

## Acknowledgments

The Mersey Partnership would like to thank all partners who contributed to producing this update, in particular, partners who directed and reviewed the production: -

Halton MBC  
 Knowsley MBC  
 Liverpool City Council  
 Sefton MBC  
 Wirral MBC  
 St.Helens MBC  
 Business Liverpool  
 Mersey Dee Alliance  
 Cheshire & Warrington Economic Alliance  
 Government Office North West  
 Business Link Greater Merseyside  
 Chester City Council  
 Merseytravel  
 Job Centre Plus  
 Learning & Skills Council  
 Liverpool John Moores University  
 West Lancashire District Council  
 Mersey Maritime  
 Liverpool Vision  
 Liverpool Chamber of Commerce  
 Flintshire County Council  
 Liverpool University  
 St.Helens College  
 Liverpool Charity & Voluntary Services  
 Warrington Borough Council  
 New Heartlands  
 North West Regional Development Agency

Cover Photograph - Mark McNulty

Designed and produced by Finch, Liverpool.



## LIVERPOOL CITY REGION DEVELOPMENT PROGRAMME REPORT 2006



Ainsdale Beach

## Contents

Foreword	02
Purpose of Document - From a Liverpool City Region perspective	03
Executive Summary	04
The Liverpool City Region Vision	09
The City Region Authorities Possess Diverse Attributes	10
Market Dynamics - Challenges and Opportunities	11
Unique Selling Propositions	12
City Region Strengths and Weaknesses	13
Strategic Formulation	14
Strategic Fit	15
Strategic Priority - Creative and Competitive	16
Strategic Priority - Premier Destination	24
Strategic Priority - Well Connected City Region	30
Strategic Priority - Talented and Able	36
Strategic Priority - Sustainable Communities	40

## Foreword

Looking in at the substantial economic transformation occurring across the Liverpool City Region, it is now so much easier to subscribe to our long-term vision of regaining our status as a premier European City Region by 2025.

This Liverpool City Region Development Programme (LCRDP), the result of a flourishing relationship between The Mersey Partnership and its private, public and 3rd sector partners, sets out the path we intend to take towards this goal. In addition to defining our strategic direction it will cement our City Region as a key component of the Northern Way (the Government initiative to close the £30bn output gap between the North and the rest of England).

It updates the original LCRDP published in May 05 and informs on progress made in the last 12 months, setting out the next steps that need to be taken by TMP and its partners in developing:-

- A Creative and Competitive City Region
- A Premier Destination
- A Well Connected City Region
- A Talented and Able Population
- Sustainable Communities

In the coming months and years we will be seeing further developments against the programmes that underpin these priorities and will be producing periodic updates on progress made and the key interventions we will require from our partners.

A critical component in delivery will be the involvement of our private sector. It is to them that we will be looking to seize the initiative for driving the growth opportunities this strategy has defined and to their success for creating the environment that encourages further investment in our City Region.

There is now an air of renewed optimism emanating from across the City Region and The Mersey Partnership and its partners are committed through this strategy in delivering the vibrant and competitive economy the people of our City Region deserve.

Roy Morris,  
Chairman, The Mersey Partnership

Councillor Ronnie Round,  
Deputy Chairman, The Mersey Partnership  
Leader Knowsley Council



Liver Buildings by Night

## Purpose of Document - From a Liverpool City Region perspective

The 2006 update to the Liverpool City Region (LCR) Development Programme has been compiled by the Sub Regional Partnership (SRP), guided by The Mersey Partnership with support and collaboration from key partners who have worked together closely on updating the progress that has been made on the key themes.

It will form the key strategy statement, for submission to the Northern Way, on the future direction of the whole City Region and a platform from which partners in the City Region can:-

- Promote the City Region and its assets
- Provide focus for and help align the various strategies and funding streams

- Help to stimulate private sector involvement and investment
- Influence public investment planning and coordination
- Establish collaborations across the City Region
- Identify and develop pan-northern opportunities







Life Sciences Incubator

## Our vision is to regain our status as a premier European city by 2025.

### Creative and Competitive City Region

Accelerating the performance of the Liverpool City Region and increasing its competitiveness and productivity is a long-term objective.

#### Enterprise – productivity growth and raising enterprise levels

Economic analysis demonstrates that Liverpool City Region needs to develop the existing business base to drive up the productivity and competitiveness and raise the overall level of enterprise and business density. In response the Entrepreneurship Commission has delivered a report that makes a range of recommendations. The Mersey Partnership accepted management

## Executive Summary

To reach our vision we will pursue action and investment in the five strategic priorities below, each of which is driven forward by a set of programmes that The Mersey Partnership, in its capacity as sub-regional partnership, with its partners have defined and agreed as having the greatest value.

of the implementation work flowing from this report in October 2006. (£1.75m ERDF/£5m ESF - Total Programme c £19m) and progress is being made in implementing the findings of the report. In support Government and the North West Development Agency (NWDA) funding for Enterprise Development Programme is needed.

### Knowledge Economy and Innovation

Liverpool City Region has the opportunity to accelerate its productivity through development in Bio-technology/Life Sciences, Public Health, ICT and Creative Industries and Maritime and emerging opportunities in Accelerator Science, Engineering and Nano-technology. In the last year Daresbury has been designated as one of the two National Science and Innovation Campuses, and a crucial part of the Government's Science and Innovation Strategy, marking a significant stage in the development of the region's world-class science infrastructure.

In progressing the issues the City Region will:-

- Continue the development of the Daresbury Science and Innovation Centre, including expansion of the 4GLS project
- Implement the Liverpool Science Park Phase 1b, and development of the Edge Lane MTL site to include both digital and science based facilities
- Continue linkage across the City Region with major industries through sector



CSC, Knowsley

- organisations to promote knowledge transfer and spin offs
- Accelerate development of health science research capacity within the City Region

### Inward Investment

The Mersey Partnership has developed a single agency approach, for radically improving the City Region's inward investment capability. It will focus on supply chain gaps in priority sectors, leading edge technologies and companies, existing national and international investors, and market opportunities where the City Region can offer a sustainable competitive advantage.

Discussions with the NWDA, through the Strategic Investment Programme, will need to be concluded to continue development of the inward investment vehicle, specifically around:-

- Investment image campaign
- Further co-ordination of existing investment activity across the City Region
- A digital portal for all investment related information
- Further development of the corporate sales programme
- International network programme development
- An increased level of account management with existing, leading foreign owned businesses

### Sector Cluster Development

The Sector and Cluster Development Programme has already delivered £130m

of additional net value added to the City Regions economy. The Mersey Partnership is working closely with Sector Boards, Directors and Funding Stakeholders to bring forward a final phase of the Programme for 2007 and 2008.

However, the final phase of the Merseyside Sector Development Programme is dependent on continued support from Government Office for the North West (GoNW) and NWDA. The total programme value for an 18 month period is estimated at £5m including private sector contributions.

### Physical Business Infrastructure

The lack of a ready stock of the highest-class commercial sites has been a major inhibitor for parts of the City Region for decades and is required to meet the demanding needs of modern businesses.

However, there has been major recent progress in the revitalisation of Liverpool City Centre and the waterfront, as part of the Liverpool Vision Business Plan. These include the £900m private sector Liverpool One project and the £97m Arena and Convention Centre Liverpool. Progress has also been made on aspirational plans for both sides of the Mersey, including ambitious £4.5bn, 30 year, private sector plans for Wirral Docklands and Northshore (North

Liverpool/South Sefton), creating thousands of new jobs and world-class business facilities to maximise the key waterfront locations for commercial, residential and leisure/retail developments.

### Health is Wealth

The Health is Wealth agenda seeks to explore the link between productivity and health and take specific actions to address the current health inequalities that exist across the region. It will look for ways to improve health and well-being within communities and the workforce, and reduce levels of incapacity registrations. It will look for ways to better target and exploit the remarkable health science research and development assets of the city as well as the economic power of what is possibly the largest employing sector in the city.

Merseyside partners are pledging their political and financial support to a "Health is Wealth Commission", which will be underway early in 2007. The commission will look to generate practical, implementable ideas which will result in greater aspiration and commitment from individuals and organisations, to measures which will improve economic and social prosperity.

A formal submission of funding proposals for a Bio-medical research centre and vaccine development centre was made in Autumn 2006.





Southport Pier

## Environment Economy

The strategic agenda of the Environment Economy is to develop relationships between the often-competing aims of minimising climate change and preserving the natural environment, social responsibility and strong economic growth. Particular focus will be on Waste Management, Environmental Technologies, Green Infrastructure and Responsible Business and Sustainable Procurement.

## Digital Development

Digital connectivity is crucial to stimulating investment and business competitiveness in the global market place. Development of the Greater Merseyside Digital Development Agency continues including a co-ordinated forward plan for digital challenge.

Key projects underway relating to digital infrastructure include:-

- Liverpool University's Advanced Internet Methods and Emergent Systems Centre (AIMES)
- Digital Academy
- Community based digital initiatives

## Premier Destination

### European Capital of Culture

Liverpool's status as European Capital of Culture is a one off opportunity for the City Region to showcase itself to the world. With continued support from Government and

the Northern Way, successful delivery of the £93m 12 month programme of cultural events is expected to generate 11m visitors spending £1/2bn and leave a lasting legacy for the region.



Liverpool John Lennon Airport

## Tourism, Culture and Sports Offer

The Destination Management Plan (DMP) is on course to deliver visitor spend doubling to £2bn, a growth in new tourism jobs from 20k to 30k and a £75m package of Southport Classic Resort projects all by 2015. Progress in delivering the DMP is being accelerated by

an estimated £1.2bn of private sector investment over the next 7 to 10 years and further boosted by new high-profile routes into North America and into Liverpool John Lennon Airport (LJLA).

## Mersey Waterfront Regional Park

The programmes supporting the Mersey Waterfront Regional Park, which attract both public and private investment aim to transform, energise and connect the waterfront and all its assets. The Commencement Programme, which includes the new cruise liner facility, runs to 2007, and is succeeded by the £78m Succession Programme.

## Well Connected City Region

### Ports of Liverpool

The Ports of Liverpool is a major strategic asset for both the north and the UK as a whole, carrying more than 5m tonnes of cargo each year. Sector network Mersey Maritime has coordinated the production of the Ports Growth Strategy setting out the vision for the ports over the next 20 years, key features of which are enhancing the maritime skill base, an £80m investment in increased container capacity and putting in place new supporting road and rail infrastructure. The aim is to develop the Ports of Liverpool into the international sea gateway to the North of England.



Mersey Gateway

## Liverpool John Lennon Airport

Liverpool John Lennon Airport, the fastest growing regional airport in the UK, has issued its response to the Govt. White Paper "The Future of Air Transport" in the form of a 24 year Masterplan, outlining customer growth and infrastructure expansion plans. Exciting new routes announced to New York and Toronto (starting in Spring 07) and improved rail access with the opening of Liverpool South Parkway underline the progress that has been made in the last 18 months. The vision is to reach over 12m customers by 2030 and a million tonnes of freight by 2015, employing nearly 10,000 people. However, future success is dependent on developing key routes to major London airports and the implementation of new and improved road and rail infrastructure. With the successful ports and the airport under common ownership there is a unique opportunity to integrate freight and passenger handling into a global gateway to create a "Super Port."

## Mersey Gateway

A key economic driver for the borough of Halton and the region in general is the creation of a second crossing of the Mersey at Runcorn/Widnes, an area that suffers

chronic daily congestion. The proposals, which are estimated to create 3,600 jobs and add 100k sq m of new commercial floor space has now secured entry onto the Department of Transport's major schemes programme for a delivery date of 2014, dependent on £86m of Govt. grants and £123m private and finance initiatives credits.

## Connectivity

Progress has been made against the general transport connectivity priorities outlined in the CRDP of May 05. Improvements to the West Coast Mainline are aiding the economy by providing enhanced connectivity to London but much more work is needed, with the support of Government, to enhance key linkages across the City Region such as the electrification of Bidston to Wrexham and various infrastructure improvements in moving freight to and from the ports.

## Talented and Able City Region

### Skills for Productivity and Full Employment

Key challenges exist for the City Region, in achieving its aim of driving up skill levels and working towards full employment. Urgent strategic responses

are needed to counter high levels of graduate attrition to London and the South East, a declining working age population and raising standards for areas blighted by deprivation and worklessness.

The Overall City Region goal is to achieve the national full employment rate of 75-80% with a threshold rate of 60% in every community by 2015. Supporting skills development and identifying opportunities for new approaches that will accelerate the rate of skills acquisition will take the City Region towards achieving this goal. It needs to be combined with building a more skilled and flexible workforce through work-based up-skilling and training.

To achieve these goals the Liverpool City Region Employment Strategy (2006) has been created centred around three key priorities:

- Increasing the supply of suitably skilled labour to meet demand from growth and for replacement labour across the whole travel to work area
- Building skilled, working communities, eliminating child poverty and increasing opportunity and social mobility
- Making a real difference to businesses and communities around the opportunities of European Capital of Culture 2008 and related economic growth

A consortium has been set up consisting of Strategic Partners, Fund Holding Partners





Dobson St. Construction

and Employer Representatives and its focus will be on a number of key priorities:

- Engaging and supporting employers
- Providing support services to workless people in targeted wards
- After-care and workforce development
- Tackling barriers at the strategic level
- Monitoring, evaluation and sharing best practice
- Linking employment initiatives with LEGI and enterprise growth

## Sustainable Communities

### Liverpool City Region Housing Strategy

The City Region Housing Strategy is a collaborative project between all thirteen local authorities, NewHeartlands – Merseyside Housing Market Renewal Pathfinder and a range of public and private sector stakeholders with the objective of ensuring sufficient quality, and a choice of aspirational and affordable housing options that will support the economic growth agenda of the CRDP.

Phase 1 research was completed in May 2006 and included:

- Review of existing research and a synthesis of the key findings
- Identification of the gaps and further research required
- Analysis of spatial patterns for migration and employment

Phase 2 is the strategy development work itself and will:

- Make linkages with other associated agendas - health, green space, highways, and community cohesion
- Factor in likely economic and potential patterns of demand based on a range of affordability, choice and preference considerations

### Neighbourhood Renewal and Liveability Co-ordination

Employment, Enterprise, Transport, Image and Culture all have their part to play in tackling deprivation which is one of the key strategic objectives of the City Region Development Programme.

Actions include:

- Improved quality of the public realm
- Better co-ordinated and higher quality local service provision
- Better neighbourhood management including policing
- Strengthening and more sustainable community groups
- Youth engagement and addressing anti-social behaviour to support the respect agenda

The Sustainable Communities Co-ordination Group was established in 2005 following the production of the Liverpool CRDP in May and identified the need for more focused attention on neighbourhood

renewal and liveability co-ordination on a City Regional basis.

