. The research responds to Gibson and Pendlebury (2009, p1) request to "*understand the increasing pluralisation of heritage value and focus discussion of the practical and grounded applications, contexts and outcomes of heritage.*"

This research will contribute to Strange and Whitneys' (2003) request for further research into new forms of urban governance relating to the increased role of heritage assets and their involvement in regeneration projects. The research also progresses a claim for additional research in this specific subject area. The Royal Institute of Chartered Surveyors (RICS) state in the submission to the ODPM report (2004, p21)

"The ODPM should take ownership of this within government, and provide leadership to other departments on how successful regeneration projects have involved historic buildings. It should research what criteria have made regeneration projects that involve historic buildings successful and promote the findings with other departments and agencies."

CHAPTER 4: RESEARCH METHODOLOGY

4.1 The Research Process

This chapter introduces the research methodology and contains a description of the following:

- Research Process;

- Completed Academic Research Training Undertaken;

- Knowledge and the Built Environment;

- Research Philosophy;

- Research Approach;

- Research Strategy;

- Research Techniques;

- Research Considerations;

4.2 Completed Academic Research Training Programme

The researcher has completed a professional doctorate-training programme at the School of the Built Environment, University of Salford. The programme has provided academic training and guidance on the topics of academic and professional knowledge in the built environment and the art of action learning and reflection. In addition, the program structure contained a structured learning programme on research matters such as conducting a literature review, selection of appropriate research methodologies, engaging in critical analysis and research design strategies. The researcher has received comprehensive instruction on the issue of research ethics and how to complete research proposals. Structured progression points in order to ensure progress of completion of the research, namely the interim assessment and internal evaluation, have also been completed.

4.3 Knowledge and the Built Environment

The built environment is an established discipline and it is claimed has been the subject of increasing research focus since the 1970s. (Griffiths, 2004) defines the Built Environment as a "range of practice-orientated subjects concerned with the design, development and management of buildings, spaces and places".

An apparent issue for researchers entering into the field of research in the built environment is that the built environment covers a large subject area, with participatory professionals originating from a wide variation of backgrounds. These can include arts and humanities, natural sciences, social sciences or mathematical backgrounds. Each background appears to possess contrasting epistemological origins and beliefs. Temple (2004) has referred to a problem in the built environment of the 'silo' approach to knowledge production due to how disciplines are educated. They believe that this occurs where early specialisms and associated knowledge production are aligned with particular beliefs. The author continues *"architects historically align themselves with the fine arts; in contrast quantity surveyors are entrenched in trying to master the art of certainty in costs and measurement"* (Temple, 2004, p11).

4.3.1 The Built Environment Knowledge Base

Chynoweth, (2009) extensively discusses a model originated by Biglan (1973) which displays the apparent diversity of disciplines employed in the Built Environment by way of a model. The model plots the diversity of professions with respect of whether they are pure or applied or hard or soft subjects. Chynoweth (2009) describes pure knowledge as knowledge based purely on theory whilst applied knowledge involves the application of theoretical knowledge in a particular practical context. (Boyer, 1990) describes this distinction as the scholarship of discovery, as opposed to the scholarship of application.

Figure 16: Biglan Disciplinary Model.
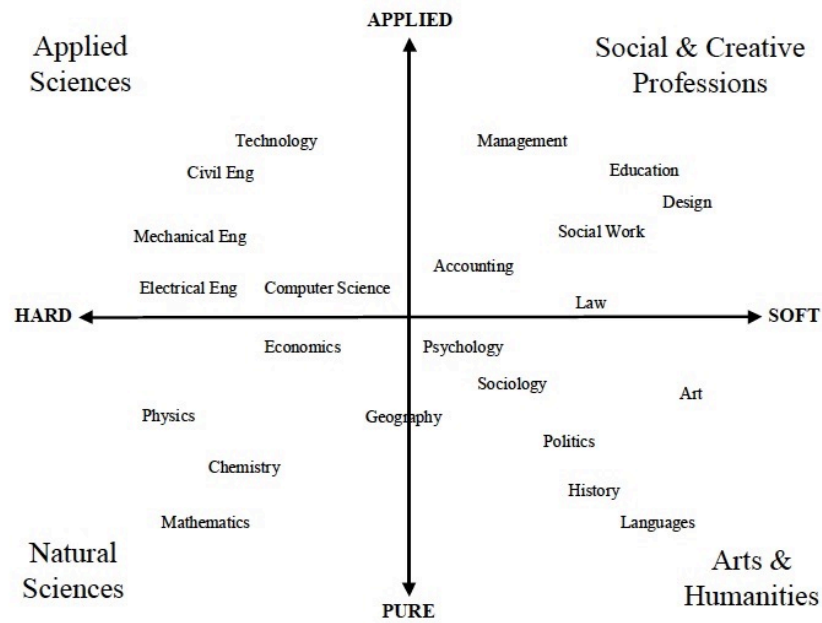
Source. Chynoweth, 2009.

The matrix also describes a continuum from hard to soft subjects where a hard subject is described as paradigmatic such as engineering, to soft subjects which are not paradigmatic encompassing subjects, such as law. Following Biglans' empirical findings each discipline was then plotted on the matrix to determine their position on the pure, applied, hard or soft matrix.

Figure 17: The Built Environment Knowledge Base.
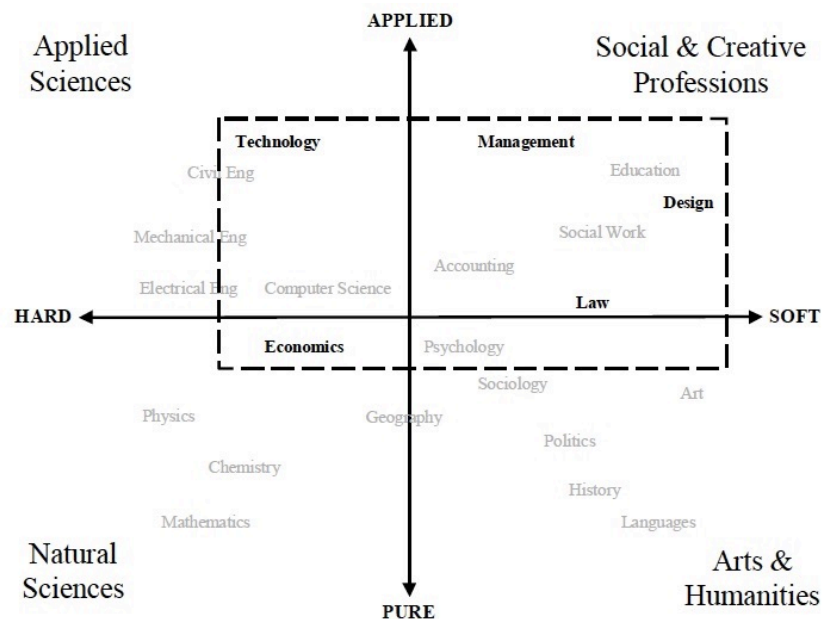
Source. Chynoweth, 2009

Chynoweth (2009) has refined this model shown in figure 17 with relevance to the built environment knowledge base highlighting the core subject disciplines as Economics, Law, Management, Technology, and Design. These models are effective in displaying the apparent wide diversity of academic and professional practices involved in the field. Chynoweth's adaptation of the Biglan model to describe the built environment knowledge base is relevant as it highlights the wide range of professional practices originating from applied academic subjects. This provides the researcher with an insight into potential complexities involved when entering research in the field, either in an academic or a professional capacity.

The research indicates that the core subject disciplines within the research subject of urban heritage regeneration should potentially be widened from Chynoweth interpretation of the Biglan model, to include the political knowledge base. The influence of the political discipline appears to be significant in relation to the governance of urban heritage regeneration. The proposed revision to the knowledge base of the research subject area has implications for the selection of an appropriate research methodology. Subsequently, the selection of a research methodology should be suited to social, arts and humanities, applied and natural science such as the mixed methods research.

Figure 18: The Built Environment Urban Heritage Regeneration Knowledge Base
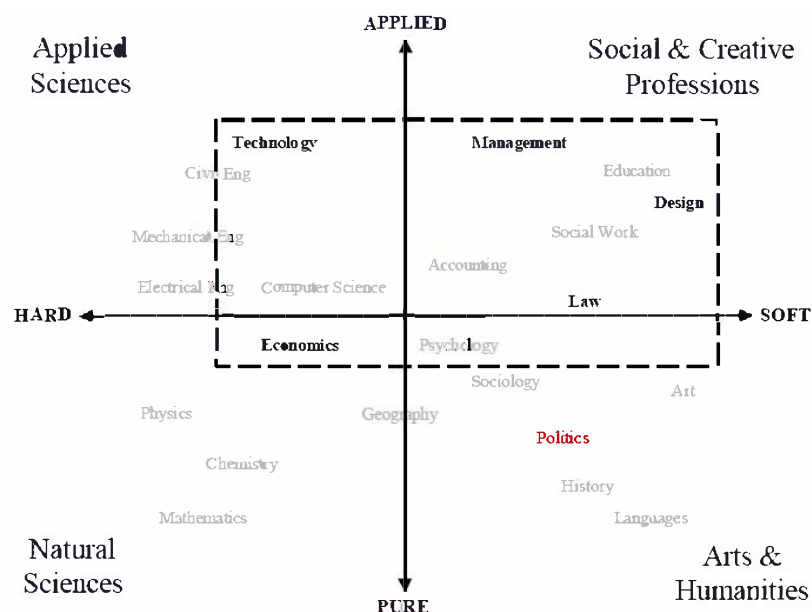
Source. Author adapted from Chynoweth interpretation of Biglan model.

4.3.2 Explicit and Tacit Knowledge

An element of knowledge production pertinent to the built environment is the concept of explicit and tacit knowledge. Explicit knowledge has been defined as knowledge derived from a formal source such as a book or class-room teaching, knowledge that is academic. However tacit knowledge has been described by Nonaka et al (2000, p7) as *"knowledge based on the experiences of human individual, expressed in actions in the form of evaluation, attitudes, points of view, commitments and motivation"*. The issue with tacit knowledge is highlighted by (Smith, 2003, n.p.), who cites the work of Michael Polanyi an academic in social science, who states *"tacit knowing is such a subjective and elusive awareness of the individual, that it cannot be articulated into words."*

Tacit knowledge looks to plays an important role in the built environment. Evidence suggests an element of competitiveness within urban regeneration given as it appears that it can provide financial returns when completed successfully. For this reason practitioners are reluctant to share tacit knowledge for fear of losing competitive edge (Havard, 2008). However the researcher is an advocate of the codification of tacit knowledge. By engaging in this process, the researcher believes, could contribute to a wider awareness and understanding of the subject area and codification of knowledge can add to the existing body of knowledge of research in this field.

Pathirage (2010) has undertaken considerable work in understanding if and how tacit knowledge can be extracted into explicit knowledge suggesting that tacit knowledge can be codified into subcomponents of explicit and tacit knowledge. Subsequently certain elements of tacit knowledge, when codified, can indeed be extracted into explicit knowledge. The research enters into the field of the subject area to collect implicit knowledge that is then codified into explicit knowledge.

4.3.3 Investigating the Dominant Research Paradigm in the research field of Urban Regeneration

A clear distinction, which defines the adoption of methodological assumption into relation to research, appears to be what research paradigm the researcher adopts. A paradigm has been described as an established academic approach in a specific

discipline in which academics use a common terminology, common theories based on agreed assumptions (Grix, 2004).

The researcher considered it relevant to consider if a dominant research paradigm was emerging in the field. In order to complete this task the researcher undertook research into relevant peer reviewed academic journal, the *Journal of Urban Regeneration and Renewal (2004-2012)*. The scope of the journal encompasses physical regeneration, economic development and community renewal. It provides a peer-reviewed forum for the publication of articles, briefings, discussion, applied research, case studies, expert comment and analysis on the key issues affecting the regeneration and renewal of towns and cities.

It is considered that the journal is highly relevant to the research topic where ten volumes have been produced, with journals published on a quarterly basis. The study involved a review of papers published in volumes produced during the period from 2010 to 2016 by academics and practising professionals from a domestic and international perspective covering a wide range of regeneration issues. The limitations of this approach is that analysis of one journal may not provide a broader view and understanding of the subject area. This approach also discounts other sources of research material that are available such as other journals, trade press, web articles and non-published articles. Nonetheless, the journal is highly regarded and is relevant to the subject area.

The evidence suggests that contributors favoured qualitative research methodology and the use of empirical case studies to highlight their research findings. The emphasis on post positivist interpretative and qualitative methodologies underlined a desire to understand the apparent complex issues of regeneration. In addition, authors often personalised their findings by reporting on case studies projects that they have participated in. This appears to indicate an on-going process of knowledge transfer from tacit to explicit knowledge in the field. A conclusion following completion of the review is that the dominant research paradigm in the field of urban regeneration can be described as of an interpretative and qualitative nature.

There is evidence of the adoption of an increasingly expressive approach in more recent theses and journal articles. This is due to the adoption of more contemporary

qualitative research methods such as a combination of case studies, semi structured interviews combined with documentary analysis. There is also evidence of researchers continuing to push boundaries in research in this field by employing mixed methods. It appears that this approach may present solutions to the challenges of completing research in this field.

4.4 Research Philosophy

A key requirement of a doctoral thesis is to develop a logical and structured research strategy, allowing a robust defence of the research against peer review. Grix (2004) believes that researchers should establish their ontological and epistemological position in order to develop a rigorous and robust research design. Sutrisna (2011) describes the production of a clear research methodology as the most important element of a doctoral thesis. Research methodology is described by Egbu (2010) as "*the underlying theory and analysis of how research does or should proceed often influenced by discipline*".

The research aim is to create a theoretical framework to encourage private sector development organisations to participate in successful urban heritage regeneration projects. It explores the definition of what comprises successful urban regeneration and develop an understanding of the value of heritage regeneration. It identifies opportunities and constraints for development companies, collecting empirical data relating to the private sector development communities perspective on these projects. The output of the research is the production of a theoretical framework for use by academics, students and those involved in the development of public policy.

The implementation of a purely positivist research design strategy, advocated by Maxwell and Delaney (2004 cited, Johnson and Onwuegbuzie, 2004, p14) and Schrag (1992, cited in Johnson and Onwuegbuzie, 2004, p14) is based upon objective methods of enquiry and a fixed design strategy. The key elements of this design strategy such as a focus on numerical analysis and conducting research in a controlled environment is not considered suitable to the research question. Whilst the research design includes aspects of quantitative research, the field of urban regeneration is complex and interdisciplinary where data is often collected in naturalistic and local

settings. The aim and objectives of the research make it unsuitable for purely quantitative research.

An interpretivist approach advocated by Lincoln and Guba (1985) is based upon undertaking in depth research, where rich, often subjective data is collected in a naturalistic setting using words and pictures (Johnson and Onwuegbuzie, 2004). Research completed by the researcher and described in section 4.3.3 confirmed that the dominant research paradigm in the field was of a qualitative and interpretivist nature. It can therefore be stated that a predominately qualitative research strategy is suitable for application within the research. It allows researchers to immerse themselves in the field of study to gain a detailed understanding of a subject (Johnson and Onwuegbuzie, 2004).

The ontological and epistemological positioning of the researcher in relation to this project is to adopt a pragmatic ontological stance associated with mixed-methods research. Pragmatism offers the opportunity for the selection of multiple research methods to overcome weaknesses of adoption of a mono method. Pragmatism appears to be associated with the adoption of an "either or" approach. It is focused on an explicit value orientated approach to producing practical research results and solutions to real world problems. It promotes the creation of theories that inform actual practice.

Pragmatism is an ontological position that is based upon freedom of choice to adopt a research strategy that best meets the researcher's need and purposes. It emphasises the importance of research questions, the value of experiences and practical consequences, action and understanding of real world phenomena (Creswell and Piano Clarke, 2007). Critics of this ontological pragmatism highlight an inability to adequately resolve traditional philosophical and ethical disputes (Johnson and Onwuegbuzie 2004) and to bridge the ontological divide (Bryman, and Bell, 2007).

Advocates claim that it is a philosophy based on a belief that knowledge is viewed as being both constructed and based on the reality of the world that we live in. They support the viewpoint that knowledge is tentative and changing over time (Johnson and Onwuegbuzie, 2004). The researcher considers that pragmatism is a suitable

research philosophy. This allows for selection of suitable research methods to conduct exploratory research from which achieve the aim and objectives of the research.

4.5 Research Approach

Mixed methods research has been defined as a research approach where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or languages into a single study (Johnson and Onwuegbuzie, 2004). It is considered a dynamic, flexible strategy, which can be amended during the research, dependant on the type of data that emerges from the project. Critics of a multi paradigm strategy believe that research paradigms are associated with fundamentally different assumptions and positions and therefore cannot be mixed (Bryman and Bell, 2007). Howe (1988) supports this view claiming that quantitative and qualitative research paradigms cannot be mixed as they are positioned within incompatible ontological viewpoints.

Johnson and Onwuegbuzie (2004) reject the incompatibility argument and advocate a mixed methods approach. They believe it is legitimate to adopt the use of multiple approaches in answering research questions rather than restricting or constraining the choices of the researcher. They state that adopting a mixed methods approach allows for the stage one results, to inform the purpose and design of latter stages of the research.

Flyvberg (2011) argues that more often than not a combination of quantitative and qualitative methods will accomplish the task best. Robson and McCartan, (2016, p66) imply that mixed methods research is a suitable strategy for flexible and exploratory research. They claim that mixed methods research is *an explanation of what is going on in the situation, phenomenon or whatever we are investigating"* Mixed methods research is an established research strategy that is gathering support and momentum and has an established research community (Johnson and Onwuegbuzie, 2004; Tashakorrie and Teddlie, 2009).

There is evidence in the wider field of property research of the adoption of a mixed methodological approach being used in relation to the researchers' study area such as Ball (1998) who adopted a mixed methodological approach. The scope of the research was to understand property developers' attitudes and actions when operating in a

specific case study area. Balls' approach utilised a combination of quantitative survey data with qualitative interview material to assess the nature of developer activity in a particular location.

Adams et al (2002) adopted a mixed methodological research approach to answer a series of research questions to understand landowner's attitudes and barriers to redeveloping large scale redevelopment sites in four British cities. The research strategy involved quantitative statistical analysis by owner type. In parallel the study analysed the role of property development within the ownerships corporate strategy. This project combined qualitative survey data to assess the attitudes of the owners and actors in relation to redevelopment. The data was split into a variety of subcategories from which actor behaviour could be analysed in relation to what political and economic situation occurred at a particular point on the timeline. This allowed the researcher to study the actions of the actors in relation to different economic and political situations.

The mixed methodological approach appears to be rigorous and counters some of the difficulties associated researching on the research topic. It is evident that a mixed-methodological approach research strategy can be considered as an appropriate research methodology. Adopt of mixed methods research approach it is claimed, allows for the social researcher to act as a "bricoleur" (Denzin and Lincoln, 1994, cited in Mason, 2002, p16.). The authors claim that a contemporary social researcher is required to "*patch together different research methods to glean different sorts of knowledge, iteratively, opportunistically to build the best possible answer to the question at hand*".

4.5.1 Inductive Research

The aim of the research is to generate a theoretical framework, consideration is required in order to confirm the most appropriate strategy to develop or generate theory. Inductive research is associated with the qualitative research tradition (Robson and McCarten, 2016) and involves the production of theory following data collection. It contrasts with deductive research that is related to the testing of a pre-existing theory. As the research is exploratory and involves the collection of data in a natural setting (Creswell, 2014), it is considered that the research will move from observation

to theory (Robson and Mccarten, 2016). Therefore the researcher considers that engagement in inductive research is appropriate as it allows the researcher to obtain deeper and richer information in the field (Sutrisna, 2011).

4.6 Research Strategy

Case study research has been defined as a research approach that facilitates exploration of a phenomenon within its context using a variety of data sources (Baxter and Jack, 2008). It involves the study of an issue explored through one or more cases within a bounded system (Creswell and Piano Clarke, 2007). It allows for an in depth exploration of a real world problem within and across each setting. It is considered an appropriate methodology, in order to, answer "how" and "why" questions in research problems (Yin, 2009). The aim of the research is to understand how to encourage involvement of private sector development companies in successful urban heritage regeneration projects. It is a research method that has previously been used in the field; section 4.3.3 confirms that case study approach has been widely adopted in the field of the built environment research.

The evidence suggests that case study research represents an opportunity to explore in depth, the ideas, concepts and beliefs of members of the private sector development community. It also looks to be an appropriate strategy to gain an understanding of the definition of a successful regeneration project. It appears to be able to provide an opportunity to gather opinion relating to the current governance affecting urban heritage regeneration. It represents an opportunity to generate empirical data to determine if convergence or divergences of views exist between interviewees relative to the findings of the literature review.

Adopting case study research will enable the collection of opinions and experience of members of the private sector development community regarding the effectiveness of projects involving heritage assets as a regeneration vehicle. It will also allow for the identification of any key issues that have not previously been considered by the researcher to be incorporated into the research. The research methodology of single embedded case study analysis has been adopted using the North West region as a case study area. The adoption of the case study research methodology will ensure that the

research captures data relating to the contemporary governance of regeneration (Baxter and Jack, 2008).

Case study research is an established research methodology that has been proven to be reliable in capturing rich information in complex situations within the field of built environment research (Sutrisna and Barratt, 2009). When considering the appropriateness of case study research within a research, Yin (2009), states three important considerations when choosing if case study design, namely:

- Consider the type of research questions contained in the research

- Extent of control an investigator has over behavioural events

- Degree of focus on contemporary or historical events.

The rational for selection this rationale it is considered that case study is due the fact that the research aim is to answer a "how" question. It also allows the researcher to gain a detailed intensive knowledge of a single case (Robson and McCartan, 2016) that focuses on contemporary events.

Case study research has been described as an appropriate design strategy for exploratory studies in emerging research areas where an in depth empirical study of a particular research area is required (Creswell and Piano Clark, 2007). It appears to be a flexible research method that can generate rich data about a contemporary phenomenon using multiple methods in research fields where gaps in knowledge exist (Yin, 2009, Robson and McCartan, 2016).

Case study research is considered to be a highly appropriate research method to apply to fields that are project driven and consists of different organisations and businesses (Proverbs and Gameson, 2008). It is considered to be an appropriate research approach to use within mixed methods research. It allows the researcher to address more complicated research questions and collect a richer and stronger array of evidence (Yin, 2009). The ability to complete an in depth embedded study of a subject and to combine data collection methods within case study research provides a framework for generation of theory (Eisenhart, 1989).

Whilst case study research is considered appropriate for this research, critics of case study research believe case studies are sometimes carried out in sloppy, perfunctory

and incompetent manner (Bromley, 1986). Robson (2002) argues that even with good faith and intention, researcher bias and selectivity can emerge in case study research. Marriom (1988, cited in Creswell, 2013, p136) claims that there is no standard format for reporting case study research and this can cause difficulties when effectively reporting case study research. Conducting case study research can be a time consuming and expensive with challenges that include clearly selecting the case to be studied and identifying its respective parameters. It is therefore important to follow guidance prepared by academic scholars such as (Yin, 2009) and Robson and McCarten (2016) in order to complete rigorous case study research.

4.6.1 Case Study Protocol

The development of a case study protocol, provides the procedures and general rules to be followed when conducting case study research and is considered essential when conducting multiple case study analysis (Yin, 2009). The overriding theme of the case study will be to obtain a detailed understanding of urban heritage regeneration projects within the boundaries and parameters of the case study area. In addition, the selection of case study strategy will allow for members of the private sector development community to provide responses to the research questions. The findings of the case study will be used to generate empirical data and to create a theoretical framework that builds upon the development of an initial concept map.

The research has provided evidence relating to number of international case studies have been previously researched in the field that have relevance to the aims and objectives of the research (Bullen and Love, 2012b; Cervello Royo et al, 2012; European Commission, 2005; Greffe, 2004; Graham et al, 2002; Labadi, 2008; Rautenburg, 2012; Ribero and Videira, 2008 and Shipley et al, 2006). However the researcher considers it appropriate to provide boundaries and parameters, namely the North West region, to the research.

4.6.2 Case Study Constructs

Case study constructs have been described as the building blocks of theory where the development of constructs identifies important themes from which to develop the theoretical framework (Eisenhart, 1989). They can also be used to provide direction and focus to the initial stages of case study research. The single embedded case study

is guided by the constructs displayed in Table 1. The constructs have been developed following completion of the literature review.

Table 1: Case Study Constructs.

Construct	Source
Physical regeneration contributes rather than constitutes successful regeneration.	(Tallon, 2013) (Jones and Evans, 2013)
The definition of a heritage asset is wide and varied.	(Pennine Lancashire, 2014) (ODPM, 2004)
Heritage assets have been used in urban regeneration projects as an active agent for change.	(English Heritage, 2008) (Guy et al, 2002) (ODPM , 2004)
Regeneration projects may possess direct and indirect value.	(Mason, 2008) (Pendlebury, 2013) (Smith, 2010) (Graham et al, 2000) (Jokilehto, 1999)
Successful regeneration and is measured according to the views of project stakeholders	(EAHTR, 2007) (Tallon, 2013)
The current governance affects delivery of urban heritage regeneration projects.	(Booth, 2005) (DCLG, 2012)
The role of the private sector in the current climate of governance regeneration is increasingly important	(EAHTR, 2007)
Key opportunities and constraints for private sector development organisations are viability, local economic context, risk, value, funding and public sector involvement	(Lichfield, 1988) (Havard, 2002) (English Heritage, 2013)

Source. Table template obtained from (Baxter and Jack, 2008)

4.6.3 Single Embedded Case Study Design

The outcome of the research is the production of a theoretical framework via completion of a single embedded case study. A key consideration for the researcher was to confirm if a multiple or single case study design strategy is to be adopted to address the research questions (Yin 2009). Multiple case study research design is considered appropriate to replicate an existing experiment or to complement an initial study (Robson and McCartan, 2016) or to undertake comparative study (Yin, 2009). The adoption of a single embedded case study design is a common research design strategy involving the collection and analysis of data from multiple sources of evidence (Yin, 2009). A single case study approach is considered appropriate in that:

- An aim of a single case study is focused on a detailed investigation of a particular phenomenon within an area involving the detailed scrutiny of individuals working within the region (Proverbs and Gameson, 2008).

- It is also considered a suitable research method when completing a revelatory study to develop an understanding of a under researched area (Yin, 2009).

- Single embedded case study research allows for the study of a subject in context, rather than at a distance or in some artificial environment (Proverbs and Gameson, 2008).

The researcher has concluded that the adoption of a single embedded case study design will allow for the completion of the research aim and objectives of the research. The case study will be a cross sectional study of the time horizon (Robson and McCartan, 2016) as the researcher will collect data once over a period of time.

4.6.4 Unit of Analysis

It is considered important to establish the unit of analysis when conducting case study analysis to define what the case relates to (Yin, 2009). The unit of analysis of a case study has been defined as *"the basic entity or object about generalisations which are to be made on analysis and for which data have been collected"* (Sulaiman et al 2006, p18). The unit of analysis is classified as a group of senior practicing professionals in

the field of urban heritage regeneration in the case study area, namely the North West region in England. The breakdown of the nature and type of interviewee selected to participate in the research is provided in section 4.8.2 .

4.6.5 Case Study Boundaries and Parameters

The boundaries and parameters of selection relates to the completion of a single embedded case study within the North West region in England. This strategy allowed for the collection of rich and in depth data from which to understand the nature of urban heritage regeneration projects. It is claimed that establishing boundaries and parameters will assist in practical data collection issues such as accessibility to interviewees and availability of documentary information (Proverbs and Gameson, 2008).

The selection of the North West region as a case study boundary, allows access to obtain and collect data within the research timeframe. In order to allow for practical data collection, research participants will be asked to provide responses in relation to urban heritage regeneration projects from the period 2008 to the current day.

4.7 Research Strategy Considerations

4.7.1 Practitioner Research

The researcher is a researcher practitioner who currently practices in the field of study, an understanding of how this will affected the research was required. Critics of insider research such as Morse (1998), state that the roles of employee and researcher are incompatible as they place the researcher in an untenable position. However Brannick and Coghlan (2007) provide a comprehensive insight into the issue of the research practitioner. They highlight the benefit of the ability to bring a rich knowledge experience to the research problem. Understanding the impact of issues such as researcher bias, ensuring distance from and gaining primary access to data and dealing with the complexities of operating a dual role as employee and researcher and are primary considerations for this research.

The research strategy resulted in the researcher engaging with private sector companies, where the researcher is not employed. Access to the required level of data

and some sector of the private sector development community may be proven to be problematic (Havard, 2008). Creswell (2013) states that it is important for researchers to have wide access to information to produce effective case study research. This has proved to be the case for the researcher as access to all private sector organisations and financial organisations that the researcher anticipated, was not granted. Nonetheless, the researcher has gained access to a number of senior practicing professionals who are directors of private sector development companies. This has allowed for the collection of sufficient data from experts in order to complete the aim and objectives of the research.

The researcher is an advocate of insider research as it allows the ability to bring experiential knowledge to the problem which traditional research methodologies may not be able to achieve. Nonetheless the researcher must be aware of the issues and potential pitfalls of insider research. This has required that the researcher develop a robust research strategy that can mitigate or minimise the issues associated with insider research.

4.7.2 Reflexivity

It has been claimed that engaging in reflective practice allows the researcher to deliberately make time to stand back and engage in critical reflection of those actions. This allows the researcher to evaluate and review the relative successes or failures of those actions and modify our actions for future exercises or operations. Weinstein (1995, p49) states *"reflecting, recalling, thinking about, pulling apart and making sense, trying to understand, is crucial to our learning. It makes us more aware of ourselves, of other, and of what is going on around us"*.

Reflective practice has been described as important in order to develop the capacity to continuously to engage in critical dialogue about professional activity individually and with others. It is viewed as a reflective process in that it is iterative, constant and continuing (McGill and Brockbank, 2004). It allows the researcher to communicate the personal beliefs and ideas to the research audience. Reflective practice allows the researcher to explicitly state their position in the study (Creswell, 2014) meaning that the audience can establish if the nature of the researcher affects the outcome of the research.

Engagement in initial reflection confirms that the case study area parameter is defined as the North West of England region. This is the region that the researcher has been employed, since 2002 as a Development Manager at a private sector development and regeneration company. It is also the region of residence of the researcher. The researcher practitioner entered into private practice and gained accreditation from the Royal Institute of Chartered Surveyors (RICS) in 2004 in the specialist field of planning and development. The practitioner role currently involves practicing predominately both within the field of property development and urban regeneration.

The practitioner role has involved the management of urban regeneration projects from inception to completion. This has involved site acquisition and disposal and appointing and appointment of design team members. The role has involved the reporting to a board of directors on all aspects of a development on issues such as progress, cost, value, finance and other pertinent issues.

The role of Development Manager has involved participation in urban heritage regeneration schemes that have progressed to completion and other schemes that have been stalled or abandoned. It is this dichotomy of the practitioner role that has generated the desire to complete the research. The research practitioner has also had a prolonged engagement in the field of urban heritage regeneration. This has created a sustained interest in the subject area and has provided the motivation to complete the research.

Engagement in the field has led to the desire to develop a greater understanding of the concept of successful regeneration, and to develop an understanding of the concept of value and subsequent effect on participation in urban heritage regeneration. It has led to the want to develop a greater understanding of the opportunities and constraints for private sector development organisations when participating in these regeneration projects.

4.7.3 Research Ethics

The completion of this research has been subject to and has been guided throughout by adherence to the university's code of ethics committee. This provides an outline of the principles and procedure that the researcher must strictly adhere too when completing the research. Full compliance with the ethics committee policy has been

critical to avoid any misconduct during the completion of the research. It also ensures that any situations are avoided that would jeopardise the health and safety of the researcher.

Prior to commencement of the data collection phases of the research, approval has been obtained from the University of Salford Research Ethics Committee to ensure compliance with ethical regulations committee codes of conduct. Informed consent has been obtained from all project participants (Yin, 2009). An explanatory note describing the true nature of the research aim and objectives was sent in advance of the commencement of data collection. Prospective research participants were provided with as much information as was needed to make an informed decision about whether they wish to participate in the project (Bryman and Bell, 2007).

Confidentiality was a key consideration for the research project in that if confidentiality is requested by project participants it was honoured. Care has been taken to ensure that individuals or organisations are not identified or identifiable unless prior permission has been granted (Bryman and Bell, 2007). Data not in the public domain relating to sensitive project information has not been included in the research.

All observations to collect data have been conducted overtly, rather than covertly, and data has been collected systematically via structured data collection research methods and obtained from multiple sources to ensure triangulation. A period of reflection following completion of each phase of data collection has been completed. in addition a detailed set of notes to ensure rigour and systemic recording of data collection was maintained (Baxter and Jack, 2008). All data relating to the research was stored in a secure password protected online data storage facility.

The issue of bias in mixed methods research could affect the validity of the research, where the researcher is influenced by the organisation that may funding or sponsor the research. The researcher may also be reluctant to share sensitive information from a sponsor organisation for fear of ethical issues. It is confirmed that the research is self-funded and free from any external political influence. In addition whilst the researcher has been granted a structured period of leave to complete the research, this project is free of any explicit direct influence from the employer. Any references contained in

the research that relates to the researchers employers, has been appropriately referenced or is freely available in the public domain.

4.7.4 Research Validity

To provide a high quality research design strategy issues of validity must be considered as a number of factors can affect the validity of a research and will subsequently affect the ability to defend the research. Table 2 below, outlines some of threats to research validity (Creswell, 2013; Robson and McCartan, 2016) and subsequent measures adopted by the researcher to increase the validity of the research study.

Table 2: Threats and Solutions to Research Validity.

Issues affecting Research Validity	Description of Issue	Measures adopted by the researcher
Construct Validity	Identification of correct operational measure for the concepts being studied.	Use of multiple sources of evidence.
Reliability	Demonstrate that the operations of a study can be repeated with the same results.	Develop case study protocol.
Triangulation	Poor quality of evidence.	Information was obtained from multiple sources of evidence.
Adverse Initial Reaction	Respondents react negatively to researcher as research instrument.	Prolonged involvement in field by the researcher has generated acceptance in the field.
Bias	Researcher incorporates bias	Researcher has engaged

	into the research.	in reflexivity.
	Source. Authors own development.	

4.8 Research Techniques

This section will describe the research techniques (Egbu, 2010) adopted within the mixed methods research approach, to collect and analyse data, within the research strategy of single embedded case study. The research techniques selected by the researcher are development of a concept map, semi structured interviews, pilot study and fixed online survey. Analysis of the collected data from completed semi-structured interviews and key documents has been subject to qualitative data analysis.

4.8.1 Concept Map

An interpretation of the findings of the literature review has been presented in figure 4.8.1.2 by way of a concept map. A concept map has been described as a graphical tool for organising and representing knowledge (Wheeldon, 2010). It can be used to display the key areas of a study in a hierarchical relationship demonstrating links to the key variables. It has been considered as an appropriate research method within mixed methods research (Wheeldon, 2010) and an effective means of communication to facilitate knowledge integration and explore student understanding (Turns, Atman and Adams, 2000).

A concept map is considered to be useful in flexible design strategies where the map is to be refined as data collection and analysis continue (Robson and McCartan, 2016). It is also considered to be a succinct presentation method of displaying the findings of the literature review. It represents an opportunity for the author to describe their ideas about a research topic in a pictorial form and provides: *"a template or scaffold to help organise knowledge of a subject and to structure it."* (Novak et al, 2008, cited in Wheeldon, 2010, p90).

Concept maps can be used to frame a research, reduce qualitative data, analyse themes and interconnections in a study and present findings. They can assist in reducing text-based data into a manageable form without losing the embedded

meaning and allows for the visual identification of emerging themes and patterns (Daley, 2004). It is claimed that a concept map can be used as a research tool for developing and presenting the theoretical framework (Maxwell, 2005).

The challenges of effective concept map development include the complexity associated with the development of the map (Daley, 2004). In addition the concept map cannot display everything important about the subject under study, the aim is to represent a simple and incomplete model of a more complex reality (Maxwell, 2005). Nonetheless the creation concept map provides a useful visual method of display of the key concepts generated in response to the research questions.

4.8.1.1 Concept Map Development

A concept map has been produced to demonstrate the findings of the literature reviews and to act as a pre-cursor to the development of a theoretical framework. The key elements of consideration for the development of the concept map development, is to initially define the context.. The development map context is to identify key issues to encourage active involvement in successful urban heritage regeneration projects by private sector development organisation.

The concept map has been created in accordance with guidance concept map creation (Novak and Caas, 2008). The key concepts originating from the findings of the literature review have been mapped to produce a visual display of the key factors studied in the research (Miles, Huberman and Saldana, 2014). The key concepts are presented where the use of linking words or propositions has been used to show how various concepts are related (Novak and Caas, 2008).

4.8.1.2 Concept Map

Figure 19: Concept Map
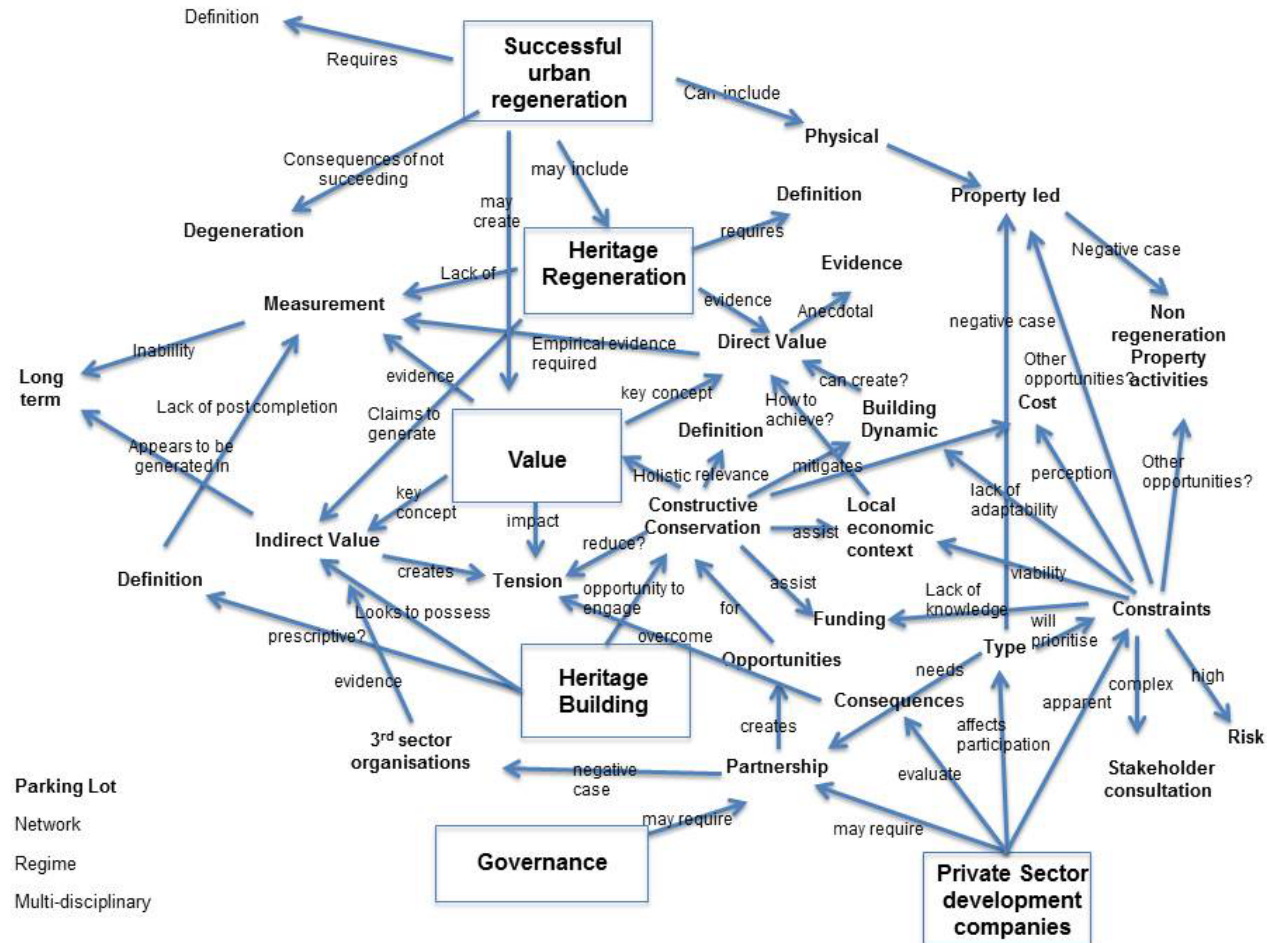
Source. Developed by Author.

4.8.1.3 Concept Map Narrative

The concept map shown in figure 19 identifies key findings from the literature review. It identifies the linkages between the elements that are considered important in relation to completion of the aim and objectives in the research. The key elements of the concept map can be described as:

- Engagement in physical regeneration does not appear to solely deliver successful regeneration;

- Physical regeneration looks to be able contribute to the concept of successful urban regeneration;

- Negative case analysis appears to exist where property development companies desire to engage in non-urban heritage regeneration projects.

- Current governance of urban heritage may affect successful urban heritage regeneration projects involving private sector development organisations.

- Engagement in constructive conservation may enable the facilitation of successful urban heritage regeneration.

- Measurement of the concepts of value and successful regeneration require further consideration as to effective measurement and assessment.

- Identification of concepts of direct and indirect value has been established.

- Key concepts of risk, direct value and heritage asset are identified as potential factors that affect participation in urban heritage regeneration.

The production of the concept map has enabled the researcher to display visually the key concepts of the research. The researcher has mapped the different inputs to identify possible overlap and inconsistencies of issues. A list of resultant propositions

has been created where the linking phrases attempt to describe the nature of the relationship and important concept issues to consider.

A feature of the concept map is known as the "parking lot" (Novak and Canas, 2008). These are concepts highlighted from the literature review that look to be important to the subject area, however they have not YET been included in the concept map as the propositions or the relationships between the concepts it yet to be confirmed. Following guidance by Novak and Canas, the concepts may remain in the parking lot until the researcher has confirmed the importance of the concept and if it is subsequently required to be included into the concept map.

4.8.2 Semi-Structured Interviews

The researcher has completed semi-structured interviews as a data collection method. It represented an opportunity to ask interviewees a list of pre-determined questions but where the order of questions can be modified based upon interviewees perception of what seems appropriate (Robson, 2002). It is considered a flexible data collection method. The interviewer can remain in control of the proceedings It offers the opportunity to gain an understanding of the world-views of interviewees (Bryman and Bell, 2007). It is a data collection method that allows for interview questions and the amount of time and attention to questions on particular topics to be modified dependant on the role of the interviewee in the current process. A template of the interviews questions asked during the first stage of data collection is included in Appendix C and D of this research.

The rationale and boundaries for selection has focused upon senior practicing professionals from within the private sector development community (Havard, 2008) based in the North West of England. The interviewees have been selected due to their participation in urban heritage regeneration projects during the period from 2008 to the current date. Fifteen members have been interviewed consisting of four private sector development company directors, two private sector consultants to private and public sector organisations, one statutory heritage advisor, seven members of local authority regeneration organisations and one member of an economic funding agency. A further description of the discipline of the interviewees is provided in Table 3, in section 4.8.2.

Table 3: Description of Senior Practicing Professional Interviewee Role.

INTERVIEWEE TYPE	IDENTIFICATION CODE
Private sector development director	I01
Private sector development director	102
Statutory historic advisor	I03
Local authority investment manager	I04
Private sector consultant partner to private and public sector organisations	I05
Local authority heritage manager	I06
Local authority development manager	I07
Private sector development director	I08
Local authority regeneration manager	I09
Local authority principal regeneration officer	I010a
Local authority conservation officer	I010b
Local authority regeneration and economic development director	I011
Private sector development director	I012
Former development manager at NWDA / currently third sector director	I013
Private sector consultant director to private and public sector organisations	I014

Initially the researcher adopted the technique of purposive sampling (Robson and McCartan, 2016) whereby the researcher identified suitable interviewees who have participated in urban heritage regeneration projects within the case study area. Individuals identified through this method of purposive sampling were contacted by the researcher to request participation in the research. Interviewees I01 to I07 participated in the research through the selection method of purposive sampling.

The researcher also adopted the selection technique of snowball sampling by asking interviewees if they were aware of any other members of the private sector development community that would be willing to participate in the research. This selection method was successful as it led to recommendations and contact details

being provided by participants to approach other individuals to participate in the project.

A recommendation following completion of the professional doctorate internal evaluation process was that the research should include a more robust and systematic interviewee selection process. Subsequently the researcher obtained contact details of the planning and regeneration departments of local authorities within the case study area. The researcher contacted the authorities to request contact details of senior practicing professionals who they believed had participated in urban heritage regeneration projects. The covering letter requesting information relating to contact details has been included in Appendix B.

Responses from local authorities in relation to the request for information were mixed. A number of local authorities within the case study region responded to the request for information to state that they were not aware of any heritage regeneration projects being completed in their area. In addition, a number of local authorities provided automated responses to state that they could not participate due to, they claimed, a lack of sufficient resources.

The amendment to the interviewee selection process significantly increased the duration required to complete the research due to the length of time necessary to contact and obtain responses from local authorities. Nonetheless local authorities provided a positive response to the request and provided contact details of individuals for the researcher to contact to request participation. This allowed the researcher to complete semi-structured interviews with individuals identified as I08 to I014. The revised selection method provided an objective, systematic and robust selection process for participants.

4.8.3 Pilot Study

A pilot study involving two interviewees was conducted to ensure that the research instrument functioned well and provided an opportunity to iron out and remove and persistent problems from the interview questionnaire (Bryman and Bell, 2007). It allowed the researcher to conduct a small-scale version of the stage one data collection process and gain an understanding of the general flow of questions and explore issues such as the adequacy of instructions to interviewees.

4.8.3.1 Reflective Analysis Post Pilot Study

A period of reflection following the conclusion of the initial pilot study was undertaken to assess the ability to collect relevant information. It also allowed for a period of refinement prior to the commencement of the remainder of the data collection process.

Completion of the pilot study confirmed that the general areas and number of questions, contained in the interview template, was sufficient to generate data relevant to the research aim and objectives. Interviews were completed within a twenty-five to fifty-five minute timeframe reflecting a diversity of responses from interviewees. The interview template structure allowed for flexibility during the interview, providing sufficient time for the interviewer to ask additional follow on questions if necessary. All interviewees participating in the pilot study consented to the electronic recording of the interview for qualitative data analysis.

A number of minor changes were made to the interview template following completion of the pilot study. A question relating to the current employment role of interviewees was amended as one interviewee was due to be subject to redundancy procedures shortly after the completion of the interview. The first question of the interview template was subsequently amended to avoid unnecessary discomfort being created between the interviewer and interviewee when asked about their current role. In addition, two questions were inserted at the end of the interview template following the pilot study. The first additional question asked interviewees if they were aware of any practicing public or private sector professional from particular sectors that would be interested in participating in the research. The second question requested if the interviewee would be interested in reading the results of the completed research.

4.8.4 Survey

Following the collection and transcription of data collected from semi-structured interview, the researcher recognised the apparent importance of obtaining empirical data on the subject of governance. It was felt necessary to replace an initial objective relating to the current process of heritage regeneration with an objective to critically analyse the concept of governance and effect on the subject area. It was considered that the data collected could therefore still be incorporated into the new objective.

This is due to the fact that responses contained data that related to the concept of governance. However the researcher recognised that the semi structured interview questions did not contain explicit references to the subject of governance. It was established that additional data should be obtained to fully complete the new research objective.

Surveys have been described as a method of data collection as part of a fixed research design strategy (Robson and McCartan, 2016). However, surveys have been used effectively as part of mixed methods design strategy and can be used in exploratory research (Knight and Ruddock, 2008). The creation of a survey allows for the collection of data from the population sample that have previously participated in the semi-structured interview process.

An additional data collection method of self-completion online surveys was created and reissued to the population sample that participated in the initial data collection. The online survey created using the online computer aided survey creation software "Survey Monkey" and contained nineteen questions directly related to the concept of governance. The survey questions were developed following guidance outlined by (Robson and McCartan, 2016) in relation to the creation of a fixed survey. The researcher adhered to the guidance and ensured to use simple language and avoidance of questions that could be considered as ambiguous. In addition, the questions were self-explanatory and contained a minimum number of open-ended responses to allow for completion within a reasonable timeframe in order to encourage participation.

The creation of an online survey did not preclude participation by any of the population sample in this element of the research. The researcher was aware that each member of the population sample had access to a computer to complete the survey. A copy of the online survey template is included in Appendix E. Participants were assured that the responses provided would be kept strictly anonymous to allow for the return of honest and open responses to the survey questions.

The structured method of data collection of fixed online survey as part of a mixed methods research strategy allowed for the collection of data within the research project timescales. It enabled the researcher to include the views of a number of senior practicing professionals about the subject of governance to generate empirical

data. Eight of the fifteen individuals who participated in the original population sample returned a completed survey. Four of the original population sample had left employment and were not in a position to complete the survey, therefore the completion rate of the survey was sixty four percent of the remaining sample.

4.9 Data Collection and Analysis

4.9.1 Data Collection

A primary data collection method was the completion of semi-structured interviews. All candidates, described in section 4.8.2 confirmed that they had participated in urban heritage regeneration projects. All interviews were conducted face-to-face, recorded electronically and transcribed with additional notes taken during each interview.

The research involved an initial approach to participants by initial introductory email correspondence or letter in order to provide an outline and description of the aim and objectives of the research. The communication included an explanation of why the candidate has been approached to participate. The researcher confirmed that full ethical approval had been obtained and that the interview would take no longer than one hour to complete. Interviewees were advised that informed consent would be obtained from the candidate prior to interview commencement.

Prior to interview commencement, it was confirmed that the location was suitable to conduct a formal interview and that all recording materials and copies of interview questions, research summaries and informed consent forms were available. Each interviewee was asked questions from the semi structured interview template, displayed in Appendices C and D, where the general areas for questioning directly related to the aim and objectives of the research.

4.9.2 Qualitative Content Analysis

4.9.2.1 Qualitative Content Analysis of Semi-Structured Interviews.

To undertake a robust analysis of the collected data the researcher has completed qualitative content analysis. Engagement in qualitative content analysis has been described by Lansdorf (2011, p154) as *"the employment of a systematic classification*

process of coding and identifying themes to interpret the content of the data". The data analysis has been completed in accordance with guidelines provided by Bryman and Bell (2007); Forman and Damschroder (2007); Miles, Huberman and Saldana (2014) and Robson and McCartan (2016).

Data was transcribed manually following completion of each semi-structured interview to allow for a thorough examination of the data. This was to ensure that no item was omitted for analysis and to keep intact the interviewees and interviewers word (Bryman and Bell, 2007). The manual transcription of data was time consuming and generated large amounts of data for analysis. This resulted in a strategic change to the project. The researcher increased the duration of time allocated for data analysis from four to five hours to transcribe of every hour of audio data collected. It is evident that the issue of data transcription was not to be taken lightly (Bryman and Bell, 2007).

Following guidelines outlined in Forman and Damschroder (2007) and Miles, Huberman and Saldana (2014) the qualitative content analysis involved immersion, condensation and presentation of the transcribed data. Whilst the manual method of data analysis has been considered a basic method of data management, it is considered to be of practical value. It allows for the creation of a first level of coding and was a useful preliminary data analysis method (Coffey and Atkinson, 1996). It allowed for data relating to one particular subject or theme to be positioned alongside interview questions to allow for identification of common themes and to undertake pattern matching.

Manual data analysis has been considered an effective method of reducing data to manageable levels. It is also considered to be an appropriate method to use for data analysis when dealing with small volumes of data. Key words and phrases related to general themes and categories identified by the parent and child coding system in relation to each research objective were identified. The data has been analysed by creating a parent and child coding system identified by Forman and Damschroder (2007) as pertinent to the analysis of qualitative data. Parent codes represent the specific research objective whilst child codes were generated to represent key themes relating to each research objective.

Initial themes were generated following the completion of the initial literature review and used to generate an initial codebook. The research involves an iterative codebook development process where the codebook has been verified and modified following completion of the qualitative data analysis of semi-structured interviews, documentary analysis and fixed online survey. All extracted transcribed data and data extracted from the documentary analysis has been analysed and allocated a code in accordance with the development of codebook.

The author assigned a basic numeric identification system to identify the interviewees to ensure confidentiality and anonymity. Interview transcripts were reread on three occasions to ensure that data was codified accurately and to fully immerse the researcher in the collected data (Forman and Damschroder, 2007). A resultant matrix displaying the key words and themes extracted from interview responses by interview respondent and analysed has been provided. The matrices are displayed in chapters 6 to 9 and relate to each research objective.

