

working together: transformational leadership for city growth

The Smith Institute

The Smith Institute is an independent think tank that has been set up to look at issues which flow from the changing relationship between social values and economic imperatives.

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working together

Essays from the leaders of England's core cities,
with a foreword by Sir Michael Lyons

Edited by Chris Murray



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Preface

Wilf Stevenson, Director, Smith Institute

The Smith Institute is an independent think tank, which has been set up to undertake research and education in issues that flow from the changing relationship between social values and economic imperatives. In recent years the institute has centred its work on the policy implications arising from the interactions of equality, enterprise and equity.

This collection comprises essays by leaders of eight city councils (Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield), co-authored with leaders from industry, higher education, the community and the voluntary sector. Each demonstrates the renaissance of our core cities in recent years as exciting places to live, work and visit. They also show a new city dynamic at work, centred on partnership working, political consensus and a shared sense of vision and ambition.

However, all the authors acknowledge the difficult challenges facing our major cities, which include: education, skills and training; improving transport networks between and within city regions; climate change and carbon reduction; increasing capital investment and engaging the private sector; and innovation and harnessing intellectual capital. Taken together, this collection offers solutions, from differing perspectives, on how city leadership can meet the challenges of economic success on the one hand, and ensure social inclusion and sustainable communities on the other.

The continued success of our cities is central to narrowing regional divides and improving our overall national competitiveness. All the authors are seeking ways to help pull out all the stops so that the core cities can enjoy the levels of growth we have seen in London and the South East. But, as this monograph makes clear: the core cities want sustainable growth, not more boom and bust. City leaders are offering local solutions alongside national programmes: solutions, as described in this monograph, that celebrate their unique histories and cultures and provide for prosperity and growth, not only for the citizens of the cities themselves, but also for those who live and work in the surrounding areas.

The Smith Institute thanks Chris Murray (Director of the Core Cities Group) for agreeing to edit this collection of essays, and gratefully acknowledges the support of the Core Cities Group towards this publication and the associated series of fringe events.

Foreword: Place shaping and city leadership

Sir Michael Lyons, Author of the Lyons Inquiry into Local Government, BBC Chairman, and Former Council Chief Executive

Few if any of those seriously interested in the future health and prosperity of our cities question the importance of effective leadership. What this latest offering from the Core Cities Group ably demonstrates is the scope for a rich and challenging debate about what we mean by leadership. This collection of thoughtful contributions reflects the complexity of our cities and the breadth of the challenge they face. Each one is the result of a partnership, pairing the elected leader with one or more prominent members of the local community. Together they implicitly recognise that leadership will often be shared, that it can take different forms, and that different communities will have different needs, which will often vary over time.

The importance of economic strength runs through each of these contributions. That should be no surprise, as the core cities were all severely affected by the de-industrialisation of the 1970s and 1980s and are still reshaping themselves to compete and earn a living in the 21st century. Those writing here consistently recognise that their renaissance is as likely to be built by investment in human capital and increased aspirations as by the physical reshaping of the cities themselves.

There is also a strong consistent theme of sustainability bridging the need to build cohesive communities and the need to shrink the environmental impact of city life. The blend and balance differ, however, reflecting the different history, circumstances and chosen path of each city.

Taken together, these essays well illustrate the complexity of city governance, exploring some of the inevitable tensions:

- Leadership is about creating a shared vision, but that can be achieved only if the many different voices in any city can each find expression.
- Priorities must be set, but such are the expectations of the age that it is often simply too difficult to stop doing anything, so leadership becomes a challenge of continually rebalancing competing needs and the resources available to meet them.
- Responding to the needs and dreams of a modern city population requires fluid leadership, capable of recognising the importance of the neighbourhood but equally able to build alliances well beyond the city boundary.

- Leadership requires the support of those who vote today but must plan for the needs of tomorrow, and sometimes for the needs of those yet to be born.

These essays demonstrate the importance of the local and the need for leadership at that level to enjoy the flexibility to respond to local opportunities and problems. I believe they also offer an interesting lesson on the nature of the leadership our cities need today. In their emphasis on partnership with others and their recognition of the complexity of the job to be done, these papers implicitly reject some of the overly simple proposals for city leadership.

No simple presumption here that it is all about finding the right individual, investing them with extensive personal powers, and backing them whatever they choose to do. Instead, there is recognition that leadership needs to be found and nurtured simultaneously in many parts of a city's life system. It is as important in the residents' and tenants' groups as in the largest companies; as vital in the smallest arts organisation as in the most distinguished university. Ralph Nader caught the spirit of this when he said that "good leadership is all about creating more leaders not more followers". Drawing those skills together to ensure common cause and combined effort is the real task for those who would lead a city. Such skills and qualities exist in every city, so there can be no excuse for simply awaiting a saviour.

My recent inquiry into the role and funding of local government led me to conclude that the proper job for the local council in the 21st century is the stewardship of place. In using the term "place shaping" I wanted to underline a responsibility for seeking to improve the well-being of a place and the people that live in it; a well-being that embraces economic, social and environmental needs and interests. The need to go beyond the delivery of services, important though that job is.

I was clear that this depends on good leadership, but was equally confident about the nature of the leadership needed. Hence I included in my final report a summary of the behaviours and skills I associate with effective leadership. These can be found in chapter 5 of my final report *Placeshaping: A Shared Ambition for the Future of Local Government*, published in March 2007.

My conclusion was of course intended for the whole of local government, but it perhaps has a special relevance for our largest and economically most important cities. Not only do they together provide a home, work services and entertainment for a very substantial

part of the population, but they may also find themselves in the vanguard of any new attempts to redress the balance of local choice and autonomy. If so, leaders who can share their power, build effective alliances, look outside their boundaries and respond to the complex agenda reflected in this set of papers will rightly command some considerable authority. It looks to me as if the core cities are preparing for that future, and I commend their efforts.

Introduction

Chris Murray, Director of Core Cities

This publication could not have been better timed. We are poised at a moment of potentially major change for England's cities, which brings with it risk but also opportunity. The importance of our great cities and city regions to the economy has rarely had more profile. The recognition that they need to be empowered to act at the local level has become widespread. As if to underline this growing awareness, we have experienced a wave of recent reports, reviews and inquiries whose conclusions support empowering cities and city regions to act, and giving them the tools and freedoms to do so.

The 2006 report *State of the English Cities*¹ compared the 61 top-performing cities in the EU. Apart from London, England has only two cities in the top 50, whereas France has five and Italy six – and Germany has 15 in the top 20 alone.

That report offered two central reasons for our relatively low performance. Firstly, the most successful cities in Europe (and indeed elsewhere) have organised themselves across administrative boundaries within functional economic areas, and have been accorded formal recognition by their central and regional governments. Secondly, the most successful cities have a greater degree of autonomy, within a more decentralised system of national government, than that enjoyed in England. They are consequently able to exert much greater control over their finances.

Perhaps one of the reasons that devolution is now a standing agenda item in any discussion about city and regional policy in England is that there is a realisation that we have gone more or less as far as we can in accelerating economic growth without passing some responsibility and control away from the centre, simplifying and integrating present arrangements.

Sir Michael Lyons, both in his foreword to this publication and in his recent review of local government,² recognised the importance of local authorities' leadership role in good local governance, convening a range of public- and private-sector agencies to focus on particular aspects of place, in "place shaping". This position is reinforced to a large extent by other, earlier reviews, such as Barker on land use and planning, Leitch on skills,

1 Parkinson, M *State of the English Cities: A Research Study* (ODPM, 2006)

2 Lyons, M *Placeshaping: A Shared Ambition for the Future of Local Government* (Department for Communities & Local Government and HM Treasury, 2007)

Eddington on transport, and Stern on climate change.

The draft bills on local transport and climate change, the white papers *Planning for a Sustainable Future* and *Meeting the Energy Challenge*, and the green paper *Homes for the Future*, all produced earlier this year, also discuss how best to empower delivery at the local and subregional level. From the perspective of the core cities, subregions are not the same as city regions – which are the functional economic areas, with interconnected business and urban conurbations sitting in travel-to-work areas – but this is a welcome and wide-ranging focus on doing the right thing at the right level. In addition, the recent Work Foundation report on the economic performance of the UK's creative industries³ emphasises the importance of "place" and of our major cities as knowledge economy brokers.

The subnational review of economic development and regeneration published by the government in July⁴ examined the roles and responsibilities of local, regional and national agencies, concluding, among other things, that local government should be more fully empowered to undertake economic development, and that devolution should be implemented both to individual local authorities and, where possible, to collections of them within city region partnerships. Core Cities Group have worked closely with the regional development agencies during this review and there is much agreement on common goals and how to achieve them. If implemented, the conclusions of this review will take us a long way towards achieving the self-determination badly needed by cities and city regions. But it requires a bold restructuring of the regional architecture, redefining relationships within a common policy framework, and, above all, strong, persistent and shared leadership.

Other innovations, such as the creation of a national agency for housing and regeneration (combining the Housing Corporation, English Partnerships and other functions), and changes to the Learning & Skills Council, offer opportunities to work in a different way. Housing supply is a big issue for all the core cities, but so is the difficult balancing act of quality, sustainability and affordability. Skills and employment are at the heart of successful regeneration, and supply needs to respond to complex and differing sub-regional demands.

What we are witnessing in this raft of proposals is nothing less than a fundamental redrafting of England's urban policy narrative, but it is essential that, as the title of this

3 *Staying Ahead: The Economic Performance of the UK's Creative Industries* (Work Foundation, 2007)

4 *Review of Sub-national Economic Development and Regeneration* (HM Treasury, Department for Business, Enterprise & Regulatory Reform and Department for Communities & Local Government, 2007)

publication suggests, this is a collaborative act.

The Core Cities Group, a cross-party as well as cross-city alliance, has more than 10 years' experience of such collaboration. The group covers England's eight major regional cities: Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield. They have a central role to play in reducing regional economic disparity, not as a zero-sum game but rather in improving national economic performance overall. Some of the city region areas around the core cities are responsible for around 50% of their region's entire economic output, with the city providing the economic heat at the centre. National as well as regional prosperity is reliant on increasing the future performance of the core cities.

Achieving this growth relies on a complex mix of factors, from transport to skills, innovation to climate change, and culture to sustainable place making. Strong leadership and new ways of working across administrative and sectoral boundaries have emerged to support this approach. Importantly, the core cities adopt this method in working with government and its agencies, seeing themselves very much as delivery partners with a common agenda and goals.

Unlike some of our European neighbours, the English have had a love-hate relationship with their cities in the recent past. In a post-industrial world, our cities came to be seen as problems. We now recognise that they are in fact solutions, in terms of economic growth, social inclusion, climate change and much else. The predicted "electronic village" never happened; people want to live and work in cities, to mix with and be near others, in high-quality sustainable communities.

We hear a lot about leadership these days, and literature on the subject abounds. But there can be few leadership tasks more complex than that of leading a city to success. Those responsible face increasingly complex challenges. Globalisation, new technology, climate change, changes in labour markets and the needs of increasingly pressurised built environments all have an impact. In these essays the leaders of the eight core cities – with senior figures from the public and private sector – demonstrate how partnership and joint leadership are increasingly the key to successfully tackling these challenges.

Chapter 1

Leadership in Birmingham – delivering a world-class city centre

Councillor Mike Whitby, Leader of Birmingham City Council, and
Professor Michael Parkinson, Director of the European Institute
for Urban Affairs at Liverpool John Moores University

Leadership in Birmingham – delivering a world-class city centre

Successful city leadership involves getting the right people and the right policies in the right place at the right time to meet the huge economic, physical and social challenges that rapid global change has created in all our cities. Those challenges are many and varied. In this essay we consider one that Birmingham is focusing on: creating a successful city centre.

We show how the leadership in Birmingham is using the city centre as a way of responding to the wider forces affecting the city, to drive forward its economy and the wider city region. In particular, we demonstrate how Birmingham City Council is using a city centre masterplanning process to gather support from a wide range of partners in the city behind a shared "story" that will shape the development of the city centre for the next 30 years. But that story is not just about the city centre. It is a way of leading a wider conversation about where Birmingham is going in the next 30 years, how it will engage partners in that conversation and how it will deliver in practice its big plans for the future.

Why the city centre?

When council leaders decided in 2006 to focus their attention on the city centre, they had several things in mind. First, Birmingham is the second-largest city in the UK and one of the biggest local authority areas in Europe. It makes a huge contribution to regional and national prosperity. What happens in Birmingham matters to the rest of the country. And what happens in the city centre – which, for example, provides over a third of all jobs in the city in many of its most dynamic sectors – is crucial to the economic future of the wider city.