Securing major changes in areas of severe deprivation is a key challenge, which cannot be achieved in a short timescale. Programmes such as NewHeartlands (intended to last 10-15 years) must be sustained through continued support by central government, to enable real change on the ground and improvements in residential quality in the inner core of the City Region.



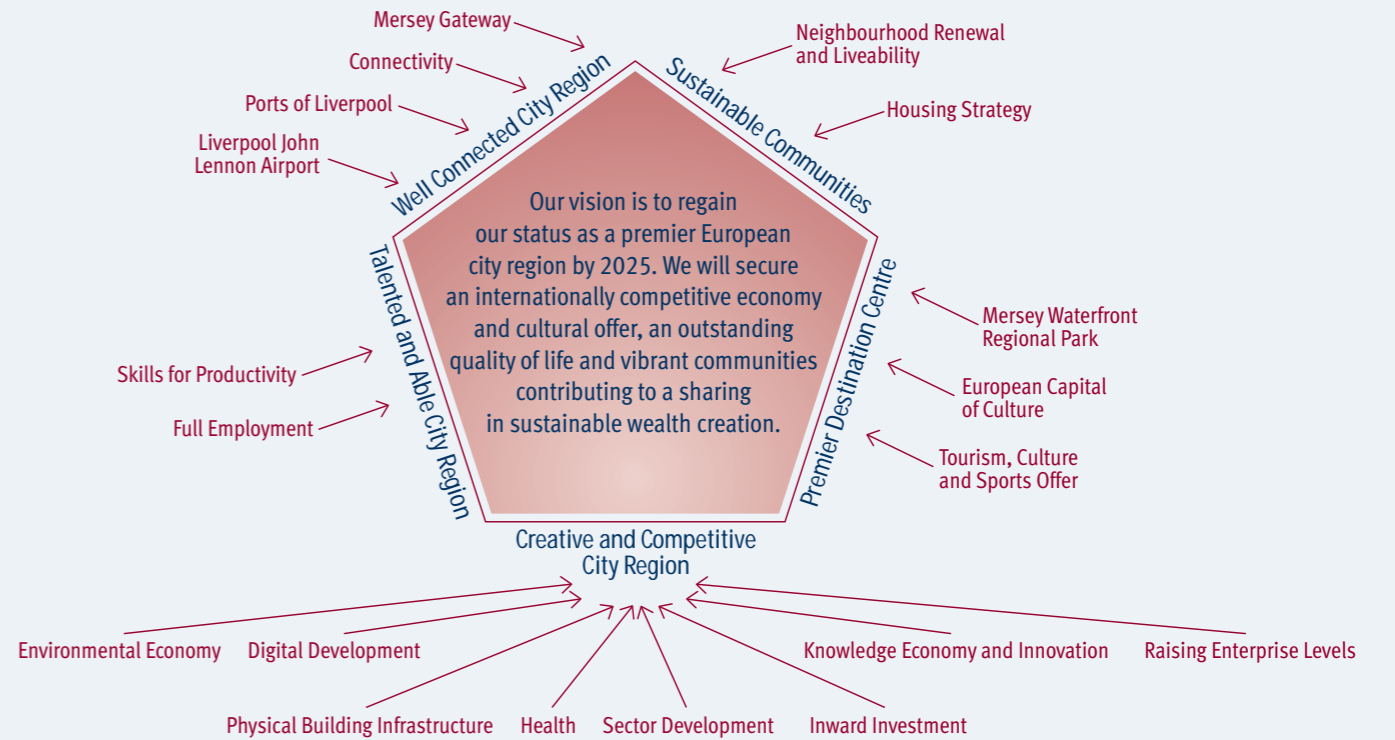
NewHeartlands Regeneration



Williamson Square

## The Liverpool City Region Vision

To reach our vision we will pursue action and investment in the five strategic priorities illustrated below, each of which is driven forward by a set of programmes that The Mersey Partnership, in its capacity as sub-regional partnership, with its partners, have defined and agreed as having the greatest value.



The following pages illustrate the rationale for selecting these programmes and how they address exploiting the key opportunities for the Liverpool City Region and work towards managing the threats that inevitably arise.

# The City Region Authorities Possess Diverse Attributes

The City Region comprises the Core City of Liverpool and local authority districts of St.Helens, Wirral, Knowsley, Sefton, and Halton plus the adjacent areas of Warrington, Chester, Ellesmere Port and Neston (West Cheshire), and North Wales (across to Denbighshire and down to Wrexham) and West Lancashire (beyond Skelmersdale and north to Burscough). The Liverpool City Region has a population of 2 million people. There are also strong economic inter-relationships with the Manchester City Region. Its markets interact over a much wider catchment area; 6.75 million people live within 60 minutes drive time from Liverpool City Centre.

## Liverpool

Historically a centre for international trade and manufacturing, the core city is now the key driver for the economy of the City Region. Liverpool is the commercial, retail and transport hub, retaining its role as a key maritime city, offering an outstanding range of cultural and tourism assets, having a strong cultural identity and a growing sense of vibrancy and optimism.

## West Lancashire

Primarily Skelmersdale provides a key access point into the Liverpool City Region via the M58 corridor, and is important both as a provider of business locations and as contributing to the wider labour market and housing offer. Ormskirk provides a market town level service centre for the LCR with rural parts of West Lancashire providing a key cluster of agricultural, horticultural and environmental assets.

## Sefton

As well as being a strong part of the City Region's residential offer, Sefton contains key assets in its unique coastal landscape, habitat and the classic resort of Southport. It is also the location of the Seaforth container base - the primary port of the Mersey.

## Knowsley and St.Helens

Provide the City Region with key infrastructure in terms of the labour market, investment locations and business base of the City Region. In recent years the business base is growing, with strong private sector backing, strong investment performance and efforts to drive up both innovation and entrepreneurship.

## Halton

Halton's economy is diversifying and Halton is developing a strong foundation in biosciences and new technologies. These sectors readily complement Halton's continuing importance to the national chemical industry.

## Chester

At the heart of one of the most productive areas of the North of England, it has an established and balanced knowledge economy, a strong financial services sector and an outstanding retail, tourism and heritage offer. The surrounding areas of north Cheshire provide key housing locations and quality of life that feeds the development of the knowledge economy across LCR and Manchester.

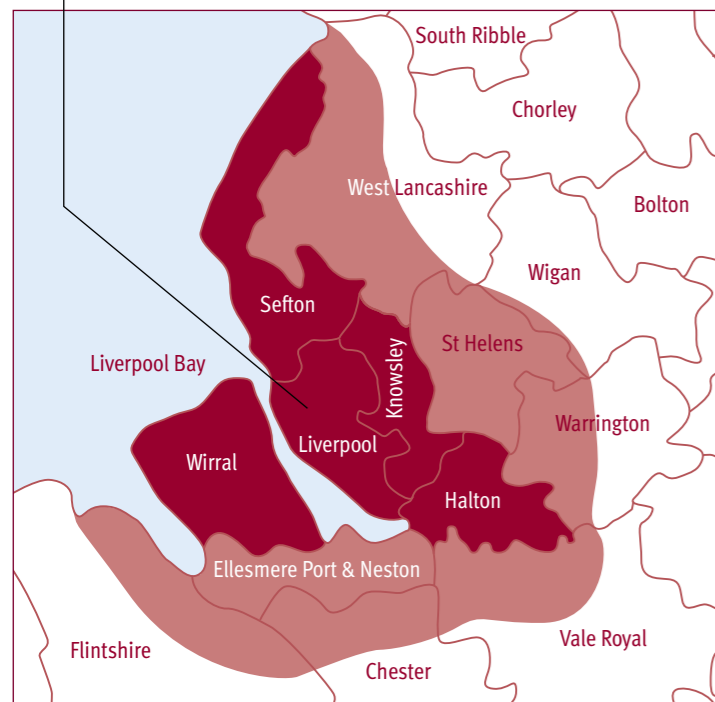
## Wirral

Alongside Liverpool as the maritime centre of the North West, Wirral's waterfront location is driving investment, growth and an outstanding quality of life. Wirral also has strong labour market links with economic strengths in the south of the City Region.

## Warrington

Grown significantly since its establishment as a new town, it is located midway between Liverpool and Manchester, and positioned well in terms of North/South transport links, it has evolved as a competitive location for the service sector and advanced manufacturing activities.

## Urban Core of the City Region



## North Wales

Flintshire and Wrexham have achieved significant economic success over the past two decades. This has been due to the growth of key large employers, notably Airbus at Broughton, development of a European-scale business park at Deeside and investment by international businesses at Wrexham Industrial Estate. A key factor has been the ability of individuals, businesses and communities in NE Wales and NW Cheshire to take part in and exploit the huge choice of employment opportunities both within NE Wales, Cheshire, Merseyside and the NW of England.

## Ellesmere Port and Neston

Have key sector and industrial strengths which add diversity to the City Region economic development portfolio, including automotive and advanced chemicals as well as linkages with North Wales.

# Market Dynamics - Challenges and Opportunities

Development and growth within the Liverpool City Region is influenced by a number of major factors affecting the economic landscape in the City Region, North West and UK.

## Productivity

- GVA and GVA per capita growth has been stronger in LCR than in the North West and the UK as a whole.
- Cheshire GVA per capita 13% greater than for the UK.
- Cheshire, Warrington and Halton GVA out performing the rest of the North West, but other areas significantly lower - Wirral, East Merseyside.
- Public sector spending levels and a drive to increase productivity in public services (e.g. public sector = 34% of LCR workforce (203k) and 26% of economic output; 20 Govt departments with 17k civil servants).

## Population and Labour Market Migration

- Working age population in steady growth between 1993 and 2003 reversing period of decline (particularly strong reversal in Knowsley, Warrington, Wirral and Sefton).
- Continued decline in 25-34 age cohort is affecting the development of a high skilled young professional market and graduate retention.
- Liverpool is the primary recipient of labour movement within the city region over 75,000 migrating into Liverpool mainly from - Wirral, Sefton, St.Helens.
- Significant labour market linkage between LCR and other surrounding City regions.
- Higher-level occupations tending to move outside of the city region for work, with the link to Manchester City region being particularly strong.
- Distinctive areas of low quality housing stock and high levels of deprivation.
- Relatively stable population of around 2.3 million people.
- Economic boundaries (as defined by travel to retail and travel to work) are not consistent with political and administrative boundaries (e.g. Liverpool primary inflows - Wirral, Sefton and Knowsley).
- Ageing population lowering relative percentage of working age population and consequently the demand on public services, investment and companies.
- Labour mobility, including in-migration of labour from overseas and internal movement of people to jobs.
- Business connectivity including digital infrastructure, logistics, business orientated air-links, and links to adequate skills supply (e.g. 70% of CEO's now use low cost airlines for business purposes).
- Chester's vibrant economy is a significant importer of labour from across the City Region and the North.

## Skills

- Workless individuals have a much higher prevalence of low/no skills and lower average low/no skilled prevalence rates significantly. This demonstrates a picture of particular pockets of deprivation linked to unemployment.
- Proportion of LCR residents qualified to level 4+ lower than across the North West and the UK whereas 80% of new jobs are at Level 4+.
- Increased importance of enterprise, skills, innovation, investment, technology and competition in driving business productivity.

## Employment

- LCR has 989,000 jobs (equivalent to 34% of region).
- Employment is highest in the public sector (31%), followed by distribution, hotels and restaurants and manufacturing.
- Highest worklessness rates in the core urban areas - Liverpool has 90,000 workless adults [city employment rate 63% (UK 75%)].

## Business and Sector Development

- Nearly 50,000 VAT registered businesses exist across the City Region, but there is significant variation in business density across the City Region.
- Global political instability (particularly relating to commodity prices).
- LCR, although a patchwork of sub-economies, is driven by 4 core spheres of economic activity - International commerce, manufacturing, financial services and transport.



# Unique Selling Propositions

Liverpool City Region is fortunate to possess a number of significant attributes that cannot be replicated to the same extent in other parts of the UK. These should be considered as major GVA contributors to the Northern Way and can be leveraged in closing the £30bn gap.

**UNESCO World Heritage Waterfront**  
 Recognised throughout the world, Liverpool's waterfront was awarded World Heritage Status by UNESCO in 2004. By 2008 its attractions will be expanded by the £150m Arena and Convention Centre Liverpool multi-use 10,000 seat arena, exhibition space and 1,000-delegate capacity conference centre in addition to the new Museum of Liverpool Life, extended Leeds/Liverpool canal and new cruise liner terminal facility.

**Liverpool European Capital of Culture 2008**  
 Liverpool's European Capital of Culture programme will produce direct economic impacts across the City Region, particularly in the tourism and leisure sectors. More significantly, the title has the potential to leave a strong legacy that could include a dramatically improved image for the city region and a strong brand as an international destination, increased local confidence and aspirations, and the year will also provide a spur to continuing regeneration and investment.

**Mersey Waterfront**  
 In addition to the multi-varied environment of the Liverpool City Region coastline, which is of outstanding natural value (including the stunning coastal dunes in Sefton), the dramatic Mersey frontage on both sides of the river is becoming a major accelerator for regeneration as private sector developers announce sizeable and long term plans for new offices and amenities.

**Critical Mass Sporting and Entertainment**  
 Liverpool City Region has a unique position in the cultural, entertainment and sporting terrain of the Northern Way. Its combination of outstanding sporting occasions from the most popular horse race in the world to the regular staging of the Open golf tournament, and being home to two of the most famous names in world football, St.Helens, the 2007 World Rugby League Champions as well as three top class racecourses in Chester, Haydock and Aintree, its activities attract thousands of visitors to the north each year generating many millions in income for the Northern Way economy. In entertainment its position as the premier city outside London for music and musical history extends the reach of the Liverpool brand into non-European markets such as the US and Japan.

**Chester Heritage City**  
 With the largest Roman Amphitheatre and the fourth most visited cathedral in Britain, Chester is one of six 'heritage cities' in the UK, drawing in some 8 million visitor trips each year, generating £300m visitor spend.

**Strong Knowledge Economy**  
 Three Universities, the groundbreaking Daresbury Science and Innovation Campus (one of only two big science initiatives in the country), Liverpool Science Park, Digital Academy, Liverpool School of Tropical Medicine, and other private sector R&D facilities in Cheshire and Speke, South Liverpool.

**Super Port Concept**  
 With Port and Airport under single ownership the concept of a connected Super Port exists to maximise synergies from port, airport and rail and road infrastructure to create a global freight and passenger handling gateway and national distribution and logistics centre.

