

AFRAPPORTERING FRA
AARHUS KOMMUNES
ØKONOMIUDVALGS
STURDIETUR,
OKTOBER 2014



AARHUS
KOMMUNE

MANCCHESSTER LIVERPOOL

INDHOLD

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FORMÅL

Aarhus Kommunes Økonomiudvalg var den 1.-5. oktober 2014 på studietur til Manchester og Liverpool.

Studieturens første tre dage foregik i Manchester, mens fjerdedagen foregik i Liverpool og var et tilvalg for de af udvalgets medlemmer, der ønskede det.

Formålet med studieturen har været at indsamle international inspiration og erfaringer fra primært Manchester men også Liverpool, med fokus på vækstorienteret erhvervs- og byudvikling.

Der har været tre overordnede temaer for studieturen:

- Vækst gennem erhvervs- og byudvikling
- Opbygning og udvikling af bysamarbejder
- Mangfoldighed som en erhvervsmæssig styrke

CITIES MATTER. COUNTRIES DON'T.

I takt med at byernes rolle vokser, mister regionale og nationale grænser betydning, og den internationale konkurrence mellem byregioner skærpes.

Det både betyder og kræver, at der udvikles funktionelle byregioner, der sammen med oplandet sikrer, at der er tilstrækkelig kritisk masse (befolkning, arbejdskraft, erhvervs-klynger m.v.) til at styrke områdets nationale og internationale konkurrenceevne og gennemslagskraft. Kritisk masse er ganske enkelt en væsentlig "nøgle" til attraktivitet, tiltrækning, udvikling og vækst.

Tiltrækning og fastholdelse af arbejdskraft og virksomheder afhænger i høj grad af et attraktivt erhvervsklima i byområdet. Byernes udvikling er derfor en vigtig forudsætning for, byernes evne til at skabe vækst.

Ét tema for økonomiudvalgets arbejde er netop byudvikling i et vækstsabende erhvervs-politisk perspektiv. Det skal bl.a. ses i sammenhæng med udvikling af Business Region Aarhus samarbejdet, det forestående arbejde med ny kommuneplan, udsatte bydele og de mange byudviklingsprojekter, som tegner fremtidens Aarhus, mv.

PARALELLER TIL MANCHESTER

Der er en lang række paralleller mellem Aarhus og Manchester/ Liverpool, eksempelvis byregionsamarbejde, udvikling af infrastruktur, kulturhovedstad mv. Gensidig erfaringsudveksling i forhold til parallelle udfordringer og muligheder har derfor været et af formålene med studieturen. Det gælder bl.a. i forhold til:

- Second city udfordringer og styrker
- Udvikling og forankring af byregioner og deres rolle nationalt
- Fysisk byudvikling som erhvervsmæssig vækstdriver
- Infrastruktur som rammebetingelse for økonomisk udvikling og vækst
- Samarbejde mellem byens aktører i forhold til at skabe vækst
- Opbygning af og synergieffekter ved vidensmiljøer
- Innovation, uddannelse og viden
- Kultur og sport som vækstdriver
- Mangfoldighed som en styrke

DELTAGERE

Jacob Bundsgaard (S) - borgmester

Hans Halvorsen (S) - formand for Økonomiudvalget

Camilla Fabricius (S) - næstformand for Økonomiudvalget

Lotte Cederskjold (S) - medlem af Økonomiudvalget

Anette Poulsen (S) - medlem af Økonomiudvalget

Gert Bjerregaard (V) - medlem af Økonomiudvalget

Niels Højberg - stadsdirektør

Christian Mølgaard - juridisk chef

Peter Pedersen - økonomidirektør

Jan Beyer Schmidt-Sørensen - erhvervschef

Maria Fønss Vestergaard - konsulent, erhvervs- og byudvikling, Borgmesterens Afdeling

MANCHESTER

Manchester er den syvende største by i England med ca. 515.000 indbyggere og et byområde på størrelse med København. Siden 2001 er Manchesters indbyggertal steget med 20,8 %, hvilket gør den til den hurtigst voksende by i England.

Manchester har Englands tredje største økonomi og er den tredje mest besøgte by efter London og Edinburgh.

Manchester er en del af byregionen Greater Manchester, som består af de 10 kommuner Bolton, Bury, Oldham, Rochdale, Stockport, Tameside, Trafford, Wigan, Manchester og Salford, og tilsammen har 2,7 mio. indbyggere. Siden 2000 er Greater Manchester vokset med mere end 186.000 indbyggere.

Greater Manchester blev etableret 1. april 1974, blev siden nedlagt, men på eget initiativ etablerede de ti kommuner d. 1. april 2011 det, der i dag udgør Greater Manchester samarbejdet. Otte af kommunerne er under labour styre, en kommune styret af de konservative og en kommune med liberalt styre.

Byregionen er et center for Nordengland og havde i 2011 en værditilvækst/BNP på £48,2 mia. Det er mere end både Wales, Nordøst England og Nordirland.

Udviklingen i Manchester og Greater Manchester afspejler på mange måder, hvordan historien har sat et tydeligt aftryk på ikke mindst Manchester.

Manchester var en af de første industrialiserede byer i verden, og havde sin storhed i 1800-tallet indenfor bl.a. tekstil- og maskinindustrien. Dette medførte en meget stor befolkningsvækst og i 1900 var byregionen Manchester den niende mest befolkede i verden.

Krisen i 1930'erne ramte imidlertid hårdt i Manchester og i tiden omkring 2. Verdenskrig oplevede byen en tilbagegang for hovedparten af byens traditionelle tekstil- og maskinindustri, og mange indbyggere forlød byen. Byen har været under afmatning og har måttet finde nye måder og samarbejdsrelationer i forhold til at skabe vækst. Det har i høj grad været i et tæt samarbejde med nabokommunerne i Greater Manchester samarbejdet.

I 1996 sprang IRA en bombe i Manchesters bymidte som forårsagede, at godt 200 mennesker blev såret. Omkostningerne vurderedes til omkring 700 mio. pund. Store investeringer medvirkede efterfølgende til at give Manchester et kraftigt løft, og en stor del af byens centrum blev fornyet.

Greater Manchesters udfordring er den samme, som mange andre byområder i England, nemlig en meget centraliseret beslutningsstruktur med lidt spillerum til selvstændig lokal udvikling. På det nationale plan tales der om decentralisering, som omfatter Wales og Skotland, mens der ikke er en tilsvarende bevægelse i selve England.



Selve samarbejdet mellem byerne i Greater Manchester hviler på, at alle har noget at bidrage med, og at alle er involveret i politikudviklingen. Byrådspolitikerne fra de enkelte byer er direkte involveret i de enkelte kommissioner, der nedsættes, og det er aldrig borgmesteren fra Manchester, der selv står i spidsen for de enkelte initiativer. Måden alle involveres på er afgørende for den succes, samarbejdet har.

Manchester bærer i dag præg af, at byen gang på gang har formået at rejse sig, og at man har haft en strategisk og offensiv tilgang til det at skabe vækst og udvikling, for at sikre byens og byregionens rolle som en markant spiller både nationalt og internationalt. I dag er det den højteknologiske kemiske og elektroniske industri, som udgør nye dominerede vækstområder i Greater Manchester foruden bl.a. fødevarer-, tv- og filmindustri.

LIVERPOOL

Liverpool er den niende største by i England med ca. 467.000 indbyggere. Liverpools befolkning er yngre end gennemsnittet - 42% af befolkningen er ikke fyldt 30 år.

Liverpool er en del af byregionen Liverpool City Region, som består af seks byer og har et samlet befolkningstal på ca. 2 mio.

Liverpool er Englands næstvigtigste havneby efter London. Havnen har igennem historien været livsnerven i Liverpool, ikke mindst i begyndelsen af det 19. århundrede gik omkring 40% af verdens handel over havnen i Liverpool. Havnen beskæftigede på sit højdepunkt ca. 40.000 ansatte.

I takt med at havnen mistede sin betydning i 1970'erne er befolkningstallet i Liverpool gået stærkt ned ad bakke, og i de sidste 40 år, har byen mistet ca. 10.000 indbyggere om året.

De sidste to årtier har Liverpool gennemgået en kulturel renæssance, som bl.a. omfatter omdannelsen af den historiske havnefront Albert Docks som blev optaget på UNESCO's liste over verdens kulturarv i 2004 og ikke mindst titlen som kulturhovedstad i 2008.



PROGRAM



01.10.2014

GROWTH AND INFRASTRUCTURE - TRANSFORMATION AND CONNECTIVITY

-OPLÆG VED CEO CHARLIE CORNISH OG DAVID ROBERTS I OG OM MANCHESTER AIRPORT

Charlie Cornish og David Roberts orienterede om Manchester Airport og udviklingen af Manchester Airport City. Lufthavnen beskæftiger i øjeblikket 20.000 ansatte, og det forventes at udviklingen af Manchester Airport City til £800 mio. vil skabe yderligere 20.000 arbejdspladser.

Udviklingen af Manchester Airport City er et led i at styrke udviklingen i Nordengland og sker i samarbejde med Liverpool, Newcastle, Holl og Leeds i en fælles erkendelse af, at Manchester er knudepunkt for flytrafikken til området, men at den nuværende lufthavn er for lille. Samarbejdet om Manchester Airport muliggør et større kundegrundlag med 7 mio. passagerer inden for 2 timers kørsel.

BYVANDRING I MANCHESTER MED KONSUL CHRISTIAN WEWER

Konsul Christian Wewer gav en introduktion til Manchesters historie og udvikling gennem en byvandring, hvor vi kom forbi følgende lokaliteter:

- Shoppingområdet Market Street og Arndale Centre
- Corn Exchange og Triangle Square
- The Shambles and Sinclair's Oyster Bar - gammel bygning flyttet fra et sted i byen til et andet
- Manchester Cathedral
- National Football Museum
- Chetham's School of Music
- Baronial Hall fra 1421
- Chethams Library som er det første offentlige bibliotek og stedet hvor Marx og Engels mødtes
- Stedet hvor IRA sprang en bombe i 1996 som sårede 200 mennesker
- Royal Exchange Theatre
- St. Anne's Square

- Barton Archade - Victorian Shopping Arcade
- Deansgate hvor Crown Courts og Civil Justice Centre er lokaliseret
- Pump house og Peoples Museum
- The Avenue
- John Ryelands Library
- Lincoln Square
- The Midland Hotel og G-Mex
- Central Library
- Albert Sqaure og Rådhuset

MØDE MED SIR RICHARD LEESE, LEADER OF THE COUNCIL OG DEPUTY SUE MURPHY, CITY OF MANCHESTER

Leader of the Council, sir Richard Leese og Sue Murphy fortalte om, hvordan Manchester har udviklet sig fra at være en socialt og erhvervsmæssigt udfordret by indtil slutningen af 1990-erne, til i dag at være en by i fortsat hastig udvikling.

Sir Richard Leese og Sue Murphy fortalte derudover om Manchesters rolle i Greater Manchester samarbejdet, om betydningen af samarbejdets organisering, samt om betydningen af den økonomiske analyse Greater Manchester fik udarbejdet i 2008. Endelig fortalte sir Richard Leese og Sue Murphy om byens og byregionens indsats for øget decentralisering og adgang til en større mængde af nationale midler.

02.10.2014

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP - OPLÆG VED MIKE EMMERICH, SUSAN FORD OG LOU CORD- WELL

Mike Emmerich, Susan Ford og Lou Cordwell orienterede om organiseringen af og arbejdet i Greater Manchester Local Enterprise Partnership (GM LEP) og Greater Manchester Combined Authorities (GMCA), samt om diversitet, som en styrke for vækstskabelse.

Greater Manchester Local Enterprise Partnership og Greater Manchester Combined Authority er samarbejdsorganer etableret i 2011 mellem de ti kommuner, som tilsammen udgør Greater Manchester. Arbejdet i GM LEP foregår i et tæt samarbejde med det private erhvervsliv, og bestyrelsen består af både repræsentanter fra det private erhvervsliv og medlemmer af byrådene i Greater Manchester. Det er et medlem fra erhvervslivet, der har formandskabet. Det har været centralt at involvere den private sektor i arbejdet med at skabe grundlaget for vækst. Op mod 80 procent af alle jobs i Greater Manchester er etableret af den private sektor. Der er en lang tradition for, at involveringen både omfatter politikudviklingen og implementeringen af initiativer

Visionen for samarbejdet i GM LEP er: Our vision for Greater Manchester is that by 2020, the city region will have pioneered a new model for sustainable economic growth. Det er ønsket, at Greater Manchester skal gå fra at være et område, der ud fra en nettobetragtning er en omkostning for det engelske samfund, til at blive en nettobidragyder til finansieringen af den offentlige sektor. Der opkræves 17 milliarder pund i skatteindtægter i Greater Manchester, mens de offentlige udgifter for området udgør 21 milliarder pund. Begrundelsen for, at det engelske samfund skal investere i Greater Manchester er, at det kan betale sig.

I 2007 var der ikke en fælles forståelse mellem kommunerne og erhvervslivet om, hvad udfordringerne var, og hvad der skulle fokuseres på. Med det som afsæt blev der igangsat et arbejde med at skabe en fælles forståelse for udfordringerne for Greater Manchester, og hvilke muligheder for vækst, regionen har. I den forbindelse blev der gennemført en økonomisk analyse i et samarbejde mellem erhvervsliv og forskere, som var medvirkende til, at erhvervsliv og kommuner sammen fik et nyt perspektiv på udviklingsmulighederne. Med afsæt i dette arbejde er der over to omgange gennemført en strategiproces for GM LEP, der har samlet kommuner og erhvervsliv om, hvad der skal arbejdes for. Det har blandt andet ført til fælles investeringer i infrastruktur, som er sammenhængende, og som giver grundlaget for vækst. Der henvises i øvrigt til præsentationer under Bilag.

REGENERATION IN EAST MANCHESTER - RUNDVISNING OG OPLÆG VED LEE PRESTON OG ANN TAYLOR

Lee Preston, Head of Sport and Community Activity i Manchester viste rundt i området omkring Etihad Cam-pus i East Manchester og fortalte om, hvordan opførelsen af en række sportsfaciliteter har bidraget til udviklingen det tidligere kulmineområde, som har været i forfald siden 1950'erne.

Området omfatter bl.a. Etihad Stadium - hjemmebane for Manchester City F.C. - og sportsfaciliteter opført i forbindelse med at Manchester i 2002 var vært for The Commonwealth Games, samt sportsakademier. De mange faciliteter bidrager til at aktivere de lokale børn og unge og forbedre deres sundhed, som en del af Manchesters indsats for tidligt at fremme borgernes sundhed og mulighed for at bidrage til byens vækst, samt tiltrække sportsevents.

Ann Taylor, Regeneration Manager for East Manchester viste efterfølgende rundt i den udsatte bydel East Manchester som er et 1,9 hektar stort boligområde med 62.000 indbyggere. East Manchester har siden 1951 mistet 100.000 indbyggere og 6.000 arbejdspladser, men gennemgår i disse år en markant opdannelse, som bl.a. omfatter nedrivning af mere end 450 boliger og opførelse af nye uddannelsesinstitutioner mv.

MEDIACITY UK - OPLÆG OG RUNDVISNING VED RACHEL FRASER M.FL

Rachel Fraser m.fl. gennemgik baggrunden for flytningen af dele af BBC fra London til Salford i Greater Manchester. Der var fokus på de medarbejdermæssige udfordringer, de byområdemæssige perspektiver og de generelle klyngeeffekter ved udflytningen, jf. publikation under Bilag.

03.10.2014

BURY - OPLÆG OM SAMARBEJDET I GREATER MANCHESTER OG RUNDVISNING VED MIKE KELLY OG DAVID FOWLER

Chief Executive Mike Kelly fortalte om Bury, som er den mindste kommune i Greater Manchester samarbejdet samt om, hvorfor Greater Manchester er vigtigt for Bury, og om hvordan samarbejdet er løftestang for at dagsordenssætte kommunernes udfordringer nationalt.

Bury er en populær bosætningskommune i Greater Manchester, og derfor er en velfungerende infrastrukturel opkobling essentielt for Burys samarbejde med de øvrige kommuner i Greater Manchester. Bury arbejder bl.a. målrettet for at være den sundeste kommune i Nordvestengland og har den laveste kriminalitetsrate og en høj involvering af frivillige i Greater Manchester.

David Fowler fortalte om og viste rundt i Bury bymidte, som har været under omdannelse, og er nomineret til Great Towns Awards 2015 af The Academy of Urbanism. Bury tiltrækker årligt 20 mio. handlende, og har i samarbejde med private aktører investeret i udviklingen af bl.a. shoppingområdet The Rock. Se i øvrigt vedhæftede præsentationer under Bilag.

CORE CITIES - OPLÆG VED DAVID ROGERS OG LOUISE HOPE

David Rogers og Louise Hope fortalte om Core Cities samarbejdet, som er et frivilligt, selvbetalt samarbejde mellem de otte største byer i England uden for London - Birmingham, Bristol, Liverpool, Manchester, Newcastle, Nottingham og Sheffield.

Byerne samarbejder ud fra et mål om ikke at konkurrere med hinanden men med byer internationalt, og at sætte second tier cities højt på dagsorden, som et supplement og ikke en konkurrent til London. Core Cities samarbejdet omhandler generelle rammebetingelser og ikke specifikke emner. Se desuden vedhæftede præsentation under Bilag.

TRANSPORT FOR GREATER MANCHESTER - OPLÆG VED JON LAMONTE, MARTIN LAX OG SIMON WARBURTON

Jon Lamonte, Martin Lax og Simon Warburton fortalte om, hvordan Transport for Greater Manchester står for al transport i Greater Manchester, dvs. drift af både the metrolink, busser, toge og vejnettet, samt står for cykelfaciliteter fx i forbindelse med den offentlige transport.

Efter London er Manchester den by i England med mest trængsel. The Metrolink har hvert år ca. 30 mio. passagerer, mens der er 25 mio. rejser pr. med tog med 21.000 passagerer i myldretiden. Passagertallet er for både metrolink og tog steget med 5% pr. år, mens antallet af buspassagerer på de 225 mio. rejser årligt er uændret.

Den offentlige transport i Greater Manchester er i flere tilfælde med til at stimulere udviklingen af nye bydele og bydele under omdannelse, fx Salford Quays, Manchester City Center og East Manchester.

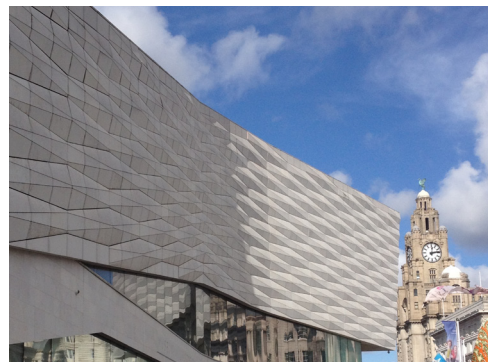
Transport for Greater Manchester åbner i november 2014 en ny metrolink-linje til Manchester Airport city, særligt med henblik på at bringe ansatte til og fra arbejdspladser i og omkring lufthavnen.

Et af de store fremtidige infrastrukturprojekter med betydning for Greater Manchester er High Speed 2 - højhastighedstog mellem London, Birmingham, Manchester, Leeds, Crewe, Sheffield og the East Midlands. High Speed 2 har til hensigt at forbedre forbindelserne mellem en række vigtige byer, samt skabe vækst. Det forventes, at High Speed 2 vil medføre 180.000 jobs i regionen omkring Greater Manchester omkring 2040.

04.10.2014

LIVERPOOL - OPLÆG OG GUIDET TUR VED MICHAEL PARKINSON

Professor Michael Parkinson fra Liverpool John Moores University gennemgik Liverpools erhvervsudvikling gennem de senere år og var guide på en bustur til byomdannelsesområder og kulturelle attraktioner. For en detaljeret beskrivelse henvises der til vedhæftede to publikationer af Michael Parkinson under Bilag.



BUDGET

UDGIFTER	SAMLET PRIS	PRIS PR. DELTAGER
Flybilletter	35.675,00	3.243,20
Hotel	38.681,00	3.516,50
Transport i Danmark	2.307,00	209,70
Transport i England	8.721,20	792,80
Forplejning	29.651,10	2.695,60
Konsulentbistand fra Den Danske Ambassade i England	56.100,00	5.100,00
Tryksager	850,00	77,30
Gaver	6307,00	573,40
Diæter	2.198,65	199,90
PRIS I DKK	180.490,90 kr.	16.408,30 kr.

BILAG

City Region Governance: the Greater Manchester Local Enterprise Partnership

Study Tour

Municipality of Aarhus, Denmark

2 October 2014

UK Context

Centralised decision making vs devolution

- National devolution in Scotland and Wales
- Regional agenda largely disappeared
- Cities, city regions & combined authorities

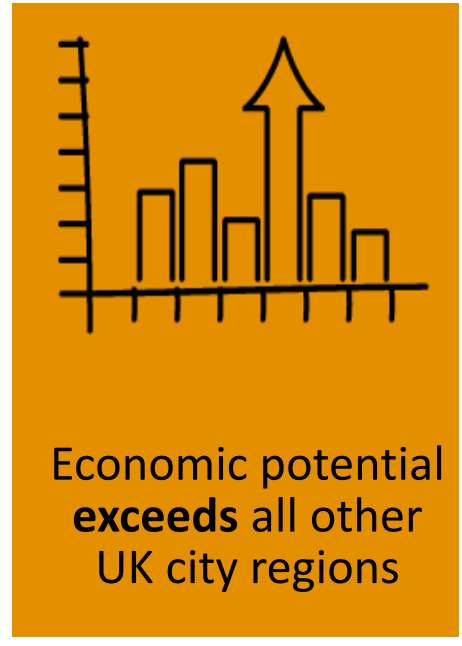
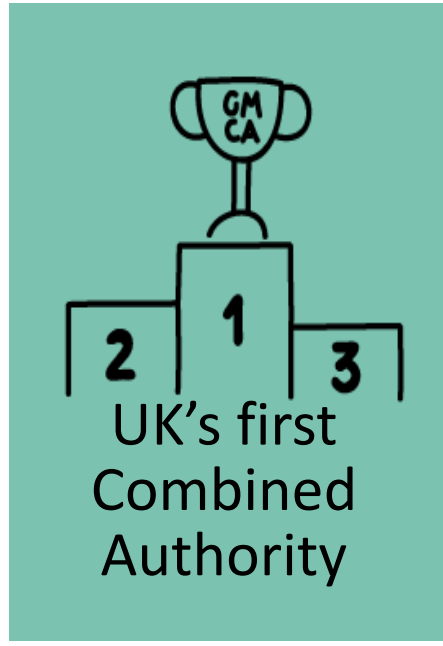
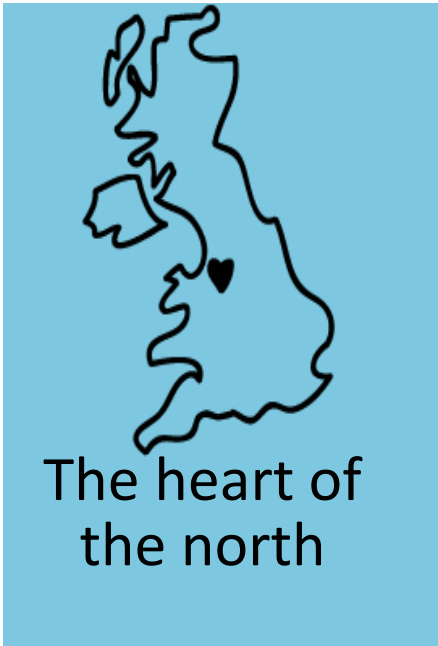
Cities as drivers for growth

- 74% of population & 78% jobs
- North South Divide
- Increasing focus on place in funding programmes

Coalition Government elected in 2010

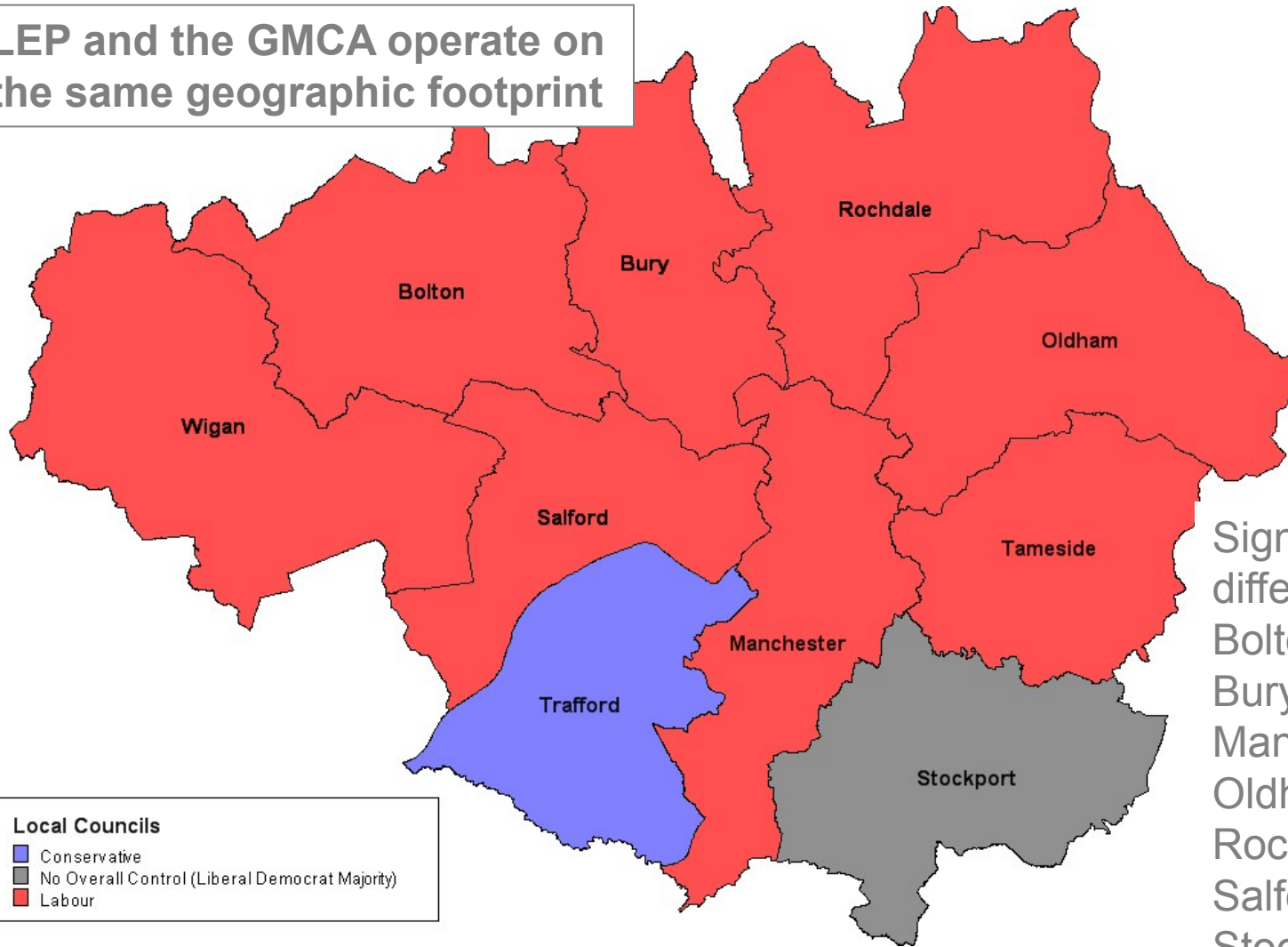
- Localism, rebalancing the economy, The Big Society
- Private sector leadership (LEPs)
- City Deals, new powers and responsibilities

Greater Manchester



Politicians from different parties working together

LEP and the GMCA operate on the same geographic footprint



Local Councils

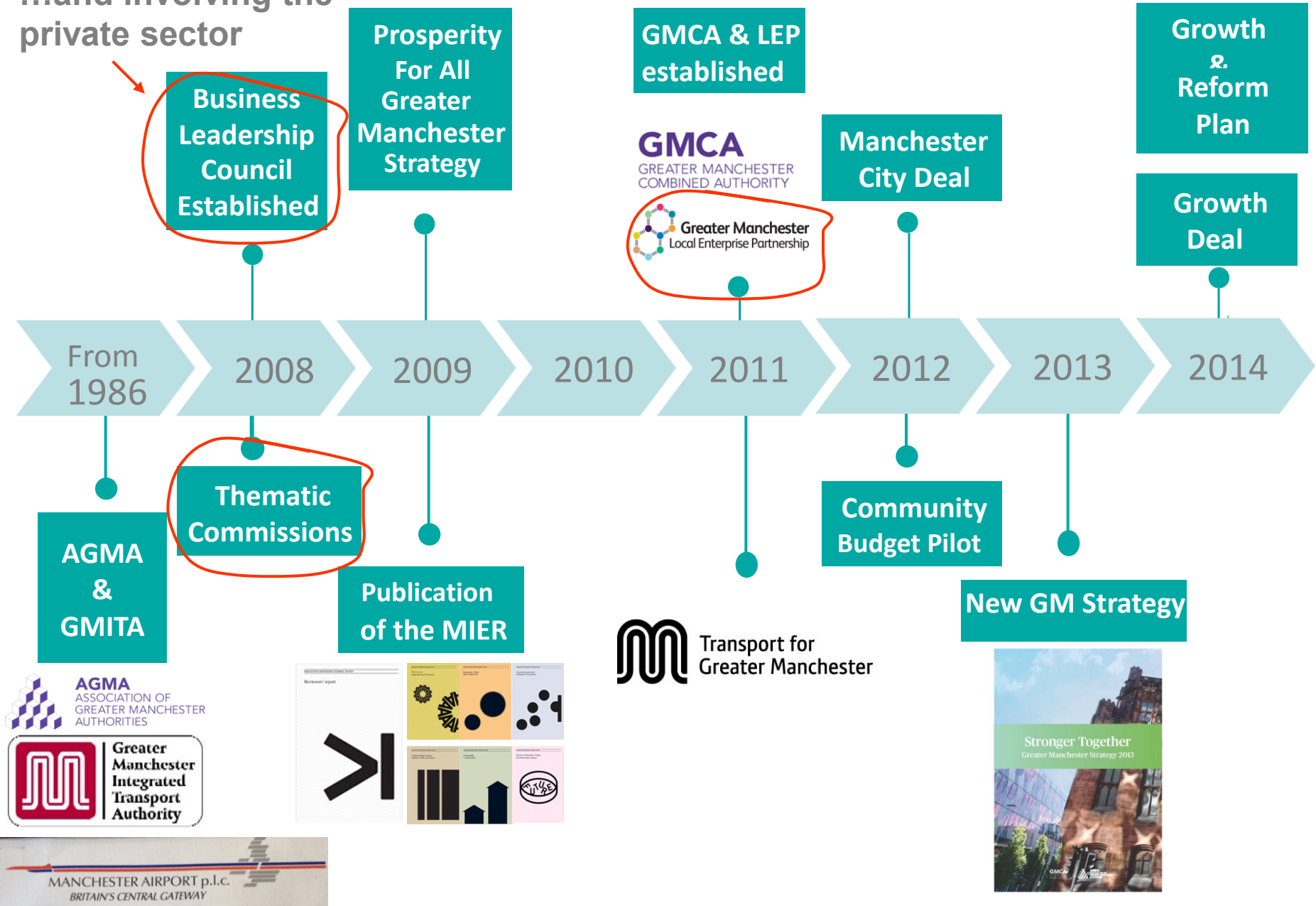
- Conservative
- No Overall Control (Liberal Democrat Majority)
- Labour

Significant population differences

Bolton	280,100
Bury	186,500
Manchester	514,400
Oldham	227,300
Rochdale	212,100
Salford	239,000
Stockport	285,000
Tameside	220,600
Trafford	230,200
Wigan	319,700

Greater Manchester: a history of working together

...and involving the private sector



Engaging the Private Sector in GM Governance

- Greater Manchester's economic fortunes depend on a flourishing private sector which provides almost 80% of jobs in GM
- Involving the Private Sector Makes Sense - GM has long recognised importance of involving senior representatives of the business community in policy development and implementation
- Private sector challenge and engagement provides a challenge and sense-check to policy makers
- Before the LEPs GM had established fora involving private sector stakeholders eg Business Leadership Council & thematic 'Commissions' from 2008

Background: What are LEPs?