Second, Birmingham has faced some very big challenges as a result of economic restructuring during the past 20 years. But it has come through with real evidence of a transforming economy. It is diversifying into high-tech manufacturing. It has a rapidly growing business and professional services sector, and developing leisure and business tourism sectors. It has high levels of development investment. It has dynamic institutions in higher and further education. It has world-class business conference and exhibition facilities. But its leaders recognise that it has further to go.

Third, Birmingham has delivered hugely successful city-centre regeneration during the past 20 years. During this period, it defined a new vision and role for the city centre. It created an innovative public-private partnership. It attracted huge amounts of European, national government and private-sector resources. As a result, the city centre is physically

more attractive and has better shops and offices, better cultural facilities, better public spaces and a more dynamic housing market. There is more to come, with £10 billion of investment in the pipeline. But, again, its leaders know that more could be done.

So the leadership in Birmingham are not complacent about their success. They know that the city faces many big economic challenges and that it needs to catch up with the best-performing cities in Europe and beyond. The city has had a very good first act indeed. But since the world moves on and the competition sharpens, Birmingham wanted to find a second act to build upon the huge success of the first. The masterplan was intended to help write the script for this.

What kind of masterplan?

The city council wanted the masterplan to set out a physical response to the wider forces affecting Birmingham. But it wanted more than a collection of maps and diagrams about the city centre. It wanted a business plan for the future of the city which confronted directly the wider economic and social challenges it faces.

To make sure that the masterplan would do this, the city council commissioned an independent outsider – one of the authors of this essay, Michael Parkinson – to benchmark the city against the best international experience and canvass the views of the full range of stakeholders in Birmingham on what the city centre was like, what they wanted it to become in future, and how it might get there. Crucially, the city council leaders asked not for a whitewash but for an honest, independent account of the strengths, weaknesses and potential of Birmingham's city centre.

The Parkinson Visioning Report in 2007 provided this. It turned a mirror to the faces of key partners in the city and showed the scale of the achievements and challenges the city faced. It showed where the city had done very well in recent years, where it needed to do better in the coming years, and what opportunities there were if the key partners in the city made the right decisions in future.

How big is the challenge?

Birmingham has a huge amount to build upon. It has experienced dramatic economic change in recent years, which has created a series of challenges. But it has been through the worst of that change, and there are green shoots of recovery apparent across the city. It does lag behind some English cities, and some successful European ones, on some measures of competitiveness. But in other areas it performs rather well.

Everyone agrees that Birmingham has made great strides during the past 20 years in reshaping its city centre. There is no room for complacency, but nor is there reason for despondency. The city has been transformed in many ways. But as circumstances have changed, new challenges and threats have emerged because of continuing economic change and the improved performance of its competitors. Birmingham needs to go further and faster to sustain and deepen the obvious progress it has made.

What kind of city centre does Birmingham want?

The report stressed that the city could improve overall by building on the many individual successes it has already had. For example, it should encourage more ground-breaking architecture like the modern Selfridges building or the Mailbox, converted from the former Royal Mail sorting offices. It should manage its public realm as well as currently happens in Brindleyplace. It should build more offices to the standards of Colmore Plaza and Baskerville House.

It should capitalise on the energy and creativity of the Custard Factory and the international reputation of the Hippodrome and the Ikon Gallery. It should celebrate its heritage more as it is doing in the Jewellery Quarter. It should expand the innovative housing and community developments taking place in Attwood Green. It should build on the contribution being made in Eastside by Aston University, Mathew Boulton College and the University of Central England.

However, partners identified a number of steps that Birmingham should take in the city centre to improve its performance on the five key drivers of urban competitiveness: innovation and skills; economic and cultural diversity; strategic capacity; connectivity; and quality of place.

- *Innovation and skills* – Birmingham should improve its innovation and skills performance. It should encourage better working between the universities, the local authority and the private sector. A new forum should be created to achieve this.
- *Economic and cultural diversity* – Birmingham should diversify its economy and provide places and opportunities for more small firms, more independents, and more workers in the creative, cultural, digital and environmental industries. The city centre should become more diverse for residents and visitors in its architecture, public realm, cultural facilities, heritage, retail offer and services, especially for young and minority ethnic groups. It should complement its mainstream successes in business tourism in the west end, and in retail in the core, with a grittier, innovative approach in the east.

- *Strategic capacity* – Partners want certainty of direction; continuing leadership and vision; a long-term, integrated and partnership approach to development and more innovative use of property assets; more internationalisation, better marketing and greater self-confidence; more sustainable development; and a more coherent focus on the city centre.
- *Connectivity* – Here partners identified a series of key challenges that must be faced, especially improving the four key gateways to the city: the airport, New Street railway station, Digbeth bus station and Spaghetti Junction. Also critical issues like the role of cars, internal mobility, digital connectivity and relationships with London must be faced.
- *Quality of place* – Partners want Birmingham city centre to become more diverse, more authentic and gritty, more multicultural, and friendlier to young people. There should be more markets, more animation, and more festivals, as well as better shopping, offices and architecture, and more diverse housing. Birmingham should celebrate its history and its quarters more. It needs to become more legible, permeable and accessible. It should invest more in creativity and culture, while flaunting the treasures that it has. It needs a higher quality of public realm and public art. It ought to be better lit and to use its waterways more.

How did the council leadership respond to the challenge?

City leaders accepted both the praise and the criticism. They consulted widely on the key messages. And council leaders and partners signed up for the analysis and recommendations. Masterplanners have been appointed to deliver a major report by early 2008 which will be ambitious, strategic, long-term and deliverable. It will ensure that the quality of the city centre is fitting for a world-class city with more animation, improved public realm, higher-quality architecture, more diverse retail, offices, hotels and housing, and greater investment in culture.

The plan will find ways of celebrating the diversity of this multicultural city and of increasing its global significance while retaining its unique neighbourhoods. It will show how the city centre will feed – not starve – the wider city, and spread the benefits across all neighbourhoods. The plan will give clarity to the private sector about where Birmingham is going and how it will get there, which will increase confidence and investment in the city.

Delivering the masterplan

All partners, especially the business sector, agreed that for the masterplan to be implemented it was critical to have a new delivery agency. This had implications for the way the city did business. It would require a more partnership-based approach, with a

shift in attitude by both the city council and its partners. It would require a consistent focus upon the city centre, with long-term political commitment.

The report argued that Birmingham should explore the creation of a city development company, because it offered many of the things that the partners were looking for. It would provide a more strategic, long-term, partnership-based approach to development, across a wider territory than the narrow city centre, which could align the policies of a range of agencies. It could facilitate a more integrated approach to marketing and branding, and lead to higher-quality development projects. It would encourage the local authority to continue along its journey from a controlling to an enabling local authority. Although Birmingham has traditionally used arm's-length vehicles less than some other cities, the city council and its partners endorsed the principle and the changes in working that it meant.

Birmingham City Council is now working with its partners to determine exactly what kind of vehicle would suit its particular needs and deliver a world-class city centre. The author of the visioning study has been involved in leading that debate, also supported by English Partnerships. Important questions about the powers, responsibilities resources, composition and membership of such a body are now being decided, alongside an active exploration of how to draw on the city's assets in innovative ways to pay for its ambitious masterplan.

The masterplanners are, meanwhile, undertaking their long-term work. The plan is that an agency will be in place by the end of 2007, with the right partners, powers and priorities to oversee the masterplan and then put it into practice. The journey to becoming a world-class city centre is a long one, but Birmingham has firmly set off down that route.

The wider significance of this process should not be underestimated. It is focused on the city centre but it conveys a range of wider messages about the city of Birmingham. It shows that the city leaders are not complacent but are thinking strategically and long term about the future of their city and how they can capitalise upon their successes as well as fix some weaknesses. It demonstrates that the leadership of Birmingham have been willing to challenge traditional ways of working in the city and in particular are moving quickly to a more partnership-based approach. It also shows that the city leaders understand the need not only to have big visions and plans but also to create ways and means of making them happen. Finally, it makes clear that Birmingham's leaders understand that the way a city does things and engages people in the debate about its

future is as important as the decisions it takes.

It is obvious that English cities face big challenges. But the Birmingham story shows that it is equally obvious that the people running these cities can rise to that challenge.

Chapter 2

Creating balanced and sustainable communities in Bristol

Councillor Helen Holland, Leader of Bristol City Council, and John Savage, Executive Chairman of Business West

Creating balanced and sustainable communities in Bristol

Bristol is already a success story – in terms of both economic performance and environmental quality. It is a great place to work and live.

The economy is thriving, with the highest GDP per head of any major city outside London, and strength across a diverse range of sectors, including financial and business services, ICT, aerospace and advanced engineering, and cultural and creative industries. World-class teaching and research at the University of Bristol makes a key contribution to this success.

Our quality of life is enviable, and the city brings together a mixture of old and new – from Brunel's Clifton Suspension Bridge and the City Centre Floating Harbour to the creative hubs of the Watershed and the Paintworks.

With further high levels of growth projected, this success is forecast to continue. In 2006 the Department for Communities & Local Government recognised Bristol and the West of England as one of its New Growth Points. Over the next 20 years, the economy of the city region is forecast to grow every year by some 6,000 additional jobs.

However, not everyone in the city is sharing in this success. Too many of our communities remain disadvantaged, and some neighbourhoods are among the most deprived in England. Growth also brings more pressures: high house prices, traffic congestion and skills gaps.

Our task is not an easy one. We need to use our continuing economic growth and success to increase the prosperity of all our residents, but especially to regenerate and revive our disadvantaged communities to ensure that Bristol is a city of opportunity for all. We must bring the city together and ensure that it is economically, socially and environmentally balanced and sustainable.

Through planning policy and maximising the strategic use of our extensive landholdings, as well as by exerting our influence with regional and national government and with strategic partners, the city council will provide the leadership to achieve this ambition. As the new leader of the council, with an ambitious executive, I aim to bring energy and impetus to this work.

City-centre renewal

In recent years the most visible demonstrations of Bristol's success have been our city-centre projects, delivered through innovative partnership working. These projects include:

- Cabot Circus – a £500 million expansion of the Broadmead shopping area, creating one of Britain's top retail centres and 4,500 new jobs;
- Harbourside – the £500 million transformation of derelict, no-go waterside areas, bringing high-quality city-centre living, cultural facilities and attractive public spaces, as well as office developments for major national companies such as Lloyds TSB and HBOS;
- Temple Quarter – one of the largest urban regeneration projects in the South West, a new commercial heart for Bristol next to Brunel's Temple Meads Station; and
- cultural investment – including a £20 million redevelopment of the Colston Hall concert venue and the forthcoming Museum of Bristol and Bristol Arena.

Through active engagement with the government, national funding bodies and major players in the business sector, we have been successful in securing widespread recognition of the contribution of the city's cultural and commercial infrastructure to regional and national prosperity and quality of life.

That work needs to continue apace. For example, our continued investment in tourism marketing is a significant economic driver, bringing over 9 million visitors to the city every year and providing 16,000 jobs.

The council's new leadership, with its blend of experience and fresh ideas, is well placed to continue and accelerate this work, drawing the city together and radically improving the performance of council services.

Creating balanced and sustainable communities

Whilst achieving city-centre renaissance has not been simple, transforming our disadvantaged neighbourhoods will be an even greater challenge.

The issues here are complex. Some communities feel isolated, with inadequate transport links and poor-quality housing. In many of the city's disadvantaged areas, educational attainment in our schools and employment levels are unacceptably low, crime and anti-social behaviour high, and health inequalities stark and persistent. Consequently such areas suffer economically, as investors stay away. At present the perception of some areas

is deterring the necessary investment to achieve the desired mix in new housing.

Although we have learned good lessons and benefited from government and EU initiatives, the breakthrough transformational change that is needed has not been achieved. We are therefore adopting a new approach. It needs to be long-term, appropriate to local opportunities and needs, and underpinned by strong partnerships and major investment. Most importantly, it needs to combine social, economic and environmental strategies, and to complement the growth and development of the city as a whole.

We need to bring new investment, create new facilities, generate new jobs and sustain and encourage a greater diversity of people in all our communities. We cannot continue to have clusters of the better-off concentrated in particular suburbs and the city centre, or commuting from afar, while disadvantaged communities remain and become increasingly isolated. Our vision is one of thriving, socially mixed urban communities across the city, with facilities that meet everyone's needs at all stages of their lives – in other words, balanced and sustainable communities.

Representing a ward that includes a peripheral 1960s estate with significant deprivation drives my personal ambition for all our communities to share in the prosperity of the city.

