



make no little plans

The regeneration of Liverpool city centre 1999 - 2008

Professor Michael Parkinson CBE

7 Questions

1. Liverpool - a key national story?
2. What physical changes?
3. What economic changes?
4. What did Vision add?
5. How did Vision add?
6. Why did Vision work?
7. What's next for Liverpool?

1. Liverpool - A National Story?

- Cities are back
- Government is backing them
- Liverpool was lagging
- Now in mainstream
- Changed beyond recognition - physically, economically, politically, culturally

2. What Physical Changes?

Waterfront Then



Waterfront Now



Office District Then



Office District Now



Office District Now



Paradise Street / Shopping Then



Paradise Street / Shopping Now



3. What Economic Changes ?

'Only now can we admit how bad it was. It was like Poland. Markets had stopped working.' Sir Terry Leahy, CE Tesco

'Liverpool did not have inward investment. It had outward investment. We seemed to be in the dark without a plan to take us forward.' Chris Connor, Partner, Mason Owen

'The quality of the built environment was visibly poor. More important the underpinning foundations were poor.' Colin Hilton, CE Liverpool City Council.

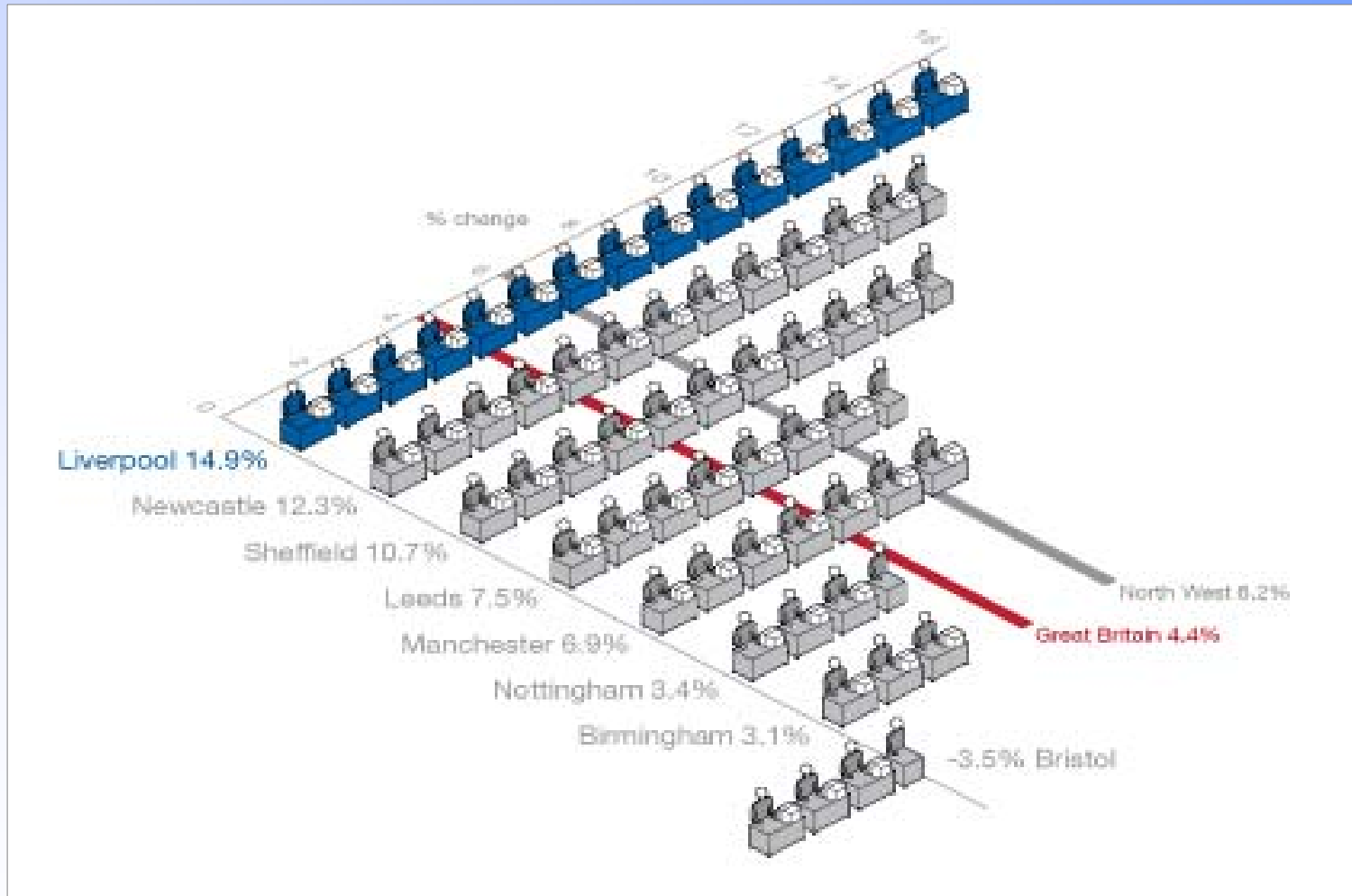
'As we entered the city centre, my wife was silently weeping.' Alastair Machray, Editor, Liverpool Echo