The data display has been organised to create *"an organised, compressed assembly of information that allows conclusion drawing and action (*Miles, Huberman and Saldana, 2014, p12). Code reports have been arranged using the method of assigning interviewee and document reference numbers that relate to each research objective. This is to allow the researcher to identify patterns and key themes relating to the research objective.

The code report identifies the interviewee or document reference, key text relating to the objective, associated parent and child code and memo created by the author. It clearly distinguishes the extracted text from the memo created by the researcher and provides a summary description of the themes and patterns emerging from the data. It is considered vital to draw a distinction between the raw data and the interpretation of the data (Forman and Damschroder, 2009). An example of the data display is shown in Table 4 below.

Table 4. Example of Data Display Table.

RO1. Investigate the evolution of use of heritage assets as a vehicle for successful **urban** regeneration.			
RESPONDENT RESPONSE	MEMO / INTERPRETATION	PARENT CODE	CHILD CODE
I think occupancy is the obvious answer so the fact that people have wanted to buy occupy or invest in a building and put their business there all comes back to occupancy and repopulation. A lot of these buildings will be derelict and suffer from problems of perception and it is about repopulating and changing peoples' perceptions through the regeneration of that.	Occupancy, repopulation and changing people's perceptions are key measures of success	SUC1	OCC1
Albert Mill, Manchester because it was finished at the time the market collapsed. Whilst the building might have been enveloped, it was not a success in that whilst the building had been saved it did not function because it was not occupied. We have managed to find a design lead solution for it in this four-year period and it is a very successful project on all of those levels that we talked about before as it has been profitable and required no public sector funding. Anything over and above that, I can't think of anything that I have admired.	Heritage scheme did not require public sector funding. Direct evidence of project viability of heritage projects. Design led solution.	SUC1 SUC1	VIA1 DES1

The researcher has created a summary table that displays a summary of responses from the respondent in relation to each child code relating to the respective research objective. The creation of a summary table allows the researcher to identify patterns, key themes and negative case analysis from the analysed data. It assists the researcher to draw conclusions in relation to each research objective. The researcher, in accordance with mixed methods research, has additionally adopted the use of the quantitative method of descriptive statistics (Mason, 2002). The use of descriptive statistic to record the number of occasions that a subject or topic has been described in order to understand the frequency and importance of the topic.

To utilise the data display to draw conclusions, the researcher has followed guidance from Miles, Huberman and Saldana, (2014) and Forman and Damschroder (2007). The researcher undertook an initial scan of the data to understand emerging patterns and to identify contrasts and comparisons in the data. Each qualitative data analysis chapter contains an explicit narrative relating to an explanation of initial conclusions that have been verified following completion of rechecking the collected data.

Rival explanations or negative cases have also been identified within the data to identify a divergence or convergence from initial findings. The research produces descriptive summaries of the displayed data to knit together the data (Miles, Huberman and Saldana, 2014). The synthesised data analysis will be used to complete the objectives of the research by way of providing evidence relating to the key elements to be included in the theoretical framework.

4.9.2.2 Qualitative Content Analysis of Key Documents.

In order to triangulate the findings of the qualitative content analysis of the semi-structured interviews, content analysis of key documents relating to the subject area has been completed. The documents subjected to analysis were Acts of Parliament, accompanying explanatory notes and policy guidance documents. Heritage Investment Frameworks and asset strategies prepared by local authorities and advice from statutory advisors. A description of each document has been provided in Table 5.

Table 5: Summary Description of Key Documents Subject to Qualitative Content Analysis.

Publication	Year of Publication	Author / Publisher	Publication Type	Status of publication	ID code
Regeneration to enable growth - A toolkit supporting community-led regeneration	2012	Department for Communities and Local Government / Crown Copyright	Document setting out the Central Government role in regeneration. Advocates community led regeneration.	Published	DA1
Heritage Works: The use of historic buildings in regeneration: A toolkit of good practice. 2nd Edition.	2013	English Heritage (now Historic England)	Guidance document with advice from property consultant and published by statutory advisor to Central Government in relation guidance to undertake successful heritage based regeneration.	Published	DA2
Preston Heritage Investment Strategy 2013 to 2018	2013	Preston City Council	Development of a framework for City Council and partners from public and private sectors. It outlines how city's heritage assets can be used to deliver economic growth ambitions. Sets out a heritage related vision for the City Centre.	Draft for consultation - available to view on local authority website.	DA3
Built Heritage Strategy for Fylde 2015 to 2032	2015	Fylde Borough Council	Outlines first local authority strategy to protect and conserve the built heritage of Borough of Fylde.	Available on local authority website	DA4
Housing and Regeneration Act	2008	Department for Communities and Local Government. The Stationary Office Limited.	Act of Parliament The Bill contains provisions to merge the housing investment and regeneration functions of the Housing Corporation and English Partnerships in a new Homes and	Received royal assent on 22nd July 2008	DA5

			Communities Agency. The Agency would, by bringing together land and housing, and shifting from grant funding social housing to investing in infrastructure, support the regeneration and delivery of new social and affordable housing, both social and private, and deliver a strategic approach to regeneration		
Housing and Planning - explanatory notes	2016	Department for Communities and Local Government. The Stationary Office Limited.	Explanatory note to assist readers in understanding the Housing and Planning Act 2016.	Published 2016	DA6
Housing and Planning Act	2016	Department for Communities and Local Government. The Stationary Office Limited.	Act of Parliament Act makes amendments to housing policy and planning system	Received royal assent on 12th May 2016	DA7
Housing And Regeneration Act 2008, Explanatory notes	2008	Department for Communities and Local Government. The Stationary Office Limited.	Explanatory note to assist readers in understanding the Housing and Regeneration Act 2008.	Published 2008	DA8
The Role of Historic Buildings in Urban Regeneration.	2004	House of Commons London: The Stationary office Limited	ODPM: Housing, Planning, Local Government and the regions committee report on the role of Historic buildings in Urban Regeneration. The committee received 55 evidence submissions and visited Norwich, Great Yarmouth, Ipswich, Estonia and the United States to understand the role of historic buildings in urban regeneration.	Published July 2004	DA9
Built Heritage Strategy for Blackpool	2014	Blackpool Council	Strategy document that sets out local authority vision for monitoring, protecting and managing listed and locally listed	Draft document available on	DA10

				buildings and other historic assets	Council website	
Manchester City Council, Heritage Asset Strategy	2015	Manchester City Council in partnership with Historic England.	Strategy setting out a broad direction for management of heritage assets with the local authority.	Published February 2015.	DA11
Heritage Investment Strategy: 2015 - 2020	2014	Pennine Lancashire local authorities, Regenerate Pennine Lancashire and English Heritage	Strategy setting out value and role of heritage within regeneration strategy for local area.	Draft document available on Pennine Place website	DA12
Historic Environment Strategy	2013	Knowsley Metropolitan Borough Council,	Integrated strategy to for local area to form basis of conservation and heritage activities for period from 2013 to 2018.	Adopted 11th July 2013	DA13
Heritage Investment Framework 2011 to 2015	2010	City of Liverpool	Framework document to set out strategic approach for investment in heritage; outlines successful heritage led regeneration projects.	Published 2010	DA14
Regeneration: Sixth Report of Session - Additional written evidence Volume 2.	2011	House of Commons Communities and Local Government committee. The Stationary Office Limited.	Committee enquiry and response to Central Government publication of DA1. Additional evidence.	Published 19th October 2011	DA15
Regeneration: Sixth Report of Session - Additional written evidence Volume 1	2011	House of Commons Communities and Local Government committee. The Stationary Office Limited.	Committee enquiry and response to Central Government publication of DA1. Containing 80 written evidence submissions from local authorities, private sector developers, the voluntary and community sector, academics and community groups.	Published 19th October 2011	DA16

One document subject to qualitative content analysis that does not relate to the period 2008 to the current day is document DA9. The justification for the inclusion of this document published in 2004 is that it is considered to be in depth and select committee report relevant to the research aim and objectives.

4.0.1 Theoretical Framework

4.1.0.1 Definitions of Theory

The aim of the research is to display the creation of a theoretical framework and definitions of theory are provided to highlight the relevance of theory to the research. Robson and McCarten (2016, p66) describes theory as *"An explanation of what is going on in the situation, phenomenon or whatever we are investigating."* Engaging in theory development is a method of explanation of observed regularities (Bryman and Bell, 2007). Pathirage et al, (2008, p2) state theory development provides *"A model, framework, and collection of propositions or hypothesis for explanation and understanding of a phenomenon."*

Theory development can help individuals to recognise, identify and classify things and events. In addition, it can *"help us to recognise, identify and classify things, to understand, to explain and relate and make predictions"* (Runeson and Skitmore, 2008, p75). The definition and applicability of theory can vary according to the perspective and epistemological beliefs of the particular discipline from where the theory has originated. This follows that where natural science adopts the use of theory for prediction and explanation, social sciences have adopted the use of inductive theory for interaction into the real world to generate theory from empirical observations.

Theory can range from formal grand theories that describe the evolution of social systems such as Marxism, in contrast mid-range theories that describe a particular field or study. Personal or micro theories can relate to a particular personal situation of the specific area of study that is under investigation. Bryman and Bell (2007) state that grand theories are not relevant to practitioner research as they are too abstract and general. In contrast, mid-range theories and personal theories are more likely to be the focus of empirical enquiry.

A theoretical framework is considered to be a pre-theory (Pathirage et al, 2008) and provides the basis for theory development in the subject area. The author is of the opinion that subject area is emergent in the field of the built environment and that the development of a theoretical framework is an effective method of codification of explicit knowledge into tacit knowledge.

4.1.0.2 The Value of Theory in Built Environment Research

The development of theory is considered a key element of an academic research as it is claimed that development of theory plays a central role in areas of scholarly activities. Betts and Lansley (1993) suggest a characteristic of a mature discipline is the presence of a sound theoretical base. Koskela (2008) supports this view by claiming that the lack of explicit theory in a field of academic activity will hinder a field given that theories facilitate teaching and learning and provide a language for professional communication.

Koskela (2008, p211) argues that theory is required in the field of the built environment *"to inform public policy, provide clarity in purpose and enable a more general understanding by society"*. The production of theory, Koskela notes, can define new frontiers in research, facilitate teaching and learning and provide a language for professional communication. The research represents an opportunity to develop a theoretical framework that considers both the outcome, and conditions that affect the outcome. It also allows for the communication of explicit knowledge where the relationship between theory and data is explicitly communicated, clearly defined and logical (Pathirage et al, 2008).

Whilst an advocate of theory development in the built environment, Koskela contends that there is a deep-seated suspicion of the value of explicit theory within the property industry. Drane (2013) highlights an apparent lack of interest in the development of theory as part of a study into contemporary property development models and theory. Drane described the concept of theory in this area was mainly *"the province of academics and theoretical bedfellows with little theoretical development from a commercial perspective"* (Drane, 2013, p6). Drane (2013) noted the lack of progress on the development of existing theories or models during the period from 1991 to 2011.

Notwithstanding the criticism of the application of theory in the built environment the research advocates theory development in the research subject area. Koskela (2008) believes that the development of theory can provide difference lenses from which to view a particular problem or issue. It can also assist in the setting of a research frontier and facilitate teaching and learning, by providing a language for professional communication.

The creation of a theoretical framework is necessary to raise awareness of this subject area in the Built Environment in order to develop and succinctly articulate a greater understanding of a particular real world issue. It will assist in the development of relevant real world theory and continue the codification of tacit knowledge in the subject area. Lewin (1951, cited in Robson and McCarten, 2016, p216) highlighted the relevance of theory in the field of social and applied sciences by stating: *There is nothing as practical as a good theory.*

CHAPTER 5: THE NORTH WEST REGION

5.1 The North West Region of the United Kingdom

5.1.1. Introduction and Location

The purpose of this section is to provide an introduction to the North West region, which will form the parameter and boundary to the single holistic embedded case study. This chapter will extract key issues relating to the case study area in relation to the aim and objectives of the research. It will form the basis of justification by the researcher as to why, in their opinion, selection of the particular boundaries and parameters can assist in achieving the aim and objectives of the research.

The North West represents the third largest region in the United Kingdom with a population of 7.052 million people (ONS, 2012). A map of the region is shown in figure 20:

Figure 20: Geographical Location of the North West Region.
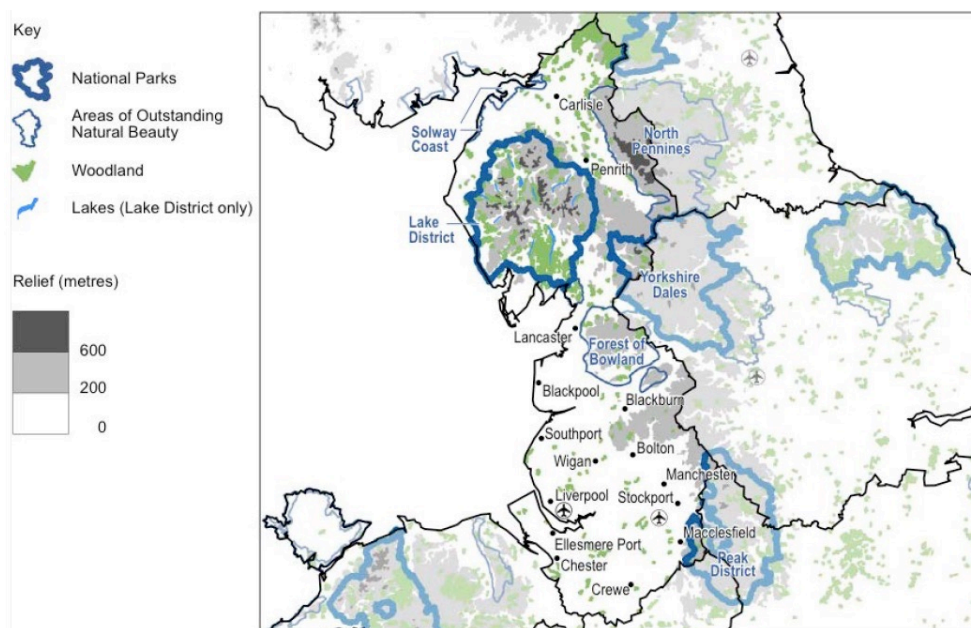
Source. (ONS, 2016)

The map highlights that the region is an area of contrasting geographical qualities with densely populated urban and rural areas, national parks and areas of outstanding natural beauty. The region contains the second largest area of green space in the United Kingdom. The density of the population ranges from 2,100 per sq.km in Merseyside to 70 people per sq.km in Cumbria.

The research area of focus is urban heritage regeneration, the region is stated to contain the second highest population density in the United Kingdom (ONS, 2012) behind the London region. Evidence in relation to the apparent importance of urban areas of the North West to the demographic position of the region is highlighted; 85% of the population live in urban areas.

5.1.2 History and Heritage

It is not the purpose of this chapter to provide an in depth review of the economic and social history region as this has been reported extensively elsewhere (Stobart, 2004, Wadsworth and Mann, 1965, Timmins, 1998, Belchem, 2006 and Daunton, 2001). However evidence suggests that historically the region has been at the forefront of the industrial revolution and was a significant contributor to the exporting of textiles, manufacturing and logistic industries in the United Kingdom.

The growth in industrialisation and increased urbanisation resulted in a period of rapid population growth during the late nineteenth century. Away from major conurbations of Liverpool and Manchester the region has also had a rich economic history in areas such as Pennine Lancashire. This area of Lancashire looks to have been a key driver of the industrial revolution. The town of Blackpool contained major visitor attractions and was a popular destination for tourism.

The increased urbanisation resulting from the industrial revolution has created a rich physical legacy of industrial structures and heritage assets (HWBPT, 2011). The increasing industrialisation in the region generated significant wealth and resulted in the construction of a number of large, imposing buildings. The mercantile wealth of Liverpool allowed for construction of impressive Georgian townhouses in the areas of Rodney Street and Duke Street, Liverpool (Belchem, 2006.) The Murray Mill complex in Ancoats, Manchester is considered to be one of the most important surviving steam powered factories in Britain (Miller and Wild, 2007).

There is early historical evidence highlighting the need for urban regeneration in the region. This appears to be due to the poor standard of living conditions of workers employed in industry. Structural economic changes also look to have continued to affect the region. These resulted from issues such as the loss of manufacturing employment and changes in transport infrastructure. Frederick Engels (1887, n.p.) in

relation to the condition of housing in Ancoats in the mid nineteenth century. Engels commented: *"no more injurious and demoralising method of housing the workers has yet to be discovered than previously this"*. Belchems' (2006) extensive review of the history of the City of Liverpool reported the condition on the poor living and working condition of elements of the working class population in the nineteenth century.

During the period following the 1970s, the region witnessed a marked decline in economic output and increase in social issues such as physical dereliction, high levels of unemployment, poor health, racial tension and crime. Large collections of heritage assets became redundant and required repurposing for new uses. These included heritage assets such as the Albert Dock complex, the heritage assets of Ancoats, Manchester and vacant mills of Pennine Lancashire. The structural economic changes resulted in a decline in the economic output of the region and subsequent depopulation. During the period from 1981 to 2001 the populations of the cities of Liverpool and Manchester look to have decreased by 14.9% and 13.5% respectively (Couch et al, 2011).

Leunig and Swaffield (2007) are critical of the ability of the effectiveness of urban policy in the case study area to contribute positively to the United Kingdom economy. They question the ability for towns and cities in the North West such as Liverpool, Oldham, Bolton and Blackburn to be economically rejuvenated. They believe that the ability to regenerate these areas is problematic due to the economic geographical location and disappearance of the source of *"economic power"*.

5.1.3 Areas of Deprivation

In order to consider if the case study region can be defined as an appropriate region from which to undertake a study of urban heritage regeneration, a definition of what constitutes a regeneration area is required. The indices of multiple deprivations (IMD), was developed in 1998 by the Labour government (Tallon, 2013). The English Indices of Deprivation assesses deprivation across seven distinct domains that are combined using appropriate weights to calculate the Index of Multiple Deprivation (DLCG, 2015). The indices continue to be updated by the Department for Communities and Local Government, produced by the Office for National Statistics (ONS); the Index was most recently updated in 2015.

The adopted method of statistical analysis contained in the IMD is considered to be an objective measurement method to determine if an area can be considered to be an area of deprivation. It also represents an opportunity for comparative analysis of apparent deprivation within the regions of England (DCLG, 2015). It is considered to be the most widely used measure to determine if levels of deprivation exist in England. Figure 21 displays a colour-coded map of the apparent areas of deprivation in the North West region in 2015. A number of urban areas within the North West region look to fall within the category of the most deprived areas of England based upon economic and social categories. The findings of the indices show that there are nine local authorities in the North West region listed in the top twenty most deprived areas of England.

Figure 21: Indices of Multiple Deprivations in the North West.
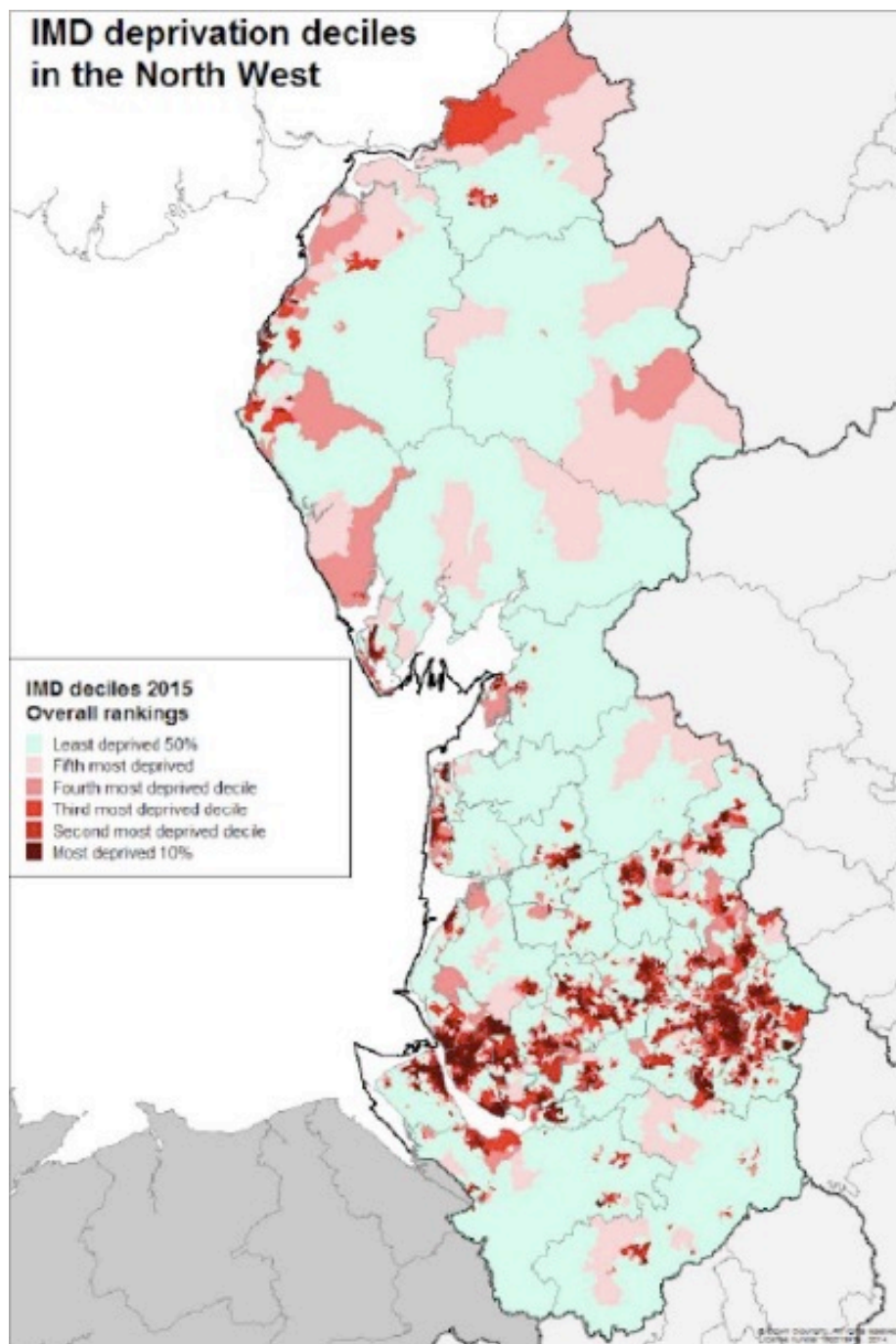
Source (DCLG, 2015).

Furthermore, information contained in Table 6 is extracted from the indices that contain key macro-economic information pertaining to the case study area.

Table 6: Extracts from North West Indices of Deprivation.

Region	Indication of deprivation
Knowsley, Liverpool and Manchester	Ranked in the top 5 most deprived local authorities in England since 2010
Knowsley, Liverpool and Manchester	Ranked in the top 10 most deprived local authorities in England during the period 2007 - 2010
Knowsley, Liverpool, Manchester, Blackpool, Blackpool, Burnley, Blackburn with Darwen, Salford, Rochdale, Pendle and Halton	Rank in the top 20 most deprived local authorities in England since 2015
Liverpool City Region Greater Manchester	Regions in the top six of most highly deprived regions in England according to Local Area Partnership area designation
Liverpool City Region Greater Manchester Lancashire	Areas with the proportion of neighbourhoods in each Local Economic Partnership area that are in the top 10% most deprived areas in England
Knowsley, Blackpool, Liverpool, Manchester	Areas in the top 10 local authority districts in England with highest levels of income deprivation

Source. Information extracted from ONS, 2016

In relation to other macro-economic indices of deprivation the North West region looks to possess 20.5% of Lower Super Output areas that are in the most deprived areas of the country, compared to 8.3% nationally. The city of Liverpool, in 2015, appears to have had the lowest rate of employment in the United Kingdom. The proportion of children living in workless households, the life expectancy of male and

female residents, the median gross weekly earnings and the rate of population also looks to be lower than the national average of the United Kingdom (DCLG, 2015).

5.1.4 A Region of Urban Regeneration Opportunity for Private Sector Development Companies

Whilst the evidence suggests that there are economic challenges in the North West region; there also appears to be areas of opportunity for private sector development organisations in the region. The Gross Value Added indicator is a measurement of the contribution of each individual producer, industry or sector in the United Kingdom. There is evidence of diversity of economic output where in 2010 the region generated £120 billion of Gross Value Added where 40% of the output was generated in Greater Manchester, just one area within the North West region.   In 2015 the Gross Value Added per head of population increased by 3%; the largest rate of increase in the United Kingdom (ONS, 2016). The population of the North West is also anticipated to increase to 7.4 million in 2021 representing an increase of 400,000 people from 2011 (ONS, 2013).

Economically the North West region is considered an important contributor to the United Kingdom where the region contributed approximately 10% of the United Kingdom gross value added. The major conurbations of Liverpool and Manchester look to be witnessing an increase of economic activity. The changes to the economy include an increase in international investment, an increase in leisure spending and the rise of city centre living and working. The population of Manchester city centre appears to have increased by 20% during the period 2001 to 2011 and is considered to be the most popular location for overseas investment outside the London region (McDermott, 2015).   The City of Manchester is apparently home to the largest number of media companies outside of London (NAO, 2006).

The evidence suggests that the Liverpool city region has encountered an increase in tourism related activities. The region attracts 54 million visitors annually with the number of staying visitors having increased to 4.8 million visitors from 3.954 million in 2005 (North West Research, 2015). Empirical evidence has been provided that states 49,000 persons were employed in the visitor economy in 2014 in the Liverpool City Region (Mayor of Liverpool, 2016). Hotel room occupancy in Liverpool city

centre in 2016 also looks to have has increased to 77.2% (Mayor of Liverpool, 2017). The average rate of occupancy has been reported to be in excess of the United Kingdom national average. The main limitation of this evidence is that the information is produced by, or on behalf, of the local authority to promote the region. This may result in a lack of critical bias when reporting on opportunities in the region.

5.1.5 Governance affecting Urban Heritage Regeneration in the North West Region

The boundaries and parameters of the research have been established as analysis of urban heritage regeneration projects from the period from 2008 to the current day. It is considered important to understand the context affecting the governance of regeneration during this period. Key factors appear to affect current governance are a central government commitment to public sector deficit reduction, localism and devolution of power to local authorities and commitment to economic growth policies (Tallon, 2013, Jones and Evans, 2012).

The research time parameter boundary has captured significant changes to the United Kingdom and North West region, most notably the implications of the global economic crisis (Tallon, 2013) and a change in government. The emphasis of the Conservative led coalition and subsequent Conservative government has been a commitment to reduce the structural deficit (Tallon, 2013). Tallon (2013, p106) claims that an implication of the commitment a structural deficit policy has resulted in *"there appearing to be no explicit urban policy as such, rather economic and competitiveness policies"*.

The evidence appears to confirm that the current governance strategy is a decentralization of decision making away from central government to local decision-making bodies directly accountable to local business and the community. The regional decision making bodies of Association of Greater Manchester Authorities and the Liverpool City Region have taken on greater responsibility with regard to decision-making and allocation of funding. In addition the introduction of directly elected mayors in Liverpool and Manchester also looks to represent a step toward to local devolution and decision making.

A commitment by the central government to focus policy on enterprise and economic development (Tallon, 2013) has increased the role of the LEPs in urban regeneration policy. Their role has been described as to co-ordinate between the private sector community and local authorities to prioritise and deliver economic policy matters (Jones and Evans, 2012). Section 2.4.4.5 of this report has identified that the LEPs funding and role in economic development (NAO, 2016) has increased significantly.

The National Audit Office (NAO 2016) review of the performance of LEPs highlights an apparent lack of measurement by LEPs of objectives in relation to outputs. It was stated that 5% of LEP members highlighted an inadequate level of resource to meet the requirements of central government. It has also been claimed that the financial level of resources is inadequate. It has been stated that funding available to LEPs will not be able to adequately fill the gap that has been created by the former North West Regional Development Agency (National Audit Office, 2016).

5.1.5.1 Local Authority – Role and Limitations

The role of local authority organisations in heritage regeneration projects appears to be significant. The 22 local authorities consisting of unitary, metropolitan borough councils and county councils can be land and building owners, promoter, initiator and controller of development (Havard, 2008). They can create and administer planning guidance documents such as heritage investment frameworks and asset strategies that can provide the basis for investment in urban heritage regeneration (Liverpool City Council, 2015, Pennine Lancashire, 2015, Fylde Borough Council, 2015).

However it is claimed that local authorities have been affected by a reduction in resources and lack the ability to engage effectively in regeneration projects due to the need to prioritise delivery of other statutory services (CLG, 2012). In addition it appears that seven local authorities within the case study have completed heritage investment frameworks or asset strategies. However three publications are listed as draft documents that appear not to have been adopted by local authorities; this indicates a potential lack of resources for local authorities to engage in urban heritage regeneration.

5.1.6 Urban Heritage Regeneration involving Private Sector Development Companies in the North West Region.

The historic prosperity of the North West region evidence has resulted in the creation of buildings of heritage interest. There are 25,537 listed entries in the North West representing 6.7% of the total assets on the listing register (Historic England, 2016a). Liverpool, it is reported, contains the 2nd largest collection of listed buildings in the United Kingdom.

Urban heritage regeneration projects look to have formed an element of the region's regeneration policy. The regeneration of heritage assets has been described as forming a core element of the successful regeneration of Manchester city centre (Kellie, 2014). Kellie continues that a number of heritage assets have been viewed by private sector development companies as assets rather than liabilities. These buildings have provided the opportunities to invest into the area where creative and innovative development could be undertaken. Stratton (2000) claimed to have assessed the impact of engagement in industrial heritage regeneration and subsequent effect on the local economy and environment. The author states that participation in industrial heritage regeneration is a key element to unlock the economic and cultural potential of a city.

Maeer and Campbell (2009) studied 17 heritage case study projects as part of their research into the effectiveness of the Townscape Heritage Initiative (THI). The THI is a grant programme funded by Heritage Lottery Fund for areas that have heritage assets in need of maintenance and repair. They cite the on-going regeneration of the Ropewalks area of Liverpool, and claim the regeneration has, to date, attracted £10 million of private sector investment, regenerated sixteen heritage assets, brought derelict land back into use and created 70 new jobs. With the presence of derelict buildings, the Ropewalks area has been considered by Maaer and Campbell (2009) to be a mixed-use community for existing local residents and new visitors to the city (Labadi, 2008.)

Figure 22: Alma de Cuba, Ropewalks Liverpool.

Source. Copyright John Turner 2011 and licenced for re-use.

Abu Dhabi United Group is a development organisation working in partnership with Manchester City Council, via a joint venture partnership arrangement, Manchester Life. An element of the partnership includes the proposed regeneration of a heritage asset mill complex, Murrays Mill, Ancoats, Manchester. Formerly a stalled regeneration project that has received public sector funding (Heritage and Regeneration, 2009); the Abu Dhabi United Group is regenerating this large collection of heritage assets. This development aims to regenerate the large listed complex of heritage assets into residential accommodation This project provides evidence of heritage investment in the region by public and private sector organisations.

Figure 23: Murrays Mill, Manchester.

Source. Copyright Stephen Richards 2011 and licenced for re-use.

The economic structural adjustment within the region looks to have provided regeneration opportunities for private sector development organisations. The increase in cultural tourism in areas of the region has generated a demand for additional tourism facilities such as hotels and other leisure facilities. Heritage regeneration projects have been completed involving the private sector development companies in Liverpool City centre. Recently completed projects include the heritage asset Base2stay (now Nadler hotel), Shankly Hotel, former Martins bank and Arthouse square regeneration projects (The Mayor of Liverpool, 2016). This highlights that opportunities may exist for private sector development organisations to engage in urban heritage regeneration when the local economic context appears to be conducive to development.

Figure 24: Base2Stay (now Nadler Hotel), Liverpool.

Source. Own Author.

There is evidence of implementation of governance to facilitate heritage regeneration in an apparent area of low value and low real estate demand (HWBPT, 2011) in the region. Lob Lane Mill project, Nelson, Lancashire demonstrates an example of the governance strategy of governance by partnership. To facilitate heritage regeneration the local authority entered into partnership with a local construction contracting company. Using a local asset backed delivery mechanism, the local authority contracted with the private sector company who acted as investor, development partner and main contractor on the project. HWBPT (2011) describe that the heritage asset project was delivered in phases and allowed for the delivery of a comprehensive heritage led regeneration project. This project provides evidence of completion of

heritage regeneration located in an area with apparent low demand and low real estate values.

Figure 25: Lob Lane Mill, Lancashire.

Source. IWA project architects and authorised for re-use

The legacy of the historic economic importance of the region and the subsequent structural economic changes has resulted in a number of heritage assets becoming obsolete. These buildings have remained derelict or vacant and require repurposing for new uses and have to date been unable to attract private sector development organisations to participate in urban heritage regeneration projects. The London Road fire station in Piccadilly, Manchester has remained in private ownership for many years and is currently derelict. Despite being subject to a change of ownership in 2015, there has been considerable debate about the apparent lack of progress on redevelopment. It has been claimed that the derelict heritage asset may have affected regeneration of this area of the city centre (Manchester City Council, 2014).

Figure 26: London Road Fire Station, Manchester.

Source. David Dixon, 2012 and licenced for reuse

Historic England publishes an annual Buildings at Risk register, initiated in 2008 to highlight the condition of the historic environment in the United Kingdom. The purpose of the register is to identify buildings at most risk, requiring safeguarding for the future. It has been claimed that the number of buildings contained on the Buildings at Risk register has reduced by 33% since 2010; however 463 northwest entries still remain on the list. This represents 8.5% of the overall total of buildings at risk in the United Kingdom (Historic England 2016b). The diversity of the entries on the Buildings at Risk register looks to be considerable with 95 grade 1, 2 and 2* buildings placed on the current risk register, including Ancoats Hospital, Manchester.

Figure 27: Ancoats Hospital. Manchester.

Source. Copyright David Dixon, 2011 and licenced for re-use.

5.1.7 Justification for Selection of Case Study Area

The chapter has provided evidence that the North West region is an appropriate boundary to be adopted for use as a single embedded case study. This is due to the existence of a large number of heritage assets and the need for regeneration in this region, as evidenced in section 5.1.3. There is evidence of the existence of heritage regeneration activity involving private sector development companies. This allows the opportunity for the researcher to approach members of the private sector development community who have actively participated in heritage regeneration projects.

There is evidence of a number of heritage regeneration projects that have been completed that provides the opportunity to undertake research into regeneration

projects that may be considered successful. However the existence of vacant heritage assets and stalled projects allows the researcher to undertake negative case analysis into urban heritage regeneration projects. The researcher believes that the use of the North-West region, as a single embedded case study, allows for the opportunity to achieve the aim and objectives of the research.

CHAPTER 6: INVESTIGATE THE ROLE OF HERITAGE ASSETS AS A VEHICLE FOR SUCCESSFUL URBAN REGENERATION (R01).

This chapter reports the findings in relation to the first research objective; to investigate the role of heritage assets as a vehicle for successful urban regeneration. The structure of the chapter is as follows:

1) The chapter provides an indication of an initial definition of the concept of successful regeneration and how engaging in urban regeneration may contribute to this.

2) It then provides a summary description of the transcripts from the completed qualitative data analysis of semi-structured interviews.

3) It provides a description of the findings from the qualitative content analysis of documentary reviews.

4) It concludes with a summary of the findings from completion of the qualitative data analysis and outlines the key themes to be considered for inclusion into the initial theoretical framework.

6.1 An Initial Definition of Successful Regeneration

An initial indication of a description of the concept of successful regeneration to be used in the theoretical framework has been developed following an undertaking of the literature review.

The key themes originating from the literature review have been adapted to create an initial parent and child code coding structure, the method of codebook development is described in section 4.9.2. To ensure validity, the codebook has been subject to verification by semi structured interviews and documentary analysis of key documents relating to the subject of urban heritage regeneration. The initial codebook generating from the findings of the literature review is shown below in Table 7.

Table 7: Codebook of Initial Definition of Successful Regeneration.

Research Objective	PARENT CODE	CHILD CODE	DESCRIPTION
Investigate the role of heritage assets as a vehicle for successful urban regeneration.	SUC1	CAT1	Catalyst
		MIX1	Mixed Use
		SAC1	Social and Community cohesion
		PAR1	Partnership
		LON1	Long term
		DES1	High design quality
		REV1	Reverses economic decline
		MEA1	Measurement of success

Source. Own development.

The literature review has indicated key factors that may contribute to a potential definition of a successful regeneration project. Urban heritage regeneration projects may be a catalyst for further economic activity in s local area that can adds to the creation of a mixed-use community. A requirement of successful regeneration appears to be one that contributes to social and community cohesion and is of a high design quality. It appears that successful regeneration projects should create effective partnerships between the private sector and the public sector. It is also evident that successful regeneration, according to the findings of the literature review, should assist in reversing economic decline of an area. A central issue relating to the concept of successful regeneration is the effective measurement of the concept. It is claimed that an evaluation of successful regeneration can only be achieved in the long term due to the time taken for the project benefits to emerge (Roberts and Sykes, 2008.)

6.2 Codebook of Extracted Data from Semi-Structured Interviews with Senior Practicing Professionals for R01

The interview text obtained during the semi-structured interview process has been coded using guidelines of completing qualitative data analysis by (Forman and Damschroder (2007) and Denzin and Lincoln (2008). The method of qualitative content analysis is described in section 4.9.2. The initial codebook has been subject to verification by completing qualitative content analysis of both the transcripts from the semi-structured interview text and extracted text from key documents.

The findings of the interview transcript relating to the research objective have been collated into one table. The table has been divided into columns to identify the interviewee and interview text. In order to assess the underlying meaning of the text according to the researcher memos and narratives have been created alongside the extracted text. The resultant descriptive parent and child codes provide codification of the relevant text extract in order to establish key themes and patterns emerging from the data analysis.

The initial codebook relating to successful regeneration definition has been cross-referenced and refined following completion of qualitative data analysis of semi-structured interviews. Additional codes have been added to highlight key themes that have emerged from the semi structured interviews that have emerged following the literature review. This has allowed for the development of a robust but flexible coding framework to codify the empirical data that has emerged from the semi-structured interviews. In addition to the inclusion of a system of interviewee identification, the response has been cross-referenced to the question asked by the researcher during the researcher interview. Interview questions that have been cross referenced to the interviewee responses are displayed in Appendix C and D. Table 8 contains the extracted data following completion of the semi-structured interviews.

Table 8: Qualitative Content Analysis of Semi-Structured Interviews with Senior Practicing Professionals for Research Objective One.

ID	RESPONDENT RESPONSE	MEMO / INTERPRETATION	PARENT CODE	CHILD CODE
RO1. Investigate the role of heritage assets as a vehicle for successful urban regeneration.				
I01 v1(8)	I think occupancy is the obvious answer so the fact that people have wanted to buy occupy or invest in a building and put their business there all comes back to occupancy and repopulation. A lot of these buildings will be derelict and suffer from problems of perception and it is about repopulating and changing peoples' perceptions through the regeneration of that.	Occupancy, repopulation and changing people's perceptions are key measures of success	SUC1	OCC1
I01 v1(24)	Albert Mill, Manchester because it was finished at the time the market collapsed. Whilst the building might have been enveloped, it was not a success in that whilst the building had been saved it did not function because it was not occupied. We have managed to find a design lead solution for it in this four-year period and it is a very successful project on all of those levels that we talked about before as it has been profitable and required no public sector funding. Anything over and above that, I can't think of anything that I have admired.	Heritage scheme did not require public sector funding. Direct evidence of project viability of heritage projects. Design led solution.	SUC1 SUC1	VIA1 DES1
I02 v1(8)	It is very difficult to evaluate success because successful places take time to evolve and judging a project in the immediate aftermath of its completion is very difficult. I mean you judge it by a number of criteria: Whether it has been financially successful? Whether it has been well received by the local community, whether very local or	Success cannot be evaluated in the short term Success is judged on whether financially successful or if well received by city or local	SUC1 SUC1 SUC1	LON1 VIA1 SAC1

	by the city? The true measure of success is if it works or if it successful, or whether the public demand for it remains high 10 or 15 years after completion so it is very difficult to judge success in a short period of time.	community True measure of success is it if is in demand 10 to 15 years after completion		
I02 v1(24)	Royal William Yard, Plymouth. Completed in the last five years, Royal William Yard would have to be considered to be a success but the reality of that it had it not been as advanced as it was then it wouldn't now happen. The project predates the current process. I can't think of any other project where that doesn't apply in terms of a heritage asset.	Royal William Yard project is a success but commenced before 2008. Note what was the process prior to 2008 that permitted project progress?	SUC1	LON1
I03 v1(8)	Do you know that is a really interesting point, as there is a lot of debate about we measure regeneration? The normal methods that have been used in the past have not always lead to successful regeneration on the ground. They might do in terms of the statistics. I personally think that one of the things that we are missing as a trick is to actually ask people what they think and whether their lives have been improved and this could be a way of measuring the intangibles of whether somebody loves a place or associates with it or has those more difficult to measure emotions if you like about a place. We don't do that and it is an obvious error in my view. You are advocating some pre and post occupancy assessment with the same people about the effects of the regeneration project. It needs to be the same people because it is about whether their lives have been improved by the investment that	Traditional measurements of regeneration does not capture successful regeneration Requirement to involve local community to consider what successful regeneration is. The sample of people to be surveyed should remain constant where possible to ensure consistent measurement.	SUC1 SUC1	MEA1 SAC1

	is the key thing. The statistics can sometimes lead to an untruth depending on what has happened to the people themselves. The statistics don't tell the whole story.			
I03 v1(24)	Kings Cross and St Pancras Stations, London The improvements to the rail network there and the mixture of cultural social and housing it really is coming together very well.	Delivery of mix of uses is a measure of success	SUC1	MIX1
I04 v1(8)	That's really tricky but one factor that makes the project work is to ensure that the building is occupied. It helps to attract more investment to an area its acts as a catalyst to further things happening. I guess if it used for the promotion of an area it is used for the marketing of a place it becomes part of the areas identity. Then there is more superficial means such as awards and best practice books and guides. Then alongside that you have a number of outputs such as the number of jobs it creates, the number of people who live, the area of space it has regenerated; so you have your funding outputs as well.	Occupancy, project being a catalyst for investment and positivery promotes local area look to be a key measure of success Note that Traditional outputs are considered a good measure of success.	SUC1 SUC1 SUC1 SUC1	OCC1 CAT1 BRA1 MEA1
I04 v1(24)	Hope Street Public Realm, Liverpool. The value of the project went well beyond the original scope it was a public realm project which improves street quality, streetscapes. But what it actually did was create partnerships that have been really valuable to the on-going regeneration of the area. It also recently won an award the academy of urbanism great street award.	Project accelerated regeneration and attracted investment into an area and created effective partnerships. Note not heritage asset regeneration project.	SUC1 SUC1 SUC1	CAT1 PAR1 BRA1
I05 v1(8)	The thing that comes into my head is has the project actually been delivered because a lot of regeneration projects turn out to be essentially paper exercises so any strategy that involves heritage assets has to have a very clear delivery plan.	Project delivery is a key measure of success.	SUC1	DEL1

	That way the buildings or assets get properly reused and preserved in that way. If it used in a manner that involves the public and that means the public can enjoy the asset I think that is a key component of success. The key to any project like that is does it act as a catalyst to further opportunities because you shouldn't be looking at projects in isolation you should be looking at them as part of a wider strategic view.	The ability for public to use an asset is a key measure of success. Project is catalyst for further regeneration and in accordance with wider regeneration strategy.	SUC1 SAC1 SUC1 CAT1
I05 v1(24)	Gorton Monastery, I'm not sure if that has been completed since 2008 but that to me looks like a really interesting project really clever reuse of the Church.	Clever re-use of an existing building. Note not private sector led heritage regeneration.	SUC1 REU1
I06 v1(8)	Is the resulting economy strong enough to support the on-going maintenance of the buildings? Does it create a place where people want to locate too and want to visit? Does it add to the sum of the place?	Successful regeneration includes if project is financially self-sufficient post completion, attracts end users and adds to a place.	SUC1 VIA1 SUC1 OCC1 SUC1 BRA1
I06 v1(24)	BaseToStay, Hotel, Seel Street, Liverpool It was successful for a few reasons: 1. Brought a use into a building that had been vacant for a long time. 2. That use had a big multiplier effect on neighbouring properties because the signature of that hotel is that it has very good hotel rooms but no facilities so people who came to stay at the hotel would have to use local restaurants and bars and other facilities. 3. It also became a very good neighbour as we had also become aware of a lot of antisocial behaviour being carried out in neighbouring properties such as noise and	Heritage asset brought back into use. Multiplier effect on neighbouring properties due to visitors needs to use other facilities Good neighbour in an area adding to the community. Project was viable with low level	SUC1 REU1 SUC1 CAT1 SUC1 SAC1 SUC1 VIA1

	vermin. The user became a very positive influence on the whole area. 4. The amount of grant assistance of 6% of the total project costs that we put into that project relative to the overall scheme was actually very low. The reason that the level of grant intervention was so low was that the operators were very keen to move into a comparatively low value area. They also had knowledge of the local area and were frustrated by the activities of other developers in that area. The City Council have had also had a problem intervening in large building as they simply don't have the resources. The developer approached the city council via Liverpool Vision and took a longer-term view of their investment.	of public sector intervention Evidence of partnership approach Note. Local knowledge of an area identified opportunity. Qualities of developer Note. Provides example of gap funding, private sector looks to take a longer-term view.	SUC1	PAR1
I07 v1(8)	Everything that follows after a stand-alone regeneration project has been completed. I would see regeneration as more than one project, a series of projects happen and then what is the momentum or snowball effect that happens after that.	Successful regeneration projects may create a catalytic effect and have a long term impact.	SUC1 SUC1	LON1 CAT1
I07 v1(24)	St Andrews, Rodney Street, Liverpool. It was a grade II* listed building derelict shell right in the heart of the university knowledge quarter. Every man and his dog has looked at it and tried to solve it over the last decade and finally it was solvable in a time of economic turmoil, which was crazy really. This was as it was slightly linked to the boom in student accommodation. It's not finished externally as the stonework was complex; it has taken about six months longer than anticipated.	Heritage regeneration can appeal to various types of end users which can unlock viability Note project constraint delays due to complexity.	SUC1	OCC1
I08 v1(8)	I think it would be use and activity and occupation both of buildings and of public space. But I think as well I would have to look at profitability, which is very often disguised. You see a lot of development schemes and you think that they are a	Activity, occupation of private and public space and profitability is key measures of success.	SUC1 SUC1	OCC1 VIA1

	success or where the developers have claimed that they are successful but I think it is important that they see to be profitable to encourage others to come forward. There will be other issues that come into play from the public sector side such as the integration of the regeneration project into the town and that you would look at jobs in that employment is always key in regeneration projects.	Integration into the town and job creation. Reverses decline (economic) and key measures of success.	SUC1 SUC1	SAC1 REV1
I09 v2(7)	Primarily it is sustainability in that you see schemes where a lot of money is spent doing up a building that stays empty for a number of years so it is the sustainability of that asset. But then ideally that knock on impact that if you start regeneration on one building or one area then hopefully that can spread to a wider area. This starts to bring confidence back to an area that has potentially become unused and other buildings in the area have fallen into disrepair.	Will the asset be able to sustain itself? Project viability is a key issue of success. Catalytic impact of project is important measure of success. Successful heritage regeneration can add to a local area brand.	SUC1 SUC1 SUC1	VIA1 CAT1 BRA1
I09 v2(24)	This was one that was on a visit to see regeneration which was a carpet mill called Lingfield Point that had been regenerated and there was a lot of business activity in it. It was very nicely done out with artworks and good quality design and it is something that stood out and it wasn't just a very basic development.	Successful heritage regeneration generates commercial activity and was of a good design standard.	SUC1 SUC1	OCC1 DES1
I010A v2(7)	For this project, it will be that the cinemas and restaurants are well used, popular and they bring life to that part of the town bringing a different element, which is a family element to the town. There are many other benefits but for me that is the key one as a measure.	Successful heritage regeneration projects are occupied and family element delivers mix of uses to the area.	SUC1 SUC1 SUC1	OCC1 REV1 MIX1
IO10A	Also the structure and quality of the buildings can be a major factor that makes it	Heritage regeneration can be	SUC1	CAT1

v2(5)	worthwhile to spend the money on to act as a catalyst for the regeneration of areas.	costly but can act as a catalyst.		
IO11 v2(7)	I think the key one is monetary value, does it hold its value is it attracting tenants residents whatever.	Claim that a successful project should possess financial value.	SUC1	VIA1
IO11 v2(7)	You can judge by the level of activity not just people who have to be there for work or because people live there but by the people who go there at the weekend and the evening and that type of vibe that you get is unquantifiable but important.	Statement noting that elements of success are unquantifiable.	SUC1	MEA1
IO11 v2(24)	This one got me really me stumped. There is nothing in Salford that has been completed, the only thing I could think of and it is probably prior to 2008 is the regeneration of central Manchester as a collective project. Repopulation, scale to have different areas and qualities but also that successful you are looking at it over a long period. The regeneration project since 1996 has been twenty years and it is still not finished. I remember Manchester in the 80's where if you stepped outside the central zone you were in a twilight zone of derelict buildings and now it is totally different and very vibrant and a completely different variety of neighbourhoods from Spinningfields to the northern quarter.	No successful heritage regeneration projects have been completed since 2008 Long term view of notion of success citing Manchester City Centre as an example	SUC1	LON1
I011 v2(24)	Manchester Central Station. Continued use and it was a difficult continued use to go for and quite daring use because Manchester was not known as a place with a big national exhibition centre. It opened up after the NEC opened in London so that it was quite difficult and it was done to a high quality. There is a lot of good quality public realm around it and the quality of the conversion and it keeps a lot of the character in the main hall paying a lot of attention to the quality of the	Occupancy and high quality of design are key measures successful regeneration Delivery of mix of uses is a key measure of success.	SUC1 SUC1 SUC1	OCC1 DES1 MIX1

	brickwork for example. Quality of finish, quality of design, it was ambitious and continues to be occupied and for a use that you didn't think would be successful.			
I012 v2(7)	In no particular order community engagement and support, viability or else there is no point doing it and enhancing what is there is already.	Community engagement, project, Viability and enhancement of existing area are key measures of successful regeneration	SUC1 SUC1 SUC1	SAC1 VIA1 REV1
I012 v2(24)	The Smithfield, Manchester dealing with the fish-market and everything that went on there that helped be the catalyst for the rest of it. Again it would have been easier and bulldoze the lot, but when you walk around there you wouldn't it to be any other way.	Catalyst for further development. Note claim that an easier option would be to demolish but this would detract from the local area.	SUC	CAT1
I012 v2(24)	I think Great John Street hotel is a really good example of how you bring something back into an economic use but you keep many of the original features. Its nods to the historical element but it's not tacky; I think, on a small scale that's about as good as an example as you will get.	Keeping original features of a building is a key feature of success. Attention to design detail	SUC1	DES1
I013 v2(7)	Given my background and where I see regeneration from a much more economic development focus there are certain key performance indicators that we look at such as average spend, length of dwell time, overnight stays, original starting position of the visitor who has come to see us.	Measurement of successful regeneration should be in accordance with key performance measurement indicators.	SUC	MEA1
I013 v2(24)	It's a good question. I would refer back to the NWDA achievements where they delivered a huge amount of investment; some sizeable and significant. Talking about measurement was that the rental values in Liverpool completely changed on	Increase in commercial value is a measure of success. Reverses economic decline.	SUC1	REV1

	the back of those city centre investments. The results of that, was that Liverpool city centre became very different from the immediate outskirts.	Note polarisation effect of investment in regeneration areas.		
I014 v2(5)	Regeneration can constitute a number of different things and it is not just reusing old buildings or renewing old buildings, it is actually it goes wider in terms of community uses and this can underpin the regeneration of a community.	Comment that successful regeneration is required to benefit community	SUC1	SAC1
I014 v2(24)	I think a perfect one is the church in Ancoats, St Peters Church that has gone to the Halle orchestra. I think it demonstrates how a building that didn't really have any commercial value and sat vacant and was actually brought into an alternative use which adds, perhaps a social value that Ancoats needs. In terms of bringing a big name and community use and really put that area on the map and kick-started a wider almost acknowledgement and awareness of the area and what could be achieved there. It wasn't about making a monetary value so only that could have been achieved by the public sector.	Successful regeneration brought a vacant building back into use and added a social value to the area. Note. Negative case analysis as was project was not achieved by private sector.	SUC1	SAC1
I014 v2(24)	The Edinburgh castle pub, Ancoats itself was a three storey Victorian, typical old school pub which hasn't been used for 10-15 years stood idle in the area and there was real debate about whether the building should stay or go. It will really help to kick-start the wider regeneration of the area. From a retail and leisure point of view there is absolutely nothing and everybody who lives in the area crosses the road goes to work in the city centre. In the evening they go to drink in the Northern Quarter. There has been nothing on the residents' doorstop to keep them in the area so it was great a) the building retained and b) see the HCA spend the money	Successful regeneration is about bringing a mix of uses to the area. Note scheme is not completed to date, note negative case analysis Successful regeneration has to benefit the community	SUC1 SUC1	MIX1 SAC1

	on retaining the actual physical structure.			
	The public sector brought it to the market to developers saying that it is needed to be for retail and leisure use so that's happened and is on-going I am aware that terms have been agreed to an independent occupier. It will create a real draw to the area and others will follow which creates a real mixed-use community. Successful regeneration isn't just about reusing buildings but actually reusing building can lead to regenerating communities. It wasn't the most glamorous but it is what I think regeneration is about which is about the building but also about the community.	Note the involvement of the public sector as building owner and disposing to a private sector development. Evidence of City Council taking wider view of concept of value.		