Balanced and sustainable communities – Bristol's definition

- A balanced and sustainable community is one where people want to live – and stay.
- It should contain a mix of housing tenures, with a range of sizes, types and affordability levels, to meet the needs of people at every stage of their lives so that no one is forced, through lack of choice, to leave their community for accommodation, or in order to house a growing family or to downsize as they grow older.
- Homes should be within walking distance of a community hub offering shopping, local services and community facilities, in addition to places of work.
- Where jobs, shops, schools, hospitals, leisure and recreational opportunities are not available locally, these should be accessible through affordable, regular and reliable public transport links.

Harnessing the benefits of growth

The projected high levels of growth in Bristol provide a once-in-a-lifetime opportunity to reshape our communities to create long-lasting change, to create a city of opportunity for all. Without this, unplanned growth will exacerbate congestion, inappropriate development and skills gaps.

In leading this agenda, the council will demonstrate vision, responsiveness and strong partnership working. In practical terms, we will need to:

- focus on using existing spaces better through densification, and avoid urban sprawl – good design will be essential to ensure a high quality of life;
- find new ways of raising resources and maximising our assets, including transferring them for community benefit – where land is marketed for development it will not simply be about securing the highest market price, but will also consider the benefits that development might offer to the local community and the best long-term value;
- work innovatively with partners, for example by delivering the digital inclusion programmes proposed through Connecting Bristol; and
- ensure that community engagement secures active participation of local people and the ownership and sustainability of solutions.

South Bristol

The initial focus of our balanced and sustainable communities agenda is South Bristol. Home to a third of the city's population, it has some of the most disadvantaged neighbourhoods in Bristol, with up to double the city's average rate of economic inactivity, poor educational attainment, poor health, high crime and poor connectivity.

Perceptions of isolation need to be addressed by a step change in access, with better public transport and links to transport hubs, including the airport. Large amounts of underused open space, much of which is owned by the city council, provide great investment opportunities.

Local communities want lasting change, and there is commitment from all partners to deliver this. Work has started to drive forward these improvements, working alongside local people as well as strategic partners.

South Bristol – a business perspective

John Savage, Executive Chair of Business West

The Bristol business community has long appreciated the need for robust and practical partnership working with the local authority. For 20 years it has engaged in structured activities to deliver significant outcomes such as the redevelopment of the Harbourside and Broadmead shopping centre, mostly through jointly owned guarantee companies where councillors sit alongside business representatives as company directors. The general well-being of the whole community has a direct effect on the rate of commercial

success and the quality of the environment.

The marked economic successes on the northern fringe of the city, where the motorway system of the 1970s allowed easy access and provoked intense investment, is not mirrored in the south of the city. Here poor access and other infrastructure inadequacies have scotched growth. Commercial activities from earlier years have waned without replacement, leaving large sections of local communities excluded from the thriving economic life experienced elsewhere. Disadvantage is manifested in markedly poorer general health, lower life expectancy and consistently poor achievement in education.

South Bristol, as a location for living and working, could easily claim the same high-quality attributes as those celebrated by currently better-developed places. The proximity of the airport, the docks and the city centre are big attractions for commercial location, and the possibilities for enriched and improved housing are clear to see.

The changes needed require a strong vision of new integrated live/work/play communities and an approach to sustainability that will ensure maintenance of quality and value far into the future. Minimum standards in housing, education, health provision and ease of access are not acceptable. The prize, in a city where high growth makes increasing demands for skills, will be a growing availability of young people ready for work and able to enjoy the product of their achievements.

On past statistics, and future prediction, population growth for the West of England will be significantly greater than elsewhere in the UK. We must embrace growth so that the well-planned response turns the challenges into opportunity and success. An optimum solution in South Bristol needs to be part of this success.

The city council needs to lead the creation of the vision and priorities for South Bristol and the work is under way. The business view would prefer the creation of a distinct joint-venture development company, which would establish and oversee a masterplan for the area. There can be no short-term palliative plan – the work will require sustained energy and the strongest possible commitment over some decades. The private sector sees the merit of long-term engagement and understands its role and obligation in supporting the elected authorities, but more lateral thinking and further integration with the aims of adjacent authorities will be needed.

It is especially important for central government to understand the great value of the

outcomes we are all pursuing and the lost opportunity it will represent if they are not delivered because of its unwillingness to play a full part.

A strategic city region approach

Our transformation of South Bristol is not just about regeneration in the traditional sense; it is also about successfully managing growth to focus development and investment on the areas that have the capacity to absorb it – and those that will benefit most. This has a strategic significance for the whole city region, not least because South Bristol adjoins two other local authorities and some of the solutions lie over the boundary.

A focus on South Bristol is a core strategy of the West of England Partnership. This strategy also has the support of the regional assembly, the South West of England Regional Development Agency and English Partnerships. Over the last 20 years, growth has been rapid in the north of the city region, alongside the M4 and M5 motorways, so a shift to other areas is needed to help redress that overheating. To the south-west of the city, in North Somerset, Weston-super-Mare also presents major development opportunities, and Bristol International Airport continues to add to the investment potential of the area. Improved links to the south should draw investment to the area as a whole.

The West of England Partnership provides the means for us to plan strategically across this area, and to secure greater influence over regional agencies and policies. In addition, the partnership's specialist groups allow all aspects of growth and regeneration to be considered: planning, transport and environment; housing; employment and skills; culture, leisure and tourism; rural issues; and waste. A well-resourced partnership office with a chief executive has been established. Joint delivery teams are in place for appropriate programmes and projects, including for the delivery of the Joint Local Transport Plan and our waste planning and management strategy.

Accountability is key. The partnership has strong cross-party representation from each of the four local authorities, as well as a range of social, economic and environmental partners. Major decisions are informed by public consultation and agreed by each of the four unitary councils: a clear long-term vision, delivery priorities and programme management, and regular reports to cabinets and councils give strong support to the partnership. We are beginning to see the clear benefits that joint delivery brings.

The key strategic objectives for planning, transport, environment, housing, employment and skills, and waste are shared – and continue to strengthen the prioritisation and

delivery of agreed outcomes. The four local authority areas have distinct needs and characteristics, and these will continue to be reflected in our local agendas.

Distinct but strategic solutions suited to local conditions are essential. Our voluntary partnership model, which we will continue to strengthen, we feel is the most appropriate and workable for our city region. We need government to recognise and respect city region differences and help us explore models that offer flexibility and that can be effective in delivering investment and improvement in regeneration and access across the subregion.

Conclusion

This is an exciting time for Bristol. We have an enviable rate of growth and the challenges that remain give us huge potential for change and improvement.

We are committed to working openly with neighbouring authorities and social, economic and environmental partners, focusing keenly on the delivery of the outcomes that support our long-term ambitions. Across the city region over the next 20 years we will be responsible for planning for potentially over 100,000 new jobs, over 90,000 new homes, and 100,000 new people. This will have a huge impact on present and future citizens, and requires a dynamic joint approach.

Our challenge is to link opportunities with needs. Growth must be managed in a way that secures regeneration, continued prosperity and an improved quality of life for all our communities. The council's leadership and work in partnership have influenced and delivered major regeneration and city-centre projects over the last 15 years. It is now time to step up that work, recognising that we need positive and visible leaders and placemakers to deliver balanced and sustainable communities now, and to secure them for the future, to make Bristol a city of opportunity for all.

Chapter 3

Brokering partnership in Leeds – the power of civic leadership

Councillor Andrew Carter and Councillor Mark Harris, Joint Leaders of Leeds City Council, and Richard Mansell, Chief Executive of the Leeds Chamber of Commerce

Brokering partnership in Leeds – the power of civic leadership

The transformation of Leeds over the last 10 years has been so remarkable that for people returning after a long absence the city may be almost unrecognisable, apart from the architectural splendours of Cuthbert Broderick's Town Hall and Corn Exchange, and the oasis of Whitelock's luncheon bar. There can be little doubt about Leeds' success as a city and its role as an economic powerhouse for the city region. Leeds is a place where the quality of life is improving; a city that continues to attract and keep the better-off and in which strenuous efforts are being made to help the worse-off.

So why has Leeds been such a success? There is no single factor or single body responsible, but the city's approach to civic leadership and its tradition of close collaboration with the private sector have played a fundamental part in creating the conditions in which the city has thrived. We have recognised that we cannot act alone and that real wealth generation and growth can be achieved only by working with private-sector businesses. This collaborative leadership style has paid significant dividends to the city, laying down the foundations for our continued growth in the future and our response to the "place shaping" role set out by Sir Michael Lyons.

This tradition of close working between the public and private sectors has not been a recent phenomenon in Leeds. An early manifestation of this collaborative approach can be seen during the last decade of the 19th century, when civic leaders and local businesses came together to develop plans to ensure that the visitors pouring into Leeds were given a good first impression. In 1893 the council had conceived a plan to create an impressive square outside the train station – City Square – in celebration of Leeds' elevation to city status. In turn, Leeds industrialist Colonel Thomas Walter Harding proposed turning the square into a work of art filled with statuary that he would personally finance, and in September 1903 Harding formally presented his gift to Leeds at a crowded ceremony.

Taking collective action

So it is not surprising that when Leeds, like many of our great cities, suffered in the economic upheavals and structural reforms of the 1980s, the natural reaction was to turn to our partnership roots. Leeds did not benefit in the same way as other cities from large-scale, catalytic investment from government and European programmes, so our approach had to be different and it had to be pragmatic.

The city's leaders quickly recognised the need for collective action, and in 1990 the city

council and the chamber of commerce brought together all of the city's main institutional stakeholders at the same table, under the banner of the Leeds Initiative, to work towards a series of common objectives. At that time, these objectives were aimed simply at halting decline and setting out a new development agenda for the city.

The product of this new partnership was concerted and collective action. Perhaps the clearest example of public- and private-sector interests combining to make a real difference was seen in Leeds city centre, where early improvements to the public realm, the re-routing of traffic and the pedestrianisation of the centre, were accompanied by over £2 billion of private-sector investment (between 1993 and 2002) in new offices, apartments and shops, as well as significant job growth, particularly in the financial and business services sector.

It was also this partnership that enabled Leeds to become the first city outside London to attract a Harvey Nichols, that adopted a proactive approach to city-centre issues by establishing the Leeds City Centre Management Initiative, and that played a key role in promoting Leeds as a new home for the Royal Armouries.

Since the establishment of the Leeds Initiative our partnership has flourished, gradually expanding its remit from halting decline and encouraging the renewal of the city centre, to cover virtually every aspect of city life. In 1999 the partnership published its first community strategy – the Vision for Leeds, based upon three years of extensive consultation and engagement with all sectors of the Leeds community. We are proud that this first Vision for Leeds was subsequently recognised as good practice in urban governance by the Urban Exchange Initiative Council of Ministers.

We have also prided ourselves on our ability to work together with the city council and the private sector at the forefront of these developments. But we have always tried to allow room for other voices, and we have learned from our collective experiences as the city has grown and faced new challenges. As with any serious partnership, it has not always been easy and there have certainly been times when the lines of communication have been strained. But throughout we have worked hard at our relationships and sought to understand each other's point of view, so that decisions could be reached for the benefit of the city as a whole.

In 2004 we launched the second Vision for Leeds, articulating our future aspirations for the city for the next 10 to 15 years and creating a framework by which investment can be

focused. The strategy's dual aims of "going up a league" and "narrowing the gap" recognise that we cannot achieve either aim independently of the other. The strategy also recognises that everyone has a role to play in the city's growth and development, but, crucially, places an emphasis on continued engagement with the private sector. Vision, strategy and partnership are the prerequisites for success, but delivering on these aspirations is what drives us forwards.

Going up a league – a framework for investment

Whilst Leeds is now undoubtedly one of the country's most economically successful cities, we appreciate that there is still much to be done if Leeds is to become truly competitive on the international stage. As continued globalisation and advances in technology allow organisations to become increasingly footloose, quality of place is becoming ever more important in attracting and retaining businesses and skilled workers. Crucial to Leeds' continued success in "going up a league", therefore, will be the quality, design and vibrancy of our public realm and ease of access to the city centre.

We know that we have to continue to attract investment from the private sector, and to do so means we must continue to set out a clear framework for that investment – both in strategy terms, but also as a partnership. Supported by the city's chamber of commerce, we have established a property forum to contribute to the integrated spatial planning of the city and provide private-sector input to public infrastructure and large development proposals. The forum now has over 800 members, comprising senior figures from all sectors of the property community.

And the signs are positive – at the end of 2006, £1.4 billion of property development schemes were under construction, with a further £5.8 billion in the pipeline. Exciting new developments such as the 32-storey Bridgewater Place and the 32-storey and 54-storey twin glass towers of Lumiere are changing the skyline of the city centre.