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

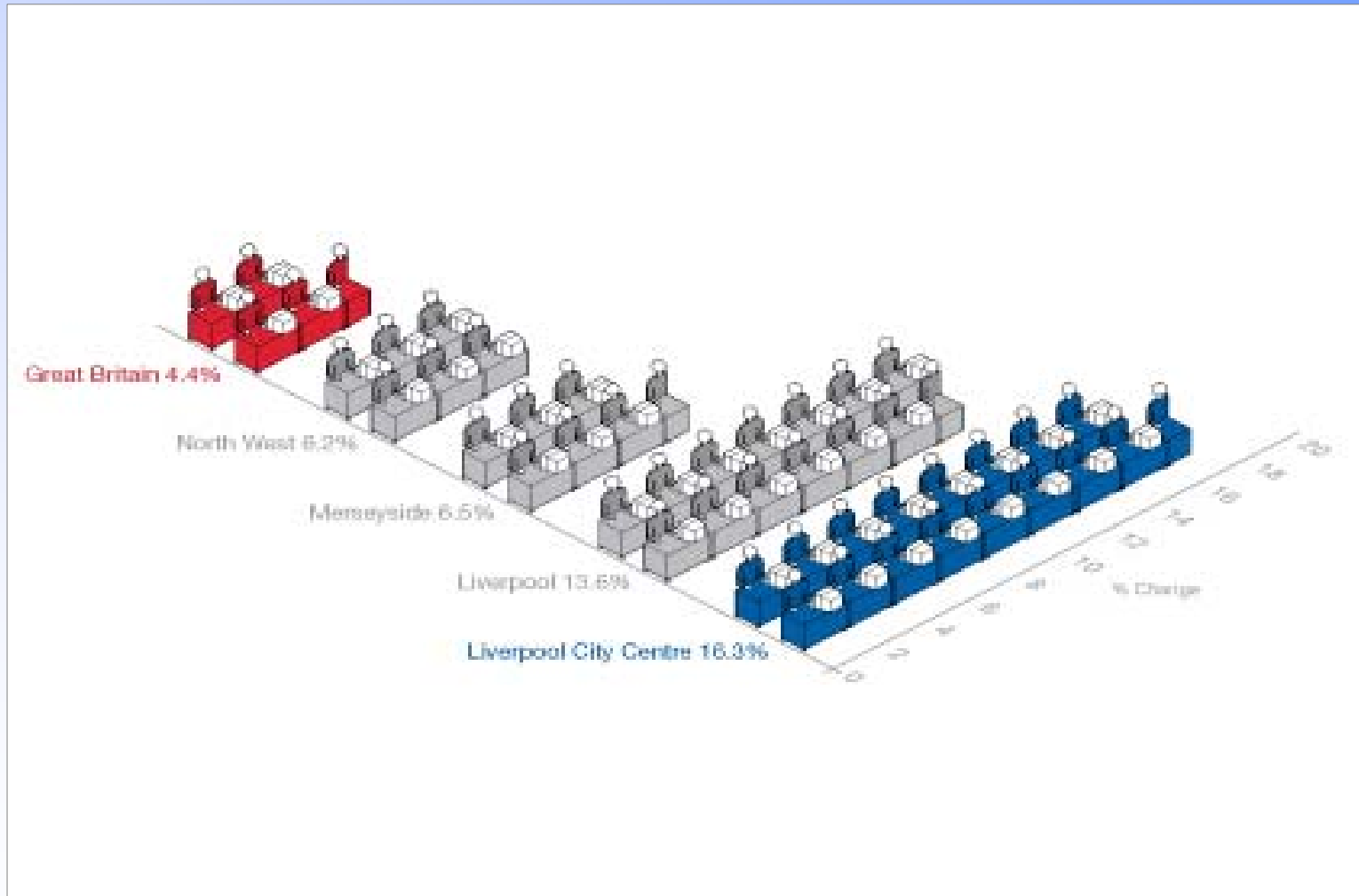
'The speed and scale of what has happened in Liverpool is awe inspiring.' Alastair Machray