- Local Enterprise Partnerships – LEPs are a key part of coalition policy to provide a platform for **business engagement**
- Central to the government's localism agenda
- LEPs have been tasked by government to make the **'right choices'** for local economies
- 39 across the country
- GM's LEP was in the first wave of LEPs given the go-ahead – first meeting in April 2011

GM's Unique Public / Private Leadership



- **12 members** (7 Private sector, 4 Local Authority Leaders)
- **Strategic leadership** to deliver the conurbation's growth ambitions
- **oversight of key funding streams** including the Growing Places and Regional Growth Fund (RGF).

Alongside the



- provides a **statutory foundation** for collaboration for the ten districts of GM on economic regeneration, transport, skills, environment & visitor economy
- **GMCA & GM LEP have the same geographic footprint**

The GM LEP

...is a private-sector led, voluntary partnership

Private Sector Members

Mike Blackburn - Chair

British Telecom

David Birch

Mckinsey

Lou Cordwell

Magnetic North

Scott Fletcher

ANS Group

Wayne Jones

MAN Diesel & Turbo UK Ltd

Keith Johnston

Addleshaw Goddard

Juergen Maier

Siemens plc

Prof Dame Nancy Rothwell

University of Manchester

Public Sector Members

Cllr Sue Derbyshire

Leader of Stockport Council

Cllr Sean Anstee

Leader Trafford Council

Cllr Sir Richard Leese

Leader of Manchester City
Council

Cllr Lord Peter Smith

Leader of Wigan Council

Ex Officio as Chairs of Strategic Boards

Iwan Griffiths

PWC

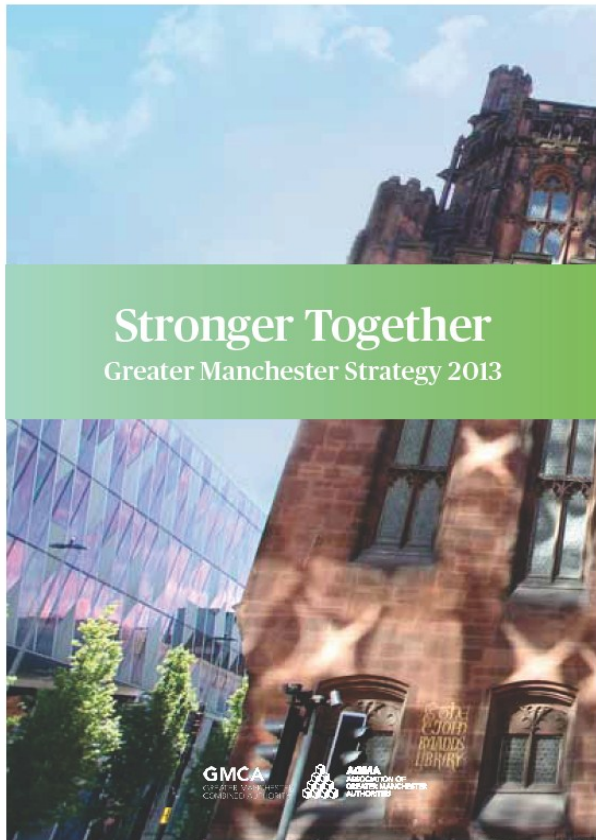
Michael Oglesby

Bruntwood

Greater Manchester Strategy: Stronger Together

Originally developed in 2009

- aligned **all partners** behind priorities
- strategic framework for policy & decision making
- pitch to Government



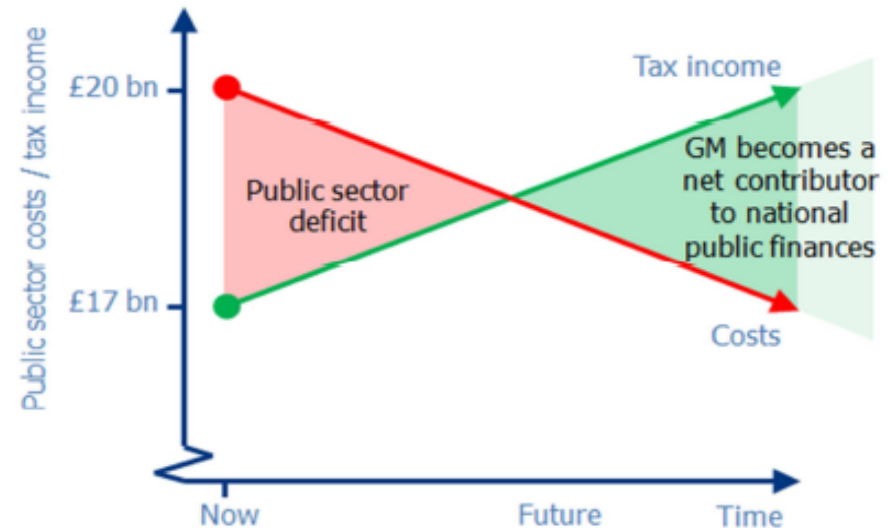
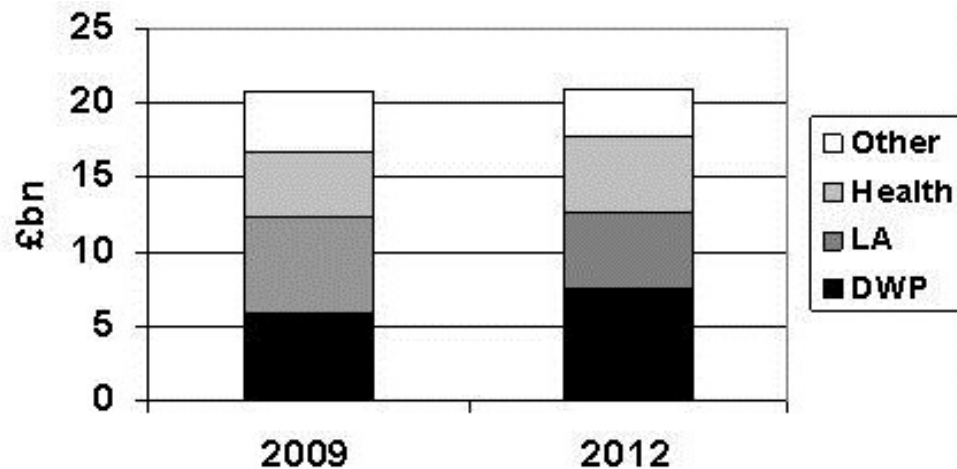
Updated and re-positioned 2013

- reflects the economic challenges we now face
- greater focus on public service reform agenda
- stronger on delivery and implementation

GM as a net contributor to the national economy

A vision to move GM from being a **cost centre** to a **net contributor** to national public finances

GM's economy currently generates £17bn in taxes
BUT requires £21 billion in public spending



Reductions in local public spending in investment and growth
But increasing spend for national sources welfare and health

Greater Manchester Growth & Reform Plan

- Supports the implementation of the GM Strategy
- Seeking a new relationship with Government to enable GM authorities undertake their place-shaping role to:
 - *create high quality places that will attract and retain more productive people and businesses; and*
 - *reform the way that public services are delivered to improve outcomes for our people*
- Identifies a number of priorities for funding, as part of our broader strategic approach to investment

Greater Manchester's Future Ambitions



Greater Manchester at the heart of the **'Northern Powerhouse'**

'Northern Powerhouse'

- *strong, complementary offer to London,*
- *alleviating the pressures experienced by a successful global city*
- *maximising national prosperity*

Rebalancing the Economy



Our key proposals & priorities for future

Freedoms & flexibilities to deliver our public service reform agenda

- longer term budgetary certainty
- retaining savings through reform to enable long term change
- sharing risk & reward with Government

Enhanced working relationship with Government on business support

- integrating resources geographically and on GM policies;
- proposals to vary weighting and/or employer cost contribution levels for Apprenticeships in GM;

Getting ready for High Speed 2

- funding mechanism for early investment
- accelerating development of Piccadilly Station

Transport reforms

- oversight of rail franchising proposals in the North via Rail North
- freedoms & flexibilities on regulations and funding structures for local highways authorities and local bus services

£314m bid to the Local Growth Fund

- transport and skills capital priorities
- investment in our Growth Hub
- support the development of our regional science offer

Arguing for differential devolution for Greater Manchester on the basis of our strategic vision, robust governance structures and strong track record of delivery

Delivering our Growth priorities

- **Manchester Growth Company: a streamlined company structure, delivering services on behalf of LEP and GMCA**
 - Economic Solutions Ltd: workforce development
 - Growth Hub: business growth and finance
 - Marketing Manchester: internationalisation & marketing
 - New Economy: strategy, research and evaluation
 - MIDAS: trade and inward investment
- **A Group Board, partnership between CA & LEP**
- **Three year business plan, focused on GM Strategy**
- **Turnover of £81 million and 1250 staff**



Delivering our Reform priorities

- **A Reform Centre of Excellence**
 - leading cross-boundary working to reform the way that public services are delivered across GM
 - leading negotiations with Government to secure the powers and resources required to deliver reform at scale
 - providing skills, expertise and support to enable districts and partners to deliver reform
- **Led by a Public Service Reform (PSR) Strategic Director, reporting to CEX, the GMCA and LEP**
- **Strategic oversight provided by the PSR Executive (made up of Reform Portfolio Holders)**

Questions?

City Region Governance: The Greater Manchester Combined Authority

**Study Tour
Municipality of Aarhus, Denmark**

3 October 2014

1

INTRODUCING GREATER MANCHESTER

2

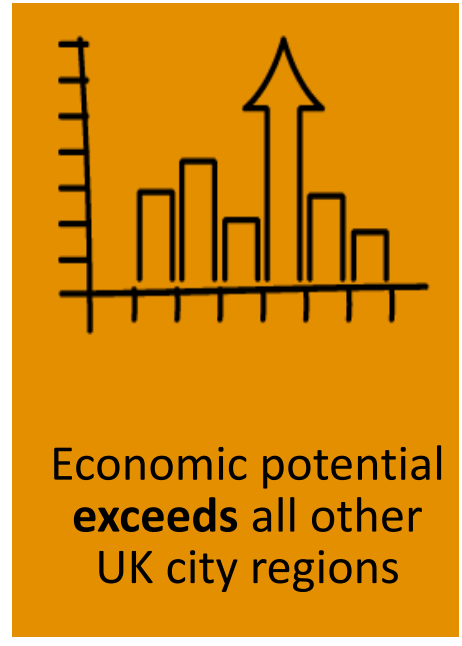
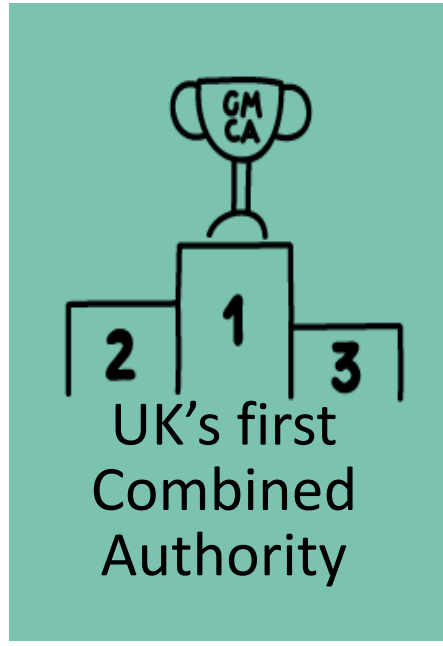
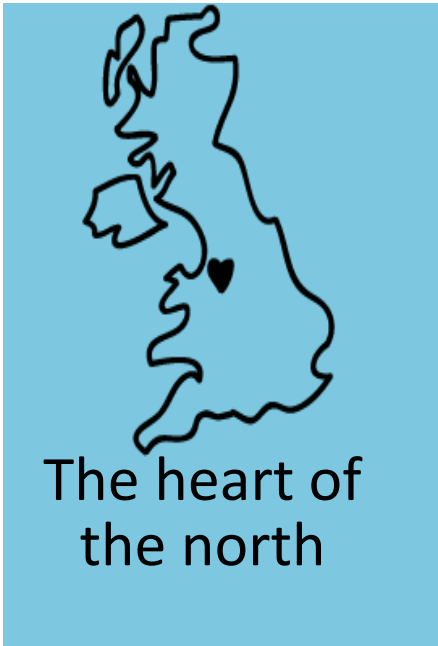
**GREATER MANCHESTER COMBINED
AUTHORITY**

3

DELIVERING THE GMCA's ASPIRATIONS

INTRODUCING GREATER MANCHESTER

Greater Manchester

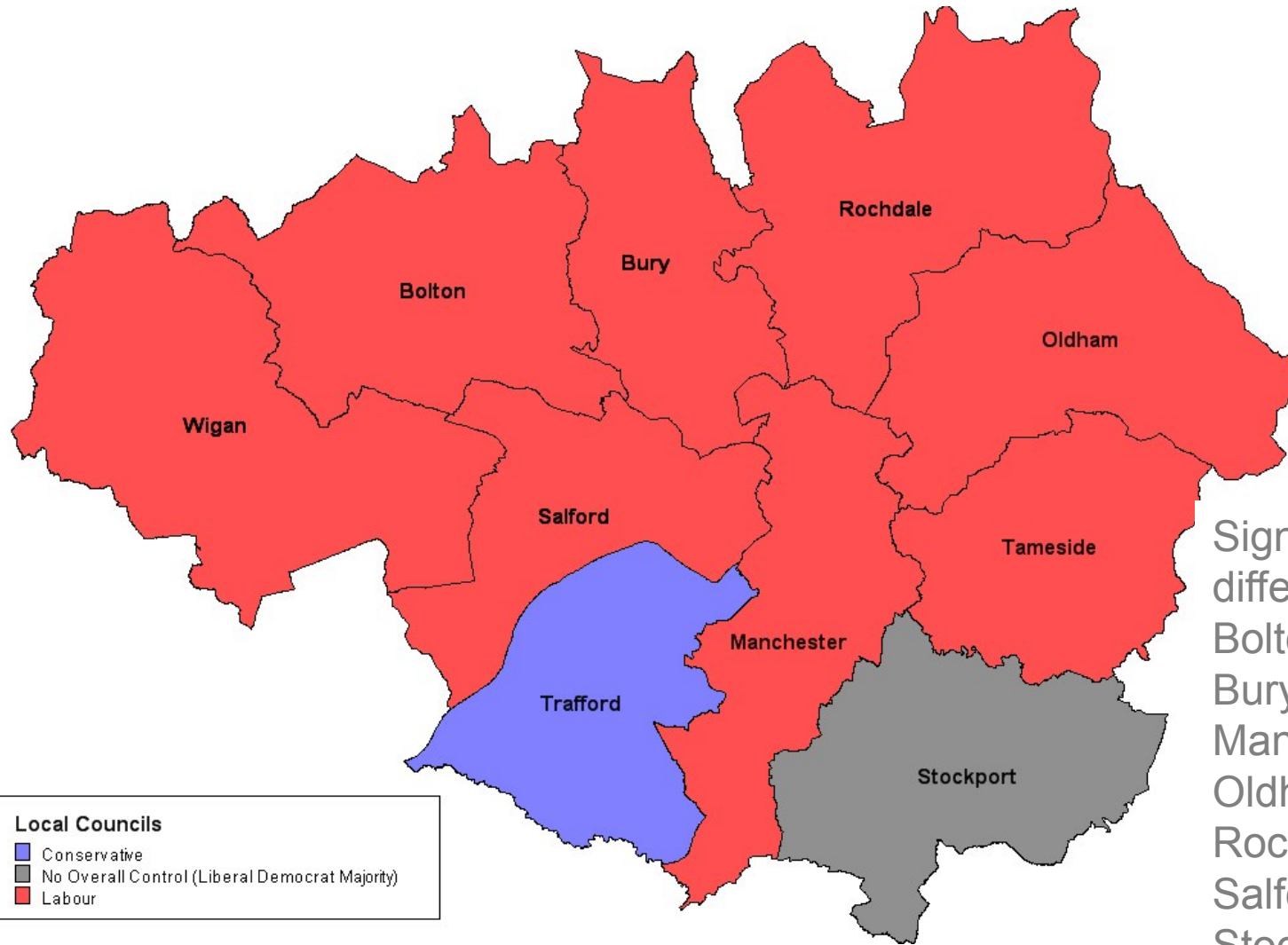


Greater Manchester - 10 local authorities

Based on aerial photography.
Contains Ordnance Survey data
© Crown copyright and database right 2010
Europe inset sourced from Pitney Bowes software
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Politicians from different parties working together



Local Councils

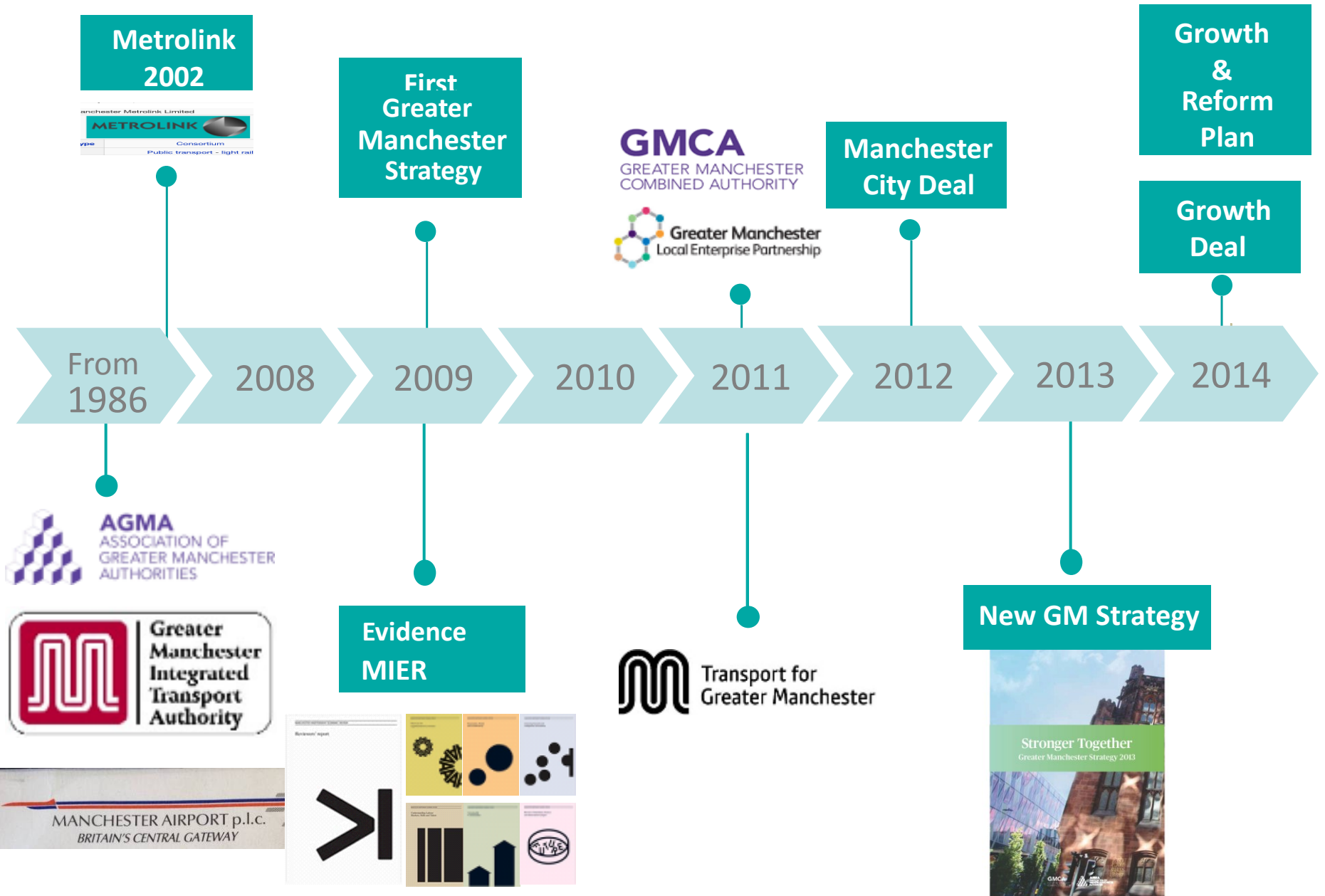
- Conservative
- No Overall Control (Liberal Democrat Majority)
- Labour

Significant population differences

Bolton	280,100
Bury	186,500
Manchester	514,400
Oldham	227,300
Rochdale	212,100
Salford	239,000
Stockport	285,000
Tameside	220,600
Trafford	230,200
Wigan	319,700

GREATER MANCHESTER COMBINED AUTHORITY

Greater Manchester: a history of working together



GREATER MANCHESTER: GROUNDBREAKING GOVERNANCE MODEL



GMCA



Established by Parliament (statutory instrument)

STATUTORY INSTRUMENTS

2011 No. 908

LOCAL GOVERNMENT, ENGLAND

TRANSPORT, ENGLAND

The Greater Manchester Combined Authority Order 2011

Made - - - - 22nd March 2011

Coming into force - - 1st April 2011

This Order is made in exercise of the powers conferred by sections 91 and 93 of the Local Transport Act 2008(a) and sections 103 to 105 and 114 to 116 of the Local Democracy, Economic Development and Construction Act 2009(b).

The Secretary of State, having regard to a scheme prepared and published under section 82 of the Local Transport Act 2008 and section 109 of the Local Democracy, Economic Development and Construction Act 2009, considers that the making of this Order is likely to improve—

- (a) the exercise of statutory functions relating to transport in the area to which this Order relates,
- (b) the effectiveness and efficiency of transport in that area,
- (c) the exercise of statutory functions relating to economic development and regeneration in that area, and
- (d) economic conditions in that area.

The Secretary of State is satisfied that the area to which this Order relates meets the conditions set out in section 103 of the Local Democracy, Economic Development and Construction Act 2009.

The Secretary of State has consulted—

- (a) the district councils for the area comprised in the Greater Manchester integrated transport area,
- (b) the Greater Manchester Integrated Transport Authority,
- (c) the Greater Manchester Passenger Transport Executive,
- (d) such other persons as the Secretary of State considered appropriate.

The councils for the metropolitan districts whose areas are comprised in the Greater Manchester integrated transport area have consented to the making of this Order.

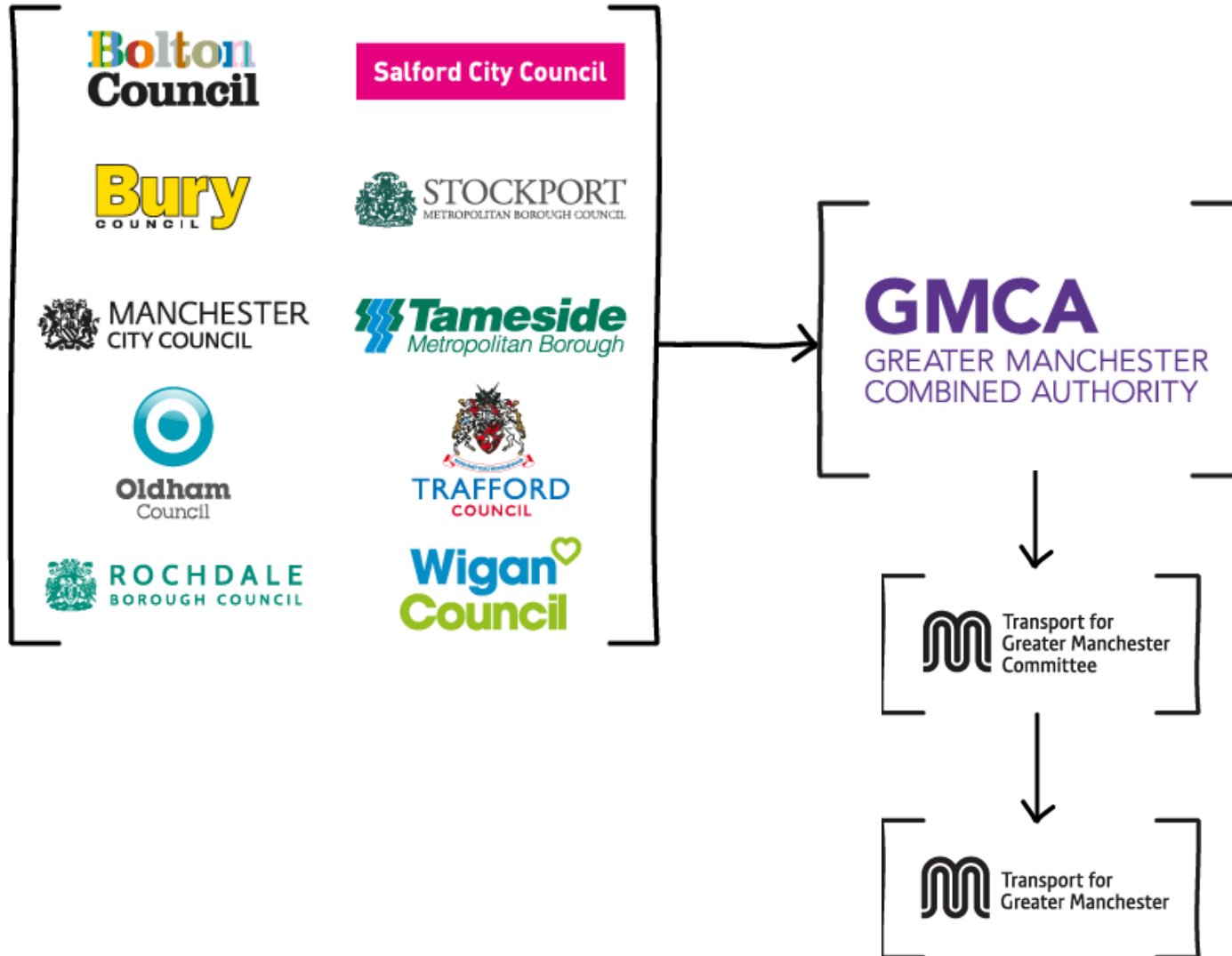
(a) 2008 c.26.
(b) 2009 c.20.

Powers are limited:

- Transport
- Economic development and regeneration
- Strategic housing
- Air quality
- Economic wellbeing
- Adult skills

Greater Manchester Combined Authority's Structure

10 Districts



GMCA

- **9 Local Authority Leaders and 1 Elected Mayor**
- **Chair and 3 Vice Chairs – inclusive political representation built into the constitution**
- **GMCA**
 - Determines GM Strategy
 - Leads on strategic initiatives, eg GM City Deal
 - Takes big transport decisions
- **Rules and legal constitution:**
 - majority voting for most decisions
 - 7/10 for key decisions (eg levy, budget, strategy, capital programme, etc).
 - in reality, decision-making by consensus prevails.
- **Agreed Portfolios for Leaders and CX, based on GM Strategy themes...**

GMCA provides a stable basis for.....