Other schemes are adding significantly to the retail and office floorspace offer, including the £700 million retail-led development of the Eastgate and Harewood Quarter and the £800 million redevelopment of Holbeck Urban Village to the south of the city centre. To the west of the city centre, the newly formed West End Leeds, a partnership of six major developers alongside the city council, have collectively committed to over £1 billion of development to create a uniquely distinct area, including plans for the first urban beach in the UK, by the side of the River Aire.

Another development has been the establishment of the Leeds Skills Board by the chamber of commerce. This board includes senior representatives from some of the largest public- and private-sector employers across the city, alongside a number of small and medium-sized businesses. Its aim is to represent the views of employers on the present and future skills needs of the city and to influence the provision of education and training. We have also brought together the various interests in promoting the city and formed Marketing Leeds, a destination marketing company, as a joint venture between the council and the chamber of commerce.

The recent establishment of Enterprise Leeds, based within the new premises of the chamber of commerce, has provided a single gateway for business and enterprise in the city. It brings together a number of significant players within the business support arena, including delivery of Business Link services, the China Britain Business Council, the British American Business Council, the West Yorkshire Employers Coalition, the Leeds Skills Board, Leeds Chamber of Commerce & Industry and, importantly, Leeds City Council's business-facing services. This will reduce both confusion for the customer and duplication of service delivery. Depending upon central government's developing agenda, it is anticipated that it will form part of the framework for a city development company.

We also know that we need to continue to work together and build on our relationships at the city region level. We have been strong supporters of city region collaboration and are in the process of establishing a business leadership board to help galvanise the private sector across this important wider spatial area.

Narrowing the gap

We are also working in partnership with the private sector to address our other key aim of narrowing the gap between the most disadvantaged communities and the rest of the city. With the support of business, we feel we can do more to ensure that all our residents share in the city's economic success. We are determined to tap into the skills and expertise of the private sector, and to make the links between our "going up a league" and "narrowing the gap" priorities.

As a clear demonstration of our commitment, we have recently invested in innovative schemes to generate additional cash and in-kind resources from private-sector partners, working with two Leeds-based organisations, Leeds Ahead and Leeds Community Foundation. Using their experience and contacts across the business community, the partnership aims to match offers of help with need in some of our most deprived

communities. This programme will see businesses contributing real resources to support community groups, provide new employment opportunities, deliver environmental projects and support our schools. This is not only good news for our residents; it is good news for business – providing effective, professional and highly targeted mechanisms for them to deliver on corporate and social responsibility.

Another scheme on which we are closely engaging the private sector in “narrowing the gap” is EASEL (East and South East Leeds). Setting out a new vision for our most deprived communities in the city, with plans for more than 5,000 new homes, we aim to bring 10,000 more people into the area, directly creating 2,000 new jobs and generating well over £1.2 billion of private investment. Our approach is genuinely ground-breaking in that it does not rely on government funding or subsidy but instead maximises the use of the council's assets. It clearly defines an enabling role for the local authority and sets out a clear route map for engaging the private sector in a new form of partnership, setting a standard for neighbourhood regeneration.

As part of a major overhaul of the council's customer service strategy, we brought a number of contact centres together in a new city-centre location, working in partnership with Bruntwood Properties to develop what we believe is one of the most advanced contact centres in the country. We also set up the Contact Leeds Academy – a new initiative that recruits the long-term unemployed from our poorest communities and provides the skills needed to take up full-time positions as customer services offices in the Contact Leeds Centre. This initiative demonstrates not only our keenness to improve our customer focus but also our determination to link this to our “narrowing the gap” agenda.

Partnership is key to progress

In the formative days of the Leeds Initiative, we could not have imagined how dramatically the city was to change. Since then, Leeds has progressed almost beyond recognition. Coming into our joint administration, we saw many things that were positive, particularly so in terms of our relationship with the chamber of commerce and the private sector more widely. As business people ourselves, we see opportunities to make those links stronger and more constructive, bringing private-sector knowledge and investment to all aspects of city life. Both on a personal level and through the partnership, we know the value of relationships and the importance of speaking to our partners.

The need to be pragmatic and self-reliant in securing sustainable investment has developed into a strong partnership between the public and private sector, and between

the council and the chamber of commerce. Such relationships are not always straightforward and require common goals and understanding, determination and persistence. But we have succeeded, we believe, in combining the talents of a multi-party coalition with the private-sector partners represented by the chamber.

This provides the bedrock for sound leadership into the future, where major challenges and opportunities await, particularly as we move towards greater devolution to our cities and city regions. We believe that we have a great advantage in our city's partnership and our experiences to date; an advantage that we hope will continue to shape Leeds' growth in years to come.

Chapter 4

Championing business in Liverpool – sharing the risks, sharing the rewards

Councillor Warren Bradley, Leader of Liverpool City Council, and
Mark Preston, Chief Executive of Grosvenor Britain & Ireland

Championing business in Liverpool – sharing the risks, sharing the rewards

Cities are drivers of the national economy. They can push forward the boundaries of placemaking, creating environments where people choose to live work and play. However, cities need to:

- lead their own renaissance;
- address the problems of poverty;
- improve low skills levels; and
- turn around physical decay.

They can only achieve this if local government is allowed to provide strategic focus and strong political leadership to forge successful partnerships across all forms of public – and private – sector activity.

In short, city-level decisions should be taken by those who know and understand the city best. Each city has unique assets; a thorough understanding of those assets allows them to be put to best use.

A transforming city

Liverpool today is a very different city from the Liverpool of 10 years ago. It now has the confidence to feel that it is *the* place to do business. A long-term programme for sustainable economic growth based on realistic and robust ambitions is in place. Indeed, the nature of the regeneration programme, not just within the city centre but across the city, is colossal.

Work is well under way to prepare Liverpool to become the 2008 European Capital of Culture. Land values have almost doubled in Liverpool in the past decade, reflecting the growth of interest in the city. Changes in the way the city council operates, famed less than a decade ago for its militancy, have boosted the business community's confidence. Business in Liverpool has developed very strong growth ambitions and jobs are now being created faster here than in other UK cities.

Only business and enterprise can create jobs and income for residents. We have put business at the heart of Liverpool's growth and at the heart of the city's vision. The private sector sits at the table as an equal partner. The focus for Liverpool is about getting the

important things right – helping local business leaders create a new vision for their city by identifying business opportunities, and creating the right kind of leadership to make things happen. Public and private partners are working together to inspire greater levels of ambition in our people.

A change in approach

Working collaboratively through innovative partnerships with the private sector, the city council is playing a key part in Liverpool's regeneration. 08 Businessconnect, the European Capital of Culture's business club, is a prime example of this partnership in action. It has been set up by the Liverpool Culture Company and Business Liverpool as the hub for anyone who wants to capitalise on culture and cultural opportunities. With record funding for the arts, an estimated 1.7 million extra visitors, and the city undergoing a £3 billion transformation, there are endless business opportunities connected to Liverpool's status as European Capital of Culture in 2008. Indeed the subject of inward investment is uppermost on the city's policy agenda.

Undoubtedly, the nature of the economic recovery of Liverpool in the last decade is one of successful collaboration between the local authority and the wider public and business sectors. This partnership approach provides opportunities to work creatively in delivering high-quality services in new ways. One exciting innovation is Liverpool Science Park's recent partnership with the city's premier business support agency, Business Liverpool.

But it is not just about working in partnership, it is about getting the job done and getting it done well, providing the right kind of service. This does not mean that local government has to do everything. It does mean being able to operate differently; moving local government to the central role in leading the renaissance of our cities, providing clear leadership and democratic accountability. It also means being responsive to private sector needs, understanding the constraints and centralised reporting requirements they face, and speaking the same language – something that at times is difficult.

For this reason we have decided to put in place a single economic regeneration agency for the city through an amalgamation of Liverpool Vision, our urban regeneration company; Liverpool Land Development Company, which brings brownfield sites and derelict land and buildings back into use; and Business Liverpool that provides a focused service for business across a wide range of issues and areas. The new agency currently referred to as *Liverpool plc* will provide a one-stop-shop for development and inward investment and will be equipped with the right kind of resources to meet all private sector needs.

Capacity needs to be boosted in areas such as planning, site assembly and compulsory purchase. A proper understanding is required of the risks faced by public- and private-sector partners and the information and data issues that need to be tackled, which can otherwise hamper inward investment and business growth.

A new retail offer – Liverpool 1

This is exactly the approach that was taken with Liverpool 1 (the Paradise Street development). Previously known as PSDA, when complete this retail-led project will be one of Europe's biggest city-centre mixed-use developments and it is predicted to once again establish Liverpool as a top-five retail destination, as it was in the 1960s and 1970s. The £950 million scheme has been funded entirely by private investment raised through the developer, Grosvenor Estates.

Liverpool 1 is not a traditional shopping mall but rather a reinstatement of Liverpool's historic street pattern. The initiative was treated as a series of related development opportunities, integrated within the city centre by a masterplan. The masterplan was predicated on a high-street environment with strong retail circuits, permeability, substantial new public places and high-quality design. Detailing and respect for the city's urban grain have been at the heart of the approach.

City council members were very clear from the outset that they did not want a mall. They wanted a development that would act as a catalyst for the wider renaissance of the city, a proposal that knitted the development into the existing street scene and that brought buildings back into use and highlighted the architectural heritage and urban fabric of the centre. Quality is a key component for the next generation of shopping concepts for the 21st century. What was wanted was an initiative that had a tangibly different quality, which would be capable of turning the city around.

When finished, Liverpool 1 will not be perceived as one large development, but as six districts of variety and individuality, both in terms of scale and use. Each will have its own distinctive character, knitting the heritage and streetscape of the past together with the contemporary, creating the mixed urban fabric that we need today and for tomorrow.

Taking on a new role

The success of Liverpool 1, in terms of both how quickly it will be delivered and its ability to grow the market, was due to the radically different approach taken by the city council.

It was acknowledged from the outset that the usual practice of formal tender would not achieve the objectives of the council or its partners or the commercial requirements of the developer. A much greater understanding was required from all sides on key issues, for example:

- the sensitivity of the marketplace to Liverpool; and
- the changing dynamics of the retail market, particularly in terms of the length, complexity and requirements of the process for delivering a complex development in the city centre, rather than a traditional out-of-town proposal.

For the city council, the critical path was the selection of a partner whom the city and the relevant stakeholders could work alongside to develop the initiative.

Selecting a developer

The development proposal was never about just securing a scheme. It was about the selection of a development team with the relevant expertise, rather than choosing a partner based on a snapshot or off-the-peg scheme submitted in entirety. It was about securing a long-term partner who also understood the city, its heritage and recent past, its aspirations for the future, and how the development would act as a major catalyst for the renaissance of a great city.

To that end, the selection process focused on potential partner resources, expertise, approach and experience, and their understanding of the city, as well as their track record in delivery.

In June 1999 the city invited expressions of interest from the development community. In total 47 responses were received, and all 47 companies were invited to complete a questionnaire on their experience, resources and expertise. They were also invited to comment on the proposed selection procedure. In all, 14 completed questionnaires were received. The city decided on an initial shortlist of seven leading development companies in October 1999.

For a city that has witnessed substantial private-sector underinvestment in the last 30 years, the quality and depth of experience of the shortlisted developers represented a major breakthrough in terms of the city council's ability to attract new investment. Following responses to the brief from the shortlisted companies to share their aspirations for the development area, further discussions took place with the member working group,

design workshops and financial seminars, before Grosvenor was finally selected.

Seven of the largest and best internationally renowned companies were shortlisted to the final stage. This highlights the change in perceptions of the city at that time; combined with the obvious commercial benefits (Liverpoolians like their shopping), this change contributed to an increased momentum around the regeneration agenda being led by the city council.

The whole selection process was very comprehensive in its approach and was recognised by all bidders as exemplary. In fact the whole process has become an international exemplar. For example, in 2002 it was cited as a major case study at the International Council of Shopping Centers' European conference in Turin, and has been reported favourably by the media on several occasions.

A process of partnership

To highlight the significance of partnership to the process, Grosvenor and the city council worked together under the direction of a joint steering committee, chaired by the chief executive of Liverpool City Council and including the chief executive of Grosvenor Britain & Ireland. A dedicated city council officer team, working closely with the Grosvenor team, using clear reporting mechanisms, enabled everyone to participate as equal and proactive partners throughout the development of the programme.

A team was created that was highly experienced, partly made up of colleagues from the private sector. Paying competitive salaries, to ensure the city got the right quality of people with the relevant background, has been an important indicator to Grosvenor that the council is serious about ensuring the delivery of this project.

