

# A SUSTAINABLE AND RESILIENT NORTHERN POWERHOUSE

FRAMING THE FUTURE 2 –  
A CHARRETTE FOR THE NORTH AT  
THE UNIVERSITY OF LIVERPOOL

LIFE CHANGING  
World Shaping



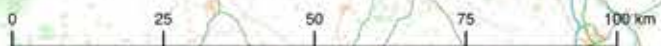
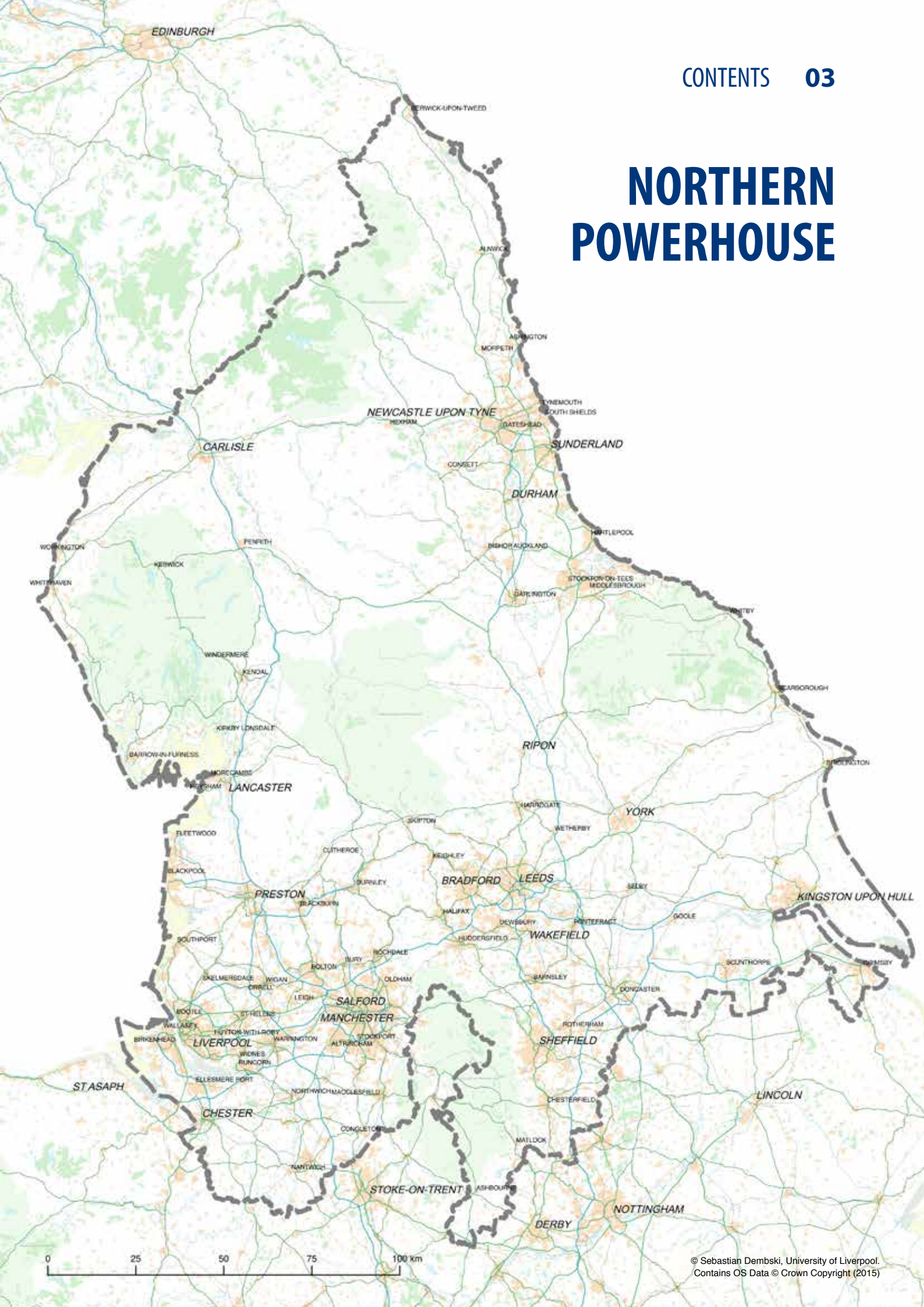
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# NORTHERN POWERHOUSE



# FOREWORD

*Prof Michael Parkinson*

I was delighted to chair this charrette at the University of Liverpool on 20 June 2016 on the question of how we would create a sustainable and resilient Northern Powerhouse. The issues, the people, the timing were right. The event was a genuine partnership between the private sector, the university and many public and voluntary organisations which received significant financial support from several anchor institutions in Liverpool city region. The speakers and audience were senior and experienced players from home and abroad, and produced many interesting issues, ideas and policy initiatives. Our colleagues from Europe and the US complimented Liverpool city region on the progress it had made in the thirty years since they had last visited. But they gave us many important suggestions about what we could and must do better. The reader will find many fascinating experiences, messages and some important key principles which should underpin a resilient and successful Northern Powerhouse.

## Why does this report matter?

If issues were right on 20 June, after Brexit on 23 June they are even more crucial. The referendum underlined some critical fault lines in the UK economy and society, and created huge uncertainty about how both will develop in the next decade. The future remains uncertain, but in the autumn of 2016 the risks seem greater than the rewards. The Brexit vote meant many things about sovereignty and immigration. But at heart it was about the frustrations of those people and places who had lost confidence that they had good economic prospects in the global economy. In particular Brexit has thrown up in the air many of the assumptions of government policy about how the UK can manage an economy and create prosperous places for prosperous people.

## Why have we not made successful, confident places?

It is something we have tried to do but have not got right during the past 30 years. Partly we have focussed on neighbourhoods and small parts of bigger places. But we have never had a bigger story of the role of different places in the UK and the national economy. Partly it is because the idea of planning is anathema. Partly it is simply hard to do. Partly we have not been willing to commit for long enough – or frankly spend the money. But more profoundly it is a direct consequence of Thatcherite policy which added fuel to the fire of globalisation and wantonly deindustrialised the North and reduced many of their once working inhabitants to a precariat. And they have now turned on and turned out her successors.



One of the underlying problems is that neither Labour nor the Conservative government really got far beyond doing something about the bigger cities outside London. I accept some responsibility for this since I developed the 'second tier city' argument which said we should invest in the Core Cities outside London if the country was to succeed. But that argument never addressed the concerns of the 'third tier cities'. I saw the need to get the Core Cities going again before we could help the smaller places by connecting them to the more successful bigger. That is still an important part of the answer. But it was and is not the whole one. Anyway, those places simply won't wait for that to happen. Life is too short. So the 'at risk' have revolted now because we did not have an answer that worked for them.

### How do we compare?

One result is that our unbalanced urban system lags behind much of Europe. Germany remains the model and provides the message. Invest long term in places outside the capital. Spread investment and decentralise decision making. Educate and train people for relevant work. Build trust and understanding between the private and public sectors. Make a plan and stick to it. Create social capital. Treat public expenditure as investment – not as handouts to failing people or places.

### Will the Northern Powerhouse make a difference?

The irony is that New Labour when it had the money in the boom was really a centralising government – not really willing to empower our cities. By contrast, before the Brexit vote some of the leading Tories had begun to get the agenda – albeit for mixed motives. A combination of Osborne, Heseltine, Clark and O’Neill recognised the need to support and sustain more successful powerful cities outside London. They endorsed city regions, devolution, metro mayors, the Northern Powerhouse. The big Northern cities have responded well to this agenda. However, the wider policy of rebalancing, investing in places outside London, encouraging the North to organise itself are now at risk. The Northern Powerhouse idea was underfunded before Brexit. Now it risks being overtaken by events.

National leaders will have to face these hard questions about the places left behind – what they’re going to do with and for those places and people, and how much time, investment they are going to make. And they need to have a much clearer idea about how this country fits together in a much more coherent way as opposed to simply

imposing austerity and letting the market determine which places win and lose, which have a real future and which don’t and then publicly reinforcing that apparent market process. And thirty years of work in this area tells me that won’t be easy, quick or cheap. But that is what we have to concentrate upon.

### If government won’t do it, we must

The prospects for the North are challenged by this vote. The author of the Northern Powerhouse, George Osborne has gone along with his Prime Minister and consiglieri Lord Jim O’Neill. The current government says it is committed to the idea but it also committed to many other ideas which cut across the Northern Powerhouse. As ever, ‘follow the money’ will be a good principle when judging government. The drive at national level to support the North may falter. But it was the right idea anyway. So now, we have to do it ourselves. The North must also be represented in national discussion with Europe or it will be left out of the debate. And the big city regions of the North will need to work harder to build bridges and hang together in the difficult economic days which are surely yet to come. This report gives some principles and hope for the future.



**Prof Michael Parkinson, CBE**  
Executive Director  
Heseltine Institute for Public Policy and Practice

# EXECUTIVE SUMMARY

## Framing the Future

- 0.1 This report presents the results of a charrette organised by the University of Liverpool on 20 June 2016 exploring what 'good' growth could mean for the North and how might we deliver a sustainable and resilient North Powerhouse. Held shortly before the Brexit referendum subsequent changes have underlined the case for new efforts to rebalance Britain and to carry forward ideas about a new, dynamic and inclusive future for the North. It is hoped that this document will help in Framing the Future development of Northern Powerhouse thinking.

