



Project Working Group Report

Workshop Report Document

Study Visits
&
Guidelines and Recommendations

Inter-regional Project Working Group meetings
Genoa, June 2005 and North Kent, November 2004

Genoa - North Kent, July 2005

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PART 1

1.1 Summary

Theme 3 -“Projects improving the socio-economic situation in deprived neighbourhoods” – focuses on the practical instruments to be developed and good practices to be achieved in order to face Neighbourhood Management (NM) in an innovative way. The general aim of the PWG theme 3 was that of providing insight into the process milestones, to review concrete projects or initiatives to improve the socio economic situation in deprived urban neighbourhoods, and to practically transfer successful elements from one partner to other POSEIDON partner areas.

The North Kent meeting especially focused on the relationship between city administrations, politicians, existing NM organisations and the target groups (resident groups, etc).

The Genoa meeting focused especially on what was called “learning by doing and doing by learning”, which meant a special attention on the transferable aspects of each local/national project and the attempt to reach a higher level of co-operation between Poseidon partners on local activities.

The meetings were structured with study visits and workshops, both focused on the same topics, oriented to explain different approaches and to find common sides.

1.2 Outcomes

The first decision, taken at Genoa EEE meeting in June 2004, to look at theme III based on two aspects, social led and planning led approach, still remains an easy, clear and informative way of addressing the key issues.

Subsequently, the two lead partner areas have worked together to organize the meetings in such a way as to deepen knowledge and to discuss the main aspects of the theme that promote socio-economic advancement in deprived areas:

In **North Kent**, the meeting has hosted 2 major workshops visiting a number of pilot projects across the area. The sessions were designed to explore two action plans and compare the findings with that of an actual case study. The object of the exercise was to find out how realistic the projected action plan developed during the workshop was, compared with actual outcomes of Neighbourhood Renewal Initiatives.

The project’s main strength is the involvement of local groups and residents in providing it with a sound community base to undertake its activities. All the workshops in North Kent attempt to highlight best practice within and across the partnership with particular emphasis on community involvement in Neighbourhood Management. Here a top down approach involving national, regional and local delivery and non-governmental agencies is adapted to devolve government strategy to local grassroots through voluntary and non-voluntary organisations. The challenge faced by North Kent is primarily one of how to reconcile the desire to develop new affordable and sustainable communities

within a predominantly urban setting with fringe rural areas, whilst regenerating large pockets of poor existing housing in deprived communities. The overall findings of these initial interactions do suggest that, in all cases, both planning and community involvement are necessary ingredients in achieving desirable and sustainable communities. The key challenge however remains the lack of capacity within the communities to deliver the desired changes.

In the **Genoa** meeting, three workshops were organized (presentations about local situations and intensive sessions in groups), along with some thematic desks and a final "written" discussion:

W1 - innovative urban policies for regeneration programme

W2 - co-ordination, promotion, professional skills of the actors in improvement projects

W3 – Learning by doing and doing by learning

When speaking about techniques, organisation and professional skills, what was coming out as a result, was the fact that often the approach is a mixed one; it is not possible to separate the different aspects of an approach, because they are often interrelated and interdependent, or even more often, a process starts off as a planning led approach and after some time evolves into a process that has a social dimension.

The idea of transferring good practices had a concrete result in the final day's discussion, when each partner had to write down what lessons they had learnt, and what actions they plan to take to apply this lesson in co-operation with another partner.

PART 2

Both the study visits in North Kent and in Genoa (Valle Scrivia) have been organized in parallel with workshops and presentations in order to stimulate intense group discussions.

The idea behind this is two-fold: on one hand providing all the partners with concrete impressions, highlighting eventual contradictions and conflicts, aspects of approaching local problems, and on the other hand involving as much as possible local actors and stakeholders.