As part of the process of engaging elected members, an advisory group of key Liverpool city councillors was established, chaired by the leader of the council and including senior cabinet and opposition members. They have been involved in the evolution of the project over the last six years and have been instrumental in ensuring that they broker agreement between the ruling group and the opposition, to guarantee the scheme can be delivered politically.

This has been critical in establishing the credibility of the development as a non-party political issue. The process has had the support and input of all the major stakeholders – Liverpool Vision and the business community as well as the relevant regional agencies.

Other agencies, such as English Heritage, Mersey Travel and the Commission for Architecture & the Built Environment, have been consulted throughout the process of policy evolution, partner selection and scheme design.

Engaging the people of Liverpool through the whole renaissance process has also helped the city council to understand better the needs of local residents and factor in local knowledge and experience. When taking forward regeneration on the scale that is happening in Liverpool, it is essential to have the key stakeholders, residents and local businesses working with you. That is not to say that there will be no opposition along the way – indeed, in Liverpool some of the opposition has been fairly vocal, but in the main this has been about individual interests rather than wholesale opposition to the initiative.

Public representation in the development of schemes has been secured through a number of design workshops and open forums, where the evolving proposals have been shared with citizens throughout the period following selection. A standing conference of some 200 people regularly meet to look at the emerging proposals. This in turn has distilled into a number of groups that have had specific roles in looking at planning, design and other masterplanning issues through a range of "planning for real" workshops. The use of walkabouts and work with specific business interest groups have also given a wider perspective to the development of the project, taking account of the views of existing stakeholders in the city centre.

However, all this comes at a cost. From concept to the granting of planning permission, the whole process has cost the council around £3 million. The city council, corporately, set aside the relevant financial provision as it was felt that this would ultimately result in the city sharing a greater proportion of any benefits.

Liverpool 1 is the next part of the city's regeneration jigsaw. It will provide a high quality of shopping provision in a way that:

- connects the retail space as strongly and seamlessly as possible to the existing main retail area, creating clear pedestrian and retail circuits with continuous retail frontage;
- offers effective physical and functional links, as appropriate, to other parts of the city centre, namely the central business district, the waterfront and the RopeWalks area; and
- retains as far as is practicable the existing street pattern, buildings of historic or architectural interest and existing public open spaces, safeguarding existing views of landmark buildings and adjacent areas, while opening up new views and routes.

This tactic of "building within the city" provides an approach to shopping, free time and residential environments that is relevant commercially but also unique from an urban design perspective.

Fulfilling Liverpool's ambitions

Creating a city that people want to live in is at the heart of Liverpool's ambitions to compete with the best in Europe. This has been reinforced since the announcement that the city is to be Capital of Culture 2008. The night-time economy is booming, which helps to fuel the city's renaissance. At weekends, the city's bars, restaurants, clubs, theatres, football and golf events attract over half a million visitors into Liverpool.

The processes the city council has gone through to get to where it is with Liverpool 1 has been invaluable in demonstrating that Liverpool is not just a city with which you can do business, but one where the council as a partner can deliver.

The whole partnering arrangement with Grosvenor has, in our opinion, been extremely successful. It has of course not been without its challenges, however, particularly when both parties have had to take a range of commercial decisions very seriously.

It is a route that Liverpool City Council would, in the past, have shied away from pursuing, but its very nature emphasises the changing role the city council has adopted in delivering leading-edge urban regeneration projects. Lessons include the following:

- Successful schemes do not just happen. They require strong political and managerial leadership. You need to be clear about your vision and how you intend to deliver it.
- Such schemes require significant resources, both human and financial.
- You need a vision: a clear understanding of where you have come from, where you want to go, and how you are going to get there.

Nevertheless, the city must continue to develop its assets and opportunities to achieve greater productivity across the economy. Liverpool needs to secure more high-value-added employers and further blue-chip occupiers if it is going to be able to compete successfully in the global market. It needs to build on the lessons, experiences and successes of Liverpool 1. Clear and unified leadership will achieve this, enabling the Liverpool of the future to complete and consolidate its recovery programme and move forward into the next phase of its renaissance.

Chapter 5

Working in partnership to grow the knowledge economy of Manchester

Sir Richard Leese, Leader of Manchester City Council, and Dr Cathy Garner, Chief Executive of Manchester: Knowledge Capital

Working in partnership to grow the knowledge economy of Manchester

Manchester can rightly claim to be the original modern city – it was already a force in global knowledge and innovation when the term “globalisation” was yet to be invented. A world city in the 19th century, it was built on trade, human capital, strong leadership and a belief that working together could achieve great things.

Manchester’s present vision for the future is strongly rooted in its past – but this is a past that guides as much *how* it does business as *what* it does. “What Manchester does today the world does tomorrow” was a phrase Disraeli used of the city at the height of the Industrial Revolution – a city unafraid to try new things and lead innovation. Cottonopolis, as it was known, was a “shock city” in those times and is one still.

So why would Manchester, the offspring of a full-blown carbon economy, be one of the first cities in the UK not only to adopt a vision of a green city but actually to build a partnership across its agencies, its businesses and its people to address carbon emissions and declare that “Manchester is my planet”? Why would the city that is known for its trade of “Manchester goods” (cotton) decide that intangible connectivity in cyberspace is now vital for all its citizens? Why would it decide to stage an international festival of “firsts” – a programme of new commissions, performed, seen or experienced for the first time ever? The answer is: because it can. This essay explores leadership in relation to Manchester’s approach to economic transformation.

The values that imbue the city with a radical approach – an acceptance of striking deals and new ways of working and living and of the “new” in general – combine to frame Manchester’s approach to the future. When the core cities were asked in 2003 to define their prospectuses for the coming 10-15 years, Manchester embraced the vision of a city revived by the talents of all its citizens, using the powerhouses of the city’s universities, its cultural assets and its intellectual capital. A new partnership was born – Manchester: Knowledge Capital.

This non-incorporated body of city, university and business leaders is an intermediary agent to align the efforts of the partners and to drive forward innovation in the city – a partnership umbrella to enable short-life, task-focused partnerships to be established to deliver and to redeploy as the agenda requires. This is a powerful approach to a difficult way of working. Manchester: Knowledge Capital is a vehicle that has to lead without

direct authority, that has to stimulate new approaches, but that also has to recognise and embrace the diverse objectives of all the partners and to broker collaborative working to deliver ambitious change. Such a vehicle could potentially be copied elsewhere, but the circumstances in Manchester provide the traction needed for success.

Leadership in this context is not always straightforward. It involves working across institutional and thematic boundaries and it requires accepting, and persuading others to accept, that a long-term view is essential and that the rejuvenation of the city needs not only new physical infrastructure but also strong social and relational capital across its diverse communities and institutions. The Manchester: Knowledge Capital partnership is looking and planning ahead – scanning the horizon, seizing opportunities and tackling the challenges that Manchester has to address in order to maintain and build on its remarkable transformation.

Manchester's economy

Manchester is a city in transformation, with much made of our reborn city centre, our transport, sporting and cultural facilities. Sleek loft apartments occupy old cotton warehouses and über-cool bars the disused railway arches. The city's architecture tells the tale of the city's past as the world's first industrial city, built on mill-based mechanised mass production. The birthplace of the Industrial Revolution, the city attracted a huge workforce from the rest of the country and traders from around the world. Manchester grew from a small market town to a major world city with a population over 700,000 in the 19th century, and was at the centre of global manufacturing, engineering and cultural and political thought.

As production of cotton declined in the 20th century, however, the city's fortunes waned. The decline in manufacturing from the 1950s onwards led to a severe loss of population, which continued until recent years. Between 1971 and 1991 the number of people employed in manufacturing fell by 74%, from 160,000 to 28,000. The population for the period 1951 to 1991 fell by 39%, from 703,000 to 432,000. By the mid-1980s Manchester was at its nadir. Poverty was widespread, health inequalities were marked, levels of crime and antisocial behaviour were high, much of the public-sector housing was inadequate and educational attainment was poor.

In this experience, Manchester has much in common with other big cities in the UK and elsewhere. Reliance on cotton production (or steel, or cars, or being a seaport) left us all vulnerable to competition from cheaper markets abroad. The world moved on. This year

manufacturing jobs in the UK are at the lowest level since 1841.

Manchester has had to undergo, and is still undergoing, a profound economic restructuring which has meant a huge change in the nature of employment in the city. Between 1998 and 2003, in the Manchester city region:

- we lost a further 56,000 jobs in manufacturing (a reduction of 4.4% a year);
- we gained 46,800 new jobs in financial and professional services alone (an annual increase of 4.4%, compared with a national average of 2.6%);
- we also saw growth above the national average in creative industries (1.8% annual growth) and in the ICT and digital sector (10.4% annual growth);
- we gained 98,300 jobs overall.¹

Manchester's economy is growing fast and the city region is the North's most significant contributor to the UK economy – contributing over £48 billion of gross value added – which is over half of the total for the North West of England.

Manchester has come a long way, but there is still much to do – the world of work is constantly changing. Not only must we be flexible enough to be responsive to such external changes but also we must strive to be ahead of or even lead those changes. This is what being an innovative city is all about, and this is what the Manchester: Knowledge Capital Partnership is all about.

Manchester: Knowledge Capital

Four years ago the government invited the core cities to set out their long-term vision for sustainable economic growth. Manchester responded to this call not just by publishing a document, but also by putting together a dynamic partnership of leading businesses, four universities, the regional development agency, the strategic health authority, all 10 Greater Manchester authorities and other key public agencies, to form Manchester: Knowledge Capital (M:KC).

The partnership's vision is to ensure that Manchester becomes "a prosperous city-region that is economically successful, socially inclusive and sustainable and that Manchester will be globally recognised for its ongoing achievements in knowledge, innovation, culture and enterprise".

¹ Source: Office for National Statistics' annual business inquiry, 1998-2003

The Manchester: Knowledge Capital partnership acts as a catalyst to:

- increase innovation using research, science and knowledge;
- benefit the people of Manchester through their connection into a growing economy;
and
- ensure that the outcomes are sustainable.

It works not in mainstream economic development or in duplicating the roles and responsibilities of other agencies, but rather in looking for the opportunities to make the whole greater than the sum of its parts, enrolling people and organisations by championing new ideas and new ways of living and working. The organisation has a unique role in drawing together those involved in education and knowledge, connecting the public-sector education system to private-sector knowledge-intensive businesses.

In particular, the partnership draws on the strengths of the city region's universities:

- The University of Manchester is a research-intensive institution, with £285 million of research spend in 2004/05. The university aims to be in the top 25 in the world rankings by 2015. Research income is set to double and the university forecasts that its regional economic contribution of £1.5 billion will double by 2015.
- Manchester Metropolitan University (MMU) attracts more students from disadvantaged backgrounds than any other UK higher-education establishment. It is also one of the largest providers of science, engineering and technology courses in the country. MMU's regional economic impact is estimated at £690 million a year and rising.
- The University of Salford is noted for its innovative and applied courses, which satisfy the needs of students and employers. It has led the way in terms of working with business and pioneered the sandwich degree.
- The University of Bolton received university status in January 2005. It prides itself on its links with business and its course-related vocational placements. Bolton has an outstanding reputation of supporting its students into successful careers and has an imaginative approach to enterprise and links with the local community.

The partnership's three programmes

The partnership translates its vision through three programmes: Science City; Manchester is My Planet; and the Manchester-NESTA innovation investment fund.

Manchester is one of six UK cities designated by central government as "science cities".

The cities are so designated because they have strong science-based assets and have particular potential to use those assets to attract a critical mass of innovative businesses and become drivers of regional growth. Manchester's science city programme has three elements:

- six innovation partnerships that focus on areas of the economy where there are local strengths in both business and academia and where there is a market opportunity for growth, including healthcare, digital media, design for sustainability, cleaner aviation, and nuclear futures;
- real world science – to engage local people in the challenge of science for future living, especially young people in terms of their education and careers; and
- strengthening the innovation ecosystem – making Manchester a place that is even more user-friendly for innovation.

Manchester is My Planet is a partnership established to support Manchester in becoming one of the greenest cities in the UK. The programme focuses specifically on local renewable energy and on modifying behaviour to address climate change. It has already recruited almost 20,000 people across the city, who have pledged to take personal responsibility for their carbon emissions.

A major investment has just been secured from the National Endowment for Science, Technology & the Arts (NESTA) to set up a three-year innovation investment fund targeted at increasing the rate of innovation across the city region. The intention is to secure a minimum of £10 million for the fund to invest in innovation in the Manchester city region over the next three financial years, to March 2010. Current progress is good, with over half that amount already secured.