# City Region Strengths and Weaknesses

**City Region Strengths**  
 In addition to Liverpool City Region's unique selling proposition, LCR has a distinctive asset base rooted in a rich and diverse history.

**City Region Weaknesses**  
 The City Region economy also displays a number of weaknesses. Addressing these is as important as exploiting strengths as the Liverpool City Region accelerates its growth and confidence.

**Port Growth**  
 Role as the gateway for:  
 • Goods - primarily a container market with existing transatlantic routes and a route for Irish trade, as well as a Western European reception centre.  
 • People - existing Irish and Isle of Man links and an emerging facility as an international Cruise Liner destination for trade and people.

**Productivity**  
 A clear productivity gap exists between LCR, the North West and the UK (£2.8bn with the NW and approximately £6.6bn with the UK).

**A Fast Growing Airport**  
 Links to over 30 destinations across Europe, and a particular strength in the budget airline market.

**Skill Levels**  
 The overall skill profile of the City Region shows a deficit of higher-level skills (Level 4+) and a surplus of individuals with no skills, particularly among the working-age population.

**Significant Cluster Strengths**  
 Developing support infrastructure, strong business base and supply chain integration, in particular:  
 • The largest concentration of bio manufacturing in Europe.  
 • Strengths in automotives, aerospace, advanced engineering and maritime, based on historical links and supported by some leading companies.  
 • A vibrant digital content and creative industries sector.  
 • Strong agricultural and horticultural clusters in West Lancashire.  
 Core infrastructure for further sector developments in tourism, professional services, construction, and food and drink.

**Worklessness**  
 Significant levels of worklessness across the City Region with over 300,000 people who are economically inactive, many with their talents trapped in concentrations of worklessness.

**Premier Business Locations**  
 A range of sites and premises suitable for a wide spectrum of businesses.

**Self Employment Rates / Enterprise**  
 Self-employment rates in parts of the city-region are lower than elsewhere. The City Region has 22 VAT registered businesses per 1,000 people compared to average density in UK of 48 and North West of 32.

**City Region Tourist Assets**  
 Rich array of assets include Southport Classic Resort, Chester Zoo, a range of outstanding museums and art galleries outside of London, and high quality retail offers in Liverpool, Chester and Southport.

**Housing Quality**  
 Housing quality, choice and range remains an issue for parts of the City Region - low quality stock is an important constraint on the regeneration and renewal of distressed areas, restricts mobility and restrains the efficient function of the labour market.

**Liverpool City Centre**  
 The economic core of the City Region, the city centre is rapidly becoming an increasingly attractive proposition. An on-going £2bn development in retail (Liverpool One), residential and hotel properties coupled with the centre's existing historical and architectural heritage is at last providing Liverpool with the critical mass of properties and attractions to challenge other major conurbations across the UK in procuring tourists and investors alike.

**Deprivation**  
 Parts of LCR are suffering severe deprivation (4 of the UK's most deprived super output areas are found in either Liverpool or Knowsley).

**Collaborations**  
 The Mersey Partnership brings together public and private sector in a combined regeneration effort.  
 Mersey-Dee Alliance exploring economic links between South Wirral / Ellesmere Port / North Wales area.

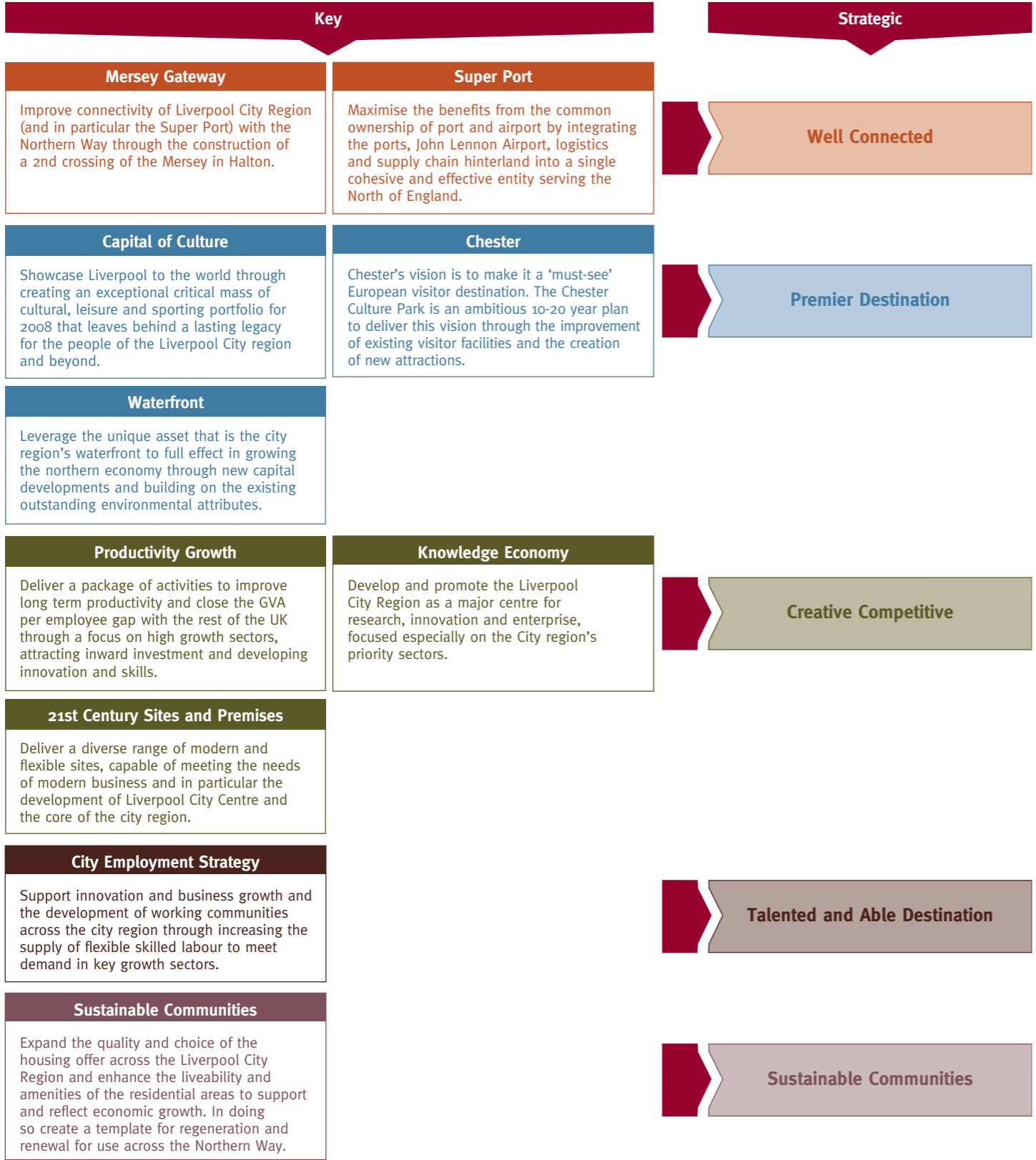
**Connectivity**  
 Despite LCR being a strategic gateway for trade and people in and out of the North of England connectivity between LCR and other parts of the UK remain poor with no flights from Liverpool John Lennon Airport to Heathrow or Gatwick and restricted rail services from Liverpool to other parts of the North. Road access within the city region, in particular around Halton and the southern part of the city restricted due to over capacity on key strategic routes.

**Health**  
 LCR has areas of higher than national average poor health, with 28% of Liverpool's local neighbourhoods ranked in the worst 1% nationally for health deprivation.

**Image**  
 Public image in the UK (not overseas) of LCR and Liverpool as a city still negatively affected by legacy issues and continued media perception.

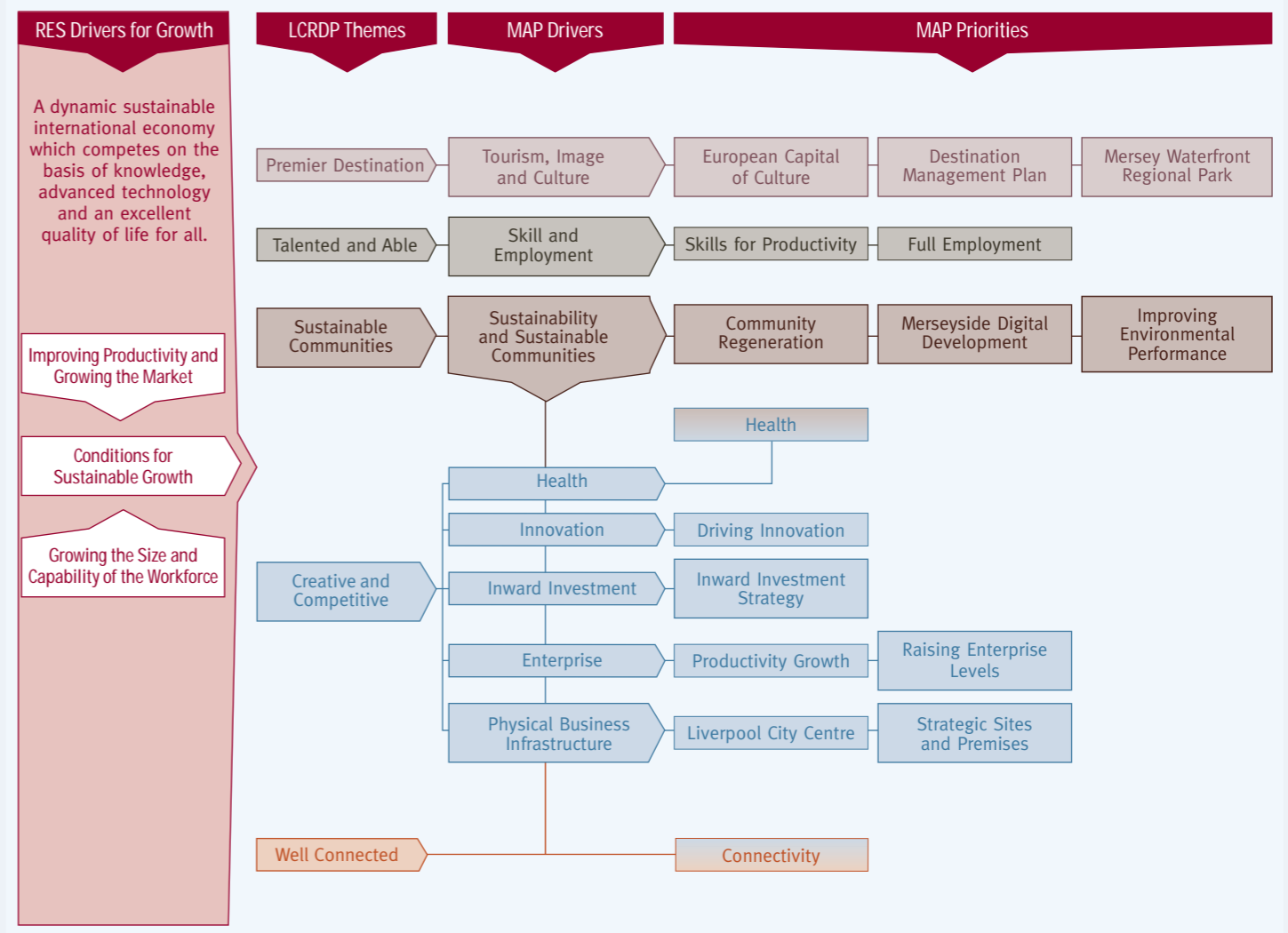
# Strategic Formulation

The key issues that have the potential to provide the greatest impact on accelerating the economic growth for the LCR, and strengthen the linkages with the Northern Way and the rest of the UK and beyond, are derived from the known strengths and weaknesses as highlighted in the previous sections. **The key issues can be clustered into five generic strategic priorities:-**



# Strategic Fit

There is a direct link between the Liverpool City Region Development Programme (LCRDP) key themes and strategic priorities and the Merseyside Action Plan (MAP) priorities as both follow from the North West Development Agency's Regional Economic Strategy 2006 (RES). In addition to the CRDP having a close relationship with the MAP (which only covers the six Merseyside boroughs) it is influenced and supported at City Region level by "Investing in Success 2006 to 2010" from the Cheshire and Warrington Economic Alliance.



The following sections focus on each of the Strategic Priorities and the key drivers, outlining the progress that has been made since the last iteration of the CRDP in May 05 and what will need to be done to take each key issue forward.





Land Rover

## Strategic Priority - Creative and Competitive

“The Liverpool City Region is developing its existing internationally significant knowledge economy to create a world class science, innovation and R&D base, a 21st century business environment; and productivity levels on a par with the UK”

### Context

Liverpool City Region has performed well over the last five years, with growth levels of GVA and employment across the City Region being higher than both the North West and UK averages. Challenges still remain; productivity per employee is still low across the City Region as a whole, and certain parts still suffer from low employment and low business density.

**World class science, innovation and R&D base, a 21st century business environment; and productivity levels on a par with the UK**

The City Region also needs to accelerate the rate at which we attract and retain private sector investment.

Accelerating the performance of the Liverpool City Region and increasing its competitiveness and productivity is a long-term objective; change will not happen overnight. Change will also be a product of development across a wide range of

activities, from revenue based enterprise activities to improving the physical business infrastructure and environment. Each of these are currently at differing stages of development and are brought together in the following framework:

- Enterprise – productivity growth and raising enterprise levels
- Knowledge Economy and Innovation
- Inward Investment
- Sector Cluster Development
- Physical Business Infrastructure
- Health is Wealth
- Environment Economy
- Digital Development



Trainee vets at Leahurst

Accelerating productivity is not achieved in isolation of other priorities. There is strong linkage with Talented and Able – particularly the skills for productivity agenda, and well connected, both of which provide some of the underpinning conditions for productivity growth.



Seaforth Docks

### Enterprise – productivity growth and raising enterprise levels

Economic analysis demonstrates that Liverpool City Region needs to tackle two distinct issues relating to enterprise:

- Developing the existing business base to drive up the productivity and competitiveness
- Raising the overall level of enterprise and business density

### Progress since Liverpool City Region Development Programme (May 05)

Merseyside Entrepreneurship Commission has delivered its report on low entrepreneurship in the core urban area of the City Region. The report made a series of wide recommendations, which are now being delivered via an Enterprise Development programme with £1.75m of ERDF until the end of 2008.

The report made a range of recommendations but no clear prioritisation or action plan. The Mersey Partnership accepted management of the implementation work flowing from this report in October 2006 (£1.75m ERDF/£5m ESF - Total Programme c £19m).

