The vision for Liverpool is built on four pillars of ambition and seven drivers for change. Together these provide a coherent framework of mutually reinforcing actions which can make the biggest difference to the city’s economic success and prosperity in a global economy.
Our ambition is as simple – and as bold – as the creation of a city which is one of the best places in Europe to live, work, invest and enjoy life.

Cllr Warren Bradley, Leader, Liverpool City Council

Liverpool is becoming:

- An internationally connected city, instantly recognised across the world by its strong brand, forging global trading, investment and knowledge relationships; and the west coast’s sea and air gateway
- A competitive business city and a beacon of enterprise with a 21st Century environment for business, built around a critical mass of knowledge, creativity and innovation
- A city of exceptional quality of place with a distinctive culture of inventiveness, determination and humour – a top cultural, convention, tourist and retail centre and a magnet for business, residents, workers, learners and visitors
- A city of skilled, socially cohesive, working communities, celebrating diversity, contributing to and sharing sustainable prosperity

There should be no limit to our ambition for the city.

Liverpool will weather the economic recession and prepare for the upturn.

It will continue its transition into a distinctive and prosperous international city.

Our vision rests on four pillars of ambition – Global connectivity, Thriving people, Vibrant economy and Quality of place.

We will achieve our vision by investing in seven drivers for growth and competitiveness and we invite others to invest with us in these:

1. International Liverpool – a city with global reach
2. Liverpool: Regional City and Business hub
3. Enterprising and Productive Liverpool – a world class city for business
4. Innovative and Creative Liverpool – a city of knowledge and innovation
5. Skilled and Talented Liverpool – a city of know how
6. Inclusive, Diverse, and Cosmopolitan Liverpool
7. Liverpool: Cultural Capital – a huge endowment to build upon

For each of the drivers this Prospectus identifies the strategic actions – by Liverpool Vision and its business and public sector partners – needed to capitalise on the city’s strengths and opportunities in a changing world, and to create the conditions for Liverpool’s success in the 21st Century.

THE VISION FOR LIVERPOOL

Our vision for Liverpool is of a confident and competitive international city, a vibrant knowledge centre and culture capital where dynamic creativity drives a thriving and inclusive economy – simply one of the best places to live, work, invest and enjoy life.
At a time when the world is changing, Liverpool is again ready to be a leading international city.

The city will provide routes to success for those who invest their talents and capital here.

This Prospectus outlines the proposition for our partners to invest with us in Liverpool’s future.

We recognise that successful modern economies are open and international. The pace of technological change has turned old economic realities on their head. Perhaps no city exhibits that more than Liverpool.

Today, the city’s renaissance can be seen everywhere: in the city centre; on the waterfront; through the reinvention of its retail core; in the growth of a new commercial district and “Gateway.”

Liverpool is again an engine of growth of the North West’s economy and is the hub of the Liverpool city region. With growth above national and regional trends.

Liverpool has more than repaid the confidence of those who conferred European Capital of Culture status, which put the city in the international spotlight in the most positive way imaginable.

The cycle of large scale investment which has delivered much of the recent physical transformation is complete.

[continued on page 3]
The City
- Fifth largest city in England by population – 435,500 (ONS, 2007)
- The City of Liverpool is one of the North West’s two economic drivers, delivering 6.9% of regional output – £7.62bn (ONS, 2007)
- Economic hub of the Liverpool city region – a £38bn economy, with 2.3m people, 1.1m jobs, 80,000 businesses and a 1.46m workforce (Cambridge Econometrics, 2007)
- Highest ranking English regional city for improvement in economic competitiveness (EA Competitiveness Index, 2008)
- One of the fastest growing UK regional cities – with GVA growth of 6.9% p.a. between 1995 – 2006 (ONS). Between 1998 and 2007 the number of businesses grew by 11% (to 13,765). In this period the stock of jobs increased by 12% to 226,514