LOCAL COLLABORATION



NATIONAL CONVERSATION



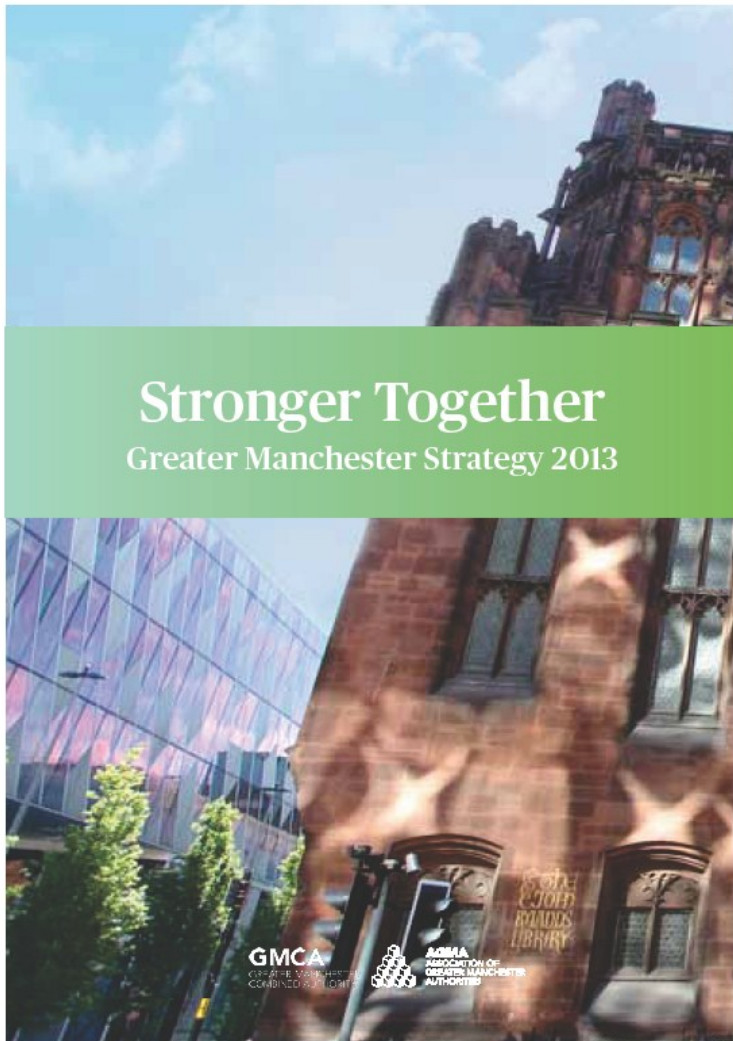
INVESTING & DEVELOPING



GLOBAL POTENTIAL

DELIVERING THE GMCA's ASPIRATIONS

Greater Manchester Strategy: Stronger Together



Two themes

GROWTH - creates high quality places that will attract and retain more productive people and businesses

REFORM – reforms the way public services are delivered to improve outcomes for residents

STRONGER TOGETHER

- aligns all partners behind priorities
- strategic framework for policy & decision making
- pitch to Government

Greater Manchester's Future Ambitions



Greater Manchester at the heart of the **'Northern Powerhouse'**

'Northern Powerhouse'

- *strong, complementary offer to London,*
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- *maximising national prosperity*

Rebalancing the Economy



Governance and Accountability

GM's governance arrangements have evolved to drive and deliver this ambitious program of growth and reform

Mature, stable governance structures

Long history of voluntary collaboration, evolved from the bottom up ensuring ownership from all districts. GM Combined Authority (established in 2011) to provide a platform for Government to devolve powers as part of the Growth Deal process

Leadership portfolios

Ensure ownership of GM's strategic priorities and accountability for delivery

Unique private / public leadership of GM's Strategic agenda

LEP and Business Leadership Council have played a key role in the development both the reform and growth agenda. GM Investment Board provides strategic leadership and oversight of the GM Investment Strategy and funding streams

Continual evolution & innovation in governance

GMCA is currently undertaking a governance review to ensure GM is well placed to deliver the GM Strategy & Growth & Reform Plan

Greater Manchester Governance & Delivery Structures

Senior Private Sector Groups

BLC
Business
Leadership Council

LEP
Local Enterprise
Partnership

GM
Combined
Authority

Senior Elected Member Groups

AGMA Exec
Board

**Police and
Crime
Panel**

GM Scrutiny

Governance

GM LMC
(European)

**Transport
for GM
Committee**

**Low Carbon
Hub**

**Skills &
Employment
Partnership**

**Police & Crime
Steering Group**

Growth

Reform

**Planning &
Housing
Commission**



**GM Health &
Wellbeing
Board**

**GM Fire
&
Rescue
Authority**

Delivery

Wider Leadership Team
Chief Execs of 10 local authorities, GM Police, TfGM,
Manchester Growth Company, GM Fire, NHS

Key GM agencies supporting delivery
Local Authorities, TfGM, GM Police, GM Fire, GMWDA,
Manchester Growth Company, NHS

**GM
Waste
Disposal
Authority**

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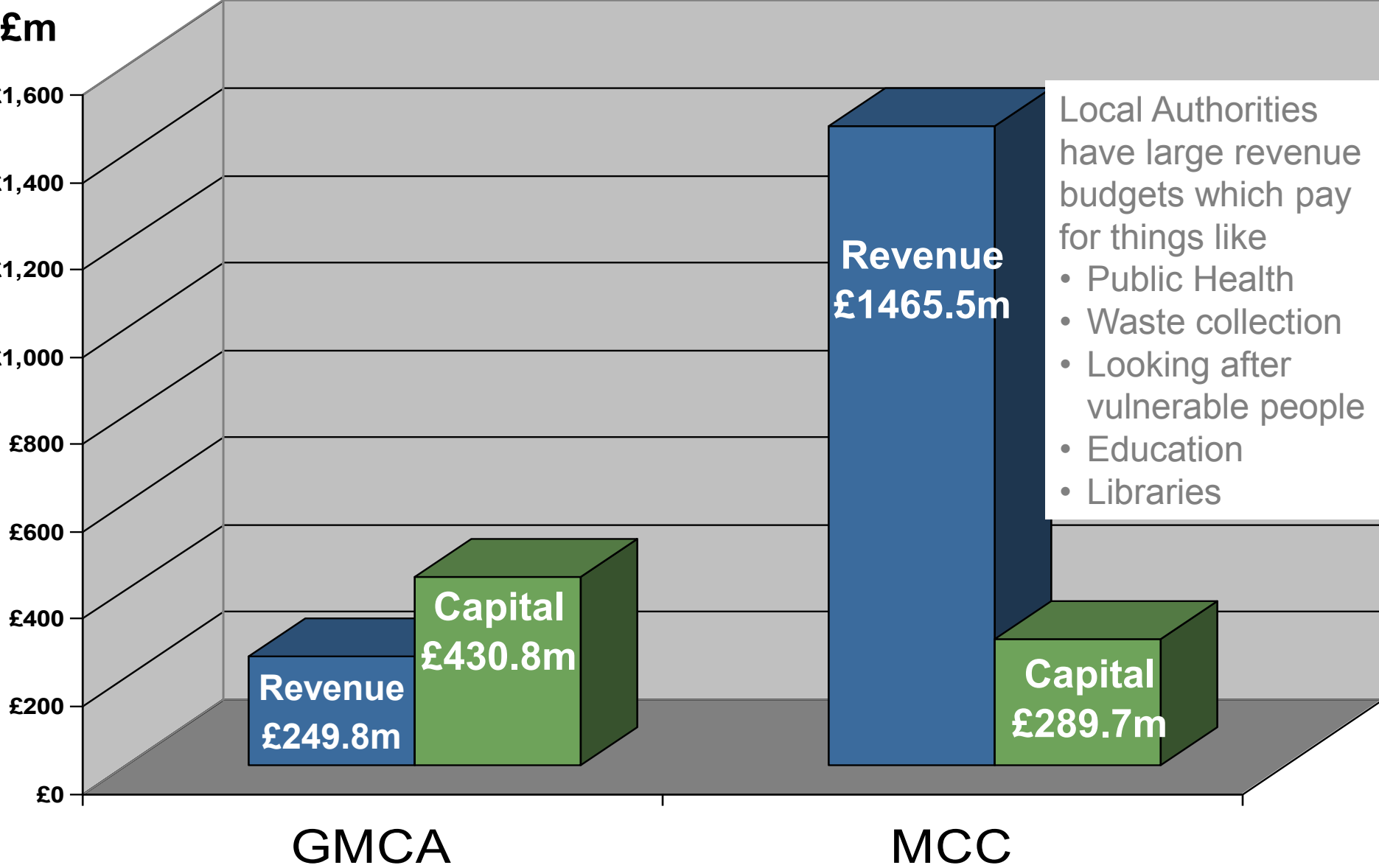
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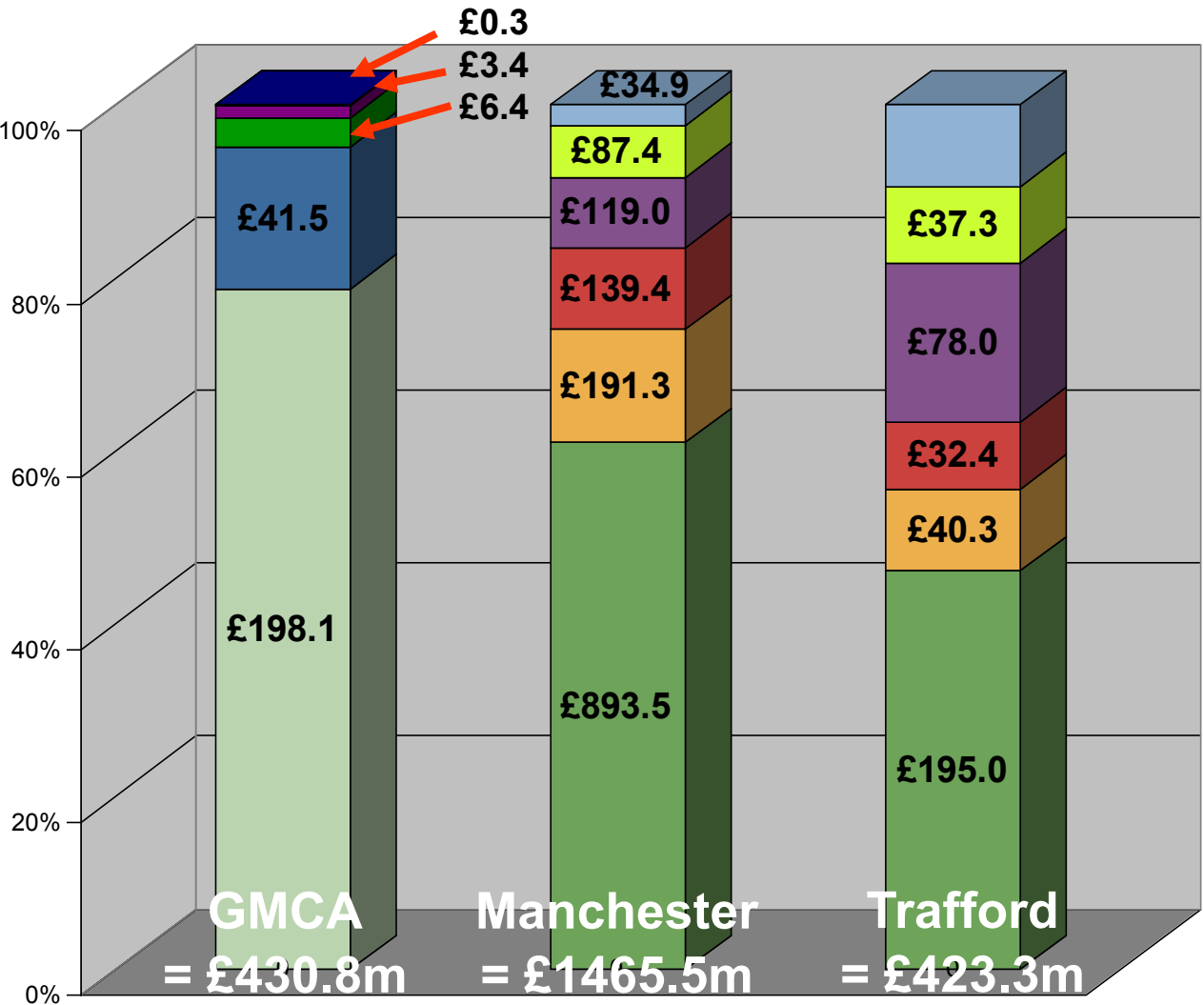
GREATER MANCHESTER COMBINED AUTHORITY FINANCES



GMCA's BUDGET LOOKS DIFFERENT

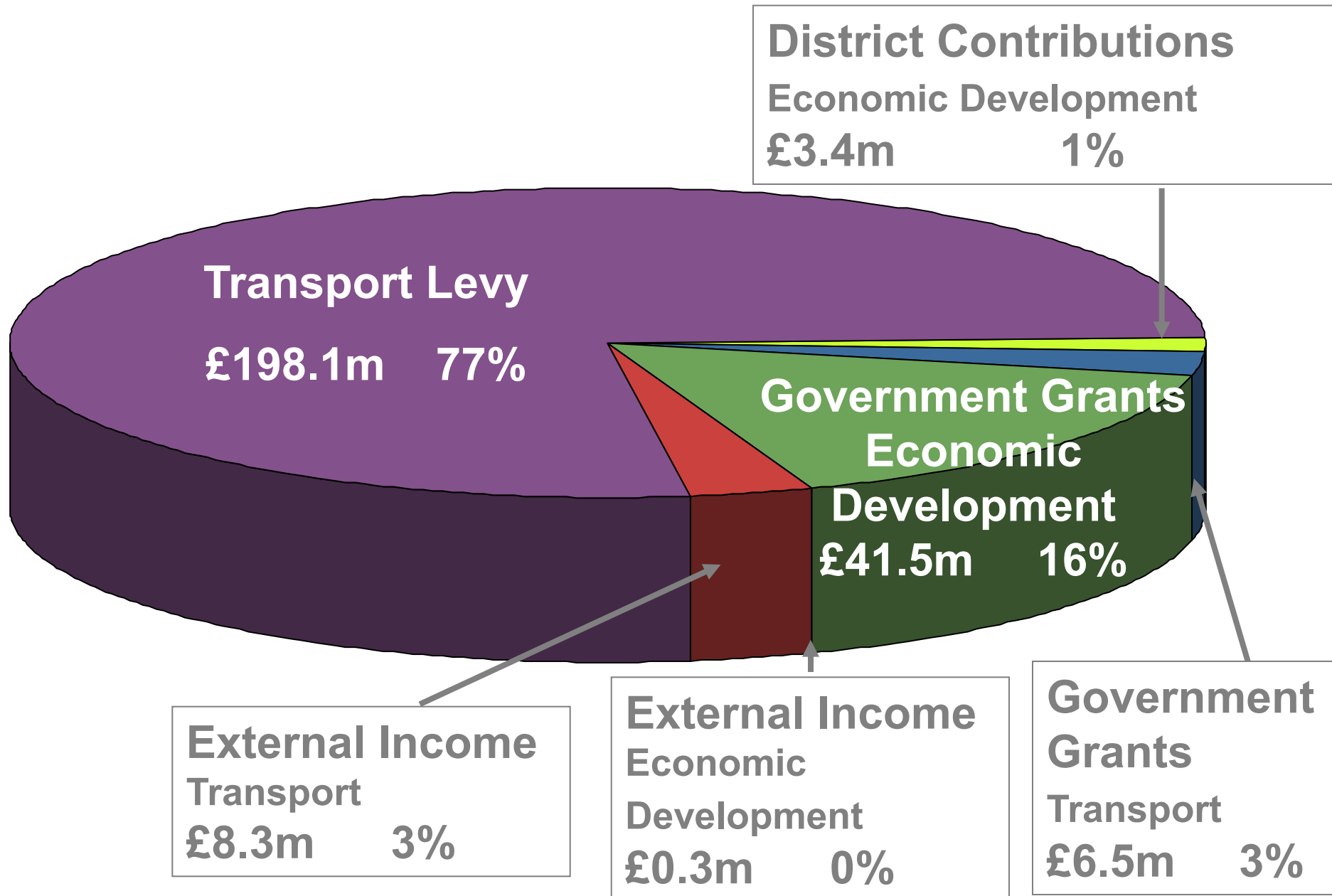


COMPARING FUNDING SOURCES

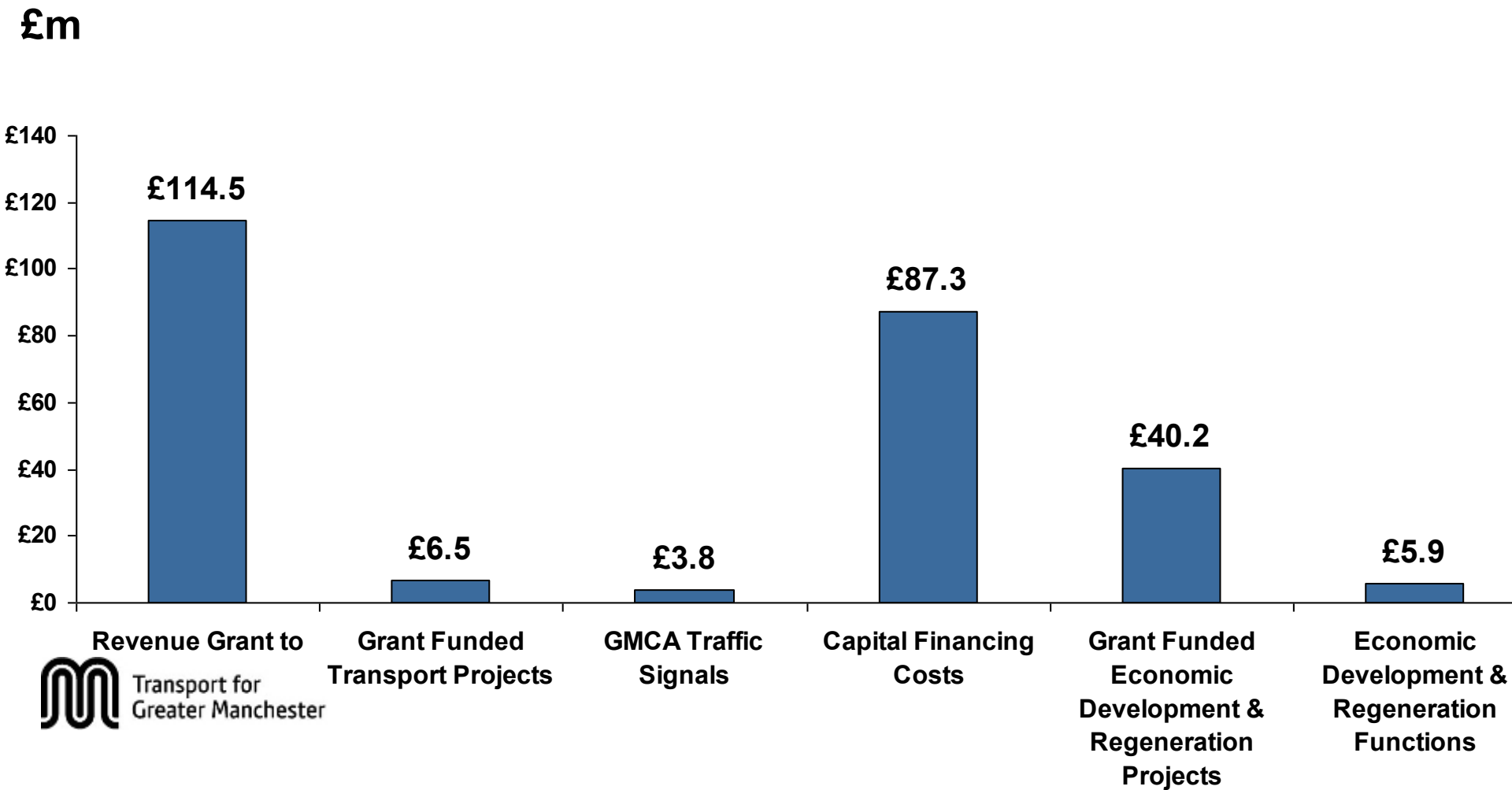


- External Income - Economic Development & Regeneration
- District Contributions - Economic Development & Regeneration
- External Income - Transport (Metrolink Net Revenues)
- Government Grants - Economic Development & Regeneration
- Transport Levy
- Other
- Other Government Grants
- Council Tax
- Business Rates Retained
- RSG
- Specific Grants
- Settlement

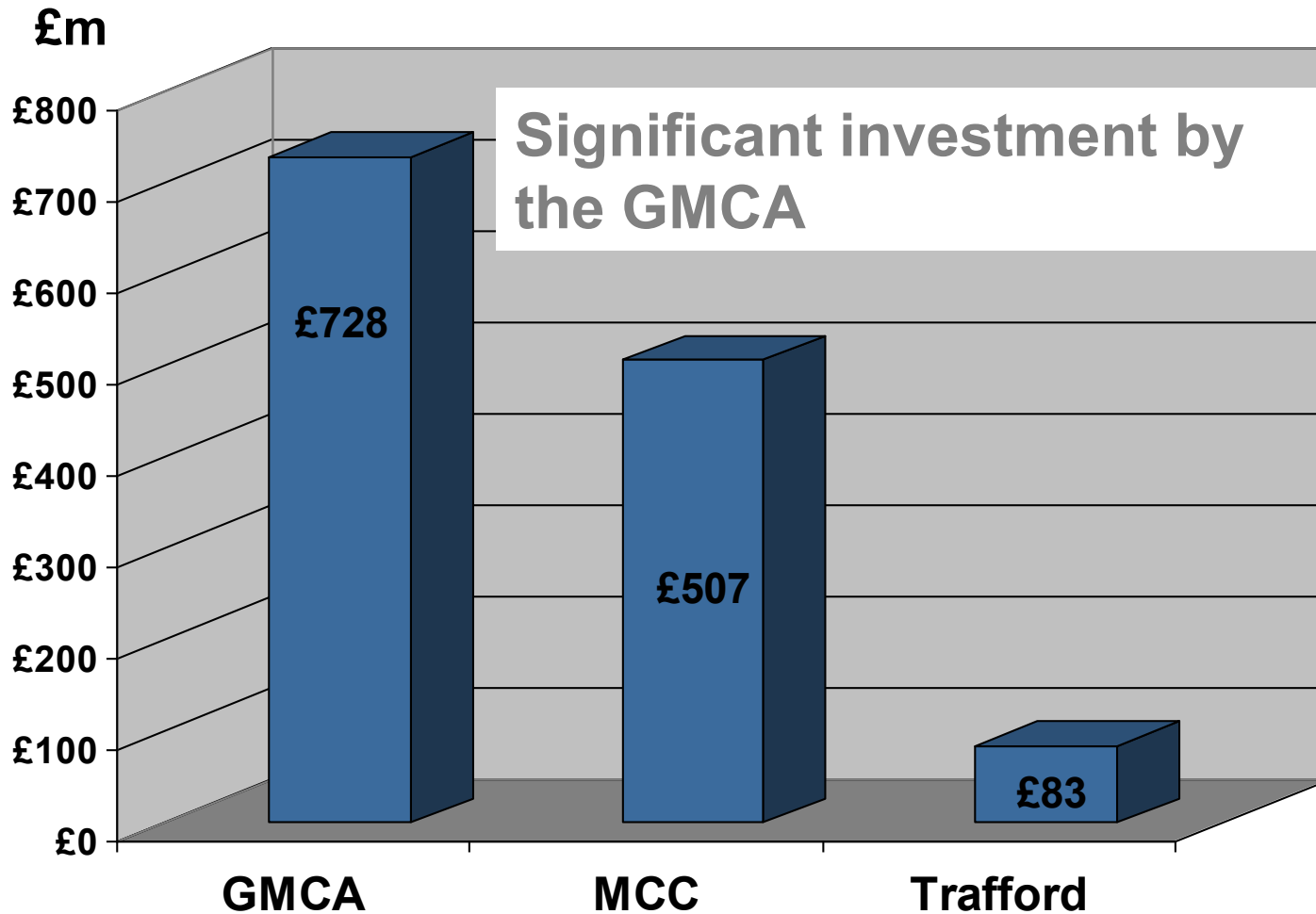
GMCA FINANCES - INCOME



HOW THE BUDGET IS SPENT



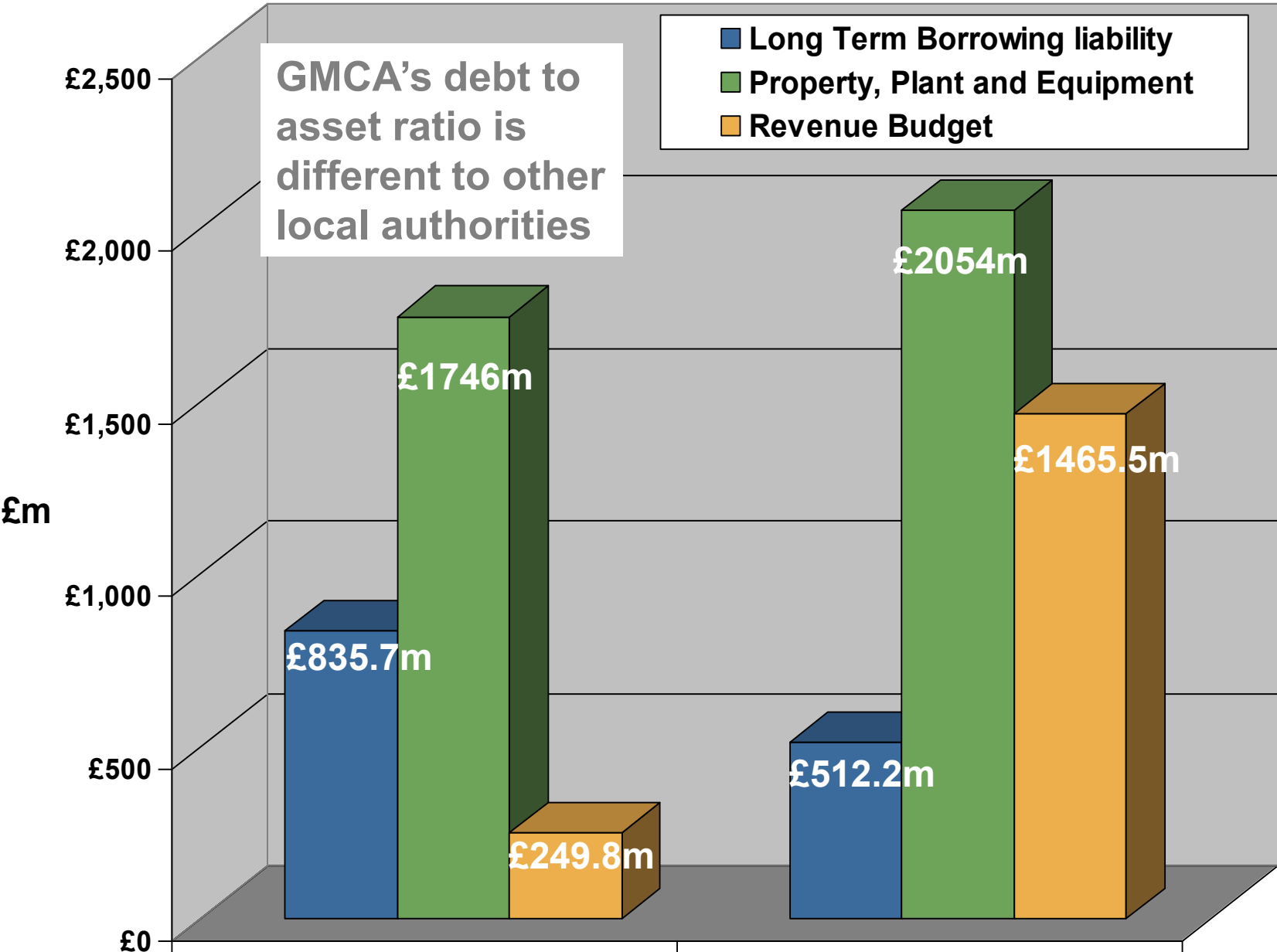
COMPARING CAPITAL PROGRAMMES 2014-17



GMCA DEBT TO ASSET RATIO

GMCA's debt to asset ratio is different to other local authorities

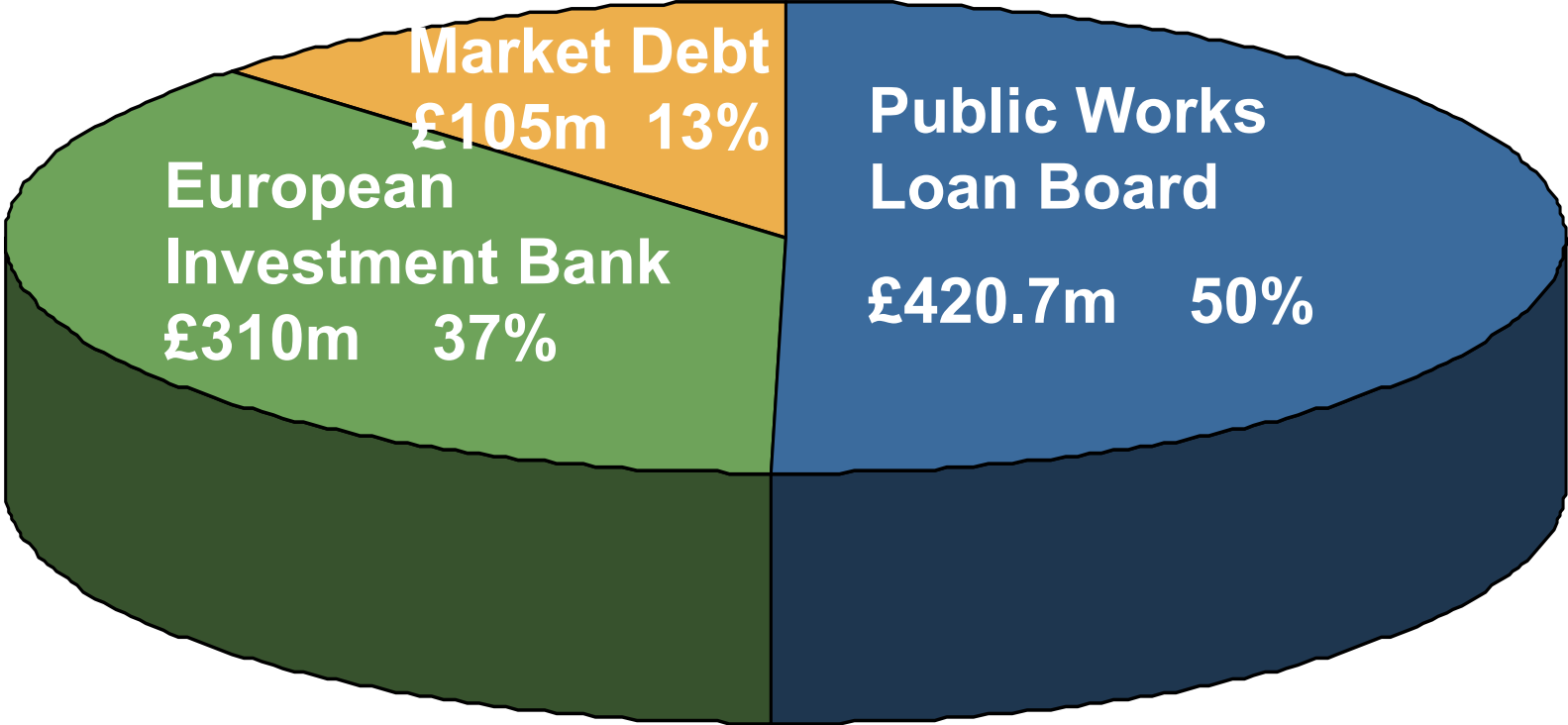
- Long Term Borrowing liability
- Property, Plant and Equipment
- Revenue Budget



GMCA

MCC

GMCA - DEBT PROFILE



Public Works Loan Board debt is underwritten by the Government

MANAGING THE GMCA'S DEBT

TREASURY MANAGEMENT STRATEGY

- Limited control by national government on local authority finances
- But have to abide by '**Prudential Code**'
- Sets an **upper limit on borrowing** based on ability to repay debt
- **GMCA's Officers** manage debt and investments
- **Elected members** set strategy and have oversight

SCRUTINY AND OVERSIGHT OF THE COMBINED AUTHORITY'S FINANCES

SCRUTINY OF GMCA ACTIVITIES

Scrutiny Committee

Membership: 30 councillors (politically balanced)

The Committee's role is to

Monitor

- Decisions of GMCA
- Major and strategic decisions of Transport for Greater Manchester Committee

Investigate

- Matters of strategic importance to residents

Review

- Performance of GMCA in delivering the objectives of the Greater Manchester Strategy

GMCA AUDIT COMMITTEE

Is the **key committee** for reviewing GMCA's finances

- Formal body of GMCA
- **Leader** from GMCA is the chair
- **Membership** from GMCA (3), Scrutiny (3) and one Independent member
- Linked to the role of scrutiny by its membership
- Key component of GMCA's corporate governance
- provides an independent, high-level focus on the GMCA's financial management

Committee's work covers four key areas

- 1. Governance, Risk and Control**
- 2. Internal Audit**
- 3. External Audit**
- 4. Financial Reporting**

1. GOVERNANCE, RISK AND CONTROL

- **Review corporate governance arrangements** against the Code of Corporate Governance and the good governance framework.
- **Reviews the Annual Governance Statement** to ensure it properly reflects the risk environment and supporting assurances.
- Review the effectiveness of **arrangements to secure value for money**.
- Ensure the **assurance framework** adequately addresses **risks and priorities**
- **Monitor the Authority's risk and performance management arrangements** including risk register and the assurance map.
- Consider reports on the effectiveness of internal controls.
- Monitor the **anti-fraud strategy, risk-assessment** and any actions

2. INTERNAL AUDIT

- **Approve Internal Audit Charter**
- **Oversee Internal Audit's effectiveness** making sure that they comply with **Public Service Internal Audit Standards**
- **Approve the risk based internal audit plan**
- **Consider reports and assurances**
 - For example on risk, quality, Annual Assurance Opinion, Quality Assurance and Improvement

3. EXTERNAL AUDIT

- **Consider Annual Audit Inspection letter**
- Whether external audit gives **value for money**
- Advise on whether there are **effectiveness of relationships** between internal and external bodies

4. FINANCIAL REPORTING

- **Approve Annual Accounts** and check
 - if accounting policies were followed
 - if there were any issues raised
 - if there was effective scrutiny of the Treasury Management Strategy

Questions?