6.3 Summary Table of Descriptive Codes and Findings from Semi -Structured Interviews with Senior Practicing Professionals for R01.

Table 9 displays a summary of the responses from the interviews with practising professionals matched to the definitions of successful regeneration contained in the codebook. Summary responses highlighted in red denote the apparent contribution of urban heritage regeneration projects to the concept of successful regeneration. This for the matching of responses from extracted semi-structured interview text to the developed codebook.

Table 9: Summary of Descriptive Codes from Semi-Structured Interviews with Senior Practicing Professionals for Research Objective One.

RO1. Investigate the role of heritage assets as a vehicle for successful urban regeneration.													
SUC1	**Child codes**												
ID	CAT1	MIX1	SAC1	PAR1	LON1	REV1	OCC1	BRA1	VIA1	MEA1	DEL1	REU 1	DES 1
IO1							X		X				X
IO2			X		X				X				
I03		X	X							X			
I04	X			X			X	X		X			
I05	X		X								X	X	
I06	X		X	X			X	X	X			X	
I07	X		X		X		X						
I08						X	X		X				
I09	X						X	X	X				X
I010A	X	X				X	X						
I010 B													
I011		X			X		X		X	X			X
I012	X		X			X			X				X
I013						X				X			
I014		X	X										
TOTAL	**7**	**4**	**7**	**2**	**3**	**4**	**8**	**3**	**7**	**4**	**1**	**2**	**4**

Source. Own development

The findings from the semi-structured interviews reveal that twelve respondents, both from public and private sector organisations, agreed that the core elements contained in the initial codebook were pertinent to a definition of successful regeneration. This apparent convergence of views indicates that a definition of successful regeneration should:

- Act as a catalyst for further regeneration (CAT1) and contribute to creating a mix of uses (MIX1) in a local area.
- Assist in the creation of social and community cohesion (SAC1).
- Create effective partnerships between public and private sectors (PAR1).
- Assist in the reversal of economic decline in an area (REV1).
- Understand that successful regeneration is a long-term concept (LON1).

The interviewees also appeared to corroborate the findings of the literature review in relation to the difficulty of the measurement of successful regeneration (MEA1). Evidence suggested that this was due to the inappropriateness of conventional methods of measurement. Interviewee IO3, statutory historic advisor, stated that there was a need to engage with the local population to undertake effective measurement. Other difficulties relating to the measurement of regeneration include the measurement of intangible elements of successful regeneration.

The qualitative data analysis provided significant tacit knowledge that can be incorporated to the initial codebook to further add to the definition of successful regeneration. Table nine indicates that eight out of fifteen interviewees from both public and private sector organisations described occupancy as a key characteristic of successful regeneration (OCC1). Table nine also outlines that seven out of fifteen interviewees claimed that a successful regeneration project is required to demonstrate project viability in addition to providing an acceptable level of financial return to project partners. (VIA1).

Three out of fifteen respondents from both public and private sector organisations, displayed in table nine, stated that a key factor was that the project should add to the local brand and generate positive publicity for an area (BRA1). An apparent convergence of views also appeared to be demonstrated in relation to the issue of high quality of design and successful regeneration. Table nine indicates that four out of

fifteen interviewees stated that successful regeneration should be completed a high quality of design (DES1). Two out of fifteen interviewees stated that a key factor of successful regeneration was the reuse of an existing building (REU1).

In relation to responses by organisation type, all private sector development director respondents, I01, I02, I08 and I012 claimed that project viability (VIA1) was a key to successful regeneration. Two out of four private sector development director respondents, I02 and I012, also acknowledged that successful regeneration should contribute to social and community cohesion (SAC1). Engagement in reflection has confirmed that the need to generate financial return (VIA1) for private sector development organisations was evidenced in 2.4.4.1. The position of the respondent being employed within these organisations may have influenced their response to the question as they have reiterated the objectives of their employer. The respondents may have reiterated the objectives of their employer rather than providing their personal view of the issue.

Engagement in reflective analysis reveals that there also appears to be additional recognition by private sector development directors, of the need for successful regeneration projects to contribute to social and community cohesion (SAC1). Codification of this apparent acknowledgement, and subsequent increased awareness of this recognition, by non private sector development stakeholders in these projects, may assist in reducing value tension described in 2.2.6.

There appears to be no absolute convergence between public and private sector respondents on the key criteria to be adopted when evaluating how to establish if urban heritage regeneration project can be considered successful. Key criteria identified by both types of participants included the concepts of occupancy, ensuring long term financial viability and use and enjoyment by the local community. However public sector interviewees also identified the issues of the project acting as a catalyst for further regeneration initiatives and creating a positive economic impact in a location. In contrast, private sector participants highlighted as key criteria the issues of deliverability and changing peoples' perception of an area.

The findings reveal the potential contribution of heritage assets, within urban regeneration projects, to contribute to the concept of successful regeneration. It was

claimed that these projects act as a catalyst for further regeneration (CAT1), contribute to the creation of a mix of uses (MIX1) and assist in the creation of community cohesion (SAC1). In addition the qualitative data analysis revealed that engaging in heritage regeneration can create effective partnerships between private sector and public sector organisations (PAR1). These projects appear to assist in the reversal of economic decline (REV1), create occupancy in buildings (OCC1), add to a local brand (BRA1) and create viable regeneration projects. Heritage regeneration can assist in the reuse of an existing building (REU1) and deliver project inclusive of a high quality of design (DES1). The resultant codebook has been amended and is shown in Table 10 below:

Table 10: Updated Codebook following Completion of Qualitative Content Analysis of Semi-Structured Interviews with Senior Practicing Professionals for Research Objective One.

Research Objective	PARENT CODE	CHILD CODE	DESCRIPTION
Investigate the role of heritage assets as a vehicle for successful urban regeneration.	SUC1	CAT1 MIX1 SAC1 PAR1 LON1 REV1 OCC1 BRA1 VIA1 MEA1 REU1 DES1	Catalyst Mixed Use Social and Community cohesion Partnership Long term Reversing economic decline Occupancy Adds to local brand Produces a viable financial return Measurement of success Reuse High Quality Design

Source. Own development

The codebook will be used as the basis to complete qualitative content analysis of key documents.

6.4 Codebook of Extracted Data from Documentary Analysis for R01

The findings' of the semi-structured interviews and literature review, relating to first research objective have been verified and triangulated using documentary analysis. Sixteen documents were selected for analysis. The documents studied include statutory documentation, government legislation and policy advisory guidance. In

addition the documentary review included a review of heritage investment frameworks and asset strategies published by local authorities and advisory documents published by statutory heritage advisors. A description of each document is provided in 4.9.2.2. Qualitative content analysis of the documents is shown in Table 11.

Table 11**:** Qualitative Content Analysis of Key Documents for Research Objective One

RO1 Investigate the role of heritage assets as a vehicle for successful urban regeneration.				
DID	DOCUMENTARY TEXT	MEMO / NARRATIVE	PARENT CODE	CHILD CODE
DA2	Effective regeneration can remove the barriers to economic growth and help local leaders to strengthen their communities and support people back into work.	Observation that removing barriers and reversing decline in economic growth appear to be key measures of effective regeneration in local communities.	SUC1 SUC1	SAC1 REV1
DA3	Leopold Square, Sheffield created a highly successful mixed use development with residential units, a four-star boutique hotel, bars and restaurants surrounding a new public square.	Claim that mixed use and delivery of public realm are element that can comprise successful regeneration.	SUC1	MIX1
DA3	Looking at the examples around us, the key for success appears to be: shared spaces rather than roads; a mix of uses and a variety of building styles; absence of traffic and/or reduced traffic speeds; public spaces, animated by people; well-maintained buildings and streetscapes; of a scale and massing that people can relate to; interesting design features or detailing; safety; and genuine, as opposed to contrived, activity.	Statement claiming that shared spaces, mix of uses, activity, interesting streetscapes are key features of successful regeneration	SUC1	MIX1
DA3	A successful area-based regeneration approach depends on creating the right partnership of stakeholders and ensuring that they share a common vision and understanding of the opportunities and constraints of the project.	Observation that partnership approach and shared vision can create successful area based regeneration and a need to understand opportunities and constraints.	SUC1	PAR1

DA3	A successful outcome should result, providing: suitable uses are proposed for the building, taking into account the practicality of physically adapting the building to achieve those uses.	Claim that the reuse of heritage assets is a key factor of successful regeneration. Note the importance of the building context	SUC1	REU1
DA4	The key to successful sustainable regeneration is occupation.	Statement that occupation is a key element of successful regeneration	SUC1	OCC1
DA9	Successful regeneration schemes that act as a catalyst to the regeneration of a neighbourhood, boost the local economy and create jobs, reinforce local cultures instilling a sense of pride and confidence in a neighbourhood. It also achieves better use of natural resources.	Statement that successful regeneration may include acting as a catalyst, adding to cultural offer, enhancing social and community cohesion and being sustainable.	SUC1 SUC1 SUC1	SAC1 CAT1 BRA1
DA9	A successful regeneration scheme is not just a mix of buildings types and styles and old and new, it must also incorporate a mix of to our minds in the way of forms of tenure and type. One hopes that successful regeneration brings greater prosperity with it. There is a certain balance in that inevitably successful regeneration does inflate local prices.	George Ferguson, RIBA claims that successful regeneration involves a mix of uses. Successful regeneration delivers greater prosperity but it may inflate prices. Note polarisation issue.	SUC1 SUC1	MIX1 REV1
DA10	Achieving successful regeneration schemes acts as a catalyst to the regeneration of a neighborhood or district. They boost the local economy and create jobs, reinforce local cultures, instill a greater sense of pride and confidence in a neighbourhood and achieve a better use of natural resources	Claim that successful regeneration projects act a catalyst, generated local pride and employment, adds to community cohesion.	SUC1 SUC1 SUC1	CAT1 REV1 SAC1

DA10	The regeneration of the historic environment is more successful than large-scale redevelopment. It fulfills the needs of local communities, maintaining local cultural, social and economic diversity and place specific identity.	Claim that successful regeneration involves heritage asset that creates an opportunity to build partnerships with local communities.	SUC1	SAC1
DA12	Innovative practices as well as private sector investment and expertise are required to continue successful regeneration.	Acknowledgement of potential need to engage with private sector organisations to deliver successful regeneration.	SUC1	PAR1
DA13	The regeneration of the historic environment is more successful than large scale redevelopment. It fulfills the needs of local communities, maintaining local, cultural, social and economic diversity and place specific identity.	Claim that regeneration of the historic environment adds to the brand of a locality and contributes to social and community cohesion.	SUC1 SUC1	BRA1 SAC1
DA15	The localist approach will also need to ensure that it is able to combine different aspects of regeneration—community, economic and physical. "Evidence from earlier urban initiatives had shown that, even with successful economic regeneration, if the quality of the urban environment did not significantly improve then residents who became "empowered" moved out of poor quality neighbourhoods; thereby increasing residential volatility."	The Building and Social Housing Foundation (BSHF) comment that successful regeneration physical, economic and community and design of a high quality built environment.	SUC1 SUC1	DES1 HOL1
DA15	Regeneration should be seen as about more than just short-term economic growth. Successful regeneration should be supported by a robust spatial	The Campaign for the Protection of Rural England (CPRE) state that successful	SUC1	LON1

	planning framework that is designed to deliver long-term environmental and social, as well as economic benefits.	regeneration requires a holistic approach to combine physical, economic and community in the long term.		
DA15	Supporting neighbourhoods to retain existing economic activity is a critical element of successful regeneration, which the "town centre first" approach has been proven to deliver.	CPRE state that successful regeneration is related to generating economic activity.	SUC1	REV1
DA15	Successful regeneration can only be delivered through local partnerships. It requires a significant amount of effort and input from local partners, stakeholders and communities.	The City of Bradford Local Authority state that Creation of local partnerships and input from local communities is a key to successful regeneration.	SUC1	PAR1
DA15	Their focus on property-led regeneration, however, was too single-minded. The social dimension of regeneration was largely ignored. All future regeneration agencies need to recognise that the incidence of social benefit is a key component of successful regeneration.	Private sector research company (Leslie Huckfield) argues that social benefit is a key to successful regeneration. Note. Negative case analysis of property led regeneration	SUC1	SAC1
DA15	Successful regeneration requires an alignment of public sector effort and funding to create private sector confidence and a coordinated approach to the delivery of people based and place based interventions.	Hull City Council state that successful regeneration requires input from the public sector	SUC1	PAR1
DA15	Environmental, economic and social regeneration of underperforming areas are all closely interlinked. It is doubtful if a strategy that focuses on one of the three strands to the exclusion of the others will be entirely	English Heritage notes that successful regeneration requires a holistic approach to include environment, social and	SUC1	HOL1

	successful.	economic issues.		
DA15	It is also vital to engage directly with business leaders in delivering successful regeneration projects that maximise private sector investment and economic return. Regional Development Agencies have proved successful in achieving this business-focused outlook.	England's Regional Development Agencies state a partnership approach is required. Successful regeneration generates economic activity and attracts private sector investment. Note bias and lack of critical detachment.	SUC1 SUC1	PAR1 REV1
DA15	Evaluation is a retrospective analysis of a programme or project to assess how successful it has been and what lessons can be learnt for the future. Effective evaluation is an integral part of good project and programme management and helps build the evidence base around "what works".	The National Audit Office (NAO) comment on requirement for effective evaluation of successful regeneration.	SUC1	MEA1
DA15	There are examples of regeneration schemes that have been successful and that have facilitated carefully planned and sustainable community-led projects. They suggest that such schemes have been developed and tailored to meet existing need rather than being imposed from above/being developer led.	London Tenants Federation (LTF) stated that successful regeneration considers the needs of the community. Note negative case analysis for private sector development.	SUC1	SAC1
DA15	Places for People has a strong track record of delivering successful neighbourhood-based regeneration in terms of both new developments within deprived areas and transforming existing communities through a combination of physical, economic, social and environmental change.	Places for People requirement for a holistic approach to regeneration incorporating physical, economic, environmental and social change.	SUC1	HOL1
DA15	The focus has to be on how successful regeneration policy is at getting	Professor Peter Tyler and Colin Warnock	SUC1	REV1

	business, mainstream service providers and ultimately households (through their consumption and housing decisions) to put more investment into declining places.	state successful regeneration generates economic activity, attracts investment and reverses economic decline.		
DA15	Few examples of successful regeneration can be cited with any confidence. Most have serious limitations and demonstrate that it is much more straightforward to achieve physical improvements to buildings and open spaces than to make a significant and lasting impact on the problems of multiple deprivation as they are found concentrated in the major inner urban areas across the UK. The fact that physical regeneration can be achieved through building new or renovating older properties, for example, within a fairly readily identifiable time frame using capital resources is obviously cheaper and less demanding to Governments (Central and Local) than having to allocate significant revenue funds to create and provide better education, health, training and employment opportunities over the longer term. The challenges involved in making a significant and sustained impact on the intractable and entrenched dimensions of multiple deprivations are clearly very great but efforts are not helped by short-termism, the desire for quick wins, and the reluctance to commit sufficient resources to tackle the scale of problems involved. A further regular failure of regeneration programs has been the inability to integrate successfully with mainstream activities.	Former local authority officer Nigel Mellor on the requirement for successful regeneration to be assessed in the long term. Note negative case analysis for physical regeneration. Note negative case analysis for physical regeneration in regeneration strategies.	SUC1	LON1

DA15	Better coordinating of public services in an area to focus in inter-related issues such as crime, anti-social behaviour, jobs, education and health inequalities represents the cornerstone of our approach to successful regeneration.	Association of Greater Manchester Authorities requirement for a holistic approach to deliver successful regeneration.	SUC1	HOL1
DA15	Public sector assets such as land other regeneration opportunities should fully consider benefits and societal gains such as health, crime reduction, etc. New models to assess longer-term value for money rather than short-term purely quantitative gains should be adopted to support sustainable regeneration. This includes joined up thinking about transport and how regeneration can benefit from this.	The East Thames Group comments that measurement of regeneration should include qualitative rather than just quantitative evidence. Successful regeneration requires a holistic policy approach.	SUC1 SUC1	MEA1 HOL1
DA16	In Greater Manchester, we saw that the strong partnership between neighbouring local authorities, other public sector bodies and local businesses had been critical to successful regeneration	Comment that strong partnerships are required for successful regeneration	SUC1	PAR1
DA16	The Royal Town Planning Institute told us that one of the "critical features" of "previous Successful regeneration programmes" had been a "reliance on public sector funding to pump prime the programme while [the] private sector is nurtured".	Comment that public sector incentives are required for successful regeneration	SUC1	PAR1
DA16	We have heard that successful regeneration takes many years, and requires the formation of strong partnerships and input and investment from both the private and public sectors. Moreover, it cannot succeed without the close involvement of the communities at which it is targeted.	Comment that successful regeneration involves investment from public and private sector, focus on holistic approach to regeneration and was a long-term	SUC1 SUC1	PAR1 LON1

		process that required involvement from local community.	SUC1	SAC1
DA16	Regeneration delivers targeted intervention in areas of market failure to address economic, social and environmental decline. Successful regeneration achieves positive outcomes in these areas that would be impossible without public intervention whilst delivering value for money for the public purse. Successful regeneration requires long term public commitment, collaboration between many agencies and interests and can take around 15–20 years.	The National Housing Federation (NHF) comment that successful regeneration is to be judged in the long term and requires a commitment to partnership	SUC1 SUC1 SUC1	HOL1 LON1 PAR1
DA16	The co-ordination of funding and delivery across the public sector and alignment of this to private and voluntary sector activities is a central plank of successful regeneration.	The Joseph Rowntree Foundation (JRF) comment relating to the requirement for involvement by the public sector in successful regeneration	SUC1	PAR1
DA16	Successful regeneration occurs when a dedicated and skilled team combines multiple funding sources at a neighbourhood level to achieve social, economic and environmental outcomes.	The British Property Federation comment that strong partnerships and a holistic approach is required for successful regeneration	SUC1 SUC1	PAR1 HOL1
DA16	We hope that the Committee will acknowledge the essential part that the voluntary and community sector plays in successful regeneration.	The National Association for Voluntary and Community Action comment on role of voluntary and community groups in regeneration. Note negative case analysis.	SUC1	SAC1

DA16	I would say that it depends on how you measure success. There are many regeneration programmes and schemes that have benefited certain people within those communities at the expense of others. You could ask: if more than 50% of the population has done very nicely out of rising land values and house prices, is that success? I would be concerned about the minority who have been further squeezed or had to leave the area.	Toby Blume, Chief Executive of Urban Forum comment's on the difficulty of measurement of success	SUC1	MEA1

6.5 Summary Table of Descriptive Codes and Findings from Documentary Analysis for R01

Table 12 displays a summary of the responses extracted from the key documents matched to the definitions of successful regeneration contained in the codebook.

Table 12: Summary of Descriptive Codes for Qualitative Content Analysis of Key Documents for Research Objective One.

RO1. Investigate the role of heritage assets as a vehicle for successful urban regeneration.													
SUC1	**CHILD CODES**												
ID	**CAT1**	**MIX1**	**SAC1**	**PAR1**	**LON1**	**REV1**	**OCC1**	**BRA1**	**VIA1**	**MEA1**	**DEL1**	**HOL1**	**DES1**
DA1													
DA2			X			X							
DA3		X		X			X						
DA4							X						
DA5													
DA6													

ID	CAT1	MIX1	SAC1	PAR1	LON1	REV1	OCC1	BRA1	VIA1	MEA1	DEL1	HOL1	DES1
DA7													
DA8													
DA9	X	X	X					X					
DA10	X	X	X			X		X					
DA11													
DA12				X									
DA13			X					X					
DA14													
DA15			X	X	X	X				X		X	X
DA16			X	X	X					X			
TOTAL	2	3	6	4	2	3	2	3	0	2	0	1	1

The findings of the qualitative content analysis of key documents revealed that 7 out of 16 key documents appear not to contain a reference to the concept of successful regeneration. This included heritage investment frameworks prepared by local authorities, the Housing and Planning Act 2016 and the Housing and Regeneration Act, 2008. In addition, a divergence of views existed where the concept of project viability in relation to the concept of successful regeneration was not identified in the qualitative content analysis.

A key theme emerging from the analysis of the key documents was the apparent widening definition of successful regeneration. Document DA15, published in 2015 contains a reference to a holistic definition of successful regeneration (HOL1) should refer to social, environmental and economic policy matters. A holistic definition of successful regeneration looks to encompass the economic, social and environmental qualities as is supported by comments in DA15 and DA16. The need to for effective implementation and evaluation of successful regeneration was highlighted in DA15 and DA16.

Contemporary evidence was provided that related to the negative case analysis of physical regeneration. DA16 contained a statement from a former local authority employee regarding the ineffectiveness of physical regeneration as a method of delivering successful regeneration. In addition, document DA16, provided a statement from a community organisation relating to the importance of community engagement as a precursor to successful regeneration. This appear to provide further evidence that physical regeneration projects such as urban heritage regeneration can contribute to, rather than singularly constitute, successful regeneration.

6.6 Completed Codebook and Conclusions following Qualitative Content Analysis for RO1.

Table 13 below summarises the completed codebook relating to the qualitative content analysis for research objective one. The continual refinement of the codebook via completed semi-structured interviews and documentary analysis allows for the presentation of robust findings.

Table 13: Completed Codebook for Research Objective One following Qualitative Content Analysis of Semi Structured Interviews with Senior Practicing Professionals and Key Documentary Analysis.

Research Objective	PARENT CODE	CHILD CODE	DESCRIPTION
Investigate the role of heritage assets as a vehicle for successful urban regeneration.	SUC1	CAT1	Catalyst
		MIX1	Mixed Use
		SAC1	Social and Community cohesion
		PAR1	Partnership
		LON1	Long term
		REV1	Reversing economic decline
		MEA1	Measurement of success an issue
		OCC1	Occupancy
		BRA1	Adds to local brand
		VIA1	Produces a viable financial return
		DES1	High Quality Design
		HOL1	Encompasses environmental, social and economic matters.

Source. Own development

The completion of qualitative data analysis has allowed the researcher to codify empirical data from the semi-structured interviews and documentary analysis. It has enabled the codification of tacit knowledge to produce relevant research findings. The findings of the research outline that a contemporary definition of successful regeneration could include the following concepts:

- Act as a catalyst for further regeneration bringing a mix of uses to a local area (CAT1).
- Contribute to the delivery of a mix of uses in an area (MIX1).
- Assist in the creation of social and community cohesion (SAC1).
- Create an effective partnership between public and private sector organisations (PAR1).
- Be successful in the long term (LON1).
- Assists in the reversal of economic decline in a local area (REV1).
- Generates occupancy (OCC1).
- Produce an initial and on-going financial return for project partners (VIA1).
- Is completed to a high standard of design quality (DES1).

- A definition of successful regeneration should refer to wider urban renewal environmental, social and economic policy matters (HOL1).
- There appears to be a need for effective evaluation and measurement of successful regeneration (MEA1).

The completed qualitative content analysis has revealed that engagement in urban heritage regeneration projects may contribute positively to the economic activity in an area. Engagement in these projects may act as a catalyst for further regeneration (CAT1) and contribute to the delivery of a mix of uses (MIX1). It may assist in the reversal of economic decline (REV1) in an area and be the focus for the creation of effective partnerships (PAR1). Heritage assets may generate occupancy and provide the basis for reuse of existing buildings (OCC1) and add to the local brand of an area (BRA1). Urban heritage regeneration may also produce viable urban regeneration projects (VIA1) and produce projects of a high design quality.

The outcome of the chapter has been to generate findings that can contribute to a definition of successful regeneration and understand the contribution of urban heritage regeneration to this concept. The findings are supported by a detailed literature review, completion of semi-structured interviews and in depth documentary analysis. The key themes relating to successful regeneration and how engaging in urban heritage regeneration can contribute to this, will be applied to the development of the initial theoretical framework, to assist in completion of the research aim.

CHAPTER 7: GAIN AN UNDERSTANDING OF THE VALUE OF URBAN HERITAGE REGENERATION PROJECTS (R02)

This chapter reports the findings in relation to the second research objective to gain an understanding of the concept of the value of urban heritage regeneration projects. The structure of the chapter is as follows:

1) It will provide an initial understanding of the concept of value generated from the findings of the literature review and concept map development.

2) It then provides a summary description of the transcripts following completion of qualitative data analysis of semi-structured interviews.

3) It provides a description of the findings from the qualitative content analysis of documentary reviews.

4) Finally it provides a summary of the findings of the qualitative data collection and analysis and outlines the key themes relating to the concept of value to be included into the initial theoretical framework.

7.1 An Initial Definition of the Value of Urban Heritage Regeneration

An initial classification of the value of urban heritage regeneration to be used in the theoretical framework has been developed following conclusion of the literature review and creation of concept map. The completion of the concept map shown in 4.8.1.2 has highlighted key themes relating to the concept of value and applicability to urban heritage regeneration. This has formed the pre-cursor to the development of the codebook to be used for qualitative data analysis. Key themes have been adopted to create the parent and child codes to be used in the codebook. The codebook is shown below in Table 14.

Table 14 Codebook of Initial Definition of the Value of Regeneration

Research Objective	Parent Code	Child Code	Description
Gain an understanding of the value of urban heritage regeneration projects.	VAL2	FIN2	Financial value
		UTI2	Utility value
		AME2	Amenity value
		ECO2	Economic value
		ENV2	Environmental

		HIS2	Historical value
		SOC2	Social value
		TOU2	Tourism value
		SUS2	Sustainable value
		VTE2	Value tension

Source. Own development

Initial findings from the literature review have revealed that the concept of value in relation to the subject area appear to be multi-faceted. Mason (2008) provided an in depth insight into the concept of value, describing that heritage projects can possess direct and indirect value. Chetwyn (2016) elaborated on this concept, by stating that private sector development organisations would be primarily concerned with the concept of financial (FIN2), utility (UTI2) and amenity value (AME2). The literature review indicated that a key requirement for private sector development companies' participation in urban heritage regeneration is to generate an acceptable level financial value. The level of acceptable financial value may vary according to requirements of the particular development company.

It was highlighted that local authorities and public sector organisations may prioritise indirect concepts of value such as economic (ECO2), social (SOC2), environmental (ENV2) and tourism value (TOU2). In contrast, local community stakeholders would associate the concept of value with the indirect concepts of value such as historic (HIS2) and social value (SOC2).

The concept of value tension was considered to be a key issue that affects participation by private sector development companies (VTE2). The respective need to prioritise direct value over indirect value has caused tension between the conservation and heritage dividend discourse. In addition, the need to undertake assessment and measurement of the direct and indirect values of urban heritage regeneration was recognised. There appears to be acknowledgement within the built environment community that measurement of indirect values of urban heritage, such as social value, is difficult to assess.

7.2 Codebook of Extracted Data from Semi-Structured Interviews with Senior Practicing Professionals for RO2.

The findings of the interview transcript relating to the research objective have been collated into one table divided into the columns that identify the interviewee, interview text, identifies the underlying meaning of the text according to the author and the descriptive parent and child codes. This facilitates systematic codification of the relevant text extract into explicit knowledge. The process of qualitative data analysis has followed the same qualitative analysis process for research objective one described in section 4.9.2. Table 15 shows the codebook of extracted data collected from senior practicing professionals for research objective two.

Table 15: Qualitative Content Analysis of Semi-Structured Interviews with Senior Practicing Professionals for Research Objective Two

RO2 Gain an understanding of the value of urban heritage regeneration projects.				
ID	RESPONDENT RESPONSE	INTERPRETATION / NARRATIVE.	PARENT CODE	CHILD CODE
I01 v1(8)	There is a variety of different way of answering that question if you are talking about me as an employee of a developer then the key area and output has to be profitability and occupancy.	Claim that financial values relating to profit and occupancy.	VAL2	FIN2
	If you want my answer as a human being then it is the social aspects of saving something for future generations to enjoy historic buildings and to create place and visual interest. That is not really about money albeit it has to be about money if you are going to take that project.	Comment that indirect social values of heritage regeneration are of a concern as an individual	VAL2	SOC2
I01 v1(22)	How do you measure value within the question you are right. You have covered all bases in terms of bringing a heritage asset back into use. It has a variety of positive benefits and some of those cannot be measured or there is not a tool to measure it. Certainly the human aspects of just enjoying visually the building from the outside that has just been regenerated, you cannot quantify that.	Acknowledgement of difficulty or lack of ability to measure indirect value. Value tension	VAL2	VTE2
I01 v1(4)	I think that by using or incorporating heritage assets make the final solution a much richer one visually, well just on all levels but primarily visually.	Claim that heritage regeneration may possess amenity value.	VAL2	AME2
I01	What we have found as well is that regeneration solutions incorporating	Claim relating to financial	VAL2	FIN2

v1(4)	heritage assets tend to be more in demand by the market because they are so unique and they tend to sell better.	value for development companies.		
I02 v1(21)	Banks wouldn't be interested in the social and economic value but the local authority might be interested in the wider non-fiscal value benefit.	Comment on different emphasis on value for different stakeholders. Note public sector best placed to consider holistic value.	VAL2	VTE2
IO2 v1(4)	It's a slightly emotive reason and I think it is the fact that, in regeneration projects, people need some reference points and touchstones when regeneration inevitably means change. Historic fabric is often invaluable as regeneration involves new build projects to have heritage assets to bring familiarity to the project.	Comment that heritage regeneration may possess societal value; it brings familiarity to a project.	VAL2	SOC2
I02 v1(22)	I do not think that there is enough sophistication about the interpretation of value. It is inevitable that the definition that a commercial operator will concentrate on is defined by the valuer; albeit there are many different interpretations of value that you have identified.	Claim relating to lack of sophistication relating to measurement of holistic concept of value.	VAL2	VTE2
I02 v1(28)	One of the crucial ones is one of the ones that you have identified and it is around the concept of value and how do you define value and the benefits of a project. The problem is it always come back to the fiscal, if you talk about the non-fiscal quantification of value which might be significant if you cannot get some means to make that scheme commercially viable by	Statement that direct and fiscal values are key considerations of heritage regeneration for private sector development	VAL2 VAL2	FIN2 VTE2

	whatever means that is the scheme will not be delivered.	companies.		
I02 v1(28)	I think you would have to have a look at it that in days gone by you could proceed with the restoration of heritage just for the sake of restoration of heritage. Somebody might have been able to justify going in there just because it needs saving whereas now you cannot. But there may or may not be some other form of value for doing that kind of thing but it is not recognised. It is not given any weight.	Note regarding the apparent lack of recognition for non-financial value elements of heritage projects.	VAL2	VTE2
I03 v1(21)	From English Heritage point of view the word is significance rather than value, which is now enshrined in the NPPF. When someone proposes a level of harm or loss English Heritage are looking at the level of harm or loss to significance. Significance is all of those things you mentioned before (social, cultural, environmental and economic).	Statement that English Heritage denotes the term significance rather than value. Note different definition of value.	VAL2	VTE2
I03 v1(21)	My personal feeling is that it is so difficult to measure the things we know that heritage funding is going to contribute to by way of those values. How can you value how much pleasure somebody gets from walking around something that is a wonderful place to be and enjoy being there.	Claim relating to the difficulty of measurement of indirect value	VAL2	VTE2
I03 v1(4)	I am going to cheat and refer to the document I have just given you because I think it is a very good quote and it states: Historic buildings create a focal point that people relate to and are familiar with giving a sense of place. They may be loved local landmarks with which the local community	Note interviewee references English heritage document claiming: Heritage regeneration has value to community	VAL2	SOC2

	identify and will rally round to support or save them.	Heritage regeneration has	VAL2	AME2
	The historic fabric and design can add a distinctive identity to the new build part of a regeneration scheme - enhancing townscape and lifting the overall quality of the built environment.	Design and aesthetic value Heritage regeneration has historic and sustainable Value	VAL2 VAL2	HIS2 SUS2
	They may have interesting historical or cultural associations that can be interpreted and developed through the wider regeneration area.	Heritage regeneration has Commercial Value for	VAL2	FIN2
	They can assist in achieving sustainable development objectives.	developer.		
	They may attract tenants or occupiers who would not be interested in a less distinctive building and they feed peoples interest in the past.	Heritage regeneration has Social and economic value.	VAL2	SOC2
	Therefore there is every reason to invest in historic places for social cultural, environmental and economic reasons.	Prolonged involvement may produce lack of critical detachment.		
I04 v1(21)	Yes very much so. One of the areas of my work as part of the strategic investment framework is around distinctive neighbourhoods and that brings all of those values into play. I am less sure how you evaluate all of those values but at least we recognise how important they are to how an area develops.	Recognition of indirect values by local authority Acknowledgement of difficulty of measurement of value. Value tension	SUC1	VTE2
I04 v1(4)	Mainly it is about distinctiveness of the place and it is about the places relationship with the community who live around and visit it. Immediately you can associate a building to a city and a place and associates it with	Claim that heritage regeneration possesses community and amenity	VAL2 VAL2	SOC2 AME2

	time as well, which makes it far easier for communities to associate with it and visitors to want to be attracted to it.	value, adding to the distinctiveness of a location.		
I05 v1(21)	I think it does yes. I think the whole reason why people would look to do a projects involving in heritage asset into a proposal is because they think that is has a huge amount of added value to offer. If you look at things like the Radisson Hotel or the Great John Street hotel. Why are those people going in there? It is because they have a huge amount of added value of being able to leverage that sense of environment and history from the building. People love historic buildings and we have a love of historic buildings in this country and that's where the value of these things lies.	Claim that heritage regeneration possesses added value from leverage of sense of historic environment. Claim that Heritage regeneration possesses commercial and tourism value.	VAL2 VAL2	HIS2 TOU2
I05 v1(22)	I think you would see it in a sort of public enquiry, it is more of a planning thing I mean if you are trying to put forward a difficult planning case for a heritage asset say you are in a public enquiry situation. Those things are exactly the type of things that determine whether a scheme gets granted. I think it does get measured but it doesn't get followed up after the project has actually been delivered.	Statement regarding measurement of regeneration projects in planning process. Note claim regarding lack of post completion evaluation.	VAL2	VTE2
I05 v1(22)	It would be quite interesting to do some kind of analysis of the added value from an economic social cultural perspective that certain projects deliver. I have never seen anyone do some sort of follow up but I wonder whether English Heritage have done something as a means of justifying their approach.	Comment regarding the requirement for effective evaluation of heritage regeneration.	VAL2	VTE2

IO5 v1(4)	I think the starting point should be to use heritage assets positively because they make a contribution to place. If they can be brought to life in an effective way they can create a lot of commercial value because they create interesting places and spaces which people will pay a premium to visit.	Claim that heritage regeneration has place making value and commercial value. Note no direct evidence of commercial value.	VAL2 VAL2	AME2 FIN2
I06 v1(22)	All our schemes I think have been measured successfully that said we have not gone back and looked at all of our schemes following completion. All of our measurements are done upfront, the day we make the offer is the where the calculation is.	Acknowledgement of lack of post completion measurement of heritage regeneration.	VAL2	VTE2
I06 v1(4)	I think it creates places that people love and want to locate in and want to visit and it gives places a unique selling point. The simplest market solution sometimes would be to knock them down however there is a social pressure to maintain these places as they become part of what people identify as being in a town and as being important to where they live.	Heritage regeneration has tourism, place making and commercial value. Note on the perception of social value of heritage can create value tension.	VAL2 VAL2 VAL2	AME2 TOU2 VTE2
I07 v1(4)	I think it is important how you but I don't know how you can put together an equation, a methodology or a route map that would secure that because it is one of those where everybody will reap it in different ways. The council is well placed to have a view on what value is because these buildings have been in a city centre and wider context are part and parcel	Comment on different expectations of how to record value. Claim that public sector is potentially best placed to	VAL2 VAL2	VTE2 VTE2

	of what makes your city what it is, they are often the landmark buildings that people associate with whether it is route finding or whatever.	conduct measurements of value		
I07 v1(21)	That whole tourism angle, where Bath and Edinburgh is synonymous with architecture it's all part of that mix.	Claim of tourism value of heritage regeneration.	VAL2	TOU2
IO7 v1(4)	Quite often you will find that if you can get two or three heritage regeneration projects away in a particular area then you can build up a critical mass, which can create an additional interest in a particular.	Claim that heritage regeneration can have place making, amenity value.	VAL2	AME2
I08 v1(21)	That's a good question, it goes without saying that first and foremost the answer has to be for us market value. I think that if there are other spin off benefits then good fine, that is a bonus. I do not think we necessarily want to be involved in a project that makes money and is ill regarded. It comes back to value anyway in that there is a circular argument in that if it has a lot of social value and outputs it might mean that you can secure grants but that just feeds into the value and the appraisal so it is just a numbers exercise really.	Claim that heritage regeneration must possess financial value for private sector development companies. Note indicating development company does consider other types of value.	VAL2	FIN2
I010A v2(5)	For this town they are part of the fabric of the town an in important part that relates to the people of the town they are much appreciated.	Heritage regeneration possesses social value.	VAL2	SOC2
IO11 v2(22)	When you are transforming an area you need to keep some anchors to the past and that is psychological and community lead. It gives you an instant urban landscape you are not replacing what is usually a set of buildings or an area of mixed all at what which again is good for psychological and	Claim that heritage regeneration possesses historical, social and amenity value.	VAL2 VAL2 VAL2	HIS2 SOC2 AME2

	also in terms of future maintenance and renewal.			
I011 v2(22)	I think the other value that you can place on it if you talk about places like Salford that has had a population influx, is that you can say that they are putting population back, so this is demographic value.	Claim that heritage regeneration can contribute to demographic / economic value.	VAL2	ECO2
I011 v2(23)	Yes I think you are right I think that there is the problem of the public sector is increasingly is valuing things in the same way as the private sector. They don't say that they are going to do something because it generates this much of income / profit for the developer but there is the argument that it generates business rates, generates council tax. I think the trouble with regeneration is that you are a bit too close to actually step back and say these are the values that we want to capture. You can set out a set of principles and a vision and you could then go back and test it. You never ever do as the project takes 15 years you have moved on, retired and the project changes. It is difficult to measure and nobody does it because of the timescale that are involved which would be another interesting doctorate project.	Note that public sector may prioritise the economic and financial value of projects Acknowledgement of difficulty of measurement of concept of value due to long term nature of regeneration and inability to measure post project completion. Confirmation of lack of critical detachment.	VAL2	VTE2
IO11 v2(5)	Quite often they provide spaces that modern buildings don't provide and they can be useful for all sorts of quirky uses that make complete townscapes and make places liveable in. I think that they can produce financial value.	Claim that heritage regeneration may possess financial value for development companies.	VAL2	FIN2

I012 v2(23)	It is difficult to measure isn't it? We use people like Amion on the social and economic side of things, such as gross value added and equivalent full time jobs measurements; we measure that. Can anybody truly go out and measure and see that, probably not although it does feel that conclusions that they reach are broadly right. I do think that we certainly try and measure it but you have to accept that it is not a perfect thing that you are trying to measure. But once you have measured a few of them then you get a feel for whether the outcome that you have got is right or not.	Statement acknowledging difficulty of measurement of concept of value.	VAL2	VTE2
		Acknowledgement that measurement is an inexact process. Value tension	VAL2	VTE2
I012 v2(5)	To be honest you don't have much choice because they are there. It is usually what goes on that drives the project but having them in there is a benefit. It adds to the streetscape, somewhere like Chapel Street where on one side of the street lost a lot of the historic fabric. I guess we need to be careful about the definition of heritage assets whether you define them being listed or of age. In Chapel Street we have lost a lot of buildings of age on one side of the street having things like the cathedral, St Phillips Church, the Old Town Hall, the education offices, the Royal hospital. Having those sorts of assets there is a plus otherwise you could end up with everything new and you don't want that.	Claim that development companies have to deal with heritage as part of traditional development project. Note relating to heritage asset definition. Claim that Heritage regeneration possesses amenity value due to the additions to streetscapes.	VAL2	AME2
I014 v2(22)	From my point of view if I am trying to place a value on a building or opportunity to bring it to the market I probably have to look at what as the best value. When I say the best value, I mean the most valuable use for	Claim that private sector consultant what is most financially valuable use for	VAL2	FIN2

	that opportunity. Now that is not always the best use for it and you have to have regards for wider strategies, planning policy. For example I have seen opportunities where the refurbishing the building for a residential use would lead to a much higher value than say for a commercial office use. But if the only way to achieving a residential scheme doesn't comply with the local policy then you could argue then it is not obtainable. Then sometimes the lower value can be the only value that can be delivered.	opportunity on behalf of their client. Claim that planning policy affects value of heritage assets.		
I014 v2(23)	I personally wouldn't know how you can capture the social value I have certainly witnessed schemes and opportunities where the owners of the buildings which is generally the public sector have placed more value on the social value than the capital receipt value. But I think it is difficult to quantify and you can only look at that when you are involved in the wider regeneration of the scheme. Looking at it on a building-by-building ad hoc basis it doesn't work. You need to be a longer-term stakeholder to recognise that value and recognise that a mix of different uses are not always the highest value creates actually wider benefit.	Statement suggesting that public sector organisations are the organisation that can take a long-term view of value of heritage regeneration.	VAL2	VTE2
I014 v2(5)	I think they often are recognisable buildings so that they can set a place; it almost becomes a brand, the historic building. They can be a focal point or an anchor and often what you find with historic buildings is that sometimes they don't have great commercial uses, so for example you could take an old church and you think actually what can you use it for.	Claim that heritage regeneration has place making potential. Note regarding non-commercial value of	VAL2	AME2

	Often the most suitable uses are a community use or an alternative non-commercial use.	heritage assets. Note negative case.		
I014 v2(5)	Regeneration can constitute a number of different things and it is not just reusing old buildings or renewing old buildings. It actually goes wider in terms of community uses and this can underpin the regeneration of a community.	Claim that heritage regeneration can assist in creating social value. community.	VAL2	SOC2

7.3 Summary Table of Descriptive Codes and Findings from Semi Structured interviews with Senior Practicing Professionals for RO2.

Table 16 displays a summary of the responses from the interviewees with senior practising professionals in relation to the codebook developed by the researcher. This allows the researcher to match the responses from the extracted semi-structured interview text to the developed codebook.

Table 16: Summary of Descriptive Codes from Semi-Structured Interviews with Senior Practicing Professionals for Research Objective Two

RO2. Gain an understanding of the value of urban heritage regeneration projects.										
VAL2	CHILD CODES									
ID	FIN2	UTIL2	AME2	ECO2	ENV2	HIS2	SOC2	TOU2	SUS2	VTE2
IO1	X		X				X			X
IO2	X						X			X
I03	X		X			X	X		X	X
I04			X				X			X
I05	X		X			X		X		X

ID	FIN2	UTIL2	AME2	ECO2	ENV2	HIS2	SOC2	TOU2	SUS2	VTE2
I06			X					X		X
I07			X					X		X
I08	X									
I09										
I010A							X			
I010 B										
I011	X		X	X		X	X			X
I012			X							X
I013										
I014	X		X				X			X
TOTAL	7		9	1	0	3	7	3	1	10
Source. Authors Own Development										

This section provides a summary of the key findings following completion of the qualitative data analysis of semi-structured interviews with senior practicing professionals for research objective two. There appears to be a convergence of views from both public and private sector participants in relation to the need for private sector development organisations to generate financial value from these projects. Three out of four private sector development directors, namely respondents I01, I02 and I08, made explicit reference to the need to generate financial value. Interviewees I04, local authority development manager, I07, local authority investment manager and I011, local authority regeneration and economic development director, also supported this view.

Respondent I014, private sector consultant to private and public organisations, indicated that private sector organisations may be willing to engage in projects that generate lower levels of return than conventional development projects. This was due to the ability to generate positive publicity and that they may have an affinity with a particular local area. However the interviewee did indicate that there was still a need for private sector organisations to generate a level of development profit in order to engage in participation.

Table 16 displays that seven respondents from both public and private sector organisations stated that heritage regeneration appears to possess social value (SOC2). Interviewee IO1, private sector development director, stated *"heritage assets should be saved to create a place of visual interest and for future generations to enjoy."* Interviewee I02 also a private sector development director, appeared to highlight the social value of heritage regeneration as it provides a reference point for the local community. The respondent stated *"the process of regeneration involves change and the ability to incorporate a local building or landmark to the process brings familiarity to a project that the local community can identify with"*.

Table sixteen displays that nine respondents from both public and private sector organisations indicated that heritage regeneration could possess amenity value (AME2). The apparent convergence of views suggests that incorporating heritage assets into regeneration projects can create a visually attractive architectural solution that adds to the streetscape of a local area. Interviewee I03, statutory historic advisor, stated *"heritage regeneration adds to the distinctiveness of the place; occupiers and*

visitors to an area, associate buildings to a city or a place". However, it is noted that the position of the respondent may have influenced their response to the question. On reflection, the interviewee is employed within an organisation that promotes the positive re-use of historic assets in urban regeneration projects (English Heritage, 2005). Therefore, the response may contain bias due to the employment position of the respondent.

The issue relating to the wider definition of heritage was highlighted by respondent I012, private sector development director, who described heritage assets as buildings of age rather than heritage assets. However the need to clearly define what constitutes heritage in order to effectively measure the value of heritage asset has been evidenced. This could take precedence over the need for a wider definition of heritage assets. It is considered therefore that the definition associated with urban heritage regeneration remains as a heritage asset given that this definition includes assets maintained on a local list prepared by a local planning authority.

In relation to the changing nature of urban heritage regeneration practice, the increased awareness of the need to understand the holistic value of urban heritage regeneration projects was identified. Ten respondents, as shown in Table 16, acknowledged the concept of value tension between stakeholders in urban heritage regeneration projects. Interviewee I02, private sector development director, claimed that there was a lack of sophistication in the understanding and interpretation of the concept of value in relation to these projects. The interviewee continued to claim that *"too much emphasis has been placed on the fiscal value of these projects"*. Interviewee I03, statutory historic advisor, acknowledged the importance of, and difficulty, of measurement of non fiscal elements of value of urban heritage regeneration project. The interviewee also advocated the completion of post project evaluations to assess the value of urban heritage regeneration projects.

There appears to be a convergence according of the views of both public and private sector participants in relation to the need to undertake a true assessment of the value of urban heritage regeneration projects. This was identified by interviewees I01, private sector development director, I04, local authority investment manager, I05, private sector consultant to private and public sector organisations and I06, local

authority heritage manager. All of the aforementioned respondents made direct references to the need for a greater appreciation of the concept of value.

Interviewee I02, private sector development director, stated that there was a lack of sophistication in the understanding of value. Additionally respondent I07, local authority development manager, indicated that public sector organisations were the most suitable organisations to complete an assessment of the holistic value of urban heritage regeneration projects.

Interviewee I011, local authority regeneration and economic development director, indicated that a lack of resources within public sector organisations may prevent the ability for these organisations to undertake an assessment of value. Respondent I03, statutory historic advisor, recommended the implementation of post project evaluation to determine the holistic value of these projects. However, it appears on reflection that the employment position of the respondent may have influenced their view on the issue of resourcing within local authority organisations. The respondent's role as regeneration and economic development director employed by a local organisation may have resulted in a lack of objectivity when providing a response on the issue.

Interviewee I014, private sector consultant director to private and public organisations, recognised the non fiscal elements of value that urban heritage regeneration could deliver. The respondent also highlighted the difficulty of measurement of elements such as social value. Respondent I03, statutory historic advisor, also supported this view by highlighting the example of the difficulty of capturing the value of peoples' visual enjoyment of a heritage asset. Interviewee I02, private sector development director, claimed that there was a prioritisation of importance on the fiscal element of value. Interviewee I012, also a private sector development director, confirmed that private sector organisations have engaged with private sector specialist consultant organisations to calculate the value of regeneration projects. However the interviewee also acknowledged the difficulty of measuring the true value of projects.

The qualitative content analysis of senior practicing professionals for research objective two has not revealed any additional key themes. Therefore there are no

proposed amendments to the codebook to be adopted for use in qualitative content analysis of key documents for research objective two.