2.1 Study visits

The two meetings on Theme 3 have been held first in North Kent (24th – 26th November 2004) and subsequently in Valle Scrivia (8th – 11th June 2005) but the learning process has been continued also at the others study visits during the PWG meetings on Theme 1 and 2 giving an added value to the debate. In particular some of the projects and experiences of improving socio-economic situation in deprived areas shown in all the study visits have had an influence on the preparation of the two meetings on Theme 3:

- New models and instruments for integrated renewal policies in Vienna
- Communication strategies and working methods of job centres in Stockholm
- Long experienced methods for community consultation in Amsterdam
- Youth engagement and social activation experiences in London Haringey

2.1.1 North Kent Poseidon Working Group Visit

2.1.1.1 Thames Gateway Forum - DAY 1

As part of the programme for the Poseidon Project Working Group visit to North Kent, delegates were invited to the Thames Gateway Forum held at the Excel Centre in London Docklands. This event was sponsored by the ODPM and supported by all the agencies delivering the growth agenda in the South East of England along with representation from private sector developers. The first day of the working group visit to North Kent also coincided with the official launching of the Kent Thameside Delivery Board. NKGK representatives accompanied the group who were cordially received by the Office of the Deputy Prime Minister and the Kent Thameside officials. Following the official launch of the Kent Thameside Delivery Board, delegates had an opportunity to tour the exhibition, which had the broad spectrum of stakeholders in regional socio-economic development present. The



exhibition also highlighted some of the work being done by private sector companies in helping local government deliver on some of the government and RDA economic strategies.

Some of the organizations from the Kent Thames Gateway area included the developers of the J5/J6 Chatham Quayside mixed development earmarked for the site next to Chatham Maritime, Berkeley Homes, WS Atkins, Tesco Stores, LidL, Bisett Adams and Local Government Organizations from the South East. The delegates interacted with all the exhibitors and expressed their overall satisfaction with the quality and content on display.

2.1.1.2 The Workshop

The second half of the first day involved a working session lead by Russ Patrick at the NKGP offices in Rochester. The working session was designed to explore two action plans and compare the findings with the Action Plan used for All Saints NRI. The delegates were divided into 2 groups for this exercise; one group was given a development brief with a planning bias and the second group asked to take a community led approach. The object of this exercise was to find out how closely the projected action plan developed during the workshop compared to the actual events that influenced the All Saints Neighbourhood Renewal Initiative project.

2.1.1.3 Community Led Approach

Andrew Boye (NKGP) was nominated to lead the first group, which was assigned the community led approach brief. This group consisted of the following delegates:

- Anna Celenza, Land Planning Project Officer, (Genoa)
- Andrea Pasetti, Land Planning Project Manager, (Genoa)
- Linda Davelid, Bredangs Centrum Project Officer, (Stockholm)
- Michele De Broglio, (Haringey)
- Franz Denk, Graduate Civil Engineer, (Vienna)

2.1.1.4 Planners Approach

Richard Dawson (All Saints NRI Officer) was nominated to lead the second group, which was asked to adopt a planners approach to neighbourhood regeneration. This group consisted of the following delegates:

- Stefan Arlanch, City Renewal Expert (Vienna)
- Majlis Karslen, Neighbourhood Manager, (Stockholm)
- Seble Tadesse, NDC Neighbourhood Officer, (Haringey)
- Sue Grant, Neighbourhood Manager, (Haringey)
- Anja Boon, Local Project Manager, (Amsterdam)
- Martien Kuitenbrouwer, Social Projects Manager, (Amsterdam)
-

This group adopted a planning approach in identifying its 5 key themes for the All Saints community renewal initiative. Each theme had to highlight the geo-physical and environmental needs of the community by addressing the following:

- Key issues
- Action required
- The Lead Body responsible

- Resources Available
- Provide a commentary on proposed solutions

2.1.1.4 Proposed Community-led and Planning Approaches to Neighbourhood Renewal

The two groups were given an opportunity to present their group discussion results and these are summarised below:

The **community-led group** identified the following five priority areas necessary for effective regeneration.

These were:

- Private landlords, conditions of housing – tackling HMOS
- Recreational facilities
- Social cohesion activities amongst different population groups
- Neighbourhood Cleanliness
- Education and Employment

The central theme of their presentation was that any development project should aim to address the needs of the people who live in the community as this will ensure that the physical surroundings that evolve from this process will serve their needs best. They were however also mindful of the vital role that planning has in arriving at a practical and workable solution.