BBCNorth

BUILDING THE BBC IN THE NORTH

AUTUMN 2013





Foreword



The BBC's move to Salford was completed on time, under budget and with no break in either broadcast or business continuity.

One of the most ambitious projects ever undertaken by the Corporation, our new creative hub on the banks of the Manchester Ship Canal at MediaCityUK is home to over 2,500 staff and some of the best known and loved brands in the BBC. In this rapidly changing media world, our goal is to create innovative content, to find new ways to connect with audiences, and to be at the forefront of digital development.

This report aims to set out the reasons why the BBC made the decision to move North in 2004, the challenges that a project of this scale and scope inevitably raised and what has been achieved to date as a foundation for our future ambitions.

BBC North is fully operational because of the hard work, commitment and vision not only of the people who embarked on this adventure in the North of England, but also due to the help, support and advice of people from across the rest of the BBC, as well as companies around the UK.

Peter Salmon Director, BBC North
Alice Webb Chief Operating Officer, BBC North

Executive summary

The story of BBC North is one of vision, passion and ambition. It's also one of rigour, co-operation and precision.

The vision was to establish a substantial creative centre in the North of England; a truly digital hub to create content for local, regional, national and global audiences, broadcast on radio, television, online and mobile. We wanted to make BBC North the benchmark for a new BBC – one that is better connected, technologically agile, more collaborative, open and transparent – the BBC for the digital age.

The ambition was to engage more closely with our audiences, especially those in the North, to serve them better both in terms of the programmes and services we produce and the way we produce them. We knew from past experience that this could not be done consistently and effectively from London, or elsewhere. We needed to be in the North of England in greater numbers.

In total, 24 BBC departments are now represented at BBC North.

Three divisions – BBC Children's, BBC Sport and BBC Radio 5 live – are completely based and managed from BBC North, accounting for over one third of the total number of staff based on the site. In addition MediaCityUK is home to the biggest journalism hub outside of London with BBC Breakfast, BBC Radio Manchester, local regional news and current affairs and Sports News. Beyond this, six out of ten of the BBC's online products, including BBC Homepage, are built and run from MediaCityUK. Other departments include BBC Learning, Marketing & Audiences, Religion & Ethics, Entertainment, Comedy, Drama, Research & Development, parts of BBC Radios 2, 3, 4 and 6Music and the BBC Philharmonic Orchestra – in short a snapshot of the entire BBC on the banks of the Manchester Ship Canal.

BBC North is not just an “outpost” in the North of England. It is a truly integrated mainstream part of the BBC. All are gathered together under one BBC North Board – a new model for co-operation and collaboration on the site.

BBC North Timeline

June 2004	Building Public Value outlines a potential move of major departments to the North of England.
December 2004	Mark Thompson (Director-General) announces the move of BBC Children's, BBC Learning, BBC Future Media, BBC Radio 5 live and BBC Sport to the North of England.
August 2005	BBC identifies four potential sites – two in Salford and two in Manchester.
January 2006	BBC reduces possible sites to Salford Quays and 'Central Spine' in Manchester.
July 2006	BBC announces MediaCityUK at Salford Quays as the preferred bidder.
April 2007	Final planning permission granted for the BBC and Peel Holdings by Salford City Council.
May 2007	Agreement reached between BBC and Peel Holdings and approved by the BBC Trust.
June 2007	Work begins on the site.
December 2008	Peter Salmon appointed Director, BBC North.
July 2009	Topping Out ceremony for MediaCityUK.
May 2011	BBC North Migration into new home begins.
April 2012	Migration ends with BBC Breakfast.

Key objectives

The BBC saw an opportunity to further establish itself in the North of England and realise multiple benefits for the licence fee payer.

Historically, the BBC has underperformed in terms of audience share and approval in the North of England. The region accounts for almost 25% of all BBC licence fee payers, yet even as recently as 2010 less than 10% of TV programmes were being made and less than 7% of network programme-making budget spent in the North.

The BBC Board of Governors (now the BBC Trust) and the BBC Executive Board resolved in 2004 to address this, and sought to achieve four key objectives in building BBC North:



-
- **Better serve audiences in the North**
Closing the approval gap between the North of England and the rest of the UK.
-
- **Deliver benefits to the region**
Creating a world class media talent pool in the North and strengthening the independent production sector across the North.
-
- **Deliver a “creative dividend” to the BBC**
Increasing the quality of our programmes and services for all our audiences.
-
- **Realise financial benefits for the BBC**
Making BBC North more efficient, thus generating direct financial benefits.



Clock-wise from top:

BBC Breakfast; Blue Peter presenter Lindsey Russell; The Ottomans

The scale of the project

If the opportunity was great, so too was the challenge facing the team tasked with creating BBC North. Starting with a brownfield site, together with our partners and suppliers we have created a state of the art digital production and broadcast centre on the banks of Salford Quays, Greater Manchester.

The 750 BBC staff originally based at Oxford Road in Central Manchester needed to move across the city, to join 1500 posts moving from London.

About one half of those posts were filled by people relocating from London – often with their families – and the other half new recruits.



Clockwise from top:
MediaCityUK – Salford Quays;
View of the Piazza; MediaCityUK Gardens

The facts at a glance

- 330,000 ft² open plan office accommodation
- £87m technology fit out
- Over 4,000 days of training
- Relocating staff over 36 consecutive weekends without any break in output
- 2500 staff on site, flexing to 3000+ in busy months
- 2 national TV channels
- 2 national radio networks
- 6 of the BBC's 10 online products
- Thousands of hours of programmes produced each month
- 24/7 operation reaching over 100 million people each week



Clockwise from left:
Building interior – Quay House;
BBC Breakfast Studio – Quay House;
Building interior – Bridge House

The Cost of BBC North

The project successfully balanced achieving value for money with the long-term ambition to build a new creative base in the North of England for the benefit of all licence-fee payers.

The final forecast cost for setting up BBC North was £224 million with a final net cost of £180 million.

Building design and fit-out	£41m
Relocation, recruitment, training and redundancy	£69m
Technology and infrastructure, including radio studios and editing facilities	£87m
Migration and dual-running	£15m
Project North team	£12m
Offset projected capital spend in pre-migration locations	(£44m)
Total	£180m



From left:
MediaCityUK site;
MediaCityUK Studio block and gardens

The lifetime cash cost of BBC North over twenty years will be £942 million. This includes the £224 million set up cost for BBC North as well as twenty years of operating costs.

This remains significantly better value for money than the alternative – keeping key departments in London that would not only have resulted in higher costs in terms of location but also in terms of upgrading technology. Additionally the BBC would not have fulfilled its commitment to move major production divisions out of London or been able to take full advantage of the technology based in the new base at Salford that enables the delivery of large-scale and ambitious campaigns such as London 2012 and other major sporting events of the future.

Additionally, and in line with the rest of the Corporation, BBC North has been tasked with finding further efficiencies. Over the next twenty years BBC North will need to deliver £151 million in efficiencies.

BBC North is on track to deliver those savings with £123 million (80 per cent) of the savings already identified.



Quay House interior

An approach blending ‘art and science’

The success of Project North was dependent upon delivering this ambitious and complex accommodation, technology and recruitment programme, while at the same time capturing and keeping the ‘hearts and minds’ of staff.

Success has been achieved by having a clear vision and principles. The vision for a creative, collaborative and connected organisation was summarised as five core aspirations.

- **Clear and consistent communication**
The senior team made themselves visible to staff, personally presenting the vision and aspirations to everyone considering relocation. It was critical to formally and informally communicate the target culture for BBC North, and the values that would make it a reality.
- **Being genuinely innovative**
Taking inspiration and learnings from industry innovators as far away as Silicon Valley to understand how they were engendering creativity and collaboration, and bringing these insights into the design for BBC North. This included the layout of the buildings, design of the creative spaces, and stimulating a creative culture. Now we regularly have visitors from organisations worldwide coming to Salford to see how we have done it too.
- **Rigorously applying formal project management practices**
An undertaking of this scale required a detailed Operating Model and a formal delivery approach – the art was in presenting the change sensitively and consistently with the vision and principles, as well as the culture, of the BBC.

-
- **Engaging and empowering the business**
Giving ownership of the change to each business area, with appropriate targets and deliverables, with the Project North team supporting and intervening only where required and requested.
 - **Monitoring performance**
In order to satisfy ourselves and our stakeholders that Project North was on track, we commissioned regular health check reviews by independent third-parties, acting on their observations and recommendations to ensure the continued health and success of the project.
-

The Five Aspirations are at the heart of BBC North and its Operating Model, providing focus for staff and project teams alike:

- A centre for **creative excellence** in the North
 - Highly **connected** to our audiences and externally
 - Recognised for **high-performance** teams and culture
 - Enabling and encouraging **flexible and collaborative** ways of working
 - Pioneering a more **efficient, effective and sustainable** BBC
-



From left:
Mr Bloom and Friends;
Sarah Millican

Key challenges and achievements

Creating a sustainable new blueprint for technology and services in the BBC

Our objective was to create a centre of excellence for production, technology development, training and digital media. We sought to support flexibility and creativity through the application of the latest technology solutions, ensuring that BBC North is sustainable and future-proofed.

To deliver this ambition we needed partners who could provide a sustainable supply of technology and services on the scale, complexity and reliability required by an international 24/7 broadcaster. There are very few such suppliers internationally, and we had to work closely with colleagues across the BBC and with companies in the region to build a new supply chain. We asked them to push their boundaries and many stepped up to that challenge, creating important new capabilities in the North of England.

In BBC North we have created a model for the BBC in the digital age. Our buildings are better connected, both internally and externally, everything is fully HD and production is file-based throughout. This new technology enabled us to provide 24 channels of Olympic coverage in 2012 and a massive sports online offering just months after moving in – a service which would have been unachievable with our old systems. Now the BBC – and Salford – is better equipped than ever to cover exciting events like the World Athletics Championships in 2013 and a huge year of sport in 2014 – including the Winter Olympic Games from Russia, the Commonwealth Games from Glasgow – and beyond to the World Cup in Brazil in 2016.

From left:
Chancellor George
Osbourne at the BBC
News Festival;
Newsround presenter
Leah Gooding



Relocating over 800 staff and their families from London and the South

There are 24 departments represented at BBC North, and whilst there are some new posts and many have moved across from former BBC offices in Manchester, the majority came from London.

Detailed relocation planning started in September 2008, when the formal commitment to Salford was made and a series of presentations were offered to staff in the relocating departments. In recognition of the fact that staff would be moving to Salford to work and live, familiarisation visits – including partners where appropriate – were also organised.

In addition, Project North actively involved Manchester-based staff in information sharing with staff considering relocation – some even used their creative abilities to make short videos to showcase their local area. Many more volunteered to act as “buddies”, providing independent and impartial opinions and advice to help colleagues throughout the decision-making process.

Staff moving from London were asked to make decisions by a number of dates between April and September 2009, based on their grade. BBC Breakfast was added to the Salford plan a little later, in August 2010. Wherever possible we confirmed line management structures to junior staff before they were required to make their own commitment.

The project’s working assumption had been that 30% of redeployed posts from London would be filled by relocation. The final figure was 57%. This was in large part attributable to the exciting vision for BBC North, which enthused and encouraged staff to make this move.

The first staff relocated in the Spring of 2011 and migration was fully completed with the arrival of BBC Breakfast at Easter 2012.

The final cost of relocation was £24 million. With the average relocation costing the BBC £28k versus an average redundancy cost of £49k, BBC North ultimately saved £8.5 million with a higher than expected number of staff choosing to move rather than take redundancy. Additional savings of £4.5 million were also made through successful redeployment of some staff who were unable to move north across the wider BBC.

Recruiting almost a third of the workforce

Whilst the relocation was very successful, it was still necessary to hire almost 800 new staff to work at BBC North in the course of one year.

This represented the BBC's biggest recruitment drive in its history. At its peak in 2011, three new staff were joining BBC North each working day – every day.

BBC North is building a workforce for the future – one that is diverse, representative of our national audience – and able to adapt to work with new technologies.

Therefore, a dedicated BBC North career portal was launched. Over 70,000 people applied online and many thousands who passed the initial assessment were subsequently interviewed.

Fundamental to the recruitment process was our determination to hire people not only for their skills and experience but also people whose attitudes and behaviours reflected BBC North's principles and vision.

Over half of those newly recruited into BBC North came from the North West of England and again, half of those came from Greater Manchester. Additionally, ten per cent of the workforce in BBC North – existing employees as well as new recruits – come from Salford.

Sustainability was a key consideration in terms of our workforce as well. We have built a varied training and recruitment pipeline through developing relationships across the region and we created two schemes aimed at offering entry-level opportunities for people in the Greater Manchester area.

In May 2011, BBC North launched the Young Ambassador and BBC North Apprenticeship schemes.



The Young Ambassador scheme – working with local youth employment organisations – offers 16-19 year olds with few or no qualifications a minimum of a six-month salaried placement with BBC North. Following a specifically created work plan that builds not only their skills and experience but also their confidence of working in a large organisation, the Young Ambassadors are deployed in departments across the campus, are mentored by a BBC manager and study for a professional qualification. Between 2011 and 2013 there have been 21 Young Ambassadors at BBC North and six have obtained further work with BBC North, with the others transitioning to other employment, apprenticeship or college.

The BBC North Apprenticeship scheme is based on the traditional model of jobs with training. Following 12 to 18 months training during which time they receive mentoring from a BBC manager and study for a qualification, the apprentices are given employment at BBC North.

BBC North has recruited 29 apprentices to date, with a commitment to 100 in the next five years.

BBC North also hosts the two-day induction for all new staff joining across the BBC. Regardless of where they are based in the organisation all new staff come to Salford at the start of their BBC career.



Clockwise from top:

Dragons' Den; Citizen Khan; CBeebies Christmas Panto

Establishing a creative, collaborative culture supported by new ways of working

A creative and collaborative culture is critical to support a digital BBC, fit for the future.

After all, new ways of working and flexible careers were key elements of the proposition to staff. With 37% of our total staff relocating from London, 29% from Manchester and 34% new to BBC North, we took the opportunity to “re-mix the DNA of our workforce.” We adopted best practices from across the BBC, restructured many areas and also learned from new staff with different backgrounds and experiences.

Traditionally, opportunities for collaboration and innovation between departments at the BBC have been a challenge. This was something that staff moving North told us they wanted to see changed. In creating BBC North, we literally broke down the walls, creating open plan offices, and informal creative spaces.

Additionally, initiatives like ‘Hot Shoes’ give staff an opportunity to experience and build networks through short, simple placements in other departments. Since 2011, over 400 staff have taken up this opportunity, with overwhelmingly positive feedback.

Key to delivering the promised career growth and flexibility is The 3MEs. This web-based interactive network brings together the career, creative and social aspects of working in Salford. It helps staff to develop, collaborate and share ideas more freely and openly. The 3MEs has been tremendously successful in BBC North, with over 80% of staff registered and it is inspiring similar initiatives in other parts of the BBC.



From left:
The Paradise;
Wizards vs Aliens



Managing the external communications environment

Negative, and in many cases misinformed, press coverage was a constant challenge, as was ensuring that this didn't taint BBC North for licence fee payers or for staff affected by the move.

Executives proactively briefed the media and opinion formers, and we organised extensive site visits to ensure that the scope and objectives of the project were clearly understood.

We coordinated consistent messaging across internal and external communications, and continue to swiftly rebutt inaccurate and unfairly negative stories.

Investing during a global financial crisis

Although BBC North had been planned since 2004, the majority of the investment came during the period from 2009 to 2012 when the economic landscape dramatically changed. The licence fee had been frozen – a 20% cut in real terms – and there was very strong pressure to deliver even more value from the budget, and to give any immediate savings back to the wider BBC.

In the process of relocating and restructuring departments, we took the opportunity to reduce the number of Senior Managers in post, ahead of planned wider BBC changes.

We have taken 20-year leases on the buildings in Salford Quays, reducing our fixed overheads, and are also able to demonstrate clear savings simply by moving away from London.

A further challenge during such difficult economic times was that our suppliers were under pressure too, meaning that we had to be doubly vigilant for early warnings they might be struggling to deliver. We also needed to strike the right balance between obtaining the best value for the licence fee payer and making a positive and long-lasting economic impact on the region.

Outcomes and benefits

Project North was delivered on time, under budget and with no break in either broadcast or business continuity. Over the course of less than a year, we moved nearly 2500 people into new offices, using new technology to make programmes and services that in some cases won awards during their transition.

Many of the benefits will continue to be realised over the coming years, but some are already in evidence.



Clockwise from top:
Womens Euros 2013; Songs of Praise; Radio 5's Big Day Out

Helping to reinvigorate the creative industries in the North

BBC North is for the whole region, not just Greater Manchester. In the past two years BBC North, often in collaboration with other departments across the BBC, has been investing in content and events right across the region in Liverpool, Sheffield, Bradford, Tyneside, Leeds and The Lake District – to name but a few.

New and returning dramas are being filmed all across the North, including *In the Flesh* in Manchester, *Last Tango in Halifax* from Lancashire and Yorkshire, *Prisoners' Wives* in Sheffield, *The Village* in Derbyshire and *Peaky Blinders* in Leeds.

BBC Children's has been at the vanguard of reinvigorating production in the North East with series such as *Wolfblood* and *The Dumping Ground* and has been joined by BBC One's major new series *The Paradise*.

Comedy has also been part of our North East story with *Jesting About* in Newcastle resulting in both network TV and radio commissions featuring Northern talent. And *Hebburn*, the BBC's first comedy filmed in the North East for over twenty years, was commissioned alongside *Citizen Khan* from the BBC's first Sitcom Showcase.

Many of these new series, proving popular with audiences across the UK, have been recommissioned. *Last Tango in Halifax*, *The Dumping Ground*, *The Paradise*, *Hebburn*, *Citizen Khan* and *In The Flesh* will all return to our screens in the near future.

Both Radio 5 live and BBC Sport have commissioned programmes from Northern-based indies and extended the range of voices heard not only in their news coverage but in their choice of commentators and pundits.



From left:
In the Flesh; *Hebburn*

Better serving audiences in the North

As well as increased content investment, BBC North is forging a closer and more direct relationship with audiences and partners across the region via a coordinated series of activities including insight days with local communities and businesses, and mass audience participation events.

In the past two years nearly 155,000 members of the audience have had the chance to come to an event or watch a show at MediaCityUK, with a further 133,000 getting the chance to attend one of our broadcast events across the region, such as Bollywood Carmen Live in Bradford, Radio 5 Live's Octoberfest in Sheffield, Frankenstein's Wedding... Live In Leeds and BBC Philharmonic Presents across the North.

As a result we are beginning to see a slow but steady reversal in the decline in audience appreciation in the North, and we are starting to nudge it upwards. What used to be 3-4% difference between North and South, is now more like 1-2%.

This has also been reflected in a decreased in the approval gap for the BBC's services.

The television share gap has been reduced from 1.9% (2011) to 1.6% (2012) and in radio it has fallen from 3.4% to 2.7% in the same period without this success being at the expense of other audiences.



Clockwise from left:
Bollywood Carmen; BBC Philharmonic at the Proms; CBBC Live in Leeds

Delivering benefits to the region

We also sourced the majority of materials used in fitting out BBC North from suppliers in the region. We are proud of the fact that 50% of the materials came from recycled sources, and 98% will be recyclable at end of life.

As well as direct investment, a recent BBC economic impact report demonstrates that the BBC's expenditure generates the equivalent of two pounds of economic value for every pound of the licence fee.

The Gross Value Added is the value generated for the UK economy as a result of the BBC's expenditure on a range of activities including third party suppliers across content, technology, publishing, marketing, and other areas. Gross Value Added attributable to the BBC in the North (expenditure £203m/GVA £391m) increased by almost a fifth between 2009/10 and 2011/12.

We have recently commissioned a comprehensive new economic impact report to ensure that BBC North continues to make a long term and sustainable impact in the regional economy.



From left:
Stargazing; Wimbledon



Delivering a creative dividend to the BBC

High-level indicators, from internal pan-BBC surveys, suggest that two years on, staff in BBC North continue to feel as much as 15% more engaged than before the move, and leadership behaviours, career development and communication all score very highly. Staff value the creative, collaborative atmosphere at BBC North, and appreciate how their work directly impacts on audiences across the country.

We have doubled staff mobility between departments in our first full year of operation compared to the BBC average, thanks to initiatives like Hot Shoes. This has resulted in greater collaboration across departments, innovation in editorial best practice and even enabled us to be more responsive to breaking news.



Clockwise from top:

Blue on BBC Breakfast; Seasick Steve performing on BBC Breakfast; BBC Breakfast Presenters

Realising financial benefits for the BBC

The buildings are flexible and open-plan, greatly reducing accommodation costs. Now, 70% of staff use laptops and mobile phones, instead of desktop computers and phones, saving £1m per annum in technology alone.

The new technology in our production areas has led to sustainable cost savings. As an example, the new BBC Breakfast studio is lit by energy-saving LED lamps, saving on energy and air conditioning needs, reducing equivalent power consumption from 300 Amps to just 25 Amps.

In creating BBC North, we took the opportunity to reprofile the organisation, changing staff ratios to be more responsive to the natural peaks and troughs of our business. We now have, on average, 80% permanent and 20% flexible staff, enabling us to reduce our overall staff costs by 10%.

We have optimised our service provision based on the needs of our different productions:

- For constant output like news and radio we use self-supplied technology and services.
- For the majority of our more variable productions (like series and serials) we use embedded external companies to operate our systems.
- For some one-off and less regular productions (particularly where we are accommodating peak in demand or specialist requirements) we contract services of external providers – all part of our aspirations to reinvigorate the facilities and production sector in the region.



Our Home

We occupy three buildings and a shared studio block at MediaCityUK, the UK's first purpose built media city situated in Salford Quays, owned and developed by The Peel Group.

Contact

www.bbc.co.uk/bbcnorth
@BBCNorth



THE ACADEMY
OF **URBANISM**

The
URBANISM
AWARDS

Great Towns Award 2015 Bury Town Centre



WELCOME TO BURY!

Today's Programme

- Welcome and Introductions
- Presentation: An overview of Bury – Mike Kelly
- Presentation: Bury Town Centre – David Fowler
 - Spatial Context
 - Planning and Urban Design
 - Bury's Future
 - Introduction to the Walking Tour
- Walking Tour (Part 1)
- Lunch
- Walking Tour (Part 2)



Great Towns Award 2015 Bury Town Centre



Presentation by Mike Kelly
Chief Executive of Bury Council

A Proud Heritage – Our Vision

- To lead, shape and maintain a prosperous, sustainable Bury that is fit for the future.