The fund will seek to support pilot projects initially under the following priority themes:

- *inspiring innovation* – working with the people who live and work in the Manchester city region to increase their understanding and capacity for innovation;
- *ideas to investment* – strengthening the institutions, support systems and processes for the development of new ideas and the innovation process across the city region;
- *creating communities of innovators* – strengthening city-wide and more localised networks that can drive local hubs of innovation around centres of opportunity; and
- *understanding innovation* – research, evaluation and data analysis on innovation and economic development in the Manchester city region, together with international benchmarking.

Manchester's future as a knowledge capital is not only exciting; it has the opportunity to be transformational for the North of England. The scale of economic activity in the city, the rate of growth in modern industries and the number of opportunities that can be seized for Manchester, the North West and the UK as a whole are significant.

From the massive investment in the Oxford Road Corridor to the relocation of parts of the BBC to mediacity:uk at Salford Quays, there are major opportunities for innovation and economic growth. The Manchester: Knowledge Capital Partnership can play its part in securing optimal benefit as long as its leadership is facilitative and open to acceptance of diversity of action within its strategic framework.

Leadership in a partnership context

The Manchester: Knowledge Capital partnership is the only forum in the city where the four university vice-chancellors come together with the city and business leaders on an equal basis. A partnership of such senior leaders cannot be led; partners need to come to agreement together. This requires a shared vision; mutual respect and acknowledgement of the roles that different people play in the city; and an adherence to trust and integrity.

The long-term nature of the endeavour requires that the partners hold their nerve and continue to play the long game – building connections, making the most of opportunities, and resisting the urge to package things like innovation or transform the city's economy into neat, short-term projects. The success of the partnership will be judged not by plaques on buildings or logos on letterheads. It will be judged, probably in more than a decade's time, by the name "Manchester" being synonymous with knowledge, innovation, culture and enterprise.

Chapter 6

Newcastle City Council – acting on climate change

Councillor John Shipley OBE, Leader of Newcastle City Council

Newcastle City Council – acting on climate change

This document is taken from the transcript of a round-table discussion hosted by Councillor John Shipley OBE with key partners to discuss the current challenges around climate change, progress to date and future actions. Participants included: Dr Chris French, Senior Lecturer in the Institute for Research on Environment & Sustainability at Newcastle University; Adrian Hilton, Climate Change Co-ordinator for the North East with SUSTAINE; Councillor Wendy Taylor, Executive Member for Environment & Sustainability at Newcastle City Council; Les Clark, Head of the Sustainability Unit at Newcastle City Council; and Adrian McLoughlin, Climate Change Co-ordinator at Newcastle City Council.

Cities are where it really matters

Climate change is the most pressing environmental, social and economic challenge facing the planet. The consequences of climate change are global, long-term and, in some cases, already irreversible. Cities have a central role to play in tackling climate change, particularly as they bear a disproportionate responsibility for causing it. In fact, cities consume 75% of the world's energy and produce 80% of its greenhouse gas emissions. Carbon neutrality remains a long-term goal for all the core cities. In 2002 Newcastle produced 2 million tonnes of carbon dioxide; in 2004/05 this was reduced to 1.8 million tonnes. Realistically, it may be 2050 before carbon neutrality is achieved. It is therefore vital that cities work together, set the agenda and show leadership in this increasingly important area.

As part of the council's role in the Core Cities Group, Newcastle is taking the lead on climate change, working with the other cities through the climate change working group to understand fully the challenges that our cities face and, as a response, to support the development of mitigation and adaptation strategies that show that cities can rise to this global challenge.

The key aims for Newcastle in terms of climate change, in common with the other core cities, are to move to carbon neutrality, meet European directives on waste and air quality by 2020, and deliver a greener city. This will entail, among other things, a decentralised and more efficient energy system, higher standards for energy-efficient buildings, expansion of embedded renewable energy, reducing waste put into landfill, making public transport cleaner, and promoting public transport with a view to getting more cars off the road.

The road from Nottingham

In 2000 the Nottingham Declaration on climate change was announced, and Newcastle,

along with other councils across the country, made a public commitment to working with our local community to lead on a range of activities that would contribute to meeting the government's targets for climate change. Having adopted a carbon management plan, the council is now working to deliver physical, social and cultural change.

It is now over five years since Newcastle City Council began working with public, private and third-sector partners on a programme of activities to tackle climate change, including the CarbonNeutral Newcastle campaign. Considerable progress has been made on this in the last few years – moving from CarbonNeutral Newcastle to CarbonNeutral North East.

More recently Newcastle City Council has been working with SUSTAINÉ, the independent body that champions sustainability in the North East. As part of this new partnership, the council is signing up to the North East declaration on climate change during 2007 – a commitment to a range of measures that will improve sustainability and help in adapting to and minimising the risk of global warming and climate change.

The initial priority is to limit the city's contribution towards the causes of climate change and tackle the effect this will have on the city and our activities. A city-wide carbon footprint has been produced and the next phase of the council's strategy is to develop targets and reduction projects that will provide a co-ordinated approach to carbon management at a city-wide level. The first action that must be considered is awareness and behavioural change; then reducing emissions, including those that the council itself generates; and, finally, offsetting for those that cannot be reduced.

Working in partnership and raising awareness of young people

The way to structure an approach to carbon neutrality is to work in partnership. This is an agenda that touches everyone and the council is exploring whom it can work with on specific issues. Work is already taking place with key stakeholders across the North East, the UK core cities network, the International Council for Local Environmental Initiatives, Local Governments for Sustainability, the Environment Agency, EUROCITIES across Europe and the World Mayors' Council on Climate Change. However, it will be necessary to strengthen involvement with the business community further.

There is also a huge responsibility in the domestic sector. The council has developed a touring educational "climate dome" that aims to show the community how they can contribute to reducing climate change. This complements a nine-month environmental awareness campaign in the city.

Community buy-in to the use of new technology is critical, and a new approach to installing technology and energy-efficiency systems is needed; for instance, photovoltaic panels are more likely to be a success if the community has ownership of them.

Newcastle is also running an Enviro-Schools programme, in which most of the schools within the city are involved. This scheme helps schools to understand and improve their own environment and includes practical measures in terms of energy and recycling which are particularly important, not just in terms of education but for community buy-in as well.

The local strategic partnership has a critical role to play in ensuring co-ordination at a strategic level across all agencies and sectors in the city. It will be a big challenge, but climate change must be a major priority in the forthcoming sustainable community strategy and the next local area agreement.

A joined-up strategy, challenging targets

It is important to join up individual strategies on waste, energy and green space, and the council is aiming to have a city council strategy this year, with a subsequent city-wide strategy bringing in other partners a year later.

The council is also agreeing targets for its own, internal carbon management programme, which will see a 60% reduction by 2050. The remaining 40% must also be tackled, and work will carry on over the coming years to identify opportunities for this. To help move to carbon neutrality the council is exploring setting up an internal trading scheme of carbon accounts for individual directorates, assessing whether the administrative burden will outweigh the benefits. In any event, progressing offset for travel and meetings is under development.

It is important that preparations for climate change are also integrated into planning and policy decisions, to ensure that developments are suitable for the 2060s and beyond. Problems are arising from the various mismatches that already exist, such as insurers refusing to insure against flood risk.

What must be done is to ensure that, within the city, communities, infrastructure and the economy are resilient to climate change. This is a huge challenge to the skills and competencies of the many professionals in the world of planning, property and design.

Sustainable buildings and energy efficiency

One of the biggest contributors to carbon output within cities is the existing building stock. Newcastle City Council is working on a number of initiatives geared towards energy efficiency within the built environment.

Working in partnership with central government, Scottish Power, National Grid and the Environment Agency, the council is involved in a project named Warmzone, which involves insulating existing properties to make them more energy-efficient. Already 50,000 homes have been assessed and this has led to over 20,000 insulation measures being installed – reducing carbon dioxide emissions by 20,000 tonnes a year, improving health and lowering fuel poverty.

New technology raising standards in a science city

In another significant scheme, at Cruddas Park, the council is working with Your Homes Newcastle (our arm's-length housing management organisation for over 32,000 council dwellings) on sustainability for all aspects of their redevelopment plan. This includes a suite of sustainable energy infrastructure initiatives featuring biomass district heating, micro-wind turbines and photovoltaics. Ultimately this could prove an excellent example of how different aspects of renewable energy can be brought together in a coherent way. We are also improving on a pilot on Newbiggin Hall Estate by upgrading the solar panels, through a relationship with the renewable energy arm of BP. There are 25 properties linked to photovoltaic electricity, which are showing savings of £400 a year.

Building on the council's climate change strategies of working in partnership, both Newcastle University and Newcastle College have plans for carbon neutrality, and UK Land Estates will now build only to an "excellent" BREEAM environmental assessment rating. In addition, proposals for the Scotswood Expo will see 500 new houses by summer 2010, all to various designs and the latest specification with "good" or "excellent" eco status. All these initiatives will make a real difference to the environmental quality of the existing and new housing stock within Newcastle.

The hard-headed economic argument for environmental sustainability

However, although these initiatives will have a positive effect on the carbon footprint of the council and the city, when dealing with sustainable build projects there are always real cost issues to consider. For instance, on PFI projects the consortium may seek to drive down costs, and energy-saving installations are sometimes the first to go. Newcastle University is approaching the issue in a different way, working with schools that are

looking at installations from an educational angle. SUSTAINED has worked with Arup recently in looking at the difference in cost between "very good" or "excellent" BREEAM ratings and the Ecohomes "excellent" rating. This was 1.7% on a £70,000 build cost, but the savings expected by implementing a waste management plan were 3%, which shows that an "excellent" rating can in fact be cost-neutral, if not beneficial.

Affordability is an important point around all these issues. For example, ambitious targets were set for photovoltaics in schools in Newcastle but had to be abandoned as the finance was not available, and, while progress has been made with biomass boilers, this is not the case for certain other desired energy measures. The council has almost replaced all its street lighting with energy-efficient lights. However, while it is trying to source green electricity, supply and cost considerations mean that this cannot be done across the board.

There is the potential to develop an energy services company for generating renewable electricity for some of the city, and this is under consideration. It would be extremely complex and is thus a long-term strategy, but such an approach would potentially make major in-roads into the city's energy demands.

Business buy-in

Business buy-in is crucial in the fight against climate change. The council's arm's-length charity CarbonNeutral North East is already working with a number of businesses, including Newcastle Building Society and the Marriott Hotel Gosforth Park, which are keen to take carbon neutrality forward, and we have identified funding for a range of projects in this area.

Carbon neutrality remains the long-term goal, but to start the process there are a number of local providers that can save businesses energy and whose fee comes from the savings the companies make. Much depends on the facilities occupied – there are limited opportunities for modern infrastructure – but if it is done in the right way then there are clear benefits, which could result in savings of between 5% and 15%.

There remain real issues in terms of training available for installation. Much of what is needed to bring the systems forward relates to installation training. Companies can apply for grant funding towards the cost of installations, but approved suppliers in the North East are limited. One option to tackle this is to have a dedicated programme for the sole benefit of Newcastle and the North East. There are also national programmes available and these could be brought together to give a positive advantage. The council is working

with the Groundwork Trust on projects delivering training for solar panel installation, and with Your Homes Newcastle, which expects to have a project running within the next year or two.

A report produced by insurance company AXA in 2006 on small to medium-sized enterprises and climate change found that the majority of such firms did not consider climate change to be a threat and that a number had been caught out by this through not having insurance in place for flooding. As a consequence a large proportion did not survive the following 12 months. SUSTAINÉ is looking to appoint a regional business adviser to work with firms on adaptations to ensure business continuity. A key role will be to draw everyone together to ensure there is no duplication and to maximise the benefits.

Complementing SUSTAINÉ's important work on this is the recent River Wear catchment study. This looks at climate impacts down to a 5 km grid, giving 100 times the resolution of current UK scenarios. This is cutting-edge technology, with significant interest from central government. Newcastle City Council and partners will be involved in rolling out the methodology across the North East.

Air quality and transport

By 2020, England will need to meet a series of EU standards for air quality. This is a significant target, and at the moment there are areas in the city where air quality is not improving, the biggest contributing factor being buses. The council is working with the bus companies on a voluntary basis to get cleaner buses in the city centre, but by simply continuing to rely on their replacement programme it will take a lot longer to meet the targets, and government intervention in terms of increasing subsidies for new purchases might be a viable solution.

One successful project in the fight for lower emissions from transport has been the hybrid (diesel/electric) quayside bus. The council is also increasing the number of its vehicles running on bio-diesel, the aim being to move from a 5% to a 20% bio-diesel blend in the near future.