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

Job Growth Liverpool 2000-6



Job Growth Centre 2000-6



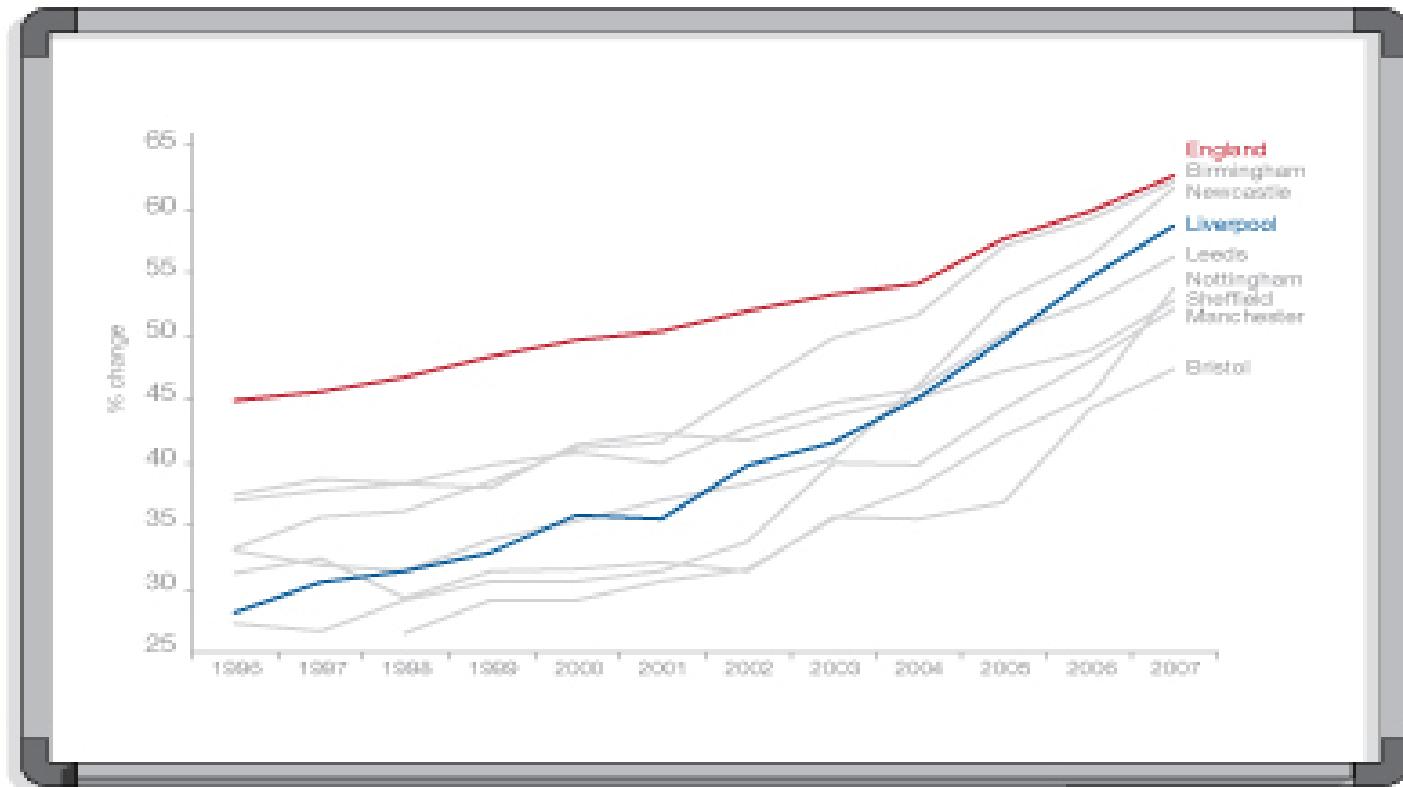
Increase Wealth 1995-2005



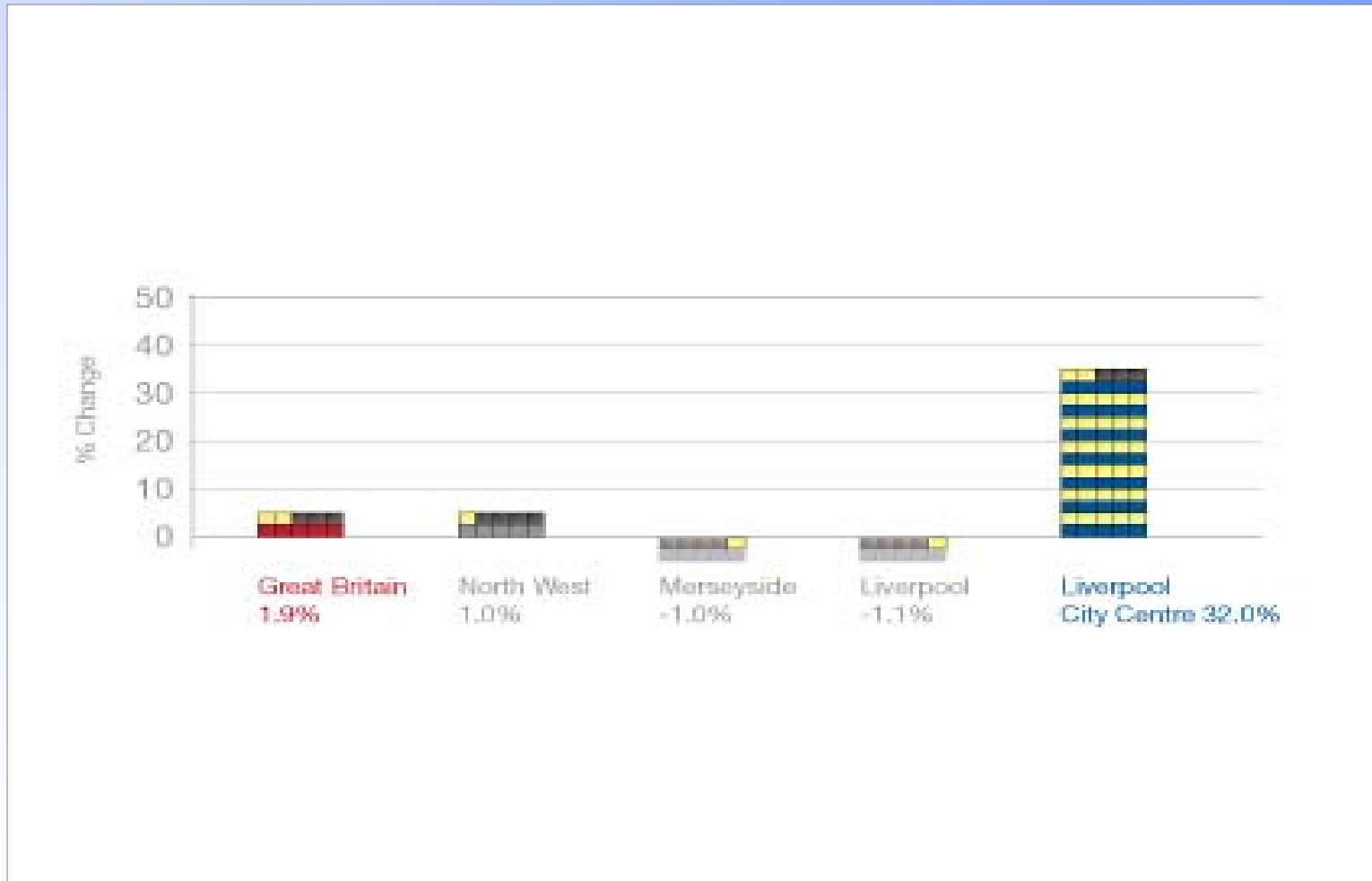
Wealth Liverpool & City Centre 1999-2005