Outcomes:

- Reducing poverty and its effects
- Supporting our most vulnerable residents
- **Making Bury a better place to live**



If you work in Bury – Strong Local Economy

- 3rd highest employment rate in GM of people in work
- Leadership programme Meet n Greet – local Businesses
- Backing Young Bury – Apprentices/Work Experience programmes
- Excellent Partnership Working - New Employment Gateway – Single point of contact
- New Made in Bury Business Awards
- Links to Greater Manchester Business Growth Hub



Great Town Awards 2015: Bury Town Centre



If you visit Bury – Tourism and Culture

- 20 million shoppers a year – Markets Awards – hotel stays up 20%; tourism spend up 4% to £300m +
- Fusiliers Museum national recognition as a top tourist attraction and conference centre
- East Lancashire Railway over 140,000 visitors a year
- ELR Transport Museum – 20,000 visitors
- New Sculpture Gallery
- Heritage Trails



If you live in Bury – the healthiest Borough in the NW

- Public Health now with Local Authority
- Smoking prevalence reduced from 24% to under 20%
- 'A Healthier Radcliffe' – Extended opening [7days a week] hours at 6 GP Surgeries, development of integrated care teams
- Major national project 'I Will If You Will' £2.3m Lottery funding to help women and girls be more active
- Alcohol and Drugs Strategies
- Purple Flag
- 2 major health facilities present in the Town Centre



Great Town Awards 2015: Bury Town Centre



If you live in Bury – It's THE place to live in GM

- 12 Green Flag Parks – 100%
- Light Night; Bandamonium; Summer/Autumn Music Festivals
- Britain in Bloom won 10 years in a row and Gold in Britain in Bloom – now self funded
- Lowest crime levels across GM
- Big Volunteering Culture-huge self management of bowling greens/football pitches/Park Rangers



If you study in Bury – It's a centre of excellence

- Some of the best schools in the country- 62.8% of young people achieve 5 A*-C including Maths and English
- Secondary Sector, best performing in the North West
- Two Ofsted 'Outstanding' Beacon Colleges



Great Town Awards 2015: Bury Town Centre



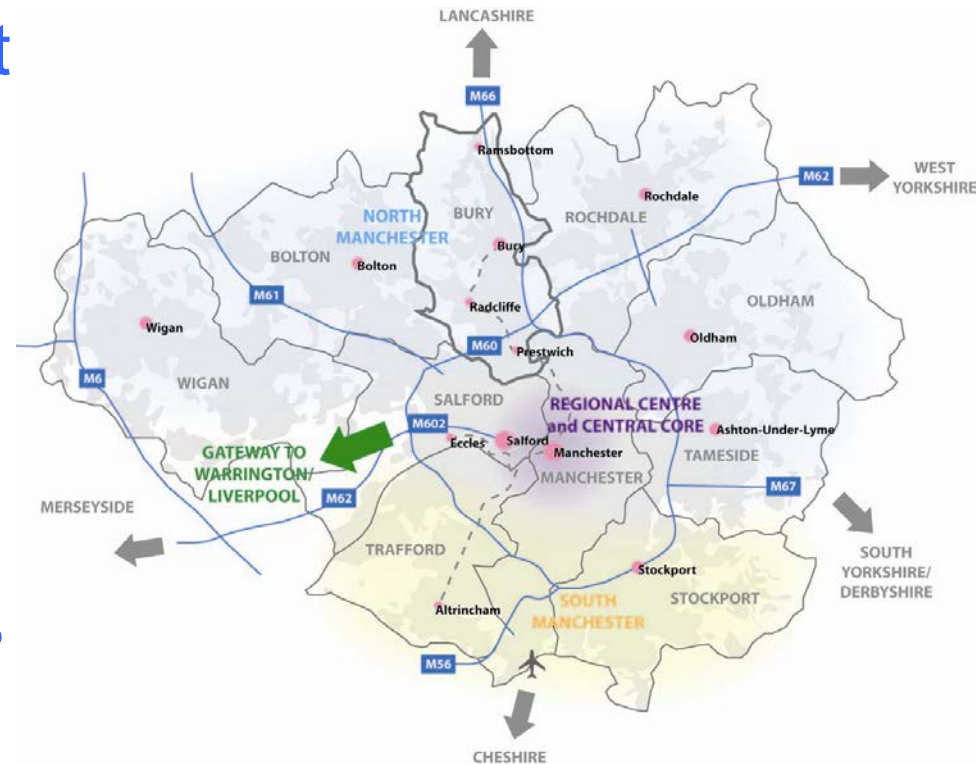
Great Towns Award 2015 Bury Town Centre



Presentation by David Fowler
Assistant Director Localities

Spatial Context

- One of ten districts that make up Greater Manchester
- Sits in the north of the conurbation
- Strong physical and organisational linkages with GM



Partnership Working

- Partnership working is critical for effective delivery e.g. JV with Ask and proposed development agreement with Kennedy Wilson
- Strong partnership with Greater Manchester Business Growth Hub and indeed other partners
- For Bury Council this means:
 - ✓ A commitment to ensure that all our businesses know where to go for advice around any aspects of starting, running and growing a business
 - ✓ Why? We want to play our part in achieving growth in our town that will lead to more jobs and greater prosperity for all



Planning and Urban Design

Vision and Development Strategy

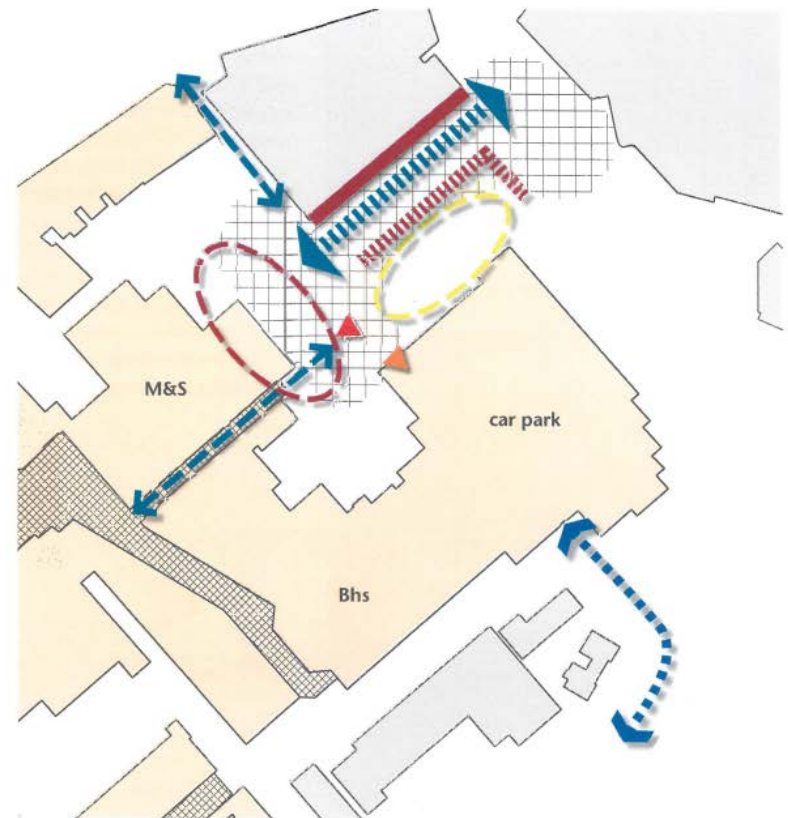
- Significant developer interest in the town centre
- Council therefore engaged URBED to undertake masterplanning exercise for Bury town centre
- Bury But Better' Town Centre Vision and Development Strategy (2003 and updated in 2009)
- Public consultation



Planning and Urban Design

Design and Development Frameworks

- Prepared by key stakeholders with interests in specific sites
 - The Rock Triangle Development Framework
 - Mill Gate Shopping Centre Planning and Design Framework
 - Townside Development Framework
- Complement Bury But Better
- Prepared jointly or in consultation with the Council
- Adopted as material planning considerations
- Development Framework for Clerke Street currently on-going



Planning and Urban Design

Lessons Learnt

- Need for a clear Vision
- Quarters Approach – establishing guiding principles for each
- Illustrative Masterplan – allow for flexibility and not be overly prescriptive
- Work closely with developers and key stakeholders
- Council contributions – land, CPO powers, Member support, planning obligations



Planning and Urban Design – The Results

From this:



To this:



Great Town Awards 2015: Bury Town Centre



Planning and Urban Design – The Results

From this:



To this:



Great Town Awards 2015: Bury Town Centre



Planning and Urban Design – The Results

From this:



To this:



Great Town Awards 2015: Bury Town Centre



So what is Bury like today?

- Vibrant
- Attractive
- Distinctive
- Diverse
- Compact
- Characterful
- Safe
- Sustainable
- Accessible



Future Opportunities

- Significant scope for Bury to continue to build on its strengths:

- Chamberhall
- Townside
- Phoenix Quarter
- Former Fire Station
- Clerke Street
- York Street area

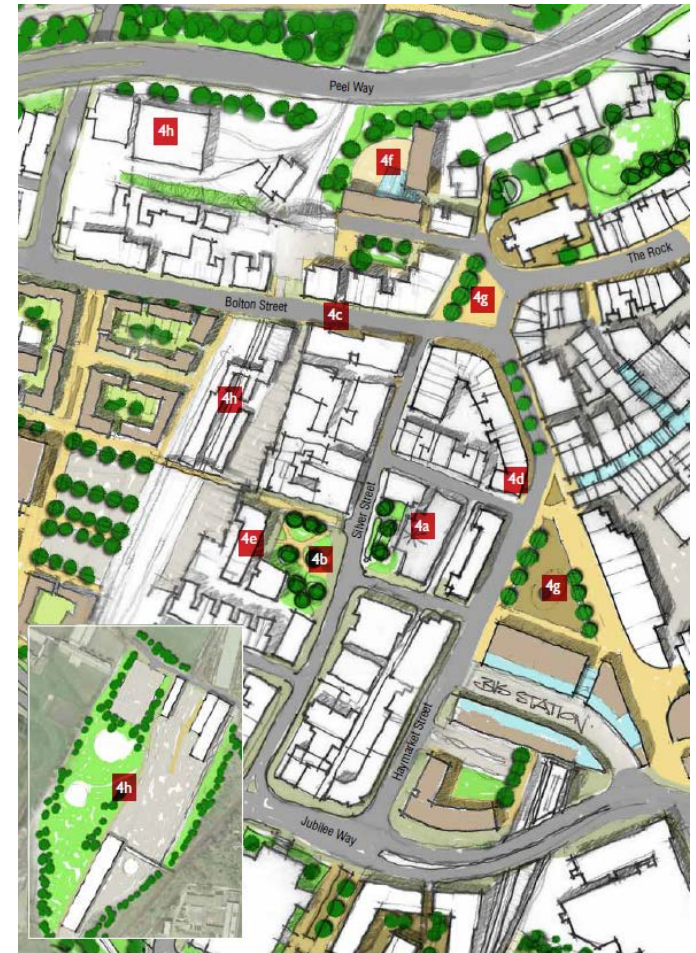
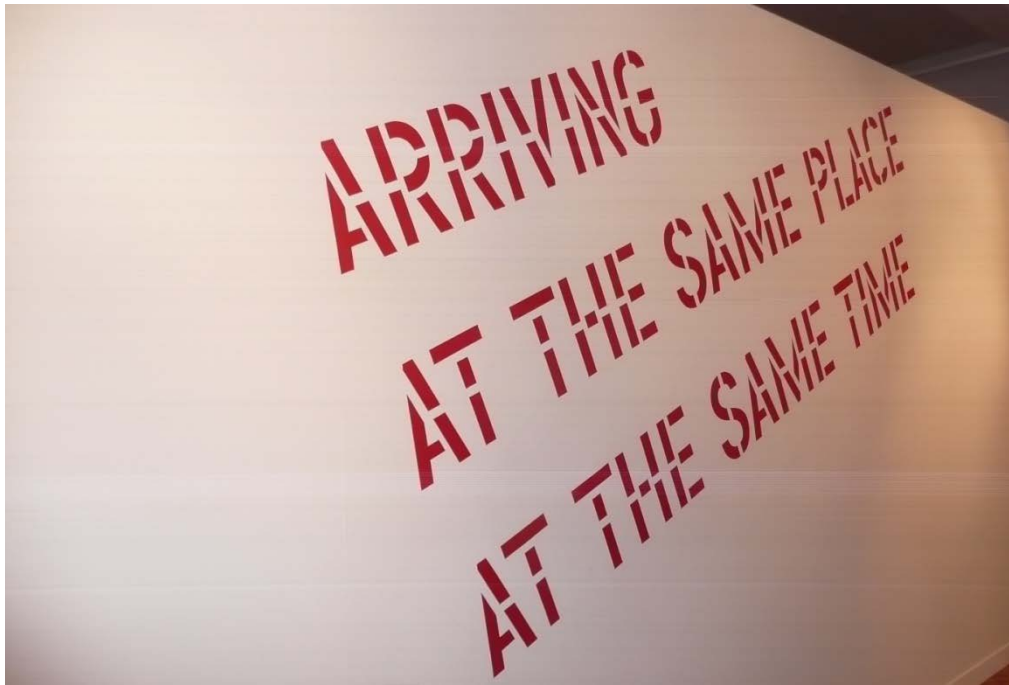


- Council will seek to see these sites delivered by maintaining the planning and urban design approach that has served the town so well



Culture Quarter/Historic Core

Art Gallery/Sculpture Centre



Great Town Awards 2015: Bury Town Centre



Culture Quarter/Historic Core

Fusilier Museum



Great Town Awards 2015: Bury Town Centre



Culture Quarter/Historic Core

East Lancashire Railway



Great Town Awards 2015: Bury Town Centre



Culture Quarter/Historic Core

Bury Castle



Great Town Awards 2015: Bury Town Centre



Culture Quarter/Historic Core

The Met/Automatic



Great Town Awards 2015: Bury Town Centre



Culture Quarter/Historic Core

Transport Museum



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Chamberhall

Business Park



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Western Waterside

Mixed-use waterside
redevelopment



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Phoenix Quarter

Future redevelopment site



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Southern Gateway

Townside (Phases I and II)



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Southern Gateway

Investment in Higher Education



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Shopping Quarter

Bury Market



Great Town Awards 2015: Bury Town Centre



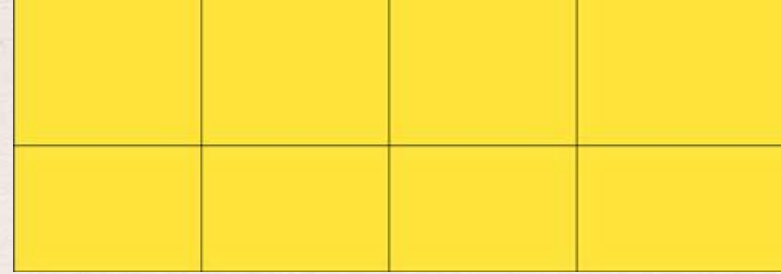
Shopping Quarter

Mill Gate



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Danish Delegation

Core Cities overview

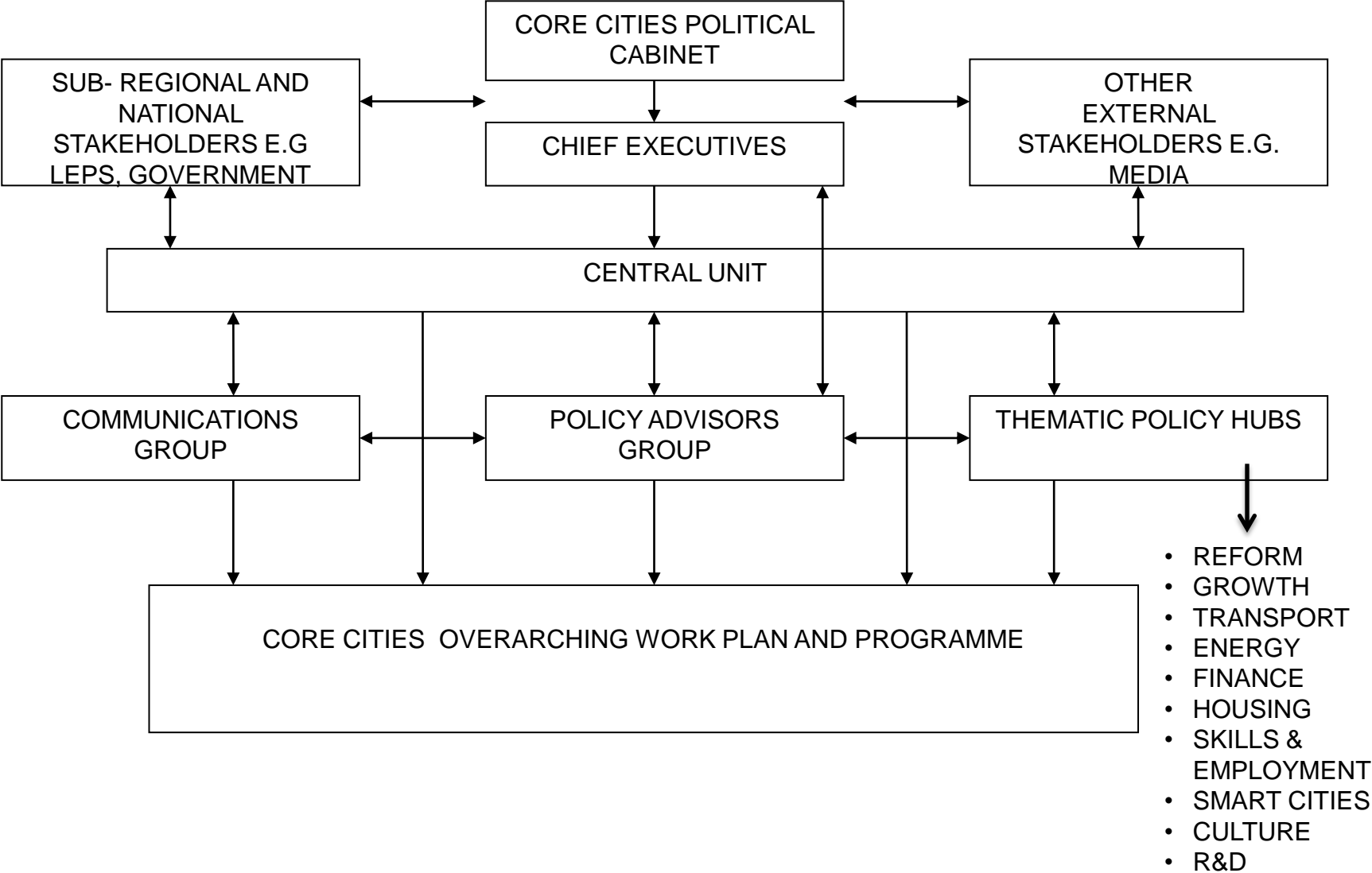
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CORE CITIES ORIGINS

- Common attributes as urban cores
- Largest economic areas outside South East
- Underperforming by international standards
- Cities seen as problems not solutions
- Functioning economic geographies not well understood
- Blanket national policy, heavily centralised
- Marginal local control over finances
- Common goals for economic restructuring
- Increasingly common goals for public sector reform
- Collaborate to compete
- Stronger voice with Government and with business



CORE CITIES STRUCTURES



GETTING RESULTS

- Evidence based policy
- Changes in national policy
- Changes in Legislation (Localism Act)
- City Deals and Growth Deals
- Tax Increment Financing
- National political influence
- Devolution for growth e.g. property tax
- Devolution for reform e.g. Community Budgets
- By 2030: 1.16 million jobs, £222bn GVA, self-sustaining financially
- Scottish Independence Referendum leading to 'English' devolution?



The path to Growth: scaling the national economic average

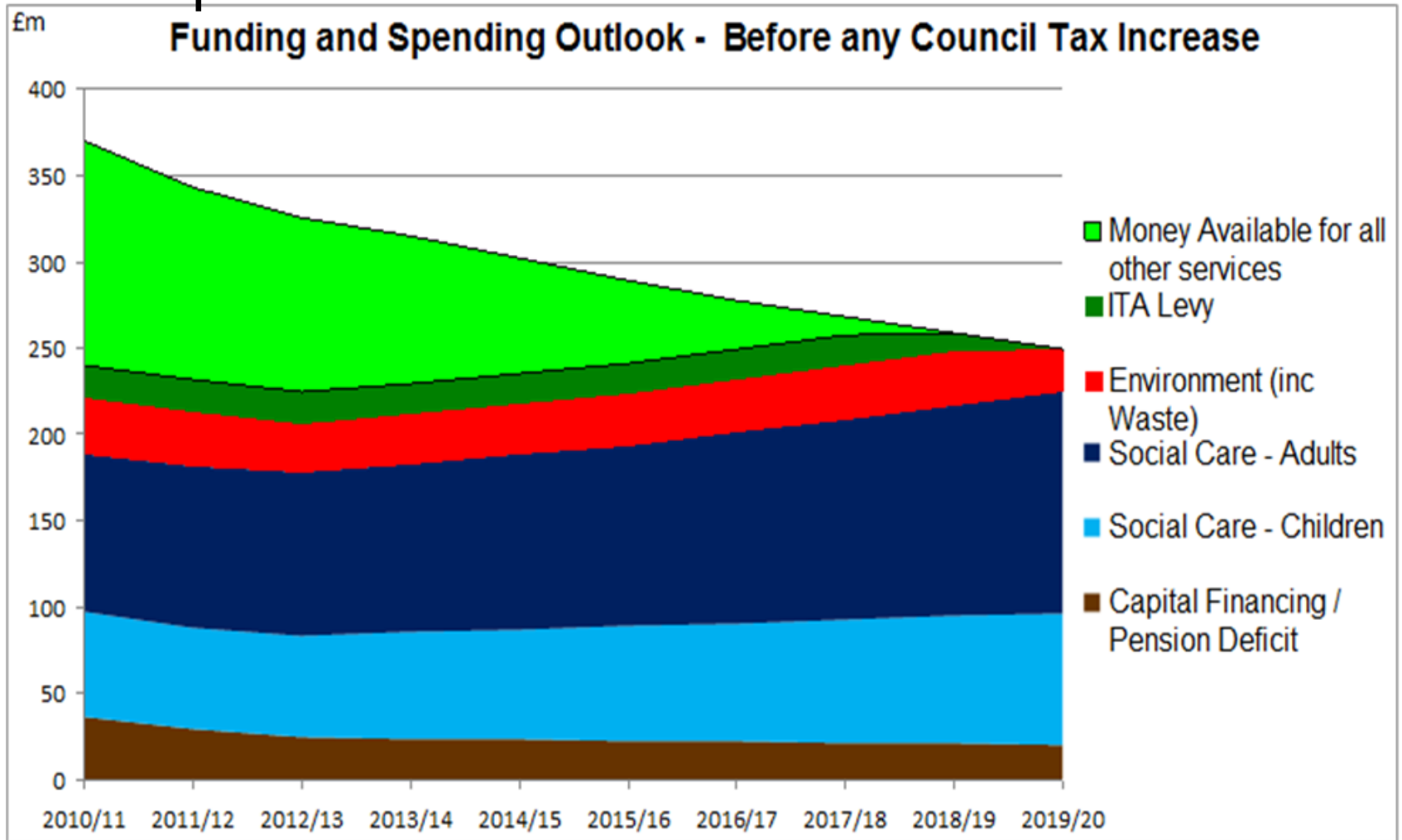
Forecast gross value added average annual growth, Core Cities 2012-22 (using LEP areas)

- Birmingham 2.3
- Bristol 2.5
- Leeds 2.3
- Liverpool 1.9
- Manchester 2.4
- Newcastle 1.9
- Nottingham 2.1
- Sheffield 1.9
- Core Cities' average 2.2
- UK average 2.5

- Getting to average adds £1.3 bn per annum for the UK, 0.5% over adds £2.7 bn

Source: PWC and Oxford Economics.

The need for reform: reduced spend, improved outcomes



**LIVERPOOL CITY CENTRE:
MAINTAINING MOMENTUM,
RAISING QUALITY**

Professor Michael Parkinson CBE

European Institute for Urban Affairs

July 2010

1. LIVERPOOL – AN ENDLESSLY FASCINATING PLACE

- 1.1 Liverpool is an endlessly fascinating city. It has an iron grip on people's imaginations. Everybody wants to know what is happening there. And during the last ten years Liverpool has been a good news story - of genuine progress from difficult beginnings and of increased ambition and achievements. This essay reflects on that recent progress.

The Waterfront Golden Triangle – Liverpool's Jewel in the Crown.

- 1.2 In particular it describes the continuing renaissance of the Golden Triangle of the Liverpool Waterfront - the area between the Pier Head, the new Arena and Convention centre and the massive new Liverpool 1 mixed use development. This crucial area of the city is the iconic front door to Liverpool. It is also a fantastic stage both for people to play on - and from which Liverpool projects itself to the outside world. The scale and quality of the developments that are taking place are extraordinarily impressive. They also show how the area has weathered the recession better than some other parts of Liverpool as well some other cities in the UK. In important ways the area is bucking the trend.
- 1.3 The quality of the developments in shops, apartments, office space, hotels, leisure and conference facilities in the area have dramatically raised Liverpool's national and international offer and visibility. For the first time in recent years great modern architecture has been added to a city which has long had experience of regenerating Georgian and Victorian architecture but rather less of producing new buildings which match its historic inheritance. By investing heavily in the public realm as well as the iconic architecture, the developments have improved the city's 'place quality', a key driver in economic success. They have physically expanded and reshaped the city centre in a remarkably short time. They have brought the city centre downtown to the waterfront. In the process they have revitalised the existing tourist and leisure facilities at the Albert Dock. And this is creating demands for higher quality services and facilities in the whole area. So the economic value and potential of the whole area has been lifted. But none of this was guaranteed a few years ago. The speed as well as the scale and quality of the changes that have taken place has surprised many – especially those of us accustomed to the way things happened in old Liverpool. The fact that it is being sustained during such challenging times has surprised even more. But it is true.

'We always talk about what the Albert Dock meant to Liverpool. It worked for Liverpool. But it was not open to the people. Now it is. Liverpool 1 has brought the core city closer to waterfront. There is now a reason to cross the Strand. It has connected up the place. There are a series of mini circuits that make the place much more interesting - and the location much more valuable.' Jim Gill CE Liverpool Vision

The bigger picture of urban renaissance

- 1.3 Liverpool is part of a bigger story. UK cities have had a remarkable renaissance in the past ten years, fuelled by a buoyant national economy and substantial levels of public expenditure. Many have begun to reinvent themselves based on new sectors of the economy. Liverpool has benefitted from - and played its part in - that wider urban renaissance. During the past two decades it has recovered from its economic and political difficulties of the 1980s and found its rightful place as a Core City. In 2008 it was a hugely successful European Capital of Culture. How has it done this? Partly it has begun to find new economic niches. Partly it has found a new economic confidence. Partly it has generated more successful civic and political leadership. But as I wrote two years ago, Liverpool's journey will be a long one and its success is not guaranteed. Cities are in fierce competition with each other nationally and globally to attract talent, private and public investment, infrastructure, and prestige projects. Also, the last ten years have been favourable to cities. The national economy has boomed. Public expenditure has been high. Public investment in cities has been big. And Liverpool particularly benefitted from large amounts of European investment. But during the next ten years those things will not be the same. The economy will be less buoyant. There will be much less UK government money for cities. There will be less European funding for Liverpool.

2. WHERE DID THE CITY STAND BEFORE THE DOWNTURN?

- 2.1 I last wrote about the performance of Liverpool two years ago in 2008 at the height of the urban renaissance in this country and just before the global fiscal and economic crisis really hit the UK economy and cities. My review of the city centre for Liverpool Vision showed how far Liverpool had come in a short time and how impressive its renaissance had been - even if many economic, physical and social challenges remained. Liverpool city centre in particular had been a real success story. It had experienced dramatic improvement in population, jobs, education skill levels, commercial, retail and residential provision, property prices, rental levels and image. It was the productive heart of the city, accounting for more than half of the city's GVA and half of all Liverpool's jobs. And its population had significantly increased.

***'The speed and scale of what has happened in Liverpool is awe inspiring.'* Alastair Machray, Editor, Liverpool Echo.**

The mood in the city was changing

- 2.2 As important as the economic and physical changes were the changes in spirit and mood that had taken place in the city. Liverpool had become more ambitious, more confident, more market oriented. The private sector saw Liverpool as a place to invest and make money. Partners worked together better. The city was developing a track record for delivery - of being a 'can do' rather than a 'can't do' place. The different quarters and activities of the city were much better connected. The city centre looked and felt like a more coherent place. In the past, economic

and political challenges had undermined Liverpool's performance and created a culture of low ambition. But big improvements in the city centre had changed the way that people inside and outside the city saw Liverpool.

'Liverpool feels very different from 9 years ago. The atmosphere then was very negative – even if there was a glimmer of hope. Now it is completely different and there is optimism. Liverpool is becoming successful, even if there is a long way to go.' Louise Ellman, MP for Riverside.

The city centre was being transformed

- 2.3 There had been four major physical change achievements in Liverpool. The entrances of the city had been significantly improved because of the work done on the gateways. The city had created opportunities in a new commercial area and has a much more competitive business offer. It had captured opportunities for growth in retail and leisure. It had made the waterfront a real destination.

'The city centre acted as a catalyst to boost the confidence of the private sector.' Steve Broomhead, CE North West Development Agency.

The 'Jewel in the Crown' - the Liverpool Waterfront

- 2.4 Liverpool has been attempting to create a much better destination for visitors, shoppers and business. Creating a world class waterfront has been crucial to that ambition. And it was one of the city's largest and most successful projects. A major new Arena and Convention Centre was planned on Kings Waterfront, which would transform the city's ability to put on conferences and cultural events and bring significant long term investment from business visitors and tourists. At Mann Island a Museum of Liverpool and a major mixed use scheme were under construction. A Cruise Liner Terminal was being built. The Leeds-Liverpool canal was being connected to the south docks highway. The area had been declared a World Heritage Site.

'We wanted the waterfront to really work for the city rather than just sitting there.' Jim Gill, Chief Executive Liverpool Vision.

So what were Liverpool's prospects in 2008?

- 2.5 By 2008 Liverpool had come a long way in a short time. The city centre had come further. But the challenges ahead were big. The journey was just beginning. The national and international economy would not be as buoyant. There would be much less public money. The coming years would be difficult and much development that was planned might not happen. It would be a mistake to assume the job in the city centre had been done. So what has happened during the past 2 years?

'Liverpool has to make itself more competitive in the quality of life. But it has a lot to go on. There are virtually no limits to what a city can achieve in a global economy. Liverpool's future will certainly not be constrained by its past or present position.' Sir Terry Leahy, Chief Executive, Tesco.

3. HOW HAS LIVERPOOL COPED WITH THE DOWNTURN?

The city has been affected

- 3.1 The past two years have been difficult for regeneration projects and city centre developments right across the country. The economic and fiscal crisis has brought much activity to a halt. But not all places have been affected in exactly the same way. Core Cities like Liverpool which had a very good decade have managed to weather the storm better than some of the smaller, peripheral or less economically diverse towns. The Core Cities have experienced most commercial development and major regeneration schemes over the last decade. Those schemes give these cities competitive infrastructure advantages. They are better placed to take advantage when recovery occurs. Nevertheless, it has been tough for northern cities. And Liverpool has had its share of difficulties with higher unemployment, lower levels of development and a suppressed housing market.
- 3.2 Schemes which were not so advanced have been slowing down, or have stopped completely. A number of high profile development opportunities have been under review. Major planning applications and planning fees have fallen. The housing market has been affected.

But development continues

- 3.3 Despite these difficulties, development schemes with public sector support, as well as major private schemes which were well advanced, have progressed well. There are a long list of private and public sector developments which are continuing including: Mann Island, the extension of the Leeds Liverpool canal; the new Museum of Liverpool and the Mersey Ferry Terminal; Kings Dock Mill; Baltic Triangle; the Hilton hotel; Building Schools for the Future; the Central Library; two hospitals are being rebuilt. Total city centre office take up in 2009 was almost 520,000 sq ft. the highest since 2005 and the city centre's best year ever.

'Buildings have performed well in the market place when we have invested in them. The Capital building is our biggest ever letting. We have invested a lot of money in the Port of Liverpool building and the deal has bucked the trend.' George Downing, Downing Developments.

The Waterfront 'Golden Triangle' flourishes

- 3.4 Liverpool was lucky since much of its regeneration was just completed, or had been long planned, before the crunch hit too deeply. If the crisis had happened three years earlier, many of its crucial developments would not have been completed. But they have been. This is especially the case for the 'Golden Triangle' on the Waterfront which links the area between the Arena and Convention Centre, Liverpool One and the new mixed use development on Mann Island with the new Museum of Liverpool. This is increasingly the focus of the city centre experience. Crucially many of the things that were planned for the area in 2008 have

continued. It means Liverpool has begun to build critical mass of real quality in a crucial area of the city. It has also helped to sustain momentum at a time when development in other parts of the city has slowed down.