## Changing context and international examples

- 0.2 Since George Osborne's Northern Powerhouse speech in June 2014 the North has been back on the public agenda, with transport infrastructure and city region devolution receiving particular attention. At the same time the economy of the 21st century will look fundamentally different than today. The fourth industrial revolution signifies fundamental changes in production that is driven by customisation, flexibility and social responsibility and presents significant opportunities for the North.
- 0.3 The international contributors to the event highlighted the importance of a shared vision and the political will to implement it over a long period of time. While in Paris-Île-de-France and the Ruhr state actors took the lead, the experience of the Regional Plan Association in New York shows that the voluntary sector can be instrumental in bringing together stakeholders to agree on such a

vision. All emphasised that here is a need for a strategic approach that responds to place distinctiveness and nurtures spatial quality.

## Three perspectives

- 0.4 The Charette was organised along three themes, bringing together experts from different backgrounds.
- 0.5 Liveability is crucial to the sustainable growth of the North, yet it is often not clear what is meant by it. The Northern Powerhouse currently focusses mainly on transport, but from the discussion it became clear that liveability can only be achieved via a broader package. The challenge for the North is to overcome perception problems and strengthen distinctive and vibrant places, while at the same time promoting inclusiveness and making sure that places are not left out.
- 0.6 The North has been a global leader in making good past environmental damage, but there is now a need to increase efforts to ensure that we use our essential resources responsibly to prepare the North for the fourth industrial revolution. The Northern Powerhouse initiative as it stands does not achieve a pass mark for sustainability as it fails to address the fundamental social, economic and environmental inequalities. Green-blue infrastructure and the presence of natural resources are underutilised in the current strategy.
- 0.7 The session Plans from Outside and Below concentrated on the institutional dimension of Northern Powerhouse. The lack of proper regional institutional structures makes the implementation of plans difficult, but also offers the opportunity for self-organisation

building on a track record of collaboration. The key challenge is to develop a narrative that ties existing initiatives together and goes beyond the current focus on HS2 and HS3. We need a Northern alliance across sectors that takes ideas further.

### Key messages of the day

o.8 The thought-provoking debates resulted in a ten-point plan for a more sustainable and resilient Northern Powerhouse:

1. **A distinctive new narrative for the North – not another London!** The Northern Powerhouse requires its own distinctive, aspirational and coherent narrative for use in image building, marketing and branding aimed at government and investors and at engendering a new collaborative identity and effort among Northern citizens. It should signal that we are not trying to create ‘another London’ but a strong, polycentric region with a network of well-connected, diverse and distinctive cities, towns and associated hinterlands as well as rural areas. It should encompass compelling, tangible stories which unite the diversity of places, interests and understanding of the North.
2. **Sustainable ecosystem at the core.** The overarching objective should be to create a ‘Sustainable Ecosystem’ appropriate to the 21st century connecting economic, social, and environmental factors. Ecosystems services and nature best solutions are the foundations of resilience
3. **Liveability, quality of place and place-making.** Liveability should be recognised as a key constituent in securing a successful North. Building upon global liveability indices, a bespoke set of liveability criteria for Northern Powerhouse towns and cities should be developed attuned to their characteristics. This should act as a catalyst to a new era of action related to the quality of place and place-making.
4. **Essential resources for success.** A coherent long term plan for Northern transport is an important part of a pan Northern approach to the development of essential resources fit for the 21st century. This should also include energy, water, digital and green/blue infrastructure, and agriculture/food production.
5. **Skills for the ‘fourth industrial revolution’.** A new focus on education and training for entrepreneurship and wider skills development is needed to underpin economic growth and promote social and environmental well-being. There is much scope to build upon the potential of the region’s universities and other educational institutions to realise the opportunities of the fourth industrial revolution and to attract and retain young talented people.
6. **Working in collaboration.** Government, business, academic and voluntary sectors all have a role to play. It is essential to capture and deliver the wider community benefits from their activities and that all are seen to contribute in an equitable manner.
7. **Building momentum.** A multi-track approach is needed to develop buy in and support through smaller wins alongside the larger prestige schemes. We could build momentum by getting politicians and the public involved in the agenda through the forthcoming mayoral elections, and chart progress and success through an annual Conference for the North.
8. **Innovative institutional models.** Innovative institutional models for collaborative working between local government, business, academic and voluntary sectors, and for financing and delivery need to be explored, piloted and rolled out. The form these take must depend on the desired outcomes the North is seeking.
9. **Civic capacity building.** Capacity building for civic leadership is needed. This should focus on ensuring that resilience, sustainability, investment and delivery for the long term are understood and that the benefits of cross-boundary collaboration are appreciated. A priority is to mobilise and educate the political class.
10. **Northern Universities as drivers.** The research-intensive Universities in the North of England should redouble their efforts to engage in the agendas emerging from the day, including the preceding nine points. Interdisciplinary research that involves academics and practitioners is essential.

# INTRODUCTION: FRAMING THE FUTURE OF THE NORTH

## Towards a Northern Powerhouse?

- 1.1 With a population of about 16 million and a £290bn economy the performance of the North is crucial for the national economy. However, despite all past efforts resulting in the regeneration of the city centres and economic growth, the North is persistently lagging behind compared with the national average. According to the *Northern Powerhouse Independent Economic Review* GVA per capita is about 25% lower than the English economy and 35% below comparable regions abroad, such as the Ruhr.
- 1.2 In a speech held in Manchester in June 2014, the Chancellor of the Exchequer, George Osborne, unveiled his plans to build a Northern Powerhouse and address the persistent imbalance of the economy. Initially, the Northern Powerhouse focused on transport. The Chancellor was responding to a proposition raised by David Higgins in his *HS2 Plus* report issued in March 2014 as one of his first major announcements following his appointment as Chairman of High Speed 2. It has resulted in the establishment of Transport for the North. The conclusion of agreements between major city groups of local authorities with delegated financial and operating powers has subsequently gathered pace and further coordination in respect of transport investment has been seen with the publication by the National Infrastructure Commission of their report *High Speed North*.
- 1.3 The plans have sparked a whole range of activities of the private and third sector parties aiming to contribute to the shaping of the Northern Powerhouse. Our event aimed to sharpen the profile of the Northern Powerhouse and broaden the agenda.

## The Framing the Future event series

- 1.4 Framing the Future is the University of Liverpool's event series championing excellence in place making, sustainable development, and planning for the future of cities and regions. Organised by Civic Design – the world's first planning school (now part of the Department of Geography and Planning within the School of Environmental Sciences) – it aims to make connections between the academic community and practitioners in the outside world and provide a neutral forum for vigorous debate and imaginative thinking about key planning issues of the day. In putting together our events we draw on resources from outside the university including our visiting professors, contacts with business, politics, the development professions, and the voluntary sector.

## Purpose of the charrette

- 1.5 Our event built upon the successful collaborations developed through the first Framing the Future event 'Business Planning for City and Regional Innovation' that was held as part of the 2014 Liverpool International Festival for Business. Timed to coincide with the 2016 Liverpool International Festival for Business (IFB) and the second anniversary of the Atlantic Gateway Parklands, it aimed:
 

*To contribute to Northern Powerhouse and Great North Plan thinking by exploring what 'good' growth could mean for the North and how might we deliver it?*
- 1.6 Strong proposals for transport and other strategic infrastructure investment are



emerging but to get the full benefits businesses and other stakeholders need opportunities for their voices to be heard to develop the agenda and promote a wider view. The event marked the launch of the University of Liverpool's Centre for Sustainable and Resilient Cities (SaRC). It combined plenary presentations and debate with focussed workshop discussions around the following themes

### Liveable Cities/Sustainable Growth

- 1.7 A sustainable and resilient Northern Powerhouse must achieve a balance between economic, social and environmental needs. Its urban areas must work well from both a local and a global perspective. A safe, clean, attractive and easily navigable living environment seems an essential underpinning for a socially and economically vibrant North. This workshop discussed how we could develop urban liveability as a core feature of the North.

### Essential Resources

- 1.8 Imaginative approaches to providing and managing essential resources including food, energy, water and green and blue infrastructure will be central to achieving a sustainable and resilient Northern Powerhouse. As the first industrial region the North has been a global leader in making good past environmental damage and it is now turning its attention to new resource challenges and opportunities associated with climate change and growing global resource demands. This workshop explored the question how a pan-Northern approach could provide essential resources (food, energy, water, green and blue infrastructure) as part of a low carbon, resource 'lite' future for the North.

### Plans from Outside and Below

- 1.9 The government's Northern Powerhouse initiative has sparked debate about what good growth for the North might look like and stimulated discussion about the institutional arrangements necessary. In the absence of regional government, new institutions are emerging that have key roles to

play including Transport for the North, the private sector led UK Northern Powerhouse and the new combined authorities for Manchester, Liverpool, West Yorkshire, Sheffield, Tees Valley and the North East. These institutions sit alongside many other longer established public, private and third sector organisations with a shared concern and commitment to a better North. This workshop considered how stakeholders could work together to plan for and deliver a sustainable and resilient Northern region.