Regionally, discussions are underway to streamline and consolidate business services, through a new Business Link structure, regionally focused and designed to simplify business advice and support. Local Enterprise Growth Initiatives (LEGI)

have been commenced in St.Helens, with full funding secured. City Region partners have also been developing projects for the second round of LEGI due to commence in 2007.

Merseyside is participating, along with Lancaster and Leeds as part of the Northern Leadership Academy.

Work has begun to recognise, encourage and marshal third sector approaches to enterprise development, including social enterprise, and raising the level and quality of local procurement.

### Progressing the key issues

Further work will be conducted, in coordination with NWDA, to ensure that business support services address specific City Region issues, as part of sub-regional action plan implementation.

This will include:

- Ensuring business link support services within the City Region are focused to support high growth potential businesses, hard to reach groups, and are integrated with sector/cluster development programmes
- Follow on work from Merseyside Entrepreneurship Commission (MEC) is required urgently including;
  - Development of clear priorities arising from MEC report 2005
  - Implementation/delivery of projects to utilise Objective 1 resources to onerous timescales
  - Implementation of LEGI projects pending outcome of funding applications (e.g. North Liverpool

and South Sefton - £29m new investments targeting 1,500 new jobs and 500 new businesses over 20 years)

### Interventions Required

- Support for Local Enterprise Growth initiative (LEGI) bids currently submitted by Local Authorities from across the City Region, to facilitate new enterprise, new jobs and social enterprise creation
- Government and NWDA funding for Enterprise Development Programme to take forward specific recommendations to improve enterprise levels in Merseyside

### Knowledge Economy and Innovation

Building on some of LCR's key strengths and assets, especially in its Higher Education Institutions, Liverpool City Region has the opportunity to accelerate its productivity through development in key sectors. Specifically the City Region will accelerate efforts in

- Bio-technology/life sciences
- Health and public health
- ICT and creative industries
- Maritime

In addition to these the City Region has emerging opportunities in accelerator science, engineering and nano-technology. The City Region will also continue to exploit it's assets within key HEIs, recognising the contribution that they make as an employer in high value wealth creating job creation.





Daresbury Innovation Centre

### Progress since Liverpool City Region Development Programme (May 05)

Daresbury has been designated as one of the two National Science and Innovation Campuses and a crucial element in the Government's Science and Innovation Strategy. The Daresbury Science and Innovation Campus includes:

- Daresbury Innovation Centre – currently accommodating 30 high tech companies with potential for high growth
- The Cockcroft Institute for Accelerator Science - opened officially on 19th September. It is a unique collaboration between the universities of Liverpool, Manchester and Lancaster, the NWDA and Halton Borough Council
- CCLRC Daresbury Laboratory, delivering cutting edge science and technology
- Daresbury Business Park – new location for corporate business community

Overall this marks a significant stage in the development of the region's world-class science infrastructure.

Further developments in the Liverpool Science Park are planned with the development of phase 1b, including proposals for the further development of the Edge Lane site. Liverpool Science Park currently has 19 companies and is 49% occupied and it is expected that it will be fully occupied by the end of 2007.

Continued involvement with the N8 Northern Universities initiative on collaborative research centres.

A £50m expansion of the Liverpool School of Tropical Medicine has been made possible by a grant from the Gates Foundation and support from NWDA and Objective 1 funding.

National Bio-manufacturing Centre – a £30m national facility to support the development of the life science sector.



Liverpool School of Tropical Medicine

Liverpool Research Alliance is being established, a strategic alliance between University of Liverpool and key partners, including the private sector, following a successful model adopted in Atlanta, Georgia. The Alliance will stimulate and progress the City Region (and wider Region) research capacity.

### Progressing the key issues

Continuing the development of the Daresbury Science and Innovation Centre, including expansion of the 4GLS project.

Implementation of the Liverpool Science Park phase 1b, and development of the Edge Lane MTL site to include both digital and science based facilities.

Continued linkage across the City Region with major industries through sector organisations to promote knowledge transfer and spin offs.

Accelerate development of health science research capacity within the City Region.

### Interventions Required

- Government and partner support for future stages in the development of the National Science and Innovation Campuses at Daresbury
- Government, NWDA and private sector support for the next phases of the Liverpool Science Park
- Continued public and private sector partner support for the Liverpool Research Alliance in stimulating and progressing the City Region research capacity

### Inward Investment

Although recent economic trends indicate that the Liverpool City Region's urban renaissance is making it one of the most attractive UK locations in which to do business, the City Region still needs many



LA Production

more companies in the highest value sectors (i.e. Life Sciences, ICT, Maritime) to invest in the area. Only through this will the critical mass of highly skilled jobs necessary for sustainable growth in the economy be achieved.

### Progress since Liverpool City Region Development Programme (May 05)

The Mersey Partnership, as the lead organisation for Inward Investment marketing in Merseyside, has developed a single agency approach, for radically improving the City Region's inward investment capability.

The enhanced capacity would act as a co-ordination and focal point for all Merseyside sub-regional inward investment activity and will compete effectively for the region in national markets and with the region in international markets. It will focus on supply chain gaps in priority sectors, leading edge technologies and companies, existing national and international investors, and market opportunities where the City Region can offer a sustainable competitive advantage.

Initial steps on an internationalisation programme have commenced. As part of this proposal, a network of advocates will be developed internationally. These will be key business leaders, or decision

makers who are strong advocates of the Liverpool City Region and have the capacity to promote and encourage investment in the City Region.

### Progressing the key issues

Discussions with the NWDA, through the Strategic Investment Programme, need to be concluded to continue development of the fit for purpose inward investment vehicle, specifically:

- Investment image campaign
- Further co-ordination of existing investment activity across the City Region
- A digital portal for all investment related information
- Further development of the corporate sales programme
- International network programme development
- An increased level of account management with existing, leading foreign owned business
- A strong 'after-care' provision for Inward Investors

### Interventions Required

- Strong backing and resources from the NWDA for a sub-regional investment agency that links to the regional investment effort, and supports work underway in sector and cluster development
- Further dialogue and commitment from City Region partners to enhanced inward investment activities

### Sector Development

The Sector Development Programme administered by The Mersey Partnership provides a support framework to those nine industry sectors identified as providing the greatest growth impetus.

### Progress since Liverpool City Region Development Programme (May 05)

Sector and cluster development programmes have continued to be delivered, fostering strong links with the private sector and developing strengths in sector lead organisations. Pump priming investment in key infrastructure projects and networking activity by NWDA and Objective 1 funding.

The programme has already delivered £130m of additional net value added to the City Regions economy.

### Progressing the key issues

The Mersey Partnership is working closely with Sector Boards, Directors and funding stakeholders to bring forward a final phase of the Programme for 2007 and 2008. The focus of this work is to build on the progress made to date in the programme, where there are real nodes of excellence and to establish a lasting sector legacy for the Merseyside economy, particularly through activities which will ultimately become self sustaining.





St.Helens redeveloped train station

### Interventions Required

- In order to progress to the final phase of the Merseyside Sector Development Programme, continued support is required from GONW and NWDA. The total programme value for an 18 month period is estimated at £5m including private sector contributions

### Physical Business Infrastructure

In order to meet the demanding needs of modern businesses the Liverpool City Region needs a ready stock of the highest-class commercial sites. The lack of such a resource has been a major inhibitor for parts of the City Region for decades. In fact outlying parts of the City Region such as Warrington and Chester have served as a beacon by establishing high quality

business parks in the 1980's, which have yielded significant investment for the local economies. The number of cranes lining the Liverpool city skyline provides visible evidence of plans to upgrade its commercial stock and Peel recently signalled intent for futuristic development on the Wirral waterfront and Liverpool Central Docks underlining how critical suitable infrastructure is in sustainable economic regeneration.

### Progress since Liverpool City Region Development Programme (May 05)

There has been major progress in the revitalisation of Liverpool City Centre and the waterfront, as part of the Liverpool Vision Business Plan - through continued development of commercial and knowledge

- based assets, retail, housing and the visitor offer. Key investments include:

- The Liverpool One project, led by Grosvenor will invest some £900m redeveloping 42 acres of City Centre retail premises
- A new £96.9m Arena and Convention Centre Liverpool
- £62m of committed commercial district improvement, with £43m of this private investment

Liverpool Land Development Corporation projects spending £104m in the next three years on key strategic sites and premises in Liverpool.

Significant private sector investment in strategic sites i.e. £15m at Prescot Business Park, £72m at Ditton, £30m in Lea Green Farm, £76m at Wirral International Business Park, Bromborough, £28m at Atlantic Gateway, the Omega development, the Deeside hub and the Northern Gateway in Flintshire.

A recent Knight Frank report into commercial market activity in Liverpool showed that:

- Liverpool has continued its rapid evolution and the city centre office market in particular has witnessed significant expansion. City centre take-up of 1/2 million sq. ft was the highest level in a decade
- Prime office yields have been subject to greater compression than in any other UK regional city at 5%

### Progressing the key issues



Liverpool One Development

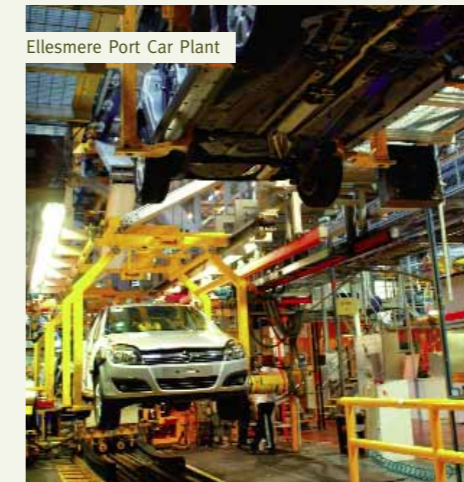
Peel Holdings, owners of both the Mersey Docks and Liverpool John Lennon Airport, have publicly announced a stunning 30-year, £4.5bn, transformational commercial, residential and leisure/ retail programme for the redevelopment of derelict dockland along the Wirral waterfront at Birkenhead and Wallasey. This will make the Wirral an international waterside destination. Plans include an 18 million sq ft regeneration scheme to create world class, mixed use, iconic waterfront development resulting in tens of thousands of new jobs and large-scale inward investment into the area. This transformation investment opportunity will be largely private sector led and aims to unlock the potential of Wirral Docklands and maximise the unique asset of the Mersey front location.

Proposals for Northshore (Central Docks), also under Peel Holdings ownership are also strategically important for the Mersey Waterfront. The proposal is to create a lively, mixed use urban quarter, which capitalises on the water frontages and proximity to the City Centre.

Reviewing the City Region's Strategic Investment Areas and Economic Development Zones with a view to where future public investment (including new but more limited European resources)

should be concentrated. Continue to develop existing identified key sites. Ellesmere Port's £4m Economic Development Zone is currently being implemented and will see European and NWDA investment totalling £12.4m, leading to the creation of over 1,200 new jobs and total investment of over £77m.

Developing the Omega opportunity, a key



Ellesmere Port Car Plant

growth site at Warrington linking Liverpool City Region with Manchester City Region. Continued linkage with the Northern Gateway and North East Wales Spatial area to provide an estimate 14,000 jobs for the City Region travel to work area.

Developing the Deeside Hub as a major City Region employment opportunity.

### Interventions Required

- Utilising public sector funding to release private sector investment into key strategic sites and premises
- Flexibility to identify and develop sites of regional and sub-regional importance as Strategic Regional Sites
- Continued investment from Peel Holdings PLC, supported by public bodies, in the development of the key waterfront sites over the planning period of this strategy

### Health is Wealth

This element within the plan reflects the apparent contradiction of an increasingly healthy city centre economy with high levels of poor health and incapacity across the region and the cost of care and lost opportunity that situation represents.

It is also felt that much more can be done to bring the distinctive health science resources and procurement activities of the health services sector to bear on the challenge of reducing health related inequalities. The Health is Wealth agenda seeks to make a positive contribution to the productivity of Liverpool City Region by:

- Understanding the link between productivity and health and the impact it has in the City Region economy
- Taking specific and innovative action to address health related worklessness and reduce the level of incapacity
- Maximise the opportunities presented by health related assets and the economic power of the sector to improve health and well being





ICDC at Liverpool John Moores University

### Progress since Liverpool City Region Development Programme (May 05)

A leadership group has been established and has prepared terms of reference to establish a Health is Wealth Commission. Commission members will be influential individuals with national as well as local connections who will seek ways to improve commitment of people to improved health; reduce inequalities; increase the impact of health science locally and maximise the economic leverage of the sector to create wealth and through that improved health.

- An example of recent progress in developing this theme is the collaboration between the Royal Liverpool and Broadgreen Hospital Trust, University of Liverpool, National Bio-manufacturing Centre and NWDA on the development of one of the new NHS Biomedical Research Centres which will focus on patient care in the hospital
- Predicted outcomes of the Commission initiative include raised public awareness and commitment to health improvement; increased national and international recognition of the city as a centre of strong health science and innovative health improvement; a foundation of knowledge and intelligence in health improvement and greater productivity resulting from reduced levels of economic and social dependence

### Progressing the key issues

The Health is Wealth Commission is expected to be established, and underway in 2007; Merseyside partners are pledging

their financial support and while this will ensure that the minimum support is in place, further funding will be sought from e.g. NWDA, NHS etc to extend the reach of this initiative.

The NHS Biomedical Research Centre bid, which will focus on patient experience in the city, has reached the final stage of the challenge process.

Engagement of widespread support for the initiative within public and private sector organisations, as well as the community at large is underway and will increase.

### Interventions Required

- Backing from City Region partners and NWDA, including financial commitment to the Health is Wealth Commission
- Support from region and Government for key health related infrastructure developments

### Digital Development

Digital connectivity is crucial to stimulating investment and business competitiveness in the global market place. This is especially true in certain sectors such as creative industries. It is increasingly important in initiatives to increase employment and enterprise generation, not least through education and innovative engagement of deprived areas.

### Progress since Liverpool City Region Development Programme (May 05)

Continued development of the Greater Merseyside Digital Development Agency, including a co-ordinated forward plan developed for digital challenge.

Key projects underway relating to digital infrastructure including:

- Liverpool University's Advanced Internet Methods and Emergent Systems centre (AIMES)
- Digital Academy
- Community based digital initiatives

### Progressing the key issues

Further development work is required to develop an ICT strategy that links with the City Region. The ICT strategy will demonstrate the value that ICT development will make to the City Region economy, and link to work underway within Liverpool City Centre, as part of the Inward Investment Strategy and the Sustainable Communities agenda.