The **planning group's** five priority areas were:

- Crime and Community Safety services
- Education and Training
- Housing and Environmental Issues
- Health and Leisure Facilities
- Employment

The planning group, guided by the physical and environmental limitations of the area, adopted an Urban Planning approach utilising sites of social interest as the focal point in neighbourhood development. For example, high on their list of desirable outcomes was to design out crime and antisocial behaviour by providing access and spatial connections between buildings. Central to the planning theme was an aspiration to have multi-functional buildings, which served the needs of a diverse community. There was also the deliberate attempt to link health issues with the physical environment and address its impact on the quality of life.

2.1.1.5 The All Saints Experience

As a postscript to this workshop, Richard Dawson, the new Neighbourhood Renewal Officer in Medway Council and vice chair of the All Saints NRI group, gave a presentation on the latest developments taking place in the All Saints project. The purpose of this presentation was to see whether the themes developed during the workshop exercise showed any significant correlation with the events on the ground.

The All Saints Action Plan identified 5 key themes that were deemed crucial to the area's regeneration. Richard highlighted the key achievements delivered by the All Saints neighbourhood partnership after nearly three years in Chatham. The partnership brings together partners from across the voluntary, community and public sectors to support improvements within the neighbourhood.

The project consisted of a number of key projects, which have been developed following exhaustive consultation with local people to address key findings from the initial consultation report, produced back in 2002. In particular, the presentation illustrated how the All Saints NRI partnership is delivering on the Government's neighbourhood renewal strategy and showed the positive impact that can be achieved by bringing together existing agencies in the neighbourhood, alongside the local community.

It also shows that the community-led initiative has responded by delivering a range of activities including a JobsMatch outreach service (helping jobseekers to access training and jobs); alley gating schemes; community drugs scheme; after school clubs; an ITC centre, two young peoples' information days (Mad4it); a behavioural support scheme with local primary schools, Surestart Chatham; a community clean up event; community notice boards, additional litter bins; identifying options for environmental improvements; housing refurbishments and exterior works to Bryant Street towers and additional housing improvement grants.

Richard also mentioned the important work of a dedicated Local project manager such as Reverend Bryan Knapp who has worked hard on the project and remains a useful point of contact between the residents and the other partnership members. Reverend Knapp recently admitted that without the involvement of local people from the community many of these projects would have not been delivered. As a local community-led initiative, the All Saints project is being recognised and recommended at both national and regional levels for its impact and as a model approach to delivering neighbourhood regeneration.

However it is fair to acknowledge, as it emerged from the results of the workshop, that there are no hard and fast rules on community led or planning based approaches to Neighbourhood Renewal Initiatives, as the core issues are often far more complex and inter-twined.

2.1.1.6 Tour of Dartford and Gravesham - DAY 2

The second day of the working group visit to North Kent involved a tour of Dartford and Gravesham areas to see some of the projects underway across North Kent. Stefan Webb, a project officer on the Swanscombe Neighbourhood Renewal Initiative project ably assisted by Russ Patrick, the NKGPP programme manager, guided the tour. Stefan acted as the guide on the bus highlighting the different stages some of the key infrastructure projects had reached as well as giving them a brief history of the evolution of the project from previous land use through consultation, development and implementation.

The areas visited were:

- a) Tour of Ebbsfleet – Ebbsfleet also known, as Dartford International is a new station a few miles outside the M25 in Kent,

on the Channel Tunnel Rail Link, which will have a 15 min journey time to St Pancras, London. This is in the centre of the massive new urban development (3000 homes, 790,000m² commercial space) planned for this area, known as Kent Thameside. This requires the improvement in other forms of transport and social services to make this community viable.

b) Eastern Quarry – a large quarried site that is coming to the end of its life span. This has created reclamation and redevelopment opportunities for such a large expanse of Brownfield site.