The Business Environment
- Expanding central business district with 1.3m sq ft of grade A office space delivered in the last five years and a new commercial office district with 1.5m sq ft capacity in planning
- Third most important wealth management centre in UK (Financial Times)
- A city region commercial services sector with levels of productivity ranked among the highest when benchmarked against 14 other European and US locations (BAM Best Economics)
- Ranked the least expensive UK city for global office occupancy costs (DTZ, Global Office Occupancy Costs Survey, 2008)
- Ranked among the highest when benchmarked against 14 other European and US locations (Cambridge Econometrics, 2007)
- European Capital of Culture 2008 – Europe’s most successful Capital of Culture to date
- The finest visual arts offer of any city outside London including the Tate (Liverpool) and seven venues in the National Museums Liverpool group, World Museum Liverpool, the Walker Art Gallery, Merseyside Maritime Museum, the International Slavery Museum, the National Conservation Centre, Lady Lever Art Gallery and Sudley House
- Home to: Royal Liverpool Philharmonic Orchestra; the Bluecoat Arts centre; Everyman, Playhouse, Unity, Empire and Royal Court Theatres; Foundation for Arts and Creative Technology; Liverpool Institute for Performing Arts
- Historic waterfront and mercantile district conferred World Heritage Site status by UNESCO, 2004
- Ranked third in the UK’s top 20 creative cities (The Sharpie Creativity Index, 2007)
- Host of Liverpool Biennial, the largest international contemporary visual arts event in the UK
- Identified as one of modern Britain’s top five economic hot-spot ‘supercities’ (BAK Basel Economics, 2006)
- Voted England’s most musical city and World Capital of Pop – producing more Number One singles than any other city in the world (Arts Council / Guinness World Record)

Knowledge and Innovation
- Four Universities with 71,960 students, of whom 6,000 are international, (55,680 undergraduates and 16,230 postgraduates) (HEA 2007)
- The Liverpool Knowledge Quarter with world-leading health and life sciences research institutions contribute £1bn a year to the city’s economy and is part of a wider international hub of bio-medical activity, including the National Biomanufacturing Centre and a concentration of pharmaceutical companies. More people go to work in Speke, Liverpool to produce biopharmaceuticals than any other place in Britain
- The University of Liverpool was the first UK University to invest in China (‘Xian Jiaotong-Liverpool University is an independent University based in Suzhou, China) (www.jlu.edu.cn/english and www.lu.ac.uk)
- One in ten of the UK’s medical related graduates come from Liverpool Universities – the highest output of any area in the UK (Department of Health)
- Liverpool is the most innovative city in the UK (Acas/Academy of Management Working Nation study 2005)
- One of the highest UK student retention rates – six out of ten students stay in employment in the city (NUS, 2007)
- The Liverpool city region has a patent rate (for chemicals) of 40 per million of population – higher than the UK average invention rate (BAK Basel Economics)
- More science and research professionals and associate professionals work in the Liverpool city region than in the whole of Cambridgeshire (source: ONS)

Culture and Creativity
- European Capital of Culture 2008 – Europe’s most successful Capital of Culture to date
- The finest visual arts offer of any English city outside London including the Tate (Liverpool) and seven venues in the National Museums Liverpool group, World Museum Liverpool, the Walker Art Gallery, Merseyside Maritime Museum, the International Slavery Museum, the National Conservation Centre, Lady Lever Art Gallery and Sudley House
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Infrastructure
- Liverpool John Lennon Airport, with 5.5m passengers p.a. serving 70+ destinations, is the fastest growing regional airport in the UK, voted UK Airport of the Year 2007 (Travel Trade Gazette)
- The Port of Liverpool is the largest UK port for North American container trade (£1bn) and has the UK’s largest free zone, Liverpool Freeport, with 4m sq ft of warehousing and logistics accommodation
- The Merseyrail passenger network, with an extensive system of 140 route kilometres and 82 stations, is one of the most intensively used commuter rail networks outside South East England

Quality of Life
- Liverpool has three National Parks on its doorstep: Snowdenia National Park, the Lake District and the Peak District
- At the heart of the UK’s most important regional waterfront parks with 145 kilometres of waterfront, including beaches, dunes, mudflats and an international port
- One of the greenest UK cities with 70 parks ( Obtaining Green Flag award)
- The most successful footballing city in England with 27 League Championships, five European Cups, three UEFA Cups, one Cup Winners Cup, 12 FA Cups and six League Cups
- Home to the Grand National, the most famous steeplechase in the world, watched annually by 600m people around the world
- Hub of England’s Golf Coast with over 40 courses, seven of which are leading championship venues hosting the Open Championship in 2006 and 2008
- More than 60 languages are spoken in the city, which is home to Europe’s oldest Chinese and African communities

The renaissance of the last five years is not an end in itself; it is a springboard for further growth and for prosperity for all.