Another important transport issue is the expansion of Newcastle airport. The expansion is necessary for economic benefit, but it is important to be aware of its environmental impact. The airport management team are working closely in partnership with the council to promote carbon offsetting.

Waste disposal

Along with air quality targets, there are also challenging European targets on waste disposal. By 2010 the country must reduce landfill by 25% of 1995 levels, 50% by 2013, and 75% by 2020.

Work in Newcastle has already started to meet these targets. A mechanical biological treatment process has been introduced to target the biodegradable waste that causes greenhouse gases from landfill, and proposals for collection and services for Newcastle residents should enable a landfill reduction of more than 40% by 2010.

The council is also rolling out eco-management and audit scheme (EMAS) accreditation throughout its offices, with one directorate already accredited.

Conclusion

This overview of what is being done to address climate change issues in Newcastle shows what we are aspiring to do and what our problems are. It is clear that we all have to accelerate progress, and we must work with the other core cities, central government and, above all, local communities to provide the joint leadership that will drive change in all our policies and behaviours.

The views expressed in this article reflect the discussion between the panellists, but should not be taken as a definitive representation of the opinion of any individual participant. For more detail on the various initiatives, agencies and companies referred to in this article, please visit www.newcastle.gov.uk/environment.

Chapter 7

Standing up for Nottingham – a partnership between council and university

Councillor Jon Collins, Leader of Nottingham City Council

Standing up for Nottingham – a partnership between council and university

Not so long ago, Nottingham was struggling to shake off a reputation for excessive inner-city violence, and particularly gun crime. A spate of random shootings from 2002 to 2005, reported with sensational headlines in the popular press, gave the impression that gun crime in our city was worse than it was elsewhere. Like most large cities, we did have some violent crime, but it was not enough to justify the media label “crime capital of the UK”.

These negative perceptions presented a problem for Nottingham's leaders, but also an opportunity. The problem was that our reputation was being sullied by an unjustified focus on crime, and that was having a harmful effect on several aspects of city life. But with that came the opportunity for the city council to take a good look at crime levels in our city and turn the bad news around, working in partnership with leaders across the city. This essay will outline one such successful partnership, with the University of Nottingham and its vice-chancellor, Sir Colin Campbell.

I have always believed that perceptions need to be built on aspects of reality, so we set out to change the reality, on the assumption that perceptions would also change as a result. This has proven to be an effective approach. A series of successful policing initiatives, including stricter law enforcement and a firearms amnesty, reduced gun crime in the city by 75% between 2003 and 2006 – while overall crime fell by 20%. Concurrently, proactive communications campaigns by city institutions, working together with shared objectives, have helped Nottingham establish a reputation that fits its status as a core city and a global magnet for talent and investment.

This remarkable success has refocused attention on the city's numerous positive attributes. Once the thriving centre of Britain's textile industry, Nottingham is now better known for its prestigious university sector, comprising the University of Nottingham and Nottingham Trent University. Over 60,000 students in total boost the local economy by around £750 million a year, and many of them stay in the city after graduating, creating a highly skilled local workforce. In 2005 Nottingham was named one of only six “science cities” in the UK, an accolade that is projected to bring 20,000 new science-based jobs by 2020 and will reinforce productive links between the universities, hospitals and local businesses.

Throughout the city, regeneration projects have brought shabby, run-down areas to life with modern landscaping and architecture. As part of these efforts, Old Market Square in

the city centre was given a £7 million facelift, which was completed with much fanfare in March 2007. And moving citizens from A to B is one of the most successful transportation systems in the country, with an efficient tramway that carries nearly 10 million passengers every year. This is not the Nottingham of the tabloids, with its guns and gangs.

The problem

In 2002 Nottingham began to face the glare of a hostile media spotlight, as a series of unusual shootings grabbed the headlines. There were many, and the victims were diverse. Among them, teenager Brendan Lawrence was shot in the street in February 2002, pensioner Marian Bates was shot dead at her jeweller's shop in September 2003, and 24-year-old Omar Watson was murdered at a hair salon in November 2003. But it was the killing of 14-year-old Danielle Beccan, as she walked home from Nottingham's famous Goose Fair in October 2004, that brought things to a head. She was the innocent victim of a drive-by shooting, and swiftly became a striking symbol of Nottingham's problems.

Rather than comparing Nottingham's gun crime to that of other major cities, the media made the assumption that this problem was greater in Nottingham than it was elsewhere. This began to have a negative impact on life in the city. Inward investment threatened to drop off, tourism was put in jeopardy, and the University of Nottingham saw its number of applications fall.

Taking the lead

Responding to the damaging media coverage, the city council began, in late 2003, to challenge publicly these misconceptions about Nottingham, while at the same time tackling some of the underlying problems head-on. This dual approach was central to the council's strategy. As council leader, I was convinced that if there were some substance behind the message, we would have a good chance of making a difference.

After the shooting of Danielle Beccan, the council organised an event called Nottingham Stands Together, which saw thousands of people gather in Old Market Square and across the city, in solidarity against gun crime and in memory of the dead girl. This was the starting point for a range of initiatives aimed at reducing crime levels in the city and highlighting the progress made. One such initiative that had a real impact was Respect for Nottingham. It was a call to action, rallying a multitude of agencies to fight antisocial behaviour and other types of crime. It predated the government's Respect agenda, and gave renewed focus to the crime-reduction work already under way in Nottingham.

The council's communications activities around these issues were led by Stephen Barker, our services director for communications and marketing. He led a highly effective team, who were very often the scourge of local journalists because they were absolutely dogged in their determination always to check the veracity of claims and to counteract easy assertions with bona fide statistics and convincing data.

While such rebuttal was central to our reputation strategy, it was not the whole story. In addition to challenging and correcting misinformation, we were also actively working in Whitehall and Westminster to make sure that ministers and civil servants saw the real story. Another big part of this work was around energising word-of-mouth advocacy, and our *Notice Nottingham* electronic newsheet was very successful in this area.

A number of local businesses determined to support this work, aware that their success was inextricably linked with the city's reputation. Local hotels and big businesses copied *Notice Nottingham* for their staff and visitors, and companies put it on to their intranets. They made sure they were selling Nottingham when they were selling their businesses. That kind of joined-up thinking was an important part of our strategy.

The Reform report

Then, in May 2006, a report was published by the pro-free-market think tank *Reform*, which reinforced the notion that Nottingham was at the top of the UK's crime league table. Unlike media reports, *Reform* did compare crime in Nottingham with crime in other major cities, but the validity of its research methods was soon called into question.

Reform's significantly flawed research ranked urban areas with a population in excess of 100,000 for a range of serious crimes, including burglary, murder and gun crime. Researchers used figures for local authority areas and their respective police forces, ignoring the fact that a comparison of local authority with local authority is not a like-for-like comparison.

Nottingham has a population of 630,000, of whom only 280,000 live in Nottingham City Council's local authority area. *Reform* researchers used the inner-city crime picture to describe the whole conurbation, failing to acknowledge the balancing factor of the better-off, lower-crime, leafier suburbs. Leeds, by contrast, has a single local authority covering the whole of the conurbation, and indeed some of its rural hinterland, and a properly balanced picture of the crime situation there can be more easily seen.

The authors of the report compounded their lack of understanding by making the significant error of omitting over 22,000 people who live in the Clifton area of Nottingham from their population figures, whilst counting all of the crime committed in Clifton.

On the basis of this so-called research and faulty analysis, *Reform* claimed Nottingham to be "Britain's most dangerous city". Nottingham City Council countered that a fair comparison would see it ranked 19th in any valid league table, and dubbed *Reform* Britain's most dangerous think tank.

Leaders taking action

The publication of the *Reform* report prompted the University of Nottingham to take action. The university had lost several thousand applications in recent years, and its leaders realised that the *Reform* report was not going to help them win back interest from prospective students and their parents. Angered by the lofty tone with which the crime figures were presented and the apparent flaws in the report's methodology, the vice-chancellor, Sir Colin Campbell, lost no time in making direct contact with me to talk about a co-ordinated approach to countering the negative perceptions.

In conjunction with the city council, the university posted a strongly worded statement on its applicant website, headlined "Nottingham NOT capital for crime". Citing solid facts and figures, it painstakingly refuted allegations that the city had become "the crime capital of the UK", and pointed out that gun crime in Nottingham in 2005 was at its lowest level since 1999. At the same time, the university took the highly unusual step of sending a letter to prospective students with a similar message. The letter was signed by the vice-chancellor.

Not stopping there, Sir Colin sat down with the chief constable of Nottinghamshire Police and me to thrash out how we could work together on joint responses. He also visited the Home Office to talk to the chief scientific officer, Professor Paul Wiles, who visited the university in February 2007 to give a seminar on tackling crime. Perhaps most significantly, the university commissioned three independent academic papers assessing the robustness of the *Reform* report, the findings of which were shared with the city council and other key partners.

The city council agreed that the university would be the best institution to procure good academic research, so Sir Colin contacted these eminent researchers personally and gave them an open brief to do a fair, independent analysis of the report. Cambridge criminologist

Professor Sir Anthony Bottoms, Professor Sheila Bird of the Medical Research Council, and Professor David Rhind, chair of the Statistics Commission, all came to the same conclusion: that aspects of the *Reform* report were interesting, but on the key points, such as the way in which a handful of crimes had been used to produce this final damning verdict, the report was flawed and the geography was unreliable.

The professional opinion of not one but three eminent researchers added great weight to the campaign against negative perceptions of Nottingham. Sir Colin Campbell's ability to enlist the help of such heavyweights was one example of how joint leadership delivered the desired results. Sir Colin is able to get the ear of people in government and academia to tackle issues in a way that city council leaders cannot. At the same time, there are some levers that we can pull locally that he is not able to influence. For these reasons and others, it is a very good partnership.

Moving on

In 2007 Nottingham is no longer "the crime capital of the UK" in the eyes of the media. Thanks to the city's on-going campaign, that cliché is yesterday's news. Today, Nottingham is more often labelled "once notorious", which most observers acknowledge is a step in the right direction. There is always a time lag between changes in reality and changes in perception, but the reality is there and people are beginning to feel it.

On the back of the remarkable reduction in crime – proof that police initiatives are having an effect – perceptions do appear to be changing. The University of Nottingham is outperforming its peers, with applications up by 9% this year, compared with the average increase of 5% in applications to other universities. There are a number of reasons for this, but university leaders cite changed perceptions among parents as one. That is not to say that we have cracked the crime problem in every part of the city, but there is a much more balanced view of the quality of life in the city now than there was a few years ago.

The success of the city's efforts in this regard can be seen in other aspects of city life too. Our focus on countering negative perceptions and promoting Nottingham's many positives has given local businesses and other people a reason to get together and to be involved in the community. In this sense, the true trailblazing has been in acting on the council's recognition that we all have a responsibility not just to our organisations but also to our place. Ultimately, for the council and our partners, it is about strategic community leadership.

Chapter 8

How Sheffield's transformation was built on respect, partnership and devolution

Councillor Jan Wilson, Leader of Sheffield City Council, and
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How Sheffield's transformation was built on respect, partnership and devolution

Sheffield City Council is now recognised as a high-performing council – it has achieved four stars in the comprehensive performance assessment two years in a row; it has successfully managed one of the largest capital investment programmes in the country; and it has overseen a remarkable economic turnaround in just 10 years.

Sheffield has not, however, always been in this position – these achievements are the result of a great deal of commitment, perseverance and hard work, driven by strong political and executive leadership. This essay looks at how leadership has been a critical element in the shift in performance, and in the way that both the city and the council have been transformed.

In Sheffield, leadership is rooted in three central principles:

- *Respect and trust* – We had to gain the respect and trust of a wide range of stakeholders in the city, including national and regional government, public agencies, the private sector and, most of all, local people.
- *Devolution* – We were empowered to make decisions for the good of the city, and empowered others to make decisions where this would lead to a better outcome.
- *Partnership* – Progress was made only because of a shared vision and a strong collaborative focus to everything we did.

Each of these principles is looked at with reference to two key pillars of Sheffield's renaissance:

- the physical regeneration of the city centre; and
- the Successful Neighbourhoods Closing the Gap strategy – our approach to neighbourhood renewal, which aims to improve all neighbourhoods, but particularly to accelerate improvement in the city's most deprived areas.

We will look at the lessons that have been learned over the last 10 years and how these will be applied as we plan the next stage of the city's transformation.

The challenge

As has been well documented, Sheffield suffered from a severe economic shock in the late 1970s and early 1980s, leading to mass unemployment and the loss of much of the city's

industrial power base.