c) Bluewater – a flagship out of town retail complex built on an old quarry site similar to the eastern quarry site mentioned in (b). Bluewater is a destination for 27 million people a year offering a choice of shopping and dining with more than 330 retailers including 50 restaurants, cafés and bars and extensive leisure activities such as rock climbing, golf, fishing, cycling, boating and cinema.

d) The Channel Tunnel links (CTRL) - This True high-speed link from the Channel Tunnel will provide a new international station at St Pancras and also allow domestic trains serving Kent to reach London with significantly lower journey times. The full CTRL will reduce Paris journey times to 2h15m and Brussels to 2h00. All trains to and from the continent will depart from Waterloo to St Pancras, with calling patterns alternating in a yet-to-be-confirmed manner between Stratford, Ebbsfleet (Dartford International) and Ashford.

The Gravesham tour focused more on neighbourhood regeneration and renewal looking at how small town centres across the Thames Gateway are rebranding themselves in the face of strong competition from out of town shopping complexes like Bluewater. The tour highlighted how local councils working in partnership with local businesses and education providers are able to create a viable and sustainable shopping heart. Through a series of co-ordinated activities Towncentric has helped in revitalizing Gravesend's traditional high street by increasing footfall, increasing business activity and safeguarding jobs in the process.

The second half of the day involved a visit to the Medway area, which included the Sunlight centre in Gillingham and the All Saints project in Chatham. Here a community resource scheme borne out of social enterprise has been developed to provide socially inclusive services with the opportunity of creating jobs for the local communities. For details of the Sunlight project contact the NKGP office.

2.1.1.7 Tour of Swale - DAY 3

Sarah Williams and Kirsty Gaunt guided a full day tour of the borough of Swale. Projects visited in the morning included Kemsley Youth House, Rushenden Care House. A presentation was made on the work undertaken by Surestart Sheerness before a tour of the Sheppey Healthy Living Centre. For further information on any of the Swale projects visited please contact the NKGP office.

Following lunch at the cabinet rooms, a working session was conducted on the bus bringing delegates back to Medway due to time constraints. This session looked at some of the lessons learnt during the various visits and how the constructive elements could be used to shape regeneration of deprived neighbourhoods across the partnership.

2.1.1.8 Views from across the partnership

Overall the partners from the member countries found the exercise worthwhile and felt it provided an opportunity to see at first hand some of the issues surrounding urban renewal addressed in a practical and comprehensive manner. The delegates were also able to draw on some interesting similarities and differences in approach to urban renewal. Brief outlines of their comments are detailed below.

2.1.1.8.1 Genoa, Italy

The Italian contingent from Genova were particularly interested in the social housing aspect of regeneration. They contrasted the extensive consultation process, which the All Saints project underwent to their own approach, which offers very little consultation. They mentioned the fact that although the city of Genoa has some experience of social regeneration it tends to adopt an approach, which has little community involvement. They are now in the process of trying out a new integrated approach to project development and have since 2002 started to develop an initial plan, which they hope will lead to an Action Plan with greater community involvement.

Although the city of Genoa can normally obtain funds for regeneration, neighbouring communities such as the Scrivia Valley are unable to access funds. The plan is to focus on immediate boundaries within Genoa and not beyond. The emergence of new young councillors who are pro-regeneration and project oriented has fostered better links with the local communities.

2.1.1.8.2 Stockholm, Sweden

The experience of the Swedish delegates was that unless initiated by local residents or citizens, local authorities do not set up a Local Action Plan. By law it requires all of its 16,000 residents consent, which makes it almost impossible to initiate one. The Project officer for the Rinkeby area in Stockholm has initiated an Action Plan for the area, but unfortunately cannot take it any further without grassroots support.

2.1.1.8.3 Amsterdam, Holland

Like Sweden, Holland has a much more elaborate Action Plan procedure, which requires residents to initiate the process. However, this position has since changed following the tragic death of a prominent Dutch filmmaker recently. This has proved the turning point in spurring the various communities into taking a pro-active stance in community relations and development following years of apathy. All sections of the community such as schools, local mosques, churches and community groups are currently involved in the renewed approach to community development.