7.4 Codebook of Extracted Data from Documentary Analysis for RO2

The findings' of the semi-structured interviews and literature review, relating to research objective have been verified and triangulated using documentary analysis. To ensure consistency and rigour of data analysis, the documents were analysed using the same qualitative content data analysis techniques described in section 4.9.2 and used for analysis of completed semi-structured interviews. Qualitative content analysis of key documents in relation to research objective two is shown in Table 17:

Table 17: Qualitative Content Analysis of Key Documents for Research Objective Two

RO2 Gain an understanding of the value of urban heritage regeneration projects.					
DID	DOCUMENTARY TEXT	Page	MEMO / INTERPRETATION	PARENT CODE	CHILD CODE
DA2	Historic buildings create a focal point that people can relate to and are familiar with giving a sense of place. They may be well-loved local landmarks, which the community identify with and will rally around to support or save.	6	Claim that heritage regeneration has to society /community value	VAL2	SOC2
DA2	The fabric and design can add a distinctive identity to the new build part of a regeneration scheme. It can enhance the townscape and lifting the overall quality of the built environment.	6	Claim that heritage regeneration enhances amenity value by adding to place making and the quality of the built environment.	VAL2	AME2
DA2	The impact of successful schemes is felt beyond the boundaries of the heritage asset itself and can boost the economy of the whole town or city	7	Claim that heritage regeneration has economic value to local area. Note no direct evidence.	VAL2	ECO2
DA2	Such enthusiasm for historic urban cores can translate into higher values; not just financial value, but economic and social value as well.	7	Claim that heritage regeneration has economic and financial value to local area and to private sector. Note no direct evidence.	VAL2 VAL2 VAL2	FIN2 ECO2 SOC2
DA2	Our built heritage represents a huge potential opportunity	8	Comment that heritage	VAL2	HIS2

	which can add architectural and/or historical character, distinctiveness and local colour to a wider new build scheme.		regeneration can add historical character and amenity value to an area.	VAL2	AME2
DA2	Heritage assets are a key component of sustainable development. The re-use of such assets can be used to boost local economies, attract investment, highlight local distinctiveness and add value to neighbouring properties.	9	Claim that heritage regeneration contributes to sustainable development.	VAL2	SUS2
DA2	Indirect Value conferred on neighbouring properties, or the wider economic and social value created in an area through inward investment, is more difficult to quantify but is clearly one of the most easily observed impacts of successful regeneration involving historic buildings.	11	Comment that heritage regeneration has economic, social and environmental value. Note difficulty of assessment of indirect value, value tension.	VAL2 VAL2 VAL2	ECO2 SOC2 VTE2
DA2	There is evidence to suggest that historic buildings in residential use (whether built originally for residential or industrial purposes) can command higher prices than new build. Furthermore, being in a neighbourhood of historic buildings can enhance prices of modern apartments and houses.	12	Heritage regeneration has financial value to private sector developer. Note no supporting evidence to demonstrate higher values.	VAL2	FIN2
DA2	Listed commercial property generated a higher level of total return than commercial property overall for three, five, ten and thirty year time periods.	14	Potential evidence of financial value to development companies. Note not exclusively regeneration	VAL2	FIN2

			areas.		
DA3	Use our heritage as a means to engage with communities and to provide them with learning and training opportunities.	4	Claim that heritage regeneration has potential educational value.	VAL2	EDU2
DA3	A town or city's physical and cultural heritage is a key component in what makes a place different or unique.	7	Claim that heritage regeneration has amenity value to add to place making.	VAL2	AME2
DA3	Crucially from a growth perspective a high quality and economically active historic environment helps to project a positive image, create investor confidence, attract high value jobs and improve competitiveness.	7	Claim that heritage regeneration possesses economic value. Note no direct evidence of economic value.	VAL2	ECO2
DA3	Heritage Lottery Fund (HLF) research suggests that commercial businesses based in the historic buildings of cities are "more productive and generate more wealth" than the average across the whole economy, their analysis suggesting this "heritage premium" to be worth around £13000 per business per year. They also suggest that such higher-value businesses are 30% more likely to be found in a listed building than a non-listed building.	7	Note potential evidence of economic value and potential financial value to private sector development company or local authority. Note not exclusively urban regeneration areas.	VAL2 VAL2	ECO2 FIN2
DA3	The overall quality of the environment in terms of	8	Claim that heritage regeneration	VAL2	TOU2

176

	buildings and spaces - 'heritage townscape' is a much stronger driver of tourism visits or days out than individual attractions. This is because people like to spend their leisure time in places they can sense the past and have retained their distinct character.		may possess tourism value.		
DA4	The historic environment and its built heritage of Fylde is undoubtedly a key factor in sustaining and enhancing its overall economic performance.	7	Claim that heritage regeneration has economic value. Note no evidence.	VAL2	ECO2
DA4	The historic environment has now been recognised has having significant economic benefits, from the perspective of the visitor economy, but also as a catalyst for regeneration and attracting development.	13	Claim that heritage regeneration has economic value. Note no evidence.	VAL2	ECO2
DA4	Based on the research carried out in developing the Strategy some local authorities identified the need to 'educate' the public with regards to the value and importance of heritage – socially, economically and culturally. There is an opportunity to attract young people into understanding and appreciating the built heritage, being its future guardians.	51	Statement on potential educational value of heritage regeneration; ability to create partnerships with local community.	VAL2 VAL2	EDU2 SOC2
DA9	There was overwhelming evidence to the Committee that improving the environment and securing the reuse of	6	Claim that heritage regeneration has historical and economic value.	VAL2 VAL2	HIS2 ECO2

	buildings, which have historic value, can make an important contribution to the regeneration of the urban areas.				
DA9	The regeneration of a single building or group of historic buildings and public spaces can initiate improvement of a wider urban area.	6	Claim that heritage regeneration has amenity value to local area.	VAL2	AME2
DA9	There is evidence that commercial schemes that reuse historic buildings have a higher value than new-build developments and can form the basis for regenerating a local economy.	9	Claim that heritage regeneration has financial value for development companies. Note no evidence provided.	VAL2	FIN2
DA9	Some local authorities have appreciated the important role, which historic buildings can play in revitalising their neighbourhoods and have integrated them as positive features in their regeneration strategies. Others have seen historic buildings as artifacts to be preserved for their historic value.	12	Acknowledgement of two elements of heritage discourse within public sector organisations.	VAL2	VTE2
DA9	In some places, there is a tension between the feasibility of conserving historic buildings and potential regeneration, which needs to be publicly discussed particularly with different interest groups.	13	Statement that disagreement between stakeholders may be a constraint. Note issue of value tension.	VAL2	VTE2
DA9	Like private developers, government departments seek	33	The Regeneration Through	VAL2	VTE2

	maximum incomes and, therefore, promote the highest value uses, such as offices, in preference to more appropriate uses, such as cultural, leisure or workshop uses.		Heritage organization that assists community organisations claims that public sector is acting similarly to private sector to maximise incomes. Potential value clash.		
DA9	Many cities have managed to use design and heritage regeneration to deliver a wide range of economic benefits, better paid jobs, more choice of employment, and more choice of cultural facilities, better housing and improved self-image for the city.	65	Dave Chetwyn, IHBC, Claim that heritage regeneration has economic value to local area. Note anecdotal evidence, no direct evidence provided.	VAL2	ECO2
DA9	The value of it is simply about the quality of the buildings and what attracts us as developers to historic buildings of whatever age is that we believe there is something in them of great quality, no matter how old they are, and that it is therefore worth trying to save them	69	Claim by development company that engaging in heritage regeneration creates amenity value.	VAL2	AME2
DA9	It is simply better in sustainability terms to use and recycle old buildings than to demolish them and to build new ones.	75	Tom Bloxham, private sector development company claims that heritage regeneration contributes to sustainable development.	VAL2	SUS2
DA9	Liverpool's experience demonstrates convincingly that	110	Liverpool City Council (LCC)	VAL2	AME2

	historic buildings can be very successful as the "flag ship" scheme, the catalyst and the iconic symbol for a regeneration initiative.		comments that heritage regeneration can deliver amenity value through delivery of flagship schemes.		
DA9	Underlying the City Council's approach is a belief that the historic environment provides "depth" to the urban experience and is a shared and common bond for its citizens. Historic buildings, monuments and places are the tangible link with the Liverpool of history and are symbols of the cities past achievements.	111	LCC comment heritage regeneration has societal, community value and historical value as it adds to place making	VAL2 VAL2	SOC2 HIS2
DA9	All this said, the City Council's approach to urban regeneration is as much about promoting the city's intangible qualities as it is about achieving hard economic outputs that can be more easily quantified.	111	LCC acknowledgement of the difficulty of assessment of tangible and intangible benefits of heritage regeneration	VAL2	VTE2
DA9	Ropewalks is probably the most significant historic environment project in the city centre at present. The HLF can genuinely claim to have led regeneration in the area through its £1.5 million THI programme. This funding appears to have helped secure some £110 million investment from other public and private sources.	114	English Heritage provide evidence of economic value of heritage regeneration. Note prior public sector involvement relating to funding and intervention.	VAL2	ECO2
DA9	The restoration of less prestigious historic buildings will	117	LCC comment on lack of	VAL2	VTE2

	almost always fail on the balance sheet. The market end-value for prestigious historic building projects will encourage public agency support. Agencies do struggle to understand the value (in its broadest sense) of the more modest historic fabric—the vernacular that often speaks volumes about the social, economic and cultural history and character of the city. This tends to be close to the heart of the public, perhaps in some ways more so than the city's prestigious architecture.		understanding of broader concept of value. Note relating to definition of heritage assets is relevant in heritage regeneration. Note the definition of modest historic fabric.		
DA9	Once in a good state of repair, historic buildings do generally achieve an enhanced value from status. English Heritage argues this case for offices in its publication *The investment performance of listed office buildings* (2002), and for houses (a 20% enhancement) in its publication *Heritage Counts* (2003).	119	LCC evidence of financial value for private sector developer including evidence source. Note not exclusively for regeneration areas.	VAL2	FIN2
DA9	The value of historic buildings cannot be determined by a simple economic calculation. Less prestigious historic buildings and places will tend to be less viable projects but may be of symbolic importance to local people.	119	The Heritage Lottery Fund (HLF) Statement concerning issues with valuing heritage assets. Note term "less prestigious historic buildings."	VAL2	VTE2
DA10	Blackpool has a highly successful schools cultural	4	Comment relating to potential	VAL2	EDU2

	programme that creates place and resource based learning tools that highlight the value and importance of heritage – socially, economically and culturally.		educational value of heritage regeneration.		
DA10	The historic built environment has now been recognised has having significant economic benefits not just from the point of view of the visitor economy, but also as a catalyst for regeneration and development.	3	Claim that heritage regeneration has economic and tourism value. Note anecdotal no evidence provided.	VAL2 VAL2	ECO2 TOU2
DA10	Undoubtedly, Blackpool's built heritage presents a huge resource, is also often said to promote 'civic pride', acting as a reminder of how a place has evolved historically and its reasons for existing. It is of major benefit to the nation and its protection, and conservation is of real importance.	9	Claim that heritage regeneration has national historic and societal value. Note no supporting evidence.	VAL2 VAL2	SOC2 HIS2
DA10	Heritage assets instil a greater sense of pride and promote civic pride in a neighbourhood and achieve a better use of natural resources.	9	Claim that Heritage regeneration is a sustainable method of regeneration.	VAL2	SOC2
DA10	Protecting and enhancing the quality of the built heritage of the Borough is underpinned by a strong economic justification. The promotion of Blackpool is inextricably bound up with its heritage offer and this can be used to market its unique and special character.	9	Economic value of heritage regeneration. Note general comment with no supporting evidence.	VAL2	ECO2

DA11	heritage can support the revitalisation of deprived areas through their character, location and use. Our 24 heritage priority projects have the potential to create over 1,200 direct jobs and add a further £39m GVA to the Lancashire economy. The wider historic environment presents much more economic benefits.	2	Statement regarding economic value of heritage regeneration has economic value; evidence provided.	VAL2	ECO2
DA11	Heritage plays an important role in terms of our prosperity, our health, our education and our civic pride. Sustainability – physical life of heritage assets is often greater than their functional life – bringing them back into use is effective use of resources.	2	Claim that heritage regeneration has societal, community and sustainable value.	VAL2 VAL2	SOC2 SUS2
DA11	Heritage acts to attract visitors and these in turn help to bring in wealth and prosperity to the city. Heritage can support the revitalisation of deprived areas through their character, location and use. Opportunities to access and understand heritage can have a positive impact on learning and attainment Heritage can provide a focus for leisure activities from simple viewing to detailed research and interpretation. Exploring heritage helps people in maintaining a healthy physical life-style and can limit stress and mental health	2	Claim that heritage regeneration has tourism value, economic, potential educational and social value.	VAL2 VAL2 VAL2 VAL2	ECO2 TOU2 ECO2 SOC2

	issues.				
DA11	Civic Pride – heritage contributes to a sense of pride in our city. The legacy of the past reinforces our history and this sense of pride.	2	Claim that Heritage regeneration has amenity value.	VAL2	AME2
DA11	Heritage assets can in some cases act as a catalyst for securing community engagement. It brings people together around the cause of protecting heritage and bringing assets back into use.	20	Comment that heritage regeneration may possess societal, community value.	VAL2	SOC2
DA11	In addition to those nationally designated, there are also those assets that are locally significant and this significance is formally reflected by their inclusion on local lists, which are maintained by local authorities. There are no national categories for what can be included on local lists and it is entirely at the discretion of the local authority. Manchester has its own local list of Mancunian Assets. Whilst designated assets have statutory protection, those that are identified locally (and therefore not designated) have no statutory protection; but are a material consideration for planning purposes.	5	Evidence of use of local lists and role in formal planning decision-making process. Note potential use of local lists to record heritage in regeneration areas.	VAL2	VTE2
DA12	Community Participation and Volunteering – The built heritage environment attracts people to perform civic	9	Claim that heritage regeneration has societal and community value.	VAL2	SOC2

184

	duties and volunteering. Ageing population – The impact of an aging population on public services presents a considerable challenge. There are numerous researches, which highlight the positive impact of engaging with heritage, and culture can have on physical, mental and social wellbeing of older people.				
DA12	Sustainability and Carbon Reduction. There are number of benefits from bringing an empty building back into use such as reduction in crime, increased investment, improved visual appeal and increased foo all. Recycling existing building materials on site also reduces carbon footprint as a result of reduced production and transportation. Housing Market and Place. The Nationwide Building Society and Hometrack compared prices of historic homes compared to modern counterparts. Analysis shows that a pre-1919 property had 20% uplift, and this rises to 34% in the case of a Jacobean property when compared with new build properties. Strong Multiplier - Investing in the historic environment	9	Claim that heritage regeneration may possess sustainable value. Claim that heritage regeneration possesses financial value, evidence provided. Claim that heritage regeneration has economic value to local area with direct evidence provided. Note does this solely apply to regeneration areas. Heritage regeneration has economic value to local area; further evidence provided.	VAL2 VAL2 VAL2	SUS2 FIN2 ECO2

	brings real economic benefits to local places. On average £1 of investment in the historic environment generates an additional £1.60 in the local economy over a ten year period and half of all jobs created by heritage tourism are in the wider economy that sup- ports and supplies heritage attractions.		Claim that heritage regeneration provides financial value for private sector development companies.	VAL2	ECO2
				VAL2	FIN2
	Businesses are attracted to Attractive Places - Research by Amion found that one in four businesses in a survey of over 100 agreed that the historic environment is an important factor in deciding where to locate supporting the case for inward investment.			VAL2	HIS2
DA12	Once delivered, these regenerated historic buildings far outstrip market appeal better than new build construction.	3	Heritage regeneration provides financial value for private sector developer. Note anecdotal evidence.	VAL2	FIN2
DA12	Heritage plays a key role in tourism and it was estimated in 2013 that the UK tourism economy would grow by 3.8% a year between 2013 and 2018, which is higher than sectors such as manufacturing, construction and retail.	9	Claim that heritage regeneration has tourism value.	VAL2	TOU2
DA12	Listed Buildings can Represent Good Property Investment - Analysis from the Investment Property	9	Heritage regeneration has financial value.	VAL2	FIN2

	Databank (IDP), the leading commercial property data source shows that investing in heritage has positive returns. Between 1980 and 2011, listed retail, office, and industrial properties have generated total returns equal to or higher than their non-listed counterparts for 3, 5, 10 and 30 year periods.				
DA12	It is recognised that heritage is an important factor in an attracting skills and businesses into an area. Distinctive architectures, cultural facilities, diverse housing stock and access to natural amenities are all important factors which skilled workers consider when choosing where to work and live.	9	Statement claiming that heritage regeneration possesses economic value.	VAL2	ECO2
DA12	Raising awareness of heritage value and its associated premium features amongst some of the key challenges affecting the historic sector today.	3	Statement regarding valuation difficulties of heritage regeneration.	VAL2	VTE2
DA12	The heritage sector has produced compelling evidence to show that the historic environment, whether as a powerful draw for visitors, or sensitively adapted for a variety of economic uses, is central to a healthy and growing economy.	9	Heritage regeneration has economic and tourism value to local area. Note no details of compelling evidence.	VAL2 VAL2	TOU2 ECO2
DA12	Heritage Lottery Fund (HLF) research suggests that	14	Heritage regeneration has	VAL2	ECO2

	commercial businesses based in the historic buildings of cities are 'more productive and generate more wealth' than the average across the whole economy, a 'heritage premium' to be worth around £13,000 per business per year.		economic value to local area. Direct evidence provided.		
DA12	Educating local people and businesses on the value of heritage is an important measure to help people understand the value of Pennine Lancashire's hidden assets. Raising this importance is key to ensure future generations continue to embrace and look after our local heritage, attracting young people and supporting businesses to consider heritage led construction careers.	18	Recommendation of requirement for local authorities to involve local community in education of heritage regeneration.	VAL2	EDU2
DA12	Most of the projects demonstrate significant regeneration opportunities with direct and indirect economic benefit, which can contribute to the Lancashire economy and lasting community benefits.	19	Discussion of direct and indirect benefits. Note no evidence.	VAL2	ECO2
DA13	The historic environment is a valuable asset which can contribute to broader strategic objectives such as economic development, urban regeneration, good urban design and town planning, tourism, leisure, recreation, cultural and community development; provision of	5	Claim that heritage regeneration possesses economic, amenity, societal and community and tourism value.	VAL2 VAL2 VAL2 VAL2	AME2 ECO2 SOC2 TOU2

	formal and informal education, development of skills, and sustainability.				
DA13	Heritage assets and the wider historic environment are a catalyst for the revitalisation of urban areas and the development of new housing markets has helped to accommodate new uses and facilitate economic diversification. Historic buildings, in office or domestic use, deliver consistently higher yields and values than other buildings.	11	Claim that heritage regeneration has economic and financial value. Note anecdotal evidence.	VAL2 VAL2	ECO2 FIN2
DA13	The historic environment provides locally distinctive design, superior urban design, legible townscapes, mixed use, greater variety of urban forms and quality public realm. It provides a basis for understanding architectural design and urban morphology. It makes a positive contribution to the built environment and creates a stimulus for creative and innovative new designs and styles.	11	Claim that historic environment possesses amenity value.	VAL2	AME2
DA13	The conservation and refurbishment of the historic environment, especially historic buildings, is a sustainable form of development. It avoids the use and waste of scarce resources associated with demolition and	11	Claim that heritage regeneration possesses sustainable value.	VAL2	SUS2

	new-build development. It retains the skills associated with the original construction of the historic building.				
DA13	Investment in historic places and understanding through archaeology helps to support local communities, preserve local distinctiveness and identity and promote local pride.	11	Claim that heritage regeneration possesses social value.	VAL2	SOC2
DA13	The historic environment sector has debated how we identify what people value. Different communities are likely to value different elements of the historic environment.	26	Statement regarding valuation difficulties of heritage regeneration. Evidence of value tension.	VAL2	VTE2
DA14	Our neighbourhoods contain historic buildings, monuments and collections that are of great importance to local communities.	2	Claim that heritage regeneration has societal and community value.	VAL2	SOC2
DA14	Heritage conservation is about more than simply preserving the past in aspic. Rather, it is about refreshing and renewing culture and heritage in ways that reflect and contribute to society's values. Far from weakening the role that heritage plays, the contestable nature of heritage creates a new space in which the old and the new are brought together. Commercial schemes that re-use historic buildings can have an economic value equal to or even higher than new	10	Claim that heritage regeneration possesses amenity, sustainable, tourism and economic value. Note no direct evidence provided.	VAL2 VAL2 VAL2 VAL2	AME2 SUS2 ECO2 TOU2

		build developments are likely to be the most 'green' option. Re-use lessens the amount of energy expended on redevelopment, e.g. creation and transport of building materials, and reduces waste generated by demolition and construction. Liverpool's heritage is central to what makes it distinctive and therefore a destination of choice.				
DA15	The interest of English Heritage in the regeneration sector lies primarily in the long-term advantages that flows from heritage-led regeneration: those that benefit the historic environment (the refurbishment and reuse of historic buildings and areas as part of wider regeneration projects) and those that benefit the local community (the economic, social and environmental impact of such projects). Nevertheless, there are now a significant number of other benefits from such projects that are well understood and which often form part of regeneration strategies—in areas such as sustainability, tourism, local distinctiveness and sense of community around a place. There are significant economic impacts, both in terms of the economic value of work undertaken and the leverage	55	English Heritage quotation that heritage regeneration has sustainable, economic, tourism and environmental value. Note bias.	VAL2 VAL2 VAL2 VAL2 VAL2	SOC2 ECO2 ENV2 TOU2 SUS2

		effects of funding secured				
DA15	There is little in this paper or indeed in the Regeneration proposal about the specific regeneration challenges from a government perspective, other than that it can be at the heart of driving economic growth. As such, this makes the task of judging the success of the government's approach problematic. A pragmatic way of doing this would be to design an evaluation framework around these broad points, to assess a basket of local economic, labour market, housing and demographic outcome indicators and analyse them at different spatial geographies across the country to look for both temporal and spatial change.	27	Observation regarding requirement for measurement and evaluation framework when valuing urban regeneration.	VAL2	VTE2
DA16	We recommend that the Government identify a set of clear objectives to enable the success of its approach to be assessed at both local and national level. These should form the basis of an ongoing evaluation that looks at both quantitative and qualitative information; this should include consideration of the extent to which communities have become more self-sustaining and less reliant on public sector support.	24	Requirement for effective evaluation of value of regeneration initiatives using a mixed methodology.	VAL2	VTE2

7.5 Summary table of descriptive codes and findings from Documentary Analysis for R02.

Table 18 displays a summary of the extracted text from the documentary analysis cross referenced to the codebook definitions. This allows the researcher to match the responses from the extracted text from key documents to the developed codebook.

Table 18: Summary Table of Descriptive Codes for Qualitative Content Analysis of Key Documents for Research Objective Two

RO2. Gain an understanding of the value of urban heritage regeneration projects.											
VAL2	**CHILD CODES**										
ID	**FIN2**	**UTIL2**	**AME2**	**ECO2**	**ENV2**	**HIS2**	**SOC2**	**TOU2**	**SUS2**	**VTE2**	**EDU2**
DA1											
DA2	X		X	X		X	X		X	X	
DA3	X		X	X				X			X
DA4				X			X				X
DA5											
DA6											
DA7											
DA8											
DA9	X		X	X		X	X		X	X	
DA10				X		X	X	X			X
DA11			X	X			X	X	X	X	
DA12	X			X			X		X	X	X
DA13	X		X	X			X	X	X	X	
DA14			X	X				X	X		
DA15				X	X		X	X	X	X	
DA16										X	
TOTAL	**5**	0	**6**	**10**	**1**	**3**	**8**	**6**	**7**	**7**	**4**

The findings of the documentary analysis reaffirmed the findings of the literature review and qualitative content analysis of the semi structured interviews. It was confirmed that financial value and on-going project viability (FIN1) appears to be a key concept of value in relation to heritage regeneration. However the documents contained limited evidence in relation to direct evidence of financial value.

The ability for heritage regeneration projects to contribute to urban renewal (Tallon, 2013) and by creating social value has been highlighted as a key value of heritage regeneration. DA2 contained a statement claiming: *"historic assets contain a focal point for the local community to identify with; assisting in the establishment of a sense of place in an area."* DA9 contained a comment that appeared to support this view *"that regeneration of historic assets can reinforce a sense of community in an area."* DA12 highlighted that the use of heritage in regeneration may improve the health and wellbeing of an ageing population, through increased engagement with heritage in a local area.

The complete documentary analysis indicates that heritage regeneration may possess sustainable value. DA9 claimed that heritage regeneration is a more sustainable method of regeneration with respect to use of natural resources. It continued: *"it is simply better to use and recycle old buildings than to demolish and build new ones"*. DA12 stated that the sustainable benefits of heritage regeneration include reduction in crime, visual appeal and increased footfall. Document DA12 also contains a statement claiming that urban heritage regeneration reduces the carbon footprint of urban regeneration due to the reduction in production and transportation of materials.

Ten documents provided commentary highlighting that economic value of heritage regeneration should be considered to be a key element of urban heritage regeneration. DA12, a heritage investment framework produced by a public sector organisation, contained a statement claiming that public sector investment in heritage resulted in increased spending by visitors to a local area. In addition, the document provided apparent evidence highlighting that the presence of a historic environment in an area was a factor in decision making for commercial occupiers who wished to relocate.

Evidence of economic value (ECO2) in the document continued to remain predominately limited with generalisations as opposed to specific direct evidence.

Documents DA2, DA10, DA13 and DA14 contained references highlighting the potential of these projects to generate economic value in a local area. However none of the documents provided any detailed evidence as level of actual economic value generated. However DA3 and DA12 provided reference appearing to demonstrate direct evidence of economic value of heritage regeneration. This included apparent evidence of the effect of public sector incentives and resultant increase in private sector investment. Document DA3 contained a statement that *"the creation of an historic environment assists in creating investor confidence and attracting high value commercial operations to an area."*

Findings were corroborated in relation to the value tension of measurement of direct and indirect value of heritage regeneration. DA2 claimed *"whilst the wider social and economic benefits of heritage regeneration is one of the most easily observed impacts of successful regeneration; it is difficult to concept this element of indirect value."* DA9 reported the presence of apparent value tension of heritage regeneration within local authorities between advocates of conservation and advocates of economic regeneration. The document claimed that some local authorities understand the role that urban heritage regeneration can form in regeneration strategies. In contrast, other local authorities express either a desire to preserve heritage assets or neglect heritage as it is a low policy priority within local authority organisations.

The qualitative content analysis highlighted value the concept of value tension in relation to the definition of heritage. Document DA9 contained a statement outlining *"prestigious historic buildings will almost always fail on the balance sheet. The value of historic buildings cannot be determined by a simple economic calculation. Less prestigious historic buildings and places will tend to be less viable projects but may be of symbolic importance to local people.* This statement looks to support the requirement for a broader definition of heritage to facilitate the increased use of heritage assets in regeneration projects. However there also appears to be a need to accurately identify and effectively measure the value of urban heritage regeneration projects. This supports the claim that the current definition of a heritage asset should remain as the existing definition as opposed to establishment of a wider definition of heritage asset in order that these assets can be accurately identified.

The completed documentary analysis revealed a key concept of value not identified in the completion of the initial literature review, nor evident in qualitative content analysis of semi-structured interviews. Urban heritage regeneration appears to possess, according to the qualitative analysis of the documentary review, a level of educational value (EDU1). Documents DA11 and DA13 stated that urban heritage regeneration provided opportunities and access to understand heritage that have a positive impact on learning and attainment. DA10 provided evidence of a schools based learning programme that promotes the importance of the social, economic and cultural value of heritage in a community. An updated codebook with the inclusion of the additional educational value (EDU2) is shown in Table 19.

7.6 Completed Codebook and Conclusions following Qualitative Content Analysis for R02.

This section will outline the findings, and summarise with conclusions, relating to research objective two. Table 19 below summarises the completed codebook relating to the qualitative content analysis for research objective two.

Research Objective	Parent Code	Child Code	Description
Gain an understanding of the value of urban heritage regeneration projects.	VAL2	FIN2	Financial value
		UTI2	Utility value
		AME2	Amenity value
		ECO2	Economic value
		ENV2	Environmental
		HIS2	Historical value
		SOC2	Social value
		TOU2	Tourism value
		SUS2	Sustainable value
		VTE2	Value tension
		EDU2	Educational value

Table 19 Completed Codebook for Research Objective Two following Qualitative Content Analysis of Semi-Structured Interviews with Senior Practicing Professionals and Key Documentary Analysis.

Completion of qualitative data analysis of fifteen semi-structured interviews and sixteen key documents has been used to verify the findings of the literature review. The findings of the completed qualitative data analysis in relation to research objective two appears to be:

- A key concept of heritage regeneration looks to be the need to establish and achieve financial value (FIN2) and on-going project viability to encourage participation by private sector development companies. The need to provide further direct evidence relating to actual financial returns from urban heritage regeneration has been established.

- Limited direct evidence has been provided of the economic value (ECO2) of urban heritage regeneration. Further robust empirical evidence is required to fully establish the true level of economic value of urban heritage regeneration.

- Heritage regeneration may contribute to urban renewal by possessing social value for local communities (SOC2), however it was acknowledged that the concept of value is difficult to quantify.

- Heritage regeneration may possess amenity value (AME2), as it looks to add to the design and distinctiveness of a local area and enhance the visual appearance of regeneration projects.

- Value tension appears to exist (VTE2) in relation to the issue of accurate measurement of the concepts of direct and indirect value. Tension exists between those who advocate heritage preservation and those who advocate heritage for use in economic regeneration projects.

- It appears that there is a need to engage in a consistent evaluation method of value post project completion in urban heritage regeneration. Public sector organisations appear to be the most suitably placed organisations from which to undertake long-term measurement and evaluation of heritage regeneration.

- Consideration should be given to acceptance of a broader definition of heritage other than traditional definitions to facilitate engagement in heritage regeneration projects. However due to the difficulty in the accurate evaluation and measurement of value of these projects which is considered to be a significant priority. It is therefore proposed that the existing definition of heritage assets should continue to be adopted.

- Heritage regeneration may possess educational value (EDU2) that can be used to educate sector within and form links with local communities.

The outcome of the chapter has been to contribute to the completion of research objective two, to gain an understanding on the concept of value of urban heritage regeneration. This has been completed following completion of a literature review

and qualitative content analysis of semi-structured interviews and key documents. The key themes relating to the concept of the value of heritage regeneration will be applied to the development of the initial theoretical framework.

CHAPTER 8: UNDERTAKE A CRITICAL ANALYSIS OF THE GOVERNANCE AFFECTING URBAN HERITAGE REGENERATION TO ASSESS THE IMPACT OF INVOLVEMENT OF PRIVATE SECTOR DEVELOPMENT COMPANIES (R03).

This chapter reports the findings in relation to the third research objective to undertake a critical evaluation of the current governance of heritage regeneration projects between 2008 and the current date. The research objective will include a critical analysis of the impact of current governance on the involvement of private sector development company participation in these projects. The structure of the chapter is as follows:

1) The chapter provides an initial summary of the justification for the inclusion of the concept of governance of heritage regeneration into the research.

2) It then provides a summary description of the transcripts from the qualitative data analysis of semi-structured interviews.

3) It provides a description of the findings from the qualitative content analysis of key documents.

4) It provides an analysis of the findings of the fixed online survey.

5) It provides a summary of the findings of the qualitative data collection and analysis and outlines the key themes relating to the concept of value to be included into the initial theoretical framework.

8.1 Establishing the Importance of the Concept of Governance.

Section 4.8.4 outlined that the importance of the concept of governance was identified following completion of the semi-structured interview data collection and analysis process. The importance of this issue resulted in the replacement of an earlier proposed objective, namely to undertake a study of the current process of heritage regeneration. Therefore a new objective was proposed to undertake a critical analysis of the current governance of urban heritage regeneration.

The researcher believes that extracts from the data collection from the earlier proposed objective was relevant to the study of the new objective. Data from the original objective has been extracted and analysed using the qualitative content

analysis described in section 4.9.2. However the researcher recognised that the data collected using this method was not sufficient to complete the objective. Therefore it was necessary to include an additional method of data collection. In accordance with the research approach of mixed-methods research, a fixed online survey to collect data on the subject of governance was created.

8.2 Development of Initial codebook for R03

The process of creation of an initial codebook has followed the qualitative analysis process for R01 and R02. The purpose of an initial codebook, shown in Table 20 is to identify governance issues and public sector policy matters relevant to the research. It contains codes to identify the current method of governance employed in heritage regeneration projects, namely governance by partnership (PAR3), regime (REG3), government (GOV3) and network (NET3). In addition, codes have been produced to highlight national (NPI3), regional (RPI3) and local policy matters (LPI3) that affect participation in heritage regeneration. Finally codes have been established to identify if heritage regeneration looks to form a key policy initiative for central and local government in regeneration policy at national, regional or local level (KPC3).

Research Objective	Parent Code	Child Code	Description
Undertake a critical analysis of the governance affecting heritage regeneration projects and impact on the involvement of the private sector development companies in these projects.	CAG3	PAR3 REG3 GOV3 NET3 NPI3 RPI3 LPI3 KPC3	Governance by partnership Governance by regime Governance by government Governance by network National process issue Regional process issue Local process issue Key policy initiative

Table 20. Codebook of Initial Definition of Governance of Urban Heritage Regeneration

8.3 Codebook of Extracted Data from Semi-Structured Interviews with Senior Practicing Professionals for RO3

Table 21 below displays extracted data from completed semi-structured interviews which has been cross-referenced to the questions asked during the semi-structured interview. The interviewee identification is suffixed by the question number. For example, I01 (1) denotes interviewee one response to question one asked during the semi structured interview process.

Table 21 Qualitative Content Analysis of Semi-Structured Interviews with Senior Practicing Professionals for Research Objective Three.

RO3 Undertake a critical analysis of the governance affecting urban heritage regeneration to assess the impact on involvement of private sector development companies				
ID	RESPONDANT RESPONSE	MEMO / INTERPRETATION	PARENT CODE	CHILD CODE
I01 v1(9)	Again going back ten years the environment existed that supported that approach where the extra over costs of saving heritage assets and reinventing them was mitigated through grant and government intervention which clearly does not exist today. Well it does exist but in a much lesser form and is far more difficult to obtain. The number of agencies that are prepared to fund projects has dwindled and they require certainties with regard to the after-use of the building.	Claim regarding apparent decline in public sector funding or assistance for heritage regeneration.	CAG3	NPI3
I03 v1(10)	Separately within the support sector there are still things like regional growth fund and so on and so forth. But they are such a macro strategic level it is still quite difficult for authorities to draw down on those resources; particularly the smaller local authorities.	Statement regarding the apparent disparity between ability of larger local authorities to access regional economic funding.	CAG3	RPI3
I03 v1(10)	I think there are implications for local authorities in that their capacity to deliver has been curtailed often because specialist staff have had to be made redundant such as architects, quantity surveyors. The sorts of people that have got that sort of professional qualification to help drive regeneration forward often does not exist within the authority who now have to buy those	Comment relating to lack of resources within local authorities and disparity in skills between larger metropolitan and local authorities.	CAG3	LPI3

	services in. The big cities have a better resource capacity but smaller local authorities do struggle.			
I03 v1(11)	One thing that I thought a few years ago that would be really useful would be some sort of unified grant program. I mean ironically as a lot of grant funding programmes have been axed; this means that it is not as much of a problem anymore nowadays.	Recommendation for a unified grant funding program; claim relating to reduction in available funding for heritage regeneration.	CAG3	NPI3
I03 v1(7)	Local authorities are sometimes guilty of working in silos with some departments not properly communicating.	Comment regarding apparent lack of co-ordination between local authority departments.	CAG3	LPI3
I04 v1(11)	I would make it easier to protect buildings so if we start off from the basis that you need a strong economy and the strength of the economy requires distinctiveness. That is what makes a place work and a place different to anywhere else then historic fabric is really important.	Recommendation for requirement for public sector to have greater ability to protect buildings. Note no definition of heritage.	CAG3	NPI3
I04 v1(11)	The other thing is about prioritisation, I mean how do you prioritise funding availability so from the prioritisation of buildings how does a local authority prioritise, which is more important than another.	Comment on issue of prioritisation of heritage regeneration within local authorities.	CAG3	LPI3
I04 v1(11)	The whole heritage strategy needs to be a lot clearer. There is a thing that the council produces called the heritage investment framework. But in the hierarchy of documents it does not have a particularly strong weighting and it is quickly out of a date. It is a difficult one to keep on top of and I do not think too make resources are allocated to it to manage it or monitor it.	Comment on apparent lack of time and resources available to update local authority heritage investment strategy.	CAG3	LPI3

I06 v1(9)	There also needs to be sufficient funding there to make up for the weaknesses in the market. There needs to be a relatively long term commitment and flexible funding as well.	Recommendation for strong planning policies, and availability of flexible funding.	CAG3	NPI3
I06 v1(10)	There are not enough resources to do the job in the public sector and this is to do with money.	Comment on apparent lack of resources in public sector.	CAG3	NPI3
I06 v1(11)	There are ways that would have made grant schemes work more efficiently but there also would have been downsides to that. All our funds have been gap funded based on deficit calculations. I think the grant schemes are administratively heavy but this is unavoidable.	Comment on administrative burden of grant assistance programmes but note claim that this this is necessity.	CAG3	NPI3
I07 v1(11)	I would devolve more powers to local government and give more teeth to planning departments. I would enhance the efficiency of the legal framework around which organisations such as councils can get involved in projects. It is all very audit process driven. It is cutting back on that red tape and the government could go further in a positive way to save more of these buildings.	Recommendation for devolution of decision making to local government. Claim relating to apparent high level of bureaucracy in urban heritage regeneration.	CAG3	NPI3
I07 v1(11)	It will be interesting to see if the government is willing to incentivise councils to invest in listed buildings. The longer you leave them the more it costs to get them back into use and I think there should be some sort of incentive or relief of a different kind for councils to get them back into use.	Recommendation for local councils to be incentivised to bring heritage assets back into use.	CAG3	LPI3
I07 v1(28)	I think at the minute in Liverpool in possibly not the next financial year but the one after that, the total grant that the City Council will get in from the	Statement with direct evidence relating to issue of prioritisation of	CAG3	LPI3

	government will be £390,000,000. The total cost of our adult and children services is in the order of £380,000,000 so the rest of the council needs to think very differently about how we do business.	allocation of funding to resources in public sector organisations.		
I07 v1(9)	The way that the Royal Insurance building project has progressed is that the council has purchased the freehold of that building using their covenant strength. The Royal Insurance building is a fantastic building that has languished for twenty years and of course the City Council wants to see it resolved. The council bought the freehold and the money to build the project is placed into an Escro account on day one. There is a fixed price contract to build the project. If the hotel operator does not materialise then the council will own a building that commercially is worth more than what they paid for it. They will have got a building that can let to somebody else.	Direct evidence of the governance of government by government.	CAG3	GOV3
I08 v1(11)	I think there could be a simplification of roles within a local planning authority in dealing with heritage assets.	Recommendation for simplification of roles within local authorities.	CAG3	LPI3
I09 v1(8)	I think it is possible but a lot more difficult and much more challenging. The reasons for this are availability of public funding. A lot of these schemes in the past have had a lot of substantial public funding and that has obviously reduced. The government now are also very much putting money into growth rather than regeneration so regeneration has gone out of favour with the current government.	Comment on the governance focus on the growth agenda that affects heritage regeneration. Supporting evidence of the issue of reduction in public sector funding support.	CAG3	NPI3
I09	Brierfield Mill is 360,000 sq.ft of listed mill that the council is working on	Direct evidence of governance by	CAG3	PAR3

v1(10)	through a joint venture partnership. It is a separate development vehicle with a local Pendle based developer.	partnership.		
I010A v1(12)	Old Town Hall project, Oldham. It is on site expected with completion spring 2016. It is two-stage contract and the council is now entering into the 2nd stage where the major construction is just beginning. The end user for the building was the Odeon. It was a pre-let and their reputation with it being the national leader of cinemas will help to let the restaurants.	Direct example of governance by partnership	CAG3	PAR3
I010A v2(27)	Simplification of the Heritage Lottery Fund (HLF) grant process. It is hugely time consuming and it is not just filling in the bid but the two-stage process is cumbersome in my view and it does not necessarily fit all projects. There is very little flexibility it seems to me.	Recommendation for simplification of grant process	CAG3	NPI3
I011 v2(9)	I think that the period before the crash, so 2000's to 2010 and maybe a bit before then. I think in terms of urban design, the importance of urban design and liveable townscapes had reached the attention of government. This was then incorporated into guidance and into activities like CABE and the planning and guidance that they produced in governmental terms that was the right time. There was money there to cover the conservation deficit.	Comment on period when delivery of heritage regeneration was deliverable. This was apparently due to funding availability to bridge conservation deficit and influence of central government.	CAG3	NPI3
I011 v2(8)	What has made it very difficult in the North West has been the loss of public funding and public support from regional government level and the redirection of funding away from things like public realm and environmental works towards more economic regeneration since 2010. I think in terms of	Statement that lack of public sector funding is a key constraint Comment that the potential to deliver heritage regeneration	CAG3	RPI3

	the current renewal and regeneration, schemes involving historic buildings are going to be the last to be realised because they are going to be the most difficult on all sorts of levels.	projects in the current governance climate is difficult due to project complexity		
IO12 v2(27)	I think the difficulty now is the perhaps not so much but the lack of expertise, the lack of revenue to push through and run that process.	Claims of lack of public sector revenue to assist in heritage regeneration schemes and skills	CAG3	LPI3
I012 v2(9)	If you are judging it by the success of keeping historic assets then I suppose that would be a more difficult period. I think there is certainly a trend, more so through the 90's where you had things like the development agency where you have funds that you could go to it was probably easier to keep them.	Comment on period when delivery of heritage regeneration could take place. Comment that lack of public sector funding is a constraint.	CAG3	RPI3
I012 v2(9)	It is probably a more difficult time now depending on what you are judging success because with the growth agenda there is a definite presumption in favour of planning and that more debate about greenbelt. I suspect that historic assets certainly those that don't have listed protection have come under some pressure.	Comment concerns priority of other regeneration initiatives such as economic growth. Note on definition of heritage asset.	CAG3	LPI3
I013 v2(27)	I think getting rid of the RDA's, and I would say that wouldn't I, was a bit of a mistake. I think the vacuum that was left where the LEP's where finding their feet and had no investment. This has meant certainly that the north versus the south in terms of development has been much more affected.	Comment on removal of Regional Development Agencies affecting heritage regeneration Note participatory bias.	CAG3	RPI3

8.4 Summary Table of Descriptive Codes and Findings from Semi-Structured Interviews with Senior Practicing Professionals for R03

Table 22 displays a summary of the responses from the interviewees with senior practising professionals in relation to the codebook developed by the researcher. This allows the researcher to match the responses from the extracted semi-structured interview text to the developed codebook.

Table 22: Summary Table of Descriptive Codes from Qualitative Content Analysis of Semi-Structured Interviews with Senior Practicing Professionals for Research Objective Three.

RO3. Undertake a critical analysis of the governance affecting urban heritage regeneration to assess the impact on involvement of private sector development companies.								
CAG3	Child codes							
ID	PAR3	REG3	GOV3	NET3	NPI3	RPI3	LPI3	KPC3
IO1					X			
IO2								
I03					X	X	X	
I04					X		X	
I05								
I06					X			
I07			X		X		X	
I08							X	
I09	X				X			
I010A	X				X			

ID	PAR3	REG3	GOV3	NET3	NPI3	RPI3	LPI3	KPC3
I010 B								
I011					X	X		
I012						X	X	
I013						X		
I014								
TOTAL	2	0	1	0	8	4	5	0

Source. Own Development.

This section summarises the findings of the qualitative data analysis following completion of semi-structured interviews with senior practicing professional in relation to research objective three. The qualitative data analysis confirms that the current governance appears to affect the participation of private sector development companies in urban heritage regeneration. The research provided direct evidence of the strategy of governance by partnership (PAR3). Interviewees I09, local authority regeneration manager and 1010A, local authority principal regeneration officer, provided information on urban heritage regeneration projects. They indicated that local authorities had entered into partnership with private sector organisations, to deliver residential and leisure accommodation. This evidence looks to provide further confirmation of the existence and relevance of the governance strategy of governance by partnership in heritage regeneration.

There was an apparent divergence of views in relation to the existence of partnership procurement methods for urban heritage regeneration projects involving public sector organisations. No private sector participants provided any explicit evidence of active engagement of the governance strategy of governance by government. It is noted that engaging in reflection that the employment position of the respondents may have influenced their response relating to the subject of partnership procurement methods. Their employment role within private sector development organisations may have prevented the respondents from developing an awareness of partnership procurement methods involving public sector organisations. The apparent lack of knowledge relating to the existence of the governance strategy of governance by government is not in accordance with the findings of the research.

Empirical evidence was collected relating to the implementation of the governance strategy of governance by government for urban heritage regeneration projects was obtained from public sector respondents. Interviewee I07, local authority regeneration manager, provided details of a heritage regeneration project that looks to have been delivered directly by a local authority organisation, acting in the role of a development company (GOV3). The respondent also provided a justification as to why the local authority felt it necessary to engage in heritage regeneration. It was claimed that this was to bring a heritage asset back to use in a strategic urban

locations. In addition, the respondent stated that the project delivered commercial value for the local authority.

Table twenty two indicates that eight out of fifteen interviewees identified matters at national policy level (NPI3) that, they claimed, affected participation by private sector development companies in urban heritage regeneration projects. There was recognition that the time-period of study, the period from 2008 to the current day, had witnessed a reduction in public sector funding available for heritage regeneration. This was, in their opinion, due to the policy commitment to reduce the structural deficit (Tyler et al, 2012). Interviewee I09, local authority regeneration manager, stated that private sector organisations were attracted to these projects by the prospect of receiving public sector assistance. However the respondent claimed that in their opinion public sector resources *were simply not there anymore.*"

There was an apparent convergence of views in relating to contemporary regeneration policy where Central government devolution of decision making to regional economic organisations was evidenced. Interviewees I03, statutory historic advisor, I09, local authority regeneration manger and 1012, private sector development director indicated that regional economic agencies, such as local economic partnerships, had prioritised the allocation of funding to economic growth projects as opposed to urban regeneration projects. Interviewee I011, local authority regeneration and economic development director, claimed that there was a lack of availability of public sector funding and support from regional government, to deliver physical infrastructure and public realm improvements. This they claimed had adversely affected the ability of private sector development organisations to deliver urban heritage regeneration projects.

Interviewee I012, private sector development director, claimed that the national policy commitment to pursue policies in accordance with economic growth may affect engagement in urban heritage regeneration projects. This is because, they believed, non-heritage regeneration projects had been prioritised due to their greater potential to deliver economic growth. I07, local authority development manager, provided a recommendation that central government should provide incentives to encourage local authorities to invest in heritage regeneration projects. In addition the

interviewee requested that heritage policy decision-making should be made at a local government level rather than by national government.

The empirical data provided evidence relating to the existence of heritage investment frameworks and implementation of a localism planning policy agenda. It was claimed by respondent I01, private sector development director, that this may facilitate the increased delivery of urban heritage regeneration projects. However, interviewees I04, local authority investment manager and I06, local authority heritage manager claimed that there was a lack of financial and human resources within public sector organisations to effectively maintain and administer these frameworks.

In relation to regional governance policy issues (RPI3) there was acknowledgement of the influence of regional public sector assistance for heritage regeneration projects. Respondent I013 was a former North West Regional Development Agency (NWDA) and is now a third sector director. The respondent claimed that the abolition of the NWDA had left a vacuum that had not been adequately filled by the replacement organisation, Local Economic Partnership (LEP). It is noted that on reflection, the former employment position of the respondent may have affected their response to the research question. The former position of the respondent may imply a level of personal bias that appears to affect the ability to extract credible information in relation to this response.

An apparent convergence of views exists from both public and private sector participants, who claimed that local authorities are hindered in their ability to participate in heritage regeneration, due to limited financial and human resources (LPI3). Interviewee I012, private sector development director, requested that local authorities should continue to invest in the delivery of physical infrastructure improvement projects. This was required in order to encourage participation in urban heritage regeneration projects by private sector development companies.

Respondent I04, local authority investment manager, claimed that there was a lack of resources to manage and update local authority heritage investment frameworks. Respondent I07, local authority development manager, stated that the need to prioritise funding to provide statutory services such as adult social care was considered a key issue affecting the ability to deliver. Interviewee I012, private sector

development director also highlighted that an apparent reduction human resources within local authority organisations to progress urban heritage regeneration projects.

Engagement in reflective analysis notes that the position of the respondents may have influenced their viewpoint in relation to the issue. Interviewees I04 and I04 are employed by local authority organisations. Therefore the employment role of the respondent may result in a lack of critical detachment when providing a response in relation to the subject of resources within local authority organisations. However the claim appears to be corroborated by respondent I012, private sector development director. The interviewee claimed that a lack of resources within local authority organisations inhibited the ability of these organisations to participate effectively in these projects. This appears to indicate a convergence of views in relation to the apparent lack of resources within local authority organisations from both public and private sector respondents.

There was no convergence of views on what time period was considered to be the most effective period of governance relating to delivery of successful urban heritage regeneration projects. However respondents did outline in their responses key elements of governance from each respective time period that contributed to the facilitation of successful urban heritage regeneration. The key issues, according to the respondents, included the production of a clear and transparent public policy regime and increased availability of public sector finances by the public sector. In addition, the ability for local authorities to participate, acquire, enter into joint venture partnerships was also identified as key issues. Finally the introduction of regional development agencies, availability of gap funding and availability of finance for private sector organisation were considered to be issues that affected successful participation in these projects.

8.5 Codebook of Extracted Data from Documentary Analysis for RO3

Table 23 displays the verification and triangulation of the semi structured interviews using documentary analysis. Sixteen documents have been selected by the researcher to provide a comprehensive study of heritage regeneration. The documents studied include statutory documentation, government legislation and advice provided by local authorities.