### Environment Economy

The strategic agenda of the Environment economy is to develop stronger positive relationship between the often competing aims of minimising climate change and preserving the natural environment, social responsibility and strong economic growth. Liverpool City Region aims to find a balance between these aims, and in



Eastgate Clock

particular maximise the economic opportunities presented by a changing economy:

- Waste Management
- Environmental Technologies
- Green Infrastructure
- Responsible business and sustainable procurement

### Progress since Liverpool City Region Development Programme (May 05)

The Environmental Business Support programme, Merben, has been supporting businesses since inception to implement practical environmental management programmes within their organisations.

Significant proposals are being developed to deliver more sustainable waste management systems, with significant capital expenditure in treatment and recycling infrastructure. These proposals are lead by the Merseyside Waste Disposal Authority and represent both the alleviation

of a constraint to economic growth, and a major opportunity.

Existing procurement project being implemented by the Northwest NHS Suppliers Bureau, and development of an additional programme involving registered social landlords.

Mersey Forest project to transform an area of 420 square miles of degraded land into opportunities for business, communities and nature. Also key public realm improvements around a number of key commercial developments including Liverpool City Centre and key strategic sites and premises.

A growing sub-regional environmental technologies sector building on the work by Environlink at a North West level (the Environmental Technologies and Services sector development organisation for Merseyside) – 150,000 tonnes of waste recycled (£10m GVA).

### Progressing the key issues

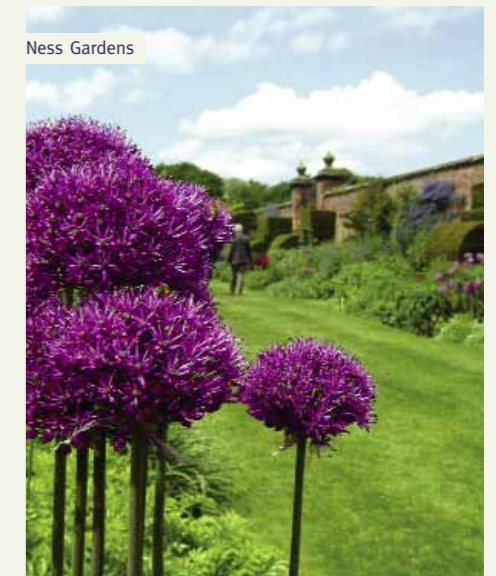
Developing leadership of the Environment Economy Agenda across the City Region.

Research and mapping into opportunities within the environmental technology sector, and a wider evidence of economic impact of environmental improvement.

Implementation of the Merseyside Waste Programme, and municipal waste improvements across the City Region.

### Interventions Required

- Wider stakeholder engagement into the environment economy agenda, including the private sector
- Giving consideration to the environmental measures that could affect aviation in the future and their effect on major projects such as growth of Liverpool John Lennon airport



Ness Gardens





Royal Liverpool Philharmonic Orchestra

## The Liverpool City Region is becoming the culture and leisure capital of the North of England

### Strategic Priority - Premier Destination

“The Liverpool City Region is becoming the culture and leisure capital of the North of England. An exceptional critical mass of assets, regeneration and opportunities makes it the destination centre of choice for growing national and international visitor markets, investors, businesses and residents.”

#### Context

The Premier Destination portfolio for the Liverpool City Region centres around three primary areas of focus:

- Maximising the opportunity and long-term impact of delivering the best ever European Capital of Culture in 2008 by developing the Liverpool International brand through a post 2008 cultural legacy around tourism and cultural industries across the wider City Region

- Promoting LCR as a premier tourist destination through the Destination Management Plan, acknowledging the strength of LCR’s critical mass of leisure and entertainment assets from Southport Classic Resort through to major sporting occasions like Aintree
- Delivering a range of activities and investments to transform, energise and connect the Mersey Waterfront

to complement the Liverpool attack brand and help position the sub region as a Premier Destination

### European Capital of Culture 2008

The Culture Company vision is to deliver the best ever European Capital of Culture in 2008 and to leave an enduring legacy for the whole of the Liverpool City Region.

The Capital of Culture programme is made up of a number of themed years designed to build capacity for, and leave a legacy after, 2008:

- 2003** Year of Learning
- 2004** Faith in One City
- 2005** Sea Liverpool
- 2006** Liverpool Performs (Arts, Business, Sport)
- 2007** 800th birthday (Year of Heritage)
- 2008** European Capital of Culture

It is vital that the legacy impacts are maximised. After 2008 themed years will look to the future:

- 2009** Environment
- 2010** Innovation

Capital of Culture has the support of central Government, which views 2008 as a primer for the London Olympics in 2012.

Successful delivery of the £93m Capital of Culture programme is expected to generate

11m visitors in 2008 with a spend of £1/2.bn as well as a significant positive impact on the image of Liverpool City Region as a place to visit and invest in.



The Royal Birkdale Golf Club, host of 2008 Open Golf Championship

### Progress since Liverpool City Region Development Programme (May 05)

Planning for 2008 is well advanced and the headline details of the main 12-month programme of cultural events for 2008 were unveiled in November 06. 2006 has also seen the launch of Liverpool Performs - the first of the three year-long artistic programmes.

The Creative Communities programme has delivered inclusive resident engagement

in creative activity. In 2004 1,344 artists engaged 70,000 people in creative activities linked to the Faith In One City themed year, and in 2005 753 artists involved 100,000 people in the small grants and community partnership programme.

There are 27 organisations highlighted as key to underpinning the delivery of the artistic programme and European Capital of Culture calendar.

The cultural grants programme has been set up to provide a three-year funding package for cultural organisations whose annual programmes play a significant part in delivering the city’s ongoing cultural programme.

Networking and best practice organisation o8 businessconnect was launched in January 2006 in response to the desire of the local business community to get involved. After 9 months, 1,868 organisations with 2,305 members have already registered.

The Liverpool Welcome programme launched in 2006, aims to raise customer service standards and has set a target to involve over 250 businesses and over 1000 individuals by the end of the financial year in training programmes.

### Progressing the key issues

Evidence suggests that European Capital of Culture status and branding has already had a significant impact upon the image of the city and its attractiveness to investors and tourists:

The 2006 ONS International Passenger Survey showed that the number of international visitors to Liverpool doubled on the previous year and Liverpool has jumped 10 places in the rankings to become the country’s 6th most popular destination for international visitors:

- The 2004 OMIS Britain’s Best Cities survey highlighted Liverpool as a rising star for inward investment. In the 2006 OMIS survey, Liverpool had jumped from 14th to 5th place in the rankings of Britain’s Best Cities to do business in
- The Mersey Partnership’s annual image-tracking survey amongst inward investors shows significant improvements since Liverpool won the 2008 title
- The Liverpool City Growth Survey (2005) of 1,000 local businesses concluded that European Capital of Culture status is perceived as the main catalyst for future business growth and 61% of businesses plan to grow by at least 5% in the next three years

### Interventions Required

- Endorsement and support from Government and the Northern Way for the Capital of Culture year – Northern Way to become a formal sponsor





Chester Zoo

- Liverpool to be promoted as a World City by Visit Britain
- Government endorsed link between Capital of Culture and London Organising Committee of the Olympic Games (LOCOG)

## The Tourism, Culture and Sports Offer

The Merseyside and Chester tourism sector has continued to experience strong growth. Results for the Destination Management Plan for 2005 show an overall increase of 8.5% in visitor spend on 2004 with the number of staying nights increasing from 9.6 million to 10.22 million. The number of jobs supported by tourism has grown by nearly 1,000 in the last 12 months to 21,355.

The Destination Management Plan aims to develop the City Region as a business and tourism destination, including the promotion of the City Region's quality business sites, premises and commercial office space, its innovation and R&D offer and business support services. It is on

course to deliver the following results by 2015:

- Doubling of visitor spend from £1 billion in 2003 to £2 billion by 2015
- Growth in jobs supported by tourism from 20,000 in 2003 to 30,000 in 2015
- £74.5m package of projects in support of the development of Southport Classic Resort

In addition major developments are planned for Chester Culture Park and the Super Zoo concept with the Cheshire Year of the Garden 2008 complementing, through a concordat, the European Capital of Culture.

### Progress since Liverpool City Region Development Programme (May 05)

Significant progress has been made in the 4 key programme strands of the DMP:

#### 1. Developing a class destination for conferences and business visits

- Improvements in the conference product offer with the construction of the Arena and Convention Centre Liverpool on target for a 2008 opening and the recent

announcement of a 4 star hotel and exhibition complex adjacent to the Floral Hall in Southport

- Some 1,000 extra bedrooms are currently under construction for 2008 completion with the first hotel completion - (Malmaison) which opened February 2007. Increased marketing and awareness of the City Region as a conference location is bearing fruit – some early bookings already secured for 2008 and beyond

#### 2. Promoting the Liverpool City Region as a world-class destination for leisure tourism

- Merseyside's attractiveness to visitors has never been greater. The past year has seen the number of overseas visitors to Liverpool double on the previous 12 months, moving the city up 10 places to capture 6th spot in the league of Britain's top tourist destinations, above Oxford, Bath and Cambridge
- Progress on key components of the leisure offer including the Liverpool One Retail Project, the cruise liner facility, city centre public realm, the completion of World Museum Liverpool, refurbishment of the Conservation Centre, the Southport Aquadome, Spaceport, Wirral and St.Helens Transport Museum
- City Centre movement strategy advanced including opening of new Paradise Street bus station

#### 3. Developing the City Region as a major events destination of international repute

- Progress has been made on the development of Liverpool Capital of Culture with successful themed years in 2005 (Year of the Sea) and 2006 (Liverpool Performs).
- 2006 saw the Wirral deliver the most



Sugababes at Summer Pops

successful Open Golf Championship ever in terms of attendees (230,000)

- The Mersey hosted the end of the Round the World Clipper Race
- Progress has been made on the development of the Arena and Convention Centre Liverpool and a 50-metre pool at Wavertree. During 2005 Liverpool managed to secure the start of the Tall Ships Race for 2008
- Halton played host for the first time to internationally renowned music festival Creamfields



Tall Ships at The Mersey River Festival

#### 4. To deliver a "Warm Liverpool Welcome" throughout the City Region

- Significant moves forward have been made in improving the customer experience for the Liverpool City Region tourist including enhanced training for tourism personnel through the successful roll out of Welcome to Excellence programme and improved access to tourism attractions and facilities

#### Progressing the key issues

In the run up to Capital of Culture 2008 many of the capital projects outlined above will come to completion, most prominent being the Kings Waterfront Arena, Liverpool One Grosvenor development and five sizeable hotels providing an extra 1000 beds, all of which greatly enhances the visitor offering.

In addition, work will progress on new private and public investments to unlock future tourism growth, most notably the Mersey Waterfront Park, Museum of Liverpool, The Centre for Transatlantic Slavery, Chester Super Zoo and Southport Classic Resort.

The Chester Culture Park is a programme of action and an approach to cultural development around city centre zones that reinforces its distinctiveness and maximises the economic benefits and enjoyment for residents, visitors and investors. It is estimated that some £1.2bn will be invested by private development in the wider city centre area over the next 7 to 10 years in delivering the programme components.

Supporting the overall tourism propositions will be improvements in connectivity around the City Region, the North West, across the UK and beyond, including

delivering significantly improved journey times to London from Liverpool, an extended number of routes into Liverpool through Liverpool John Lennon Airport, including prestigious routes to New York JFK and Toronto, and a new cruise liner facility at the Pier Head.

#### Interventions Required

Liverpool City Region as a national and international destination

- To recognise 2008 as Liverpool representing the UK to the World and Visit Britain to adopt Liverpool as the attack brand for 2008
- To use Capital of Culture 2008 as a dress rehearsal for 2012 Olympics and develop linkages to 08 legacy
- To make Liverpool a top 5 UK destination for overseas visitors
- Improved rail and air services for the City Region to enable us to promote the area as an easy access business location. Specifically support for LJLA Marketing and Route Development Fund, support for LJLA master plan for improved access by road and rail. West coast mainline improvements to deliver sub 2-hour journey London-Liverpool
- Ongoing private and public investment in key opportunities to unlock future tourism
- DfT Rail to recognise the economic needs of the LCR, and NW in general, in developing specifications for new rail franchises and encourage the reinstatement of direct cross-country inter-city rail services from Liverpool to





The Gormleys, Crosby

- Scotland and south to Birmingham, the South Coast and the South West
- Ongoing improvements to highways including the Edge Lane corridor, rail and air links as well as internal transport
- Ongoing investment in public realm especially, gateways and access corridors
- National initiatives to address key skills gaps such as customer service
- New Anfield (LFC stadium – Stanley Park) – Planning permission agreed for £220m new stadium and supporting area regeneration

the waterfront and all its assets, to create a unique sense of place which attracts people to live, work, visit and invest in the Liverpool City Region. Stretching for 135km, the Merseyside coastline boasts a major port, magnificent beaches, rare wildlife habitats, seaside resorts, six championship golf courses and a wealth of artistic and cultural attractions now creating a sense of vibrant excitement throughout the North West and beyond.

### Progress since Liverpool City Region Development Programme (May 05)

Phase I, Major deliverables in the “The Commencement Programme” includes:

- Completion of Southport Seafront improvements
- Installation of cruise liner facility
- ‘Pride in Our Promenades’ pilot project at Otterspool completed
- Wigg Island visitor centre formal opening

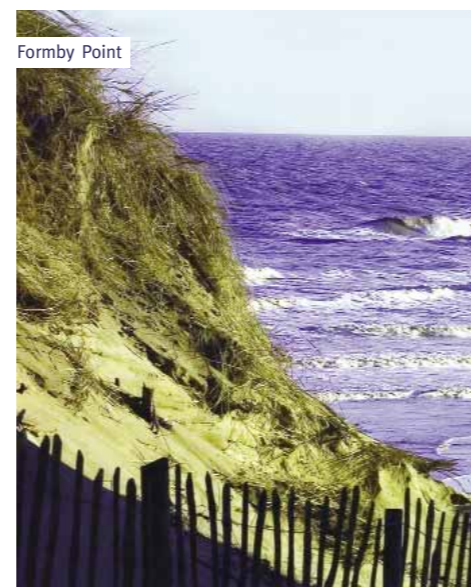
## Mersey Waterfront Regional Park

The Mersey Waterfront Regional Park was established in 2003 with a “Commencement Programme” running to 2007, and a “Succession Programme” through to 2010 and an aspirational, long-term plan potentially through to 2020. It aims to transform, energise and connect

### Progressing the key issues

The Mersey Waterfront Strategic Framework (the vision, Masterplan and route-map for the period up to 2020), due for 1st draft in Dec 06 will define phase II and beyond, and will align Mersey Waterfront’s development with the overall Premier Destination strategy.