Cllr Mike Storey CBE, Lord Mayor, Liverpool City Council
THE OPPORTUNITY

Liverpool is a city with a rich and influential past and now with an undisputed potential for the future. The city’s vibrant present is shaping its successful reinventions for the 21st Century in which it will compete successfully in global markets for trade, investment and highly skilled, entrepreneurial people.

The city is the cultural, transport and knowledge centre and the economic driver of a city region of 2.3m people, over 1m jobs and 90,000 businesses which generates 30% of the wealth of England’s North West. Liverpool’s name is instantly recognised across the globe, not least because the city has always looked outward, making connections with markets, culture and ideas across the world. Today those international connections include:

- Strong North American trade through the Ports of Liverpool
- Growing international routes and passenger numbers through Liverpool John Lennon International Airport
- A twinning partnership with Shanghai through which Liverpool will be the only British city - other than London - with a presence at World Expo 2010
- Extensive knowledge networks particularly in life sciences and medicine and through the many thousands of overseas students at our Universities and business schools
- Growing numbers of international tourists attracted by the city’s popular music culture, sporting excellence, new international convention centre and in 2008 the most successful European Capital of Culture ever

The engine room that is Liverpool’s economy, alongside its position as a gateway to the region, will mean the city’s success is shared by people across the North West.

Steven Broomhead, Chief Executive, NWOA
**GROWING PROSPERITY: PILLARS OF AMBITION**

Our vision for Liverpool is built on four pillars of ambition which provide a framework for action:

**Quality Place**
Developing an outstanding quality of place; making the most of Liverpool’s distinctive assets and potential as a maritime and cultural centre, optimising its role as the economic, transport, knowledge and cultural centre of the city region; developing a premier built environment, public realm and effective transport connectivity for business, residents, workers, tourists and visitors.

**Success measures:**
- Continued expansion of city centre business services, leisure, culture and further and higher education
- Further development of a modern business environment and infrastructure
- Continued expansion of quality cultural infrastructure and visitor attractions; maintaining the momentum from European Capital of Culture 2008
- Optimising the waterfront as a visitor destination
- Efficient local and inter-city public transport
- Increased choice and quality in housing, with vibrant city communities
- Sustainable energy generation and a low carbon city economy

**Global Connectivity**
Developing strong new international relationships around trade, investment and knowledge, and visitor and tourist markets; strengthening and marketing the Liverpool brand world-wide.

**Success measures:**
- Increased value of international trade through Liverpool businesses
- Increased international capital flows
- More global interaction through our knowledge institutions
- Growth in overseas visitors
- Expansion of Liverpool John Lennon Airport and the Ports of Liverpool

**Vibrant Economy**
Creating the conditions for a larger city economy which delivers higher up the value chain; growing a critical mass of high value-added sectors and knowledge-based activities; building a dynamic business base with more leading edge firms and vigorous indigenous growth; optimising and expanding the knowledge and creative economy.

**Success measures:**
- Increased contribution to the city region and regional economies
- Growth in jobs and in key sectors – knowledge, digital, creative, professional, business and financial services, maritime and the visitor economy
- Higher rates of new business formation and survival
- Enhanced world-leading research capability at Universities with a global reputation for excellence
- Increased R&D and knowledge transfer

**Thriving People**
Growing talent, learning, creativity and innovation; supporting and celebrating cultural and racial diversity; embedding learning and skills as the passport for sustainable economic growth for the city and lifelong employability for individuals; attracting skilled and entrepreneurial residents to the city; ensuring economic inclusion.

**Success measures:**
- A growing, younger population
- A pool of creative and artistic talent
- A larger, more skilled workforce
- Increased employment rate and skilled, working communities city-wide
- A diverse and cosmopolitan business base and workforce, reflecting the city’s communities, international visitor market and trade networks
- A city which is open and welcoming to all people and whose economy and culture are enriched by the talents and energies of all of its communities

**INVESTING IN THE DRIVERS FOR CHANGE**

The focus of this Prospectus is on Liverpool as a vibrant competitive city, creating wealth and operating in global markets. It complements and reflects the objectives and actions of the Sustainable Communities Strategy which is overseen by the city’s strategic partnership – Liverpool First – and it mirrors and supports strategic plans for a dynamic city region economy.