Table 23: Qualitative Content Analysis of Key Documents for Research Objective Three

DID	DOCUMENTARY TEXT	Page	MEMO / INTERPRETATION	PARENT CODE	CHILD CODE
	R03. Undertake a critical analysis of the governance affecting urban heritage regeneration to assess the impact on involvement of private sector development companies				
DA1	With the country facing a record budget deficit and less money available for investment in regeneration, a new approach is needed to ensure that: local economies prosper; that parts of the country previously over-reliant on public funding see a resurgence in private sector enterprise and employment; and that everyone gets to share in the resulting growth.	3	Statement confirming central government policy strategy to reduce public sector budget deficit.	CAG3	NPI3
DA1	As we said in the Local Growth White Paper, our approach is localist - putting civic leaders, residents, local businesses, and civil society organizations' in the driving seat and providing them with powers, flexibilities, options and incentives to drive local regeneration and growth and improve the social and physical quality of their area.	4	Confirmation of contemporary governance strategy of localism and encouragement for local authorities to enter into partnerships.	CAG3	PAR3
DA1	Central Government's role is strategic and supportive: 1.Reforming and de-centralising public services 2.Providing powerful incentives and support for growth 3.Removing barriers that hinder local ambitions, and 4.Providing targeted investment and reform to strengthen the	4	Confirmation of regeneration governance strategy. Note emphasis of supporting role of government. Confirmation of creation of	CAG3	NPI3

215

	infrastructure for growth and regeneration and to support the most vulnerable. Through the policies, programmes, tools, powers and flexibilities outlined in this regeneration 'toolkit', Government aims to give all areas the opportunity to deliver local growth and regeneration.		regeneration toolkit and emphasis on local decision making.		
DA2	For the local planning authority, conserving the building and bringing it back into use is an important policy objective that has to be at the heart of its consideration of any development proposal.	6	Statement regarding central government commitment to heritage asset conservation.	CAG3	KPC3
DA2	The planning system continues to evolve; however, the Government maintains its commitment to the protection of heritage assets.	8	Statement regarding central government commitment to heritage asset protection.	CAG3	KPC3
DA2	When considering the approach to a project and consultation with the local planning authority, is the range of expertise and experience in heritage-led regeneration between Councils. This can affect the project timescale, as the consultation process may take longer to complete where there is less experience available.	24	Claim regarding apparent local authority inexperience can create delays to a project.	CAG3	LPI3
DA3	There will be a number of challenges going forward. These include landmark buildings and spaces that have significant costs for refurbishment and reuse and a need to identify the priorities for investment due to limited public and private funding available.	5	Statement regarding need to prioritise investment in regeneration projects due to limited funding	CAG3	LPI3
DA3	The development of a Heritage Investment Strategy for the city is seen	5	Confirmation of the need for	CAG3	LPI3

	as providing a framework for City Council and its partners, from both the public and private sector. This is to show how the city's heritage assets can be best used to support and deliver Preston's ambitions for growth over the next five years.		creation of a local authority heritage investment framework.		
DA3	In order to deliver the investment and growth benefits associated with the city's heritage assets – 'Harnessing Heritage' as it is referred to in the City Centre Plan there is a need to have a strategic approach to identify which projects should be brought forward as a priority.	18	Statement regarding a requirement for strategic approach to heritage regeneration projects.	CAG3	LPI3
DA4	This is the first strategy of its type providing a comprehensive overview of the myriad of issues relating to the built heritage of the Borough.	1	Statement confirming concept heritage investment framework appears to be a new initiative.	CAG3	KPC3
DA4	The Council has had a good track record in developing an approach to the regeneration of heritage assets within the built environment. The protection and enhancement of the built heritage of the Borough has always been seen as important to the work of the Council.	26	Statement confirming local authority delivery to heritage regeneration. Note anecdotal comment, no evidence.	CAG3	KPC3
DA4	The Council will promote the protection and conservation of the heritage assets of the Borough through specific policies and supporting justification in the development of the Local Plan.	53	Statement confirming local planning policy will support heritage regeneration.	CAG3	KPC3
DA9	Councils need to incorporate in their regeneration strategies a clear role for their historic buildings and to establish multi-disciplinary teams to implement them.	3	Comment on local authorities to incorporate heritage into regeneration strategy and setup	CAG3	KPC3

			multi-disciplinary teams.		
DA9	There is an enormous shortage of conservation officers, especially those with an understanding of regeneration and funding issues. The skills deficit has been recognised for the last five years, but as yet there has been little progress to rectify it.	3	Statement regarding apparent long-term shortage of conservation officers.	CAG3	LPI3
DA9	Evidence to the committee highlighted the importance strong leadership by local authorities with the appropriate skills and clear guidance and commitment from public agencies at national and regional level.	11	Statement regarding the need for strong vision and clear guidance from public agencies.	CAG3 CAG3 CAG3	NPI3 RPI3 LPI3
DA9	An easily understood flexible regulatory framework, which encourages creativity and allows new uses for redundant historic buildings. Adequate and easily accessible funds to support commercial schemes, which are at the margins of viability.	11	Comment for the recommendation for an accessible public sector funding process.	CAG3	NPI3
DA9	Manchester City Council suggested that its success was achieved because of its flexibility in dealing with developers but also a clear vision for the City centre.	12	Statement regarding need for flexibility in negotiations with private sector developers.	CAG3	LPI3
DA9	Norwich City Council urged councils to integrate conservation within their economic, social and environmental policies and not to take a 'buildings-based' approach.	12	Statement regarding need to integrate heritage into holistic regeneration policy.	CAG3	LPI3
DA9	One of the main impediments to setting up multi-disciplinary teams who can appreciate the wider role of its heritage and highways	15	Claim relating to implementation of multi-	CAG3	LPI

	departments that respect the historic environment is a severe lack of planning and conservation officers. This is because councils have prioritised other functions as their budgets have been cut over the last 20 years.		disciplinary teams that is not possible due to lack of resource and funding.		
DA9	Government needs to recognise that the successful regeneration of our cities will only take place when all government departments involved recognise the importance of ensuring that both those responsible for preservation of historic buildings. Those responsible for ensuring economic growth and development work should together to achieve maximum benefit. While government departments continue to perpetuate the adversarial nature of development, and fail to provide any leadership, then it is unlikely that there will be any change in the rest of industry."	20	Recommendation by the The Royal Institution of Chartered Surveyors regarding the need for single vision and demonstrate leadership within government with respect to heritage regeneration.	CAG3	NPI3
DA9	The ODPM should take ownership of this within government, and provide leadership to other departments on how successful regeneration projects have involved historic buildings. It should research what criteria have made regeneration projects that involve historic buildings successful and promote the findings with other departments and agencies.	21	Request for greater research by RICS in to greater understanding of term successful regeneration. Note relevance of comment to research aim and objectives.	CAG3 CAG3	NPI3 NPI3
DA9	The DCMS has published advice to other Government departments on the disposal of their historic assets. It suggests that the maximisation of	33	Statement by Central Government suggesting public	CAG3	NPI3

	land sale receipts should not be the overriding objective in heritage disposals. Too often wider regeneration objectives are lost as a consequence of pressure to maximise capital receipts.		sector should not prioritise maximisation of revenue when disposing heritage assets.		
DA9	Councils need to develop a flexible vision for their historic buildings. It should allow for change of use where the original use of a historic building is no longer viable.	42	Recommendation for local authorities to create flexible heritage framework.	CAG3	LPI3
DA9	Fortunately for Ancoats, the North-West Development Agency actually became involved and used its powers to secure a huge area of Ancoats and that will pave the way for the critical mass that is necessary.	58	Local authority statement noting importance of involvement of former public sector economic development agency in heritage regeneration	CAG3	RPI3
DA9	In the Northern Quarter area of the city centre, housing associations have been acting for many years and continue to do so. That is a grassroots type approach to regeneration; we are not looking for massive change that will continue into the future.	61	Statement by Phil Babb, Manchester City Council noting success of existing regeneration initiatives.	CAG3	LPI3
DA9	Clearly a lot of local authorities are not geared up to the major development pressures, which we are currently having, particularly in the north-west of England.	61	Mike Burchnall's comment relating disparity in ability of local authorities.	CAG3	LPI3
DA9	Ideally both the City Council and also English Heritage ought to have access to property surveyors so that they can advise the local planning authority on the commercial realism because that inevitably is a	62	Chris Oldershaw request for outsourcing of certain skills.	CAG3	LPI3

	process of negotiation between the local authorities and the developer.				
DA9	Regeneration is at the heart of Manchester City Council's strategies and therefore that approach to partnership comes from the root of every way that we work.	62	Fran Tom's statement confirming importance of regeneration in council strategy.	CAG3	KPC3
DA9	Facing deprivation is a real problem. People are expending their efforts and limited resources on more pressing issues than the historic environment, such as health, education, reduction of crime and poor quality housing.	65	John Cummings. Note. Negative case analysis for heritage regeneration due to other public sector priorities.	CAG3	NPI3
DA9	English Heritage has a number of different grant schemes and all of them are constrained by the resources available.	78	Deborah Lamb's, English Heritage statement confirming lack of resources within heritage grant schemes.	CAG3	NPI3
DA9	It must be said that not all local authorities are equally effective. I am sure it is recognised that many are very proactive and have been able to utilise resources more than some others.	83	Jack Warshaw's, RTPI, comment relating to disparity in ability of local authorities.	CAG3	LPI3
DA9	There is traditionally a lack of design awareness across the whole of the public sector and certainly until maybe the last decade there has been little incentive within the planning system to promote good design	84	Mike Hayes', Watford Borough Councils comment relating to lack of design awareness in public sector organisations.	CAG3	NPI3
DA9	A large number of buildings mean that there is a necessity to develop and create the scarce skills in-house. It is very often the larger local	84	Mike Hayes' comment relating to disparity in ability of local	CAG3	LPI4

	authorities, or those, which have very obvious historic inheritances, which have been able to develop expertise. Elsewhere, with a smaller number of listed buildings, a smaller number of local authorities, it is much more difficult to develop that in-house capability.		authorities.		
DA9	Liverpool Vision's core strategy document, *The City Centre Regeneration Framework*, recognises the vital role of historic buildings and public spaces, and this is reflected in its implementation strategies, such as the current *Ropewalks 2 Strategy*.	117	Liverpool City Council (LCC) statement confirming importance of historic assets in local authority regeneration strategy.	CAG3	KPC3
DA9	The Northwest Development Agency has recognised the historic environment as strategic issue in its economic development strategy for the region.	117	LCC statement of importance of role of historic assets in regeneration strategy of former economic regeneration agency.	CAG3	RPI3
DA9	Urban regeneration agencies, programmes and initiatives tend to have short-term lives compared to investment and development cycles. The regeneration project culture calls for relatively rapid, visible and measurable achievement, which historically has led to tensions with those persons and organisations taking a more measured approach. English Heritage, for instance refers to a 30-year commitment in *The Heritage Dividend* (1999). This raises the issue of impact and a	118	LCC statement noting conflict between development and public sector objectives. Recommendation for change in strategy and long-term approach to heritage regeneration. Note bias?	CAG3	NPI3

	potential conservation and regeneration agency difference in approach.				
DA10	We want to ensure that our exceptional heritage is recognised, valued, enhanced, explained and made accessible to as many people as possible. Even more importantly, the Council wants the process to be inclusive and accessible so that local residents play a significant role in deciding how best this might be done.	4	Statement noting commitment of local authority to heritage regeneration and localism.	CAG3	KPC3
DA10	The Built Heritage Strategy is a document that looks at the designated heritage assets of Blackpool and sets out a plan for monitoring, protecting and managing them over the next six years.	5	Statement confirming local authority commitment to protection of heritage assets.	CAG3	LPI3
DA10	One of the main reasons for the Strategy is to promote a greater appreciation of the extent of the built heritage of the town. It's essential to understand that the built environment never stands still and is always the subject of pressures for change. There will always be a tension in balancing the protection of built heritage with the demand for development. This strategy closely follows the format developed by Fylde Borough Council who has kindly agreed to the use of the format they developed in partnership with statutory and amenity bodies in 2013.	7	Statement highlighting apparent tension between preservation and regeneration of historic assets. Statement noting replication of previous heritage frameworks format; indicates knowledge sharing.	CAG3 CAG3	LPI3 LPI3
DA10	Specifically, the NPPF states that local authorities should set out in their Local Plan a positive strategy for the conservation and enjoyment of the historic environment. It notes how heritage assets are	20	Statement confirming National Planning Policy Framework requirement for positive	CAG3	KPC3

	irreplaceable and should be conserved appropriately. In drawing together policies, the local authority should consider the economic, social and environmental benefits of conservation and in particular any new development should make a positive contribution to local character.		heritage conservation plan and guidelines. Note the use of the term conservation and not regeneration.		
DA10	Blackpool Council has nine corporate priorities that help direct its policies and how it governs. One of these is expanding and promoting our tourism, arts, heritage and cultural offer. This includes protecting and enhancing the historic built environment and making it part of the overall economic offer of the town.	23	Statement confirming position of heritage within local strategy. Comment that heritage should contribute to economic output of local area.	CAG3	KPC3
DA10	With reduced resources and a limited remit (English Heritage will normally only advise on Grade II* and Grade I buildings) the statutory body has been unable to comprehensively review changes to and/or deterioration of such buildings. To combat this they recently launched a scheme to try and involve local groups in capturing information about the condition of local Grade II listed buildings stock. This is intended to result in what is effectively a list of Grade II buildings at risk.	12	Claim relating to apparent reduced resource within Historic England; statutory advisor to central government. Note. Claim relating to relevance and potential use of local lists.	CAG3	RPI3
DA11	The council is committed to the promotion, protection and the maintenance of the city's finite and often fragile heritage. It is committed because it recognises the important contribution heritage	1	Statement confirming local authority commitment to promotion protection and	CAG3	KPC3

	makes to the city council's vision of Manchester as a World Class City.		maintenance of heritage.		
DA11	Ensure that there are appropriate governance arrangements covering heritage matters with processes to allocate scarce funding according to need and contribution to council priorities.	7	Statement regarding local funding restrictions for heritage regeneration.	CAG3	LPI3
DA11	The council's principles for managing its portfolio of heritage assets are to ensure where appropriate heritage assets are put to productive use consistent with their historical significance	7	Statement confirming local authority requirement to ensure historic assets are put to productive use.	CAG3	LPI3
DA11	Whilst the council recognises the important contribution that heritage can make to the overall wellbeing of the city its profile needs to be balanced against other competing council priorities.	8	Statement of acknowledgement of statutory priorities within local authority.	CAG3	LPI3
DA11	There is a need to sustain the profile of heritage so that it is a consideration in decision-making and resource allocations of the council.	8	Statement of acknowledgement of need to sustain profile of heritage.	CAG3	KPC3
DA11	The council will have to be imaginative in bringing buildings into use and will need to consider alternative uses as a means of making heritage management work in practice with an emphasis on use rather than leaving buildings vacant.	8/9	Statement that creative decision making is required to bring historic assets back into use.	CAG3	LPI3
DA11	The role of heritage needs to be better exploited to help regenerate areas and support the city's growth.	9	Claim for need to exploit potential of heritage to further	CAG3	LPI3

			assist in regeneration.		
DA11	In order to provide the highest quality of heritage management the council needs to ensure it has the right personnel, skills and capacity related to heritage assets. Existing capacity and expertise of the council in dealing with heritage assets is constrained. Key issues to respond to is the need for improved training and ensuring access to scarce expertise.	11	Request for need for improved training and ensuring access to scarce expertise.	CAG3	LPI3
DA11	The City Council takes a pragmatic, pro-active and entrepreneurial approach to managing the historic portfolio.	14	Claim relating to local authorities proactive approach to heritage regeneration.	CAG3	LPI3
DA11	Community ownership where it has a sound financial operating basis and access to experience is a viable long-term management arrangement for historic assets.	14	Acknowledgement of use of third sector to deliver heritage regeneration projects. Note negative case analysis.	CAG3	NET3
DA11	The overall responsibility for implementing the strategy will lie with the Council's Asset Management Group reporting through an appropriate city council committee. Heritage is a common inheritance and as such this strategy needs to be seen as a common concern and priority for a wide numbers of members and staff across the council.	21	Confirmation of governance of heritage regeneration within overall local authority policy.	CAG3	LPI3
DA12	We want to use our unique historic assets to help regenerate Pennine Lancashire for now and future generations	1	Confirmation of local authority commitment to heritage	CAG3	KPC3

			regeneration.		
DA12	Further to this, the move towards localism with continued cuts to public sector funding will require setting clear priorities on managing the historic environment. There will be a need to work even closer with local groups and civic societies and also embrace the private sector for the investment opportunities it offers.	3	Confirmation of apparent requirement to engage with third sector and private sector to deliver heritage regeneration projects.	CAG3	PAR3
DA12	Finally, public sector cuts and standing reductions are also having a significant impact upon the local authorities professionals' ability to retain their skills and knowledge. According to latest statistics, the number of archaeological specialists and conservation specialists in local authorities across England has fallen 9.5 per cent and 2.4 per cent respectively in the past year. Future heritage and conservation services within Pennine Lancashire authorities may need to look at alternative delivery models through greater networking or sharing services.	18	Comment relating to acknowledgement of apparent lack of resources in public sector. Direct evidence provided. Comment relating to acknowledgement of need to outsource to obtain necessary skills.	CAG3	LPI3
DA12	Limited resources available within local authorities and public bodies both in terms of cash and staff affect heritage regeneration. Further to that, many of our mills are not grade II* listed restricting access to certain funds. The deliverability of any initiatives has to be considered in that context.	15	Claim relating to difficulties of local economic context and impact on delivery of heritage regeneration. Highlights issue of lack of funding assistance for none listed buildings.	CAG3	LPI3

DA12	These 24 Pennine Lancashire projects are examples of heritage investment opportunities; whilst local authorities will have comprehensive lists of further local opportunities. Priorities will change and shift depending on what schemes can be brought forward if opportunities lend itself.	19	Comment on prioritisation of projects and understanding of need to change priorities from local authorities.	CAG3	LPI3
DA12	With cuts to public funding and scarcity of resources, local authorities will need to look at new ways of regenerating area. Whilst this may not be a problem in some parts of the country, which continues to experience market buoyancy, it is difficult in parts of Pennine Lancashire, which has in the past experienced areas of market failure. Such areas need more radical approaches to deliver regeneration.	34	Recommendation of need for radical approach to regeneration in areas of market failure.	CAG3	LPI3
DA12	As custodians of our local area, we have a duty to conserve and enhance our heritage for future generations. Pennine Leaders and Chief Executives have agreed to the Heritage Compact to ensure our built heritage is not lost. Pennine Lancashire public bodies need to continue to lobby Government and its departments to recognise the Heritage potential to accelerate local growth.	4	Comment on local authority's duty to protect and conserve heritage for local population. Claim that local authorities to lobby central government on importance of heritage.	CAG3	KPC3
DA12	The Heritage Investment Strategy is produced in collaboration between Pennine Lancashire local authorities, Regenerate Pennine Lancashire and English Heritage. It is a compact signed between Pennine Lancashire Leaders and Chief executives with the aim to raise the		Confirmation of production of heritage investment strategy.	CAG3	LPI3

	importance of heritage and how it can be used to deliver regeneration and growth.				
DA12	Following the demise of Housing Market Renewal (HMR) funding, many housing sites had been mothballed. Councils had to be innovative in delivering regeneration and to maintain a development momentum. Pendle Council took the indicative to partner with Barnfield Investment Properties setting up the Pearl 2 partnership. This was effectively a local asset- backed vehicle (LABV), with the council contributing land and buildings, as well as coordinating public funding streams, and its private partner contributing money and construction expertise.	34	Confirmation of Local Asset Backed vehicle method of delivery of heritage regeneration by local authority working in partnership with private sector. Note. Indication of innovative partnership approach.	CAG3	PAR3
DA12	Since the recession and ongoing Government austerity measures, the public sector has moved away from grants to investment – 'something for something'. The old days of gap funding and public sector bridging finance to support the development and delivery of schemes have somewhat passed. Today, it's important that projects are increasing viable and present a return for both the private and public sector. Hence, since the recession, the private sector investment, expertise and partnership has been recognised as increasing important which can help unlock development sites. There has been very little private sector investment within Pennine	35	Confirmation of an amendment to governance from grant provision to loan provision. Claim relating to need for private sector development involvement in heritage regeneration. Recommendation for private sector developers to consider forms of value other than	CAG3 CAG3	NPI3 KPC3

	Lancashire's heritage but those who have invested had shown tremendous value this sector can contribute to the economy and local communities. We need to start developers thinking beyond viability and conservation deficits and more into investing and owning a piece of history within unique spaces.		financial when considering participation in these projects.		
DA13	The Council has a key role in enhancing the public's understanding and appreciation of the Borough's historic environment and heritage.	24	Confirmation of local authority understanding of heritage environment.	CAG3	KPC3
DA13	Four key themes underpin the Historic Environment Strategy: Understanding, Positive Action, Developing Partnerships and Promoting Best Practice.	6	Comment on key themes of heritage investment framework from local authority.	CAG3	LPI3
DA13	Changing national policy, changes to legislation, limited resources and funding opportunities dictate that in the future clear priorities must be established both in terms of developing the Council's own heritage projects as well as providing support for projects led by others.	7	Comment on apparent need for a local authority to develop policy priorities due to funding and resource reductions.	CAG3	LPI3
DA13	The Council has been successful at securing substantial levels of external funding for heritage-led regeneration activities and has supported these projects through its own capital programme. These projects have been managed and delivered to an exceptionally high and exemplary standard, a feature that has been recognised by as one of Knowsley's key strengths.	7	Comment on local authority obtaining external funding for heritage regeneration. Note anecdotal no direct evidence provided.	CAG3	LPI3

DA13	The scope of heritage can be very wide, but the emphasis of the strategy will necessarily need to focus on heritage assets where the Council has a direct role and responsibility and some influence in the decision-making or management process. The strategy will also seek to positively include or make reference to private and voluntary sector owned or influenced assets and activities and highlight the Council's role in encouraging and supporting these.	13	Statement outlining local authority policy to focus on direct intervention on assets under ownership. Note prioritisation of focus on assets under local authority ownership.	CAG3	LPI3
DA13	The Council has a key role in enhancing the public's understanding and appreciation of the Borough's historic environment and heritage.	24	Comment highlighting local authority role in increasing awareness of heritage.	CAG3	LPI3
DA13	The Council has a major role to play in developing a strong identity for Knowsley rooted in its heritage. We must build on our previous experiences and work with local communities to ensure our work is relevant and representative, and therefore encourages public support, engagement and participation.	24	Confirmation of local authority desire to engage with local communities to engender support for heritage projects.	CAG3	KPC3
DA14	We have a duty to conserve and enhance our heritage for future generations, and there is much still to do.	2	Confirmation of local authority requirement to continue to conserve and enhance heritage.	CAG3	KPC3
DA14	We have no desire to stifle development. On the contrary, Liverpool's unique blend of old and new is part of what makes it different. Our aim is to conserve the city's cultural heritage to the highest standards of	2	Comment on apparent local authority desire to adopt pro development approach.	CAG3	LPI3

	good practice while integrating contemporary architecture.				
DA14	Liverpool City Council is involved in heritage in a number of different ways. This framework proposes an approach by which the Council can coordinate the targeting of resources on priority projects. These resources may be financial for instance through grant funding programmes administered by the Council or may be staff time or other support. The resulting annual Priority Programme will also provide an indication to external funders of the Council's current and future priorities for their investment.	64	Comment on local authority apparent availability of resources and means of assistance for heritage regeneration. Note claim for need to prioritise investment decisions.	CAG3	LPI3
DA15	Following the abolition of regional government, Local Enterprise Partnerships (LEPs) will form the only level of governance between the national and local levels. They are likely to have a significant influence therefore over regeneration proposals and outcomes.	20	Campaign to Protect Rural England (CPRE) comment relating to regional regeneration governance.	CAG3	RPI3
DA15	Heritage-led regeneration represents a neat fit with the current emphasis on localism and decisions being made at the closest level possible to those areas and communities involved. Viewed from this perspective, heritage-led regeneration represents a "micro" level of regeneration as against the "macro" level of nationwide strategies and policies. Projects that place individual heritage assets and historic areas at their centre almost always reflect local issues. These small-scale schemes ensure a viable use for important elements of our heritage that	56	English Heritage statement proposing that heritage regeneration accords with current governance and commitment to localism.	CAG3	LPI3

	have significant community value.				
DA15	The loss of capital funding for regeneration schemes previously provided by the RDA's is impacting badly upon areas of market failure and market deprivation.	110	Institute of Historic Building Conservation comments on the absence of RDA funding	CAG3	RPI3
DA15	The Regional Growth Fund while welcome, is too limited in scope and capacity for the significant loss in resource	110	Institute of Historic Building Conservation comments on RGF funding	CAG3	RPI3
DA16	Moreover, the Government has apparently paid little regard to the lessons from previous approaches to regeneration. We have heard that there is much that can be learned from both successful and unsuccessful initiatives, and that the past offers particular lessons about the factors contributing to successful regeneration. It is crucial that the strategy be based upon a clear understanding of lessons from previous approaches and of the factors that have contributed to successful regeneration. It must also include a clear set of objectives against which its own success can be measured.	57	Statement relating to central government need to learn from previous regeneration programmes and to measure regeneration effectively.	CAG3	NPI3
DA16	However, the document gives us little confidence that the Government has a clear strategy for addressing the country's regeneration needs. It lacks strategic direction and is unclear about the nature of the problem it is trying to solve. It focuses overwhelmingly upon the achievement of economic growth, giving little emphasis to the specific issues faced	3	Claim relating to lack of ability of current governance to resolve regeneration issues in areas of market failure.	CAG3	NPI3

	by deprived communities and areas of market failure.				
DA16	Also lacking is a strategy for attracting private sector investment: the Government should consider possible sources of gap funding and the potential for the alignment of public spending streams to encourage private investment.	5	Comment on apparent lack of overall strategy and funding assistance that is required to attract private sector finance into regeneration areas.	CAG3	NPI3
DA16	The Government has apparently paid little regard to the lessons from previous approaches to regeneration. There is a great deal that can be learned from both successes and failures. The Government should urgently review the lessons learned from past regeneration programmes and encourage local areas to learn from each other.	5	Claim relating to apparent lack of understanding of previous regeneration programs.	CAG3	NPI3
DA16	The Government should now produce a national regeneration strategy that addresses all these issues and sets out a coherent approach to tackling deprivation and market failure in the country's most disadvantaged areas.	5	Request for implementation of lack of national regeneration strategy.	CAG3	NPI3
DA16	We nicknamed it a toolkit because it is devised for those purposes, and it is certainly not intended to be the be all and end all when it comes to regeneration. It is supposed to be a very deliberate attempt to move from the top-down, centrally driven, bluntly unaffordable and certainly unsustainable approach to redevelopment and regeneration that has not always delivered what was intended despite the many thousands of	10	Comment by central government on central government governance of regeneration. Indicates opposition to previous regeneration strategies.	CAG3	NPI3

	pages of words.				
DA16	In regeneration, you absolutely have to have a locally-led process, so localism is absolutely the right approach to regeneration. However, you also have to transfer resources from wealthy places to places in need. The danger of the localism agenda is that neighbourhoods are left to sink or swim, and the deprived neighbourhoods will sink.	12	Comment by Chris Brown, private sector development company on current governance potentially not addressing issues in areas of market failure. Comment on support for localist strategy.	CAG3	NPI3
DA16	We recommend that the Government develop and publish a clear and coherent strategy for how private sector investment can be attracted into areas of market failure. This strategy should, amongst other things, identify potential sources of gap funding that can be used to stimulate private investment. It should also explore how public funding flows can be aligned to ensure they lever in the maximum amount of private capital	20	Comment on requirement for central government to co-ordinate strategy to attract private sector investment and provide clarity in public sector funding assistance.	CAG3	NPI3
DA16	We are concerned about the loss of knowledge and skills and the serious risks this poses both in the short term and for future regeneration projects.	27	Claim relating to apparent requirement for the retention of skills within regeneration.	CAG3	NPI3
DA16	Amongst the key lessons set out in our evidence, it is clear that there is no 'silver bullet' and that regeneration has to involve a multi-faceted approach focusing both on people and the places in which they live.	38	Comment relating to requirement for localist approach to regeneration	CAG3	RPI3

DA16	I am very concerned that, if you look at the different proposals that are brought forward with the measures and organisations being reduced. The financial incentives and the sources of funding now being proposed through the localism process will work in favour of areas of prosperity where there is a property market. They will not work in favour of areas without an operating property market, where values have fallen or demand has fallen away.	105	Richard Summers', RTPI comment relating to funding allocation of current governance will not benefit areas of low value and low demand	CAG3	NPI3
DA16	However previous successful regeneration programmes had two critical features: long term interventions (more than five to 10 years) and a reliance on public sector funding to pump prime the programme while private sector is nurtured.	246	Royal Town Planning Institute claim about the apparent need for public sector intervention in regeneration.	CAG3	NPI3
DA16	The Localism agenda and the "Regeneration to Enable Growth" paper could be reinforcing if there is greater emphasis on the special features of particular places. Identifying and emphasising local heritage will help to raise local pride and reduce the problem of clone towns.	247	Royal Town Planning Institute comment on opportunity for heritage regeneration to complement localism policy.	CAG3	NPI3
DA16	We do not believe Government has a sufficient focus on the costs to the public purse of areas of concentrated deprivation. We believe that successful regeneration, and the arrest of the spiral of decline in the worst areas, has a positive financial return to public investment in terms of reduced welfare, healthcare, policing and other similar costs.	310	Igloo Regeneration comment on lack of recognition by central government on the benefits of successful regeneration.	CAG3	NPI3

8.6 Summary Table of Descriptive Codes and Findings from Documentary Analysis for R03.

Table 24 displays a summary of the responses collected following completion of documentary analysis in relation to research objective. This allows the researcher to match the responses from the extracted text from key documents to the developed codebook.

Table 24: Summary Table of Descriptive Codes for Qualitative Content Analysis of Key Documents for Research Objective Three

RO3. Undertake a critical analysis of the governance affecting urban heritage regeneration to assess the impact on the involvement of private sector development companies.								
CAG3	CHILD CODES							
ID	PAR3	REG3	GOV3	NET3	NPI3	RPI3	LPI3	KPC3
DA1	X				X			
DA2							X	X
DA3							X	
DA4								X
DA5								
DA6								
DA7								
DA8								
DA9					X	X		X
DA10						X	X	X
DA11				X			X	X
DA12	X				X		X	X
DA13							X	X
DA14							X	X

ID	PAR3	REG3	GOV3	NET3	NPI3	RPI3	LPI3	KPC3
DA15						X	X	X
DA16					X	X		
TOTAL	2	0	0	1	4	4	8	9

This section will summarise the findings of the qualitative content analysis of key documents for research objective three. At a national policy level perspective the data analysis appeared to provide evidence to confirm the concept of governance affects urban heritage regeneration (NPI3). Document DA1 appeared to confirm a policy commitment to devolve decision-making to a local as opposed national level. Evidence suggests that central government approach to governance looks to provide a toolkit of policy initiatives to assist in local decision-making providing a commitment to promote economic growth.

The findings of the documentary analysis revealed that current governance of localism and devolution of decision-making could provide opportunities for heritage regeneration. DA15 states urban heritage regeneration represents a micro level regeneration initiative that conforms to a localism policy objective. There is evidence of commitment at national, regional and local authority level in relation to heritage regeneration as demonstrated by documents DA2, DA4, DA9, DA10, DA11, DA12, DA13, DA14, DA15 and DA16. This apparent commitment to heritage regeneration appears to provide potential for opportunities in heritage regeneration for private sector development companies.

The qualitative content analysis revealed that local authorities have produced heritage investment frameworks reaffirming the policy commitment to codify a heritage strategy (KPC3). The completion of heritage investment frameworks has been evidenced by documents DA2, DA3, DA10, DA11, DA12 and DA13. The documents include specific strategies within local government relating to heritage and provide evidence of sharing of best practice within local authorities. These documents look to provide an opportunity for private sector development companies to identify potential urban heritage regeneration projects within the case study boundary.

Evidence had been provided to demonstrate innovative examples of governance by partnership in heritage regeneration (PAR3). DA12 provided direct evidence of governance by partnership that involved delivery of a heritage regeneration project involving local authorities and private sector development companies. This evidence corroborated the findings of the semi-structured interviews relating to the ability of public sector organisations to facilitate urban heritage regeneration.

The qualitative content analysis identified apparent concern relating to the current governance affecting heritage regeneration at national, regional and local political level. In relation to national policy matters (NPI3), DA15 contained information claiming that the absence of a national regeneration strategy affects the current governance of heritage regeneration. The commitment by central government to reduce public sector funding appears to have impacted on the ability to engage in urban heritage regeneration projects. Four out of sixteen documents contained information stating that there has been an apparent reduction in funding for heritage regeneration due to the policy initiative of public sector deficit reduction by central government.

At a regional governance level (RPI3) documents contained a statement claiming that that the loss of Regional Development Agencies may be a detriment to facilitating heritage regeneration. It was claimed that replacement Local Economic Partnership organisations are affected by a lack of resources. Document DA9 contained a request at a regional governance level for the creation of a clear vision accompanied by strong leadership in relation to the delivery of urban heritage regeneration projects.

With reference to governance affecting local authorities (LPI3), four out of sixteen documents claimed that local authority organisations have been affected by a reduction in financial and human resources. It was also claimed that there was a need for local authorities to undertake prioritisation of other statutory functions. Statements within the documents claimed that this had affected their ability to engage in heritage regeneration. This theme was identified in DA9 published in 2004 and appears to remain a theme in the contemporary period of governance.

There was acknowledgement in documents DA9, DA11 and DA12 of the need to innovate and engage in unconventional transactional methods to engage in heritage regeneration projects with private sector development organisations. DA9 stated that there was a need for increased multi-disciplinary skills teams within public sector organisations to implement heritage regeneration projects. Local authorities and regional economic growth agencies are recommended to invest in peripheral areas and in areas of low value and low demand. It was stated that this was required in order to attract private sector development companies to become active in those areas.

240

It was recommended that local authorities should lobby central and regional agencies to obtain funding to prevent deterioration of heritage assets. In addition local authorities should also consider disposal of heritage assets within their property portfolio. This, it was claimed, could provide opportunities for private sector development organisation to invest in heritage regeneration. Document DA10 recommended increased use of local lists, administered by local authorities, to accurately record the level of heritage within an area.

8.7 Summary of Responses from Fixed Online Survey for RO3

The completion of semi-structured interviews and documentary analysis, relating to objective research objective three, was complemented using the data collection method of fixed online survey. Fifteen senior practicing professionals who participated in stage one of the semi structured interview process were contacted. It was established that four individuals had left their employment position therefore contact with these individuals was not possible. In relation to the eleven interviewees remaining, seven individuals completed fixed online surveys, equating to a completion rate of sixty four percent. A copy of the fixed online survey template is contained in Appendix E.

All private sector development director interviewees, I01, I02 and I08 who participated in the fixed online survey identified that the most effective method of governance was governance by partnership (PAR3). From the perspective of private sector development organisations, all private sector development director participants in the fixed online survey identified importance of the issue of the conservation deficit. They highlighted that any governance strategy to encourage involvement in these projects should prioritise the ability for public sector organisations to provide methods of assistance to bridge the conservation deficit.

All participants employed by local authority organisations who participated in the fixed online survey stated that the policy of physical regeneration was a high priority for local authorities within the case study area (KPC3). The interviewees claimed that this regeneration policy remained a high priority relative to other statutory requirements such as health and social care. It is noted that the employment position of respondents may have influenced their view in relation to the policy priority level

of urban heritage regeneration projects within local authority organisations. The responses provided by local authority respondents may include social desirability bias (Kaminska and Foulsham, 2013). Therefore the respondents may have provided a social acceptable, rather than a response that reflects their true thoughts in response to the question (Kaminka and Foulsham, 2013).

All interviewees who participated in the fixed online survey indicated that they were aware of private sector development organisations who have received public sector assistance, for urban heritage regeneration projects. This convergence of views appears to confirm findings that there is a need to consider initiatives to reduce the apparent perception of a lack of public sector assistance for urban heritage regeneration projects. Interviewee I08, private sector development director, identified a limited knowledge of the availability of public sector assistance for urban heritage regeneration projects. The interviewee outlined that "it is unclear on what grants could be directed towards restoring and refurbishing historic buildings themselves".

It is noted, on reflection, that the employment position of the respondent may have influenced their response to the question. The interviewee had previously indicated that their employment organisation had expressed an unwillingness to engage in future urban heritage regeneration projects. This may have affected the response as the respondent who had been confirmed that they had been engaged in these projects, no longer be actively progressing these types of projects. This apparent lack of participation may have prevented the respondent from possession knowledge of public sector incentives currently available for these projects.

Within the fixed online survey, all respondents were asked to select series of options proposed by the researcher in relation to potential revisions to the current governance of heritage regeneration. The recommendations to facilitate effective governance of urban heritage regeneration ranked in order of priority, according to the participants were:

1. Provide methods of assistance to bridge the conservation deficit.
2. Adopt radical policy initiatives to deliver regeneration projects in areas of market failure.
3. Implement measures to encourage end user demand.

4. Raise awareness of the value of heritage regeneration projects.

5. Increased delivery of infrastructure / public realm improvements by public sector organisations.

The main findings resulting from the fixed online survey are as follows:

- There appears to be evidence of private sector development company activity in heritage regeneration in the current period of governance of heritage regeneration.

- Four respondents believed that heritage regeneration was a low policy priority at central government level. (KPC3)

- All local authority respondents believed that heritage regeneration was a high policy priority at local authority level (KPC3).

- Four respondents claimed that that the most appropriate governance strategy for urban heritage regeneration is governance by partnership (PAR3).

- Four respondents stated that the period of 2000-2010 was the period that could have most affected delivery of successful regeneration.

- Six respondents stated that the primary actor facilitating the delivery of heritage regeneration projects was private sector development companies.

- All respondents provided evidence to confirm that public sector incentives had been instrumental to facilitate heritage regeneration projects involving private sector development companies.

- Four respondents believed that Local Economic Partnerships are currently inactive facilitators in heritage regeneration. However five respondents believed that the role of these organisations would evolve to become active facilitators (RPI3).

- All respondents stated that the withdrawal of European funding would adversely affect delivery of urban heritage regeneration within the case study boundary (NPI3).

8.8 Conclusions following Qualitative Content Analysis for R03.

This section will outline and summarise the findings and identification of key themes relating to research objective three. Completion of qualitative data analysis of fifteen semi-structured interviews, sixteen documents and a fixed online survey has been

used to verify the findings of the literature review. The findings of the completed qualitative content analysis appear to show that:

- Current governance of urban heritage regeneration may provide opportunities for private sector development companies.
- Creation of heritage investment frameworks by local authorities demonstrates awareness of the potential value of heritage. These frameworks could provide the basis for the creation of a coherent localised strategy for heritage regeneration.
- The availability of public sector incentives availability and process for obtaining assistance for heritage regeneration projects requires clarification by central, regional and local government.
- Central government is recommended to provide an information platform to highlight engagement in contemporary methods of governance by partnership.
- Local Economic Partnerships should consider increased engagement in the provision of increased funding for urban heritage regeneration projects.

The outcome of the chapter has been to generate findings relating to a critical analysis of the current concept of governance and subsequent impact on the involvement of private sector development companies in these projects. The key findings and themes relating to the completion of the research objective will be applied to the development of the initial theoretical framework.

CHAPTER 9: ENGAGE WITH THE PRIVATE SECTOR DEVELOPMENT COMMUNITY TO ESTABLISH THE OPPORTUNITIES AND CONSTRAINTS THAT AFFECT PRIVATE SECTOR DEVELOPMENT COMPANIES PARTICIPATION IN URBAN HERITAGE REGENERATION PROJECTS (R04).

This chapter reports the findings in relation to the fourth research objective. The research objective is to engage with the private sector development community to establish what are the opportunities and constraints that affect private sector participation in these projects. The structure of the chapter is as follows:

1) The chapter provides an initial definition of the opportunities and constraints that affect private sector development companies generated from the findings of the literature review and creation of the concept map.

2) It then provides a summary description of the transcripts from the qualitative data analysis of semi-structured interviews.

3) It provides a description of the findings from the qualitative content analysis of documentary reviews.

4) Finally it provides a summary of the findings of the qualitative data collection and analysis and outlines the key themes relating to the opportunities and constraints to be included into the initial theoretical framework.

9.1 Initial Definition of the Opportunities and Constraints affecting Private Sector Development Companies Participation in Urban Heritage Regeneration.

An initial classification of the key opportunities and constraints to be used in the theoretical framework has been developed following engagement in the literature review. Key themes have been adopted to create the parent and child codes contained in the codebook that have been subject to verification by qualitative content analysis of semi structured interviews and key documents. The codebook is shown in Table 25.

Table 25: Initial Codebook of Initial Definition of Opportunities and
Constraints for Private Sector Development Companies

Research Objective	Parent Code	Child Code	Description
Engage with the private sector development community to establish what are the opportunities and constraints that affect private sector development companies participation in these projects.	OAC4	RET4	Project return and viability
		LEC4	Local economic context
		HER4	Heritage asset
		PUB4	Public sector
		CON4	Stakeholder consultation and community involvement
		FUN4	Funding
		RIS4	Risk
		COS4	Cost
		PLA4	Planning and regulation
		END4	End user
		SKI4	Skills
		PRO4	Programme

Source. Own development.

The key findings of the literature review appear to show that key opportunities for private sector development organisations that the project must be considered to be a viable project prior to participation. An interrelated concept is that the private sector organisation should generate an acceptable level of return (RET4) that will vary according to the nature and type of property development organisation. In heritage regeneration projects, a conservation deficit may exist where the regeneration costs of the project exceed the initial value. In this instance private sector development organisations would look to require assistance to resolve the conservation deficit (FUN4).

A number of factors emerged from the literature review that could be considered as constraint of the heritage regeneration project. The local economic context (LEC4) particularly areas of low value and demand, appears to affect participation. It was established that it would be difficult for private sector development companies to deliver viable heritage regeneration projects in these areas without public sector assistance (PUB4). However, if the public sector was an active facilitator in a local area, then this may provide an opportunity for private sector development participation.

An opportunity for private sector development companies in relation to the local economic context was identified. Heritage assets may be located in areas that appear to present an opportunity for private sector development companies to satisfy the demand for residential, commercial and leisure accommodation.

The agency of the heritage asset (HER4) was identified as a key consideration that could encourage participation. The literature confirmed that potential types of heritage asset such as industrial mills may encourage participation in urban heritage regeneration by private sector development organisations. The configuration of these assets may allow private sector development organisations to create accommodation suitable for end users. However a constraint to engage in heritage regeneration was identified as the perception of high levels of initial construction, hidden and post completion project costs (COS4). The inability to accommodate the needs of modern occupiers and the subsequent inability to attract an end user (END4) to the project appears to be a key constraint for private sector development companies.

The nature of the private sector development organisation and associated risk profile (RIS4) was a constraint. The literature revealed that a primary influence of private sector participation in heritage regeneration is the organisational attitude to risk. Heritage regeneration was perceived to be high risk; risk mitigation strategies were considered to be important to private sector property development participation. Other factors that were considered to be a constraint on participation was protracted negotiations with project stakeholders (STA4) and the complexity of the planning and regulatory approvals process (PLA4).

9.2 Codebook of Extracted Data from Semi-Structured Interviews with Senior Practicing Professionals for RO4

The process of data analysis has followed the qualitative analysis process for research objective on described in 4.9.2. Table 26 displays extracted data from completed semi-structured interviews that has been cross-referenced to the questions asked during the semi-structured interview.

Table 26: Qualitative Content Analysis of Semi-Structured Interviews with Senior Practicing Professionals for Research Objective Four

RO4. Engage with the private sector development community to establish the opportunities and constraints that affect private sector development companies participation in urban heritage regeneration projects.				
ID	RESPONDANT RESPONSE	MEMO / INTERPRETATION	PARENT CODE	CHILD CODE
I01 v1(18)	We have set ourselves out to show that heritage assets can be developed and in a design lead way and that they can still be profitable schemes. It has been have proved that, for example Albert Mill was a grade II listed building which was regenerated with purely private sector funding. It was completed in 2008 just before the market collapsed and the building was 100% sold through the recession. I would argue that this is purely down to the quality and uniqueness of that building which you would not get with a new build.	Comment that opportunity is ability to generate financial value via occupation without public sector support. Direct evidence of potential financial return and claim relating to importance on design led heritage regeneration.	OAC4 OAC4	RET4 END4
I01 v1(18)	However there are occasions where you entering into heritage asset projects at a time where either the condition of the building is such that it needs additional grant intervention. Or the market is such that it needs intervention as it is in an area where there is no precedent or it is going to be the first building; it is going to set the bar. Finance is without doubt the single biggest hurdle.	Claim that the constraints of building are the condition and location. This necessitates public sector funding assistance; interviewee claims that funding is the biggest constraint.	OAC4 OAC4 OAC4 OAC4	HER4 PUB4 LEC4 FUN4
I01 v1(7)	I think obviously the key risk is the condition of the building and managing and controlling of construction costs. The risk is that the condition of the building might be far worse that might be immediately visually apparent.	Comment that constraints include condition of heritage asset and costs of refurbishment including hidden	OAC4 OAC4	HER4 COS4

	Obviously these schemes tend to have higher construction and viability costs in any event because they are heritage assets. In any event the viability is marginal when you set out on these projects involving heritage assets. Any development cannot afford to mess up its predicted outturn costs but it is even harder to predict what they might be with a heritage asset and that is the single and biggest risk.	costs. Statement regarding private sector development companies will look for certainty on costing when delivering projects. Note regarding apparent marginal viability of heritage regeneration.	OAC4	RET4
IO1 v1(7)	If you think of the type of heritage assets that have been saved over the last ten or fifteen years e.g. former Victorian cotton spinning mills and that type of thing that were laying there vacant and derelict because people hadn't thought of living in them or putting their businesses in them. I suppose we have found design lead solutions and given the market a new proposition for them. They have been reinvented. Actually the perception of living in an historic building has also changed to the extent that people value that more because it is a unique proposition.	Comment that heritage assets are viewed as attractive places to live and work due to uniqueness. Opportunity for development companies to produce habitable spaces in heritage assets due to change in perception of living in these buildings.	OAC4 OAC4	HER4 END4
I01 v1(10)	I think that there is another part where it can be perceived to be in in actuality in reality with the process is that they are that many stakeholders involved in the process of regenerating a heritage asset that it becomes a bit of an argument. It can become a free for all about what the solution is. I do not think that there is one solution that ticks everybody's boxes and that there has got to be some form of compromise.	Comment that apparent constraint is the large number of stakeholders that affects delivery.	OAC4	CON4
I01	I think there is a perception with a heritage asset that you are taking on a	Indication of priorities for private	OAC4	RIS4

v1(11)	greater risk and a greater level of hassle and the market is taking the line of least resistance at the moment.	sector development companies may not include heritage regeneration.		
I01 v1(9)	From a developer perspective we have been quite fortunate in that the buildings have been perceived as a liability and we have been able to acquire them for a pound. Just because you have got the building cheaply does not necessarily mean that a solution can be found. Often the condition of the building is so poor that they can only be successfully regenerated with the help and leverage of grant intervention.	Statement that low acquisition costs of some heritage assets in regeneration areas. Claim that condition of building often requires public sector grant intervention.	OAC4 OAC4	RET4 PUB4
I01 v1(12)	I think that two things that will result from the national planning policy changes. In theory you are pushing on an even more open door as there is now a presumption in favour of sustainable development, this has got to be a help to heritage assets. My worry would be actually that the markets view of the changes in national planning policy is that it is going to make more marginal and difficult greenfield sites, more viable. Therefore the market will concentrate on those sites rather than heritage assets because it has made those options easier. That ironically will be a bad change that would potentially come from the change in national planning policy.	Comment that changes to planning policy may result in development companies looking to develop in none regeneration areas. Recommendation that local government should possess ability to recycle financial income from none regeneration projects into heritage regeneration.	OAC4	PLA4
I02 v1(18)	I still believe is true is that often you can extract greater value there is a charm associated with working with historic assets and with that come some sort of value.	Claim that opportunity is to generate commercial value through uniqueness of heritage asset.	OAC4	RET4
I02	Inevitably it is cost as the cost of retention exceeds the cost of building new	Claim that cost is single biggest	OAC4	COS4

v1(7)	and that remains the single biggest impediment.	constraint.		
I02 v1(9)	It's all down to funding and the availability of partnership funding through an agency whoever that might be; whether that is the heritage agencies or more generic agencies such as Homes and Communities Agency. I think that because of the number of uncertainties associated with working with historic assets; then they help to mitigate against those uncertainties. The key issues are mitigation of risk and availability of funding.	Claim that lack of funding is a constraint to private sector development companies participation. Note the need to mitigate risk	OAC4 OAC4	FUN4 RIS4
I02 v1(10)	Availability of funding but that it only part of it as it has become a far more tortuous route to get consent for working on historic assets than it ever has been; so the combination of lack of resources and complexity and sensitivity. There is so many more people have a say now. Complex number of stakeholders not all of whom ought to have a say. In terms of the process needs to involve less people and be less streamlined and cost effective to get to a point of agreement.	Comment that apparent constraint is large number of stakeholders involved in heritage project.	OAC4	CON4
I02 v1(28)	In the old days a developer could just do a speculative project and there are so many factors that go against speculative development now including the lack of willingness of funders or even gap funders to take risk.	Claim that holding costs are a constraint including lack of ability to undertake speculative projects.	OAC4	COS4
I03 v1(7)	I think the lack of appropriate skills and knowledge is certainly one. It is often that teams or owners do not understand the significance or values of a place. Skills and knowledge also includes structural conditions of the building and that includes understanding the economics of how the buildings can	Claim that lack of appropriate skills within design teams and building owners is an apparent constraint.	OAC4	SKI4

	effectively be brought back into use.			
I03 v1(26)	We have had a whole host of heritage assets and projects that haven't moved forward. This is where some of the decisions are tied up around decisions about funding. Because of their very nature they take some time to get off the ground.	Claim regarding apparent lack of public sector support due to funding and priority issues and long term nature of heritage regeneration.	OAC4	FUN4
I04 v1(18)	I think it depends on the attitude of the local authority. It should be a real opportunity as it is about long-term sustainability as you are far more likely to have a profitable development if the scheme is the right one in the first place. You are going to attract the more appropriate businesses that will generate more rent who want to be in it for the long term.	Statement that heritage regeneration should provide opportunity of commercial return for private sector. Note anecdotal comment no evidence provided.	OAC4 OAC4	PUB4 RET4
I04 v1(11)	Funding needs to be looked at as well. I just find it really complex about things like VAT on listed buildings, business premises renovation allowance; it's a complete minefield. Someone who is employed in regeneration, like me, and I am not a specialist in historic buildings; it's got to be quite simple and it is really complex. There needs to be a clearer emphasis on heritage funding availability. There seems to be an area of the funding world that seems to keep moving according to what the governments funding priorities are.	Claim that complexity of funding regimes is apparently a constraint. Developers with access to specialist knowledge will be able to bring forward heritage regeneration.	OAC4 OAC4	FUN4 SKI4
I04 v1(11)	The risks are the complex nature of the projects involved. It involves more people, parties and organisations often with different views so it makes negotiations complicated. There is also a cost involved often requires additional public sector funding to be brought in which again makes the	Comment that constraint is the apparent large number of stakeholders involved in heritage regeneration.	OAC4 OAC4	CON4 COS4

	project more complex. There is a timing issue in that if the buildings are not protected then the buildings deteriorate over time that makes the project again more complex.	Comment that constraint may be cost of repair that necessitates need for public funding.		
I05 v1(18)	Too much hassle and too much risk. Rather than seeing it as an opportunity, certain developers or private companies will be put off by the perceived level of risk. That particularly applies to developers who have a very formulaic approach or development model.	Claim that high level of risk is a significant constraint. Statement that heritage regeneration may not appeal to all types of private sector development organisation.	OAC4	RIS4
I05 v1(18)	There are certain uses that lend themselves to that such as a boutique hotel, fine dining restaurant or office space for certain types of creative companies who want to create something interesting and quirky. This is because they want to get young and trendy creative people to work in their business and that is the environment that they want to work within. There are lots of examples where it can work positively.	Comment that opportunity is attracting an end user to the project.	OAC4	END4
I05 v1(7)	From a town planning perspective it is always the politics and the highly emotive nature of heritage assets. You might be taking the most sensibly minded approach to conservation in the development. However you have somebody who has a more academic, or the amenity societies who has more of a preservationist approach, who can cause an impediment and risk to the development.	Comment on the constraint of the apparent tension between preservationists and constructive conservationists in heritage regeneration.	OAC4	CON4
I05	I think that the lack of clarity around the legislation is not as effective as it	Claim that constraints include cost	OAC4	COS4

v1(10)	could be. On a more practical point it is the additional cost of bringing a heritage asset back into use in a viable development is an issue.	of repair, affecting viability and the complexity of legislation.	OAC4	PLA4
I06 v1(18)	Well the opportunities are creating somewhere very special, kudos. It represents an opportunity to invest in an area where its prospects are going up so it can give a very good return.	Comment that opportunity is potential financial return for early investors in regeneration areas.	OAC4	RET4
I06 v1(18)	The constraints are planning regulation rules and listing building regulation rules will reduce the flexibility of their existing building. They may have problems with things like parking. Quite often the areas where these buildings or sites are located in are not particularly accessible by private vehicles.	Claim that legislation and nature of specific heritage asset is a constraint	OAC4 OAC4	PLA4 HER4
I06 v1(18)	It is difficult to provide modern requirements of commercial occupiers such as floor plates. It might be difficult to attract certain types of occupier.	Claim that apparent constraint is nature of heritage asset that can make it difficult to attract end user.	OAC4	HER4
I06 v1(18)	The uncertainty of these buildings in that if you are not used to dealing with traditional buildings then there is an added risk there. You never really know what you are going to end up with and that has a cost implication.	Claim that risk and unexpected issues are a constraint.	OAC4	RIS4
I06 v1(10)	The reason why we get involved in most of these projects is the failure of the private sector because the income for these buildings is not sufficient to maintain them so they fall into disrepair.	Claim that constraint is apparently lack of on-going viability of some heritage regeneration projects.	OAC4	RET4
I06 v1(7)	Getting a suitable use in. The underlying market and the economy. When you are working with historic buildings it is obviously the structure of it. Many of the buildings in the areas that we work in are too deteriorated. In the	Claim that constraint is identifying a suitable end user and that condition of heritage assets affects adaptive	OAC4 OAC4	END4 HER4

	Ropewalks area of Liverpool, the condition of some of the buildings, are in a very advanced state of decay.	reuse potential.		
I06 v1(17)	Where we have got whole areas where we have got insufficient investment and it is too risky an investment so the public sector has to intervene.	Comment for the need for public sector intervention in areas of low demand and value.	OAC4	PUB4
IO7 v1(7)	In my experience bringing these buildings back into use involves more than goodwill and serious expertise but mainly risk wise a cocktail of stakeholders and more importantly funding. I have found that often more than one funding stream is required. Purely private sector money or straight grants cannot unlock particular buildings on their own.	Comment that constraint is requirement to obtain a cocktail of public funding to facilitate scheme delivery.	OAC4	FUN4
I07 v1(18)	Cost. It's just the cost. They are expensive projects to do but to have some of them under your wing brings a particular status and reputation and would help you to give you a better sell on the next project that you are looking at that commercially may drive a better margin.	Partnership building with public sector and is opportunity to show ability. Claim that cost is biggest single constraint.	OAC4 OAC4	PUB4 COS4
I07 v1(10)	The other one is the heritage and conservation industry in its own right. Basically they need to be pragmatic and as flexible as they can be in order to get these projects away and often projects on these types of buildings can only come around once in a decade if you are lucky so you need to seize the opportunity.	Claim that stakeholder discussions can be a project constraint.	OAC4	CON4
I07 v1(18)	Look at the hotel market in Liverpool at the minute the city is inundated with hotels, tourism is up but where is saturation point? Tourists will look for	Claim that opportunity to attract an end user to heritage regeneration	OAC4	RIS4

	hotels with a bit of character over the more standard projects and these buildings will have more longevity over the standard products.	project. Apparent constraint is potentially market saturation.	OAC4	END4
I07 v1(18)	At the end of the day they aren't going to look tired after 4 or 5 years. Once the stonework has been cleaned up it might need doing again after 30 years.	Claim that longevity of heritage asset is an opportunity.	OAC4	HER4
I07 v1(12)	There needs to be a commercial reality and people have to turn a profit from them. I think that there is an appreciation within the industry that some private sector developers are willing to meet in the middle. So rather than wanting 18 – 20% return, they may be willing to settle for sub 13% return and or take a longer-term view on their investment.	Note regarding development companies looking to achieve a financial return. Note direct evidence of expected level of developers return.	OAC4	RET4
I08 v1(4)	It can be in that if you have the skills to deal with historic assets it places you in a good position to secure them. Frequently historic assets are owned by the public sector so it enables repeat business so experience is key. I think also historic assets can add to the value of the completed project but not without significant challenges and obstacles to overcome to get to completion.	Claim for requirement for developer to possess appropriate skills. Opportunity to develop partnerships and generate financial value.	OAC4 OAC4 OAC4	SKI4 PUB4 RET4
I08 v1(9)	Political support at an early stage from the local authority or public body. Strength of that partnership between the public and private partnership and with that I think that you can do an awful lot. That would be my number one. Number two in this climate as we are where we are would be funding. Number three is I think that the days of doing a lot of speculative schemes where you do speculative space and call it a regeneration scheme is probably gone so you are going to need an occupier and some hook to work the scheme	Statement that opportunities to attract an end user and obtain funding for private sector development companies requires involvement of public authority organisations.	OAC4 OAC4	PUB4 END4

	around such as a large pre-let or occupier commitment.			
I08 v1(18)	We are not doing it because it is a historic asset. It's a development project and there will be a number of factors such as the location, demand, everything else. It is very rare that the heritage assets driving our approach to the scheme really. I will be honest we probably see it more of an obstacle rather than an advantage to us due to issues such as hidden costs, uncertainty, delays difficulties with planning departments. On our residential side we just will not look at them anymore; we are not interested.	Claim that development companies view projects as a traditional development not a heritage regeneration project. Project constraints include hidden costs, uncertainty and delays. Note negative case analysis.	OAC4 OAC4 OAC4	RET4 COS4 RIS4
I08 v1(18)	15 years ago we did a historic building in Bradford which was a fantastic grade ii* listed building right in the centre of the town where attracted a mix of uses and it was fantastic. I don't think we would do another one of them again although it is still in our portfolio.	Comment providing evidence of private sector historic involvement in heritage regeneration.	OAC4	HER4
I08 v1(18)	At the time, the project was occupier driven as occupier who specifically wanted to be located in a historic building. The factors were that we were a young company at the time looking for some profile we had an occupier prelet so there was specific circumstances at the time that lead us to it. Would we do it now? We don't think we would because we don't think that there would be the occupier there that would say, "I want to be in that building because it is such as lovely building". I mean that doesn't happen anymore.	Statement outlining previous opportunities in heritage regeneration. Claim that current constraint is lack of end users for historic assets. Note negative case analysis.	OAC4 OAC4	END4 HER4
I08 v1(11)	I think that there are certain local authorities where members are so sensitive to their electorate wishes that they block some quite major regeneration	Comment that constraint is planning restrictions; note does this apply to	OAC4	PLA4

	planning applications. I think that they should be held to account on their success in defending appeals and if their success rate is very poor then the planning inspectorate should be able to determine major applications in towns and therefore take powers away from local authorities.	heritage regeneration?		
I08 v1(10)	Well I think it is the conservation lobby generally who don't like people touching their historic assets certainly in some towns and cities. I think it is a misconception that regeneration only takes place in deprived inner city deprived neglected areas. There are some historic assets falling into disrepair in more attractive market towns of the north-west and north east that need as much attention.	Claim that negotiations with stakeholders including conservation lobby is a project constraint.	OAC4	CON4
I08 v1(28)	Funding is another obstacle obviously. In my experience we have always struggled with getting grants, I mean we are not clear on grants that could be directed towards restoring and refurbishing historic buildings themselves. I know that English Heritage ran a grant scheme but I seem to recall in my experience the grants available we very low very tricky to get hold of. I do not know if there are any replacements for that. That would help.	Claim that complexity of obtaining public sector grants is a constraint.	OAC4	FUN4
I08 v1(15)	The public sector can be both a potential occupier, they can act as an investor, they can secure the site. They hold many of the strings that need to be pulled, to enable a successful scheme to come forward.	Comment on the advantages of working with the public sector	OAC4	PUB4
I09 v2(14)	I think they are too risky for quite a few developers particularly with the housing developers that we work with they just want a cleared site where they	Claim that specific types of private sector developers may not attracted	OAC4	RIS4