3.5 The developments that have either started or finished in the Golden Triangle in the past two years include:

- ❖ The completion of the cruise liner facility.
- ❖ The completion of the new Beatles museum and ferry terminal.
- ❖ The extension of the Leeds Liverpool basin link.
- ❖ The refurbished public realm at Pier Head.
- ❖ The refurbishment of the three Graces particularly the Port of Liverpool Building.
- ❖ The redevelopment of two critical infill sites which have blighted the waterfront area - the Kingston hotel and Liver street sites with a hotel and retail store agreed.
- ❖ The new Museum of Liverpool, the only European museum dedicated to a city's history, and a hugely impressive architectural statement, is on target to open in 2011.
- ❖ The Wheel of Liverpool installation next to the Arena.
- ❖ The Tate gallery's internationally significant exhibitions of Klimt and Picasso.
- ❖ More restaurants, hotels and water sports in the Albert Dock complex.
- ❖ The opening of the 5 star Hilton hotel.
- ❖ The Liverpool Conference centre and Arena have added massively to the leisure and conference offer in a dramatic modern building which overlooks the Mersey.

'The Arena opened in the teeth of a gale. But the Capital of Culture gave it tremendous momentum. We had a great 2008. We have kept it going. Since it opened 2 years ago the Convention Centre has hosted 500 conferences with 170 k visitors. The Arena has had almost 200 events and 1.4 million visitors. We have increased the activity rates, the visitors. We have established a market. We are budgeting for it to increase. We reckon we bring £200m to the city region a year. We are on a tremendous roller coaster of success.' Bob Pratty, CE ACC Arena

More people are living in the city centre

3.6 Living in the city centre has been transformed in recent years. In 1991 only 2,300 people lived in the core area. By 2010 over 23,000 lived there, about 40% of whom are students. In 2000 there was barely a housing market in the city centre. That has dramatically changed with massive increases in provision. And there has been demand for those apartments. There are almost 11,000 properties in the city centre, 37% of which are owner occupied, 47% of which are tenanted and 15% are to let. In 2010 there were also 1,163 under construction. Prices increased significantly during the decade, even though the market has cooled very recently in Liverpool in line with national trends. However in some ways the city has not been not as badly hit as the rest of the country. In 2007-8, although starting from a lower base, house prices in Liverpool city centre increased by almost 4% while prices nationally fell by over 3%. 2008-09 was a difficult year with falls in prices of

10% matching the national average. But the drop over 2 years in Liverpool city centre was just over 6% whereas the national drop was 13%. And if prices sales have dropped demand for letting has continued up by 35% in 2009 from the previous year. 2008

'The figures show that there is a demand for city centre living and there is scope to continue attracting residents to the city centre when the funding and the market allows.' Alan Bevan City residential

More people are staying in more city centre hotels.

- 3.7 The city centre's hotel offer has improved enormously. Leading international chains and new boutique hotels have invested in the city centre over the last ten years. In 2000 there were 17 hotels in the city centre offering 2,000 rooms. By 2010 there were 40 hotels and over 4,000 rooms built or ready for completion by the end of the year. Over 40% of the hotels were 4 stars. And several more hotels are under construction or planned for the city centre. Occupancy rates have also improved to from 68% in 2004 to almost 75% in 2008. The credit crunch has hit in 2009 with prices falling by 10% and occupancy rates falling to 69% - but still better than originally feared. And the drop has been no worse than the national figure outside London.

A proper business district is being created

- 3.8 A key change in Liverpool city centre has been the development of the commercial district. Prime office rents are up and yields are in line with many of the UK's strongest performing cities, reflecting new found confidence in the local property market. Demand for quality office space has been strong. The crunch has affected the city but the percentage of empty office space in the central business district has barely changed when it might have been expected to increase sharply. Take up of office space by creative, media and IT businesses was almost 15,000 sq ft in 2009, a drop on the Capital of Culture year of 2008 but still much higher than the 12,000 in 2006. Take up of Grade A office space has flourished with 188,000 sq ft ready and on offer in 2009 in contrast to 221,000 sq ft in 2008.

Liverpool One –a place fit for Scousers

- 3.9 The quality of shopping has dramatically improved in the city centre. The key development is Grosvenor Estates' development Liverpool 1. This is a crucial development which extends the existing main retail area and links the waterfront to the existing retail and cultural quarter. The 42 acre site cost over 1 billion pounds and involved 234,000 sq metres of total development. 154,000 sq metres of retail opened in 2008, including major new stores for John Lewis and Debenhams. It has also created 21,500 sq metres of leisure facilities, over 600 residential units, 2 hotels and 2.2 ha of open space. The project created over 4,400 permanent jobs on top of the 3,300 construction jobs it created. Liverpool 1 has been a massive success. It opened in 2009. It is arguably one of the best mixed use developments in Western Europe. It has offered a huge range of

shopping and leisure activities around a stunning park. It has attracted huge interest for the quality of its architecture and public realm.

'The Liverpool One Masterplan has single handedly reversed the fortunes of the city by bringing a new social and economic vibrancy to what was 42 acres of historic but derelict buildings at its heart.' *The Stirling Prize Nomination 2009*

'When I moved to Liverpool Chavasse Park was just a big hole in the ground. So it's great that now it's this fantastic green space in the middle of the city that everyone can use.' *Paul White Landscape gardener*

- 3.10 Liverpool 1 is a commercial success also. It has attracted huge numbers of visitors. 20 million shopped there in the first year. It has moved Liverpool up from 17th to 5th in the national retail league table. John Lewis flourishes and is on target to be the 5th store in the chain in the UK. Topshop opened its largest European store outside London. But it is essentially the quality of the development that stands out. The architecture and public realm has raised the bar fantastically high for the city. The residential lynchpin of Liverpool 1 is One Park West, a major development designed by Caesar Pelli. This is letting well despite the downturn and its prices compare very well with some prestige development in the rest of the country including Manchester. It has 326 residential residential and over half have been sold. It has over 30,000 sq ft of commercial space and half has been let by the Gym Group.

'Liverpool 1 is driving footfall into the city. More people are coming from further afield. They are spending more time and money here. They are enjoying the city centre shopping in a modern stylish European city. Most important their experience means they keep returning.' *Mike Taylor, Liverpool Vision*

Mann Island - The final piece in the jigsaw

- 3.11 Mann Island is the final piece in the jigsaw for the Golden triangle. It is an iconic set of buildings at the heart of the World Heritage site on the Waterfront linking the 3 Graces and the new Museum of Liverpool. It is a £135m leisure, residential and commercial scheme with almost 400 luxury apartments and penthouses and 140,000 Grade A office accommodation and 50,000 sq ft of prime leisure and retail space. The building itself is the largest new build of residential atriums in the UK. It is the largest residential scheme being built in Merseyside during the recession. 85% of the units have been sold or reserved with sales prices higher than anywhere else in Liverpool and matching those in Manchester. 140,000 sq ft of commercial has been pre-let to Mersey travel. The rentals of £22.50 psf is the highest for a major letting in the city. It was the first major office building in the city to offer BREAM Excellent rating. But again it is the architectural quality as much as the facts which matter. The project has raised the bar higher than any other residential or office space in the city. It has 1,600 sq metres of winter garden which will provide public exhibition and gallery space. It provides a new canal basin events area. Like Liverpool 1, the quality of the development has been one of the keys to the success of the scheme during the difficult economic times. The new Museum of Liverpool across the lock which has provided over 500 construction

jobs expects to attract three quarters of a million visitors a year when it opens in 2011 and will add greatly to the activity and conviviality of the whole area.

'Quality will rise to the top. It allows the city to put a good foot forward and gives us a chance of survival through the downturn. The Arena architecture is fantastic. The Museum of Liverpool is brilliant. It gives us a fighting chance of attracting investment and keeping people coming to the city – as visitors, investors, and university students. George Downing, Downing developments

4. WHAT IS THE BALANCE SHEET ON THE CITY CENTRE?

Achievements and challenges ahead

- 4.1 It is clear that Liverpool has had a very good decade. In particular there has been an enormous amount of high quality investment in the city centre and waterfront. The bar has been raised in terms of the quality of the shopping, leisure and cultural offer. The architectural and physical environment in which they have been placed is enormously high. But it is equally clear that the next years will be more difficult than previous years. However, Liverpool has not been crippled by the economic troubles. And the Jewel in the Crown at the waterfront has continued to flourish, again partly because of the high quality of the developments there.

Step change achieved

- 4.2 There has been a step change in attitude, ambition and achievement in Liverpool. It continues to face many challenges. But the best of what it has achieved in the city centre was pretty unimaginable a decade ago. And it has happened incredibly quickly.

The Waterfront 'Jewel in the Crown' remains crucial

- 4.3 The waterfront in particular must be seen as the best in the UK and compares very favourably with the 'success stories' from across Europe and the USA. It must be encouraged and enhanced.

'It is a phenomenal offering and a fantastic experience. You can walk around a small scale city and enjoy the convention, stay in a top quality hotel, see some of the best shopping outside London and take in a Picasso exhibition at the Tate. People are amazed at the quality of the offer once they get here. And just as important we are creating jobs and career opportunities for local people. ' Bob Pratty, CE ACC Arena

More to be done?

- 4.4 Not everything is perfect. More animation is improving the area. Events like the recent The Parade of Power are helpful. But even greater animation will encourage more people to use the waterfront area more often and longer. Also better signage would help people 'read' the area better and allow them to more fully explore it. It

is also crucial that the area does not become a victim of its own success. The public realm is used by many people in many ways. Sustaining and paying for quality there will be crucial. It is also important that the success of the waterfront does not bleed the original heart of the Liverpool city centre. There would have been some displacement inevitably, given the quality of the offer in the newer parts of the centre. But the economic and financial crunch has increased that displacement. The jewel in the crown must not become an oasis in the desert. Nor does it have to be. Development does not have to be a zero sum process. All parts of the city centre can benefit. There are signs that other parts of the centre, for example around Castle Street, are raising the game to match the better offer of the waterfront and Liverpool 1. But the process will need careful nurturing and managing.

Building on success

- 4.5 The city can take heart and confidence from what has been achieved so far. Success breeds success. The achievements of the past decade make the city more likely to perform well in the more challenging days ahead. Its track record should give its people much more confidence.

Quality a public asset

- 4.6 The job is not yet done. The city itself must sustain and nourish the Jewel in the Crown development at the waterfront. It is a public asset for the city as much as it is a set of commercial opportunities for the private sector. It is the glue which has connected the different parts of central Liverpool. It has become a real quality place rather than a collection of buildings or activities. And place quality is a crucial dimension of a successful city along with harder edged characteristics like innovation, skills and economic diversity. It is valuable for those who live, work and play in Liverpool. And it must be seen and treated as a coherent whole.

'The waterfront is absolutely spectacular - the best in Europe. The public realm is first class and complements the four existing magnificent buildings at the Pier Head. But with the Museum of Liverpool and Mann Island we have now added a quality legacy. But it's not only for visitors – it's for the people of Merseyside.' Neil Scales, Chief Executive, MPTE.

Endpoint.

- 4.8 So what does all this mean? Liverpool remains an extraordinary place. It changes restlessly but remains always even more the same. There is no other city where the people, place, architecture, language, and culture merge and morph so easily and endlessly. The city will be what it always has been – true to its persistently aggravating, cosmopolitan, self-regarding, expansive self. There will be ups and downs. Economic crashes – and buildings - will come and go. But Liverpool will always be the same. Big hearted. Open minded. Querulous. Slightly surreal. It will always attract the curious and the interesting. They will never know where the story's going. That's why they come. That's why it will always be there. We would

have to invent it. And the developments at the waterfront capture so much of the character of this challenging and rewarding place. Places are for people and memories. Liverpool knows this.

make no little plans

The regeneration of Liverpool city centre 1999 - 2008

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‘Make no little plans. They have no magic to stir men’s blood and probably themselves will not be realised. Make big plans. Aim high in hope and work...’

Daniel Burnham, American architect and planner,
and author of 1909 Plan of Chicago.

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Aerial view of Liverpool city centre, 2008

FOREWORD

By Sir Joe Dwyer

I was born, brought up and educated in Liverpool and it was in the city that I began my career with Wimpey. So when, in 1999, I was invited by Richard Caborn to become Chairman of Liverpool Vision, I did so with enthusiasm but also a fair degree of pragmatism. Liverpool city centre had suffered from many years of neglect and under investment. The pressing need for modernisation and regeneration was undeniably evident.

It was Lord Rogers' Urban Task Force that first proposed the establishment of Urban Regeneration Companies, describing the URC model as 'capable of acting swiftly, to lead and co-ordinate the regeneration of an area'. This ability to provide leadership, bring public and private sector partners together and act swiftly and decisively reflect, I believe, the unique strengths of Liverpool Vision.

Our masterplan for the city centre – the Strategic Regeneration Framework – was ambitious, but the appetite for change was palpable. Now nearly a decade on Liverpool city centre is being transformed before our eyes and the impact on the city's economic performance has been dramatic.

Investor confidence is higher than it has been for a generation and the virtual removal of the phrase 'gap funding' from the development lexicon marks a huge step forward in the commercial viability of the city centre. Rising asset values and rentals, driven by demand, are reinforcing the progress Liverpool has made in the last few years.

Perhaps most encouraging for the future is that this unmistakable sense of recovery is now widely recognised outside Liverpool. Liverpool is, once again, seen as a city that can deliver projects of quality and significance and compete in mainstream markets for jobs and investment.

The issue of delivery has been central to Liverpool Vision's remit, taking projects to the point of delivery, whether that is master-planning an area such as the Commercial District, brokering the funding for major projects such as Kings Waterfront, or supporting private investors with advice and planning guidance.

The visible signs of the city's ability to deliver can be seen in the magnificent Arena and Convention Centre Liverpool at Kings Waterfront, now open for business; in the massive retail expansion at Liverpool One, the first phase of which will open in May 2008; and in the 'new' Commercial District focused around St. Paul's Square.

This is an appropriate time to review and re-evaluate the future of Liverpool Vision.

From April 2008 a new economic development company, absorbing the resources of Liverpool Vision, Liverpool Land Development Company and Business Liverpool, will take on the role of economic regeneration in the city. At the heart of the new arrangements is an explicit recognition that – as illustrated by this independent essay by Professor Michael Parkinson CBE – while there has been great success in the last decade, great challenges and opportunities lie ahead.

As this is my final opportunity to reflect on the work of Liverpool Vision over the past nine years, I would like to pay tribute to colleagues and to all our partners who have played such a vital role in the renaissance of Liverpool city centre.

Vision's greatest assets have been the energy and expertise of its staff and the experience and enthusiasm of its Board. I am particularly grateful to Chief Executive Jim Gill for his strong leadership and to the whole team at Liverpool Vision for their professionalism and whole hearted commitment in delivering such a far-reaching regeneration programme for the city.

Finally, my sincere thanks go to our main partners – Liverpool City Council, Northwest Regional Development Agency, English Partnerships and the Merseyside Objective One Programme - for their invaluable and abiding contribution to the city's success.

A handwritten signature in black ink that reads "Sir Joe Dwyer". The signature is written in a cursive, flowing style.

PREFACE

I was very pleased to be invited by Sir Joe Dwyer to write these reflections about the ambitions and achievements of Liverpool Vision as it came to the end of its nine years work in Liverpool city centre. I had last written about Liverpool during its difficult days a long time ago in the 1980s. I wanted to say something about Liverpool in 2008 as it now reaps the rewards of the efforts of many partners to regenerate the city during the past decade. Liverpool is now a good news story. In particular its city centre is almost unrecognisable from what it was twenty years ago. However, it is still at the beginning of a long and winding road to full recovery.

This essay tries to capture what has happened in Liverpool city centre in the last decade and why. It focuses upon the contribution of Liverpool Vision during this period. But it is also concerned with the changes in the city itself and the messages for the future. This is not a formal evaluation of the Company but an effort by a critical friend to take stock of its performance and prospects. It is based upon a review of many documents and much data. But it rests primarily upon conversations with a very large number of people who have been involved in different ways in making the city centre story. I am very grateful to all those who have helped me with this work by giving their time and wisdom so freely. That includes people from inside and outside the city – developers, investors, commentators, journalists, politicians and professional officers, the Liverpool Vision Board and team and members of the Liverpool public. I hope this essay does justice to their judgements.

As someone who works in, lives near and uses the city centre a lot, when I started on this story, I could see the changes that have transformed the city centre in this new century. But I wasn't sure how it had happened – or who had helped to do it. So I entered this work with an open mind. But it became very clear to me very quickly that there is common agreement that Liverpool Vision has been a real driving force behind it. It is very unusual to find such a degree of consensus in any city about the part played by any particular body – unless it is bad news. But the extraordinary thing about this project is that so many people from different parts of the Liverpool scene agree on the contribution that Liverpool Vision has made. It was not perfect. The job isn't finished. But Vision has made a huge contribution to the successes of Liverpool in the last ten years. The city owes it a debt of gratitude for that. It also owes it a duty to capitalise upon Vision's achievements and ways of working as a new company begins work on a set of different – and probably more difficult – challenges in the next ten years.

Michael Parkinson



The changing city centre, 2007



CHAPTER ONE

Liverpool and Vision – symbol of a bigger national story

Liverpool has a grip on people's imaginations in a way few other cities do. Everybody wants to know what's going on there – the private sector, politicians, policy makers, press, pundits and punters. You just can't ignore the place – for good or ill. There is always something happening. In 2008 it is regeneration and renewal. This report tells the story of Liverpool's dramatic renaissance in recent years and the contribution made by its city centre Urban Regeneration Company – Liverpool Vision. During the past twenty years, Liverpool has come from the depths of economic, political and fiscal crisis to be the European Capital of Culture. But it is also on a bigger journey to economic recovery. That journey has just begun. And it is not just a local story. The renaissance of Liverpool is part of a wider story about the big English cities. And we should see it in that context.

Cities matter, they are back and government is backing them.

In the last ten years right across the world there has been a sea change in the way cities are seen. They are the dynamo of national and regional economies 'the wealth of nations' – not economic basket cases. There has been renewed investment in cities, increased development and an appetite for urban lifestyles. In 2008, English cities look and are different from the 1970s and '80s when, at the height of their economic decline, many rapidly lost tens of thousands of manufacturing jobs and virtually their whole economic rationale. Since then such cities have dramatically improved their economic performance. Urban renaissance, especially in city centres, is well entrenched as many cities have dramatically improved the quality of their cultural, leisure and retail facilities. Substantial private sector investment is taking place. Many are developing the qualities and assets which underpin successful urban economies – innovation, diversity, a skilled labour force, connectivity, place quality and powerful leadership.

So cities matter. Cities are back. And government is backing them. All English cities have done well during the last ten years, even if they have not caught up with the most successful European cities. Liverpool has shared in and benefited from that wider urban recovery. It is rising again at exactly the right time. But the journey is a long and hard one and its success is not guaranteed. Cities are in fierce competition with each other nationally and globally to attract talent, private and public investment, infrastructure, and prestige projects. And Liverpool has to play in that marketplace. Also, the last ten years have been favourable to cities. The national economy has boomed. Public expenditure has been high. Public investment in cities has been big. And Liverpool particularly benefited from large amounts of European investment. But during the next ten years those things will not be the same. The economy will be less buoyant. There will be much less government money for cities. European funding will virtually dry up.

During the past ten years Liverpool has been doing many of the right things to encourage the regeneration of the city centre economy. It is absolutely critical that the city builds on the success of the last ten years and sticks to the key principles that have underpinned it. In particular it should stick to many of the key principles which have underpinned the achievements of Liverpool Vision. It is crucial that its achievements in the city centre and the contribution it has made to the wider processes of decision-making are not lost as a new organisation takes responsibility for Liverpool's economic recovery. The new company – still to be called Liverpool Vision – will take on some different and even bigger challenges in the next ten years. But its members will do well to stick to what has worked so well in the last ten years. The search for novelty is often the enemy of good city building. Liverpool should not make that mistake.

What is an Urban Regeneration Company anyway?

Liverpool Vision was the first Urban Regeneration Company (URC) designated by government in 1999 in response to Lord Rogers' Urban Task Force Report. URCs were different from previous models, especially the Urban Development Corporations that had substantial budgets and extensive planning powers. URCs were intended to work with a range of private and public sector organisations to redevelop and bring investment back to the worst areas in our cities and towns. Their job was to identify development opportunities and to develop a strategic plan with key stakeholders and the public which would address those opportunities and provide a collective vision for the future of the area.

URCs were not intended to undertake development directly. They were meant to work through partnerships, maximising the powers and expertise of existing agencies. URCs are companies limited by guarantee, established by local authorities, the Regional Development Agency and often English Partnerships. They would be created only where existing agencies could not get the same results. They were set up where local partners wanted them, rather than being imposed by government. URCs receive no separate resources or specific powers other than those already possessed by the partners. They do not have their own budgets and rely on existing agencies for their core funding.

The URC model was a potential challenge to Liverpool. It was meant to be everything that Liverpool had not been in the past. URCs were to be partnership based. They were to be market facing, business friendly and private sector oriented and led. They were to be mean and lean. They were to be voluntary relying upon influence rather than power. They were to take a long term strategic view. They were to provide a big picture or vision of where their city was going and a clear plan to deliver it which had been signed up for by key partners. Creating a successful URC would be a big challenge for Liverpool.

What was Liverpool like when Vision started its work?

'Only now can we admit how bad it really was. Markets had stopped working. It was like Poland.' Sir Terry Leahy, Chief Executive, Tesco, Liverpool Vision Board member

'Liverpool did not so much have inward investment – it had outward investment! Many other cities seemed to have a more coordinated approach to inward investment and regeneration. We seemed to be in the dark without a plan to take us forward.' Chris Connor, Partner, Mason Owen



Aerial view of Kings Dock, 2001



Kings Dock, 2001



City centre waterfront, 2000



Old Hall Street, 2002



Aerial view of Chavasse Park and Paradise Street Development Area, 2001

In the early 1990s Liverpool was lagging behind many other English cities in its development – but more important in its thinking. It was declining economically and physically and it was backward looking and introspective. From the early 1970s to the early 1990s Liverpool had gone through a series of economic, financial and political traumas. The city was in the headlines for all the wrong reasons. The decline of the traditional industries especially the port, led to huge job losses, heavy unemployment, and industrial militancy. The city lost half its population in forty years. It depended heavily upon public sector employment, expenditure and grants. It had an under skilled workforce. The city was not used to working in partnership. Relations between the public and private sector were strained. The legacy of the riots in 1981 hung over community relations. The Council had been involved in political confrontation with the Conservative government in the 1980s and its fiscal affairs were still in a mess. And its services were poor.

'Arriving at Lime Street was dismal. The quality of the built environment was visibly poor. More important the underpinning foundations were poor.' Colin Hilton, Chief Executive, Liverpool City Council

The impact upon the city centre was visible for everyone to see. It was run down. It was tired. The public realm was neglected. Its shopping had declined and the city had dropped way down the league tables. There was virtually no new investment or building in offices, residential or retail taking place in the city centre. There was not a single crane to be spotted on the skyline. Much of the commercial space was redundant. There had been significant physical improvements in the docklands area through the Merseyside Development Corporation. But they had not really crossed the road from the docks to the city centre.

Perhaps most crucial, the importance of the city centre was just not seen by most people, including the city council. Despite efforts by a handful of public and private sector leaders, the potential of the city centre as an economic driver for Liverpool and its significance in terms of jobs, investment, culture and marketing was not acknowledged. Too often it was seen as not providing real jobs in real industries. Too often it was seen by local politicians as less important than other parts of Liverpool, because the votes were not there in the city centre. In other words nobody was speaking up for the city centre.

'As we entered the city centre from the tunnel, my wife was silently weeping.' Alastair Machray, Editor, Liverpool Echo

But change was in the air

But things had begun to change in the city in the mid-1990s. The impact of the Merseyside Development Corporation on the waterfront and the work of the City Challenge initiative on the edge of the city centre, where the major educational and cultural institutions were based, were beginning to pay off. Also a series of local developers including Beetham, Urban Splash and Neptune Developments had spotted gaps in the market, seeing the potential of the under used assets and were beginning to do city centre and edge of centre developments. Key players in the city council were beginning to promote the economic opportunity that the city centre presented. So when the government revealed its plans to set up Urban Regeneration Companies in 1999, the seeds were already there in Liverpool. The Rogers report helped to crystallise the opportunity. But partners in Liverpool had already decided by themselves they had to do something bold and different about the city centre. Liverpool City Council in particular recognised it had to embrace the partnership initiative.



Paradise Street, 2002



CHAPTER TWO

Transforming the face of the city centre



Liverpool city centre, 2004

Creating the Vision and making the plan

Liverpool Vision was the first URC in the country, set up in 1999. This was a few weeks before Manchester – rather to the delight of the locals. The company was a joint initiative by three founding partners Liverpool City Council, the Northwest Regional Development Agency and English Partnerships. They brought a different mix of people, powers and money to the company – but all brought substantial long term commitment. The decision to create a dedicated company reflected their recognition that the city centre was potentially a major driver for economic and social change in the city, and previous efforts to regenerate it had failed because of a lack of focus and also a failure to engage the private sector enough. It had a small team – no more than eight people. Its Board consisted of representatives from Liverpool City Council, English Partnerships, the Northwest Regional Development Agency and invited representatives from the private sector. Its first and only Chair was Joe (later Sir Joe) Dwyer, a Liverpudlian who had made an international career in engineering and construction and had retired to Liverpool. He was asked to do the job by the then Minister Dick Caborn. The Vision Board knew it needed a plan and commissioned an international consortium to produce one. After extensive public consultation the plan – or Strategic Regeneration Framework (SRF) – was produced in 2000. It was to be the Holy Grail for the next ten years.

Liverpool Vision set itself a series of ambitious long term strategic goals designed to raise the aspiration of a city which for too long had aimed too low and thought too small. The details were less important than the reach of the plan. The big picture was to: establish a 21st century economy; improve competitive career prospects; create inclusive communities and a skilled and adaptable workforce; deliver a high quality safe urban environment; exploit the city centre's rich historic character; be a benchmark for the next generation of international city centre regeneration; become a world class tourist destination; become a premier national shopping destination; create a quality lifestyle; provide a welcoming experience; improve Liverpool's European image; create an effective and efficient mechanism to deliver the Vision.

In addition the plan set some supporting themes for the Company: to bid for the European Capital of Culture; to improve the connectivity of the city; to promote community engagement; to reinforce city communities and to encourage business development. These were things Liverpool Vision wanted to support – but were more the responsibility of other agencies. Some of these ambitions probably could have been endorsed by any city at the time. But the crucial thing was that they were said and signed up to by key partners in Liverpool. They were a major statement of intent.

LIVERPOOL VISION ACTION AREAS



Source: Strategic Regeneration Framework, 2000

For the first time the plan painted a picture of how these big ideas would be translated into action on the ground. They were:

The Pier Head

To transform the Pier Head into a world class urban environment and strengthen it as a key city centre gateway and visitor destination.

Commercial District

To create a world-class business exchange and provide the right space and environment for new and existing business to flourish.

Castle Street / Live Work District

To establish linkages within the historic core by creating a mixed-use urban environment and quality public realm.

Cultural Quarter and Lime Street Station

To reinforce the Cultural Quarter as a destination and Lime Street Station as a quality gateway to the city.

Retail Core

To create a step-change in Liverpool's retail offer by extending the main retail area of the city centre.

Kings Dock

To develop the Kings Dock into a world-class leisure and family entertainment facility.

Hope Street Quarter

To make the Hope Street Quarter a key cultural resource for the city.

These were broken down into almost 400 specific actions, major and minor.

In 2000, given the state of the city's economy, the city centre and the previous performance of many partners, these seemed pretty ambitious if not completely unrealistic goals – even to those trying to do it.

'We were mad to say that in six years we would build 2 million sq ft of retail, re-do St Georges and the Bluecoat, build a commercial district, transform the public realm, and transform the waterfront. Anywhere else outside China it would have taken fifteen years. But we did it.' Councillor Mike Storey, Executive Member Regeneration, Liverpool City Council, Liverpool Vision Board Member

Later in this section we show in some detail exactly what Vision has spent and delivered. But the big picture is that a very large number of those goals have been achieved across the city.



Aerial view of Old Hall Street, 2002



Cruise Liner Terminal, 2007



New public realm at St Paul's Square, 2007



Princes Dock, 2005



Work starts at the Arena and Convention Centre Liverpool, 2006



Construction of Arena and Convention Centre Liverpool, 2007

'You do have to pinch yourself to see what is happening here.'
Nick Rice, Partner, Irving Rice & Partners

There have been four major physical change achievements in Liverpool. First impressions of the city are much improved because of the work done on the gateways. The city has created opportunities in a new commercial area and has a much more competitive business offer. It has captured opportunities for growth in retail and leisure. It has made the waterfront a real destination.

Waterfront – the city centre as destination

'We wanted to make the Waterfront really work for the city in a way it hasn't since closure of the dock system.'
Jim Gill, Chief Executive, Liverpool Vision

Vision wanted to make Liverpool a much better destination for visitors, shoppers and business. Creating a world class waterfront was crucial to that ambition. And it has been one of Vision's largest and most successful projects. The quality and range of the offer will be much higher than it was ten years ago.

A major new Arena and Convention Centre has been opened on Kings Waterfront, which will transform the city's ability to put on conferences and cultural events and bring significant long term investment from business visitors and tourists. At Mann Island a Museum of Liverpool and a major mixed-use scheme are under construction. A Cruise Liner Terminal has been built. The Leeds-Liverpool canal will be connected to the south docks highway. The area has been declared a World Heritage Site. Vision set much of the agenda but individual partners funded and delivered many of the projects, most notably English Partnerships with the Arena and Convention Centre, NWDA and the European Objective 1 Programme.