When Liverpool prospers the entire city region and North West of England share the benefits so success will assure the future prospects of many thousands of businesses and people who depend on Liverpool. Success will show the world that Liverpool has a leading edge knowledge and service economy, and that it is once again a premier international city.

However the new challenges and opportunities require new approaches, vigorous new alliances and bigger, qualitatively better and more sustainable returns on business and public investment.

To realise the vision for Liverpool, investment and energies must be focused on those actions which – together – will make the biggest difference to our future adaptability and prosperity in a global age.

Seven drivers of change provide the basis for an interconnected set of actions which will allow the city to exploit the opportunities for faster and more equitable growth.

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We will create a competitive and dynamic economy which will deliver tangible, life-changing benefits for people in every neighbourhood and every community.

Cllr Joe Anderson, Leader, Liverpool Labour Group
We will harness and foster the native creativity and entrepreneurial spirit of Liverpudlians to create a thriving culture of enterprise and productivity in all the business sectors.

David Burnside, Chairman, Aegon

ENTERPRISING AND PRODUCTIVE LIVERPOOL

Liverpool’s economy has grown rapidly and it has the assets and capacity for even higher levels of productivity and growth. Liverpool will realise that potential by becoming a beacon of excellence for entrepreneurship and enterprise, creating the conditions in which business thrives, increasing the number of businesses and jobs in the city and continuing to transform the industrial structure to one with more higher value sectors.

Strategic actions:
- Create an environment for enterprise and business success
- Move up the value chain; increase investment and productivity; grow the high value sectors

Although, inevitably, changes in the global and national economy will slow growth in the immediate future, the potential exists for significant wealth creation and the pipeline of development opportunities confirms sound prospects.

Liverpool’s advantageous business environment – a competitive office and industrial premises portfolio and a comprehensive skills offer across the travel-to-work area – will drive future growth.

Alongside the contribution which inward investment will make to enlarging and diversifying the business base, we will build a thriving indigenous business community by strengthening our business support environment to become a beacon for enterprise and entrepreneurship.

The goal is more business starts, improved survival rates and growth across the business spectrum, from high growth and hi-tech enterprises to businesses started and owned by young people, graduates, women and minority communities, to family owned businesses and social enterprise.

We will continue to put in place the pre-conditions for improved economic performance and for more higher value activities within the industrial mix. We will realise the full potential of key sectors: business and financial services; creative and digital; maritime; life sciences; environmental technologies; food and drink; tourism; and automotives. We will support the continuing existence – and diversification – of manufacturing and more traditional industrial sectors.

Responding to the urgent need for sustainable energy and carbon neutral technologies, Liverpool will develop new clusters of activity, maximising University and private sector R&D capabilities.

The task for the public sector is to work with business to deliver highly accessible, comprehensive and relevant services and more strategic, focused support for growth sectors.

We must provide the right ladder of support – the right finance, the right property, the right skills – tailored to business lifecycles and changing requirements.

Strategic actions:
- Become an international knowledge centre with world-leading University and private sector expertise; R&D centres of excellence and quality digital and physical infrastructure
- Build a creative, entrepreneurial culture from schoolroom to boardroom

Innovation, knowledge and creativity are as important to the Liverpool of today and tomorrow as they were to the Liverpool of the past. 19th Century excellence in engineering and life sciences has evolved into an asset base which is enabling Liverpool to operate on the world stage of science and innovation.

Liverpool’s Knowledge Quarter is at the heart of a city region knowledge base, which extends into international networks of intellectual creativity, technological innovation and commercial exploitation ranging from the USA to China.

Liverpool is breaking new ground on vaccines and epidemiology and is involved in many of the world’s most serious health challenges including HIV, tropical diseases, obesity and oncology. Its bioscience and health-related disciplines include leading edge centres of excellence such as the Liverpool School of Tropical Medicine and the National Centre for Zoonosis.

Liverpool’s future economic growth will increasingly be driven by higher value, knowledge-based activities. Liverpool will build on and expand its already important knowledge assets to become a top city for science and innovation; optimising existing specialisms in health science; developing a quality physical environment for learning, research and innovation; supporting the development of significant knowledge-based business clusters; and nurturing a culture of lifelong innovation and creativity to harness the talent of its people and those who come here to study, teach and research.