This industrial legacy was compounded by a housing legacy – Sheffield has one of the largest council housing stocks in the country, much of it concentrated in large estates in the north and east of the city.

This housing was generally of poor quality and located in areas where people did not have access to the basic services they needed. These areas tended to be those with the poorest health, highest unemployment and greatest underperformance in educational attainment.

This housing legacy was, in turn, compounded by a planning legacy. Decades of under-investment in the city's public realm had left Sheffield without the vibrant centre that a truly successful city needs. Much of the city centre's retail offer had moved to the new out-of-town shopping centre at Meadowhall, and the public realm that was in existence was tired, unwelcoming and did not give enough emphasis to the people who actually used the city.

The final constraint was that the council faced exceptional financial challenges. The impact of the city's efforts to respond to the desperate economic circumstances of the 1970s had created some fine cultural and sporting facilities, but with substantial financing costs for which it received no external support from central government.

Sheffield First Partnership

A significant step towards changing the city's fortunes was made in 1998 with the decision to establish the Sheffield First Partnership. This was long before the idea of partnerships became a standard part of local governance structures and predated the requirement for areas to form local strategic partnerships.

Sheffield First was set up to provide the city with a forum where the key stakeholders, including the police, the health service, the private sector and the voluntary and community sector, could come together collaboratively and discuss how to work together to begin to move the city forward. The key to the success of the partnership was to unite partners together early on around a shared vision for the city.

The partnership was important because it allowed us to bring together in one place the different aspects that the city needed to address if it were to make real progress, including critically the city centre and the neighbourhoods. This enabled us to take a holistic

approach to the improvements we wanted to make in Sheffield. A number of specialist boards, focusing on key policy areas, were established to support the work of the main board, which continues to retain a strategic overview of the city's aspirations and vision, as thus described in its strategy document:

Sheffield will be a successful, distinctive city of European significance at the heart of a strong city region, with opportunities for all.¹

Reformed governance

A secure financial footing was critical to the future of the council and therefore key to delivering our aspirations for the city. The council leadership had some tough choices to make, all of which were necessary, and some of which were unpopular.

Both the political and managerial structure of the council needed to be changed and we moved early to the cabinet and leader form of governance, enabling a much more streamlined decision-making process.

The senior executive management team was reduced from eight service-based directors to five (and now four) executive directors with an explicitly strategic role. This allowed us to concentrate on guiding the managerial direction for the council and making the strategic links between different policy areas.

We also embarked on a policy of public-private partnerships where it made financial and strategic sense to do so and would result in a better quality of service than we would have been able to provide internally. This was a major shift in culture for the council. This policy has continued over the years, and outsourced services now include revenues and benefits, ICT and transactional services; waste management; and housing stock repair and maintenance. We also moved many of our sporting and cultural venues to independent charitable trusts to enable them to concentrate on delivery.

Economic revitalisation

Emerging from the work of the Urban Task Force in 1999, the urban regeneration company (URC) concept offered a new approach to regenerating the UK's towns and cities. A URC was a different kind of delivery agency with the express purpose of developing an integrated regeneration strategy for a defined urban area.

1 Sheffield First Partnership *Sheffield City Strategy 2005-10* (2005; revised 2007)

At the same time in Sheffield, the regeneration of the city centre was identified as a key task for the city. This was a major undertaking for the city and, although a significant challenge, it was also a tremendous opportunity that, if seized successfully, would send a strong message to residents and stakeholders at national, regional and local levels that Sheffield was on the up. The URC model offered the ideal opportunity to take forward the city-centre redevelopment as part of a national government pilot scheme, and in February 2000 Sheffield One was established as the third URC in the UK.

Working in partnership, Sheffield One and the council drew up a comprehensive masterplan for the city centre, focused around "the magnificent seven" transformational projects with a collective value of over £1 billion, the majority of which would be private-sector investment. All of these projects are now either completed or on site. Sheffield has brand-new public realm in the shape of the Winter Gardens, the Peace Gardens and Millennium Square, a completely refurbished concert venue in the City Hall, a new gateway to the city at the station, and a range of impressive, high-quality office buildings and hotels. In the longer term the city will benefit from the creation of the New Retail Quarter, a £500 million scheme to create a thriving shopping area in the heart of the city.

Although at arm's length from the council, the success of Sheffield One is testament to the successful partnership approach adopted in the city. It operated within a challenging framework, working with a broad range of partners to deliver projects and bringing together disparate funding from a wide variety of sources including the European Union, national government and private investors. These challenges were overcome and, most importantly, the government put its trust in the city to lead on the delivery of these improvements.

Despite changes in political control, the council has been committed to the masterplan and policy of city-centre redevelopment, and this has been sustained over almost a decade. Sheffield One did not have to adjust its focus continually to take account of shifting political pressures.

Sheffield One ensured the revitalisation of the city centre with a number of hugely successful physical regeneration projects. Alongside Sheffield One, Sheffield First for Investment was established to lead on bringing quality inward investment into the city, attracting both national and international companies to relocate to and invest in Sheffield. As an arm's-length organisation from the council, similarly to the arrangement with Sheffield One, Sheffield First for Investment was empowered to concentrate fully on

the task. This has been rewarded with unprecedented levels of investment in the city and dramatically reduced unemployment rates. In 2006, Sheffield First for Investment was ranked number one as an investment agency and deemed "world-class" in relation to its investor promotion activities.²

Successful neighbourhoods

Sheffield's neighbourhoods are one of the city's best-loved features. They have traditionally epitomised the best of what we mean by "communities" – people like the distinctiveness of the city's different areas, and there have been significant improvements within our neighbourhoods in terms of services and ready access to jobs.

But by the mid 1990s, Sheffield's neighbourhoods were characterised by some stark divides. The south and west of the city were generally affluent and doing well, but the north and east had suffered greatly from the city's economic downturn. Whilst communities still had a great deal of pride in these areas, they needed significant intervention if they were to close the gap once again on the rest of the city. Narrowing the divide became one of the city's key goals and the ambition for "every neighbourhood to be a successful neighbourhood"³ remains a key plank of our city strategy.

Again, our approach was built on the three principles of respect and trust; partnership; and devolution. We knew that there were a wide range of stakeholders with an interest in each of the neighbourhoods, and we consulted extensively with them to discover the particular issues for each neighbourhood and what package of improvements would make a real difference to the lives of the people there. Neighbourhood masterplans guided our approach to achieving these improvements. We gained local people's trust to undertake innovative programmes such as the transfer of the vast majority of Sheffield's extensive council housing stock to Sheffield Homes, our arm's-length management organisation, and the subsequent decent homes programme.

And we devolved: we know that very often local people know best what should be done for their neighbourhoods. We created area panels made up of local councillors to improve direct contact with communities and to enable people to have their say on local issues. We empowered community groups to go out and make a real difference in their areas. The most successful of these, such as Burngreave New Deal and the Netherthorpe &

² GDP Global *2006 Investment Promotion Agencies Performance Benchmarking*

³ Sheffield First Partnership *Sheffield City Strategy 2005-10* (2005; revised 2007)

Upperthorpe Community Alliance, are now nationally respected organisations, and are helping community groups in other parts of the country.

The regeneration of our neighbourhoods has been aided by the various funding streams that we have worked to draw together in a strategic way, such as neighbourhood renewal funding, European Objective 1 funding and the government's New Deal for Communities initiative. Our policy has been to use this funding in specific ways to support the various requirements of our most disadvantaged communities.

In other words, our investment was needs-driven and targeted on areas where we could most effectively address the key issues that would lead to closing the gap between more and less successful areas and creating neighbourhoods of choice.

Partnership working has been as important in the neighbourhoods as in the city centre. We formed a strategic partnership with national construction group Kier, to form the Kier Sheffield LLP, which undertakes all our housing maintenance and repairs. This is a true partnership – through Kier Sheffield not only are we delivering an improved service more efficiently, but we are also working together to develop new initiatives such as the innovative training scheme for the building industry, Construction JOBMatch, in the most deprived parts of the city.

Reflections

Since the late 1990s we have achieved a lot. Sheffield is now a much more prosperous and economically successful place than it was then – and this prosperity is beginning to be spread more widely. There are a number of key reasons why we have been able to do this.

We set ourselves extremely challenging but ultimately achievable goals, such as reducing unemployment to the national average, implementing all seven city-centre projects by 2007, and achieving financial stability in the council. This meant that we had to challenge our staff – make them believe that we could get there – but also support them wholeheartedly along the way. We had to convince our partners that our vision was attainable and that this was the way to achieve it. And we had to engage with local people to understand their hopes and aspirations for the city.

Stable leadership has underpinned our ability to have a strong and distinctive voice in central government. Membership of key influencing groups, including the Core Cities Group, has been instrumental in allowing us to measure our progress against similar

places, learn from them where they performed better than us, and share the expertise that we have accumulated.

The future

It is clear that Sheffield has made great progress in many areas, including the economy, the physical environment and neighbourhoods. However, while Sheffield improves, so do other cities. We have laid the building blocks for the transformation of the city's economy but there remain some challenges that we need to address to deliver that transformation.

Our economy needs to be based increasingly on innovation, enterprise and inward investment to bring about a sustainable step change in our economic performance. We need to improve educational attainment and build a skills profile for the city that will meet the needs of a modern economy. We need to continue to improve the performance of the council across the board.

We need to take the lessons we have learned from the past 10 years and apply them to the city's new position. We cannot afford to stand still – sustaining the momentum is important because it inspires confidence and a sense that the city is making progress, striving for a better future. At the same time we need to make sure that the improvements we make now can be sustained in the future.

The same is true of our work on the city centre and neighbourhoods. We have made some giant strides, but challenges lie ahead. We need to ensure that everyone, no matter where they live in the city, can share in the economic prosperity of the city as a whole. Conversely, if we are to achieve economic parity with some of the other core cities, we need to enhance the economy of the whole city, with strong, successful neighbourhoods. This means a more integrated approach, with a better strategic overview of how these two themes interact. Therefore we are putting in place a number of initiatives.

Sheffield has led on the development of the city region partnership and the publication of the Sheffield city region development programme as part of the government's Northern Way initiative. This sets out a series of proposals to re-establish the economic contribution that the area once made to the national economy. Implementation of these proposals is being led through the recently formed Sheffield City Region Forum, in which Sheffield will play an active role. Collaboration with other city regions, such as Leeds and Manchester, will also be critical to future success.

The establishment in April 2007 of Creative Sheffield, the UK's first city development company, will be critical to achieving our goal. It brings together the functions of Sheffield One and Sheffield First for Investment, with a wider remit to secure the economic well-being of the city through attracting quality inward investment, strategic marketing, improving the city's physical infrastructure, and developing initiatives to promote the growth of the city's knowledge economy. It is leading on the production of the city's first economic masterplan, which explicitly links together the economic and physical regeneration of the whole city. A complementary second city-centre masterplan has been commissioned to set the framework for the continuing development of the city centre.

At a neighbourhood level, we are now guided in our policy decisions by the Sheffield Neighbourhoods Information System (SNIS), which provides detailed comparative information on each of the city's 100 neighbourhoods across a range of domains, including health, environment and access to services. We can see for the first time which neighbourhoods are doing well and where improvements need to be made, be it on crime or poor housing. We have also begun to undertake regular surveys of residents in each of our neighbourhoods, so that we can better understand their views on the issues that are important to them. Taken together, these improvements mean that we can be much more responsive to the changing needs of our communities.

And our communities' needs are changing – the population is growing rapidly in the city after many years of decline, and the demographic profile is altering substantially. There are rapidly growing numbers of older people, and the city is becoming more ethnically diverse, with around 30% of new births in the city being to ethnic-minority parents. This will bring new opportunities for the city, but also potentially some challenges, especially around community engagement and cohesion. This will need to form an important part of our neighbourhoods strategy in the years ahead.

Conclusion

Sheffield, in common with all the major English cities, has made incredible progress in the last 10 years. Our city centre has improved almost beyond imagination, the economy has strengthened and is still growing, and all of our neighbourhoods are becoming places where people enjoy living once again.

This has been the result of a great deal of hard work by a vast range of people, the impact of which has been that we have a leading city that is on the way up once more. It has an

incredibly innovative public sector, sustained by an intensity of activity that ensures that we are always looking at different and better ways of doing things.

The three principles of our success – respect and trust, partnership and devolution – have provided a solid foundation for our efforts. They have taken a great deal of hard work to put into practice and to get right. However, we are confident that by maintaining this into the future, and by learning the lessons of the past 10 years, the city of Sheffield will continue to improve and will become an even better place in which to live and work.