- 1.10 Taking the Charrette discussions forward the outputs from the day captured here will inform:
- future activities in the University of Liverpool and in particular the work of Civic Design, the Heseltine Institute for Public Policy and Practice and the new University of Liverpool Research Centre for Sustainable and Resilient Cities (SaRC); and
  - future collaborations between the University with all those that participated in the day who demonstrated strong interest in working together to take the Northern Powerhouse agenda forward and continuing dialogue with regions in mainland Europe and the US who are facing similar regional transformation challenges.

### Charrette sponsors, partners and international guests

- 1.11 We are very grateful to our event sponsors – Protos/Wirral Waters/Peel Group, Turley, Ramboll and the University of Liverpool's School of Environmental Sciences – and our event partners – Atlantic Gateway Parklands, the University of Liverpool's Heseltine Institute for Public Policy and Practice and the North West Business Leadership Team – for all their financial support and help in organising the day. We would also like to thank our international guests Paul Lecroart from the IAU Île-de-France, Michael Schwarze-Rodrian from the Ruhr Regional Association, and Bob Yaro from the Regional Plan Association for taking time out of their busy schedules to contribute to proceedings. Finally thanks must go to all of the Charrette participants for their enthusiastic and thoughtful contributions to the day.

# NORTHERN POWERHOUSE AND THE FOURTH INDUSTRIAL REVOLUTION

*Steven Foxley, Siemens/NWBLT*

## The potential for a sustainable and resilient Northern Powerhouse

- 2.1 The potential of the Northern Powerhouse is not in question. With a population almost as big as the Netherlands, home of the UK's largest manufacturing region and a proven track record of incredible creativity, the potential is clear. Furthermore, if we are to realise the UK's strategy to rebalance the economy, creating a strong Northern Powerhouse will be fundamental to realise these plans. The key question is: what is the world like that we are planning for going to look?
- 2.2 When we are thinking about what the world is going to look like, we need to make sure that we put wealth creation at the heart of any plans. Four major pillars will be key to our 21st century future, which we will discuss in turn. If we're going to create resilient and sustainable plans it is critical that these pillars are built on responsible and creative ways to use the regions' essential resources of food, water and energy.

## Digital manufacturing or the 4th Industrial Revolution

- 2.3 We have now entered the period of what is beginning to be called the 4th Industrial Revolution. This is driven, first, by the move from mass production to customisation. Flexibility, personalisation and much faster design cycles are important and are now often considered the basic elements of today's manufacturing strategies. Second, the increased demand for personalisation aims to provide the customer with a product as close as possible to his or her point of demand, but still able to compete with low-cost mass pro-

duction. Digital platforms are the enabler for this, allowing customers to enter their personalised requirements via the internet, the order being transmitted into a factory and a networked supply chain that can respond to the demand much more flexibly. This also means that manufacturers can have more flexibility on where to locate their operations. The third key driver is innovation. In the future we will see that social responsibility and sustainability, even more than today, will drive the requirement for more sustainable materials and lower energy consumption, both during production and when consumers use the product. These trends mean that new manufacturing technologies are emerging faster than ever. Some of them, such as collaborative robots and 3-D printing are already disrupting the long-established environment on the factory floor.

- 2.4 'Industry 4.0' represents the most advanced programme to date looking into how technology will improve manufacturing productivity by a targeted 50%. The goal, in line with the earlier discussed trend of customisation, is a Batch size of 1 at mass production prices. Smart products will be made in smart factories connected through smart supply chains. Economically, this approach reduces the importance of labour costs and therefore, companies might be able to wrestle back production that was lost to low-cost destinations many years ago. According to the Centre for Economics and Business Research (CEBR), if Britain automated manufacturing to the same level as Japan and Germany, it would result in increased employment in the advanced manufacturing sector by 7%. So, it is clear that manufacturing is attractive for the Northern Powerhouse and will always sit at the heart of the region's ability to compete on the global stage.

## Energy

- 2.5 The Northern Powerhouse boasts:
- the full spectrum of energy generation technologies;
  - unique opportunities through Britain's Energy Coast and shale gas reserves;
  - the centre of the UK's nuclear industry.
  - some exciting opportunities for tidal, as the UK holds the second highest tidal range in the world;
  - one of the most promising regions for the next generation of offshore wind.
- 2.6 The Northern Powerhouse has in its sights the development of the next generation of wind turbines. The aspiration for next generation wind is to reduce turbine mass as this facilitates the ability to build taller wind turbines which are able to harness more powerful winds present at greater heights. Outside of generating power, the Northern Powerhouse will develop technically and commercially successful electrical and thermal solutions to store surplus energy. This will include electrolysis to store energy as hydrogen gas, battery technology, compressed air storage and superconducting magnetic energy storage. Furthermore, Northern Powerhouse will be a leader in energy efficiency expertise, the re-use of waste energy and will be built on energy efficient networks, such as district heating, demand-side response and energy storage.

## Advanced materials

- 2.7 The Northern Powerhouse's particular strengths in advanced materials will underpin the development of innovation in a broad range of sectors and manufacturing areas. These include:
- manipulation processes such as tissue engineering or the production of graphene;
  - thin film technologies and nanotechnologies that enable a broad range of applications and industries which are present in NP value chains;
  - advanced materials for advanced manufacturing such as 3-D printing;
  - use of polymers, porous materials and nano-materials in energy related applications;
  - use of synthesis, formulation and characterisation in catalysts, lubricants, home and personal care, biomedical devices and inorganic coatings.

- 2.8 The Northern Powerhouses's strengths also include molecular engineering in the life sciences, specifically in the area of regenerative medicine.

## Life sciences

- 2.9 The fourth pillar will be our expertise across a broad range of life sciences and health areas. This pillar will include drug development, clinical research and patient care, assisted living and e-health and the Northern Powerhouse will boast some of the largest medical and clinical research capabilities in Europe. The Northern Powerhouse will continue to be at the forefront of tackling cancer with two globally significant cancer research centres in Manchester and Liverpool and a connected network of specialist clinics, NHS foundation trusts, academic institutions and cancer networks. Building upon a long tradition and legacy of world class pharmaceutical research, new Bio Hubs will offer huge growth potential for SME's in the life sciences sector.

## Resilience and sustainability – our resources

- 2.10 The foundation for this exciting 21st century future for the Northern Powerhouse is to ensure that the plans are resilient and sustainable. That means responsible and smart thinking when it comes to the use of our essential resources of energy, food and water. But at the nexus of these three essential resources, the Northern Powerhouse will see new world-leading business opportunities in energy extraction from food waste, municipal waste and wastewater through anaerobic digestion or advanced technologies such as thermal hydrolysis.
- 2.11 If we are going to develop the right plans for a resilient and sustainable Northern Powerhouse then it is clear that our greatest opportunities lie in the interfaces between areas of our world-class scientific discovery, enabling technologies and strong industrial, energy, materials and life science sectors. We must be bold, and raise the level of ambition to create the positive business climate to realise the potential that we all see for the Northern Powerhouse.

# LIVEABLE CITIES/SUSTAINABLE GROWTH: THOUGHTS FROM THE PARIS REGION

*Paul Lecroart, IAU Île-de-France, France*

## Balanced development

2.12 The Paris Region is mostly a monocentric metropolitan region, with a different history, land pattern and business model than Northern English cities. However, some of the issues (and perhaps solutions) are common to many city-regions, such as building a balanced development structure based on strong (sub)centres and rail interconnectivity, bridging the social, economic and environmental discrepancies within the wider region, improving city liveability, walkability, and affordability with the help of better governance and instruments for planning.

## Coordinated and proactive municipalities

2.13 In the Paris Region, the public realm and people are central to planning. Proactive autonomous municipalities are strongly committed to local development. These are coordinated by a (fairly weak but influential) elected regional council. The Region is in charge of regional planning, including the delivery of the Regional Spatial Strategy, the Mobility Plan, the Climate & Energy Plan, the Green Framework, and the 7-Year Infrastructure Investment Plan.

2.14 The regional and national governments strongly back major investments in the transport system (new regional train and metro systems, new trams and cable-cars, a new inter-regional fast train line, airport development), encouraging denser (re) development, affordable housing, job creation in rail station areas, and stimulating research & development clusters with the business community.

2.15 Local authorities are involved in liveability strategies, such as encouraging the production of affordable housing, creating new mix-use, walkable, energy-efficient neighbourhoods, making sure the social and green infrastructure gets built, helping to regenerate large social housing estates and sub-standard neighbourhoods.

## Long-term commitment

2.16 Metropolitan governance arrangements and tax-based resources give elected leaders autonomy from central government. At the regional level, elected regional councils stimulate regional identities. Their powers include economic development, innovation and universities, transport and logistics, and preserving the environment. Joint Investment Plans commit the regional councils and central government to agree on long-term plans.

2.17 Our complex institutional arrangements are evolving rapidly with the creation of the Métropole du Grand Paris (7 million people) in 2016 and the merging of municipalities into larger territorial authorities with planning and other powers. Informal initiatives such as the Paris Metropole forum (200 local and regional authorities) or the project-based interregional Axe Seine strategy (3 regions, 15 million people) can help steering change at a larger scale.