INNOVATIVE AND CREATIVE LIVERPOOL

Liverpool is a major player in advanced science, technology and engineering, with leading research in accelerator science, micro and nanotechnology, bio-engineering, materials chemistry, astrophysics and advanced computing. The city region’s achievement in patents in the chemical and pharmaceutical sectors is outstanding. The MerseyBio Incubator, Liverpool Science Park, the National Biomanufacturing Centre and the Liverpool Innovation Park are part of a capability for taking innovation from the laboratory to the factory bench which we must now expand.

Liverpool’s creative and digital sectors will continue to grow, capitalising on specialisms in games technology, film, music and the performing arts and contributing to the success of MediaCityUK. We will drive the commercialisation of innovation, placing it at the heart of business culture. We will also expand our talent base through graduate programmes such as Liverpool John Moores University’s World of Work programme.

Growth in academic excellence and targeted support for the expansion of key knowledge-based sectors, particularly bio-science, will help to realise the potential and ambition of becoming an international city of science and innovation.
**LIVERPOOL: CORE CITY AND REGIONAL BUSINESS CENTRE**

Liverpool will continue to grow those activities which define a major national and regional city – business, knowledge, tourism and culture – a competitive, high quality and cost effective 21st Century business location, with effective transport and digital connectivity and a quality residential offer to attract and retain skilled and entrepreneurial people.

**Strategic actions:**
- Expand quality, value for money physical business environment and infrastructure and business service sectors
- Realise the potential of Northshore and regenerate North Liverpool
- Improve road and rail links
- Extend housing quality and choice
- Develop the opportunities of a low carbon economy

Liverpool’s function as the city region’s core and regional economic driver is identified most importantly in Liverpool city centre, reflecting its role as the nexus for professional and financial services, public administration, higher education, retail, culture and leisure and a substantial creative and visitor economy.

Additionally several strategic investment ‘Gateway’ areas including Speke and Edge Lane are being transformed into quality competitive business locations. The next major growth area will be in North Liverpool, built around Peel’s proposals for Liverpool Waters, running north from the city centre waterfront at Princes Dock.

Growth in high value sectors will be aided by the provision of new business premises in the expanding commercial district, on the waterfront and at the major gateways to the city. Public sector investment will remain an important contribution to development through the provision of infrastructure and support for speculative build. Priorities for investment of declining levels of public sector funding will be developments which deliver real quality of place.

Planning will increasingly reflect the shift towards more sustainable forms of transport and the city centre and main employment areas will be accessible by both private car andpublic transport. Liverpool will work with national and local partners to ensure more effective transport connections to London and other cities, particularly via fast rail links and through the Mersey Gateway river crossing.

Liverpool will become as renowned in the 21st Century as it was in the 19th Century for the strength and breadth of its expertise in legal and professional services.

Tony Wilson, Senior Partner, Hill Dickinson

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**LIVERPOOL: THE CULTURE HUB**

Liverpool’s exceptional cultural assets and its role at the centre of a rich city region cultural offer provide an international and national distinctiveness and competitive edge. Liverpool’s cultural excellence – including its heritage, arts, music, sport, leisure, retail and nightlife – is an important magnet for attracting and retaining visitors, investors, students and residents; its visitor economy makes a major contribution to economic output; its artistic talent pool is part of its dynamic creativity. Liverpool will maintain the momentum of European Capital of Culture ‘08 consolidating the legacy and becoming the No.1 English city for culture.

**Strategic action:**
- Become the No.1 English city for culture outside London; a top international, national and regional visitor destination and convention centre
- In an increasingly flat world, competitive advantage is found in spikes of excellence. Quality of place, life and culture are now key determinants in creating a new hierarchy of internationally competitive cities.
- Maintaining and increasing Liverpool’s drawing power as a cultural and creative capital is therefore vital to a thriving knowledge and innovation economy in the city and the North West of England.
- Liverpool has just hosted the most successful European Capital of Culture ever, attracting 15m cultural visits of whom 3.5m were first time visitors to the city. The economic benefits to the city region are estimated at £360m. Liverpool ONE has restored the city to the top five retail centres in the country, while the Echo Arena and BT Convention Centre at Kings Waterfront hosted 700,000 visitors and delegates in its first year, contributing over £200m to the city’s economy.