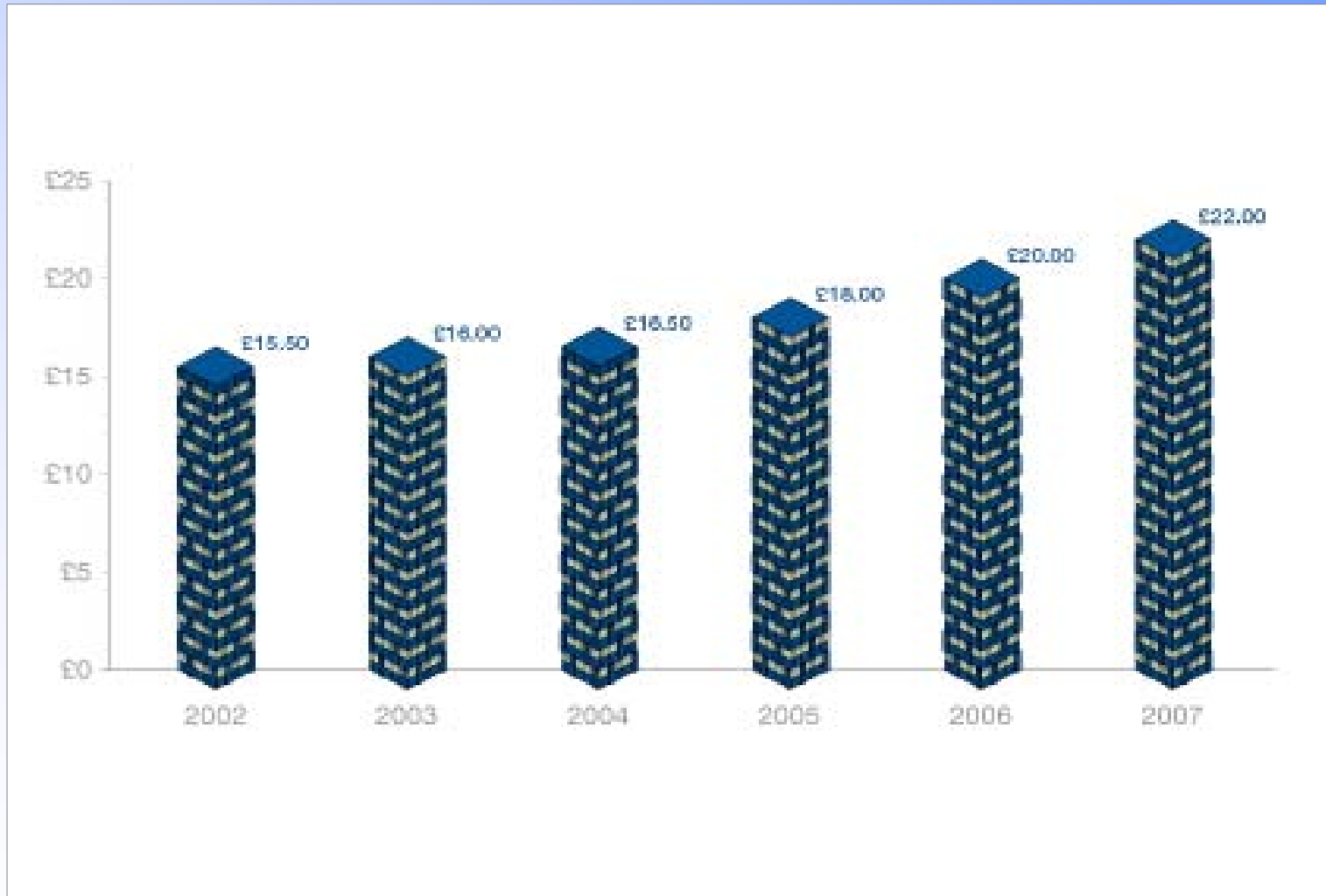
Improvement GCSE Scores 1996-2007



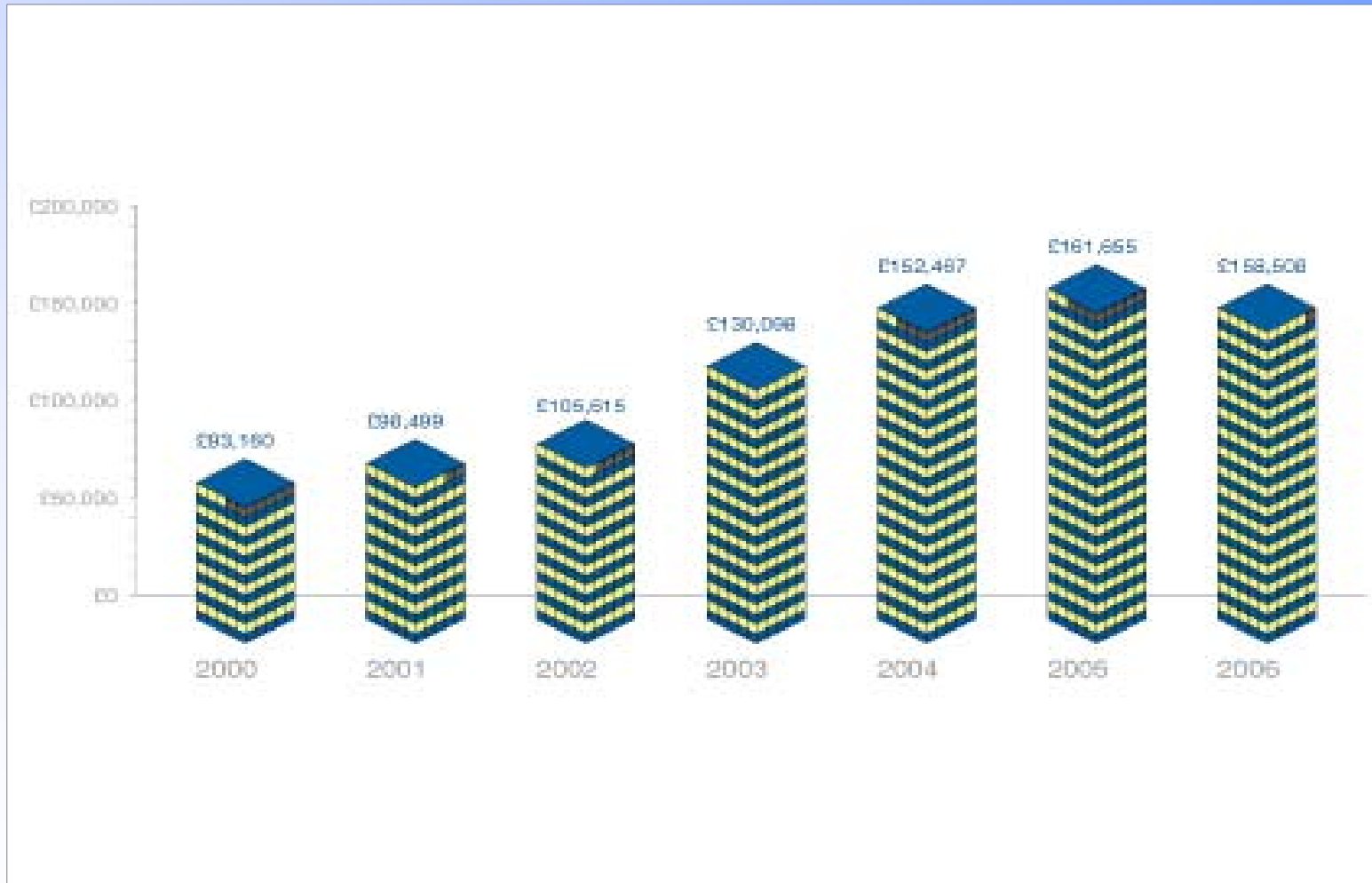
Population Increase 2000-5



Office Rents 2002-7



Apartment Prices 2000-6



4. What Did Vision Add?

- World class waterfront
- Proper business district
- Raised retail game
- Place live and visit
- Knowledge and cultural quarters
- Place quality and standards

5. How Did Vision Add?

- A big plan and commitment
- Raised aspirations
- Attracted private sector
- Brought in money
- Brokering and networking
- Focused on city centre

'Vision made a huge difference. It gave the private sector confidence. It brought continuity, coordination, coherence and clarity.'

Professor Michael Brown, CBE, VC LJMU

'We developed a fantastic strategy that said "make no little plans." It captured the imagination of city supporters, enthusiasts and leaders. For its time it was breathtaking in its aspirations and ambitions for the city.'