2.1.1.8.4 Vienna, Austria

The delegates from Vienna talked about their WOLKE 7 ("CLOUD 7") Programme within the POSEIDON initiative, which focuses on the regeneration of the social, economic and cultural well being of the "Kaiserstraße" shopping precinct, which lies in the inner city parts of Vienna. With their limited experience of regeneration of this kind, they hope to engage in a permanent exchange and growth of expertise in the field of neighbourhood management through their WOLKE 7 initiative. Through POSEIDON, WOLKE 7 aims to provide practical support and guidance through the urban development process. The group also shared with the partnership the physical boundaries of the Kaiserstraße area and how it's proximity to the prominent and prosperous Viennese "Gürtel" area affects the whole approach to the regeneration exercise. They mentioned the physical as well as psychological barriers that have contributed to the socio-economic decline of the area.

WOLKE 7 hope to offer sustainable guidance in the following areas:

- Cultural
- Social
- Physical regeneration
- Social inclusive measures

Some of the keys milestones WOLKE 7 hope to meet during the life span of the POSEIDON project include:

- Initiating new local networks capable of delivering on several joint interdisciplinary projects
- Rediscovering long forgotten aspects of the living environment
- Improving on the consultative aspects of project development
- Documenting the wealth of information gathered during the life span of the project

2.1.1.8.5 Haringey- London, UK

Situated within Greater London, the London Borough of Haringey is a large cosmopolitan borough with an estimated population of 250,000. The borough has a significant ethnic and cultural diversity with some 193 languages spoken - some 12% of the Haringey population comprises refugees and asylum seekers - a population estimated at about 20,000 people. The 'new communities' emerging in Haringey come from long established communities such as the African-Caribbean, Greek and Turkish Cypriot communities with more recent arrivals made up of Turks, Kurds, West Africans, Iraqis, Somalis, and eastern Europeans. Against this background population mobility and transience, the delegates from Haringey were able to share their immense experience on how they strive to tackle complex socio-economic issues affecting all services across the borough. The delegate from the Tottenham area shared with the group how their neighbourhood management (New Deal for Communities) pilot schemes were progressing. White Hart Lane (WHL) is predominantly residential public housing and of all the wards in Tottenham is typically a "white working class area". The ward still has a significant white working class population going back over several generations although demographic and social changes have meant the area now has a more mixed and diverse community where the black and minority ethnic population comprises nearly 37% of the total ward population. Its predominantly

residential character and relative isolation from local centres of development opportunity has meant that it has not benefited recently from regeneration initiatives. The ward is among the 5% most deprived wards in England and the 2nd most deprived in Haringey according to the Index of Mass Deprivation 2000. Almost 72% of children in White Hart Lane live in families claiming means-tested benefits. The area continues to have the lowest level of people with qualifications in the borough.

Following the implementation of the NDC, targeted areas are beginning to show signs of improvement in accessing learning opportunities, sports and leisure facilities, job creation and sustainability, gender mainstreaming activities and cultural diversity issues. However the area continues to have a significantly high transient population making its progress on the deprivation index very slow. It is yet to see how the recent increased demand for properties in London as whole will impact on the demographic make up of the area.

2.1.2 Valle Scrivia (Genoa) Poseidon Working Group Visit

2.1.2.1 – DAY 1 – Workshop 1: “Innovative urban policies for regeneration programme”

There were proposed some presentations by Provincia di Genova about structure and instruments for participated decision processes and their application for “Vallescriviva” master plan making process (1st part).

Then a presentation followed by local actors about successful participated experience in Scrivia Valley such as the managing model of the public library in Ronco Scrivia and the composting at home programme in Montoggio.

Deepening session (discussion in groups) among partners on issues concerning the physical contexts of neighbourhood management: discussion in groups, plenary discussion and conclusions.

Questions discussed:

- What are the most diffused techniques for the participative decisional processes in your regeneration context? What are their pros and cons?
- What technique you’ll intend to apply for the implementation of your pilot project?