258

	want to do their standard model. Obviously if you have got a heritage asset it is much more difficult you cannot do a standard model you have to adapt. It is potentially more risky and costly to do as it is something that perhaps has not been tried before.	to heritage regeneration projects.		
I09 v2(12)	I think sometimes the private sector they tend to think in general terms that there is lots of public money out there and they can get these big grants without realising that sometimes it is just not possible anymore.	Claim relating to an apparent reduction in available public sector funding.	OAC4	FUN4
I09 v2(12)	The thing that put them off historic assets is the concern regarding additional costs. In addition historic assets are sometimes quite difficult to convert depending on location, size, shape and configuration; particularly if you are trying to convert them for modern business needs. So it is a lot more difficult obviously than having a cleared site.	Claim that additional costs and inability to convert historic assets for modern use are project constraints. Note negative case analysis.	OAC4 OAC4 OAC4	COS4 END4 HER4
I09 v2(10)	The Heritage Enterprise Funding that seems to be quite a slow and laborious process to get through that and we discussed with them using it for a Mill but the size of the mill was too big and they said you will have to have a specified end use. This makes it a lot more difficult to do speculative schemes.	Comment that the process of obtaining funding and funding regime is a constraint in relation to completion of speculative schemes.	OAC4 OAC4	FUN4 FUN4
I011 v2(12)	What turns them off is expectations. There is expectations' from the landowners; this is something evidenced in central Salford where there were two or three landowners with unrealistic expectations given where they were and the condition of the building. There are expectations from the community, local and heritage that are difficult to manage. People like English Heritage	Comment that expectation of landowners and community is a constraint. Statement that condition of some historic assets affect project viability and is a constraint.	OAC4 OAC4 OAC4	RET4 CON4 HER4

	are more realistic but some of the lobby groups are less realistic.			
I011 v2(12)	The opportunities are what make the regeneration successful, instant townscape, interesting buildings, different spaces, they can add a bit of life into a development, which is otherwise lacking in character. A lot of developers are interested in buildings, the have got to look at the bottom line but they are interested in buildings and they are interested in historic buildings. That is a big change from perhaps the 80's so they are willing to support that and there are examples now as to where they can look too.	Statement that opportunities are to provide place-making opportunities and to work with interesting buildings. Note relating to developers interest in the built environment.	OAC4	HER4
I012 v2(12)	An opportunity is working with local authorities that have been incredibly supportive. They get a bit of bad press at times, but the council that I work with are incredibly proactive and they know what they want.	Comment that an opportunity is to work with local authorities.	OAC4	PUB4
I012 v2(12)	Peoples' perception of the area, the fact that it is a long haul, there are not many developers to take on these buildings.	Claim that local economic context and long term nature of projects is an apparent constraint.	OAC4	LEC4
I012 v2(12)	We have got a heritage asset and whilst it doesn't look like it from the outside; we have invested a fortune keeping it standing. It is not even listed but again the idea being that we are trying to keep as much character in the street as possible.	Claim that holding costs of historic assets are a constraint. An opportunity is to save a characterful building and add to the streetscape.	OAC4 OAC4	COS4 HER4
I013 v2(12)	It attracts a different audience. I would say so and it's probably people who are cash rich with the kind of cash deposits that we need to kick-start the residential market.	Statement that an opportunity is to attract an end user to generate financial value.	OAC4 OAC4	END4 RET4

I014 v2(12)	Different developers have different objectives. Profit is always one driver but I think a lot of developers have a greater moral value and like to be involved in the regeneration of old buildings and bring them back into alternative use. That could be due to the ethics of the company or they may historically have some involvement in that particular location. Would a developer do heritage regeneration purely on moral or ethical grounds? Probably not it has still got to deliver a profit at the end of the day, it may deliver less of a profit but you do not do it to make a loss do you? Certainly not with the risk involved in regenerating an older building.	Comment that an opportunity is to achieve a commercial return. Note that Developers may have moral value and an association with a particular area but this is not primary for involvement. Comment that commercial return appears to be most important opportunity.	OAC4 OAC4 OAC4	RET4 HER4 LEC4
I014 v2(12)	I have had instance where developers have looked at things and it is making a negligible profit. They have taken a view that it is a good thing to be involved in from a PR or CV point of view to have delivered a heritage project. Often you find that they want to do it because it gives them a foothold in with say a stakeholder in an area. So they might do a smaller scheme for very little profit if it means it showcases what they can do, deliver something and it can lead to bigger and better things.	Claim that developers may be willing to take a lower financial return to have the opportunity to work with historic assets. Other opportunities are involve brand awareness, entry into a market and to create relations with stakeholders.	OAC4 OAC4	RET4 CON4
I014 v2(14)	I think the risk is because a lot of developers do not understand historic buildings. It is a completely different kind of opportunity than to dealing with a new build.	Claim relating to the lack of knowledge of historic buildings from development companies.	OAC4	RIS4
I014 v2(27)	Sometime hurdles are there for a reason and hurdles need to be there. For example you could say planning is a hurdle but without having the planning	Claim regarding applicability of planning legislation to heritage	OAC4	PLA4

	process then often buildings would just go for the most valuable use, which isn't always the best thing. So where residential might deliver the best value it doesn't always create a sustainable mix. I actually think it is important to keep some hurdles in place, there are often hurdles in trying to speed things up, so I would say really it is about hurdles but maybe just speeding up the process which could be improved.	regeneration. Note comment on the apparent need to consider other forms of value to create successful regeneration.		
I014 v2(17)	The public sector can deliver regeneration and often I think the public sector is vital in spearheading regeneration for the purposes of capital, de-risking opportunities, infrastructure and CPO's. I do not think in all instances you will need public sector involvement but certainly for larger more complex opportunities the public sector is vital.	Claim that to create an opportunity in heritage regeneration requires public sector involvement.	OAC4	PUB4
I014 v2(20)	I think what a community wants and what a private sector developer wants are not always but quite often the completely opposite ends of a spectrum. Generally as I said previously if developers ultimately are there to make a profit and the community are looking for something for them to use which often doesn't lead to value for a developer. Refurbishing an old church for a community use isn't really going to deliver a profit for a developer.	Claim that stakeholder negotiations can be a constraint to heritage regeneration.	OAC4	CON4

9.3 Summary Table of Descriptive Codes and Findings from Semi-Structured Interviews Senior Practicing Professionals for R04.

Table 27 displays a summary of the responses from the interviewees with practising professionals in relation to the codebook developed by the researcher. This allows the researcher to match the responses from the extracted semi-structured interview text to the developed codebook.

Table 27: Summary of Descriptive Codes from Semi-Structured Interviews with Senior Practicing Professionals for Research Objective Four

RO4. Engage with the private sector development community to establish the opportunities and constraints that affect private sector development companies participation in urban heritage regeneration projects											
OAC4	**CHILD CODES**										
ID	**RET4**	**LEC4**	**HER4**	**PUB4**	**CON4**	**FUN4**	**RIS4**	**COS4**	**PLA4**	**END4**	**SKI4**
IO1	X	X	X	X	X	X	X	X	X	X	
IO2	X				X	X	X	X			
I03						X					X
I04	X			X	X	X		X			X
I05					X		X	X	X	X	
I06	X		X	X			X		X	X	
I07	X		X	X	X	X	X	X		X	
I08	X		X	X	X	X	X	X	X	X	X
I09			X			X	X	X		X	
I010A											
I010 B											
I011	X		X		X						
I012			X	X							
I013	X									X	
I014	X	X	X	X	X		X		X		
TOTAL	**9**	**2**	**8**	**7**	**8**	**7**	**8**	**7**	**5**	**7**	**3**

This section will summarise the key findings following completion of qualitative data analysis of semi structured interviews for research objective four. Key themes that have emerged from the literature review look to have been corroborated by the qualitative data analysis. Table twenty seven indicates that nine out of fifteen interviewees stated that the ability to make a financial return and ensure project viability (RET4) is a key opportunity for private sector development companies. Interviewee I01, private sector development director, stated that property development organisations engage in property development due to the opportunity to extract value from land and building assets.

The ability to satisfy occupier demand from those willing to occupy heritage assets such as residential, commercial and leisure users (END4) was highlighted. Occupiers of the built environment, interviewee I01 claimed have increasingly been attracted to the unique nature of heritage assets. The interviewee who is a private sector development director stated

> *"If you think of the type of heritage assets that have been saved over the last ten or fifteen years e.g. former Victorian cotton spinning mills and that type of thing that were laying there vacant and derelict because people hadn't thought of living in them or putting their businesses in them."*

However, respondent I07, a local authority regeneration development manager, expressed concern relating to the number of potential end users for heritage regeneration. The interviewee stated *"local areas saturated by historic assets that would be unable to attract end users due to the number of available properties."* The ability to engage on a building that was of heritage interest (HER4) was also described as key opportunity.

There was no apparent convergence of views in relation to the impacts of amendments to planning policy during the period 2008 to the current date (PLA4). Interviewees I01 and I08, private sector development directors claimed that the introduction of planning changes may have a positive emphasis on these projects. Interviewees I05, private sector consultant partner to private and public sector organisations and I07, local authority development manager also supported this view. However, respondent I02, private sector development director, outlined that the

introduction of the NPPF was not relevant to the delivery of successful urban heritage regeneration projects. Additionally, respondent I03, statutory historic advisor, stated that planning policy changes would have no impact on these projects.

It was claimed that the introduction of National Planning Policy Framework with the apparent prioritisation of sustainable development may create opportunities for private sector development companies to engage in urban heritage regeneration projects. The presumption in favour of sustainable development and positive contribution of urban heritage regeneration to sustainable development was identified by interviewees I01, I02 and I08, all private sector development directors. Respondent I09, local authority regeneration manager, also supported this view. However, Interviewee I01, private sector development director, also stated that the changes to planning policy, principally due to introduction of the NPPF, may result in private sector development companies engaging in non-heritage regeneration projects.

There was no absolute convergence of views relating to the greatest risks for private sector development organisations when participating in urban heritage regeneration projects. From the perspective of private sector participants the issues of high project costs and the need to engage with the local community was considered to be key project risks. In addition, local authority respondents highlighted the apparent unavailability of project funding as a key risk for private sector development organisations. A key constraint was identified regarding the perception of the protracted process (PLA4) to obtain the necessary planning permission required to engage in heritage regeneration. However I014, private sector consultant director to private and public organisations, stated that the planning process performed an important function. This was, the respondent believed, that planning process and requirement to obtain the requisite permissions ensured the delivery of a mix of uses, a key component of successful regeneration within an area.

There was an apparent convergence of views, from public and private sector respondents in relation to a lack of funding availability for these projects. Interviewees 101 and 102, private sector development directors, claimed that "the funding required to bridge the conservation deficit, clearly does not exist". Similarly 106, local authority heritage manager, claimed that there was insufficient funding to facilitate urban heritage regeneration projects, necessary to address the economic

weakness in urban regeneration locations. Interviewees I04, local authority investment manager, 106, local authority heritage manager and 107, local authority development manager reported on the apparent reduction in the ability of local authority organisations to participate in urban heritage regeneration projects. This was they believed due to the requirement to prioritise and deliver of other location authority statutory services such as health and social care.

There was a comprehensive convergence of views relating to the potential impact of the loss of European funding assistance for urban heritage regeneration projects. All public and private sector participants in the fixed online survey claimed that the loss of funding would have an adverse or significant adverse effect on these projects. Respondent I09, local authority regeneration manager, stated that the impact of the loss of funding was dependent on the current central government proposals to provide a replacement for this funding stream. Section 2.4.4.5 has highlighted the apparent importance of funding to the delivery of these projects within the case study area. The broad convergence of views regarding the apparent adverse or significant adverse impact of the loss of this funding highlights the importance of an apparent key issue that may affect these projects.

The apparent importance of the role of the public sector as a facilitator of heritage regeneration projects was confirmed (PUB4). Table twenty seven indicates that seven interviewees, from public and private sector organisations, stated that the public sector acting as a key enabling body was necessary to deliver urban heritage regeneration. This convergence of views appears to indicate that the active involvement of the public sector has the potential to transform heritage regeneration projects, from being viewed as a constraint to an opportunity. This is due to the public sectors' apparent ability to provide granting funding and incentivise participation, deliver physical infrastructure works and provide specialist knowledge. However, it was claimed that the ability to act as project facilitator had been constrained by a lack of resources and the need to prioritise the delivery of other public services.

There was a convergence of views on the apparent complexity of urban heritage regeneration projects due to the apparent large number of stakeholders involved in the these projects (STA4). Interviewee I011, local authority regeneration and economic development director, claimed that "expectations of local communities are difficult to

manage" in relation to urban heritage regeneration projects. Interviewee 105, private sector consultant partner to private and public sector organisations, also highlighted heritage amenity societies' "preservationist" approach and the emotive nature of urban heritage regeneration projects involving historic assets. The respondent stated that the involvement of these stakeholders increased the risk of these projects. Interviewee I014, private sector consultant director to private and public sector organisations claimed that *"what a community wants and what a private sector developer wants from these projects, are quite often the completely opposite ends of a spectrum"*.

Following engagement in reflective analysis, it is noted that the positions of the respondents may have influenced their views in relation to the subject of local communities and "preservationists" increasing the apparent complexity of these projects. Interviewees from within local authority and private sector development organisations may be tasked to progress or deliver urban heritage regeneration projects. This apparent focus on delivery and progression may result in a response containing a lack of objectivity and inability to fully accept the contrasting aims and views of other stakeholders.

The findings of the qualitative data analysis appear to corroborate the finding of the literature review indicating that specific types of development organisations may only be willing to engage in urban heritage regeneration. There is also apparently a convergence of views from both public and private sector respondents on this issue. Interviewee I04, local authority investment manager, states that formulaic development organisations will be deterred from engagement in urban heritage regeneration projects due to the perception of increased risk. This is confirmed by interviewees 108, private sector development director and I09, local authority regeneration manager, who propose that specialist development organisations such as housebuilders will be unwilling to participate. This is due to, they believe, a perceived high level of risk.

The apparent reduction in the general participation of private sector development companies in urban heritage regeneration projects has been evidenced. Interviewees I01 and I02, private sector development directors, I011, local authority regeneration and economic development director and 1014, private sector consultant director to

public and private sector organisations all failed to identify any successfully completed projects completed in the period 2008 to the current day that involved private sector development companies. Additionally the apparent decreasing ability for private sector development organisations to engage in speculative development has been evidenced by private sector organisations. I02, private sector development director, stated that "there are so many factors that go against speculative development in the current climate". Similarly interviewee I01, private sector development director, highlighted a difficulty in the ability to raise the necessary finance required to progress a speculative development.

Interviewee I08, a private sector development director, provides tacit evidence of a reluctance to engage in urban heritage regeneration in the current climate. The respondent appeared to suggest that the company, where the respondent was in employment with, would not engage in heritage regeneration. This was due to the high level of risk, lack of availability and complexity of the grant application process and inability to attract an end user. The interviewee confirmed that any heritage regeneration project should be assessed as a property development project.

Fixed online survey results provided a divergence of views on the influence of third sector organisations in urban heritage regeneration projects in the case study area. Participants 104, local authority investment manager and I010b, local authority conservation officer, stated that these organisations would have an increasing influence. In contrast private sector development director respondents 101, 102 and 108, claimed that these organisations would have either a decreased involvement or no involvement in these projects.

Following engagement in reflective analysis, it is noted that the positions of respondents I01, 102 and I08 as private sector development directors may have influenced their views on the subject. The employment role may not facilitate direct engagement with third sector organisations. This may result in a lack of knowledge and awareness of the activities of third sector organisations and their involvement in urban heritage regeneration projects. Respondent I014, private sector consultant director to private and public sector organisations, identified a successful urban heritage regeneration project that, in their opinion, could not have been delivered by a private sector development company.

The required qualities of private sector development companies in order to participate successfully in urban heritage regeneration projects, has been identified. Interviewee 106, local authority heritage manager, claims that companies are required to possess long term vision and knowledge of local area. Interviewee I010a, local authority principal regeneration officer claimed that development companies need to possess drive and determination, whilst respondent I010b, local authority conservation officer, stated that a required quality is to establish a clear project vision. Interviewee I011, local authority regeneration and economic development director, stated that private sector development companies need to provide evidence of the ability to finance urban heritage regeneration projects. The respondent continued that these organisations need to be willing to work in partnership and possess a desire to a product of high design quality.

Respondent I09, local authority regeneration manager, stated that private sector organisations should possess an understanding of the nature of heritage assets and a willingness to work with heritage organisations. Respondent I013, former development manager at NWDA and currently a third sector director identified a quality of a private sector development organisation. The respondent claimed that a quality required, was the ability to deliver a project and possess an understanding of urban heritage regeneration projects. The view of private sector development respondents I01, I02 and I08 is also in contrast to the findings of the research. Interviewee I014, private sector consultant director to private and public organisations, confirmed that private sector development companies were required to possess an entrepreneurial spirit and an understanding that these projects involve an element of risk. They also needed to be aware that these projects, the interviewee claimed *"was a completely different opportunity than new build development projects"*.

9.4. Codebook of Extracted Data from Documentary Analysis for RO4

The findings' of the semi-structured interviews, relating to RO4 was verified and triangulated using documentary analysis. Sixteen documents have been selected by the researcher to provide a comprehensive understanding of the opportunities and constraints when participating heritage regeneration. The initial codebook for R04

269

does not require updating following completion of the qualitative content analysis of semi structured interviews. Content analysis for the documents is shown in table 28 below:

Table 28: Qualitative Content Analysis of Key Documents for Research Objective Four

DID	DOCUMENTARY TEXT	INTERPRETATION	PARENT CODE	CHILD CODE
RO4 Engage with the private sector development community to establish the opportunities and constraints that affect private sector development companies participation in urban heritage regeneration projects.				
DA2	Work to listed buildings can be more complex than for a new building and so the right kinds of consultants and contractors should be employed. Listed buildings are sometimes seen as too complicated and difficult to work with and owners/developers are nervous about protracted discussions on restoration and high maintenance costs.	Claim that costs and an inability to delivery of project according to a predetermined program and lack of skills are apparent project constraints.	OAC4

OAC4 | CON4

SKI4 |
| DA2 | Often, though, project costs can be underestimated, and this can create problems of viability, at least in the early days of renewal. As such, public subsidies may be needed to pump-prime the process, but with the aim of creating the right environment for viable economic uses, as well as conservation. | Claim that under estimation of costs affects project viability. Claim that creation an opportunity requires public subsidy but this should generate economic growth. | OAC4

OAC4

OAC4 | COS4

RET4

FUN4 |
| DA2 | Local Authorities and LEPs can unlock development potential through the use of compulsory purchase powers to assist with land assembly. There is now a greater willingness amongst authorities to use these powers to assemble development sites in order to deliver projects. | Claim that to create an opportunity requires public subsidy. Note no direct evidence. | OAC4 | PUB4 |
| DA2 | The town planning process for heritage assets is not always straightforward and can frequently add delay and uncertainty to | Claim that planning legislation can be a constraint. | OAC4 | PLA4 |

	development projects.			
DA2	It is important to be aware of the difficulties sometimes encountered in meeting modern building and fire regulations requirements, in particular if extending the building or changing its use. Understand the possible challenges of reconciling these needs with planning and listed building consent requirements.	Claim that that requirement to adapt heritage assets to meet modern building requirements is a potential constraint.	OAC4	HER4
DA2	Access and circulation may restrict use to one type of occupier or require greater complexities of management if there are multiple occupiers. Historic assets may provide space, which is too cellular, or of too limited floor areas for some uses, or that ceiling heights and distance between external walls may also limit some types of use. There is a requirement to understand that some historic assets will be relatively incapable of future flexibility to suit possible user or tenant demand.	Claim that that requirement to adapt historic assets to meet modern building requirements is a potential constraint and may affect ability to attract an end user.	OAC4 OAC4	END4 HER4
DA6	Planning obligations can help mitigate the impact of development to make it acceptable in planning terms. The negotiation of such obligations can become protracted.	Claim that protracted discussions with planning authorities can be a constraint.	OAC4	PLA4
DA9	Too many time consuming and repetitive consents and permissions are required when modifying a historic building.	Claim that planning legislation is a constraint.	OAC4	PLA4
DA9	The costs and the risks involved in the sympathetic management, maintenance and possible reuse of historic buildings mean that in many cases financial incentives and grants are required, particularly if	Claim relating that high costs of heritage regeneration is a constraint. Acknowledgment of	OAC4 OAC4	COS4 PUB4

	commercial developers are to be attracted to them, rather than to new-build schemes.	apparent need for public sector incentives.		
DA9	The diverse range of sources requires developers and local authorities to bring together funds from several different agencies with their specific grant conditions and requirements and timescales which is time consuming and precarious.	Statement highlighting that obtaining funding can be a constraint.	OAC4	FUN4
DA9	The Heritage Lottery Fund is not set up to recognise the contribution that heritage-led regeneration projects can make to delivering new jobs, homes and commercial floor space.	Statement by Heritage Lottery Fund relating to funding.	OAC4	FUN4
DA9	Positive fiscal incentives are required to encourage the reuse of historic buildings.	Claim that public sector incentives are necessary to facilitate heritage regeneration.	OAC4	PUB4
DA9	The City Council needs to use the economic activity, the driver, to reinvest in the peripheral areas and make the opportunities available in those peripheral areas.	Mike Burchall, Liverpool City Council claim relating to the need for public sector to invest in peripheral areas.	OAC4	PUB4
DA9	One of the biggest difficulties we have faced in recent years is the withdrawal of gap funding in December 2000.	Statement by Chief Executive of Tyne and Wear partnership regarding apparent lack of public sector funding. Note reference to removal of gap funding assistance	OAC4	FUN4

		program.		
DA9	One is that it is not a level playing field; it is by and large quicker, cheaper, easy and certainly much more certain to build a new build than to convert a difficult old building. It will always cost more than you think and then just the bureaucracy and the amount of detail and plans which you have to go through to actually get the consents.	Tom Bloxham, private sector development chairman claims that other development opportunities offer more attractive opportunities than historic assets. Claims that unexpected cost and apparent level of bureaucracy are project constraints.	OAC4 OAC4 OAC4	HER4 COS4 PLA4
DA9	We have and also in terms of bringing buildings up to standard, for instance strengthening floors within a listed building to take off as floor loadings.	Claim by private sector development company that ability to meet the needs of modern occupiers is a constraint.	OAC4	HER4
DA9	The institutional funders will be risk averse by and large and will be looking for a return. It is very much the public sector role to bring in the private sector funding we can and the private sector to bring the skill that we can and where there is a gap, to meet the gap to the benefit of the wider community.	Statement by Mike Hayes, Watford Borough Council that certain types of developers will not invest in these projects due to risk profile.	OAC4 OAC4	PUB4 RIS4
DA9	It is so often the case that neither the applicant, nor the applicant's team, nor the local authority knows sufficient about the building or even the area in question to be able to justify their proposals on the one hand or be	Claim by RTPI that lack of knowledge of the building by owner or design team members is a	OAC4 OAC4	HER4 SKI4

	able to judge them intelligently on the other.	constraint.		
DA9	When the *Buildings at Risk* project seeks to apply realistic costs and values, many buildings have a negative value the "conservation deficit". In such circumstances, compulsory acquisition using minimum compensation provisions in the listed buildings Act may be the only way to "break the cycle".	Claim by LCC relating to concept of a conservation deficit and apparent need for public sector intervention to participate in heritage regeneration.	OAC4	FUN4
DA9	Before considering such a system of tax credits for the UK, we would need to see evidence that there is a market failure in the UK handicapping the restoration and re-use of historic buildings that are commercially viable.	Statement by central government that evidence of market failure required before consideration of implementation of tax incentive program.	OAC4	PUB4
DA11	By their nature heritage assets can require significant investment to undertake remedial works, to modify to support alternative uses and for their day-to-day operation. This scarcity of funding represents a risk to the existing heritage of the city.	Claim that high costs and lack of public sector funding is apparent constraint.	OAC4 OAC4	COS4 FUN4
DA11	There is a tendency for vacant buildings to deteriorate more quickly than those in use.	Claim that deterioration of heritage assets is a constraint.	OAC4	HER4
DA11	The council will need to adopt a pragmatic, opportunistic and innovative approach in order to safeguard heritage. Whilst there may be a presumption of retaining assets in council ownership this should not be an assumption and alternative approaches, such as community asset transfer,	Claim that local authority is potentially willing to dispose of assets. Opportunity for private sector development companies.	OAC4	PUB4

	which protect and bring heritage into use should be welcomed.	Note transfer to third sector organisations is negative case for private sector development companies.			
DA12	Currently there is a lack of investment opportunities tailored to the built heritage sector especially in areas where market conditions are poor. This results in frontloaded acquisition and construction costs Tailored support and funding to address heritage and conservation deficit has the potential to bring back unused floor space for commercial, housing or recreational uses.	Claim that funding to bridge the conservation deficit in some heritage regeneration projects is required. Comment that apparent opportunity is to bring buildings back into use.	OAC4 OAC4 OAC4	FUN4 COS4 LEC4
DA12	The historic environment is considered to provide unique spaces that are particularly well suited to small independent businesses. Property agents often state that one of the most useful functions of the historic environment is to other accommodation that is attractive to independent businesses because it is smaller, more flexible and cost-effective.	Claim that financial value for private sector developer exists in heritage regeneration schemes. Note no evidence of financial value.	OAC4	END4
DA12	Whilst there are many challenges that stand in the way of securing heritage investment, notably the perception, often in reality, that extra cost and risk associated by comparison with building new structures can be minimum.	Claim that no additional risk in heritage regeneration than a new build development project. Note anecdotal no direct evidence.	OAC4 OAC4	COS4 RIS4
DA12	There are a number of challenges that affect historic assets of industrial origin such as:	Claim relating to the constraints of heritage regeneration including:	OAC4 OAC4	LEC4 HER4

			OAC4	END4
	Located in areas where economic conditions are not favourable or unattractive; Generally not viewed as mainstream property investment by large financial institutions and property companies; Their physical form can, sometimes, make them difficult to adapt to new uses, and adaptation to new use could destroy the features that make them significant as heritage assets; More recently, manufacturing businesses and commercial expansions are increasingly seeking modern efficient flexible premises. Some sectors decreasing their need for accommodation space.	Local economic context, perception of area, difficulty to adapt to meet the needs of modern users. Note potential constraint is general matter of modern methods of working reduces needs for floor space. Not specifically related to heritage. Note negative case analysis for urban heritage regeneration.		
DA12	Many former industrial buildings, like textile mills and warehouses, can be flexible and adaptable. They are notably well suited to a "minimalist" approach that adapts them for use by small businesses, especially those in start-up phase and outside the traditional manufacturing sector such as creative industries.	Claim that opportunity for private sector development is attractive to modern occupiers due to adaptability and flexibility.	OAC4	END4
DA12	Modern methods impacting upon construction are driving the sector to quickly build cost efficient homes, impacting upon skills surrounding heritage standards being expensive and often replaced.	Claim regarding apparent lack of available skills in heritage construction.	OAC4	SKI4
DA12	Pennine Lancashire has been subject to underinvestment over the last century by both the public and private sector, following the decline of the	Claim relating to underinvestment by public and private sector in	OAC4	LEC4

	industrial revolution.	area. Note bias and lack of critical detachment.		
DA12	In the past, local authorities used two approaches when assisting historic assets: The 'Dynamic Approach' by adapting and developing policies and measures and the 'Support Approach' by making the investments economically justified for the private sector by helping out with subsidies and financial incentives.	Claim relating to acknowledgement of need to provide public sector funding for heritage regeneration.	OAC4	FUN4
DA12	The investment strategy will focus on greater partnerships and levering additional funds from both the public agencies and more importantly the private sector.	Comment highlighting apparent need to create partnerships and provide funding.	OAC4 OAC4	PUB4 FUN4
DA12	Since the recession and ongoing Government austerity measures, the public sector has moved away from grants to investment – 'something for something'. The old days of gap funding and public sector bridging finance to support the development and delivery of schemes have somewhat passed. Today, it's important that projects are increasing viable and present a return for both the private and public sector. Hence, since the recession, the private sector investment, expertise and partnership has been recognised as increasing important which can help unlock development sites.	Comment about need to development companies to consider matters other commercial return and viability. Comment outlining apparent lack of private sector activity in local area due to local economic context. No direct evidence relating to those private sector organisations who have invested in areas of low market and low demand.	OAC4 OAC4	RET4 LEC4

DA14	There are many areas of considerable untapped potential in North Liverpool, such as **Stanley Dock**.	Comment relating to developer opportunities in regeneration areas. Note potential bias.	OAC4	LEC4
DA14	Proposals for its repair, adaptation and re-use are hampered by the high cost of works to address its poor condition.	Claim that costs of refurbishment are a constraint.	OAC4	COS4
DA14	151 - 155 Duke Street Liverpool is a possible hotel scheme but requires public funds to address the conservation deficit.	Claim that public funding may be required bridge conservation deficits in heritage regeneration.	OAC4	FUN4
DA14	There are evidenced skills gaps both nationally and regionally in built heritage and conservation skills such as stonework and masonry, heritage metalwork, lime plastering and others.	Claim relating to apparent lack of available skills.	OAC4	SKI4
DA15	Additionally mechanisms such as the Regional Growth Fund are likely to mean that heritage led regeneration schemes, at least in the short term, will find it harder to secure funding and will become rarer due to the existing assessment criteria. It has to be accepted that there will be insufficient funds to meet regeneration need.	Claim that regional growth funding criteria will result in reduction in heritage led regeneration. Claim relating to insufficient funding.	OAC4	FUN4
DA15	Regeneration schemes for economically underperforming and deprived areas are required by definition because of market failure. Without any intervention at all by Government or other public sector bodies it is unlikely (at least in the short to medium term) that economic underperformance and inequality or the environmental or social issues	Claim by English Heritage relating to the need for public sector intervention in urban heritage regeneration	OAC4	PUB4

DA15	We estimate that the loss of central and local authority funding for heritage in England will be over £500 million a year, far more than the additional £50million that we are receiving in additional income for grants	Heritage Lottery Fund statement on reduction in funding for heritage led projects	OAC4	FUN4
	that come with it will be resolved			

9.5 Summary Table of Descriptive Codes and Findings from Documentary Analysis for R04

Table 29 displays a summary of relevant text relating to heritage regeneration extracted from the documentary analysis. This allows the researcher to match the responses from the extracted text from the documentary analysis text to the developed codebook.

Table 29: Summary Table of Descriptive Codes for Qualitative Content Analysis of Key Documents for Research Objective Four

RO4. Engage with the private sector development community to establish the opportunities and constraints that affect private sector development companies participation in urban heritage regeneration projects										
OAC4	**CHILD CODES**									
ID	**RET4**	**LEC4**	**HER4**	**PUB4**	**CON4**	**FUN4**	**RIS4**	**COS4**	**PLA4**	**END4**	**SKI4**
DA1										
DA2	X		X	X	X	X		X	X	X	X
DA3	X		X	X				X	X	X	
DA4										
DA5										
DA6									X		

ID	RET4	LEC4	HER4	PUB4	CON4	FUN4	RIS4	COS4	PLA4	END4	SKI4
DA7											
DA8											
DA9			X	X		X	X	X	X		X
DA10											
DA11			X	X		X		X			
DA12	X	X	X	X		X	X	X		X	X
DA13											
DA14		X				X		X			X
DA15				X		X					
DA16											
TOTAL	3	2	5	6	1	6	2	6	4	3	4

The findings of the documentary analysis corroborated the findings of the qualitative content analysis of semi-structured interviews in relation to the existence of opportunities for private sector development companies. They included the opportunity to develop a relationship and work in partnership with public sector organisations (PUB4). In addition an opportunity exists to attract end users (END4) such as commercial occupiers to completed heritage regeneration projects due to the flexibility to adapt some heritage assets.

DA12 described the nature of heritage assets such as industrial mills and warehouses as *"flexible and adaptable and well suited to a minimalist approach that adapts them for use by small businesses."* DA14 contained a statement by a local authority that claimed that opportunities to engage in heritage regeneration existed in areas of *"untapped potential"* for private sector development companies. However, this statement was not accompanied by accompanying evidence to justify the statement.

The findings of the documentary analysis appear to have corroborated the findings of the literature review and semi-structured interviews relating to identification of key constraints. These were identified as high the need to achieve an acceptable level of financial return (RET4) and to obtain the necessary funding to resolve the conservation deficit (FUN4).

Document DA12 highlighted the importance of the local economic context (LEC4) where it described the delivery of heritage regeneration in low demand and low value areas within the case study boundaries as "challenging". DA9 stated that public sector organisations such as local authorities are required to offer assistance in peripheral areas and provide opportunities for private sector involvement in regeneration. DA9 stated that central government would require evidence of market failure and the effect on the delivery of heritage regeneration projects before consideration of implementation of introduction of incentives such as tax credits. The theme emerging from the statement contained in document DA9 published in 2004 appears also to relate to the period from 2008 to the current day.

The qualitative content analysis revealed that the issue of unexpected and on-going maintenance costs of heritage regeneration are a key constraint (COS4). The requirement to meet modern building regulation requirements appears to be a

constraint for private sector development companies. Participating in heritage regeneration projects is perceived to be a protracted process as opposed to new build development projects. This is due to the process to gain the necessary consents and protracted negotiations (PLA4) with stakeholders (STA4). The inability to deliver heritage regeneration in accordance with a pre-determined and acceptable program is a key constraint to private sector participants (PRO4). There was a claim in DA2, DA12 and DA14 there was a loss of specialist tradesman within the construction industry to participate in heritage regeneration projects (SKI4).

The documentary analysis revealed negative case analysis of private sector development company participation in heritage regeneration projects. Document DA9 claimed that private sector development companies may possess unrealistic financial aspirations that can prevent or delay heritage regeneration.

9.6 Conclusions following Qualitative Content Analysis for RO4.

This section will outline and summarise the key findings in relation to research objective four namely to understand what are the opportunities and constraints that affect private sector participation in heritage regeneration projects. The findings of the completed qualitative data analysis reveal that:

- Key opportunities for private sector development companies could be an ability to generate a financial return (RET4), to work with buildings of architectural interest (DES1) and to develop buildings in locations with occupational demand (OCC1).
- Evidence has been obtained of an increasing awareness from end users of a desire to occupy heritage assets (END4). This may present an opportunity for private sector development companies to satisfy occupational need.
- The key constraints appear to be an inability to bridge the conservation deficit, lack of knowledge of available incentives (FUN4), initial hidden and on-going costs (COS4) and programme delay (PRO4).
- A perception exists of a project constraint of requirement to liaise with a complex number of stakeholders (STA4) to obtain the necessary

planning and regulatory permissions (PLA4) for heritage regeneration projects.

- Negative case analysis was demonstrated where private sector development companies have stated a reluctance to consider participation in heritage regeneration projects. This appears to be due to the perceived level of risk (RIS4).

- Amendments to planning policy may result in private sector development companies engaging in property development projects other than urban heritage regeneration.

- Qualities required of a private sector development company that could engage in successful urban heritage regeneration have been proposed. These include evidence of an entrepreneurial spirit and acceptance of risk. Private sector development companies should demonstrate a clear long term vision, provide evidence of funding, project delivery and knowledge of the local context. They should possess drive and determination, commitment to quality of design and a willingness to work in partnership with public sector organisations and other stakeholders.

- Public sector organisations have been identified as potential key facilitators (PAR4) in urban heritage regeneration.

- Local authorities and heritage bodies should continue to lobby central government to demonstrate evidence of areas of market failure and how this impacts on the delivery of heritage regeneration projects.

The outcome of the chapter has been to generate findings to establish what are the opportunities and constraints that affect private sector development companies' participation in urban heritage regeneration projects. This has been undertaken by completing a literature review, data collection and qualitative content analysis of semi-structured interviews and key documents. The key themes relating to the research objective will be applied to the development of the initial theoretical framework.

CHAPTER 10: DEVELOPMENT OF INITIAL THEORETICAL FRAMEWORK

10.1 Development of Theoretical Framework

This chapter relates to the aim of the research; to inductively generate a theoretical framework relating to the encouragement of private sector development companies to engage in successful heritage regeneration projects. The concept map shown in figure 19 was developed following completion of the literature review in the subject area. The initial theoretical framework will build on the development of the concept map to understand if convergence or divergence of views exist, following completion of the single embedded case study research and qualitative content analysis.

The author has developed a theoretical framework that they believe will aid in the production of new knowledge. This has been achieved by undertaking research with a wide cross section of active practicing professionals within the private sector development community. The introduction of theory in urban heritage regeneration was encouraged by interviewees. Local authority interviewees confirmed that the development of a theoretical framework could provide a basis of understanding prior to engaging in heritage regeneration projects. However it was established that any theoretical development would have to consider the issue of local context of an area. It was considered that a theory could not be generalised to apply to all urban heritage regeneration projects.

An initial theoretical framework has been developed following the conclusion of the qualitative data analysis of the transcribed data completed in chapters 6-9. This information was used to corroborate the main findings of the literature review and reaffirm the main concepts and variables that are applicable to the production of the initial theoretical framework. The completed theoretical framework will provide identification of linkage of key concepts to develop an understanding of the notable relationships between the main concepts.

Following guidance by Eisenhart, (1989) and Robson and McCartan, (2016) the production of inductive theory did not involve an explicit review of existing theory prior to commencement of the case study. This was to allow for the generation of new ideas to contribute to the development of the initial theoretical framework. It is

considered important not to actively engage in existing theory prior to the generation of an inductive initial theoretical framework. Pre-ordained theoretical perspectives have been claimed to bias and limit the findings of the research (Eisenhart, 1989).

10.2 Initial Theoretical Framework for Encouragement of Private Sector Development Companies in Successful Urban Heritage Regeneration Projects.

This section will present the initial theoretical framework. The role of urban heritage regeneration and contribute to the delivery of successful regeneration has been identified. Explicit links have been made to the elements of the concept of successful regeneration that may result from engagement in urban heritage regeneration. The research has established that urban heritage regeneration can contribute, rather than singularly constitute successful regeneration.

The researcher has added matters relating to the concept of value to the initial theoretical framework. The classification of use and non-use value has been explicitly identified and a typology of values has been provided (Mason, 2002). This is in order to clearly distinguish and highlight the different concepts of value that heritage regeneration may possess. The acknowledgement of issues relating to the measurement of heritage value has been identified in the framework through the introduction of the concept of value tension. The key concepts of value according to the findings of the research in order to encourage private sector development participation have been included in the framework. In addition, other values that are considered important to other stakeholders such as the local community and public sector organisations have been identified.

The importance of the concept of governance and the role of public sector organisations in influencing the governance of heritage regeneration and as a delivery partner has been established. The strategy of governance by partnership has been identified as the most appropriate governance method to deliver heritage regeneration to encourage private sector participation. The concept of constructive conservation has been removed from the initial theoretical framework. It has been replaced by introduction of key matters to be considered when entering into governance by partnership.

The role of the public sector in reducing the value tension affecting heritage regeneration and the key tasks required of government at national, regional and local level has been displayed. The evidence indicates that public sector organisations are the most appropriate organisations to undertake measurement and evaluation of the value of heritage regeneration. Notwithstanding the acknowledgement of the issues relating to measurement of value; the need for an effective method of valuation has been explicitly indicated on the theoretical framework.

An objective of the research is to develop a theoretical framework to facilitate private sector development company's engagement in successful urban heritage regeneration projects. Key factors that affect participation in heritage regeneration projects according to the private sector development community have been displayed. The key considerations relating to the type of private sector development companies that may engage successfully in these projects have been identified and displayed. The initial theoretical framework is shown in figure 28.

Successful Regeneration (R01)

Constitutes

Social
Health, education, social services, crime

Economic
Transport, employment

Environmental
Public realm, open space
A long term success (LON1)

Contribution

Catalyst (CAT1)
Mixed use (MIX1)
Social and community (SAC1)
Creates partnerships (PAR1)
Reverses economic decline (REV1)
Adds to local brand (BRA1)
High design quality (DES1)
Occupation (OCC1)
Viable project (VIA1)
Reuse of existing building (REu1)

Value (R02)

Direct
Financial (FIN2)

Indirect
Amenity (AME2)
Economic (ECO2)
Sustainable (SUS2)
Social (SOC2)
Historic (HIS2)
Tourism (TOU2)

Value tension (VTE2)

Opportunities and Constraints (R04)

Financial return (FIN4)
End user (END4)
Public sector (PUB4)
Stakeholder consensus (STA4)
Cost (COS4)
Asset dynamic (HER4)
Funding Conservation deficit (FUN4)
Risk (RIS4)
Local economic context (LEC4)
Planning and regulation (PLA4)

Governance by Partnership (PAR3) R03

Assessment of conservation deficit
Appreciation of successful regeneration

Effective stakeholder engagement
Agreement on collective project vision
Understanding of heritage regeneration

Understanding of local context
Appreciation of holistic value of heritage
Completed study on holistic value of heritage

Development of project analysis and monitoring of outcomes

Private Sector Development company

Qualities
Objectives
Opportunities
Type

Public Sector

National (NPI3)
Issue clear guidance, policy framework and strong vision
Facilitate localist decision making
Commission effective evaluation and monitoring processes.
Complete assessment of best practice

Regional (RPI3)
Act as facilitator
Allocate resources to assist local delivery

Local (LPI3)
Record and monitor local heritage assets
Develop and maintain clear heritage strategy
Educate local community/Lobby central government

Figure 28: Initial Theoretical Framework to Encourage Private Sector Development Companies Participation in Successful Urban Heritage Regeneration Projects

288

CHAPTER 11: THEORETICAL FRAMEWORK VERIFICATION

This chapter will complete the research objective to verify the initial theoretical framework. The chapter provides a description of the verification process of the initial theoretical framework. The research methodology of inductive theory generation recommends minimal engagement with existing theory. However an important feature of the production of a robust thesis is to compare the findings with existing theoretical concepts.

It is claimed that it is not possible to produce valid empirical research unless a thorough understanding of the existing theoretical issues surrounding the area of study has been established (Pathirage et al, 2008). The initial theoretical framework has therefore been subject to verification following a review of existing relevant theory. This allows for the research to be placed in the existing body of research in the subject area. In addition it allows for review and extraction of findings of existing knowledge on the property development process relevant to the process of urban heritage regeneration. An understanding of the existing theoretical schools of thought is required to build on existing knowledge and to generate new knowledge.

11.1 Existing Theoretical Schools of Thought

The research recognises the large number of theories in existence in natural and social sciences. Engagement in research of all theories in all fields would be overwhelming and unachievable. It is necessary to consider and extract key themes from relevant theories from related fields to consider the impact and importance on shaping the new theoretical framework. To provide structure and rigour for the research and to set appropriate parameters, the thesis considers existing theory only from areas of study relevant to the research.

11.1.1 Applicable Conservation Theories

In relation to existing theory within the field of conservation Jokilehto (1999) writes extensively on the subject of architectural conservation that includes an overview of conservation theory. This author highlights the work of Ruskin and the principle of preservation rather than adaptation. This *"scrape versus anti scrape"* debate was a pre-cursor to the discussion relating to the preservation or adaptation of heritage

assets. It is stated that the work of Ruskin and Morris *"articulated the principles of conservation action"* (Pendlebury 2013, p713). The requirement to protect the intrinsic cultural and historic value of heritage assets has been established as an integral value of urban heritage regeneration.

However the research does not support this theory in its entirety in relation to urban heritage regeneration. The research demonstrates that heritage assets to be used in heritage regeneration may require adaptation in order to accommodate the needs of an end user. In addition, the evidence demonstrates that heritage assets require modification in order to satisfy modern building requirements. Whilst the research advocates the need to protect items of special historical interest contained within heritage assets, the requirement to adapt heritage assets appears to be an important consideration.

The research recognises the importance of the contribution of the pioneering work of Alois Reigl (1903, cited in Pendlebury 2013, p714) in relation to the early identification of the concept of value in heritage. With reference to the research subject area, this can be associated with the concept of use and non-use values of heritage. Research by Jokhilehto (1999) argues that Riegl identified the importance of historical value of conservation but accepted that these assets also possessed present day values. The important development in relation to the subject area was the acknowledgement of the potential conflict between historical and use value. However whilst the findings of the research, does not advocate the adoption of Riegl's theory in totality, the recognition of the different types of value and existence of value conflict, is considered relevant to the research.

A contemporary theory relating to conservation by Munoz-Vinas (2005) has also been examined. The value of the Munoz-Vinas theory to urban regeneration is the acknowledgement of contemporary value led conservation. Providing an overview of theories associated with conservation, Munoz-Vinas reviews the issue of identification of what constitutes heritage and outlines the implications of different definitions of heritage and consequences for contemporary conservation. Highlighting the apparent complexity and broad church of the concept of conservation the author highlights the importance of retaining the authenticity of heritage assets.

Contemporary theory of conservation recognises the role of conservators as protectors of historical value and the potential need for compromise in negotiation. This is required in order that the functional value of an asset does not take precedence over the historical value of the asset. The author outlines that stakeholders may consider the role conservators as a hindrance to the process of modern conservation in the built environment. However this role is necessary, according to the author, to safeguard the historical value of assets and protect against short sighted decision making.

The theory acknowledges that modern conservation should take into account the modern views of society and that conservation should not be imposed, but agreed with stakeholders. Therefore the adoption of adaptive ethics is relevant as this would allow for conservation to be relevant in different societal contexts. This may include preservation of a heritage asset or conversely consideration of the use an asset in an urban heritage regeneration project. The theory states that conservation activity should be sustainable and consider the future needs of users where consideration should be given to the plurality of qualities of heritage objects. The theory also recognises that contemporary conservation often involves a cost-benefit analysis and acknowledges the effect on conservation in society.

Implementation of elements of the contemporary theory may allow for an increasing acceptance of the different types of value associated with heritage assets. In addition, adoption of the measures proposed in the contemporary theory of conservation may alleviate the value tension (Hasbollah, 2014) affecting urban heritage regeneration. It could resolve emergent issues relating to the contrasting views of the value of heritage according to the stakeholders in the emerging new heritage paradigm (Aroaz, 2011). However the theory is limited in its application due to apparent lack of reference to the specific field of physical urban heritage regeneration.

The contemporary theory of assemblage (DeLanda, 2006: cited Pendlebury, 2013) and applicability of the authorised heritage discourse originated by Smith (2006) and elaborated by Pendlebury (2013) has relevance to the thesis. An assemblage has been described as a *"non-essentialist, non totalizing, non-social entity, constructed through specific historical processes and from heterogeneous practices"* (Pendlebury, 2013, p710). Adoption of the theory allows for recognition of the changing nature of society and identification of the relationships and conflicts between key actors in society. The

theory allows for the acknowledgement of the importance non-human actors such as buildings, the individual agency of the heritage has been identified as a key factor in the research. Adoption of the assemblage theory allows for the recognition that the assemblage may change over a time period and that different actors or groups of actors may join or leave the assemblage.

The term Authorised Heritage Discourse (AHD) has been described as a method of definition, controlling and management of heritage (Pendlebury, 2013) by the creation of a discourse associated with heritage. Pendlebury identifies a sub authorised heritage discourse potentially associated with heritage regeneration, indicatively entitled the *"heritage dividend"*. The continued development of a sub-authorised discourse, the heritage dividend (Pendlebury, 2013), may allow for further codification of urban heritage regeneration as an active agent for change. Issues identified in the research could contribute to the further development of "heritage dividend" sub-authorised discourse identified by Pendlebury.

11.1.2 Applicable Political Theories

In relation to urban theory and urban policy and housing renewal in England, Carley (1990) highlights the importance of the urban theory of environmental determinism. Originating from the geographical knowledge base, environmental determinism highlights the apparent importance of the physical environment. The premise of the theory of environmental determinism has been described as *"the control of the physical environment has a direct and determinate impact on social behaviour"* (Carley 1990, p23). The implications of this theory, is the physical environment and manipulation of the physical environment is a factor that may affect social behaviour.

The research advocates the adoption of elements of the theory of environmental determinism in that it is argued that control and adaptation of the physical environment can affect social behaviour. In relation to the research, the evidence suggests, the existence of vacant and derelict heritage assets can adversely affect the social, environmental and economic performance of a local area. Undertaking heritage regeneration projects to make positive interventions in the physical built environment may positively impact on the social environment. However, the adoption of environmental determinism in its entirety as a solution resolve the issues of urban

regeneration is too simplistic. The research indicates that an emerging definition of successful regeneration appears to encompass social, environmental and economic issues.

The report by Carley (1990) also highlights the relevance of the theory of structural adjustment in relation to the research. Originating from economic theory, the premise of structural adjustment theory is that global factors can influence local political, social and economic events. The relevance of the theory in relation to the subject area is that the evidence has suggested that global events have contributed to the need for regeneration within the case study area.

The research confirms that international competition in areas such as manufacturing, textiles and transport industries may have resulted in a historic decline in economic activity in the case study region. Chapter 5 reported on the subsequent number of vacant heritage assets that required adaptation and repurposing through the increase in international competition. The implication of adverse structural adjustment appears to have resulted in the need for public sector investment to facilitate regeneration activity in these areas.

Conversely this chapter also provided evidence relating to an increase in international tourism, and investment into the region which has created contemporary economic demand. These structural adjustments and subsequent effects on the economic performance of a locality look to have created both opportunities and constraints for private sector development companies within the case study area.

In relation to applicable theories of governance, the researcher has undertaken a review of governance theory to identify key theories applicable to the research problem. This process has made the researcher aware of the relevance of the socio-cybernetic systems theory developed by Kooiman (1999) and discussed by Rhodes (1996). The socio-cybernetic theory relates to the concept of local political decision-making. The premise of the theory is that central governments act as facilitators, whilst local decision making bodies interact with key stakeholders.

The purpose of the socio-cybernetic systems is described as *"enable political interactions, to encourage many and varied arrangements for coping with problems and to distribute services among the several actors"* (Rhodes, 1996, p657). The

theory has relevance to the research. In addition, it acknowledges the role of central government as co-ordinator, the existence of contextual issues and the subsequent requirement for co-operation between interdependent actors.

The research advocates the principle of the socio-cybernetic system theory and ability to address specific contextual issues in heritage regeneration, in addition to the recommendation to therefore enter into public and private partnerships. Central government should continue to perform a role as co-ordinator within the research subject area in parallel with the recognition of the need to co-operate with societal actors. The researcher advocates that political bodies such as local authorities should be provided with an appropriate toolkit of urban regeneration policy. This may allow the political organisation to facilitate effective interaction between societal stakeholders to resolve complex and context specific dynamics of urban heritage regeneration projects.

11.1.3 Applicable Economic Development Theories

The values centred theory, as discussed by Mason (2006), builds upon Riegls' early conservation theories and the identification of the different types of value. The applicability of the use values theory is to adopt a values based approach to understand the holistic values of a heritage asset in order to reduce value tension. Whilst focusing on the concept of preservation rather than the specific subject area, the theory does attempt to identify key issues affecting heritage regeneration. The theory acknowledges that heritage values are not constant and there is a need provide to a framework to address the apparent multiplicity of values in heritage regeneration.