## A vision for the North?

2.18 Rebalancing the UK's economy and human development by supporting the North of England is vital. However, the region seems to suffer from a chronic public and private under-investment, which is a responsibility



Investing in the future goes beyond waterfront development. Densification and mix-use (re)development have proven successful in the Paris region, providing high-quality urban spaces and promoting sustainable forms of transport such as cycling (Photo: Paul Lecroart).

of the central government. London does not seem to be a model for the North. The region needs to find its own paths, which differs between each part of the North to get the most out of complementary assets.

- 2.19 Can the Northern Region become one economy? Experience of the Randstad in the Netherlands shows that this is not feasible, and probably not desirable. The need to get people very quickly from one end of the region to the other only concerns a limited number of high-level activities. Yet, HS2 and HS3 can act as driver for development on the condition that the other building blocks are there, including integrated planning at all scales.
- 2.20 More attention should be given to improved connectivity within the city-regions, in order to give good job and city life opportunities to the most deprived communities and neighborhoods. These bus, tram and metro networks could foster denser walkable, mix-use (re)development, with a diversified and affordable housing provision, and incentives for job creation in station areas. Lessons from French cities may be helpful in this field.

### Bottom-up collaboration

- 2.21 Cooperation at all scales, including at the European level, and across a wide range of stakeholders is essential. Mayors and council leaders need to get together independently from central government to establish com-

mon ground and agree on the aims and means of their future collaboration to develop a long-term vision for the North.

- 2.22 French and other countries' experience show that devolution of power at city-region level is a key component to regional and metropolitan development, provided local communities are not left out of the process. Elected officials must remain in the driver's seat in terms of decision-making. Public participation from all parts of society to help build a balanced and shared vision of the future of the North of England is a key to the success of the Northern Powerhouse.

### Some work to do

- 2.23 The work needs to focus on building together a common narrative (the 'case for the North' and the paths of success). For this, there seems to be a need for more data analysis on the region's current needs and trends, framing the building of possible scenarios for the future. A network of Northern universities could help greatly on that point.
- 2.24 Another priority may be some brain-storming activity to imagine common possible initiatives for the city-regions and rural communities of the North. The idea of a 'Northern Regional Park' system bringing together the national park and city-region green belts and other green spaces under one strategic management umbrella seems promising.

# ESSENTIAL RESOURCES: THOUGHTS FROM THE RUHR REGION

*Michael Schwarze-Rodrian, RVR, Germany*

## Addressing structural change: a remarkable political consensus

2.25 The story of the Ruhr is of a cluster of cities that has undergone comprehensive transformation replacing old heavy industries with a diverse service and knowledge-based economy. Regeneration has been a key regional objective since the 1960s. It has followed many strategies delivering significant investments in universities, new technologies, learning and training together with the complete regeneration of sites and neighbourhoods. The transformation has been continuously supported by the State of North Rhine-Westphalia (NRW), the Federal Republic of Germany and the EU. The transformation reflects a remarkable and longstanding political consensus.

## Long-term vision of attractive urban landscape

2.26 The Ruhr's Emscher Landscape Park (ELP) is recognised as a case study of long-term, environmentally sound development practice. It is much more than a park in the traditional

sense; it is an approach to urban greening supported by a long-term vision of attractive urban landscapes within a regional park system, delivered by 20 cities and the Ruhr Regional Association (RVR). Since 1990 more than 400 ELP projects have been delivered. The ELP approach has been cooperative, pragmatic and based on 'learning by doing', and has resulted in substantial new green infrastructure for the Ruhr.

## An integrated component of a sustainable economic regeneration strategy

2.27 The ELP is central to a sustainable, economic regeneration strategy that includes cultural renewal, processes of transformation rather than demolition and the delivery of nature-based landscape solutions in and around cities. It reflects a long-lasting political consensus that economic change has to be integrated with, and supported by, environmental investments. These investments tend not to be funded by the private sector and since 1992 the ELP has attracted public investment of more than €500 million – a



The Masterplan Emscher Landschaftspark 2010. Originating from the successful Emscher Park International Building Exhibition (IBA), the Masterplan has become a leading instrument enabling the structural change of the Ruhr region, providing high-quality green infrastructure (Source: RVR).

small amount compared with other infrastructure investments on rail, road or energy.

### Link to cultural identity and engagement of local people

- 2.28 Urban landscape transformation was linked to the cultural identity and industrial heritage of the Ruhr. Cities, towns and residents were engaged in the process of change. Art installations and creative processes provided points for engagement. Today, whilst the concept of integrated strategies, founded on nature-based solutions to deliver sustainable urban living still holds true, the ELP masterplan is being updated to include for example climate change mitigation and adaptation.



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### Sustainable developments take time and should be followed seriously and flexibly

- 2.29 Sustainable developments take time and should be followed seriously and flexibly (for 'crossing' election periods). Sustainable and resilient developments also need public and private money. Often the public sector needs to be the first mover. The experience from the Ruhr is that the private sector will follow.
- 2.30 Complex problems need complex solutions and change has to be addressed as a process. Sustainable solutions need the knowledge and engagement from the people, the sites and the cities. Proactively incorporating local and regional decision-makers helps to find solutions that fit to the problems and needs. Just strategic sounding words, will not be relevant.
- ### Reflections on the North
- 2.31 Important British cities, towns and countryside are involved. Each of them has their own history, identity and importance – it is relevant to invite them from the beginning: with great respect.
- 2.32 Focus on their role in the coming Northern Powerhouse. Local politicians and decision makers will play an important role:
- designing strategy
  - prioritizing projects
  - financing delivery and
  - controlling the quality, the speed and the results.
- 2.33 People are asked to work together. Team-play of mayors guarantees political and media interest (worldwide). The respectful motto for a northern coalition could be: United in Diversity.
- 2.34 The potentials for sustainable and resilient northern development are already there in the people and place! The task is to
- mobilize,
  - discover,
  - link,
  - train and
  - help to use them.
- 2.35 It needs a kind of internal regional qualification process defining projects – combined with innovative inputs. Stakeholders should invest (with money, time and dialogues) in 'software-development' in the North. 'R&D' capital is also needed to find and to test the demanded solutions.
- 2.36 Rebalancing the UK's economy needs an integrated approach. The government report 'The Northern Powerhouse: One Agenda, One Economy, One North' can be read as a great promise, but transport cannot solve the whole task alone. The listed investments have to be a part of a more complex development strategy for the future of the North.
- 2.37 Such a strategy should include more Green Infrastructures, which are available, demanded, cheap and quick, and which are relevant to living conditions, attractiveness for people and business and the competitiveness of regions, cities and places worldwide.

# PLANS FROM OUTSIDE AND BELOW: THOUGHTS FROM THE NEW YORK REGION

*Bob Yaro, Regional Plan Association, USA*

## The advantage of a civic group to work effectively across boundaries

2.38 The Regional Plan Association (RPA) was established in 1922 to develop a long-range regional plan for New York City and surrounding tri-state metropolitan region. RPA was established as a civic group because there were no established government institutions that spanned the region's complex political geography of three states, 31 counties and nearly 1,000 municipal governments. As a civic group RPA has been able to work effectively across these boundaries to advance the broader interest of the whole region. Its success over the years has been built upon strong relationships with elected officials and public authorities, as well as the credibility of its staff and board of directors.

## Advocate for long term policies, cross-cutting strategies and collaborative regionalism

2.39 The RPA has been able to initiate and successfully advocate for long-term policies and investments that must be implemented over a period of years, or in some cases decades – a period that is far beyond the outlook of term-limited governors and mayors. As a non-governmental agency, RPA is able to work across the narrow policy silos that often define and limit the purview of government agencies. This enables it to develop and advocate for cross-cutting strategies that encompass economic development, transport, environmental protection and governance. Finally, the RPA has been a strong advocate of 'collaborative regionalism' partnerships of government, business and civic leaders to develop and implement regional plans. The experience of the RPA and

other collaborative regionalism models in the US (such as those in San Francisco Bay Area and Denver's Mile High Compact) could be adapted to the Northern Powerhouse region.

## Local government, business and civic leaders must seize the opportunity created by regional rail investments

2.40 The New York region, for example, has learned that strategic investments in improved regional rail can transform the economy of older industrial cities across the region. Stamford, Connecticut, is one case where improved regional rail links to Manhattan resulted in Stamford becoming a global centre for the hedge fund industry. Through this experience it is also clear that strong local government, business and civic leaders have a critical role to play in seizing the opportunity created by regional rail investment, through parallel local policies and investments in transit oriented development, housing and public realm improvements and regional economic development strategies can be built around three broad concepts: urban agglomeration, commuter sheds and housing markets and innovation networks.

## Urban agglomeration

2.41 Jane Jacobs in her books *The Wealth of Cities* and *Cities and the Wealth of Nations* concludes that urban economies are based on agglomerations of skilled workers and firms. Firms are attracted to larger, higher density centres because they have larger concentrations of skilled workers. And networks of firms in the same industry are attracted to



larger centres because of these same concentrations, creating specialization, innovation and industry clusters. With HS2, HS3 and other transport investments, businesses based in London, for example could draw on skilled workers from Manchester, Liverpool or Leeds and firms in these cities can serve clients in London and attract potential workers from the Southeast’s vast labour market.