Creating a business district for Liverpool

'Jim Gill convinced me he was trying to make a leap to something of real quality – not just an incremental change. His approach persuaded me that I could recommend to my Board that ECf invest in Liverpool.'

Lesley Chalmers, Chief Executive, English Cities Fund

One of Liverpool Vision's major contributions was to help create a real business district in Liverpool city centre. It did not simply focus upon building new offices but upon place making. Critical to this was getting the right developer involved. When the Board of English Cities Fund was looking for national investments, it wanted to work in cities which had a long term strategic vision for their area to which it could add value. It had not thought of Liverpool in the past. But ECF's Chief Executive recognised that Liverpool Vision was the one organisation in Liverpool that shared the Fund's view of the importance of place making. And ECF invested heavily in Liverpool. Vision had a strategy to get some quick wins but then achieve long term change in the area. The quick wins were City Square, 101 Old Hall Street and the 20 Chapel Street building to be followed by the 'place changing' development St Paul's Square by ECF. The level of developer and investor interest in the area is reflected in the acquisition and refurbishment of existing buildings, notably the Plaza (Bruntsford), Capital Building (Downing) and Exchange Flags (UK Land). The major shift

in developer, investor and occupier confidence is underpinned by the creation of a Commercial District Partnership which the ECF Chief Executive chairs to represent the long term interest of players in the area.

'Liverpool Vision encouraged new development which created a flow of new office buildings. This provided the right product in the right place at the right time.' Chris Connor

Shopping in Liverpool – upping the ante

'Vision was one of the factors that got us to be serious about Liverpool.' Rod Holmes, Project Director, Liverpool One

The quality of shopping is being dramatically improved in the city centre. The key is Grosvenor Estates' Liverpool One development. This is a crucial development which extends the existing main retail area and links the waterfront to the existing retail and cultural quarter. The 42 acre site will cost over 1 billion pounds and involves 234,000 m² of total development. There will be 154,000 m² of retail opening in May 2008, including major new stores for John Lewis and Debenhams. It will also create 21,500 m² of leisure facilities, over 600 residential units, 2 hotels and 2.2 ha of open space. The project will create over 4,400 permanent jobs on top of the 3,300 construction jobs it created. This massive development complements the Metquarter, the city's first really upmarket precinct which was opened in 2006. Land Securities have plans for a £100m scheme to extend and remodel the St. John's Shopping Centre and there will be a major internal refurbishment by existing retailer Marks and Spencer. There will be an additional 55,000 m² of mixed-use space when the Central Village development next to Central Railway Station is completed. The Liverpool One development is the most critical part of the renaissance of the city centre. Technically this was not the direct responsibility of Liverpool Vision. Liverpool City Council was the lead partner. But Vision's existence and long term plans reassured the board of Grosvenor Estates that they were making the right decision in investing in Liverpool. The Board of Grosvenor stayed in regular contact with Vision as the project developed.

'I cannot say that Grosvenor and the Liverpool One scheme would not have happened without Vision. But that Vision was here and what that said about commitment to change was important in building their confidence in the city.'
Jim Gill

Living and staying in the city centre

City centre living has been transformed as Vision's plan intended. The city centre in 2005 had a population of 13,400 people and in the last ten years about 4,500 new residential units and 8,500 student bed spaces have been built, with 7,700 more in the pipeline. The hotel offer has improved enormously

with 11 hotels built and 6 refurbished since 2000 with 6 more under construction. There are now almost 1,500 4* beds and growth in occupancy rates to 73% has outstripped other cities.

'The speed and scale of what has happened in Liverpool is awe inspiring.' Alastair Machray

Movement and the public realm

At the end of the 1990s, the city centre environment was tired and shabby. There has been a major improvement of the public realm through the city centre movement strategy which dramatically improved the quality of public spaces and places in the city and turned it into a single coherent area. Again, this was an example of partnership working where Vision worked closely with Merseytravel to create the agenda but Liverpool City Council delivered the project on the ground.

The knowledge quarter – raising sights and standards

'The quality of life and place is crucial to attracting and retaining my employees, clients and potential investors to the city. I know investors have been impressed with this quarter and will invest here because of it. We have much better job applicants now we are working here.' Matt Johnson, Chairman, Mando Group, Liverpool Vision Board member

The Hope Street area has been dramatically improved and now connects the universities and cathedrals into a knowledge quarter. Vision's emphasis upon quality public realm and place making has raised the bar far higher in Liverpool than it has ever been. Vision treated place quality as a crucial economic intervention – not a luxury item. It is critical to attracting and retaining talent, clients and investors in the sunrise industries.

The bigger picture – Vision's programme expenditure and outputs.

Vision's city centre programme evolved through a number of individual often unconnected projects inherited from earlier programmes into a focussed package based on four 'Core Priority' areas for intervention; the Waterfront, the Commercial District, Movement and Public Realm and Lime Street Gateway, which complemented the development of Liverpool One and the broader Capital of Culture programme. The scale of that programme (excluding Liverpool One) and the outputs it will deliver are set out in table 1.



Table 1:

Vision's anticipated lifetime outputs

Output Measure	Anticipated lifetime outputs to 2010/11	Achieved to 31/3/08	% Anticipated lifetime total achieved to date
New Floor space m ²	102,678	83,218	81.0%
Refurbished Floor space m ²	30,630	30,630	100.0%
Jobs Created	5,126	2,692	52.5%
Jobs Safeguarded	1,700	1,700	100%
Construction Person Years	9,078	6,298	69.4%
Land Developed (hectares)	34.5	31.4	91.0%
Residential Units	1,253	328	26.2%
Private Investment £m	358.4	224.6	62.7%

Source: Liverpool Vision

In addition to these direct outputs there have been a number of developments where Vision has played an important role without the delivery of public funding. When complete the estimated scale of these 'facilitated' developments (again excluding Liverpool One) is of the order of £170m investment, 24,500 m² of floorspace, 1,300 jobs and 1,700 residential units.

Table 2:

Vision's facilitated outputs – completed projects

Private Investment	£170 million
Employment Floor space	24,500 m ²
Jobs Created	1,300
Land brought back into use	5 hectares
Residential units	1,700

Source: Liverpool Vision

St. Peter's Square, 2004



Liverpool One, 2007

Vision has had a direct role in the management of public sector funding in the city centre, particularly working with Northwest Regional Development Agency, English Partnerships and the Merseyside Objective 1 Programme, with the alternate objective of securing more private sector investment. By the end of the 2007/08, financial year total spend on the programme amounted to £590m, about three quarters of the anticipated lifetime spend of £791m.

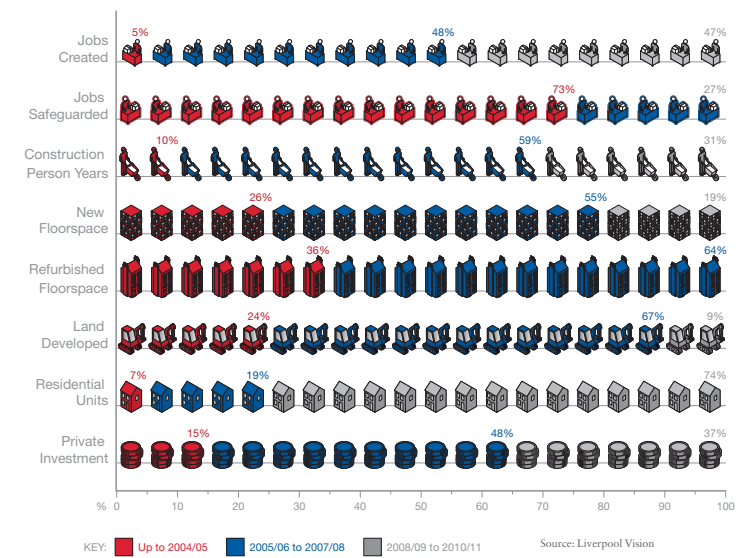
Table 3:
Liverpool Vision spend by funding partner (£ million)

	Total spend to 31/3/08 (£m)	Anticipated total lifetime spend (£m)	% Anticipated total outturn achieved to date	Lifetime outturn as % share of total LV spend
SRB	7.40	7.40	100.0%	0.9%
ERDF	94.00	120.39	78.1%	15.2%
NWDA	101.76	123.08	82.7%	15.6%
EP	86.59	97.92	88.4%	12.4%
Other Public	27.90	36.96	75.5%	4.7%
Public Sector pre 03/04	47.26	47.26	100.0%	6.0%
Total Public Sector	364.91	433.01	84.3%	54.7%
Private Sector	224.66	358.44	62.7%	45.3%
Total Funding	589.57	791.45	74.5%	-

Source: Liverpool Vision

Figure 1 below shows progress in achievement of the range of outputs expected from Vision's Programme. The pattern of output achievement to date reflects the nature of a large scale physical programme where private sector investment and jobs follow public sector investment. The real long term benefits of the programme have yet to be fully realised.

Figure 1:
Outputs delivered over time



The balance sheet

'We would be nowhere without our partners.' Ian McCarthy, Liverpool Vision

Liverpool city centre has been physically transformed in the past decade. Many of the key projects that Liverpool Vision outlined in its initial Framework have come to fruition, although some are still in progress. However, Vision set the agenda for change. It was the facilitator of progress. But this section has underlined that much of the change on the ground has been delivered by or with the support of Vision's partners – Liverpool City Council, English Partnerships, the Northwest Regional Development Agency and the private sector. They provided money, people, planning powers and political support for Vision. The way the changes have been delivered through partnership in the city centre in recent years is almost as important as the scale of change itself. The next section looks in more detail at the scale and impact of those changes.



CHAPTER THREE

How much has Liverpool changed?



Liverpool One, 2007

'Liverpool feels very different from nine years ago. The atmosphere then was very negative – even if there was a glimmer of hope. Now it is completely different and there is optimism. Liverpool is becoming successful, even if there is a long way to go. It is not a "no hoper." Louise Ellman, MP for Riverside, Liverpool Vision Board Member

'Liverpool has moved further forward than many other cities in the same position.' Steve Parry, Managing Director, Neptune Developments

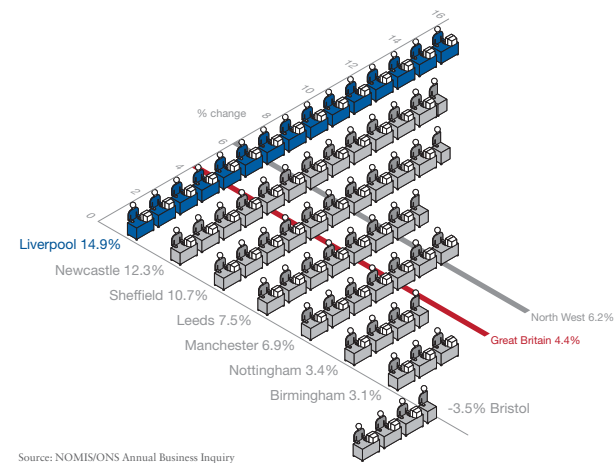
Many key players believe that Liverpool has dramatically improved its performance in recent years. Do the hard figures bear out their confidence? In fact, they do. There is good news about Liverpool – even though there is further to go. There is even better news about the city centre. Whether it is jobs, employment, education level, skills, property prices, or investment – Liverpool has really improved in the twenty first century. The city centre is growing in importance. It is the productive heart of the city, accounting for more than 50% of the city's GVA in 2005. It is the employment hub – half of all Liverpool's jobs are in the city centre. Even though the

number of people living in the wider city has continued to fall, city centre population, including students, grew by almost a third between 2000 and 2005. The growth in jobs and population in the city centre has outstripped that of Liverpool itself, Merseyside and the north west region. The next section shows some of the more important indicators of change. Many more can be found in the technical appendix to this essay. The figures almost speak for themselves.

Liverpool city – a good story

Across Liverpool growth in employment has been stronger than in any of the other English Core Cities, up by almost 15% since 2000. Many of the new jobs have been in the most dynamic parts of the economy. For example, between 2000 and 2006 the number of people working in other business activities grew by 38%, in computer related activities by 33%, in financial services by 22% and insurance and pensions funding by 18%. However the public sector still dominates the city's employment profile with 39% of all employees working in health and social work, education or public administration.

Figure 2:
Job growth Liverpool 2000 to 2006

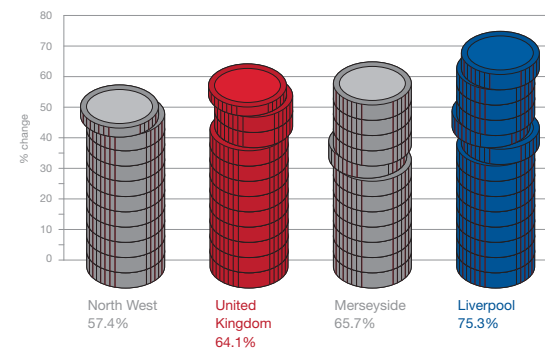


Source: NOMISONS Annual Business Inquiry

Productivity up

Productivity has improved – GVA per head is up by 75% since 1995.

Figure 3:
Change GVA per head 1995 to 2005

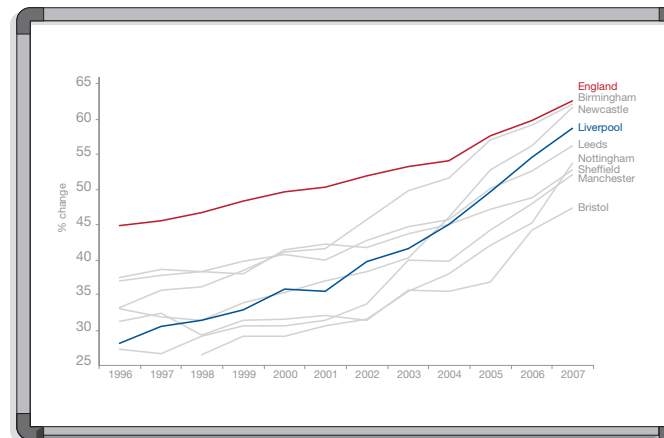


Source: ONS Headline gross value added (GVA) per head by NUTS3 area at current basic prices

Better qualified

Liverpool's skill base is improving. The proportion of people with degrees increased from 18.2% in 2000 to 21.5% in 2006, although this is still the second lowest of the Core Cities. However, the really good news is that Liverpool schools have dramatically increased their performance in the past ten years. In 2007 58% of pupils got 5 or more GCSEs at grades A* - C, the third best of the Core Cities.

Figure 4:
Percentage of Year 11 pupils achieving 5+ GCSEs (A* to C) 1996 to 2007



Source: DCSF Performance Tables

Employment rates up

The proportion of working age people in employment increased by 4.4 percentage points between 2000 and 2006, the second biggest improvement of Core Cities. However, again Liverpool has more to do to catch up.

Connectivity better

Liverpool John Lennon Airport is a real success story and is becoming an important driver of the local economy. Passenger numbers increased by 281% between 1999 and 2006, significantly ahead of national growth rates. Almost 5 million passengers used the airport in 2006. It now ranks 9th in the UK – excluding London airports – up from 11th in 1999. And has links to more than 50 European destinations.

Social challenges – a long way to go

Liverpool's economic improvement is great. But the city still faces very big social challenges – often bigger than many of the other Core Cities. For example, its population has fallen 1.1% since 2000. By contrast all the other Core Cities grew – in Manchester's case by more than 7%. It had the second highest unemployment rate of Core Cities in 2007. Life expectancy is worse than nearly all Core Cities. Long term illness levels are the highest. So the big picture for Liverpool is that there has been real improvement in the economy, but continuing social challenges. So there is much work to be done in future by Liverpool Vision's successor and other key players in the city. But if that is the picture on the city overall, what has happened in Liverpool Vision's patch – the city centre?

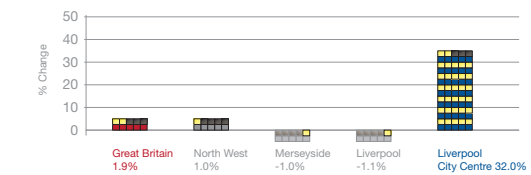
Liverpool city centre – an even better story

If the city of Liverpool has improved, the city centre has been a real success story. It has experienced dramatic improvement since Liverpool Vision has been in business. This shows in all kinds of ways – population, jobs, the commercial, retail and residential provision, property prices, rental levels and image.

More people living in the centre

The city overall lost people but the centre gained. For example, the most recent official estimates showed 13,400 residents lived in the city centre in 2005, up by a massive 32% since 2000. The numbers in 2008 will now be even higher given recent apartment developments and increasing student numbers in the city centre. Population growth in the city centre is again ahead of citywide, regional and national trends.

Figure 5:
Population change 2000 to 2005

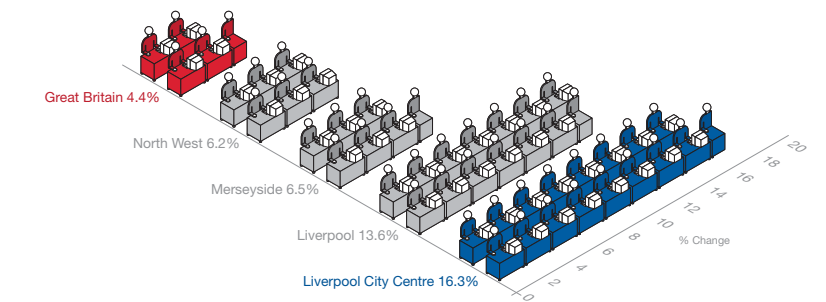


Source: Primary data source: ONS mid-year estimates, secondary population estimates data provided by Mott MacDonald MIS, for ED and COA levels

More jobs in the centre

The city centre is a major economic driver. In 2006 almost 50% of all jobs in Liverpool and 20% in Merseyside were located in the city centre. And its contribution is growing. Between 2000 and 2006 the number of people working in the city centre increased by 16% – again more than the overall city, regional and national average.

Figure 6:
Job increases 2000 to 2006



Source: NOMISONS Annual Business Inquiry 2006



Creating a new visitor destination at Pier Head, 2007

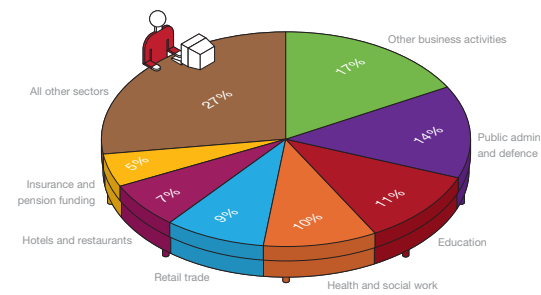


New space for jobs in Vanilla Factory Ropewalks, 2005

Mainly better jobs

Three sectors – business activities, public administration and education – account for 42% of all city centre employment. They all had big growth over the last six years – up 40%, 32% and 49% respectively. Employment in the hotel and restaurant sector also increased dramatically, up 46% since 2000.

Figure 7:
City centre job structure (2006)



Source: NOMISONS Annual Business Inquiry 2006 (Total Employees 97,000)

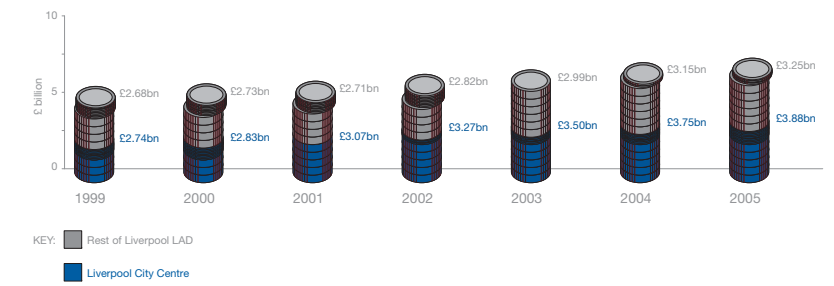
Growth 2000 to 2006

Sector	% Change 2000 – 2006
Education	49.4%
Hotels and restaurants	46.1%
Other business activities	40.1%
Public admin and defence	32.2%
Insurance and pension	20.7%
Health and social work	20.3%
All other sectors	-3.7%
Retail trade	-16.3%

Bigger economic contribution by city centre

The city centre's contribution to productivity is big and grew during Liverpool Vision's lifetime. In 2005 the city centre's GVA (gross value added) was £3.88bn and has grown faster than local, sub regional, regional and national trends. Between 1999 and 2005 city centre GVA increased by 41.6%, Liverpool by 31.0%, Merseyside and the North West by 30.8%. The city centre's contribution to Liverpool's GVA increased from 50.6% in 1999 to 54.5% in 2005.

Figure 8:
GVA – Liverpool and city centre 1999 to 2005



Source: Pion Economics



Building a new Commercial District



1 FACT centre, 2004
2 Hope Street public realm, 2006
3 Building a creative economy, 2008



4 Liverpool city centre shopping, 2007
5 A wider cultural offer, 2006
6 Pupils take part in Vision's schools programme, 2005
7 Eden Square, 2007



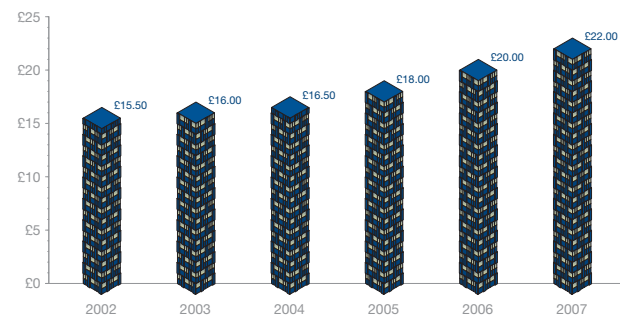


Liverpool's growing Commercial District, 2008

More office space – better quality

One of the principal changes to Liverpool city centre has been the development of the commercial district. Liverpool Vision facilitated projects alone have contributed 83,000 m² of new office space. Prime office rents are up and yield is now in line with many of the UK's strongest performing cities, reflecting new found confidence in the local property market. Demand for quality office space has been strong with average annual take up rate for new office space of 10,498 m² and average annual take up rate for refurbished office space of 30,379 m² since 2000.

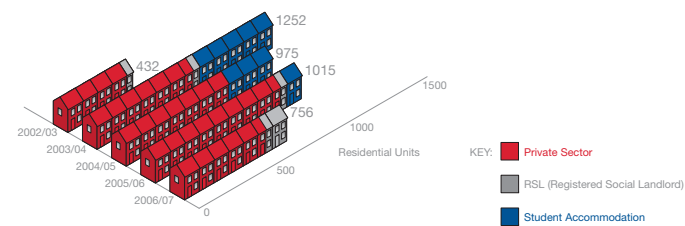
Figure 9:
Prime office rent £ per sq ft 2002 to 2007



Source: Liverpool Vision and Merseyside Property Forum

The number of people living in the city centre has increased in recent years. This is reflected in the number of new flats and houses that have been built. In 2000 there was barely a housing market in the city centre. That has dramatically changed with massive increases in provision.

Figure 10:
Residential units completed in city centre

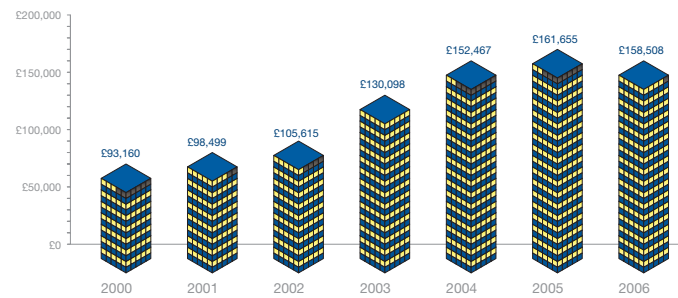


Source: Liverpool City Council

Property prices up

And there has been demand for those apartments. Prices have increased significantly during the decade, even though the market in Liverpool and nationally has cooled slightly recently.

Figure 11:
Property prices – apartments 2000 to 2006

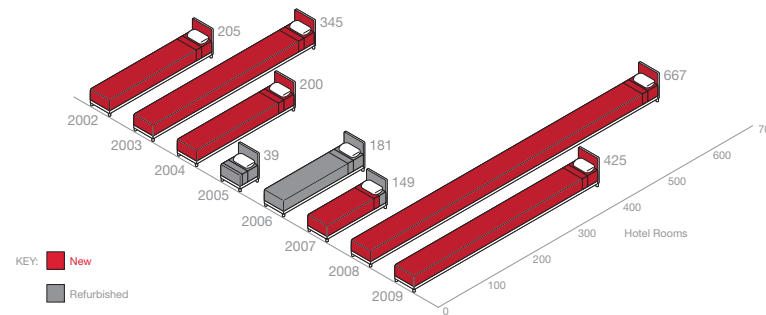


Source: city centre Living Residential Update February 2007/ Land Registry crown copyright

More and better hotels

The city centre's hotel offer has improved enormously. Leading international chains and new boutique hotels have invested in the city centre over the last eight years. There are now many more rooms at a much higher quality. Occupancy rates have also improved to almost 73% for the nine months to November 2007. Liverpool's hotel base continues to expand with more than 1,800 new bed spaces currently under construction.

Figure 12:
Hotel development 2002 to 2009 – new bed space (actual and forecast)



Source: Liverpool City Council (2002-2007 actual, 2008-2009 forecast)



Metquarter, 2006

Better shopping

The city centre retail offer is undergoing a major transformation. The Metquarter opened in 2006 offering 12,100 m² of quality retail space, significantly improving the city's high-end retail offer. In addition to this Liverpool One will add 154,000 m² of new top quality retail space when fully complete in September 2008. Experian's retail rankings placed Liverpool central 15th in the UK in 2007. But Experian anticipate that recent developments will ensure that Liverpool remains in 6th by 2017, ahead of Leeds, Newcastle and Edinburgh.

Table 4:
Retail rankings

Centre Name	Rank 2007	Rank 2017
London West End	1	1
Glasgow Central	2	2
Birmingham Central	3	3
Manchester Central	4	4
Nottingham Central	5	5
Liverpool – Central	15	6
Leeds – Central	6	7
Cardiff	11	8
Newcastle upon Tyne – Central	9	9
Edinburgh – Princes Street	7	10

Source: Churston Heard Experian Retail Market Spotlight Volume 1 Issue 3 Autumn 2007



Radisson SAS Hotel, 2004

Centre improving as destination

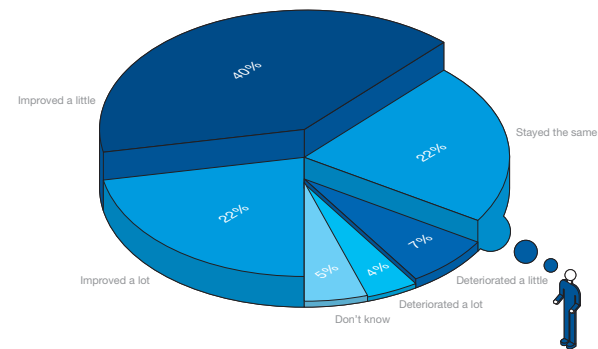
There has been substantial growth in the numbers of people visiting Liverpool. In 2000, it was the 13th most visited UK city by overseas tourists. In 2006 it was the 6th most visited UK city, with 625,000 international visitors spending an estimated £198 million.

Improving image

Liverpool's image is improving. In OMIS's Best City for Business survey, it rose from 14th in 2002/3 to 5th in 2005/6. In the 2006 Foundations for Growth survey, two thirds of local interviewees were satisfied or very satisfied with Liverpool as a business location. Three quarters of businesses responding to the survey rate Liverpool city centre as a good place for business. 63% say the city is very much or much improved compared to 5 years ago. And, in the 2007 City Centre Perceptions Study, 82% of Liverpool's city centre users think the city centre has become more lively and vibrant. Two thirds of users interviewed thought the city centre had improved during the previous year. 70% rated the retail offer as good.

Figure 13:

Has Liverpool city centre improved in the last 12 months?



Source: Liverpool City Centre Perceptions Study 2007 (Q43)



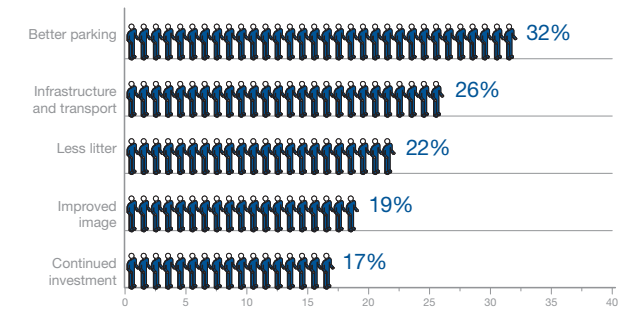
20 Chapel Street, 2007

Public space progress – but further to go

City centre users have mixed views about the quality of public space in the centre. In 2007 almost two thirds found public spaces such as squares and the areas outside train stations welcoming and 70% rated the quality of buildings as good. However, less than half rated the quality and maintenance of open spaces as good. Only a third said the cleanliness of the city centre was good. More than half said the number of green spaces was poor. Cleaner pavements, more green spaces and better landscaping, and reduced congestion were the things users thought would do most to improve the city centre environment. These issues were also important to local businesses.

Figure 14:

How can the city be made even better?



Source: PION Economics 2006 Foundations for Growth Survey

The detailed evidence above has shown that Liverpool and especially the city centre have improved enormously in recent years. It is a much more prosperous and confident place now than a decade ago. People inside and outside the city recognise that renewed confidence and ambition. It has also shown that Liverpool Vision has met a very high proportion of its targets on expenditure and delivery of outputs. That is all good news. In the next section we ask whether there has been a connection between those two trends – or whether the city would have improved if Liverpool Vision had not been invented. As we shall see the big message is that Liverpool Vision did matter and did make a difference.