Orbasli (2008) advocates the adoption of a values based approach to heritage conservation, claiming it represents an objective analytical method from which to make judgements on conservation. It allows for the consideration of tangible and intangible concepts of value in order to balance and prioritise issues when making conservation decisions.

The adaptation of the theory to the subject area explicitly identifies the challenges in resolving the preservationist versus constructive conservationists' debate. This indicates that acknowledgment of a broader range of values will *"result in better conservation and decision outcomes. It is driven by openness to considering the*

294

multiple conceptions of places' values" (Mason, 2008, p305). The adoption of theory, it is claimed, may avoid the issue of one type of project value being prioritised over other types of heritage value. This is due to the introduction of a comprehensive evaluation of the prioritisation of the types of heritage value that exist in a heritage regeneration project.

However there is limited evidence of the application of the theory in the subject area. In addition the theory advocates the wider inclusion of additional stakeholders into the decision making process. This would appear to potentially create additional issues in the subject area where evidence suggests recommending a streamlining of the decision making process to involve less stakeholders. It is apparent that implementation of the theory may result in an added complexity and discourage involvement by private sector development organisations. Mason (2006) acknowledges that the adoption of a values centred approach may complicate the preservation approach.

11.1.4 Applicable Property Development Theories

A primary evidence source into the verification of the theoretical framework was an analysis of research completed by Drane (2013) relating to a review of existing property development models and theory. Existing theoretical model production in the field of property development has been described as individualistic, disparate and at best semi-connected (Drane 2012). The contemporary theory of property development acknowledges and draws from key tenets of previously completed property development theory. Drane undertakes a critical analysis of previous theory in order to develop describe a contemporary model of property development activity.

The research advocates consideration of elements of the contemporary theory, most notably the influence of external economic influences on property development activity. In addition, Drane claims, that any model, should be considered as tentative rather than a definitive theory of property development. The description of conducting property development activity within a wider sphere of external social, economic, and political factors is considered important. In addition the need to gain an understanding of the dynamic of the particular land or building activity is relevant to the research. In accordance with the findings of the research, Drane describes a need to attract

property development actors to undertake a transformation project such as urban heritage regeneration projects.

The definition adopted by Drane (2013) of collective manifestation to describe the influence of local authorities and stakeholders and the subsequent description of value tension, is relevant to the research. However the theory has limited value to the research. The model specifically focuses on property development and does not contain specific reference to the field of physical urban regeneration and concepts such as successful regeneration. In addition the theory makes limited references to the concept of value. It does not provide an insight into the nature of the private sector development sector and provides limited reference to the individual company's motivation to participate in property development activity.

11.1.5 Proposed Revisions to Initial Theoretical Framework

The initial theoretical framework has been verified by reviewing relevant existing theoretical knowledge. This is in order to place the theoretical framework within the existing body of theoretical knowledge. Amendments have been made to the framework in accordance with the findings of the verification process of the review of existing relevant theory. The key themes extracted from relevant theory have been applied to the model and are highlighted in red. The final theoretical framework is displayed in section 12.2.5

CHAPTER 12: RESEARCH FINDINGS

This chapter will present the findings of the research. It will commence by providing a summary of the research process. It then describes the more subject specific findings in relation to each research objective. The completion of the aim of the research is presented in 12.2.5.

12.1 Summary of the Research Process

Working in the subject area has instigated in the initial desire to undertake research in this area. In order to understand if a gap in knowledge existed, the researcher conducted an extensive literature review to compare and contrast professional experience with the academic literature. The completion of the literature review, described in chapter 2, relating to the project aim and objectives identified a gap in the existing knowledge and therefore indicated a likely contribution to academic knowledge. A concept map was created in order to develop an initial understanding of the key concepts and respective linkages originating from the literature review was also displayed in chapter 4.

Chapter 3 presented the research rationale to complete the research. The research approach was described in chapter 4. The chapter provided a justification for the selection of the research philosophy of pragmatism due to ability to mix quantitative and qualitative research methods in order to solve a real world problem. In addition as the research was exploratory, the adoption of a pragmatic stance allowed for flexibility to select suitable research methods required as the research process evolved.

The research strategy of selecting senior practitioners operating in the North West of England as a single embedded case study was considered an appropriate research strategy in order to guide the research. The case study parameters and justification for selections of the case study was provided in chapter 5. It was established that the region may contain areas that would benefit from the implementation of regeneration policy.

In addition, the case study confirmed that heritage regeneration had occurred in the region during the period of study. Members from the private sector development

community including statutory advisors, private sector consultants, senior local authority employees and private sector development company directors were selected. The selection of the research method of semi structured interviews allowed the researcher to understand the research problem from different perspectives in order to create a meaningful and relevant data set.

In addition the researcher engaged in documentary analysis of Acts of Parliament, policy guidance notes and practitioner research to ensure triangulation. Finally, the researcher in accordance with the principles of mixed methods research adopted the fixed data collection method of online survey in order to collect additional data relating to a research objective. This allowed the researcher to collect data following an amendment to the research to replace an existing and insert a new research objective.

The collected data was transcribed and analysed using qualitative content analysis in chapters 6,7,8 and 9. Key themes were extracted from the collected data that were relevant to the project research objectives and identified in the chapter summaries. The initial theoretical framework displayed in chapter 10 that was verified following a review of existing relevant theory in chapter 11. The final theoretical framework is presented in chapter 12 in addition to a review of the concluding comments in relation to the research in chapter 13.

12.2 Subject Specific Conclusions

The aim of the research was to develop a theoretical framework to encourage private sector development company participation in urban heritage regeneration projects. The main findings in relation to each research objective are described below:

12.2.1 Research Objective One

In order to complete the research aim, the researcher considered that an understanding of the concept of successful regeneration was required. The main findings appeared to indicate that successful regeneration is a multi-faceted concept that can vary according to the view of project stakeholders. It was determined that successful regeneration may include measures to improve the environmental, social and economic situation in a particular location. Therefore it was determined that physical

regeneration projects such as heritage regeneration can only contribute to, rather than solely constitute, successful regeneration.

It was identified that the key elements to consider in development of a definition of successful regeneration was to determine if a project:

- Act as a catalyst for further regeneration bringing a mix of uses to a local area (CAT1).
- Contribute to the delivery of a mix of uses in an area (MIX1).
- Assist in the creation of social and community cohesion (SAC1).
- Create an effective partnership between public and private sector organisations (PAR1).
- Assists in the reversal of economic decline in a local area (REV1).
- Generate occupancy (OCC1)
- Adds to the local brand of an area (BRA1)
- Produce an initial and on-going financial return for project partners (VIA1).
- Is completed to a high standard of design quality (DES1).

It was identified that the concept of successful regeneration is a long-term concept (LON1) and that effective measurement (MEA1) of successful regeneration is required.

12.2.2 Research Objective Two

The second research objective was to develop an understanding of the concept of the value of heritage regeneration. The key findings of the semi-structured interviews and documentary analysis can be summarised as follows:

- It was established that heritage regeneration may generate financial value (FIN2). Limited factual direct evidence of direct financial value for private sector development companies was identified.
- There was recognition of the traditional social-cultural values of heritage such as historical (HIS2), social (SOC2), educational (EDU2) and environmental value (ENV2). There was widespread acknowledgement of the difficulties of measurement of these types of value.

- The apparent importance to generate economic value (ECO1) in contemporary regeneration projects was established.

- The evidence suggests that heritage regeneration possesses sustainable value (SUS2).

- The definition of heritage was reviewed where it was proposed to widen the definition of a heritage asset, to incorporate and to further protect heritage assets in urban regeneration areas. However, it was established that the need to undertake evaluation of the value of successful regeneration required a clear definition of what constitutes a heritage asset. It was therefore proposed to retain the definition of heritage asset but to promote the increase use of local lists created by local authorities relating to heritage assets of significance within local communities.

- The concept of the term value tension (VTE2), within heritage regeneration was identified. This relates differing views of the value of heritage according to each stakeholder. There is a requirement to address this tension in order to facilitate greater involvement by private sector development companies.

- It was established that there is a lack of sophistication relating to the concept of value in heritage regeneration projects. The establishment of an effective post project completion assessment of the holistic value of urban heritage regeneration is required.

12.2.3 Research Objective Three

The third research objective was to critically analyse the concept of governance to understand its effect on involvement by private sector development companies in urban heritage regeneration projects. The key findings of the semi-structured interviews and key documentary analysis can be summarised as follows:

- The evidence suggests that the concept of governance does affect involvement of private sector development companies in urban heritage regeneration projects.

- The concept of governance by partnership (PAR3) has been highlighted as an effective method of governance, to encourage participation by private sector development companies, in heritage regeneration projects.

300

- To improve current governance affecting urban heritage regeneration, evidence suggests implementation of the following recommendations:

  - Nationally (NPI3): Introduction of a clear vision for heritage regeneration supported the provision of an appropriate level of assistance to facilitate urban heritage regeneration. In addition central government should lead on the development of an effective assessment and measurement of the value of heritage regeneration. Clear guidance on the level of funding and incentives for urban heritage regeneration projects should be provided. Assessment of prior and existing regeneration policy initiatives should be undertaken prior to introduction of new initiatives. This is to ensure continuation of best practice. The devolution of decision making to local areas in addition to a policy commitment to localism is considered to be positive governance for urban heritage regeneration.

  - Regionally (RPI3): The regional economic development agencies should provide increased resources and act as a facilitator to enable greater participation in heritage regeneration projects. Assistance should be provided to local authorities for the delivery and implementation of heritage investment frameworks.

  - Locally (LPI3): It is recommended to complete an assessment of the increased use of local lists, co-ordinated by local authorities and assisted by local organisations and Historic England. This could reduce the value tension of heritage regeneration by formal codification of the significance of less prominent heritage assets in regeneration areas.

12.2.4 Research Objective Four

The fourth research objective was to develop an understanding of the opportunities and constraints for private sector development companies participating in heritage regeneration projects. The key findings of the semi-structured interviews and documentary analysis can be summarised as follows:

- Evidence suggests that opportunities for private sector development companies include the ability to obtain a financial return (FIN4) and to develop partnerships with public sector organisations (PUB4).

301

• Evidence suggested that heritage assets can appeal to residential, commercial and leisure occupiers. There are claims of an increasing awareness of the unique qualities of heritage assets from an occupational perspective.

• It is evident that engaging in heritage regeneration projects may not appeal to all property development companies, where participation looks to be dependent on the motivation and risk profile of the property development company.

• The nature of the heritage asset and the ability to be adapted to suit the demands of an end user (END4) was identified. It was claimed that specific types of heritage assets such as industrial mills are appropriate for adaptive re-use. In contrast, other types of heritage assets constructed for a specific purpose may lack the flexibility required for re-use.

• Key constraints affecting participation appear to be the perception of high, hidden and on-going costs (COS4), lack of financial incentives and ability to resolve the conservation deficit (FUN4), increased risk relative to new build property development projects (RIS4). In addition, the apparent constraints of the heritage regeneration process due to the large number of stakeholders (CON4) and apparent complexity of obtaining necessary consents (PLA4) was indicated.

• It was established that the local economic context of heritage assets can prove to be a constraint particularly in areas of low demand and low value. Participation in urban heritage regeneration in these areas is problematic in the absence of assistance from the public sector. In contrast, heritage assets may be potentially located in strategic locations in urban regeneration areas that may provide the opportunity to satisfy occupational demand.

• Negative case analysis was identified, where it was established an apparent reluctance to participate in heritage regeneration projects by some private sector development companies. This was due to the perception of the complexity, perception of high risk and the opportunity to progress non-heritage projects.

• The importance of public sector organisations in heritage regeneration was determined. It was established that the involvement of the public sector may assist in resolving constraints of urban heritage regeneration projects. These

organisations may provide funding, specialist skills and knowledge and enter into partnerships to deliver urban heritage regeneration projects.

12.2.5 Research Objective Five

The final research objective relates to the creation of a theoretical framework to encourage private sector development companies' participation in heritage regeneration. The views of senior practicing professionals on the key themes, relating to the subject area and key linkages between the themes have been identified. In order to place the framework within the body of existing knowledge, the researcher has extracted relevant theory for inclusion into the final framework. Extraction of key elements of relevant theories has been placed in the final theoretical framework which is displayed in figure 29:

Theoretical Lens

1. Theory of conservation

Advocate transformation of heritage.

2. Value theory

Recognise importance of historical value of building.

3. Contemporary theory of conservation

Acknowledge conservators' are protectors of historic value.

Engage in sustainable conservation.

Consideration of adaptive ethics.

Acknowledgement of plurality of objects.

4. Assemblage theory

Codify knowledge of sub-authorised heritage discourse of heritage dividend.

5. Environmental determinism theory

Understand control of built environment has direct affect on human behaviour.

6. Theory of structural adjustment

Global economic factors provide opportunities and constraints for private sector development companies in urban heritage regeneration.

7. Socio-cybernetic theory

Understand local context.

8. Values centred theory

Undertake a values based approach to heritage regeneration.

9. Contemporary theory of property development

Understand transient nature of property development and collective manifestation may result in value tension.

Understand agency of heritage building.

Successful Regeneration (R01)

Constitutes

Social
Health, education, social services, law enforcement
Economic
Transport, employment
Environmental
Public realm and open space
A long term success (LON1)

Contribution

Heritage Dividend
Catalyst (CAT1)
Mixed use (MIX1)
Social and community (SAC1)
Creates partnerships (PAR1)
Reverses economic decline (REV1)
Adds to local brand (BRA1)
High design quality (DES1)
Occupation (OCC1)
Viable project (VIA1)
Reuse of existing building (REU1)

Value (R02)

Direct
Financial (FIN2)
Indirect
Amenity (AME2)
Economic (ECO2)
Sustainable (SUS2)
Social (SOC2)
Historic (HIS2)
Tourism (TOU2)

Value tension (VTE2)

Opportunities and Constraints (R04)

Financial return (FIN4)
End user (END4)
Public sector (PUB4)
Stakeholder consensus (STA4)
Cost (COS4)
Building Agency / Asset dynamic (HER4)
Funding Conservation deficit (FUN4)
Risk (RIS4)
Local economic context (LEC4)
Planning and regulation (PLA4)

Private Sector Development Company

Qualities
Objectives
Opportunities
Type
External forces

Governance by Partnership (R03)

Assessment of conservation deficit
Appreciation of successful regeneration
Understand collective interests
Effective stakeholder engagement
Agreement on collective project vision
Understanding of heritage regeneration
Understanding of local context
Appreciation of holistic value of heritage
Understanding of non static nature of heritage context
Willingness to be flexible to respond to changing context
Engagement in sustainable conservation
Consideration of adaptive ethics

Public Sector

National (NPI3)
Issue clear guidance, policy framework and vision
Facilitate localist decision making
Commission effective evaluation and monitoring process.
Complete assessment of policy best practice
Regional (RPI3)
Act as facilitator
Allocate resources to assist local delivery
Local (LPI3)
Record and monitor local heritage assets
Conservators as protectors of historic value
Acknowledge plurality of objects
Develop and maintain clear heritage strategy
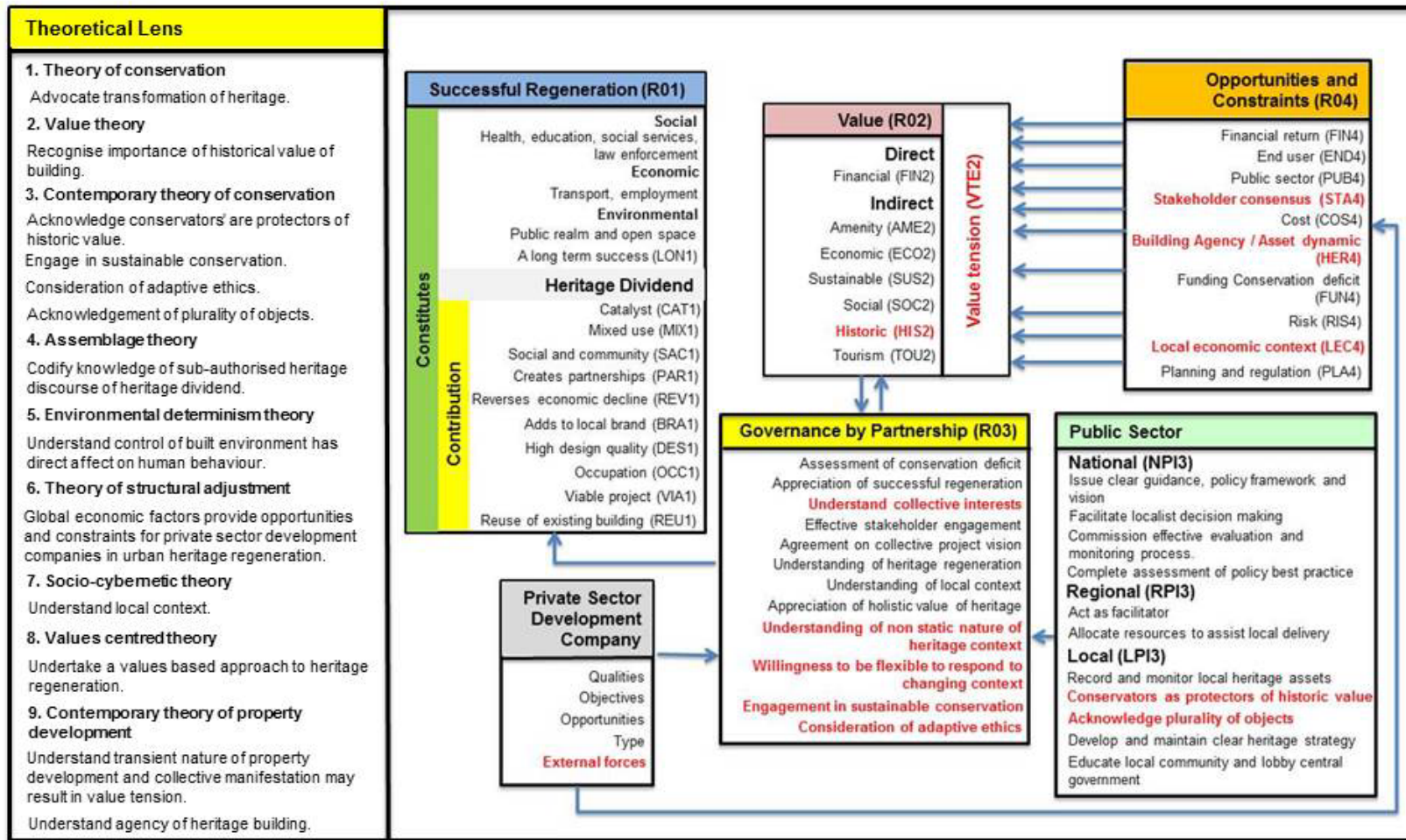Educate local community and lobby central government

Figure 29: Final Theoretical Framework to Encourage Private Sector Development Companies Participation in Successful Urban Heritage Regeneration Projects.

CHAPTER 13: CONCLUSIONS

This chapter will reaffirm the contribution to knowledge. It will continue by identifying the limitations of the research and highlight opportunities for further research within the subject area. Finally it will provide a brief reflective analysis on the research process.

13.1 Contributions to Knowledge

The research provides a study into the private sector development community perspective of the role of heritage assets in urban regeneration. In addition it has reviewed the concept of governance and impact on urban heritage regeneration within the case study area. It has provided recommendations to improve the current governance affecting urban heritage regeneration projects. It has identified links between the concepts of governance and successful regeneration.

A detailed understanding of the concept of value and urban heritage regeneration has been provided. An outcome of the research is the proposition of a toolkit of valuation techniques in order complete post project evaluation of the value of these projects. The research has also provided a description the impact of periods of economic decline on the process of urban heritage regeneration

Codification of a significant amount of tacit knowledge of senior practicing professionals from within the private sector development community on the subject of urban heritage regeneration has been completed. This engagement with the private sector development community has provided an insight into how private sector development companies work in practice.

The research has developed a unique theoretical framework to encourage greater involvement by private sector development organisations in urban heritage regeneration. The research could be considered to form the pre-cursor to a tentative theory of the subject area. It has added to the body of existing knowledge by placement of the theoretical framework within the context of existing relevant theory. The research has responded to the need for additional research in this area on the subjects of successful regeneration, and to further develop knowledge relating to the concept of value in urban heritage regeneration (Adams et al, 2012; Drane, 2013;

Gibson and Pendlebury, 2009; Healey 1991; Jones and Evans, 2013; ODPM, 2004; Reeve and Shipley, 2014).

13.2 Research Limitations

This section highlights the limitations of the research. A recommendation resulting from completion of the internal evaluation assessment was to amend the selection of semi-structured interviews from purposive sampling to a more structured selection method. This has increased the duration of the research to request individuals' participation. The adoption of a more structured participant selection process at an earlier stage of the research would have ensured the completion of the research in a reduced time-period.

The importance of the concept of governance was established post completion of initial data collection and analysis. Therefore the initial data collection and analysis did not contain specific reference to the concept of governance. An earlier identification of the importance of this concept would have allowed for the integration during the planning process of the research. However the retrospective inclusion of, rather than the omission of the concept of governance, has resulted in the production of robust and relevant research.

13.3 Opportunities for Further Research

The research identifies areas may be worthy of further research relating to the research subject area. The field of urban heritage regeneration research requires the development of a framework to determine the holistic value of urban regeneration. This can be achieved by further investigation into and adoption of methods of value assessment post project completion. This may be achieved by further application of the research methodology and subsequent framework to assess the value of heritage regeneration to undertake research on heritage regeneration projects completed ten, twenty or fifty years previously. This project could contribute to a greater understanding the long-term value of urban heritage regeneration. A potential toolbox for the effective evaluation of projects, post completion, has been included in Appendix G.

13.4 Reflective Analysis on the Research Process

The requirement to complete a robust and defendable academic research has been extremely challenging and equally rewarding but requiring a number of challenges to be overcome. The main challenges can be described as gaining access to individuals for participation in semi structured interviews, local authorities' inability to participate due to a lack of resources. The author encountered issues in relation to the non-response of some private sector development companies within the case study area. However, an objective of the research was to gain an understanding of the perspective of the private sector development community on the subject. This has been achieved by obtaining responses from senior local authority employees, consultant advisors and private sector development company directors.

The need to adhere to rigorous research methods required to collect semi structured interview data has been extremely rewarding. Following guidance from established practitioners such as Bryson and Bell, (2007), Yin (2009) and Robson and McCarthy (2014), the process has generated positive responses and allowed for the codification of significant tacit knowledge. The research has been well received by participants, urban heritage regeneration practitioner community and cohort members. Positive responses from the practitioner community, cohort members and research supervisors in relation to the aim and objectives of the project has resulted in the desire to pursue further areas of research described in section 13.3.

Bibliography

Adams D. Croudace R. and Tiesdall S. (2012) *Exploring the 'Notional Developer as a Policy Construct,* Urban Studies 49 (12) 2577-2596. DOI: 10.1177/0042098011431283

Adair, A. Berry J., McGreal S. (1999) *The effectiveness of the private sector finance in urban regeneration.* Research paper presented at RICS Research Conference, 1999. RICS Research, Royal Institution of Chartered Surveyors.

Adair, A. Berry J., McGreal S, Deddis, B and Hirst, S. (2000) *The financing of urban regeneration.* Journal of Land Use Policy, Vol 17, pp147-156

Adair, A. Berry, J, McGreal, S. (2003) *Financing Property's Contribution to Regeneration.* Urban Studies, vol40, nos5-6, pp1065-1080. Carfax Pulblishing.

Adair, A., Berry, J., McGreal, S, Hutchison, N, Watkins C, and Gibb, K. McGreal, S. (2003) *Urban Regeneration and property investment performance.* Journal of Property Research, 20: 4, p371 – 386

Adair, A. Berry, J. Hutchison, N. and McGreal, S. (2007) *Attracting Institutional Investment into Regeneration: Necessary Conditions for Effective Funding.* Journal of Property Research, 24: 3, p221 – 240

Allen, T. (2001) *The Politics of Regeneration,* Housing, Theory and Society, 18:3-4, 136-147, DOI: 10.1080/14036090152770500

All Party Urban Development Group. (2009) *Regeneration and the Recession*, Unlocking the Money. HMSO: London. Available at http://www.allparty-urbandevelopment.org.uk.

Allmendinger, P. (2009) *Planning Theory*. 2nd Edition. New York: Palgrave Macmillan.

Amion Consulting. (2010) *Impact of Historic Environment Regeneration, Final report prepared on behalf of English Heritage*, Liverpool: Amion Consulting.

Aramatunga, D. Baldry, D, Sarshar, M, Newton, R. (2002) *Quantitative and Qualitative research in the built environment: application of "mixed" research approach.* Work Study, Vol. 51 Iss: 1 pp 17 – 31. DOI: 10.1108/00438020210415488

Araoz, G. (2011) *Preserving heritage places under a new paradigm.* Journal of Cultural Management and Sustainable Development Vol, No1, pp 55-60. Emerald Group Publishing Limited.

Ashworth G.J. (2002) *Conservation Designation and the Revaluation of Property: the risk of heritage innovation,* International Journal of Heritage Studies, 8:1, pp 9-23. DOI: 10.1080/13527250220119901

Ashworth, W. (2013) *An Economic History of England, 1870-1939.* London: Methuen Publishing.

Atherton, E, French N, Gabrielli L. (2011) *Decision Theory and Real Estate Development: a note on Uncertainty.* Journal of European Real Estate Research, Vol1, No2, pp 162-182. Emerald Group Publishing Limited.

Atkinson R and Moon G. (1994*) Urban Policy in Britain: The City the State and the Market (Public Policy and Politics),* St Martins Press.

Australia ICOMOS (2013) The Burra Charter: The Australia Charter for Places of Cultural Significance, Burwood: Australia Press.

Avison, D.E. Fitzgerald, G. (2003) *Information Systems Development: Methodologies techniques and tools.* 3rd edition, London: McGraw-Hill.

Avrami, E,R. Mason, R. and De la Torre. (2000) *Values and Heritage Conservation,* Los Angeles, CA: Getty Conservation Institute.

Bailey, N. (1994) *Towards a Research agenda for public / private partnerships in the 1990's* Local Economy, 8:4, 292-306. DOI.1080/02690949408726205

Ball M. Lizieri, C. MacGregor, B. (2012) *The Economics of Commercial Property Markets.* United Kingdom: Routledge Publications.

Ball, M and Magin, J P. (2005) *Urban Change and Conflict: Evaluating the Role of Partnerships in Urban Regeneration in the UK*. Housing Studies, 20:1, 9-28, DOI: 10.1080/0267303042000308705

Ball, M. (1998) in, Guy, S. and Henneberry, J. (2002) *Developers and Development*, p115 – 136, Oxford: Blackwell Science Ltd.

Barrett, P. and Barrett, L.C. (2003) *Research as a kaleidoscope on practice*, Construction Management and Economics, England: Spon Press .

Barnekov, T. Boyle, R. and Rich, D. (1989) *Privatism and Urban Policy in Britain and the United States,* Oxford: Oxford University Press.

Baxter, P. and Jack, S. (2008) *Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers*. In The Qualitative Report, Volume 13, Number 4, December 2008, pp. 544 – 559.

Begum, S. (2016) *Urban Splash reveals plans for Stubbs Mill Manchester Evening News,* retrieved from:
http://www.manchestereveningnews.co.uk/business/property/urban-splash-reveals-plans-stubbs-10816702

Belchem J. (2006) *Liverpool 800: Culture Character and History*. Liverpool: Liverpool University Press.

Bennett, J. (2005) *The Agency of Assemblages in the North American Blackout,* Public Culture, vol 17(3), pp. 445-565.

Betts, M. and Lansley, P. (1993) *Construction Management and Economic: Review of the first ten years.* Construction Management and Economics, Vol 11, pp. 221-245.

Biglan, A. (1973) *The characteristics of subject matters in different academic areas.* Journal of Applied Psychology, Vol 57 No 3, pp. 195-203.

Binney, M. (2005) *Save Britains Heritage 1975 – 2005. Thirty Years of Campaigning.* London: Scala Publishers.

Booth, P. (2005) *Partnerships and networks: The governance of Urban Regeneration in Britain,* The Journal of Housing and the Built Environment Vol 20, pp257-269 DOI: 10.1007/s10901-005-9009-2

Bowitz, E., Ibenholt, K. (2009) *Economic Impacts of Cultural Heritage - Research and Perspectives* Journal of Cultural Heritage Vol 10, pp. 1 – 8.

Boyer, E.L. (1990). *Scholarship reconsidered: Priorities of the Professiorate.* New York: John Wiley and Sons.

Brannick, T., Coglan, D. (2007) *In defense of being "Native": The case for Insider Academic Research.* Organisational Research Methods, Vol10 No1, pp59-74: Sage Publications.

Bromley, D.B. (1986) *The case-method in psychology and related disciplines.* Chichester: John Wiley and Sons.

Brown, C. (2012) *Inspiring Regeneration,* Commercial Property Journal, March-April, 6-9

Brownill, S. (1990). *Developing London's Docklands: Another Great Planning Disaster?* London: Paul Chapman

Bullen, P, Love, P. (2011a) *Adaptive reuse of heritage buildings,* Structural Survey, Vol 29, Iss 5, pp. 411-420.

Bullen, P, Love, P. (2011b). *A new future for the past: a model for adaptive re-use decision making.* Built Environment Project and Asset Management, Vol 1, Iss 1, pp 32-44. Available at www.emeraldinsight.com/2044-124.htm.

Bryman, A. (1988) *Quantity and Quality in social research.* London: Unwin Hyman Publications.

Bryman, cited in Dainty, A. (2008) *Methodological Pluralism in construction management research,* in Knight, A. and Ruddock, L. (2008) Advanced Research Methods in the Built Environment, Chichester: Wiley-Blackwell.

Bryman, A. (2007) *Barriers to Integrating Quantitative and Qualitative Research.* Journal of Mixed Methods Research, Sage Publications, Available at: http://mmr.sagepub.com/cgi/content/abstract/1/1/8.

Bryman, A and Bell, E. (2007) *Business Research Methods.* 2nd edition. Oxford. Oxford University Press.

Cadman, D. and Topping R. (1995) *Property Development* 4th edition, London: E&FN Spon,

Carley, M. (1990) *Housing and Neighbourhood Renewal: Britains New Urban Challenge" Policy Studies Institute*. England: University of Westminster, Available at http://www.psi.org.uk/site/publication_detail/624.

Carley M and Kirk K. (1998) *Sustainable by 2020? A Strategic Approach to Urban Regeneration in British Cities*, Bristol: The Policy Press.

Carley, M. (2000) *Urban Partnerships, Governance and the Regeneration of Britains Cities.* International Planning Studies, 5:3, pp. 273-297. DOI:10.1080/713672858

Caschili, S. Medda, F.R. Modelewska, M (2011) *Innovative Financial Mechanisms for Urban Heritage Brownfields.* Research Paper presented at Economics of Uniqueness: Cultural Heritage Assets and Historic Cities as Public Goods conference, World Bank, Washington DC, May 2-3, 2011.

Cardinal, D., Hayward, J. and Jones, G. (2004) *Epistemology the Theory of Knowledge.* London: Hodder.

Centre for Cities (2016) *Cities Outlook: 2016.* London: Centre for Cities.

Cervello-Royo R, Garrido-Yserte R and Segura-Garcia del Rio, B. (2012) *An Urban Regeneration Model in heritage areas in search of sustainable urban development and internal cohesion,* Journal of Cultural Heritage Management and Sustainable Development, Vol 2, No 1, pp44-61. Emerald Group Publishing Limited. DOI:10.1088/20441261211223261

Chan, P,W. (2008) *The key ingredients of a Ph.D: Passion, Humility and Development.* The Built and Human Environment Review, Vol1, 2008, pp. 56-60.

Charmaz, K (2006) *Constructing Grounded Theory: A practical guide through qualitative analysis.* United States: Sage Publications.

Chetwyn, D. (2016) *Heritage Growth and Regeneration.* presentation given at HCC Heritage Conference, University of Staffordshire, 29th November 2016.

Choi A,S. Ritchie B,W. Papandrea F. and Bennet, J. (2009) *Economic Valuation of Cultural Heritage Sites: A choice modelling approach.* Tourism Management (31), pp. 213-220.

Chynoweth P (2009) *The Built Environment Interdiscipline. A Theoretical Model for decision makers in research and teaching.* Structural Survey, Vol 27 No4, pp301-310 Emerald Group Publishing Limited. DOI:10.1108/02630800910985090

Chynoweth P (2013) *Practice Informed Research. An alternative paradigm for scholastic enquiry in the built environment.* Property Management, Vol 31 No5. pp435-452 Emerald Group Publishing Limited. DOI: 101108/PM-042013-0028

Clarke, K, (2001) *Informed Conservation: Understanding Historic Buildings and their Landscapes for Conservation.* London: English Heritage

Clarke, K (2004) *Why Fund Heritage? The Role of Research in The Heritage Lottery Fund,* Cultural Trends, Vol 13(4), No 52, pp. 65-85. Taylor & Francis Ltd. DOI: 1080/0954896042000318056

Clarke, L and Janssen, J. (2008) *Forum A historical context for theories underpinning the production of the built environment.* Building Research & Information, 36:6, pp 659 -662. DOI: 1080/09613210802387659

Coffey, A. and Atkinson, P. (1996) Narratives and Stories. *In Making sense of Qualitative Data,* Complementary Research Strategies pp.54-82. Thousand Oaks: Sage California.

Colliers International (2011) *Encouraging Investment in Industrial Heritage at Risk*, *Summary and Main report 1-2.* prepared for English Heritage. London.

Colliers International (2011b) *Encouraging Investment in Industrial Heritage at Risk. Investment Performance of Listed Buildings.* prepared for English Heritage. London: English Heritage.

Colliers International (2015) *Use of Historic Buildings for Residential Purposes*, prepared for Historic England. London: Historic England.

Commission for Architecture and the Built Environment. (2002) *The Value of Good Design.* London: Bartlett School of Planning.

Couch, C. and Dennemann, A.D. (2000) *Urban Regeneration and sustainable development in Britain,* Cities, Vol 17, Issue 2, pp. 137-147. Elsevier Science Limited.

Couch, C. Fraser, C. Percy, S. (2003) *Urban Regeneration in Europe.* RICS Foundation, Oxford: Blackwell Science Limited.

Couch C. Sykes, O. and Borstinghuas, W. (2011) *Underrated localism in urban regeneration: The case of Liverpool, a shrinking city.* Journal of Urban Regeneration and Renewal Vol4, Issue 3, pp. 279-292

Cowell, B (2004) *Why Heritage Counts: researching this historic environment,* Cultural Trends, 13:4, 23 – 29, DOI:10.1080/0954896042000318038.

Cox, R D. (2012) *Teaching Qualitative Research to Practitioner-Researchers.* Theory into Practice. The College of Education and Human Ecology. Ohio: Ohio State University.

Creswell, J.W and Piano Clark, V, L. (2007) *Designing and conducting mixed methods research.* Thousand Oaks, CA: Sage.

Creswell, J.W (2013) *Qualitative Inquiry & Research Design-Choosing Among Five Approaches.* 3rd Edition. Thousand Oaks, CA: Sage Publications Inc.

Cushman and Wakefield (2016) *Engines of Prosperity: New Uses for Old Mill.* Available from *https://historicengland.org.uk/images-books/publications/engines-of-prosperity-new-uses-old-mills/.*

Daley, B. (2004) *Concept Maps, Theory, Methodology and Technology*. Paper presented at the proceedings of the first international conference on concept mapping, Pamplona, Spain.

Dainty, A. (2008) *Methodological Pluralism in construction management research*. in Knight, A. and Ruddock, L. (2008) *Advanced Research Methods in the Built Environment*, Chichester: Wiley-Blackwell.

Damschroder L and Forman J. (2007) *Qualitative Content Analysis,* in Liva Jacoby, Laura A. Siminoff (ed.) Empirical Methods for Bioethics: A Primer. Advances in Bioethics, Vol11, pp. 39-62: Emerald Group Publishing Limited.

Daunton M (2001) *The Cambridge Urban History of Britain: 1840 - 1950* Volume 3. Cambridge: Cambridge University Press.

Davies, F. (1960) *Interview guide for problems of the handicapped in everyday social situations*. Unpublished. Cited in Lofland and Lofland, 1995, pp. 84-95.

Davies J. (2003) *Partnerships versus Regimes: Why regime theory cannot explain urban coalitions in the UK*. Journal of Urban Affairs, Volume 25, No3. pp. 253-269. Urban Affairs Association.

DeLanda M, (2006) *A New Philosophy of Society: Assemblage Theory and Social Complexity*. London: Continuum.

Department for Communities and Local Government (2010) Planning Policy ;Statement 5: Planning for the Historic Environment, London The Stationary Office Limited.

Department for Communities and Local Government (2011) *Regeneration, Sixth Report of Session 2010-2012,* Volume 1. London: The Stationary Office Limited. Available from www.parliament.uk/clgcom.

Department for Communities and Local Government (2012) *The National Planning Policy Framework,* London: CLG. Available from:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf

Department for Communities and Local Government (2015) The English Indices of Deprivation, London: Crown Publications. Available from https://www.gov.uk/government/organisations/department-for-communities-and-local-government

Department of Environment (1977) *The Urban White Paper Policy for Inner Cities,* London: HMSO

Department for Environment, Transport and the Regions (2000) *Our Towns and Cities: The Future – Delivering an Urban Renaissance*, London: HMSO.

Dicks, B (2000) *Heritage, Place and Community.* Cardiff: University of Wales.

Dixon, T (2007) *The Property Development Industry and Sustainable Urban Brownfield Regeneration in England: An Analysis of Case Studies in Thames Gateway and Greater Manchester,* Urban Studies, Vol. 44 No 12. pp. 2379 – 2400: Routledge.

Dixon, T., Pocock, Y., Waters, M (2006) *An analysis of the UK development industry's role in brownfield regeneration.* Journal of Property Investment and Finance, Vol 24, no 6, pp. 521 – 541.

Drane, J. (2013) *The State of Contemporary Property Development Theory*, Research presented at 19th Annual Pacific-Rim Real Estate Society Conference, Melbourne, Australia, 13-16 January 2013.

Drivers Jonas, Royal Institution of Chartered Surveyors, English Heritage, British Property Federation (2006) *Heritage Works - A Practical Guide To The Role Of Historic Buildings In Regeneration*. London: RICS, BPF, EH and DJ.

DuPlessis, C. (2012). *Towards a regenerative paradigm for the built environment.* Building Research and Information, 40(1), pp. 7-22.

Eftec (2005a) *Valuation of the historic environment. The scope for using results of valuation studies in the appraisal and assessment of heritage related programmes. London:* EFTEC. Available at: https://content.historicengland.org.uk/images-

books/publications/valuation-historic-environment/valuation-historic-environment-final-rep.pdf/.

Eftec (2005b) *Valuation of the historic environment. The scope for using results of valuation studies in the appraisal and assessment of heritage related programmes. Annex - Annotated bibliography of heritage valuation studies*. London: EFTEC. Available at:
http://www.ihbc.org.uk/recent_papers/docs/Valuation%20of%20the%20Historic%20Environmnet%20(EH,%20HLF,%20DCMS%20etc)%20eftec%20FinalReportED%20 2005%20Annex.pdf

Egbu, C. E.(2010*) Choosing a Research Methodology,* presentation to Professional Doctorate Cohort, School of the Built Environment, University of Salford, England, September 2010.

Eisenhart, K. (1989) *Building Theories from Case Study Research.* The Academy of Management Review. Vol 14. No 4 pp. 532-550.

Engels, F (1887) *Condition of the Working Class in England.* English edition. London.

English Heritage (2000) *Power of Place: review of historic environment policies*, London: English Heritage.

English Heritage (2001) *Power of Place: The Future of the Historic Environment.* London: English Heritage.

English Heritage (2005) *Regeneration and the Historic Environment, Heritage as a catalyst for better social and economic regeneration*, London: English Heritage

English Heritage (2006) *Shared Interest. Celebrating Investment in the Historic Environment.* English Heritage

English Heritage (2008a) *Conservation Principles Policies and Guidance.* London: English Heritage.

English Heritage (2008b) *Constructive Conservation in Practice.* London: English Heritage

English Heritage (2013) *Heritage Works: The Use of Historic Buildings in Regeneration.* London: English Heritage.

Euclid (2017) *EU Funding Support for Heritage Projects, 2007-2015 – Research for Historic England.* Retrieved 1 June 2017 from http://content.historicengland.org.uk/content/docs/research/assessing-eu-contribution-to-englands-historic-environment

European Association of Historic Towns and Regions (2007) *Investing in Heritage: A Guide to Successful Urban Regeneration.* Norwich: European Association of Historic Towns and Regions (EAHTR).

Fielden, B (2003) The Conservation of Historic Buildings. 3rd edition. Oxford: Elsevier.

Fisher, P (2005) *The property development process.* Property Management, Vol 23 Iss 3 pp. 158-175, DOI: 10.1108/02637470510603510

Flyvbjerg, B. (2006) *Five misunderstandings about case study work,* Qualitative enquiry, 12 (2), pp. 219 – 245.

Flyvbjerg, B. (2011) *Case Study in Norman, K. Denzin and Lincoln, eds, The Sage Handbook of Qualitative Research,* 4th Edition, Thousand Oaks, California: Sage.

Garrod, G.D. Willis, K.G. Bjarnadottir, H. Cockbain, P (1996) *The non priced benefits of renovating historic buildings - A case study of Newcastle's Grainger Town* Cities, Vol 13, No 6 pp. 423 – 430: Elsevier Science Ltd..

Gibbons, M, Limoges, C, Nowotny, H, Schwartzman, S, Scott P and Trow, M (1994) *The Production of New Knowledge: The Dynamics of Science and Research in Contemporary Societies.* London: Sage Publications.

Gibson, L and Pendlebury, J. (2009) *Valuing Historic Environments.* United Kingdom: Ashgate.

Graham B, Ashworth G.J. Tunbridge J.E (2000) *A Geography of Heritage: Power Culture and Economy.* London: Arnold Publishers.

Greffe, X. (2004) *Is Heritage an asset or a Liability.* Journal of Cultural Heritage 5, pp301 - 309, Elsevier Publications.

Greene, J. C., and Caracelli, V. J. (1997) Defining and describing the paradigm issues in mixed-method evaluation. In J. C. Greene, and V. J. Caracelli (1997) *Advances in mixed-method evaluation: The challenges and benefits of integrating diverse paradigms* , pp. 5-18, San Francisco: Jossey-Bass.

Griffiths, R. (2004) *Knowledge and the research-teaching nexus: the case of the built environment disciplines.* Journal Studies in Higher Education. Vol 29. Issue 6, pp. 709-726.

Gripaios, P (2002) *The Failure of Regeneration policy in Britain,* Regional Studies, 36:5, 568-577, DOI: 10.1080/00343400220137173

Grix, J (2004*) The Foundations of Research*, USA: Palgrave Macmillan.

Gruson, L. (1986*) Outsiders Spur Rebirth of Baltimore*. New York Times. Available at: http://www.nytimes.com/1986/06/01/us/outsiders-spur-rebirth-of-baltimore.html

Guy, S. and Henneberry, J. (2002) *Developers and Development: Perspectives on Property Developmemt*, Oxford: Blackwell Science.

Guy, S. Henneberry, J, Rowley, S. (2002) *Development Cultures and Regeneration.* Urban Studies, Vol39, No7, pp. 1181-1196.

Haran, Martin, Newell, Graeme, Adair, Alastair, McGreal, Stanley and Berry. (2011) *The performance of UK regeneration property within a mixed asset portfolio.* Journal of Property Research, 28: 1, pp. 75-95.

Harty and Leirenger, (2007) *Methodological Pluralism in construction management research,* in Knight, A. & Ruddock, L. (2008) Advanced Research Methods in the Built Environment, Chichester: Wiley-Blackwell.

Harvey, D. (1989) *From Managerialism to Entrepreneurialism: The Transformation in Urban Governance in Late Capitalism.* Geografiska Annaler. Series B Human Geography Vol 71, No1 pp. 3-17.

Hasbollah, H,R,B. (2014) *A Theoretical Framework for Preserving Cultural Values of Heritage Buildings in Malaysia from the Perspective of Facilities Management.* PHd, University of Salford.

Havard, T. (2002) *Contemporary Property Development*. London: RIBA Enterprises Limited.

Havard, T. (2008) *Contemporary Property Development*. 2nd edition. London: RIBA Enterprises Limited.

Healey, P (1991) *Urban Regeneration and the Development Industry*, Regional Studies, 25:2, 97-110 DOI: 10.1080/00343409112331346327

Heffron, J.H. and Haynes, P. (2011) *Improving urban regeneration in the UK: Lessons from the developing world.* Journal of Urban Regeneration and Renewal, Vol 5, Iss 1, pp. 65-74: Henry Stewart Publications.

Hein, M F, Houck K,D. (2008) *Construction Challenges of Adaptive reuse of historical buildings in Europe,* International Journal of Construction Education and Research, 4:2, pp.115-131.

Hemphill, L. McGreal, S and Berry, J. (2002) *An aggregated weighting system for evaluating sustainable urban regeneration.* Journal of Property Research, 19:4. pp353-373, DOI:1080/09599910210155491

Henneberry, J and Rowley, S (2001*)* Developers decisions and property market behaviour in Guy, S. and Henneberry, J. (2002) *Developers and Development: Perspectives on Property Developmemt*, Oxford: Blackwell Science.

Heritage Lottery Fund (2013a) *New Buildings Need Old Ideas.* London:Heritage Lottery Fund. London.

Heritage Lottery Fund (2013b) *Heritage Enterprise. Application Guidance.* London: Heritage Lottery Fund.

Heritage & Regeneration UK Limited. (2009) *Murrays Mill Project Evaluation Report for Heritage Works (formerly Ancoats) Building Preservation Trust.* Heritage and Regeneration UK Ltd.

Heritage Works Building Preservation Trust Limited. (2011) *The economics of industrial building conservation projects in Pennine Lancashire.* Available from *http://www.heritageworks.co.uk/ehmills.htm.*

Heritage Works and The North of England Civic Trust (2009) *Promoting Partnerships in Heritage Led Regeneration.* Available from http://www.heritagetrustnetwork.org.uk/Promoting-Partnerships-in-Heritage-Led-Regeneration.pdf.

HM Government, (2010) *Statement on the Historic Environment for England*. DCMS, London: HMSO.

HM Government, (2004) *The Role of Historic Buildings in Urban Regeneration.* ODPM. London: The Stationary Office Limited. Available at: www.publications.parliament.uk/pa/cm200304/cmselect/cmodpm/47/47.pdf

HM Government (2011) House of Commons Communities and Local Government Committee, Regeneration, Sixth Report of Session 2010-2012, London: The Stationary Office.

HM Revenue and Customs. (2013) *Business Premises Renovation Allowance: Technical Note*, London: HM Revenue and Customs.

HM Treasury (2009) *Budget 2009: Building Britain's Future*, London: HM Treasury.

Historic England. (2016a) *Heritage Counts: Heritage and Society 2016. Historic England. Available at https://content.historicengland.org.uk/content/heritage-counts/pub/2016/heritage-and-society-2016.pdf.*

Historic England. (2016b) *Heritage at Risk: North West Register. Historic England available at https://content.historicengland.org.uk/images-books/publications/har-2016-registers/nw-har-register2016.pdf.*

House of Commons (2016) Briefing Paper: Local Economic Partnerships no 5651 available at; www.parliament.uk/commons-libraryintranet.parliament.uk/commons-library

Howe, K.R. (1988) *Against the quantitative-qualitative incompatibility thesis, or, Dogmas die hard.* Educational Researcher, 17, 10-16: Available at: nepc.colorado.edu/files/Howe_Against_the_Quant_Qual_Incompatibility_Thesis.pdf

Hudson, J. (2007) *Conservation values, climate change and modern architecture: the case of the CIS tower,* Journal of Architectural Conservation, vol13, pp. 47-68.

Hudson, J. James, P. (2007) *The Changing framework for the conservation of the historic environment,* Structural Survey, Vol 25, No 3-4, pp. 253-264.

Hunt, T, Lavery S, Vittery W and Berry C (2016) *UK regions and European Structural and Investment Funds" SPERI British Political Economy Brief No.24.* Sheffield Political Economy Research Institute, Sheffield: University of Sheffield.

International Council on Monuments and Sites (ICOMOS) (1964) *The Venice Charter: International Charter for the Conservation and Restoration of Monuments and Sites, Paris: ICOMOS.*

Investment Property Forum (2009) *Urban Regeneration: Opportunities for Property Investment:* Research Programme, London: Investment Property Forum.

Jacobs, J (1961) *The Death and Life of Great American Cities.* New York: Random House.

Johnson R.B. & Onwuegbuzie, A.T. (2004) *Mixed Methods Research: A Research Paradigm whose Time has Come.* Educational Researcher. Vol 33 No 7 pp. 14-26.

Jones, P, Gripaios, P (2000) "*A review of the BURA awards for the best practice in urban regeneration",* Property Management, Vol 18 Iss:4, pp. 218 – 219: DOI:10.1108/0263740010348726

Jones, P & Evans, J (2006) *Urban Regeneration, Governance and the State: Exploring Notions of Distance and Proximity*. Urban Studies, Vol 43. No9, pp. 1491 - 1509, DOI: 10.1080/00420980600749951

Jones, P. & Evans, J. (2013) *Urban Regeneration in the UK*, 2nd Edition. London: Sage Publications.

Jones, S and Mean, M (2010) *Resilient places: Character and Community in everyday heritage.* London: Demos.

Jokilehto, J. (1999) *A History of Architectural Conservation.* 2ND edition. New York: Routledge.

Jones, P. (2010) *Academic and Professional knowledge in the Built Environment.* Unpublished paper produced as part of the Doctor of the Built Environment, University of Salford.

Jones, P. (2011) *The Role of Innovation in the Physical Regeneration of Heritage assets in Regeneration areas*, *Preliminary Practice Based Investigation.* Unpublished paper produced as part of the Doctor of the Built Environment, University of Salford.

Jones, S. (2017) *Wrestling with the Social Value of Heritage: Problems, Dilemmas and Opportunities.* Journal of Community of Archaeology and Heritage, 4:1, 21-37, DOI: 10.1080/20518196.2016.1193996

Journal of Urban Regeneration and Renewal (2004-2012) *Volumes 1 to 10*: Henry Stewart Publications. Available at https://www.henrystewartpublications.com/jurr

Kaminska O, Foulsham, T. (2013) Understanding sources of social desirability bias in different modes: Evidence from Eye-Tracking, ISER Working Paper Series, No. 2013 -04. Available at: http://hdl.handle.net/10419/91698

Kellie, E (2014) *Rebuilding, Rebranding and Regenerating Manchester*, Journal of Urban Regeneration and Renewal, Vol 7, 4, pp. 378-391.

Kincaid, D. (2002) *Adapting Buildings for Changing Uses: Guidelines for Change of Use Refurbishment.* London: Spon Press.

Kooiman J. (1999) *Social-Political Governance, Public Management*: An International Journal of Research and Theory, 1:1, 67-92. Available at: http://dx.doi.org/10.1080/14719037800000005

Knight A, Ruddock, L. (2008) *Advanced Research Methods in the Built Environment.* Chichester: Wiley Blackwell.

Koskela, L. (2008) *Is a theory of the built environment needed?.* Building Research and Information 36 (3) DOI: 10.1080/09613210801936530

Knight, A and Ruddock, L. (2008) *Advanced Research Methods in the Built Environment*, Chichester:Wiley Blackwell.

Labadi, S. (2008) *Evaluating the socio-economic impacts of selected regenerated heritage sites in Europe.* Amsterdam: European Cultural Foundation.

Ladd, J. (2010) *Moving Forward: The Northern Way, Research Paper 4; Adding Value: Third Sector partnerships in Heritage-led Regeneration.* www.thenorthernway.co.uk

Laffin, M. (2009) *Central-Local Relations in an Era of Governance: Towards a New Research Agenda.* Local Government Studies, 35:1, 21-37, DOI 10.1080/003003930802574698

Landorf, C. (2011) *A Future for the Past: A new theoretical Model for Sustainable Historic Environments,* Planning Practice and Research, 26:2, pp147-165, DOI.10.1080/02697459.2011.560458

Landry, C. Greene, L. Matarasso, F. and Bianchini, F. (1996) *The Art of Regeneration: Urban Renewal through Cultural Activity.* Stroud: Comedia.