2.1.2.2 - DAY 2 – Workshop 2: “Coordination, promotion, professional skills of the actors in improvement projects”

There were proposed presentations by local actors operating in the valley: GAL, Park Authority, Mountain Community and Cultural associations.

Deepening session (discussion in groups) among partners on issues concerning the role of neighbourhood managers and actors in a regeneration process: discussion in groups, plenary discussion and conclusions

Questions discussed:

- Are there differences in managing planning led and social led? Who usually direct a participation process in your regeneration contest?
- Reflections about who is the promoter, facilitator, mediator etc. What competence and professional skills should they have in order to carry on their activity at the best?
- What are the roles of the local actors and in which phase are they involved?

- What are your expectations about their tasks?

STUDY VISIT 1: Have a look at realisations and opportunities for the improvement of Scrivia waterfront



Sport facilities - Delegates had the opportunity of visiting sport facilities in Ronco Scrivia, as an example of good co-operation between local actors and an example of existing multipliers¹ we are going to involve in the master plan project

River aquarium - The visit to the river aquarium showed a very small reality, coming from the strong effort and wish of doing something to save the knowledge about valley environment, and delegates were able to understand better the richness of this environment.



Kayak team – Delegates had the opportunity of meeting the extreme kayak team, as an example of important aggregation reality in the Valley, working with schools, directly related to the environment of the river; they also give a short demonstration of main techniques.

Traditional mountains songs in
This event was the first of a cultural programme belonging project Vallescriviva called river"; delegates had the of experience the ancient coming from the alpine troupes, related to the men's identity in



the oratory -
series of
to the pilot
"Music on the
opportunity
tradition
strongly
the valley.

¹ *During the Genoa PWG, Vienna team used the word "Multipliers" to identify existing persons or groups with the role of "knots in the net", used to reach other groups.

2.1.2.3 - DAY 3 - STUDY VISIT 2: Have a look at the local projects implementation

As the Vallescriviva master plan tries to co-ordinate all the existing and foreseen interventions in the Valley, delegates were provided of presentations concerning all the projects developed so far:



- Provincia di Genova on the "Vallescriviva" Master plan (2nd part)
- Sviluppo Genova (Urban developing Society) on a new industrial settlement plan in the Valley
- NB's architetti (Planning Group), about cycling lanes
- GAL about sport fishing new lakes
- Mountain Community on communication strategies

PRESS CONFERENCE chaired by Wolfgang Forster and Susanne Peutl



STUDY VISIT 3 – have a look at the learning process results

Thematic desks, in OST model, about:

- New approaches for a multicultural integration
- New models of multifunctional services in job centres
- Participation tools in neighbourhood atelier
- Youth engagement in urban and social renewal policies
- Profiling the area as component of NM
- Supporting local entrepreneurs in economic growth programme

2.1.2.4 - DAY 4 – Workshop 3: "on the results of the learning by doing and doing by learning process"

Presentation by GAL about funding possibilities after 2006 as the first step for sustainability of lasting projects

Discussion with the inter-regional group about the lesson learnt and about the possible actions to be taken to apply this lesson in each pilot project
Plenary "written" outputs.



PART 3

Two different types of results were expected:

- The ending of the specific thematic work, through gathering and publishing the thematic general documentation worked out in the Group;
- The establishment of co-operation clusters for delivering pilot projects and activities at local level with the support of other partners.

The first issue was tackled with the collecting of several case studies, from each country, as existing examples of good practices showing the pros and the cons of the methods applied with a specific reference to the planning led approach and the social led approach.

The second one is a practical way for sharing some specific issues in the working process of pilots in each partner areas to be deepened in the following working phase, through staff exchanges, exchanges of materials, bi-lateral events and lasting linkages.

Both these two issues will produce, in following months, a common work; this work will consist of a contribution to a good practices handbook compiling and, at the same time, it will be a test for the implementation of the policy solutions agreed by the components of the PWG.

1.3 Outputs

The PWG Theme 3 gave a special attention to collect key words, and best practice examples in order to have a "tool box" at disposal from which extrapolating practical elements to be applied in the future.