**Commuter sheds and housing markets**

- 2.42 HSR commuter sheds can encompass much larger areas and a number of formerly free-standing labour markets than do existing metropolitan commuter sheds. This is especially important to two-worker households, and large and increasing share of the Northern Powerhouse region’s households. The same principle applies to housing markets, where cities like Sheffield and Manchester can be incorporated into the larger – and more expensive housing markets of London and Southeast England.

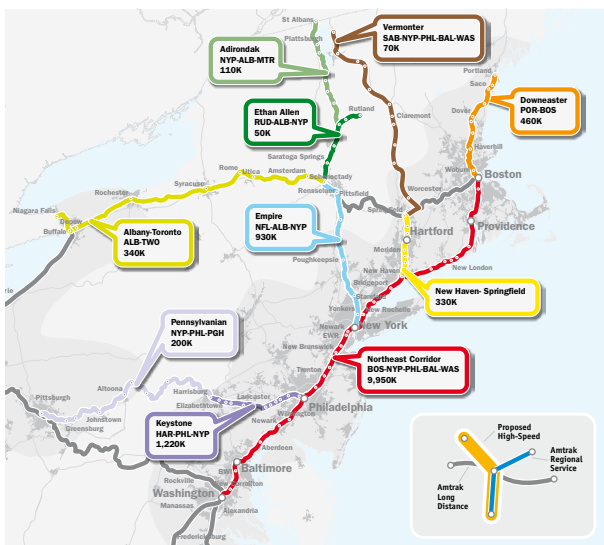
the Harvard Business School has mapped ‘innovation networks’ in the Boston area, and has found that scientific and technical innovations are most likely to occur through face-to-face communication between researchers. Currently the vast majority of these interactions occur within a single metropolitan region, but high-speed intercity and high speed commuter rail make it possible for workers in currently distant cities to share the same opportunities for personal interaction. With HSR linking London, Birmingham and Manchester – and eventually Glasgow and Edinburgh – researchers at the Universities of Manchester and Liverpool, for example, could collaborate with peers at universities across Greater London and the Southeast. Similar collaborations could be made at the region’s dense network of teaching hospitals and medical research institutions. This concept is supported by Michael Polyani’s concept offered in *The Tacit Dimension* that invention involves tacit knowledge that can be best developed and communicated through personal interaction with others through face-to-face communication.

**Innovation Networks**

- 2.43 With several top-ranked research universities and teaching hospitals – most of them in close proximity to proposed HSR stations – the Northern Powerhouse has a unique opportunity to promote collaboration among researchers engaged in cutting edge research. Professor Lee Fleming of

**Long-term commitment**

- 2.43 The UK cannot succeed with the economy of a large portion of the country running on less than eight cylinders. I would therefore argue that it will be essential for Northern Powerhouse initiatives to become a long-term or even permanent responsibility of both government and the business sector. It took decades for the North of England to lose its industrial base and it will take decades to build the region’s new economy. For this reason it was encouraging to see the formation of the Northern Powerhouse Partnership as a business-led initiative. Our experience in New York and other US regions is that business leadership is essential to sustain government support for similar initiatives over long periods of time.



Passenger Rail Services in the Northeast Megaregion (Source: America 2050, Regional Plan Association).

- 2.44 Finally, I believe that the focus on infrastructure, including HS2 and other key investments, is the right one. But to succeed in achieving the region’s economic revitalisation, these investments must be complemented by investments in urban amenities, research universities, and the skills of the region’s citizens, and by continued reform of local and regional governance systems.

# LIVEABLE CITIES/ SUSTAINABLE GROWTH

## THE NORTHERN POWERHOUSE AND THE ROLE OF LIVEABLE CITIES

- 3.1 The Northern Powerhouse is focused upon transport infrastructure. It developed out of proposals for a cross-Pennine HS3 rail project and some see this as its limit. A recent business survey by the Manchester Chamber of Commerce said it should concentrate on improvements to the route between Manchester and Leeds where agglomeration economics generate the best returns from a faster journey time. Others maintain that transport cannot be considered in isolation from the economic activity it serves and that the spatial implications of growth need to be understood and planned if the full advantages are to be captured.
- 3.2 Liveability is crucial to the sustainable growth and resilient development of places. However, it is a term that is difficult to define. In some eyes, it can reflect physical attributes, such as buildings and parks; for others, culture and distinctiveness, whilst economic and social well-being also feature. It is a topic that is generating considerable interest, with a range of commentators and organisations producing criteria and their own rankings of cities (see pp. 26–27 for a detailed analysis).
- 3.3 The Workshop considered how appropriate these approaches were and whether there would be benefits in considering a tailored approach to influence the future development of sustainable and resilient cities in the Northern Powerhouse. There is much that can be learned from practice elsewhere and the group received presentations on two case studies of cities that have scored highly in these indices: Copenhagen, a consistent performer, and Ljubljana, where their

2025 Vision secured the award of European Green Capital 2016.

- 3.4 Strongly related are the issues of community engagement and public participation. A programme introduced by the Liverpool City Region Local Enterprise Partnership to encourage the local delivery of community energy projects was featured. The group also received an update on the recently announced Halton Healthy New Town initiative describing how access to health services, a core issue for liveability, was being addressed.
- 3.5 The discussion was wide-ranging, with enthusiastic and creative contributions. Set out below are those matters which were highlighted and identified by the group as the most important in terms of Northern Assets, Issues, Opportunities and Risks as well as Paths Ahead.

## ASSETS ... STRENGTH IN DIVERSITY

### Northern cities have 'accents'

- 3.6 The cities across the Northern Powerhouse are both different and distinctive with a strong individual sense of identity and community. They display a cultural richness, allied to their roles as centres of excellence and learning (universities, museums and theatres), which is reflected in the diverse experiences they offer.
- "A visitor would be able to identify which city they were in by listening to the accents of those around them."*

### Offer the latest products at affordable prices

- 3.7 Affordability, in contrast with the high costs of living associated with London and the South East, is seen as a potential attraction

**Ljubljana, Slovenia** by Greg Bailey, University of Portsmouth

“The city will be manageable and comfortable, belonging above all to its residents so that they may enjoy it.” (Ljubljana Vision 2025)

Often described as the ‘hidden jewel’ of Central Europe this truism reflects a situation Slovenia will begin to rectify with the securing by Ljubljana of the European Green Capital of the Year Award 2016. The apparent ‘cloak of invisibility’ that for many obscures the whole Balkan region has shrouded Slovenia for many years despite its vibrant and innovative technological industries and welcoming atmosphere. But there is much we can learn from Slovenia and its enviably ‘liveable’ capital, Ljubljana. Still a very young country, Slovenia acquired defined borders for the first time through independence from violently crumbling Yugoslavia in 1991. With 2 million inhabitants and a capital city of below 300,000, it is tiny in international terms. Citizenship has been a defining aspect of Slovenian history and culture for centuries and from this inherent people-first emphasis, the Ljubljana Vision 2025 ambitions grew.

The Vision calls for collaborative thinking and cooperative action across all sectors with an over-riding environmental emphasis – most importantly, giving the citizens communal aspirations and pride. Green Capital status requires the satisfaction of 12 criteria from transport, through public green space, water and waste management to sustainable employment. But beyond ‘criteria’, there are tangible changes on the ground. The transformation of the riverside and city centre – an area of more than 100 hectares, once



Ljubljana

full of cars – has created a large living room for people, while newly landscaped green spaces, walking and cycling routes, park and ride expansions of the bus network and a new fleet of natural gas powered buses ensuring considerable improvement in noise, congestion and air quality take the ambitions out into the wider city. High on the list for improvement is the local rail network, to meet their ambitious targets for public transport usage.

While the ‘Green’ promotion of Slovenia is now the ‘big thing’, the wider implications for national policy remain to be seen. Also, the Vision is not a statutory document. Its strength and weakness lie in the fact that it is a voluntary manifesto of collaborative understanding and action. However, there are plans to explore new forms of self-organisation in civic society and participatory city management.

for both individuals seeking a better standard of life, but also companies concerned about their operational and staff costs. The range and number of companies engaged in original cutting-edge research – for example, Siemens and their promotion of the Fourth Industrial Revolution – is regarded as a particular strength with clusters of innovation developing in a number of Northern cities. *“There is the space for investment opportunities to take place.”*

**3.8 With many natural advantages**  
The natural assets of the North, such as national parks, woodlands and coastlines, are easily accessible from the urban areas, providing people with opportunities for recreation and contemplation. Rural areas are also a key constituent of the Northern

Powerhouse in their own right – it is not just the cities which are important. *“It was possible to access a National Park or coastline within 30 minutes.”*

**3.9 Strategic assets also key**  
The lack of congestion compared to the South East, together with the presence of international gateways (airports and ports) and strategic infrastructure with capacity for growth, is key to both attracting inward investment and also encouraging endogenous growth. Universities also play a major role in attracting young people, including overseas students, who will hopefully stay to further their careers and contribute to a dynamic economy. *“In terms of a brand – a cool and trendy Northern Powerhouse.”*

**Liveability indices**

3.10 The above assets were identified as factors which made the cities in the Northern Powerhouse attractive places in which to live or to locate a business. How could they be promoted and was there a role both for established Liveability Indices, but also might a more bespoke Northern Powerhouse suite of criteria be developed? Securing the presence of the Northern Powerhouse cities within existing indices was discussed and it was agreed this was an objective which should be progressed. It was also felt that there was potential for defining a unique Northern approach. The use of these indices to guide commercial investment, but also to enable benchmarking and thereby drive best practice in sustainable growth, was considered important. Some of the practical steps, which could and should be prioritised to ensure positive scores were achieved in such a process, were identified from the review of the case studies of Copenhagen and Ljubljana.