Liverpool will build on Capital of Culture to drive further excellence in its cultural offer. The city’s cultural institutions and players are reorganising to provide continuing leadership to maintain the momentum and quality – and engagement with the community – achieved through ‘08. The Liverpool Arts Regeneration Campaign has brought together the cultural institutions and players in order to present a quality offer in culture outside England. The Liverpool Culture Collective has brought together the city’s key cultural and commercial players to drive further excellence in culture to drive further excellence in culture outside England. The Liverpool Culture Collective has brought together the city’s key cultural and commercial players in order to present a quality offer in culture outside England.

Liverpool will address the challenge of securing further investment across its cultural and visitor infrastructure in order to present a quality offer in important facilities such as the Royal Philharmonic Hall, the Everyman and Playhouse theatres and extending exhibition facilities at the successful Arena and Convention Centre.
A shared vision of our future will provide leadership at every level, driving real change, with every person and organisation understanding and fully committing to their role in the ambition for a vibrant, successful city.

Michael D. Parker CBE, Chairman, Liverpool Vision
INTERNATIONAL LIVERPOOL

Through new and stronger international connections and relationships, Liverpool will increase global trade and investment into the city, expand the flow and exchange of knowledge, attract more international students and tourists and enhance the quality and range of its international sea and air transport connections.

Strategic actions:

- Promote the Liverpool brand and image and position Liverpool internationally and nationally
- Increase international investment and trade
- Reinforce Liverpool’s position as the west coast’s sea and air gateway

Opportunities in new locations.

With increasing competition between cities for trade, investment, leading companies and highly skilled, creative people, Liverpool will make the most of its brand and image to establish a stronger international profile and extend its range of global relationships. Liverpool is positioned as the natural point of entry for foreign investment, to deliver the infrastructure and support services to enable businesses to become established and flourish.

Liverpool’s Universities and businesses are establishing branches overseas, increasing the exchange of knowledge and culture. Many thousands of overseas students get their academic or professional qualifications through Liverpool’s Universities before going home to Shanghai, Mumbai or Singapore. Increasing numbers of students in China and other developing economies will study at home in learning centres established by Liverpool’s Universities they will be future ambassadors for Liverpool.

Liverpool will work with partners to market its offer through civic, city-to-city, University-to-University and business-to-business links, taking every opportunity to showcase the city and target new markets and global partners. We will equip the city’s businesses as ambassadors for exports and investment.

We will also exploit the improved perceptions of the city generated by the Capital of Culture ’08 legacy. Liverpool’s presence at the Shanghai World Expo in 2010, as the only British city outside London, will provide a unique opportunity to present the city region and North West internationally to 70m visitors.

Liverpool’s role as the UK’s west coast sea and air gateway will become more important as the need increases for efficient means of global transport, underlining the importance of the continuing expansion of the Port of Liverpool and Liverpool John Lennon Airport.

We will exploit and build upon the huge equity accumulated during ’08 to cement Liverpool’s global position as UK’s the most recognisable and positive city brand.

Sir Terry Leahy, Chief Executive, Tesco Plc.
SKILLED AND TALENTED LIVERPOOL

Liverpool is building a larger and more highly skilled and flexible workforce, with increasing educational attainment in its schools and high adult skills levels, supported by a strong school-business relationship and business-driven workforce development, leadership and management programmes. Liverpool will be a city of skilled, working communities where everyone contributes to and shares in prosperity and which attracts and retains young, skilled and talented people.

2008 attainment at GCSE 5+ Grades A-C outpaced England for the first time. Adult intermediate and higher level skill levels have also seen a rapid and substantial improvement in the last three years.

Our challenges are at the extremes of the spectrum. We must up-skill more adults who presently have no qualifications, and improve their access to work, particularly in the high unemployement neighbourhoods and in minority communities. And we need more people with higher level qualifications.

Strategic actions:
- Build a larger, highly skilled and flexible workforce for today's and future needs.
- Liverpool - the best place for the skilled, mobile and talented to live.

Inclusive, Diverse and Cosmopolitan Liverpool

Liverpool’s multi-cultural and cosmopolitan history is an intrinsic feature of an outward facing international city. Liverpool will have a diverse workforce and business base with an economy and culture which are enriched by the talents and cultures of all its communities and will welcome all to the city.

The essence and magic of Liverpool resides within its creative, passionate, genuine, unstoppable people. Positive change is happening in Liverpool because of its people. The further development of more highly skilled and talented communities will enable our delivery of truly world-class experiences, creating future sustainability and prosperity for the people of Liverpool.