3.1.1 Contribution to the interregional glossary

During the North Kent meeting the contribution for the "common inter-regional GLOSSARY on Neighbourhood Management" specifically referred to Theme 3 was jointly elaborated. The most significant terms selected by the inter-regional partnership are the following:

- NIMBY'ISM
- Developers
- Stakeholders commitment
- Scheduling
- Framework
- Pro-active policies
- Strategic plan
- Target groups / beneficiaries
- Promoter
- Professional skills
- Partnership
- Funding requirements
- Action plan
- Community led approach

- Healthy living centres
- Mainstreaming
- NGOs
- Planning-led approach
- Regeneration
- Social exclusion
- Sustainability
- Urban development

Subsequently a forum has been launched on the POSEIDON platform in order to compare the different cultural backgrounds and traditions in each partner's neighbourhood management activity with the goal to find a common work language (See www.poseidon-partnership.net - Interregional Glossary of terms in the download area).

3.1.2 Case studies

During the first phase a first number of successful experiences from each partner was collected and published on the POSEIDON platform.

For the Genoa meeting all the partners committed themselves to update and complete the information of their study cases, and add some other examples that have actual transfer potentials and which can offer an overall and almost complete vision of the approaches for the improvement of deprived areas in their countries.

1.4 Guidelines

A good deal of discussions inside the PWG focused on policies performed in each country, as they represent the background of all the projects and the actions addressed to deprived areas. From this deepening work some considerations sprang out, which can be considered as recommendations to policy makers for a more effective approach. Here below you can find the most significant outputs.

3.2.1 Policy solutions

1. Be open-minded facing regeneration programmes
2. Co-ordinate different interventions in a whole action plan
3. Involve local actors during the implementation of the action plan: belief in local actors to be promoters of positive changes, using flexible methods based on existing network
4. Encourage lasting process to achieve lasting results: things that last start from the bottom
5. Use proper tools in dynamic evolutions of social, economic and demographic components, especially in areas with an high level of transient communities
6. Combine physical regeneration with social improvement
7. Prevent before intervene
8. Use active listening methods: 2 ears, 1 mouth: use them in that order
9. Encourage co-operation processes: joining locally and gaining globally – increase professional skills of local people before involving them as “knots in the net”
10. Note that more time is needed for participation processes by law: it takes time

3.2.2 Minimum standards

Is there a common ground among different partners where to find “minimum standards” in regeneration projects?

An agreed achievement of PWG work was that an improvement process needs an action plan (even if each partner can name it in different way), where all projects and activities to be performed also by different actors must be jointly considered. The question is if the action plans need at least any “minimum items” in order to promote successful implementation. The shared vision of the minimum requirements for a well-done regeneration plan produced these statements:

- The neighbourhood or area management approach must be balanced with actions for the improvement of physical components in a urban design approach
- Strategic actions are required to support local entrepreneurs in economic growth programmes
- To meet the needs of the different social components (sex, age, origin, language) and to gather them in a co-operation frame, new approaches for a multi-cultural integration are required
- As deprived people have many needs at the same time (health, safety, education, job, socialisation) multi-functional services should be offered
- Participation tools in neighbourhood management centres should be available
- Financial resources should be set up in order to assure the achievement of medium and long-term goals.

3.2.3 Necessary steps

Within the general tasks related to theme III in providing practical instruments, a special role is given to the interregional partners co-operation about pilot projects making process. In order to achieve a real and fruitful exchange of experiences and know how, the learning process should be a virtual “open space” where partners can really find out what they need: open regarding to ways of exchanging, open regarding to relations, open regarding to the topic of time; the learning process in something started with first exchange of experience and still on going, hopefully continuing in next phases and steps.

Keeping this idea in mind, the results of the PWG Theme 3 are an attempt of creating lasting relationships among local levels of each country: as first steps of this “open process for lasting relationships”, some staff exchanges were established in order to increase and exchange professional skills; some practical actions were established among partners in order to exchange knowledge and to create opportunities for new experiences, e.g. school exchanges, shared school competitions, shared sport and leisure activities, shared music festivals.