Phase II of Mersey Waterfront (“The Succession Programme”) is a £78m investment in the Mersey waterfront (Major contributions – NWDA £10.91m, ERDF £12.85m and private sector £50.77m). There will also be sizeable contributions from other public sector bodies. The Succession Programme consists of four core themes:



Formby Point



New Brighton

### 1. Pride in our Promenades

All the promenades united into a superbly designed, world-class seafront. Regeneration of part of the seafront into modern, attractive waterside locations will happen in 2006/07 with a pilot underway in developing the Otterspool promenade. Between 2007 and 2010 major projects will be initiated including Egremont, Crosby Marina, Leeds-Liverpool Canal (outside of the city centre).

### 2. River of Light

A spectacular and innovative project to animate the Mersey Waterfront that creates an illuminated night-time spectacular at the very heart of the city that will be a destination in itself, and provide a dazzling focus to Liverpool’s European Capital of Culture celebrations in 2008.

### 3. Coastal Places and Open Spaces

A pan-waterfront programme of landscape, access and ecological improvements to raise the quality of internationally important areas of nature conservation, complemented by the creation of a distinct and renewed sense of place at key waterfront locations. A primary project will be “Brand New Brighton” a mixture of large-scale retail, residential, leisure and public realm developments. Other projects include “Another Place” the public artwork from Antony Gormley that is attracting international publicity and large number of visitors to the Sefton coast.

### 4. Promoting the Place

A programme of marketing activity in support of the core developments, engaging communities in developing the Mersey Waterfront product, which will also help to establish the relationship between

the Mersey Waterfront Regional Park and the Weaver Valley and Ribble Regional Parks, as well as the wider North West coastal trail.

### Interventions Required

- Continued support from NWDA, EU and private sector in line with the Mersey Waterfront Strategic Framework
- Implementation of the entire strategy will require appropriate investment from private and public sectors (e.g. Chicago Waterfront secured £260m) beyond 2020 in addition to currently allocated funds
- Diversification of funding sources – lottery, environmental and heritage funding and Interreg Programme – promoting trans-national projects (capital and revenue funding)
- Cross-boundary/sector buy-in for Strategic Framework
- Wider recognition and investment in ensuring a high quality visitor/user experience e.g. through ensuring high quality and consistent public realm, open spaces and visitor facilities





Port of Liverpool

## Strategic Priority - Well Connected City Region

“Liverpool City Region is the sea and air gateway to the North West, connecting North America, Ireland and Northern Europe and serving international, national and regional markets, investors and visitors.”

### Context

The overall aim of the Well Connected City Region priority is to drive increases in Merseyside’s competitiveness and productivity through delivery of excellent international and domestic gateways for both goods and passengers, and their smooth transit around Merseyside, achievable through major transformational programmes of work around four key focus areas.

“Liverpool City Region is the sea and air gateway to the North West, connecting North America, Ireland and Northern Europe and serving international, national and regional markets, investors and visitors.”

### Ports of Liverpool

The overarching aim is to develop the Ports of Liverpool as the International Sea Gateway to the North of England.

The Northern Way Report recognises the Port of Liverpool as a major strategic asset for the North and the key gateway to Ireland, with more than 5m tonnes of cargo each year, in addition to growing passenger numbers.

### Progress since Liverpool City Region Development Programme (May 05)

The sector network Mersey Maritime, in partnership with key strategic stakeholders and in accordance with the Northern Way Compact, have issued the Port Growth Strategy 2006-2020 developing on the vision of Liverpool City Region being the best business environment for the ports and maritime sector.

The Ports Growth Strategy will deliver sizeable benefits to the Liverpool City Region, Northern Way and UK economies:

- £3.1bn to the economy by 2025
- 4,600 jobs (assuming existing productivity and growth of 33%)
- Enhanced competitive position for the Mersey as the main gateway for the Atlantic
- Reduction in road tonne miles within the UK of some 100m per year
- Impact on national distribution estimated at creating 20-35k jobs

In support of the ports a number of key strategic road and rail developments are underway including the Olive Mount Rail



Liverpool John Lennon Airport

Chord, which has an anticipated opening date of 2008, following Northern Way and productivity TIF funding approvals. In addition the Thornton Switch Island link, an important element in improving highways access to the port at Seaforth, has been prioritised and approved through the North West Regional Assembly Regional Funding Allocation.

### Progressing the key issues

A number of key projects are planned to move the Ports Growth Strategy forward:-

- Development and strengthening of maritime skill base (Mersey Maritime Institute)

- Development of the new Post-Panamax container facility at Seaforth
- Development of Weston Docks on the Manchester Ship Canal
- Establishment of a multi-modal freight terminal for containers to serve the Manchester City Region, uniquely connecting two of the UK’s largest conurbations by one sea route strengthening the maritime sector in the north and leading to new opportunities to benefit the Northern economy
- Evolving the Ports Growth Strategy into the Ports Masterplan
- Developing rail and road links to the ports so that port related activities can take place away from the congested area in the immediate vicinity of the ports

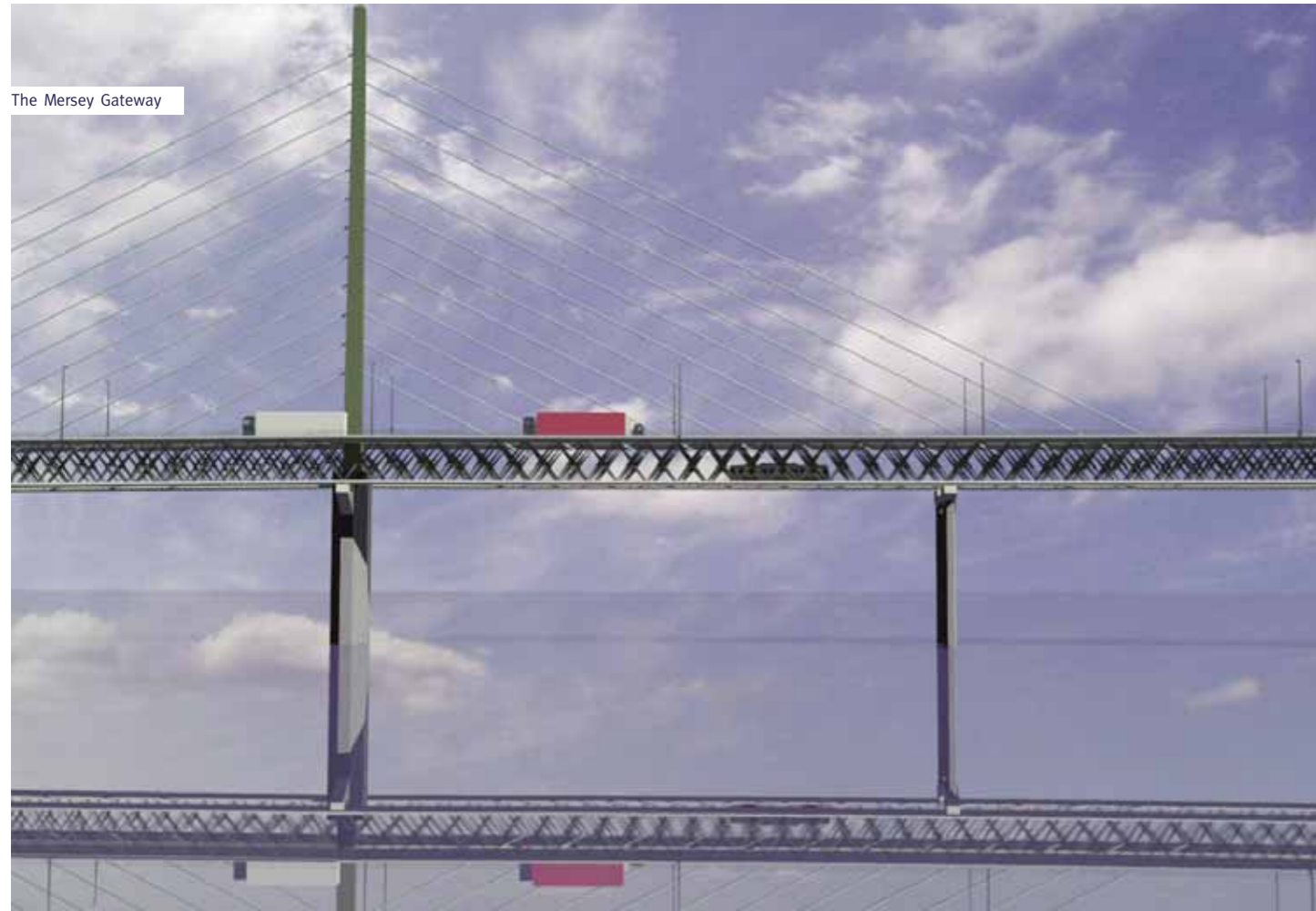
### Interventions Required

- Northern Way sponsored research to develop the concept of aligning port and airport into Super Port
- Government policy support for the role of the Port of Liverpool and less emphasis on the growth of the South East ports via the emerging “UK Ports Policy Review” (60% of freight destined for the North enters UK from Southern ports)
- Government support for the new £80m Post-Panamax container facility at Seaforth
- Total investment needed: £347m from private sector, £233m from public sector (of which £209m is for investment in the Mersey Gateway)
- Need for NWDA intervention to retain ERDF in support of Weston Docks

### Liverpool John Lennon Airport

Liverpool John Lennon Airport, with connections to 28 major European destinations and serving 5m passengers per annum, is the international air gateway into the City Region. It is the fastest growing UK regional airport, meeting increasing demand from passengers and businesses requiring access from the local airport. With a business model complementary to Manchester Airport’s, LJLA adds to the North West and North Wales’ international business and tourism connections.





The Mersey Gateway

### Progress since Liverpool City Region Development Programme (May 05)

Liverpool John Lennon Airport has issued its response to the Government Aviation White Paper “The Future of Air Transport” in the form of its 24-year Airport Masterplan for consultation in which it matches forecasts of future growth to expansion plans whilst considering the long-term economic and environmental impact on the North. It outlines the long-term continued growth of LJLA and how it will capture the opportunity to serve new routes, including long haul destinations. Confidence in the airport’s rapid growth plans has been bolstered by the recent announcements of new routes to New York and Toronto, which start in May 07. In addition, improved connectivity with the Northern Way has taken a major step forward with the opening of Liverpool South Parkway. This has improved public transport access from across the Northern

Way area to LJLA and the Speke - Garston investment area and opened a range of new travel opportunities.

### Progressing the key issues

The challenge going forward is to expand Liverpool John Lennon Airport into an international airport serving global destinations. This will be achieved through delivering the infrastructure improvements needed to service up to 12m passengers from across the Northern Way and UK by 2030.

Forecasts of future growth include:

- Over 6m passengers by 2010, 8.3m by 2015 and 12.3m by 2030
- Over a million tonnes of freight by 2015 up from current 1/2 m
- Total employment rise from 2,800 in 2005 to between 7,280 and 9,680 by 2015
- By 2030 total employment to rise to between 7,850 and 10,250

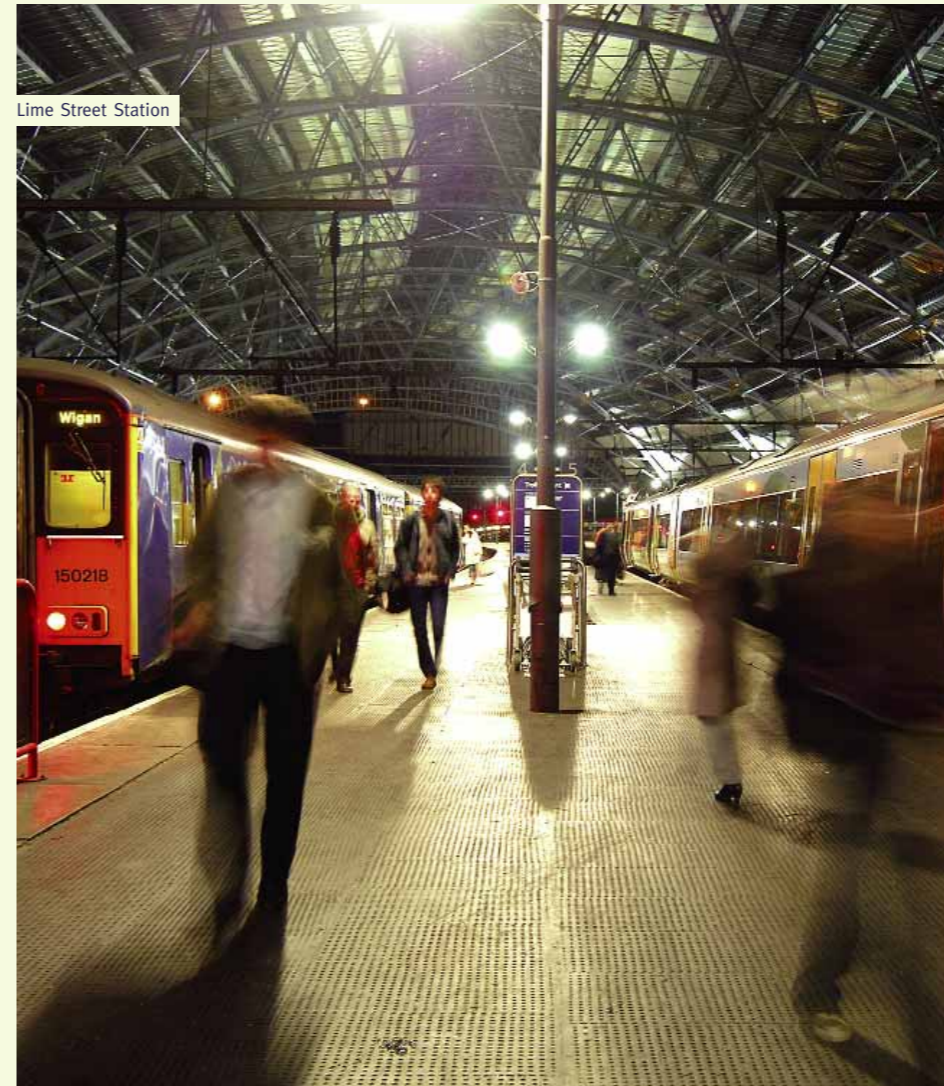
A primary driver of the airport expansion is its ability to develop new routes and bring new carriers to the Airport especially

the development of links to Heathrow and Gatwick.

In support of these aims, a programme of infrastructure development around the airport and its hinterland is planned including the runway expansion, World Cargo Centre and the Eastern Access Transport Corridor.