Williamson Square, 2005



Work continues on Liverpool Canal Link, against the background of the Commercial District, 2007



CHAPTER FOUR

What did Liverpool Vision add – and how?

'Liverpool Vision has made a huge difference. It gave the private sector confidence. It brought continuity, coordination, coherence and clarity.' Professor Michael Brown, Vice-Chancellor & Chief Executive, Liverpool John Moores University, Liverpool Vision Board Member

Earlier chapters have shown the changes on the ground in Liverpool city centre since Vision was set up. But as – if not more – important is the contribution that Liverpool Vision has made to the way that Liverpool sees itself, sells itself and runs itself. The changes in spirit and mood, although less tangible, are critical. The city is more ambitious, more confident, more market oriented. The private sector sees Liverpool as a place to invest and make money. Partners work together better. It is developing a track record of delivery – of being a 'can do' rather than a 'can't do' place. The different quarters and activities of the city are much better connected. Liverpool city centre looks and feels much more like a coherent place.

'Liverpool Vision was absolutely the right vehicle at the right time. We needed a dedicated team at the heart to stimulate private sector confidence. It has provided leadership. And it has galvanised public sector partners as well as the private sector.' Paul Spooner, Regional Director, English Partnerships, Liverpool Vision Board Member

Changing attitudes, raising ambitions and standards

'I could not believe how low the ambitions had been set. The most important thing is that the image of the city is being repaired. That makes investment possible.'

Sir Terry Leahy

Two decades of economic and political challenges had undermined Liverpool's performance and prospects and had created a culture of failure and low ambition.

But big changes in the city centre changed the way that people inside and outside the city saw Liverpool. And many partners underlined that Vision played a major part in changing attitudes and raising ambitions.

'Liverpool Vision raised the bar for us in the city council.'

John Kelly, Executive Director Regeneration, Liverpool City Council

Attracting the private sector and creating a market

'When we started subsidy was rampant. Now it isn't.'

Sir Joe Dwyer, Chairman, Liverpool Vision

'Ten years ago a hundred thousand pounds investment would be a coup for Liverpool. Now we get millions.'

Councillor Warren Bradley, Leader, Liverpool City Council, Liverpool Vision Board Member

'The city centre acted as a catalyst to boost the confidence of the private sector.' Steve Broomhead, Chief Executive, Northwest Regional Development Agency, Liverpool Vision Board Member

Ten years ago very little development took place in Liverpool without grant. Now it does because values have risen significantly and importantly the city is once more on the radar for institutional investors; in retail, leisure and the commercial office markets. The change in developer and investor confidence in the city has been remarkable. It has been helped by a long period of national economic growth which has allowed the positive change in Liverpool to take hold. Liverpool – particularly the city centre – is back in the mainstream.

'Creating wealth was not part of the Liverpool mind set. It is still not in the psyche. It became part of the mandate for Vision, for everyone. When we have more BMWs, Bentleys and Bugattis on the streets of Liverpool it will be mission accomplished.' David Wade-Smith, Chairman, Livesmart Ltd, Liverpool Vision Board Member

Having a big plan

'We developed a fantastic strategy document that said – 'make no little plans.' It captured the imagination of city supporters, enthusiasts and leaders. For its time it was breathtaking in its aspiration and ambition for the city.' David Wade-Smith

'They had a vision and a strategy that people could see and relate to. They got high levels of buy-in from the funders who knew what they were getting.' Paul Morgan, Divisional Manager Regeneration / Head of Cityfocus, Liverpool City Council

'In the early 1990s the city council under any administration did not have the capacity to have a vision. So Vision's plan was exactly what was needed at that time.' Councillor Joe Anderson, Leader Labour Group, Liverpool City Council, Liverpool Vision Board Member

Before Vision the city centre was not a priority for the city council. Essentially it did patch and mend – and it showed. City Challenge and the Merseyside Development Corporation had done some things on the fringe. Liverpool Vision made a big plan for the city centre which required strategic rather than reactive thinking. It gave a theme around which players could mobilise and a clear route map for the city centre. That simple statement increased investor and developer confidence.

'Our masterplan for the Paradise Street Area, the city council's brief and Vision's strategic plan all blended together.'

Rod Holmes

Bringing money into Liverpool

'Secrets of success? It had the right leadership. Strong board. Strong private sector. A prioritised business plan. And it persuaded us to put our money in Liverpool.'

Steve Broomhead

Liverpool City Council is financially constrained and has many competing demands for resources. By contrast Liverpool Vision did not start from the premise – we have this amount of public money what is the best way of spending it? Instead it actively lobbied public partners for the city centre and in the process ensured that substantial additional money came into Liverpool. It persuaded NWDA that Liverpool city centre was important and that Vision could help spend and deliver programmes. It got the trust of the agency in a way that the local authority might not have done. It also mobilised European Union money. For example, it persuaded the Government Office for the North West and the Objective 1 Committee to create a special, financial measure of £50m to the waterfront in addition to the city centre measure. Getting these commitments gave symbolic as well as financial support for Liverpool Vision and the city centre.

'The virtue of the European money was that it was focussed, strategic, long term and innovative. Despite the bureaucratic paperwork, it was actually better than national government programmes and money, in that it could take strategic risk for the benefit of the long term.' Professor Michael Brown

Building bridges between the public and private sectors

'Local authorities find it hard to be private sector friendly. It was a big learning curve for us. Vision helped us wake up and smell the coffee.' Councillor Warren Bradley

'There's always a tension between regulatory bodies and developers. They are driven by different pressures. That's why we need an intermediary body. Vision acted as a bridge between the council and the developers right from the start. As relationships progressed, more bridges were built.'

Colin Hilton

'We act on behalf of the city but also with the interest of developers in mind.' Sara Wilde, Regional Managing Director, Trinity Mirror, Liverpool Vision Board Member

Cities need the private sector to invest. But often local authorities do not have the attitudes or skills to attract it. They are often not business friendly enough. That was true of Liverpool City Council in the late 1990s. Local authorities are the planning agencies and therefore must have a particular relationship with developers. Liverpool Vision had a different role and no such inhibitions. It could promote the interests of the developer to the local authority, which gave developers confidence but did not compromise the local authority. By acting as the private face of the public sector, Vision helped the private sector to see Liverpool as a place in which they could do business.

'There has been huge shift in the relationship between the public and private sector and a huge increase in the ability to deliver regeneration. Liverpool now works with – not against – the market and is seen as a place which gets things done.'

Paul Spooner

Brokering, partnering, networking

'What does Liverpool Vision do? We coordinate. We persuade. We organise. We take potential investors through the whole process.' Sir Joe Dwyer

'The key is our ability to create partnerships, to pull things together, to facilitate.' Jim Gill

'We only intervene where we are needed. We don't do what the local authority can do. We do what it can't do.'

Ian McCarthy



St. Paul's Square, 2007

URCs do not have formal powers and resources. They were not meant to do things directly but to influence and make things happen. Vision's role was to see the opportunity to court the developers, to help with the planners and to mobilise public money. They took proposals through the development process to the planning approval. After that it was the developer who would decide. The four key roles of Vision were: strategic leadership, programme coordination, project management where necessary and promoting the city centre. And it worked.

'When you reached an impasse you went to Vision and asked for advice.' David Anastasiou, Managing Director, Iliad

'Liverpool Vision helped us manage the process. They were approachable. They encouraged consultation. They made links between developers and the city. They opened doors. They set high standards.' George Downing, Chairman, Downing Developments

'We were going around in circles. Liverpool Vision was one of the few organisations we could get sense out of.' John Milligan, Developer, Metquarter

Right people, right time, right place

'Liverpool Vision had all the right people in the right place at the right time. Getting Sir Joe to chair was inspired.' Neil Scales, Chief Executive and Director General, Merseytravel, Liverpool Vision Board member

'Liverpool Vision brought three things to the table: a private sector board with real quality that stayed throughout; two chief executives who had the right skills for the right time; a chair who was a hard nosed business guy but who gave everybody their say.' Councillor Mike Storey

Regeneration agencies are as good as the people in them – and as good as the relationships they make with key partners. Liverpool Vision passed that test. It has a well regarded Chair who could reassure the private sector but not threaten people. It had a powerful Board with senior private sector players who remained committed and involved throughout. It had a Chief Executive who knew both the private and public sector worlds and could speak to both. It had a team brought from and with very good contacts to the major public partners – the local authority, NWDA and English Partnerships.

'Terry Leaby is one of the world's leading businesspeople. When he came on the Vision Board, the world changed.' David Wade-Smith

Staying focused on the centre

'A local authority is rightly accountable to its voters. There are always short term considerations. In this business you need to take hard choices and stick with them. You have to say no and challenge. Vision did.' Professor Michael Brown

Liverpool Vision stayed committed to its core business. It focussed on the city centre. It focussed upon physical development. By contrast local authorities do not have that luxury. They have to deal with a wide range of activities and services, across the whole of the city and for all its citizens. Vision helped mobilise support for the argument that the city centre was crucial to the city's economic prospects and persuaded the city council to support it. A local authority has limited time and perhaps limited capacity to deliver regeneration. And regenerating the centre is not as important to elected members as perhaps education, social services and housing which matter more to their communities and voters. Vision made and won the argument that the city centre mattered.

Keeping the public onside?

'We thought it might be pie in the sky. But we realised it was a serious organisation. We have made a difference.'

Frank Amos, Liverpool Vision Community Engagement Panel Member

'Vision came on the scene at exactly the right time. The city needed the consultation process to capture that enthusiasm.'

Joyce Swallow, Liverpool Vision Community Engagement Panel Member

Liverpool Vision initially made a significant effort to get the public involved and onside. It set up a Community Engagement Panel and had to restrict the very large numbers who applied to be members to 300. The Panel played an important role when the Strategic Regeneration Framework was being constructed. Later it worked on particular quarters and themes as Vision moved into delivery. Many of the Panel stayed with the project until 2008. And their experience of Liverpool Vision was a happy one. Many said how far Liverpool had come. Many agreed with the contribution that Vision had made. Many believed that the engagement process had made a difference. They felt they had actually altered specific projects in particular ways – most notably for example the precise location of the Arena and Convention Centre on the waterfront or opening up the Liverpool One retail development through Church Street. However, Vision was not wholly successful in keeping the public onside. In fact, maintaining public involvement in a city centre is a very different job from maintaining it in residential neighbourhoods. Initially Vision was involved in extensive consultation. However, subsequently the Chief Executive was anxious to get things going and to get projects coming out of the ground. Vision has recognised that the drive for delivery – while it was accompanied by consultation on individual projects – meant a dilution of engagement with the Panel. Vision's marketing activity aimed to promote the importance of the

city centre and the company has maintained a programme of engagement with schools. But the Chief Executive acknowledges that the opportunities created in the city centre are not always recognised as relevant in any of the less well off communities around the city centre. This will be a key issue for the city in the future.

'We have not really retained the commitment and ownership of that community.' Jim Gill

They were not perfect

'There are bound to be disappointments. But of 30 huge projects we delivered 27.' Councillor Mike Storey

'The Fourth Grace illustrated that loose partnerships are great when things are going well. They are less good when things go wrong.' Louise Ellman, MP

Liverpool Vision has achieved many things. But nothing is perfect. There is agreement that in three projects Vision and its partners did not deliver or make enough progress – the proposed Everton Football Club Stadium on the waterfront, the Fourth Grace and the improvement to the Lime Street Gateway. Why not? In the case of the Football Club all partners should have realised earlier that the money was not really available and the technical traffic problems were probably too great. In the case of the Fourth Grace the key question about the function of the building should have been discussed more before considerations of its form, the public consultation could have been handled differently as should have been the announcement of the scheme's demise. In the case of Lime Street, with hindsight partners agreed that Liverpool Vision might have pushed on more quickly with the CPO and run the development differently.

But several things have been said in mitigation. First it would be unrealistic to assume that every project in a plan of this scale would be delivered. Some development projects simply never happen. Second the CPO process is slow and cumbersome and would have slowed down Lime Street Gateway anyway. However, the project will still be delivered in 2009. And in the other two cases – the Stadium and the Fourth Grace – Vision rescued the ground so that on Kings Waterfront, the Arena and Convention Centre has been built and the Museum of Liverpool and mixed-use development is well under way on the Mann Island site, just a few years after the original projects were abandoned. Indeed many believe that those two facilities are better than the original proposals. So Vision snatched victory from the jaws of defeat.



Horton House, Exchange Flags, 2008



View of the waterfront from 20 Chapel Street, 2007



New Metropolitan Cathedral public realm and Liverpool Science Park, 2006



St. Peters Square, 2004



Construction work at Liverpool One, 2007

Would it have happened without Vision?

'The changes have been phenomenal. Liverpool Vision has been pivotal to that change.' Sara Wilde

The recovery of Liverpool was driven by a range of national and local factors. And Liverpool Vision was certainly not the only player. But it added value and helped to steer change in the right direction. Would the changes that have happened taken place without Liverpool Vision? Some would – but some would not. And many would not have happened at the same scale, speed or importantly quality.

'It helped us to prioritise, assembling resources where needed such as land, money, people and research.' Nick Rice

'They have been incredibly useful. But we almost take them for granted.' Steve Parry



Liverpool Echo Arena at Kings Waterfront, 2008



CHAPTER FIVE

What's next for Liverpool – and who must do what about it?

'We have done extremely well. But we have not closed the gap. We need far more private sector investment from outside the city.'
Sir Joe Dwyer

'Liverpool was so low down when we started this journey, it was quite easy to drive change. It will be harder to sustain that change.' Councillor Warren Bradley

Liverpool has come a long way in a short time. Liverpool city centre has come further. But the challenges ahead are big. The journey is just beginning. The rock is at best half way up the hill. The achievements have mainly been physical changes within the city centre. The wider economy of Liverpool beyond the city centre still presents big challenges. The context will be much less favourable in future. The national and international economy will not be as buoyant. There will be much less public money available from national government and the European Commission.

The City Council's response to those challenges is to promote a new economic development company with a city wide responsibility to physical and economic regeneration, to be created by bringing together the resources in Liverpool Vision, Liverpool Land Development Company and Business Liverpool. The Northwest Regional Development Agency and English Partnerships will be the Council's partners in the new company, which – as with Liverpool Vision – will recruit private sector board members. This Company will work across a much wider range of sectors, a bigger area and will face bigger challenges than the original Vision company. It will be responsible for driving business growth, delivering high quality infrastructure attracting more private sector investment and influencing employment growth and productivity. It will retain the name of Liverpool Vision since it is now a well established brand which reflects the aspirations for the future of Liverpool.

Economic challenge – beyond urban renaissance to competitiveness

'The professional classes are too thin. Education must be improved. The universities could do more. Its economic clusters are ill defined and not active enough. It should do much more with the maritime sector and with the creative and cultural sectors. Local leadership is not clear enough about what it wants. It should come out and say so.' Sir Terry Leahy

'The rock is moving up the hill. We have development without grant for the first time. But the underpinning economy is still fragile. The skills base needs improving. We need better connectivity. Retail is great but could be fragile. We need to promote bigger GVA in the region. If there is downturn it may be hard to buck the trend.' Colin Hilton

Liverpool Vision succeeded because it focussed upon a limited area and limited set of projects. But that will not be enough in future. Liverpool will need to focus less upon urban renaissance and more upon hard edged economic competitiveness. The focus must be much more upon skills, innovation and sunrise industries. Liverpool Vision helped create the investor confidence in the city centre which has produced massive investment in new retail, commercial office and residential development and has put in place the facilities which will drive the growth of Liverpool's visitor economy. The key task in future is to encourage demand for those premises and places. In particular it must attract some major investors from outside the city rather than relying upon existing firms. Liverpool needs even faster growth in GVA. It needs to have more high – as opposed to low – value added industries. It needs to exploit more the creative and digital industries. It needs to be more innovative and exploit its relationships with its universities more. It needs to improve its skill base. It needs to continue to shift the balance between the public and private in the economy. But despite those challenges, there is evidence that the private sector has confidence in Liverpool.

'Liverpool has lifted to another level. If the economy bottoms out we would still be at a higher base.' Nick Rice

'I would be a buyer, not a seller, of stock in Liverpool.'
John Milligan

Social challenge – spreading the benefits beyond the centre

'Unemployment is down. But employment is not good. Sickness, incapacity benefit and worklessness are still a big problem.'
Louise Ellman, MP

'We have not worked with the community college, housing associations and city council to create enough opportunities for deprived local communities.' Councillor Joe Anderson

It is critical that in future the benefits of development and growth go to the residents of Liverpool who so far have not shared as much as they might in the city's regeneration. Although the centre will remain important, in future the focus must move beyond that, especially – if not exclusively – to north Liverpool. This has the most disadvantaged communities in the city. It also has most of the largest physical and economic challenges and opportunities. The local authority faces major challenges in north Liverpool in terms of the basic infrastructure of housing and schools and employment opportunities. But public resources will be much lower in future. There will be important opportunities in the north docks, where Peel Holdings are developing long term plans for their proposed Liverpool Waters development. It is crucial that development benefits the whole of the city and also feeds into the communities just beyond its borders. The new company must work with the city council to market the area to the private sector and to get private sector investment in. It will also need to push the public agencies in the right direction if their policies are not good enough, as Liverpool Vision was able to do for the city centre.

Skills will be crucial

'A lot of people are doing good work. But there is no strategy.'
Professor Michael Brown

'Governance was poor in this field. Responsibility fell between the cracks.' Sir David Henshaw, former Chief Executive Liverpool City Council and Liverpool Vision Board Member

Improving skills is the long term key to spreading the benefits to excluded people and communities. There is still a challenge of low expectations, low aspirations and low experiences in some communities. Despite the good work being done too many people are still excluded. Responsibility for skills and training has rather fallen between the cracks. There is no single big picture about who is doing what. The new company should not be delivering the skills agenda. Others will have to deliver that – the local authority, the Local Skills Council. But the new company will have to define the skills agenda, to identify what is happening in economic development across the city, to tell the agencies what the needs of the private sector are and to push providers to do more if they are not doing enough to meet private sector demand. And that responsibility may need to be reflected in the company's staffing arrangements.

Physical and environmental challenge

'When you walk around the city centre there are still significant areas of dereliction. The city's officers need to work with developers who can and will do. Developers are on the front line, they carry the risk and are essential in driving forward the city. The next ten years will define our city's future.'

David Anastasiou

The city centre has improved dramatically. But there is much more to do physically. The next years will be difficult and much development that is currently planned may not happen. Some developers may pull out. The city needs to have a clear view on how it will address the scale of remaining physical dereliction. In particular it needs a clear plan for the next ten years of development in the northern docks area.

Where's next?

'Two things need to happen if Liverpool wants to be really successful. The community have got to decide that they want to win. Then they have to set out a strategy that will deliver that.'
Sir Terry Leahy

'Ten years ago we knew where we wanted the city to go next. We now need a conversation about the next ten years and a vision and business plan of substance for it.'

Councillor Mike Storey

Everyone is impressed with what has happened in the city centre. But the next step is a big one. Liverpool needs to decide what must be done in the next ten years to consolidate the achievements of the last ten – both in the economy and in the city centre. It needs to take stock of what it has and what is still missing for a major European city. The new company must shape that debate.

Sustaining the gains

'There is a danger we will see what has been achieved as adequate. That must not happen.' Mike Shields,
Chairman, Liverpool Land Development Company

It would be a mistake to assume the job in the city centre has been done. It has not. Liverpool still lags in important ways behind its competitors. In the commercial sector it needs to attract major external occupiers. In retail it has to demonstrate that it can successfully compete with existing sub-regional centres in Manchester, The Trafford Centre and Chester. It needs to fill all the apartments that are being built and probably add more homes and services for families. The city centre must not be neglected as other areas of the city become a focus for attention – or the investment made so far could be jeopardised.

Place making

'Liverpool has to make itself more competitive in its quality of life. It has a lot to go on.' Sir Terry Leahy

In future as places compete to attract and retain talent, place quality will be a much more important success factor. Liverpool still has to work hard on the overall package it offers – schools, housing and culture. It has made big strides in all those fields but the offer could still be diversified and improved. Future industries will be particularly dependent upon talent attraction and the feel and smell of a place will be more important. Liverpool Vision understood that point. It must remain a priority in the future.

Marketing – telling the Liverpool tale better

'We must invest time effort and resources in marketing Liverpool in London. It is still a place people resist investing in.' Mike Shields

Marketing is a tricky business. If you go too far beyond the truth people do not believe you. If you undersell your achievement, they don't realise how far you have come. Liverpool Vision was anxious not to make grandiose claims for achievement before there has been delivery on the ground. Given the history of raised and dashed expectations about Liverpool in the past that was a wise strategy. But there must be a change. For example, there has been major investment in creating a supply of Grade A office building in the city but still the feeling remains that potential occupiers in London do not really know about achievements that have been made and the offer that Liverpool now has. Liverpool must become much more professional, organised and expansive in marketing its product.

Working on a bigger scale for a bigger economy

'We must forget parochialism. We must work with local authorities for regional governance.' Councillor Joe Anderson

The city centre is crucial to the Liverpool economy. In turn Liverpool is crucial to the Merseyside sub-regional economy. The local business market is not punching its weight and relations between the different parts of the region and its local authorities must be improved and strengthened if the city is to do so in future. The city region can agree the easy issues. But it needs to develop an organisation which can do significant joint decision-making rather than agreeing lowest common denominator goals. In particular, the relationship between The Mersey Partnership which represents the five local authorities for marketing purposes and the new company which will be responsible for marketing Liverpool needs to be clarified. Some have asked whether we need two organisations paid for by the public sector to do such closely related work. More broadly the big projects that Liverpool Vision delivered in the city centre – the waterfront, the office district, the retail in Liverpool One were actually drivers of the wider Merseyside economy which will raise the performance of the whole area in future. The new company must generate a supply of and support for genuinely sub-regional projects which will lift the performance and pull together the city region more together in future. It has a big challenge and opportunity which it must grasp.

Not panicking when the going gets tough

'Liverpool is now on the shopping list of the institutional investor.' Nick Rice

Liverpool is expanding its retail and residential offer massively at a time when there is uncertainty about the national economy and the marketplace. The take-up of the new offer may be slower than in the recent past. But the redevelopment of the city is a long haul and it must be prepared to have troughs as well as peaks during the next five years. So it must not panic in the face of a short term downturn. And Liverpool should let the market determine the right supply of residential, retail or office space. It should not try to second guess the market and apply arbitrary constraints.

New company, new roles, new powers?

'We still need a special vehicle with a strong focus on place for the city centre and north Liverpool.' Steve Broomhead

'Liverpool Vision joined up the city centre. But outside the city centre things can get lost. The new company must be the organisation which pulls together the public efforts outside the city centre.' Steve Parry

Everyone is agreed that the regeneration stage in Liverpool is too crowded. There is a welcome for a single body. It is agreed that it will need a board that has 'vested interests' in the city. But it has reopened the question of whether such companies have enough powers and resources. Most Liverpool Vision board members felt it did have enough with the partners at the table. But the scale and range of the new company's brief have led others to ask whether it will have enough powers. Also creating new organisations from existing ones is a challenge. The new organisation must be more than the sum of its parts. It needs to find a new niche and a new culture. There is a risk that this challenge will be underestimated.

'Will the structures and powers be there? Will it have the staff with all the different skills? The key is the ability to draw a wide range of skills together.' Louise Ellman, MP

'It would be unhelpful if all three were simply stuck equally into a new sausage machine.' Sara Wilde

Managing expectations

'It should not try to be all things to all people. It should set three targets which it hits not nine which it misses.' Charles Hubbard, Partner, Edmund Kirby

The new company will not have the benign economic environment that Liverpool Vision had. And it will have less access to the traditional methods of addressing problems in Liverpool – spending public money. It will be undertaking a wider range of functions in a much bigger territory. And it

will be following a very successful organisation. The new company must set its sights high – but also be realistic and manage expectations of what it can achieve. In particular, one of the city's key challenges will be to raise the skills levels, qualifications and aspirations of many in the workforce. But the new company will have limited ability to affect the business and labour market in contrast to Liverpool Vision which focussed mainly upon property markets. In terms of business development the new company needs clarity about what it will focus upon. There are three obvious targets: sorting out the division of responsibility for inward investment with The Mersey Partnership; getting existing businesses to work more efficiently; attracting new businesses and entrepreneurs.

Autonomy and accountability

'Everybody signed up for the bigger picture. But we did not do enough to hold partners to account. The new company must do that.' Jim Gill

'The city council do genuinely believe they are letting go. But the wrong signal is being sent to the private sector right up front, that the local authority is wanting ultimate operational control.' Professor Michael Brown

There is a difficult balance to be struck with arms length agencies so that they have enough freedom of manoeuvre and autonomy to be effective but are sufficiently accountable to the public that there is not a significant democratic deficit. Liverpool Vision succeeded in part because of its arms length relationship with the local authority and the autonomy it had. It was a private sector company. It was accountable to its board members not to outside organisations. It is important that the new company has that degree of autonomy. Some concerns have been expressed about this. Liverpool City Council took the lead in proposing the merger of three organisations. Many think that this is the right move for the city. Nevertheless, senior figures believe it might have been better if the local authority had laid down the challenge to the three organisations and let them respond rather than leading so much from the front. Also the composition of the Board, which is much more public sector than Vision was and the nature of accountability mechanisms of the company to the local authority raised issues. These relationships will obviously be worked out as the new company develops. But the message from Liverpool Vision was that its independence brought benefits to the city as a whole. All partners must try to sustain that advantage in future.

'The city council should see its role as bending its shoulder in support with planning, housing and highway functions to deliver the plan.' Mike Shields



Liverpool University's School of Tropical Medicine, 2008



Construction of the Museum of Liverpool, 2007



Liverpool city centre waterfront, 2007

Sustaining capacity and delivery

'Liverpool is still not an easy place to do business. We talk about being a business friendly city – but there is still a lot more work to be done to deliver it. We must aim to be one of the world's favourite cities to live, work, visit and invest.' David Wade-Smith

'Liverpool needs to be more efficient at street cleaning, parking, getting people in and out of the centre – the simple stuff. And it needs to give 1 not 4 or 5 stories to developers.' John Milligan

Liverpool Vision was necessary because ten years ago the city council was not able to deliver the regeneration of the city centre. It did not have the skills, capacity or commitment. Since then the city council has improved its performance and is better managed, more business friendly and partnership oriented. Nevertheless it remains a work in progress. Despite much progress in recent years, some private sector partners question whether the city council yet has enough skills, focus, drive and organisation to sustain the gains that have been made. The local authority has become much more business friendly at the top – but it has not been driven far enough down the organisation. Also the scale of demand on the planning department places real pressure upon its staff to deliver efficient decisions on time. It is crucial that the improved reputation the city has achieved and the ease with which businesses can work in the city and with the

city council is not lost. The creation of a new, single economic development company will help maintain momentum. But Liverpool Vision will have a finite life so the company and the city council should ensure that mechanisms are developed to transfer skills and capacity from the company to the council.

'Planners need to know what they want and give developers clear and consistent direction as early on in the process as possible to avoid frustration. Otherwise developers will look elsewhere.' Nick Rice

'The planning process is a problem. We are still not good enough at explaining to developers and investors what we want.' Frank McKenna, Downtown Liverpool in Business

'The local authority needs to be more joined up. It needs to unblock the inertia. It needs fewer chiefs and more Indians.' Steve Parry

Endpoint – secrets of success and messages for the new company

'There is a lot of talk about what Liverpool is going to be, but we still have to be more mature about getting there – being more single-minded.' Rod Holmes

Liverpool and the city centre have come a very long way in a very short time. Liverpool Vision – with its partners – has contributed enormously to that. The city owes a debt of gratitude to Vision. There is much more to be done in Liverpool. But as a new company undertakes new challenges it can build upon the way Vision worked and the principles it espoused. It is worth reminding ourselves of the secrets of Vision's success. It focussed upon its task – physical regeneration of the city centre. The new company will have a bigger remit with more sectors and more areas. But it must recognise that it cannot do everything and must focus and deliver on a limited number of agreed critical priorities. Vision also succeeded because it had a big plan that the partners understood, bought into and supported. The new company must develop its own big idea for the future of Liverpool so that people can see what it stands for and what it will do.

Vision got the public onside, even if there were some limits to its achievements. The new company must develop ways of selling its vision to the wider public and bridging a potential democratic deficit. Vision gave clear leadership. The implications for the new company are clear. Vision got the private sector onside and helped make the local authority more business friendly. In the more difficult days that are

to come, the new company must continue to work hard on that. Vision also flourished because it had a degree of independence from its public sector funders. It is crucial that the new company receives that degree of independence from all its public sector funders.

Perhaps Vision's greatest achievement and secret of its success was to build trust between its partners. Liverpool Vision could not have done what it did without its partners – Liverpool City Council, English Partnerships, the Northwest Regional Development Agency. They provided the money, the support, the capacity. That partnership principle must be sustained even more in the more difficult days that will face Liverpool next. Liverpool Vision met many of its challenges. The challenges – but also the rewards – for the next stage are greater. But the achievements and confidence gained in the last ten years show all is possible. So as Vision demonstrated, Liverpool should make no little plans.

'There are virtually no limits to what a city can achieve in a global economy. Liverpool's future will certainly not be constrained by its past or present position.' Sir Terry Leahy



Liverpool Vision board members 1999 to 2008

Michael Appleton, Councillor Joe Anderson, Councillor Gideon Ben-Tovim, Peter Bounds, Councillor Warren Bradley, Steven Broomhead, Professor Michael Brown, Sir Joe Dwyer, Louise Ellman MP, Michael Grant, Sir David Henshaw, Colin Hilton, Matt Johnson, Sir Terry Leahy, James Ross, Neil Scales, Councillor Mike Storey, David Shelton, Mike Shields, Brenda Smith, Paul Spooner, Andrea Titterton, David Wade-Smith, Sara Wilde.

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Construction of the Museum of Liverpool