**ISSUES ... REAL AND PERCEIVED**

**Outdated image and perception**

3.11 There remains a view that the image of the North as a blighted economy still persists amongst many decision-makers and that this remains a disincentive to inward investment. This perception needs to be challenged in a way that builds optimism and confidence, an important role for Northern Powerhouse, albeit there are some reservations that the name could itself be regarded as backward-looking.  
*“Do the words Northern Powerhouse with images of the industrial past reinforce a stereotype?”*

**Relevant skills in a connected economy**

3.12 The delivery of training skills is identified as a crucial area in need of improvement, with a shortage of relevant skills being experienced in industry, whilst in other respects poor quality jobs limit social mobility – a clear mismatch exists, which needs to be addressed. A major locational factor for emerging high-tech firms is the clustering effect – the benefits of being located amongst like-minded companies within a pool of talented and available staff.  
*“Making Liverpool a pool of talented labour”*

**Health-related problems**

3.13 High levels of ill-health and unhealthy lifestyle choices are highlighted as a major factor in worklessness and low productivity. A more strategic approach, encouraging targeted action, as demonstrated by the pioneering Halton Healthy New Town programme, is required to ensure that provision delivers a coordinated health service rather than solely an illness service.  
*“A focus on delivering a health and well-being ecosystem with people at the heart of it.”*

**Collective approach to administration**

3.14 Insularity is seen as a potential problem, whether geographic or administrative – cities acting as mini-states without thought to the effects of their actions on their wider hinterlands and the areas between them. A city focus could overlook the important role and positive contribution smaller towns and rural areas make to the success of the Northern Powerhouse.  
*“A need to work better together requires collaboration and maturity.”*

**Progress made, but problems remain**

3.15 The issues identified were long-standing despite the great progress that had been made. In the case of Liverpool, the international guests commented positively on the significant improvements they had noticed on returning to a city they had last visited in the 1980s or 1990s. However, there remain significant occurrences of deprivation – areas which are isolated and exhibit widespread poverty, which has proven difficult to counter and which national planning policy has not addressed and may indeed have reinforced. The Northern Powerhouse, by setting a collective agenda and bringing not only the Northern cities, but also smaller towns and rural areas together to achieve it, was seen as a unifying strategy that would enable even greater advances to be made. However, the underlying problems were persistent and targeted action which delivered real and practical improvements was required if the Northern Powerhouse was to gain widespread public support and fulfil its wider objective of providing a more prosperous North. Whilst the international gateways were regarded as positive attractors for investment, the surface access links to their hinterlands were deficient and the poor state of internal connectivity – whether by road, rail or the speed of broadband connection – was seen as a priority for action.

### Halton Healthy New Town *by David Parr, Halton Borough Council*

Halton Lea, in Runcorn, has been announced as one of ten areas across the country that NHS England will support as part of its 'Healthy New Towns' programme. Halton's bid was chosen from the 114 application made to NHS England. 'Healthy New Towns' aims to help shape the way areas develop, so as to test creative solutions for the health and care challenges of the 21st century, including obesity, dementia and community cohesion. NHS England is bringing together renowned clinicians, designers and technology experts to reimagine how healthcare can be delivered in these places, to showcase what is possible by joining up design of the built environment with modern health and care services, and to deploy new models of technology-enabled primary care.

The initiative in Halton is being driven by Halton Borough Council and NHS Halton Clinical Commissioning Group, with support from local GP's, Bridgewater Community NHS Foundation Trust, 5 Boroughs Partnership NHS Foundation Trust (Mental Health), Warrington and Halton Hospitals NHS Foundation Trust (Acute Hospital), Halton and St Helens Voluntary and Community Action, Co-Production Group, Runcorn Shopping Centre,

Homes and Communities Agency, developers, Manchester University Architecture School and the NHS Innovation Agency.

The model, will use a 'One Halton' approach to care that puts people in control of their lives and responsibility for their own health, ensuring they know who to go to if they do need support and making sure that the system works for them, not against them. Halton Lea, Runcorn was chosen as it has great potential as a thriving community hub, with new opportunities for social and community activities, healthy retail provision and integrated housing, health and social care provision. At the centre is the development of 800 new living spaces around Halton Lea, including new developments at Castle View House, East Lane House and Grosvenor House.

The One Halton model of care and support is focussed on enhancing services in the community and ensuring easy access to those services. Halton Lea has the potential to regenerate into a thriving community hub, with new opportunities for social and community activities, healthy retail provision and integrated housing, health and social care provision.

### Community Energy for Liverpool City Region *by Amanda Lyne, Liverpool City Region LEP*

The Liverpool City Region has the natural environment and business resources to support energy projects of all kinds. It has been a pioneer for low carbon energy generation with major turbine schemes on the waterfront, as well as acting as a service centre for the large multiple turbine schemes in the Irish Sea. However, the low carbon agenda is not limited to commercial schemes. An important and growing area of opportunity is Community Energy. These projects are investments by local charities, social enterprises and community benefit societies in equipment to generate energy or reduce the use of energy. Projects bring together active community groups with investors, land and building owners and energy experts.

There can be good financial returns from an investment in community energy. Depending on the way funds are invested, a regular income may come through incentive payments or from dividends

linked to profits. Community Energy might also reduce the power and heating bills of any building on which a project is installed. To take on an energy project, community groups are constituting themselves as legal entities, such as cooperatives, community interest companies and community

benefit societies. Businesses may also wish to support Community Energy as part of their Corporate Social Responsibility programme.

By providing communities with a location to host a project or giving volunteer time, they can increase the amount of sustainable energy produced by the region, make the energy

supply more local, resilient and competitive, and play a part in reducing global carbon emissions. Community energy has become a key part of the Liverpool City Region's low carbon future. It has the potential to address fuel poverty, provide local employment and investment and is accessible to local people across the City Region.



Liverpool City Region  
Local Enterprise Partnership

Copenhagen, Denmark by Simon Price, Ramboll



Over the past 25 years, Copenhagen has undergone a dramatic transformation which continues today. Since the 1980s, it has risen from being an impoverished, run-down city inhabited primarily by elderly people and industrial workers to a dynamic, expansive city inhabited by the younger generations and experiencing rapid growth in the service and creative industries. This transformation is not solely a result of the national boom from the early 1990s to the onset of the financial crisis in 2008, but also of a political will to change the status of the city. Throughout Europe, there has been a growing awareness of the function of the city as being one of society's prime generators of growth and prosperity. It is generally recognised that as engines of growth, the cities had now become equally as important as the nation state.

At the strategic level for Copenhagen, five main factors (*The Reconstruction of Copenhagen*, Holger Bisgaard) are seen as having been crucial in driving this transformation:

- 1 Having the necessary political strength based on an alliance between the State and the City.
- 2 A case-by-case approach will inevitably frighten off investors. It is crucial, therefore, that an overall strategy is developed and adhered to for a number of years to make investors see the long-term perspectives of their investments and to reassure them that the development areas are

actually moving in the direction recommended by the overall plan.

- 3 Architectural development plans stimulate both public and private investments.
- 4 Municipal investments and development agreements are effective tools, in regard to both urban renewal and transformation of disused industrial and harbour areas.
- 5 Long-term investment in infrastructure, including the Metro, is needed in order to maintain the development impetus.

It is estimated that the City of Copenhagen will grow by approximately 100,000 inhabitants by 2025, from an existing population of 540,000. As most of the municipal area is already developed, this growth calls for a focused strategy for urban densification. Former industrial areas and the city's harbour areas constitute a major potential to become attractive housing and business areas.

Copenhagen is now considered the world's best city for cyclists with around 50% of commuters cycling to and from work. An ambition to be carbon neutral by 2025 is closely related to the highly efficient district heating system which serves more than 1 million people and is increasingly powered by renewable energy. Accessibility to blue green areas is continually being improved with all citizens able to reach a park or beach on foot within 15 minutes.