### Interventions Required

- National and Northern Way policy priority for the airport in line with the Aviation White paper and in the Northern Airports Priority Plan
- Northern Way support for marketing and Route Development Fund
- National and regional support for the construction of new surface access routes to the airport
- Support for a direct air link to Heathrow to support European Capital of Culture 2008
- DfT need to ensure that the National Ports Policy is not South-East centric and reflects national role and importance of the Mersey ports (esp. container traffic role)



Lime Street Station

### The Mersey Gateway

Creating a new road bridge crossing the Mersey in Halton to improve and modernise road access to the City Region.

The existing Silver Jubilee Bridge across the Mersey at Runcorn/Widnes, which is suffering daily congestion and over capacity, is a key strategic access route to the City Region from the M6, Cheshire and North Wales.

However, it is more than just a bridge but a key driver of economic growth in terms of employment, and in particular, for the bio-tech sector which requires effective linkage between key sites in Halton and South Liverpool and research centres at the Liverpool Universities as well as supporting the expansion of the Port and Airport.

The Mersey Gateway is expected to create 3,600 jobs and add 100,000 sq m of new commercial floor space.

### Progress since Liverpool City Region Development Programme (May 05)

Detailed proposals have been prepared and submitted for the construction of a new bridge with the Mersey Gateway Project having now secured entry onto the Department of Transport’s major schemes programme.

A Gateway project team has been established to take the programme forward.

### Progressing the key issues

A 5 year delivery programme has been initiated with construction due to be commenced in 2011 and completion in 2014.

Running alongside the construction planning, a strategic review is underway looking at marketability potential, peoples’ attitudes and the ability to stimulate market appetite for investment.

### Interventions Required

- Need to ensure that the Mersey Gateway retains its priority and is consolidated into the Northern Way Transport Compact.
- A key enabler is Government approval of the proposals including £86m of grants and £123m Private Finance Initiative Credits
- A 2007 traffic model will be compiled that will feed into an updated business model and will be fully compliant with the Department for Transport’s modelling requirements

### Connectivity

Improving rail connectivity across the Northern Way and connections to international markets.

Modern and efficient transport networks are a prerequisite for economic development and social inclusion, particularly in linking people in areas of high worklessness with available employment. They provide for the safe and efficient movement of people and goods both within the City Region and equally important, beyond its boundaries into the Northern Way and the rest of the UK and in particular reinforces the strategically important linkages with the Manchester City Region.

This importance has been highlighted in a number of recent reports including; The State of the English Cities’. Recent guidance on the forthcoming Transport Innovation Fund, due for full implementation in 2008,





New cruise liner facility

confirms the need to make explicit the productivity benefits of new transport proposals, and the Eddington report reinforce this emphasis with particular support to the role of ports and airports. The City Region also has to be aware that the growth in traffic associated with rising prosperity and economic development will bring with it problems of rising congestion, environmental degradation and road safety, which could hinder the City Region's recovery and future prospects, unless tackled in a holistic and integrated manner.

**Progress since Liverpool City Region Development Programme (May 05)**

Progress has been made against the transport connectivity priorities outlined in the May 05 production of the Liverpool City Region Development Programme: The West Coast Mainline improvements are now providing quicker and more reliable links to London with enhanced peak hour frequencies announced for 2008. The redevelopment of Lime Street station is progressing.

Objective One funding of £3m has been secured to provide new transport links to assist the areas employment strategy and address worklessness.

**Progressing the key issues**

More detailed work is required to better target transport improvements to supporting the productivity agenda. The Merseyside and Halton Local Transport Plan (LTP) makes it clear that transport also has a role to play across a raft of other policies and will continue to promote measures designed to improve quality of life, address climate change and support social policy.

Further work proposed includes:

- Development of the Merseyside Strategic Transport Model (STM)
- Completion of the Lime Street Gateway
- Enhancements to important rail lines and interchanges – Bidston to Wrexham electrification and Halton Curve, allowing direct services to Lime St from North Wales and so maximise the accessibility of these locations from the central core
- Major strategic freight initiative such as the Parkside Freight village in St.Helens and the Ditton Strategic Rail Freight Park near Widnes

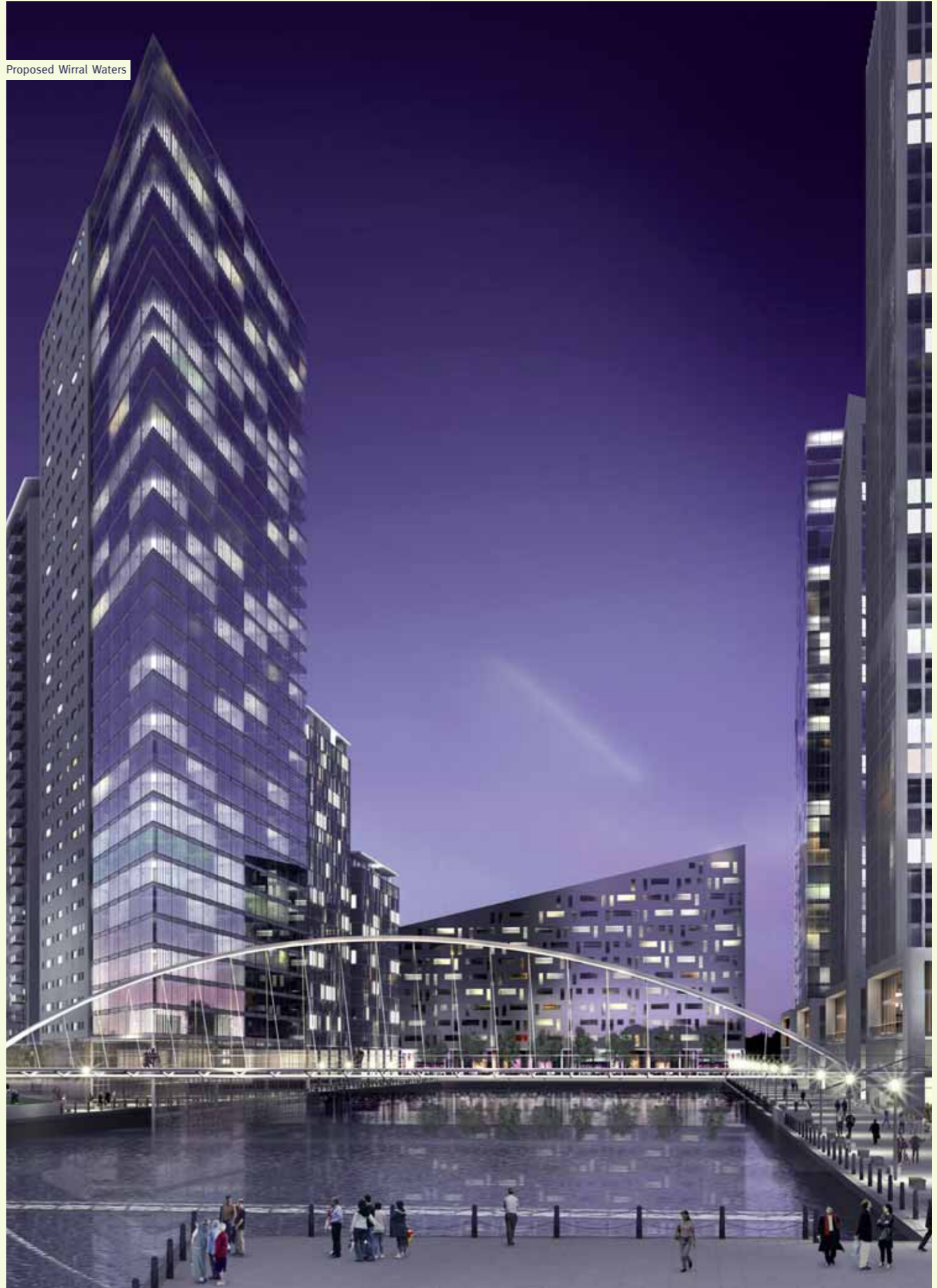
**Interventions Required**

- Further support from Government and Northern Way for improved freight rail access to the ports
- Examination of the best means of governance that can deliver a fully integrated approach to transport with fund raising capacity
- More local control over transport funding decisions
- Improving connectivity, particularly in the rail infrastructures cannot be done in isolation so need to identify and rectify blockages outside the City Region that if addressed could improve LCR productivity
- Inclusion of rail funding by the Govt. within the new-style Regional Funding Allocations – the RFA's currently only funding for road and integrated transport measure and omit rail infrastructure funding

**Future Strategic Initiatives**

**Raising those issues that are either aspirational or have development phases across the 20 year CRDP planning period.**

Unique opportunity in the UK for Peel to integrate freight and passenger handling into a global gateway and national distribution and logistics centre under the "Super Port" concept.



Proposed Wirral Waters





## Strategic Priority - Talented and Able

“Education, skills and lifelong employability are the passport to sustainable prosperity and a fundamental driver of the higher levels of productivity and the knowledge economy we are trying to achieve.”

### Context

To achieve the Liverpool City Region (LCR) vision of being a premier European City Region, with an internationally competitive and sustainable economy, we will need to be productive, leading edge, have innovative businesses and be supported by a highly skilled and flexible workforce drawn from economically sustainable, skilled, working communities.

“Education, skills and lifelong employability are the passport to sustainable prosperity and a fundamental driver of the higher levels of productivity and the knowledge economy we are trying to achieve.”

However there are key challenges arising from changes in the population and in demand for skills and labour that will require an urgent strategic response:

- LCR, common with many City Regions, is experiencing high levels of graduate attrition to London and the South East

- The working age population in the City Region is set to decline by 30,000 by the year 2020, with smaller reductions by 2010, mostly in the areas of job growth
- Future trends are for higher order skills and occupations
- Skills levels are lower than in the region, Northern Way and the UK as a whole, particularly in the Merseyside conurbation

In parts of the Liverpool City Region, and in particular Chester and Warrington, a high proportion of the working age residential base is qualified to above Level 4+. However, deprivation and worklessness continues to blight other parts of the Liverpool City Region:

- Of the 70 City Region wards targeted by the Disadvantaged Areas Fund, 62 are found in the 6 Merseyside local authority districts. 49% of Merseyside residents (724,000 people) live in the 20% most deprived Super Output Areas in the country. 10% of Merseyside Super Output Areas are in the top 1% most deprived
- Overall employment rate in the city is around 61% compared to the UK rate of 80%
- Average wage rates for LCR is £342 compared to UK level of £433 (Disparities within LCR – Liverpool £313, Chester £395)
- Severe problems of multi-generational unemployment or worklessness -25% of those who declared themselves to be unemployed stated that they had either never worked or had not worked since 1996

### Skills for Productivity and Full Employment

Overall City Region goal is to achieve the national full employment rate of 75 – 80% with a threshold rate of 60% in every



community by 2015. Supporting this vision are two essential mutually reinforcing goals:

1. Support skills development and identify opportunities for new approaches that will accelerate the rate of skills acquisition across the city-region to create a City Region renowned for a highly skilled and flexible workforce.
2. Build a more skilled and flexible workforce through work-based up-skilling and training, to support increased business productivity in all industrial sectors. The goal is to increase the size of the workforce by introducing dedicated resources which tackle worklessness.

Progress towards full employment will be achieved through accelerating the pace at which residents of defined areas of the Liverpool City Region can access jobs and the skills and qualifications to ensure lifelong employability, with particular

emphasis on those claiming primary benefits. A long-term strategy is to put sufficient money into circulation in neighbourhood economies to support the



quality and levels of local amenities much of the City Region and Northern Way takes for granted, by increasing wage rates, giving residents the opportunity to help grow and sustain the local economy.

### Progress since Liverpool City Region Development Programme (May 05)

To achieve these goals the Liverpool City Region Employment Strategy (2006) has been created which centres around three key priorities:

- Increasing the supply of suitably skilled labour to meet demand from growth and for replacement labour across the whole travel to work area
- Building skilled, working communities, eliminating child poverty and increasing opportunity and social mobility
- Making a real difference to businesses and communities around the opportunities of European Capital of Culture 2008 and related economic growth





These proposals will place the City Employment Strategy at the core of the wide City Region strategic scheme, which although limited by its status as a pathfinder will allow proposals to be piloted on a smaller scale and will act as a model for other areas. To deliver the strategy a consortium (employer and demand-led) is to be established that will have a primary focus on starting to close the gap between targeted worklessness wards and a 25% threshold level. The consortium board will hold responsibility for the development of the strategy, management and oversight of delivery, coordination of analysis and labour market intelligence, deployment of the Disadvantaged Areas Fund, further alignment and pooling of related funding and resources and evaluation and dissemination of best practice.

### Progressing the key issues

The Consortium will form part of the sub-regional partnership family, feeding into The Mersey Partnership (which is the sub-regional economic partnership). This structure is part of the North West Regional Development Agency's strategic and delivery structure, thereby ensuring that the Consortium is properly aligned with and feeds directly into the Regional Economic Strategy.

It consists of Strategic Partners, Fund Holding Partners and Employer Representatives and its focus will be on a number of key priorities:

- Engaging and supporting employers – identifying demand and developing and delivering tailored support services
- Providing comprehensive and integrated support services to workless people in targeted (Disadvantaged Area Fund) wards

- Supporting employers and employees – After-care and workforce development
- Tackling barriers at the strategic level
- Monitoring, evaluation and sharing best practice
- Linking employment initiatives with LEGI and enterprise growth

In addition to the Consortium Board, which will operate at the Merseyside level, the Consortium will seek to engage other local partners in the Liverpool City Region through the participating local authorities and their Local Strategic Partnerships.

It will support the following strategic frameworks:

- The Northern Way Growth Strategy's employment and skills objectives
- The Regional Skills Partnership and Strategy (through its focus on sectoral and occupational priorities and the production of a regional statement of priorities)
- The North West Regional Economic Strategy

University of Liverpool



### Interventions Required

- Formalise the relationship between the Merseyside stakeholders and wider City Region partners and the overarching Consortium Board
- Establish public accountability arrangements to ensure that the City Employment Pathfinder can be the subject of democratic scrutiny (it is expected that this will be via the existing Merseyside Local Authorities' Leaders' Group)
- Ensure a continuing relationship between the Consortium and Central Government, in the form of a joint working group during the lifetime of the Pathfinder
- Work with DWP and other relevant Departments to improve the access to data and work through an agreed set of principles on data sharing that

protects individual citizens, partners/ staff interests

- Align European Social Fund under the ring fenced Merseyside post Objective 1 Programme (2007-2013) with Consortium priorities, using local co-financing arrangements to develop a local investment framework
- Ensure that Halton (outside the Objective 1 area) is allocated European resources to help it play its part in driving this agenda
- The Consortium seeks to agree with HMT and DWP a sliding scale of 'returned benefit savings' based on achievement of sustainable outcomes and targets
- DWP, DfES, DCLG and consortium partners to agree a governance structure that will facilitate the adoption of shared targets and align reporting hierarchies

- Engaging in terms of diversity with other partners
- Better understanding of skills gaps and business sector growth areas
- Encourage use of Section 106 in construction initiatives to maximise job creation for local people





Merseyrail

## Strategic Priority - Sustainable Communities

“Liverpool City Region is developing sustainable communities with a diverse and high-quality housing offer, high-quality environments, excellent schools and local services, and high levels of social and economic inclusion.”