Landsdorf, C. (2011) *A Future for the Past: A new theoretical model for Sustainable Historic Urban Environments.* Planning Practice & Research, Vol 26. No 2, pp. 147-165

Larkham, P J. (2003) *The Place of urban conservation in the UK reconstruction plans of 1942-1954.* Planning Perspectives, vol18, pp295-324. DOI: 10.1080/0266543032000086186

Latham, D. (2000a) *Creative Re-use of Buildings; – Principles and Practice - Volume One.* Dorset: Shaftsbury.

Latham, D. (2000b) *Creative Re-use of Buildings – Building Types – Selected Examples*, *Volume Two*. Dorset: Shaftsbury.

Law, C,M. (1988) *Public-Private Partnerships in Urban Revitalisation in Britain. Regional Studies,* 22, pp. 446-451.

Leek, J. (2010) *An Introduction to Critical Thinking.* Guest lecture to Professional Doctorate Students, University of Salford. July 2010.

Leunig, T and Swaffield, J. (2007) *Cities Unlimited*: *How to Make Urban Regeneration Work.* London: Policy Exchange.

Lewin (1951) Problems of research social psychology. in *Field Theory in Social Science.* New York: Harper Brothers.

Levine, M. (1987) *Downtown Redevelopment as an Urban Growth Strategy: A Critical Appraisal of the Baltimore Renaissance*. Journal of Urban Affairs Volume 9. No2, pp103-123. JAI Press.

Liccardi G. Amirtahmasebi, R. (2012) *The Economics of Uniqueness, Investing in Historic City Cores and Cultural Heritage Buildings for Sustainable Development.* Urban Development Series. World Bank Publications.

Lichfield, D. (2010) *Integrated evalution of regeneration plans,* Journal of Urban Regeneration and Renewal. Vol4, Issue 2, pp. 126-134.

Lichfield, N. (1988) *Economics of Urban Conservation.* Cambridge. Cambridge University Press.

Listokin, D. (1985) *Living Cities.* New York: Preservation Press.

Listokin D & Lahr M, (1997) *Economic Impacts of Historic Preservation*: *New Jersey:* New Jersey. Historic Trust.

Lincoln, Y, S. & Guba, E, G. (1985). *Naturalistic inquiry.* Beverley Hills, CA: Sage Publications Inc.

Liverpool City Council (2010) *Recall the Past to Inform the Future: A heritage Investment Framework for the City of Liverpool*, Liverpool: Liverpool City Council.

Maaer, G. and Campbell, I. (2009) *Evaluation of the Townscape Heritage Initiative: Evidence from the Heritage Lottery Fund,* Journal of Urban Regeneration and Renewal, Vol3, Iss2, pp. 185-201.

Macdonald, S and Cheong C (2014) *The Role of Public Private Partnerships and the Third Sector in Conserving Heritage Buildings, Sites and Historic Urban Areas*. Los Angeles: The Getty Conservation Institute.

Marquis-Kyle, P. and Walker, M (2004) *The Illustrated Burra Charter*: good practice for heritage places. pp. 7-18. Victoria: Australia Icomos.

Macdonald, S (2011) *Leveraging Heritage: Public-Private and the Third-Sector Partnerships for the Conservation of the Historic Urban Environment."* Paper presented at ICOMOC conference, Paris, 2011. Getty Institute.

Madgin, R (2010) *Reconceptualising the historic urban environment: conservation and regeneration in Castlefield, Manchester, 1960 - 2009,* Planning perspectives, 25:1, 29 – 48, DOI: 10.1080/02665430903421726.

Maeer, G and Campbell, I (2009) *Evaluation of the Townscape Heritage Initiative: Evidence from the Heritage Lottery Fund*. Journal of Urban Regeneration and Renewal, Vol3, Number 2, October – December 2009, Henry Stewart Publications.

Manchester City Council. (2014) *London Road Fire Station Update: the Council of the City of Manchester (Former London Road Fire Station (No. 2)) Compulsory. Purchase Order 2015) Report to Executive Committee.* Manchester: Manchester City Council.

Mansfield J. (2013) *Heritage Protection in England: the New Labour Legacy.* Structural Survey, Vol 31, No.1, 6-20. Emerald Group Publishing Limited.

Mason, J. (2002) *Qualitative researching,* London: Sage publications.

Mason, R (2002) Assessing Values in Conservation Planning: Methodological Issues and Choices in *Assessing the Values of Cultural Heritage*, Research Report. pp5-30, Los Angeles: Getty Publications.

Mason, R. (2005) *Economics and historic preservation: a guide and review of the literature.* Washington DC: Brookings Institute.

Mason, R (2006) *Theoretical and Practical Arguments for Values Centred Preservation* Journal of Heritage Stewardship, Vol3, Iss2, pp. 21-48.

Mason, R. (2008) *Be Interested and Beware: Joining Economic Valuation and Heritage Conservation,* International Journal of Heritage Studies, 14:4, 303-318, DOI: 10.1080/13527250802155810.

Maxwell, S.E and Delaney, H.D (2004) *Designing experiments and analysing data.* New Jersey: Lawrence Erlbaum.

Maxwell J.A. (2005) *Qualitative research design: An interactive approach* (2nd Ed.). Thousand Oaks, CA: SAGE Publications.

Mayor of Liverpool (2016) *Liverpool Hotels Update: March 2016. Available from www.investliverpool.com/publications*

Mayor of Liverpool (2017) *Liverpool Hotels Update: February 2017. Available from www.investliverpool.com/publications*

Mcdermott, I. (2015) *Manchester: UK's new Order,* Financial Times. Available from https://www.ft.com/content/a0513f2a-b7bb-11e4-981d-00144feab7de

McGill, I. and Brockback A. (2004) *The Action Learning Handbook*. London: Routledge Falmer.

McNamara, B. (1993) Parameters for Institutional Investment in Inner City Commercial Property Markets in Berry, J. Mcgreal, S. & Deddis, B. (Eds) *Urban Regeneration: Property Investment and Development*, pp. 5-15. London: E&FN Spon.

McTier, A. Glass, A and McGregor A. (2012) *Learning the lessons of property-led regeneration: Maximising the employment legacy of the major physical developments,* Journal of Urban Regeneration and Renewal Vol6, 1, pp. 66-78.

Miller I & Wild C. (2007) *A&G Murray and the Cotton Mills of Ancoats.* Lancaster: Archaeology North Publications.

Miles M. Huberman A M, and Saldana J (2014) *Qualitative Data Analysis - A Method Sourcebook.* 3rd Edition. Thousand Oaks, CA: Sage.

Mingers, J and Gill, A. (1997*) Multimethodology: The Theory and Practice of Combining Management Science Methodologies*. Chichester: Wiley Publications.

Moore C, Richardson J. (1986) *Shifting parameters: public private partnerships in local economic regeneration.* Public Policy and Administration, 1, pp.33-49.

Morley, S (2002) The Financial Appraisal of development projects in Guy, S. and Henneberry, J. (2002) *Developers and Development: Perspectives on Property Developmemt*, Oxford: Blackwell Science.

Morse, J.M. (1998) Designing funded qualitative research. In Denzin and Lincoln (Eds), *Strategies of qualitative inquiry* (pp56-85), Thousand Oaks, CA: Sage.

Morgan, D. (2007) *Paradigms lost and pragmatism regained: Methodological Implications of Combining Qualitative and Quantitative Methods* in Journal of Mixed Methods Research, Volume One, Issue One, 48 – 76 available at http://mmr.sagepub.com/cgi/content/abstract/1/1/48.

Munoz Vinas, S. (2005) *Contemporary Theory of Conservation.* Oxon: Butterworth-Heinemann.

National Audit Office (2006) *Independent Performance Assessment of the North West Development Agency*. London: National Audit Office.

National Audit Office (2010) *Regenerating the English Regions: Regional Development Agencies' support to physical regeneration projects,* Norwich: TSO (The Stationary Office).

National Audit Office (2013) *Funding and Structures for Economic Growth.* London: The Stationary Office.

National Audit Office (2016) *Local Enterprise Partnerships*. Prepared on behalf of the Department for Communities and Local Government". Norwich: TSO (The Stationary Office).

Navrud, S. and Ready, C. (2002) *Valuing Cultural Heritage: Applying Environmental Valuation Techniques to historic, building, monuments and artefact*s. Cheltenham: Edward Elgar Publishing Limited.

Nonaka, I. Toyama, R. and Konno, N. (2000) *SECI, Ba and Leadership: a Unified Model of Dynamic Knowledge Creation*, Long Range Planning, vol. 33, nº 1, pp. 5-34.

Norris, M. and Gkartzios, M. (2011) *Twenty Years of property lead urban regeneration in Ireland: outputs and impacts, implications*. Public Money & Management 31:4, pp. 257-264.

North of England Civic Trust and Heritage Works (2009) *Adding Value: Third sector partnerships in Heritage-led Regeneration - Regeneration Momentum for the Northern Way.* Heritage Works and the North of England Civic Trust. Available at: *http://www.heritageworks.co.uk/docs/RMR%20AVH%20110110%20Final.Appendices.pdf*.

Novak J and Canas A (2008) The Theory Underlying Concept Maps and How to Construct and Use Them, Technical Report IHMC, Rev 01 available for download at http://cmap.ihmc.us/docs/pdf/TheoryUnderlyingConceptMaps.pdf

O'Brien, D. (2010) *Measuring the value of culture: a report to the Department for Culture Media and Sport.* Economic and Social Research Council. Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/77933/measuring-the-value-culture-report.pdf

Oglethorpe, M. (2013) *Industrial Heritage: Realising the Value of our Heritage Buildings,* CESB Prague conference paper: Central Europe towards Sustainable Building.

Office for the Deputy Prime Minister (ODPM, 2004a) *The Role of Historic Buildings in Urban Regeneration*, Eleventh Report of Session 2003 – 2004, House of Commons London: The Stationary Office Limited.

Office for the Deputy Prime Minister (ODPM, 2004b) *Assessing the Impact of Spatial Interventions. Regeneration, renewal and regional development 'The 3R's guidance.*, London: ODPM.

Office for National Statistics (2012) *Regional Profiles: Key Statistics - North West, August 2012*, London: Crown Publications.

Office for National Statistics (2012) *Regional Profiles: Population and Migration - North West.* March 2013, London: Crown Publications.

Office for National Statistics (2016) *Regional gross value added (income approach), UK: 1997 to 2015,* London: Crown Publications.

Orbasli A. (2008) *Architectural Conservation. Principles and Practice* Oxford: Blackwell Science.

Oxford Brookes University (2016) *Highly Valued, Hard to Measure - Towards an integrated measurement of real estate development .* London: Trowers and Hamlin.

Pacione, M. (2014) *Progress in Urban Geography.* London: Taylor and Francis Ltd.

Pares, M, Marti-Costa, M, Blanco, (2014) *Geographies of Governance: How Place Matters in urban regeneration policies,* Urban Studies, Vol 51 (15) 3250-3267, DOI: 10.1177/00420980113513647

Parkinson, M (2006) *State of English Cities Report,* London: ODPM.

Parkinson, M (2008). The Credit Crunch and regeneration', Journal of Urban Regeneration and Renewal, Vol 3, No 2, pp115-116. Henry Stewart Publications. Available at https://www.henrystewartpublications.com/jurr

Parkinson, M (2009) *Urban Regeneration: Lessons from Europe and the UK,* in City Visions Imagining Place, Enfranchising People F Gaffikin and M Morrissey, pp 104 – 115. London: Pluto Press.

Parkinson, M, Ball, M, Blake, N & Key, T. (2009) *The Credit Crunch and Regeneration: Impact and Implications. An independent report to the Department for*

Communities and Local Government, Department of Communities and Local Government: available at www.communities.gov.uk

Pathirage, C, P. (2010*) Tacit knowledge in professional practice,* presentation to Professional Doctorate Cohort, School of the Built Environment, University of Salford, January 2010.

Pathirage, C.P, Aramatunga, R.D.G and Haigh, R.P (2008) *The Role of Philosophical Context in the Development of Theory: Towards Methodological Pluralism*, The Built and Human Environment Review, Volume 1, 2008.

Pendlebury, J. (1999) *The conservation of historic areas in the UK: A case study of "Grainger Town", Newcastle upon Tyne.* Cities, Vol16. No 6, pp423-433. Elsevier Science.

Pendlebury, J. (2013) *Conservation Values, the authorised heritage discourse and the conservation planning assemblage.* International Journal of Heritage Studies, 19:7, DOI: 10.1080/13527258.2012.700282

Penfold, A. (2010) Penfold Review of Non Planning Consents. URN10/1027. Available at www.bis.gov.uk/penfold.

Pennine Lancashire (2014) Heritage Investment Strategy: 2015 - 2020 draft. Lancashire: Pennine Lancashire. Available at

http://www.penninelancsplace.org/Decisions/Research%20and%20Intelligence/Heritage%20Investment%20Strategy%20-%20Final%20working%20doc.Dec%202014.pdf

Pickard, R.D. (2001) Policy and law in heritage conservation. London: Spon

Policy Studies Institute (1990) *Urban Renewal Partnerships in America and Britain. Policy Studies Institute*. Available at http://www.psi.org.uk/publications/archivepdfs/Housing/JV4.pdf

Proverbs, D. and Gameson, R. (2008) *Case Study Research* in Knight, A. & Ruddock, L. (2008) Advanced Research Methods in the Built Environment, Chichester: Wiley-Blackwell. Publications.

Pugalis, L. (2011) *Sub-national economic development: Where do we go from here? Journal of Urban Regeneration and Renewal,* Vol 4, Iss3, pp255-268. Henry Stewart Publications.

Pugalis, L (2013) *Hitting the Target but Missing the Point: the case of area based regeneration, Community Development,* 44:5, 617-634, DOI: 10.1080/155575330.2013.854257.

Pugalis, L and McGuiness, D. (2013) *From a framework to a toolkit: Urban regeneration in an age of austerity,* Journal of Urban Regeneration and Renewal, Vol6, Iss4, pp.339-353.

Pugalis, L (2012) *The governance of economic regeneration in England: Emerging practice and issues,* Journal of Urban Regeneration and Renewal, Vol 5, Iss no 3, Henry Stuart Publications.

Rabeneck, A (2008) *A Sketch Plan for Construction of Built Environment Theory,* Building Research and Information (3), pp. 269-279.

Rafferty, J, McGeorge, D. Walters, M (1997) *Breaking up methodological monopolies: a multi-paradigm approach to construction management research,* Construction management and Economics, 15:3, 291 - 291

Ratcliffe, J, Stubbs, M, Shepherd (2004) *Urban Planning and Real Estate Development.* 2nd edition. London: Spon Press.

Rautenberg, M. (2012) *Industrial Heritage, Regeneration of Cities and Public Policies in the 1990's: elements of a French British comparison*, International Journal of Heritage Studies, 18:5, 513-525, DOI: 10.1080/13527258.2011.63794

Reeve, A and Shipley, R. (2012) *Assessing the effectiveness of the Townscape Heritage Initiative in regeneration,* Journal of Urban Regeneration and Renewal, Vol 6, 2 p189-210: Henry Stewart Publications.

Reeve, A, Shipley, R (2014) *Heritage Based Regeneration in an Age of Austerity: Lessons from the Townscape Heritage Initiative,* Journal of Urban Regeneration and Renewal, Vol 7, No2, pp. 122-135: Henry Stewart Publications.

Reeves R, Mathieu A, Kuper A, Hodges, BD (2008.) *Why Use Theories in Qualitative Research*, BMI Volume 337, pp. 631-634.

Rhodes R.A.W (1994) *The Hollowing out of the State: The Changing Nature of Public Services in Britain*. Political Quarterly, Volume 65, Issue 2, pp. 138-151.

Rhodes R.A.W (1996) *The New Governance: Governing without Government* Political Studies Volume 44, Issue 4, pp. 652-667.

Ribeiro, F.L, Videira, S.I. (2008) *Management of the built heritage in the Lisbon's central downtown.* International Journal of Housing Markets and Analysis, Vol 1, No2., pp110-124. DOI:10.1108/17538270810877754.

Roberts, P and Sykes, H (2000) *Urban Regeneration: A Handbook, British Urban Regeneration Association*, 1st Edition. London: Sage Publications.

Roberts, P and Sykes, H (2008) *Urban Regeneration: A Handbook, British Urban Regeneration Association*, 2nd Edition. London: Sage Publications.

Robinson M (2016) *Beamish Business Model Case Study.* England: Culture Hive Publications.

Robson, B M; Bradford, I, Deas E, Hall E, Harrison M, Parkinson R, Evans P, Garside A, Harding and F Robinson (1994) *Assessing the Impact of Urban Policy*. London: HMSO.

Robson, C (2002) *Real World Research: A Resource for Social Scientists and Practitioner-Researchers.* 1st ed. United Kingdom: Wiley-Blackwell Publishers.

Robson, C and McCartan, K. (2016) *Real World Research: A Resource for Users of Social Research Methods in Applied Settings.* 4thed. West Sussex United Kingdom: John Wiley and Sons Limited.

Rodney B and Clarke P (2000) *Financing Urban Regeneration. Research Paper presented at Property Economic & Finance* Research Network Seminar, Ulster University. September 2000.

Rorty, R. (1982) *Consequences of Pragmatism.* Minneapolis: University of Minnesota Press.

Royal Institute of British Architects (RIBA, 2010) *A clients handbook to achieving design excellence in the North West*, Liverpool: RIBA North West.

Royal Institute of Chartered Surveyors (RICS, 2014). *RICS Valuation - Professional Standards.*London, RICS. Available at:http://www.rics.org/Global/RICS_Valuation_-_Professional_Standards_UK_January_2014_(revised_April_2015)_PGguidance_2015.pdf

Runeson, G and Skitmore, M (2008) *Scientific Theories in Advanced Research Methods in the Built Environment*, pp. 75-84. Chichester: Wiley Blackwell.

Rypkema D.D, (1992) Rethinking economic values, in Lee A.J. (ed) *Past meets future: Saving America's historic environments,* National Trust for Historic Preservation. Washington: The Preservation Press.

Rypkema D, R and Cheong C,C. (2011) *Measuring Economic Impacts of Historic Preservation: A report to the Advisory Council on Historic Preservation,* United States: University of Pennsylvania.

Sagalyn, L. (1997) *Negotiating for public benefits: the bargaining calculus of public-private development.,* Urban Studies, 42, pp. 1919-46.

Sagalyn, L. (2007) *Public/Private Development: Lessons from History, Research and Practice.* Journal of the American Planning Association, Vol73, No1, pp. 7-22.

Sanfilippo, L and Ngan, P (2007) *Value Added: The economic, social and environmental benefits from creating incentives for the repair, maintenance and use of historic buildings,* prepared for the Princes Regeneration Trust, London:New Economic Foundation.

Scarrett, D and Osborne, S (2014) *Property Valuation. The Five Methods. 3RD edition.* London: Routledge Publications.

Schiller, R. (2001) *The Dynamics of Property Location.* London: Spon Press.

Scott, F. (2008) *On Altering Architecture.* London: Routledge.

Semple Kerr, J. (2000) *Conservation Plan, 5th* ed., Australia: The National Trust of Australia, Sydney.

Schrag, F. (1992) *In defense of positivist research paradigms*, *Educational Researcher, 21(5), pp. 5-8.*

Schon, D. (1991) *The Reflexive Practitioner: How Professionals Think in Action.* Milton Keynes. Avebury: Ashgate Publishing Limited.

Scriven, M. (1991) *Evaluation thesaurus*, 4th edition, Newbury Park, CA: Sage.

Sepe, M. (2013) *Urban History and cultural resources in urban regeneration: a case of creative waterfront renewal,* Planning Perspectives, 28:4, 595-613, DOI:10.1080/02665433.2013.774539

Shipley, R, Utz, S and Parsons, M (2006) *Does adaptive Reuse Pay? A study of the business of Building Renovation in Ontario, Canada*, International Journal of Heritage Studies, 12:6, 505 - 520. London: Routledge Publications.

Shipley, R & Snyder, M. (2013) *The role of heritage conservation districts in achieving community economic development goals*, International Journal of Heritage Studies, 19:3, 304-321, DOI: 10.1080/13527258.2012.660886

Silverman, D. (2004) *Qualitative Research: Theory Method and Practice*, 2nd Edition, California: Sage Publications.

Smart J.C. (2014) *Higher Education: Handbook of Theory and Research.* Vol 29. USA: Springer Publications.

Smith, M. K. (2003) *Michael Polanyi and tacit knowledge*, the encyclopedia of informal education, Available at http://infed.org/mobi/michael-polanyi-and-tacit-knowledge/

Smith, L. (2006) *Uses of Heritage*. Abingdon: Routledge Publications.

Smith, A (2010) *The Value of Built Heritage.* CEM Occasional papers, Reading: College of Estate Management.

Smith, G.S, Messenger P.M & Soderland H.A. (2010) *Heritage Values in Contemporary Society.* Walnut Creek, California: Left Coast Press Inc.

Stobart J. (2004) *The First Industrial Region: North West England c1700-1760.* Manchester: Manchester University Press.

Strange, I. and Whitney, D. (2003) *The Changing Roles and Purposes of heritage conservation in the UK,* Planning Practice and Researc, 18:2-3, 219-229, DOI: 10.1080/0269745032000168278.

Stratton M. (2000) *Industrial Buildings. Conservation and Regeneration.* London: E&FN Spon.

Strauss, L.A and Corbin, J. (1998) *Basics of Qualitative research: Grounded Theory Procedures and Techniques.* 2nd ed. California: Sage Publications.

Sulaiman, N, Baldry, D. and Ruddock, L. (2006) *Best Practice Transfer for the Care Homes for the Elderly: Case Study Methodology.* Research Institute for Built & Human Environment (Buhu), University of Salford.

Sutherland, J W. (1975) *Systems: Analysis, Administration and Architecture.* New York: Van Nostrand.

Sutrisna, M. and Barratt, P. (2007) *Applying rich picture diagrams to model case studies of construction projects,* Engineering, Construction and Architectural Management, Vol 14, No 2, pp. 164 – 179.

Sutrisna, M. and Barratt, P. (2009) *Methodological strategies to gain insights into informality and emergence in construction project case studies*, Construction Management and Economics, 27:10, pp. 935 – 948.

Sutrisna M. (2011. *Research Methodology and Doctoral Research: An Introduction,* presentation to Professional Doctorate Cohort, School of the Built Environment, University of Salford, November 2011.

Swenson, G. and Stenbro, R. (2013) *Urban Planning and industrial heritage – A Norwegian case study,* Journal of Cultural Heritage Management and Sustainable Development, vol3, No2, pp. 175-190 Emerald Group Publishing Limited.

Swyngedouw, E. (2005) *Governance Innovation and the Citizen: The Janus face of Governance beyond the state*. Urban Studies, Vol 42. pp. 1991-2006

Sykes, O, Brown, J, Cocks, M, Shaw, D, Couch, C (2013) *A City Profile of Liverpool, Cities* 35, 299-318, DOI: dx.doi.org/10.1016/J.cities/2013.03.013.

Sykes O, Brown, J, Cocks, M, Shaw D and Couch, C. (2013) *A City Profile of Liverpool.* Elsevier Publications.

Syms, P. (2002) *Land, Development and Design,* England: Blackwell Science.

Tallon, A. (2013) *Urban Regeneration in the UK,* 2nd edition. Oxfordshire: Routledge.

Tallon, A. (2010) *Urban Regeneration in the UK. 1st edition.* Oxfordshire: Routledge.

Tason-Kok, T (2010) Entrepreneurial Governance: Challenges of Large Scale Property Led Urban Regeneration Projects. Tijdschrift voor Economische en Social Geografie, DOI:10/1011/j.1467-9663.2009.00521.x, Vol 101, No 2, pp. 126-149.

Tashakkori, A., & Teddlie, C. (1998) *Mixed methodology: combining qualitative and quantitative approaches*. Thousand Oaks, CA: Sage.

Tashakkori, A., & Teddlie, C. (2009) *Foundations of Mixed Methods Research*. Thousand Oaks, CA: Sage.

Temple, M. (2004) *Studying the Built Environment.* Hampshire, United Kingdom: Palgrave Macmillan.

The Burra Charter (2013) *The Burra Charter: The Australia ICOMOS Charter for places of Cultural Significance*, Canberra: Australia ICOMOS.

Timmins, G. (1998) Made in Lancashire: A History of Regional Industrialisation, Manchester: Manchester university Press.

Tiesdel, S. Oc, T. and Heath, T (1996). *Revitalising historic urban quarters*. London: Butterworth Heinemann.

Torre et al (2002) *Assessing the Values of Cultural Heritage* Research Report, California: The Getty Conservation Institute.

Tsenkova, S. (2002) *Urban Regeneration: learning from the British experience* Canada: University of Calgary: available at www.ucalgary.ca/evds.

Turns, J., Atman, C. J., & Adams, R. (2000) *Concept maps for engineering education: A cognitively motivated tool supporting varied assessment functions*. IEEE Transaction on Education, 43(2), 164-173. Virginia: Virginia Technology Institute.

Turok, I. (1992) *Property led regeneration. Panacea or Placebo*. Volume 24, Issue 3 pp361-379. California: Sage Publications.

Tweed, C & Sutherland, M (2007) *Built Cultural Heritage and Sustainable Urban Development,* Journal of Landscape and Urban Planning, pp62-69, Elsevier Publications.

Tyler, P. Warnock, C. Provins, A. and Lanz, B. (2010) *Valuing the Benefits of Urban Regeneration: Paper 7: Volume I - Final Report,"* Department for Communities and Local Government.

Tyler, P, Warnock C, Provins, A and Lanz, B (2012) *Valuing the Benefits of Urban Regeneration. Urban Studies* 50(1) 169-190. DOI:101177/0042098012452321

Tyler P. Pattison B. Wells P. Wilson, I. (2016) *Regeneration Revival? Making Housing-led Regeneration Work across England* Centre for Regional and Economic Social Research, Sheffield: Sheffield Hallam University.

Urban Task Force (1999) *Towards an Urban Renaissance*. London. DETR.

Van Bortel G, Mullins M. (2009) *Critical Perspectives on Network Governance in Urban Regeneration, Community Involvement and Integration*, Journal of Housing and the Built Environment, 24:203-219 DOI: 10.1007/s10901-009-9140-6

Van Bortel, G., Mullins, D. and Lee-Rhodes, M. (2009) *Exploring network governance in urban regeneration, community involvement and integration,* Journal of Housing and the Built Environment, 24: 93-101 DOI 10.1007/s10901-009-9134-4

Van Oers, R. Roders A, P. (2012) *Historic cities as a model of sustainability,* Journal of Cultural Heritage Management and Sustainable Development, Vol 2 Iss 1.

Waddington, M. (2012) *Liverpools iconic littlewoods building could face demolition", Liverpool Echo, retrieved from*: www.liverpoolecho.co.uk/liverpool-news/local-news/2012/05/15/liverpool-s-iconic-littlewoods-building-could-face-demolition-100252-30969269/

Wadsworth A, P. and Mann J de L (1965) *The Cotton Trade and Industrial Lancashire 1600-1780*. England: Manchester University Press.

Waterton, E & Watson, S. (2013) *Framing Theory: towards a critical imagination in heritage studies,* International Journal of Heritage Studies, 19:6, 546-561, DOI:1080/13527258.2013.779295.

Weinstein, K. (1995) *Action Learning: A Journey in Discovery and Development*. London: Harper Collins.

Wheeldon, J (2010) *Mapping Mixed Methods Research: Methods, Measures and Meaning,* Journal of Mixed Methods Research 4(2), 87-102, DOI:10.1177/1558689809358755

Williams, B, and Boyle, I. (2012) *The Role of Property Tax Incentives in Urban Regeneration and Property Market Failure in Dublin.* Journal of Property and Tax Assessment & Administration. Volume 9, Issue 2.

Winter, T. (2013) *Clarifying the critical in critical heritage studies.* International Journal of Heritage Studies, 19:6, pp532-545, DOI: 10.1080/13527258.2012.720997

Wood, K. & Muncaster, M. (2012) *Adapting from glorious past to uncertain future,* Structural Survey, Vol 30 No 3,219 – 231.

Yin, R, K (2009. *Case Study Research: Design and Methods*, 4th edition. USA: Sage Publications.

Yo, S, Y. (1999) *Evaluating Urban Regeneration Programmes in Britain: Exploring the Potential of the Realist Approach*, Sage Publications, Vol 5 (4): 422-438. Sage Journals. DOI: 10.1177/135638999400830084.

Zancheti S,M. and Hikada L T F. (2011) *Measuring urban heritage conservation: theory and structure (part 1)*, Journal of Cultural Heritage Management and Sustainable Development, Vol 1 no 2, pp. 96-108. DOI:10.1108/20441261111171666

Appendix A: Confirmation of Ethical Approval to Conduct Research.

Academic Audit and Governance Committee

College of Science and Technology Research Ethics Panel (CST)

University of
Salford
MANCHESTER

To   Paul Jones and John Hudson

cc: Prof Mike Kagioglou, Head of School of SOBE

From   Nathalie Audren Howarth, College Research Support Officer

MEMORANDUM

Date   10th January 2012

Subject: Approval of your Project by CST

Project Title: Delivering Successful Regeneration of Historic Assets in Regeneration Areas

REP Reference: CST 12/47

Following your responses to the Panel's queries, based on the information you provided, I can confirm that they have no objections on ethical grounds to your project.

If there are any changes to the project and/or its methodology, please inform the Panel as soon as possible.

Regards,

Nathalie Audren Howarth
College Research Support Officer

For enquiries please contact:
College of Science and Technology
College Research Support Officer
The University of Salford
Maxwell building, (7th floor, room 721)
Telephone: 0161 295 5278
Email: n.audren@salford.ac.uk

341

Appendix B: Semi Structured Interview: Introductory Letter

342

Insert Full Name
Insert Full Address

Insert date

Dear (Insert name),

I am a 5th year student undertaking a professional doctorate-training programme at the School of the Built Environment, University of Salford. As part of my programme I am completing a thesis titled: *Delivering Successful Regeneration Projects involving Historic Assets*. The aim of the thesis is to study the process of regeneration projects involving historic assets to understand why some projects are successful whilst others fail. It will explore the definition of what comprises a successful regeneration project, establish the effectiveness of historic assets' as a vehicle for regeneration and provide a detailed understanding of these projects from the perspective of the private sector development community.

I have identified you via a systematic selection process as someone who has contributed to the process of and regeneration of historic assets and request your participation in the initial stage of data collection for the research project. Your contribution will be invaluable, as it will allow me to collect empirical data on the current process, identify key issues and enabling factors required to facilitate regeneration of these assets. I have attached a participant information sheet, which provides further information about the research project including an interview template, which contains the questions that you will be asked during the semi-structured interview, which will last no longer than sixty minutes.

In my professional career I am employed by a private practice regeneration company involved in the regeneration of historic assets, however this project is not sponsored or influenced by any organisation. I can assure you that I will make every effort to ensure the study does not inconvenience you in any way. Issues relating to confidentiality are of paramount importance to the research project and no statements attributable to individuals or organisations will be released without the expressed consent of the individuals or organisations involved. I have gained ethical approval for the study from the University of Salford, research ethics committee. My research is supervised by John Hudson, lecturer and published author in the School of the Built Environment at the University of Salford.

Thank-you in advance of your assistance on this worthwhile project and I look forward to meeting you.

Yours Sincerely

Paul Jones MSc.BSc(hons)MRICS
p.jonesjones469@gmail.com
07554 424373

Appendix C: Semi Structured Interview: Interview Template v1

No	Question	Responses
1.	In which sector have you primarily been employed?	1 Public Sector 2 Private sector 3 Consultant advisor to any of the above 4 Third sector
2.	How many regeneration projects involving heritage assets have you been involved in your career to date?	1 Less than 5 2 Between 5 and 10 3 More than 10
3.	How many regeneration projects involving heritage assets have you participated in during the period 2008 to the current date?	1 Less than 5 2 Between 5 and 10 3 More than 10
4.	Do you think that incorporating or using heritage assets in regeneration projects is an effective regeneration vehicle?	1 Yes 2 No
5.	If yes, can you please tell me why?	Open ended question
6.	If no can you please tell me why?	Open ended question
7.	What do you think are the major risks when incorporating or using heritage assets in regeneration projects?	Open ended question
8.	What criteria, in your opinion, do you think should be used to evaluate the success of a regeneration project?	Open ended question
9.	What do you think are the key enabling factors required to facilitate successful regeneration of heritage assets in regeneration areas?	Open ended question
10.	In your opinion, do you think there are any aspects of the current process, that facilitates or hinders the regeneration of these assets?	Open ended question
11.	Would you recommend any changes to the current process to facilitate a more effective process?	Open ended question
12.	Do you think that recent changes in national planning policy will affect the delivery of these types of projects?	1 Yes 2 No
13.	If yes, can you please tell me why?	Open ended question
14.	If no can you please tell me why?	Open ended question
15.	Do you think that public / private partnerships are required in order to deliver these types of projects?	1 Yes 2 No
16.	If yes, can you please tell me why?	Open ended question
17.	If no, can you please tell me why?	Open ended question
18.	What do you think are the opportunities and constraints for private sector companies when participating in these projects?	Open ended question
19.	When appraising regeneration projects involving heritage assets do you use any appraisal methods of software packages?	Open ended question
20.	If yes are these appraisal methods any different from when you appraise a traditional new build development project?	Open ended question
	Provide prior explanation of the definition of market, economic, social and historic value of completed projects to the interviewee	

21.	In your opinion, can you tell me if the concept of value affects these regeneration projects?	Open ended question
22.	Can you name one completed regeneration project involving heritage assets where, in your opinion the value of the completed project was measured successfully?	Open ended question
23.	If yes, can you tell me how and why you think that the value of the project was successfully captured?	Open ended question
24.	Can you please name one project involving historic assets that has been completed since 2008 that you would consider, in your opinion, to be a successful regeneration project?	Open ended question
25.	Can you please tell me why you think it has been successful?	Open ended question
26.	Can you please name one project involving heritage assets that you thought would have been successful but has been stalled or abandoned since 2008?	Open ended question
27.	In your opinion can you tell me why you think the project was stalled or abandoned?	Open ended question
28.	Thank you very much for you time taken to participate in this interview, can I ask you if there is any other issue relating to the regeneration of heritage assets in regeneration areas that I should be considering?	Open ended question

Appendix D: Semi Structured Interview: Interview Template v2

No	Question
1.	Can you please tell me in which sector have you primarily been employed? 1 - Public Sector 2 - Private sector 3 - Consultant advisor to any of the above 4 - Third sector 5 - A mix of the above (please specify)
2.	Can you confirm how many regeneration projects involving heritage assets have you been involved in your career to date? 1 - Less than 5 2 - Between 5 and 10 3 - More than 10
3.	Can you please tell me how many regeneration projects involving heritage assets have you participated in during the period 2008 to the current date? 1 Less than 5 2 Between 5 and 10 3 More than 10
4.	Can you please tell me the first regeneration project that you participated in your professional career that involved heritage assets?
5.	Do you think that incorporating or using heritage assets in regeneration projects is an effective vehicle for regeneration?
6.	If yes or no can you please tell me why?
7.	An objective of the research project is to understand what constitutes a successful regeneration project. Can you tell me what you consider to be the key factors for you too judge if a regeneration project is successful?
8.	Do you think that it was / is possible to deliver a successful regeneration project involving heritage assets during the period 2008 – current date? If yes include Q 23 and 24, If no exclude
9.	What timeframe period e.g. 60's or 70's do you consider to be the optimum period when successful regeneration projects involving heritage assets could be delivered?
10.	Can you tell me the main reasons for this?
12.	An aim of this research project is to understand these regeneration projects from a private sector development community's perspective. Have you or are you involved in any regeneration projects that involve heritage assets with a private sector development partner or where you are acting as a private sector developer? If yes include q13 if no proceed to q14
13.	If yes can you please explain the nature of the regeneration project and the current status / outcome?
14.	As a private sector developer, can you tell me what your current priorities are? Only ask to private sector development company interviewees
15.	What do you think are the opportunities and constraints for the private sector development community when participating in these projects?
16.	What do you believe the key qualities that a private sector developer must possess in order to deliver a successful regeneration project involving heritage assets?
17.	Do you believe that these regeneration projects appeal to all types of private sector development companies?
18.	If yes or no can you please explain?
19.	Do you have any knowledge of how private sector development companies finance these projects?
20.	If yes can you please provide an example of how a private sector development company financed a project of this type?

21.	Could you tell me if you believe that these projects can be successfully delivered without the private sector development community?
22.	Do you believe that these types of projects require public sector intervention? If so can you identify what methods of assistance that you have found to be the most effective when working on these projects?
23.	Do you think that a partnership approach is required in order to deliver these types of projects?
24.	If yes or no, can you please tell me why?
25.	In your experience do you feel that the project management skills required for delivery of these projects differ from a more traditional regeneration project?
26.	Have you have encountered adverse reaction from the conservation community when working on regeneration projects involving heritage assets?
27.	If yes can you please explain the circumstances and outcome surrounding the matter?
28.	Provide prior explanation of the definition of market, economic, social and historic value of completed projects to the interviewee In your opinion, can you tell me if the concept of value affects these regeneration projects?
29.	Can you name one completed regeneration project involving heritage assets where, in your opinion the value of the completed project was measured successfully?
30.	If yes, can you tell me how and why you think that the value of the project was successfully captured?
31.	Can you please name one project involving heritage assets that has been completed since 2008 in the north west of England that you would consider, in your opinion, to be a successful regeneration project?
32.	Can you please tell me why you think it has been successful?
33.	Can you please name one project involving an heritage asset in the north west of England that you thought would have been successful but has been stalled or abandoned since 2008?
34.	In your opinion can you tell me why you think the project was stalled or abandoned?
35.	Can you please name one project involving heritage assets that has been completed in the north west of England that you would consider, in your opinion, to be a successful regeneration project?
36.	Can you please tell me why you think it has been successful?
37.	An objective of this research project is to assist in a positive process of change in relation to the delivery of these projects. Can you describe what in your opinion are the main factors that you would change or implement that would positively affect the delivery of these projects?
38.	Finally an academic aim of the research project is to generate theory in this subject area. Have you experienced or applied any theoretical knowledge when dealing with projects of this nature? (Interviewer to include introduction on nature of theory to interviewee)
39.	In your opinion do you feel that the role of theory is relevant to the field of the built environment and in particular the subject area?
40.	Thank you very much for you time taken to participate in this interview, can I ask you if there is any other issue relating to the regeneration of historic assets in regeneration areas that I should be considering or are there any questions that you wish to ask of me?

Appendix E: Fixed Online Survey Template

1. What type of organisation are you currently a member of?

○ Public-sector organisation

○ Private-sector organisation

○ Third-sector organisation

Other (please specify)

[   ]

2. How long have you worked in this field of regeneration?

○ Less than 5 years

○ Between 5 and 10 years

○ More than 10 years

Other (please specify)

[   ]
[   ]
[   ]
[   ]
[   ]

3. Have you worked on a regeneration project involving a heritage building and a private sector development organisation in the North West region from the period 2008 to the current day?

○ Yes

○ No

4. What in your opinion, is the policy objective priority level for UK central government to deliver physical regeneration projects in the north west of England?

○ High Priority

○ Low Priority

○ No opinion

5. In relation to where you predominately work or practice, what do you believe is the priority level for local authorities to facilitate physical regeneration projects relative to the delivery of other policy objectives such as health, education and social services?

○ High Priority

○ Low Priority

○ No opinion

6. What do you believe was the most effective period of governance relating to successful physical regeneration projects involving heritage buildings and private sector development organisations in the north west of England?

○ Prior to 1980's

○ 1980-1990

○ 1990-2000

○ 2000-2010

○ 2010-current

Can you briefly explain why you have chosen this period?

7. Please select from the options below, the most accurate description of the governance strategy that is currently being implemented to deliver regeneration projects involving heritage buildings, in the area where you primarily work or practice?

○ Governance by government where project delivery is undertaken directly by central government or local authority.

○ Governance by partnership where central or local authorities work with partners who take some responsibility for project delivery.

○ Governance by network where local authorities work with a series of actors on project delivery based around a funding stream relating to a public policy objective.

○ Governance by regime where local authority organisations enter into a long term arrangement with local businesses on project delivery.

○ No opinion

○ Other (please specify)

8. Do you believe that physical regeneration in the north west of England is 'market led'?

○ Yes

○ No

○ It is context dependent

○ No opinion

Other (please specify)

9. Who do you believe is currently the dominant actor in urban regeneration projects involving heritage buildings in the north west of England?

○ Central government

○ Local authority

○ Local enterprise partnerships

○ Private sector development organisations

○ Historic England

○ Third sector organisations

10. In your opinion, what is the level of involvement of private sector development organisations in regeneration projects involving heritage buildings in the north west of England during the period from 2008 to the current day?

○ Active involvement

○ Inactive involvement

○ It is context dependant

Other (please specify)

11. Please can you place a tick against any of the following incentives you are familiar with that has been used to facilitate or progress a regeneration project involving a heritage building and a private sector development organisation since 2008 in the north west of England?

☐ Business Premises Renovation Allowance

☐ Evergreen Fund

☐ Regional Growth Fund

☐ Growing Places Fund

☐ Local Growth Fund

☐ Heritage Lottery Fund

☐ Homes and Community Agency Funding

☐ Architectural Heritage Fund

☐ Local asset backed vehicle

☐ Other (please specify)

12. What effect do you believe will the absence of European Union funding have on regeneration projects involving heritage buildings and private sector development organisations in the north west of England?

○ No effect

○ Little effect

○ Adverse effect

○ Significant adverse effect

○ Other (please specify)

13. During the period from 2013 to the current date, how would you describe the role of Local Economic Partnerships as a facilitator of regeneration projects involving heritage buildings and the private sector development community?

○ Active facilitator

○ Inactive facilitator

○ Too early to say

○ No opinion

14. What do you believe, going forward, will be the role of Local Economic Partnerships in regeneration projects involving heritage buildings and private sector development organisations in the north west of England?

◯ Active facilitator

◯ Inactive facilitator

◯ No opinion

Other (please specify)

15. What do you believe, going forward, will be the role of other non-state actors such as the third sector organisations in regeneration projects involving heritage buildings in the north west of England?

◯ Increased involvement and influence

◯ Decreased involvement and influence

◯ No involvement and influence

◯ No opinion

16. What do you believe has been the role that local communities have played in the delivery of these regeneration projects since 2008 to the current day as opposed to the period prior to 2008?

◯ Increasingly active role

◯ Inactive role

◯ No opinion

17. What five issues, in your opinion, do you believe should be addressed in any future governance policy strategy by central government policy makers in relation to these regeneration projects?

Please highlight the five most important issues.

	Provide methods to bridge the conservation deficit
	Encourage end user demand
	Provide increased awareness of existing incentives currently available
	Encourage greater partnership working
	Decrease bureaucracy and empower local authorities
	Increased delivery of infrastructure / public realm improvements by the public sector
	Raise awareness of the value of these regeneration projects
	Adopt radical policy approaches to deliver regeneration in areas of market failure
	Deliver more area and context specific policy rather than generic policy initiatives
	Encourage more involvement by local communities
	Implement measures to address the skills gap in regeneration

18. Please add, in the comments section below, any other comments that you wish to make in relation to the concept of governance affecting regeneration projects involving heritage buildings and private sector development organisations in the northwest of England.

Thank-you for your time taken to participate in this research project.

Appendix F: Cost Considerations for Heritage Regeneration Projects.

Cost consideration	Source
Load bearing capacity of floors and structure	Heritage Works, (2013)
Fire resistance and ability to upgrade	Heritage Works, (2013)
Insulation and air-tightness	Heritage Works, (2013)
Routes for running new services	Heritage Works, (2013)
Potential to install plant and air conditioning	Heritage Works, (2013)
Extendibility of building	Heritage Works, (2013)
Ability to insert new floors (or mezzanines) if appropriate	Heritage Works, (2013)
Sound insulation characteristics	Heritage Works, (2013)
Floor to ceiling heights	Heritage Works, (2013)
Level of floors	Heritage Works, (2013)
Realistically useable area	Heritage Works, (2013)
Ground conditions / subsidence / contamination risk	Heritage Works, (2013)
Freedom or not from rising damp	Heritage Works, (2013)
Presence of asbestos / lead pipework or other health hazard	Heritage Works, (2013) Heritage Works, (2013)
Presence of wet dry rot	Heritage Works, (2013)
Presence of beetle or other infestation	Heritage Works, (2013)
Corrosion of metalwork - especially structural	Heritage Works, (2013)
Threat from groundwater levels	Heritage Works, (2013)
Weather tightness of envelope and roof	Heritage Works, (2013)
Degradation, stone, brick, plaster, joinery	Heritage Works, (2013)
Capacity of rainwater goods	Heritage Works, (2013)
Capacities of incoming utilities	Heritage Works, (2013)
Limitations on use of the building	Heritage Works, (2013)
Potential to insert lift	Heritage Works, (2013)
Potential to meet disabled access regulations	Heritage Works, (2013)
Structural layout and capacity to accommodate required spaces and layouts	Bullen and Love, (2011a)
Energy efficiency of the buildings walls, windows and roof	Bullen and Love, (2011a)
Building potential for meeting building, health, safety	Bullen and Love, (2011a)

and accessibility requirements	
Condition of mechanical, plumbing and electrical systems and their capacity for modification	Bullen and Love, (2011a)
The presence of hazardous materials	Bullen and Love, (2011a)
Presence of Japanese Knotweed	Cushman and Wakefield (2016)
Site topography and levelling requirements	Cushman and Wakefield (2016)
Need for new access and infrastructure	Cushman and Wakefield (2016)

Appendix G: A Toolbox for the Post Project Assessment of Value of Urban Heritage Regeneration Projects.

Value Type	Measurement	Assessment Basis	Comments	Reference
In Use				
Financial	Open Market Value	Seek to determine commercial value or tradable / price value in existing market of the heritage asset. Value determined by chartered surveyor appointed by Development Company in accordance with valuation techniques in accordance with the respective Valuation body.	Primary contemporary method of valuation for private sector development companies. Concerned only with the existing commercial value of heritage scheme. Does not consider intangible concepts of value.	Smith (2010) Havard (2008) Scarrett &Osborne (2014) RICS (2014)
Utility	Occupational analysis	Qualitative and quantitative assessment methods to understand the views of occupants of heritage regeneration projects.	Adopt use of interviews and surveys, access and timing of evaluation are considered critical.	
Economic	Cost Benefit Analysis	Economic impact method of assessment to compare the relative desirability of competing projects or to decide if a project should proceed.	Involves identification of all of weighted costs and benefits of a project and valuing on a financial basis, discounted to present day value. Issue in accurate identification of all project costs and benefits. Quantification of benefits often subjective, optimism bias.	Smith (2010) Mason (2006) Eftec (2005b) Labadi (2007) Navrud and Ready (2002) Listokin and Lahr M (1997) Tyler et al (2012)
	Economic Impact Study	Economic assessment of the investment and primary and secondary economic gains directly related to the heritage regeneration project. Use of multiplier to understand impact on local economy and identify returns from investment.	Can identify direct project value and indirect external benefit; however do not consider opportunity cost of investment.	Mason (2002) Bowitz and Ibenholt (2007)
	Contingent Valuation	Substitute Pricing Mechanism study to assess a hypothetical financial value from consumers either by willingness to pay (what value to improve or preserve asset) or willingness to	Method of assessment via survey basis, considerations are sample size and hypothetical nature of assessment and sample bias is an issue of consideration.	Smith (2010) Mason (2005) Navrud and Ready (2002)

		accept (level of compensation required for loss of asset).	Can be used in hypothetical market situations in the absence of reliable market data.	Eftec (2005b) Garrod et al (1996)
	Hedonic Pricing	Heritage assets can be valued in relation to their effect on known marketable goods. Method to understand if consumers are prepared to pay a premium to live within the influence of a heritage asset.		Navrud and Ready (2002)
Tourism	Travel Cost Method	Method of assessment to understand consumer willingness to spend on travel costs to visit site	Survey method of assessment. Difficult to generalise results due to individual context of heritage asset. Financial method of assessment may not capture intangible heritage benefits.	Smith (2010) Navrud and Ready (2002) Eftec (2005b)

Socio-Cultural (Non-Use)

Value Type	Measurement	Assessment Basis	Comments	Reference
Amenity	Choice experiment / modelling	Respondents are asked to choose between regeneration projects on the basis of a list of criteria which can include aesthetic and occupational. Can be applied to assess environmental value.	Survey based approach to determine respondents preferences based on option preference. Can include ascribing values on a willingness to pay basis. Sample size is an issue. In addition willingness to pay model may cause confusion with respondents. Can be used in hypothetical market situations in the absence of reliable market data.	Eftec (2005b) Choi et al (2009)
Cultural	Ethnographic Studies	Adoption of practice of immersion by a researcher in order to understand, describe and record the cultural characteristics of a building.	Issue of subjectivity of the observer but can provide a thick description of the subject of cultural value.	Mason (2002)
	Subjective Wellbeing	Qualitative assessment of the impact of visiting a heritage site	Issue with measurement of changes in wellbeing	
	Non economic forms of valuation	Qualitative assessment of building as quantitative market derived and economic assessment cannot capture true value of		

		building.		
Historic	Qualitative Assessment	Qualitative assessment of building as quantitative market derived and economic assessment cannot capture true value of building.		Smith (2010) Mason (2005)
	Expert Analysis / Determination	Determination of value of heritage asset via listing or scheduling by expert determination to highlight level of cultural importance. Values should be stressed in local documents such as heritage investment frameworks or conservation plans.	Assessment of cultural significance is subjective; listing may not consider significance of asset in accordance with views of stakeholder. Less prominent assets may not be subject to listing; quality of advocacy rather than heritage value may obscure value of asset.	Clarke (2001) Smith (2010) O Brien (2010)
Social	Performance and Practice	Use of performance and recording practices such as performances, community festivals, memorial events, photography, drawing, survey and archaeological investigations.	Can capture the oral history, memory, spiritual attachment and meaning to understand place attachment value of heritage. Can record value of less prominent buildings and record views of underrepresented sections of society. Difficult to capture the transient nature of social value and dependent on local community participation.	Smith (2017)
	Community Interest Research	Adoption of qualitative and mixed methods research such as focus groups, qualitative interviews and participant observation. Can include analysis of archival documents, oral and life histories. Can be led by local community and supported by heritage organisations.	Can create sophisticated research to understand meaning and attachment of value of heritage asset to local community. Can record value of less prominent buildings and record views of underrepresented sections of society. Requires regular review of information as only creates a snapshot of information. Dependent on local community participation.	Smith (2017)
	Collaborative	Choice and decision making is influenced by	Can record tangible and intangible views	Smith (2017)

	Co-production Interactive Mapping	the local community working with professionals and local community based map to understand the values of a site. Use of qualitative research and mapping methods	of heritage and create holistic understanding of social value. Local community has access to expertise to ensure robust recording process and creation of complimentary knowledge. Dependent on local community participation.	
Sustainable	Sustainability Principles and indicators	Creation of a set of flexible, negotiable set of environmental standards, tests and criteria comprising of project goals, measurement indicators and confirmation of evaluation of outcome procedures	Can be used to create a considered approach to sustainability to resolve issues with building agency. Issues in relation to weighting of tests and criteria.	Mason (2002)
	Indicator of the state of conservation	The use of indicators to express the level of urban sustainable conservation based upon the values of significance, authenticity and integrity. Value based theory where Key Performance Indicators (KPI) are developed via summation of evaluations of people, residents, specialists, cultural reference groups and visitors.	Systematic method of monitoring and evaluation by local communities and specialists and external specialists. However model is focused upon area based conservation rather than regeneration of heritage assets.	Zancheti and Hidaka (2011)
	Sustainable Urban Regeneration Model	Adoption of the use of Delphi techniques and Multi Criteria analysis to develop an aggregated weighting system to assess the sustainable value of an urban heritage regeneration project.	Can identify specific social, physical, social and economic characteristics of a project. Subjectivity of allocation of weights to the weighting system is problematic. Apparent lack of involvement of local community and issue of elitist decision making.	Hemphill et al (2002)
Environmental	Contingent Valuation	Substitute Pricing Mechanism study to assess a hypothetical financial value from consumers either by willingness to pay (what value to improve or preserve asset) or willingness to accept (level of compensation required for loss	Method of assessment via survey basis, considerations are sample size and hypothetical nature of assessment and sample bias is an issue of consideration. Can be used in hypothetical market	Tyler et al (2012)

		of asset). Could be applied to assess amenity value.	situations in the absence of reliable market data.	
	Measurement Standard Development	Development of measurement standards to assess environmental value of heritage regeneration to include project costs, embodied energy saving and reduction in loss of green spaces due to heritage project.	Demonstrates contribution of heritage regeneration to environmental matters	Rypkema and Cheong (2011).