David Wade Smith, Chair, Livesmart

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

'They have been incredibly helpful. But we almost take them for granted.' Steve Parry, CE, Neptune Developments.

'Vision was one of the factors that got us to be serious about Liverpool.'

Rod Holmes, Project Director, Liverpool 1

'We were going round in circles. Vision was one of the few organisations we could get sense out of.'

John Milligan, Developer, Metquarter

'It had the right leadership. Strong board. Strong private sector. A prioritised business plan. And it persuaded us to put money into Liverpool.'

Steve Broomhead, CE, NWDA

'Vision was absolutely the right vehicle at the right time. It provided leadership. It galvanised public sector partners as well as the private sector.'

Paul Spooner, Regional Director, EP

6. Why Did Vision Work?

- Robust national economy
- Commitment partners
- Old and new developers
- Strength commitment Board team
- Public engagement
- Right people, right place, right time

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

Councillor Warren Bradley, Leader LCC

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

Councillor Mike Storey, LCC

'Vision had the right people in the right place at the right time. Getting Sir Joe to chair was inspired.'

Neil Scales, CE Merseytravel

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

Frank Amos, Community Engagement Panel

7. What's Next For Liverpool?

- Optimism but realism
- Renaissance to competitiveness
- City centre - and beyond
- Clarity of purpose
- Strength of partnership
- Right people
- Luck

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

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

'There is a danger that we will see what has been achieved as adequate. That must not happen.'

Mike Shields, Chair, LLDC

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

Sir Terry Leahy.