“high-quality housing offer, high-quality environments, excellent schools and local services, and high levels of social and economic inclusion.”

### Context

Creating a City Region where people actively choose to work, live and visit is central to our ambition to compete with the best City Regions in Europe. The Liverpool City Region Development Programme in May 2005 detailed plans, linked to the Northern Way's Sustainable Communities work stream, for development under two main themes:

- Liverpool City Region Housing Strategy
- Neighbourhood renewal and liveability co-ordination

### Liverpool City Region Housing Strategy

City Region partners collectively recognise that housing markets are linked to, and integral to economic performance. A robust evidence base is being developed across

the City Region followed by a strategy to link the development of the economy with an appropriate and timely supply of housing.

The strategic objective of the City Region Housing Strategy is therefore to ensure sufficient quality, and a choice of aspirational and affordable housing options that will support the economic growth agenda of the CRDP.

The City Region Housing Strategy is a truly collaborative project between all thirteen local authorities, NewHeartlands – Merseyside Housing Market Renewal Pathfinder and a range of public and private sector stakeholders.

### Progress since Liverpool City Region Development Programme (May 05)

Phase 1 research was completed by consultants Ecotec in May 2006.

This included:

- Review of existing research and a synthesis of the key findings
- Identification of the gaps and further research required
- Analysis of spatial patterns for migration and employment

The research has identified three functional housing markets upon which to base further analysis and plan for the provision of a “housing offer” comprising housing choice, amenities, green space provision, schooling, healthcare and marketability factors.



### Key

- Northern Housing Market
- Eastern Housing Market
- Southern Housing Market

The areas were identified using evidence relating to market containment (travel to work, migration patterns, functional analysis), shared socio-economic characteristics and shared housing stock and neighbourhood characteristics, and are shown on the map above.

### Progressing the key issues

#### Developing the Strategy

Phase 2 of the City Region housing strategy is the strategy development work itself, currently in its early stages. The strategy will:

- Continue to be developed collaboratively across the City Region
- Consult widely with a range of local stakeholders, including developers, registered social landlords, and public sector organisations

- Make linkages with other associated agendas - health, green space, highways, and community cohesion
- Factor in likely economic and potential patterns of demand based on a range of affordability, choice and preference considerations

The strategy will be launched in Spring 2007.

#### Other Strategic Housing Programmes

The NewHeartlands Housing Market Renewal Pathfinder is of crucial importance for improving the quality of City Region's residential offer. The area incorporates much of Liverpool's inner core, South Sefton and Eastern Wirral and whilst characterised by poor housing, poor environmental quality and multiple deprivation, the pathfinder area is

in close proximity to opportunity including Liverpool City Centre, the Waterfront, strategic Investment Areas and the Port of Liverpool. Through successful partnerships with the local authorities, RSLs and developers, the Pathfinder is beginning to have a real impact as it moves into delivery stage with new housing being developed, homes refurbished, better managed neighbourhoods and new products and services to assist residents into home ownership.

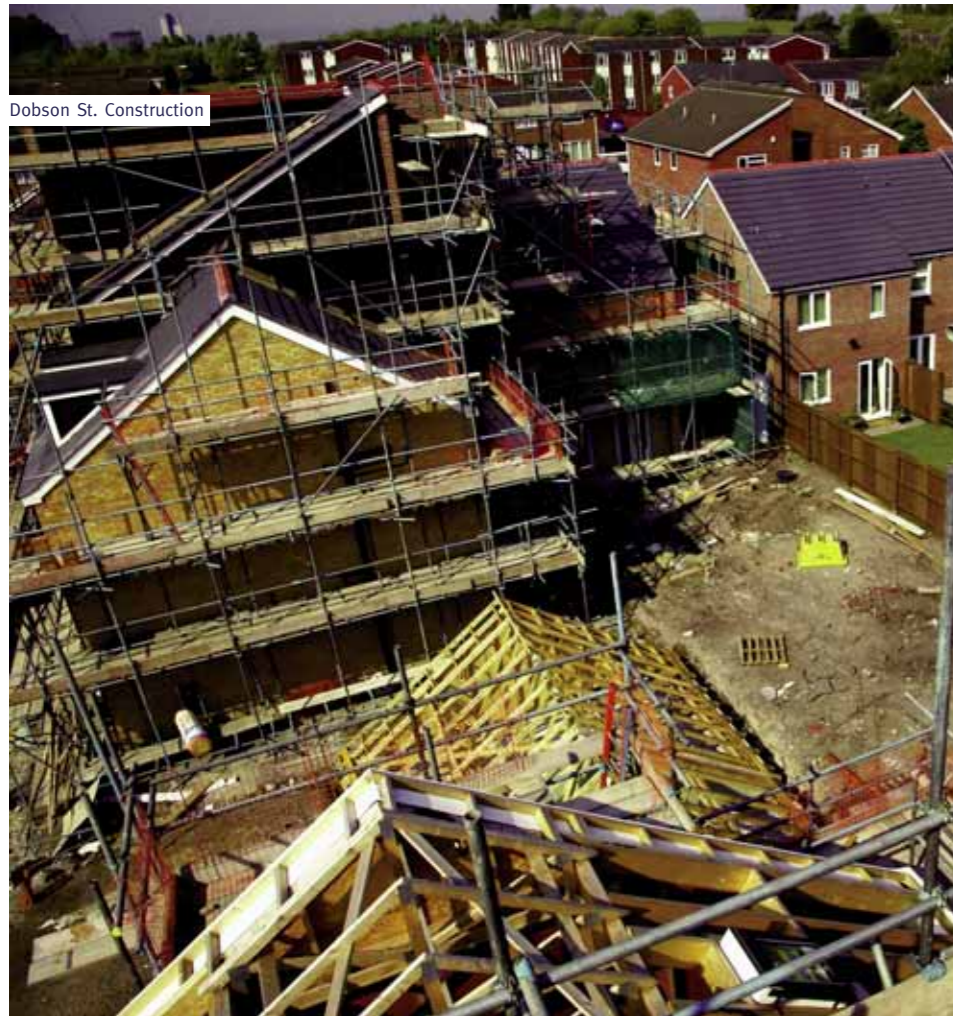
Thus far £97.7m has been allocated for 2006-08. Comprehensive research has been undertaken to support the programme covering housing market drivers, supply, needs and aspirations of residents.

In addition to NewHeartlands, there is continued investment in housing stock from both the private sector and in social housing, for example Halton – (Castlefields £40million package of development) and Knowsley (Tower Hill Regeneration £26.5m of private sector investment).

#### Interventions Required

- NewHeartlands HMR Pathfinder – whilst delivery is underway and projects are beginning to be realised on the ground: high levels of vacancies, a weak owner occupation market and a declining population remain key features of the NewHeartlands area and without continued intervention, the area will continue to be unsustainable and will





hinder the City Region's economic recovery. It is essential that NewHeartlands is supported at its current level through CSRo7 to honour existing commitments – legal, financial and moral – and continue to deliver a long term programme of successful market renewal

- Publication of PPS3 to assist in planning for housing provision
- Continued support from investors in developing key housing sites (including Housing Corporation support in Castlefields)

## Neighbourhood Renewal and Liveability Co-ordination

Tackling deprivation is one of the key strategic objectives of the City Region Development Programme. Employment, Enterprise, Transport, Image and Culture all have their part to play from an economic perspective, and are included within other parts of the LCRDP.

This section recognises that there are other socio-economic factors operating at a

neighbourhood level, and achieving truly sustainable communities, requires a coordinated package of service delivery including:

At a neighbourhood level however, it is essential that the delivery of local services is coordinated, including health, crime, retail services and quality public space.

Actions include:

- Improved quality of the public realm
- Better coordinated and higher quality local service provision including education, health and local retail facilities
- Better neighbourhood management including policing
- Strengthening and more sustainable community groups
- Youth engagement and addressing anti-social behaviour to support the respect agenda

### Progress since Liverpool City Region Development Programme (May 05)

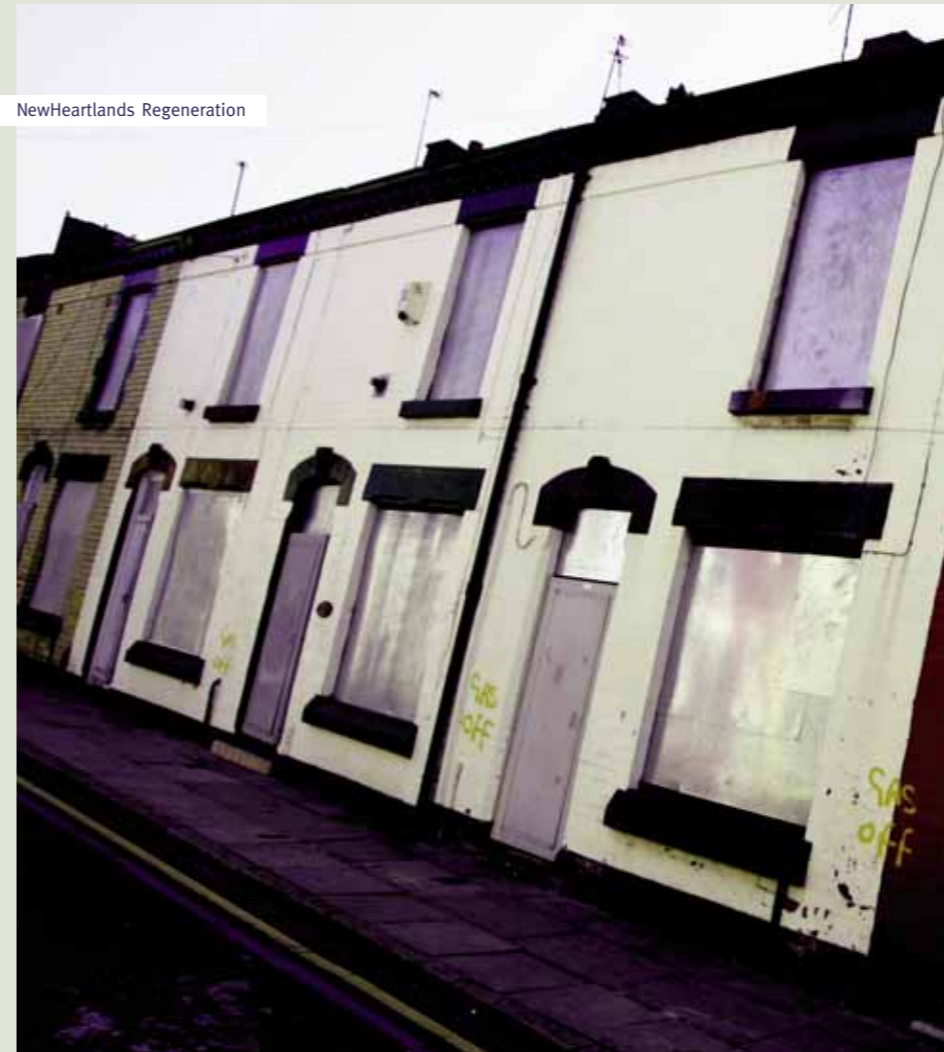
The Sustainable Communities Co-ordination Group was established in 2005 following

the production of the Liverpool CRDP in May and the identified need for more focused attention on neighbourhood renewal and liveability co-ordination on a City Regional basis. This is a strategic, pan Merseyside group recognising the need for more attention to be given to the integration of sustainable communities' issues across the City Region particularly in relation to neighbourhood management. It is intended that the group's membership will be widened to encompass the whole City Region.

A conference was organised in November 2006, supported by RENEW (the regional centre for excellence in regeneration) and the Improvement and Development Agency (IdeA). The conference focused on cross border collaboration, sharing best practice and joint commissioning linking back to Local Area Agreements (LAAs).

### Progressing the key issues

NewHeartlands continues to work with local, regional and national partners such as Merseyside Police, Merseytravel, English Partnerships and Commission for Architecture and Built Environment (CABE) to ensure that housing market renewal extends beyond improvements to the housing stock to regenerate neighbourhoods and create sustainable communities.



North Liverpool Regeneration is a major priority – tackling the City Region's most deprived wards through a specific package of interventions including the New Anfield Development, Stanley Park regeneration, District Shopping/Community Centres, new education and health facilities, Business and Investment development and locations – the latter being the subject of a joint bid (Liverpool – Sefton) to Government for the Local Enterprise Growth Initiative (LEGI) a decision on which was made in 2006. The LEGI bid is an example of the close collaboration between Liverpool and Sefton on a range of regeneration issues that cut through district boundaries.

Specific actions at a local authority level to ensure the joining up of services and improved quality e.g. Building Schools for the Future Community Empowerment Networks at a neighbourhood level, and

other community based strengthening initiatives, linking community and voluntary groups with decision making and service coordination.

A range of local and central government initiatives on crime, health education and employment impacting on neighbourhood management – including Children's Centre's, local crime partnerships and community policing, and community justice centre in North Liverpool.

Social Capital – small grants programmes encouraging local enterprise with a community focus.

Merseyside Change-Up programme - £1.2m investments into voluntary, community and faith sector infrastructure organisations, developing strong support.

### Interventions Required

- Securing major changes in areas of severe deprivation is a key challenge, which cannot be achieved in a short timescale.

Programmes such as NewHeartlands (which intended to last 10-15 years) must be sustained through continued support by central government, to enable real change on the ground and improvements in residential quality in the inner core of the City Region

- Sustainable Communities Project - required interventions will be investigated at the conference and fed back to DCLG
- Public health interventions – building on best practice in partnership between primary health care trust, local authorities, voluntary and community groups and neighbourhood service delivery
- Northshore economic development linked to a wider regeneration of North Liverpool/South Sefton
- Develop a greater understanding of the links between deprivation and exclusion and the economy
- Integrate employment and skills activities under the talented and able strategic priority to maximise opportunities to help those living in the most disadvantaged areas in the City Region raise their economic standing and contribution to the regions productivity and help reduce and eradicate child poverty
- Increased use of neighbourhood management relating to service delivery, better coordination of local services
- Assistance to transform the prevailing entrepreneurship through entrepreneurship/enterprise skills programmes for young people in education
- Increasing capacity of community and voluntary sector organisations, through capacity building actions linked to procurement, enterprise, asset development, and ChangeUp