## OPPORTUNITIES ... PEOPLE AND PLACES

- 3.16 **Autonomy for prosperity**  
Devolution is regarded as a positive development with local authorities able to tailor policies to meet their local circumstances. It is believed, however, that its success will be dependent upon the provision of adequate resources from the centre and a fear exists that the Northern Powerhouse could become a cost cutting exercise with central government failing to deliver the funds required to make the initiative work.  
*“A need to ensure this was not a short-term fix, which does not deliver quality but replicates existing problems”*
- 3.17 **Vibrant communities**  
The potential for individuals and families to enjoy an enhanced life style is seen as a positive outcome of the new development encouraged by the Northern Powerhouse. Distinctive vibrant places with cultural facilities, attractive open spaces, fine old buildings and sustainably designed new communities can be delivered with thoughtful and sensitive place-making playing a major role.  
*“Benefits for all – not just a city centre agenda”*
- 3.18 **A global powerhouse**  
The range of economic assets which the North possessed is regarded as a special offer – for example, west and east coast ports, regional airports and renewable energy generation (both strategic and community based). The international trade links, being promoted through the use of Northern Powerhouse as a brand name, are seen as a positive reflection of an outward looking global region – a reinvention of Northern power and influence upon the nation’s prosperity.  
*“Outward-looking and learning from practice overseas, including addressing global issues, such as climate change”*
- 3.19 **Places and people**  
Whilst skills shortages are identified as a recurring issue, there is also a view that embedded skills and the adaptability of the workforce are also positive attributes – and in the final analysis, the success of the Northern economy will be dependent upon people being given the opportunity to excel. Advances in technology being pioneered in the North, such as graphene, and the presence of centres of excellence/

learning are important in ensuring the knowledge base is embedded for the long term.  
*“Advanced materials and manufacturing are growth sectors.”*

### The right ingredients

- 3.20 Overall, it was concluded that the Northern Powerhouse possessed the physical, social, economic and environmental ingredients that could deliver success if they were considered in an integrated manner that both exploited their potential, whilst ensuring they were themselves not negatively impacted upon in that process. Hence there was a role for an overall strategic and sustainable approach as demonstrated by the development of the Great North Plan. A clear spatial strategy which could be bought into by all would prevent infighting for resource allocation amongst the public sector and provide certainty to those considering long-term private investment.

## RISKS ... DELIVERY FALTERS

### Slogans, not sustainable growth

- 3.21 In promoting an agenda for rebalancing the national economy, there is a danger in seeking to encapsulate it within a slogan such as Northern Powerhouse and that it could be regarded as all talk and no action. It needs quickly to deliver on some short-term projects to establish a foundation for the more aspirational schemes, which will take time to progress to the construction phase.  
*“It is a personalised agenda driven by George Osborne and a change in his position in government could fatally undermine the project.”*

### Competition, not cooperation

- 3.22 The advent of greater devolution could lead to competition between the new combined authorities, resulting in less coordinated action and sharing of information, thereby dissipating the advantages of an overall strategy for growth encapsulated in the name Northern Powerhouse. It needs to move beyond a justification for and prioritisation of public sector investment to provide a consistent and certain platform for future private investment.  
*“Greater and even-handed collaboration was essential.”*

### An unplanned approach

- 3.23 There is a danger that without an overall planned approach, ad hoc decision-making could deliver unsustainable decisions and

*Wirral Waters* by Richard Mawdsley, *Wirral Waters*



Wirral Waters is the largest regeneration project in the UK. It is also set to become the most sustainable. A new place to live, work and play and a place for all. It is centred on the Wirral Dock system – on the banks of the River Mersey – overlooking Liverpool’s world-class, city waterfront.

At its heart the project seeks to use the unique water assets of the city to drive growth across all sectors; for trade, for jobs, for energy, for transport, for play and for ‘place-making’. It is ‘of scale’ and is visionary – with inspiration coming from the past – John Lairds 19th Century vision for ‘the City of the Future’ located at what is now Birkenhead – and projects from other global port cities.

Peel have adopted a ‘place-led’ but ‘jobs-driven’ approach to regenerating the Birkenhead Docks. There has been a need to understand what ingredients are required to create a desirable location that can attract new businesses and residents into what is a post-industrial, docklands environment. ‘Place-making’ is at its heart. Wirral Waters has a clear view as to what this ‘new place’ needs to be – a place that is authentically rooted in Wirral – utilising the areas undoubted natural and historic maritime assets – but one with a European flavour in its approach to community development and integration, building typologies, density and mixtures of uses – all underpinned by transformational localised public transport – the Wirral Streetcar project – and a prioritisation of green infrastructure, cycling and pedestrian connectivity. But equally there is a need to ‘fix’ the economy

– working with Universities and Colleges, building on the economic sectors where we currently excel such as Marine & Maritime and nurturing those sectors that are emerging including Energy, especially civil nuclear.

The text below is reproduced from the recent *Architects’ Journal* (5 May 2016) feature on the relationship between Wirral Waters and the Northern Powerhouse:

*“Has there been enough emphasis yet on design and place-making? Well, quality of place amplifies productivity. This involves a focus on place-making – creating the conditions out of which a desirable place emerges. Connectivity joined with a higher environmental offer has the potential to create sustainable, liveable, healthier and more productive places that attract investment and deliver more in terms of jobs and societal benefits. Successful places emerging where LEPs and local authorities embrace ‘quality of place’ as a point of difference – supported often by proactive local nature partnerships, e.g. Nature Connected and Mersey Forest. The Atlantic Gateway area – part of the Northern Powerhouse – has the potential to consider the role of place, environment and ‘green infrastructure’ as drivers of sustainable growth due to its approach at regional scale. At project level, setting the benchmark for good design is happening in some of our strategic projects, such as Wirral Waters, where the first building Peel delivered – the new Wirral Metropolitan Construction College – recently secured a regional RIBA Architectural Award.”*



consequently outcomes which were damaging. This need not involve new work, but could comprise a compilation of the strategic spatial frameworks being prepared by the new combined authorities, helping to ensure such plans are compatible.

*“Setting out the role of the cities in economic planning is essential to their success.”*

#### **Inequity in delivery**

- 3.24 To be successful, the Northern Powerhouse needs to be seen to deliver equally for all and not favour particular locations or places at the expense of others. It needs also to be considered as a whole UK approach, as much about taking pressure off the South East as encouraging development in the North.

#### **Haves and have-nots**

- 3.25 The risks were often the counter-face of the opportunities, but could easily become the default position as they often reflected the option where less effort was required. The success of the Northern Powerhouse was therefore highly dependent on having clear strategic goals and direction. In this respect, devolution, together with the creation of new organisations, such as Transport for the North, were a positive development, but needed to be widened and deepened to ensure a fair division of investment resources. Otherwise Northern Powerhouse itself would be characterised by haves and have-nots.

### **POSSIBLE PATHS AHEAD – A TEN POINT PLAN**

- 3.26 The group identified what were regarded as key outcomes from the discussions that had been held over the day to guide the future evolution of the Northern Powerhouse. The most important were prioritised by use of a scoring system to arrive at the following list:

- 1 It requires its own distinct Northern narrative – the purpose is not to simply create ‘another London’. It should define and distil a Vision that will be equally applicable to government, investors and citizens.
- 2 It needs to do small things well and build momentum through quick wins alongside the promotion of the larger long term prestige schemes. This is considered the best way to ensure public buy-in and support.

- 3 Working in collaboration – government, business, academic and voluntary sectors – is essential to capture and deliver the wider community benefits. It is important that all are seen to contribute in an equitable manner.
- 4 The importance of training for skills development is recognised, although the complexity of delivery means it is difficult to judge whether the skills being provided are aligned to the needs of employers. It is also the case this should not be the sole objective – a breadth of education is beneficial in its own right.
- 5 Funding and, in particular, new models of public funding are essential if the value of investment in major infrastructure scheme, such as HS2, is to be captured in the North. The test will be whether the resources are made available to ensure schemes move from aspiration to reality.
- 6 Liveability is considered to be a key indicator of a successful city. The Northern Powerhouse cities need to feature in the best known liveability indices if they are to be recognised as potential locations for commercial inward investment – an early win would be to secure inclusion in those produced by Mercer’s and the Economist.
- 7 Work should commence to develop a bespoke set of liveability criterion for the Northern Powerhouse cities attuned to their characteristics with a far greater focus upon the importance of place and place-making. They would also help them benchmark their performance with the best practice in exemplar cities globally.
- 8 An overriding objective is to create a ‘sustainable ecosystem – connecting social, economic and environmental factors’. To do this, there is a need for a coordinated and planned spatial approach as exhibited in the proposals for a Great North Plan.
- 9 The narrative, empowering and aspirational, should connect and join-up the cities with their hinterlands and the rural areas beyond. A coordinated approach building upon the strengths of both will help provide a coherent brand.

10 One idea which attracted significant support is to create a 'Northern Grand Tour' – a thread (literally) to pull the North together and provide a coherent and unifying narrative.

3.26 It can be seen from the above that the issue of Liveable Cities in the context of Northern

Powerhouse is regarded as more than just a matter of attractive buildings or trees planted. These are important at the micro level – but success is also dependent on developing a strong narrative and setting the correct frameworks at the macro level. This is encapsulated in one contribution from the Workshop in the phrase “sustainable, healthy and distinctive places”.

**What Constitutes a Liveable City?** *by Niall Enright, SustainSuccess*

Assessing the 'liveability' of a city is clearly a complex undertaking. There are many factors to consider: economic, environmental, social, physical. In many cases there is no single measure of performance for a given factor. Consider, for example, something like the 'quality of recreation', which most people would agree is a something that contributes to the liveability of a city. There are many indicators that we could use: the number of sporting facilities, the level of attendance at theatres or involvement in outdoor activities. Participation and availability are different things, of course, a poor city may score highly for the participation of street kids in soccer but low in terms of access to soccer facilities. Furthermore, some aspects that define a liveable city may be mutually exclusive: a good score for road transportation may lead to a poor score on air quality.