Jeannette Kahve-Parkinson, Vice President, Mersey
ORGANISING FOR A STEP CHANGE

This is a Prospectus for Liverpool’s future economic success. A Prospectus that invites the public and private sectors, local and global, to invest with us in the future of the city and to succeed by doing so. It is an invitation for partnership.

Delivering the vision set out in this Prospectus requires the efforts of the whole city.

Connection with the real economy requires an organisation that brings together the city with the world, business with citizens, and productivity with place.

As Liverpool’s economic development company, Liverpool Vision has that role. We will ensure that all of our partners’ endeavours are focused on making Liverpool a world class city for business.

We will support joint endeavour by facilitating and co-ordinating joint working between private and public sector partners – both for individual programmes and projects and for the major strategic action themes of the Prospectus through three main strands: with developers and investors; with the public agencies and with business leaders.

Liverpool Vision works for Liverpool, and is accountable to the city.

To become a competitive international city we must have a single, integrated plan which joins up all the resources and actions so that the whole city works and pulls together in the most effective way.

John Kelly, Partner, KPMG
## IMMEDIATE PRIORITIES FOR ACTION

### Maintaining the momentum

In the first instance we will maintain the dynamism of the last decade, safeguard the achievements of private and public investment which have been the bedrock of the city’s renaissance and ensure that businesses get through the current difficult times. At the same time we will shape the environment which will enable Liverpool to make the most of the upturn in the global economy - to foster the indigenous and high value, knowledge-based growth on which the city’s future prospects and prosperity will be built. In the immediate term, the foundations for the future will be built on eight strands of action.

<table>
<thead>
<tr>
<th>Liverpool Vision-led actions</th>
<th>Liverpool Vision and Partners</th>
<th>Partner-led actions</th>
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<tbody>
<tr>
<td>21st Century business environment</td>
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<tr>
<td>Enhance the city centre and Liverpool’s strategic investment areas as top national locations for business with quality cost effective premises and supporting infrastructure</td>
<td>Create energy efficient buildings and business districts and support business energy efficiency</td>
<td>Develop effective and sustainable local and inter city road and rail transport</td>
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<td>Develop sustainable energy generation, maximising wind and tidal power and exploit new ‘green’ technologies</td>
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<td>Northshore and North Liverpool – focal point for future investment</td>
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<tr>
<td>Prepare a strategic investment framework for Northshore and North Liverpool</td>
<td>Support Peel’s proposed transformation of the Northshore waterfront through the Liverpool Waters development</td>
<td>Regenerate North Liverpool into a thriving neighbourhood economy</td>
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<td>Develop Liverpool Waters as the new commercial, leisure and residential growth point for the city region</td>
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<tr>
<td>Culture Capital – destination centre and convention city</td>
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<tr>
<td>Add to the city’s cultural, exhibition and sporting infrastructure – developing at least one more substantial visitor attraction; replacing and upgrading music and drama facilities; creating top quality sport facilities</td>
<td>Develop the domestic market for culture, leisure, sport and retail</td>
<td>Maintain the momentum of European Capital of Culture ‘08 through a continuing focus on cultural excellence and delivering a dynamic programme of top quality cultural events</td>
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<td>Maintain and increase international and national visitor numbers</td>
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<td>International City and Super Port</td>
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<td>Optimise the opportunities of Liverpool’s presence at Shanghai World Expo 2010 Establish Liverpool’s strong attack brand and promote the city internationally and nationally</td>
<td>Forge strong new international relationships for investment and trade, knowledge and culture exchange</td>
<td>Create better and more effective international transport connections through the expansion of Liverpool John Lennon Airport and the Ports of Liverpool, with additional handling and logistics capacity to become a nationally significant centre</td>
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<td>Enterprise beacon</td>
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<td>Make Liverpool the most business friendly city in the UK</td>
<td>Support business through the economic downturn and into the upturn</td>
<td>Make Liverpool a leading city for business starts, survivals and productivity and grow a large and thriving business base, across the whole spectrum of business types and key sectors</td>
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<tr>
<td>Liverpool – an international knowledge and innovation centre</td>
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<tr>
<td>Prepare a strategic investment framework for the Knowledge Crescent</td>
<td>Strengthen Liverpool as an international knowledge centre by creating greater critical mass in the knowledge economy through partnership between the Universities, business and public agencies</td>
<td>Optimise Liverpool Bay’s wind and wave potential for sustainable energy generation and develop new low carbon technologies</td>
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<tr>
<td>Facilitate the development of the Knowledge Crescent and its components: Knowledge Quarter, Medical Park, Liverpool Innovation Park, Ropewalks and Baltic Creative Area</td>
<td>Grow the key knowledge and creative sectors and particularly Life science</td>
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<tr>
<td>Change the balance to high value economic functions</td>
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<tr>
<td>Start to make a shift in the city’s industrial structure and business productivity through strongest support for high value sectors, attracting new leading edge businesses to the city and improving business leadership and management</td>
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<tr>
<td>Skilled, talented, diverse and entrepreneurial city</td>
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<tr>
<td>With business, the Universities and public sector partners, launch a plan to attract and retain more skilled, innovative and entrepreneurial people in Liverpool</td>
<td>Help more Liverpool people into employment and build economically sustainable neighbourhood communities</td>
<td>Develop a larger, highly skilled and flexible city workforce through business-led, workforce skills programme</td>
</tr>
</tbody>
</table>
Liverpool’s progress will be measured and benchmarked against the best national and international exemplars of success as:

1. A top location for business and investment in the UK
2. The No.1 English city for culture outside London
3. A beacon of excellence for entrepreneurship, enterprise and business friendliness
4. Internationally renowned city of science, innovation and creativity
5. A top UK visitor destination, retail, conference and convention centre
6. A magnet for young skilled and enterprising people
7. A city of economic opportunity for all

Our indicators of economic growth and competitiveness will include:

- Increased productivity – gross value-added (GVA) per head of population
- Job growth and the proportion of new jobs created in the knowledge economy
- Increased business starts and survivals
- Increased wealth creation generated through international trade and investment
- Attracting more people to the city – as residents, visitors, workers and learners
- Increasing the employment release and higher skills levels faster than the rest of the UK
Liverpool Vision was established in 2008 to drive Liverpool’s economic resurgence.

Liverpool Vision’s Board comprises a Chairman and key members from the private sector alongside the public sector investment partners – Liverpool City Council, Northwest Development Agency and the Homes and Communities Agency.

Liverpool Vision’s role is:

- To be the city’s strategic economic development company, provide leadership in the city in establishing a vision for Liverpool’s economy and promote the city
- To set objectives for economic and business development and to develop and establish agreed programmes of investment and activity designed to achieve those objectives
- To be Liverpool’s business-facing agency, with a clear focus on economic competitiveness and prosperity, complementing partners’ work on sustainable communities and social inclusion
- To work with and through public and private sector partners to ensure shared ownership of the vision and objectives and to establish the strategic framework, partnering, funding, facilitation or delivery arrangements for projects and activities within the agreed programme
- To keep the vision and objectives under review, monitor and evaluate progress and impact and to update key strategic directions in response to progress and changes in the economy

Liverpool Vision’s key partners are:

- Its members: Liverpool City Council, Northwest Development Agency, the Homes and Communities Agency
- The private sector including developers and investors and the city’s business community
- Organisations within Liverpool and the city region, including The Mersey Partnership, Local Authorities, Liverpool Chamber of Commerce, the Local Strategic Partnership – Liverpool First, Government Office for the North West, the Universities and key Sector and Business Networks
- Regional organisations including Business Link NW, the Learning and Skills Council (and successor agencies), Confederation of British Industry, Federation of Small Businesses, Environment Agency, North West Vision and Media, and North West Science Council
- Local delivery organisations engaged in skills and business and enterprise development
Our ambition has to be to accelerate Liverpool’s renaissance to create thriving and sustainable communities right across the city.

Deborah McLaughlin, Regional Director, Homes & Communities Agency
Liverpool Vision
Board Members

Cllr Joe Anderson
Leader, Liverpool Labour Group

Cllr Warren Bradley
Leader, Liverpool City Council

Steven Broomhead
Chief Executive, Northwest Regional Development Agency

David Bundred
Chairman, Aerogistics

Jeanette Kehoe-Perkinson
Vice President, Mexx

John Kelly
Partner, KPMG

Sir Terry Leahy
Chief Executive, Tesco Plc

Deborah McLaughlin
Regional Director, Homes and Communities Agency

Michael D. Parker CBE
Chairman, Liverpool Vision

Cllr Mike Storey
Lord Mayor, Liverpool City Council

Tony Wilson
Senior Partner, Hill Dickinson

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