Given the absence of absolute measures of performance, the alternative is to look at the relative performance of our city in comparison to other cities. Not only does comparison enable us to get an indication of our own performance, but by looking at the other cities we may discern how it is that they do better – thus we can identify potential strategies for improvement. In terms of the criteria to use in rating a city, we could develop regional criteria based on the local needs, or we could choose to adopt in full or in part any one of a number of existing ratings systems.

Take for example Monocle Magazine's Quality of Life Survey ([bit.ly/1ML2SaY](http://bit.ly/1ML2SaY)). This can be described as a 'lifestyle' rating incorporating a range of eclectic measures such as the cost of a glass of wine, a good lunch and the number of park benches. Mercer's Quality of Living Survey ([bit.ly/1mVQnS6](http://bit.ly/1mVQnS6)) and the Economist's Liveability Ranking ([bit.ly/1TyrEj7](http://bit.ly/1TyrEj7)) are commercial products primarily targeted at corporates considering staff relocation packages or office locations. These have a range of criteria which would encompass some of the qualities of a 'good' city, but there are omissions such as socio-economic data. Furthermore these are limited in scope since only

one of the Northern Powerhouse cities is covered – Manchester in the Economist. Other ratings are more specialist, such as The European Green Capital Award ([bit.ly/1rubNmm](http://bit.ly/1rubNmm)) which focuses on environmental issues. A more sophisticated sustainability indicator is the Forum for the Future's Sustainable Cities Index ([bit.ly/1TugvO3](http://bit.ly/1TugvO3)) which ran between 2007 and 2010 in the UK. An interesting index is from the American Association of Retired People (AARP) ([bit.ly/1VfwG6z](http://bit.ly/1VfwG6z)). This includes criteria for the support the city provides for elderly people.

Finally we have the indices which seek to be all-encompassing. The Human Development Index (HDI) ([bit.ly/1dgsTiw](http://bit.ly/1dgsTiw)) has been applied since the 1990s to rate countries – although cities are sometimes rated – but is very basic as it has only three criteria, lifespan, education and income per capita. The Cities in Motion Index ([bit.ly/1MPp8kw](http://bit.ly/1MPp8kw)) from IESE Business School has ranked 148 cities against 66 objective indicators in 10 themes and includes a number of Northern Powerhouse cities. Liverpool ranks 20th, Manchester 31st, Leeds 45th, while London ranks 1st. The most significant development, however, is the introduction of an international standard ISO 37120 Sustainable development of communities – Indicators for city services and quality of life ([bit.ly/1YRtHAe](http://bit.ly/1YRtHAe), [bit.ly/1Xrycm7](http://bit.ly/1Xrycm7) and [bit.ly/1U71rpo](http://bit.ly/1U71rpo)). This has 47 core indicators and numerous supporting indicators covering a wide range of themes. The benefits of adopting this standard is that it clearly specifies how each factor is to be measured. However it does not provide an overall rating per se. Furthermore from an urban planning perspective, this indicator could be considered quite weak, with only one 'core' aspect, green space, considered.

Whatever the chosen approach, the desire to measure ourselves, to define the essence of the city and what makes it liveable is to be encouraged. Self-improvement comes from an objective assessment of strengths and weaknesses coupled with an openness to change and willingness to learn from others.

This table shows the nine ratings systems and the criteria categorised broadly into social, economic or environmental (the numbers in the main table refer to the groupings or themes within each system). At the base of the table are shown the rankings of the cities identified (or year of award in case of EGC).

		Attractiveness			Specialist		All-encompassing			
		Monocle	Mercer	Economist	European Green Capital	Sustainable Cities Index (2010 data)	AARP	HDI	IESE Cities in Motion	ISO 37120
Social	Political/Governance		1	1, 3			6		4, 5	7
	Health		4	2		2	5	2	2	8
	Education		5	4		2	7	3	1	2
	Cultural		3	3			6		1	
	Recreation		7						1	9
	Crime, Order, Safety		1	1, 3			2		2	6, 10
	Accessibility						3			
	Libraries						2			
Economic	GDP, etc.									
	Employment					2		1	2	1
	Income						7		3	
	Financial Services		2							
	Transportation		6	5	1	2	3		7, 8	14
	Utilities/Energy/Water		6	5	1				8	3, 13, 16
	Goods and Prices		8	3						
	Housing		9	5			1, 2		2, 8	11
	Property Value									1
	Inclusion/Equity/Poverty						1, 7		3	1
	Density/Population						2		3	
	Proximity to Amenities						2			
	Innovation/Technology								3, 5, 10	13
	Ease of doing business						3		3	
International Outreach								9		
Environment	Climate		10	3	1	3			5	4
	Natural Disasters		10							6
	Green Space				1	2	2			15
	Biodiversity				1	1				
	Air, Water Quality				1	1	4		5	4
	Sustainable Land Use				1	3				
	Energy Efficiency				1		4			
	Resilience						4			
	Household Waste					1				12
	Ecological Footprint					1				
Statistics	<b>Number of Indicators</b>	?	39	30+	12	13	52+	3	66	47
	<b>Number of Cities</b>	25	230	140		20			148	28
Northern Powerhouse Core Cities	Liverpool	No	No	No	n/a	14	n/a		20	No
	Manchester	No	No	46		13			31	No
	Leeds	No	No	No		6			45	No
	Sheffield	No	No	No		10			No	No
	Newcastle	No	No	No		1			No	No
Exemplar Cities	Copenhagen	10	9	22	2014	n/a	n/a		15	No
	Ljubljana	No	76	No	2016				87	No
	Paris	15	27	20	n/a				4	No

Details not available. An eclectic mix of criteria focused at lifestyle

# ESSENTIAL RESOURCES

## THE NORTHERN POWERHOUSE AND ESSENTIAL RESOURCES

- 4.1 A starting point for the group discussions was the North West Business Leadership Team’s 2014 report *Optimising our Essential Resources*. Its central point was that the nexus of the three essential resources food, water and energy offered the key to future security as well as opening up business opportunities for those prepared to invest in solutions.
- 4.2 As the World’s first industrial region, the North has been a global leader in making good past environmental damage. Now, attention is turning towards new resource challenges and the opportunities associated with climate change and growing global resource demands. The session’s scope was drawn widely, in an attempt to address fundamental questions of the economic, social and, in particular, environmental challenges of sustainable regional development across the North. A pan-Northern approach, encompassing urban and rural areas, land and sea, may be the key to essential resources in a low carbon, resource ‘lite’ future.
- 4.3 The group’s specific purpose was to propose critical success factors for ‘good’ or ‘sustainable’ growth across the geography of Northern Powerhouse.

*“We have to define our quality of life: S is for survival, S is for success and S is for sustainability.”*

The session provoked lively and inspiring debate. Set out below is a summary of the initial provocation and associated discus-

sion which started the session and those matters identified by the group as the most important in terms of Northern Assets, Opportunities, Risks and Sticky Issues, as well as critical Factors for Success for ‘Good Growth’ across the Northern Powerhouse.

## NORTHERN POWERHOUSE DOESN’T ACHIEVE A PASS MARK FOR SUSTAINABILITY

- 4.4 The Northern Powerhouse initiative failed to address the Government’s guiding principles of sustainable regional development and consequently would fail to drive the transformation of England’s post-industrial North. These principles, which had been developed by the Sustainable Development Commission, involve:
  - living within environmental limits;
  - ensuring a strong, healthy and just society;
  - achieving a sustainable economy;
  - using sound science responsibly; and
  - promoting good governance.
- 4.5 It is accepted that the economy of England is unbalanced, with overheated London and the South East increasingly diverging from the ‘underperforming’ North. In the context of the fourth industrial revolution, resilience – including water, energy and food – is critical to business advantage.
- 4.6 Inequality, exemplified by shocking differences in life expectancy, is economically inefficient. There are 8.6 years of difference in male life expectancy between the richest parts of London and Blackpool, for instance. There is compelling evidence of a direct correlation between the health of communities

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**Headline Contributions from Participants**

- importance of integrating natural capital into decision making
- need for long-term planning beyond electoral timescales
- value of positive local greenspace
- vital importance of the quality of place
- potential contribution of the third sector
- necessity of 'sustainability' embracing the cultural dimension
- need for a better environmental narrative for the North

*"We must become story tellers, starting with the word 'supposing'."*

- recognition of energy as central to resilience
- underpinning role of water quality
- new roles for waterways and canals – as information superhighways, for health, for thermal energy and city cooling
- reality that wealth generation depends on connecting the key parts of the jigsaw – not only water, energy and food, but soil as well
- potential for our 'string of cities' to collaborate, projecting the brand on the international stage
- idea of a plan to enhance the beauty of the north, alongside the economic plan
- necessity of recognising diversity and mobilising all of the people

*"Resilience is about still being here"*  
 .....

and individuals and ease of access to green and blue infrastructure.

*"Economic change must be integrated with and supported by environmental investment in the regeneration of a post-industrial region."*

Michael Schwarze-Rodrian

- 4.7 England is one of the most centralised states in western Europe. Regional planning and economic development mechanisms have been abolished. Devolution of some responsibilities to city regions is partial, excluding the places between and rural areas. Government responses to these inter-related economic, social, health and environmental 'challenges' are inadequate. The concept of the Northern Powerhouse, with its primary focus on economic development, transport/connectivity and secondary

recognition of issues around skills and innovation is not holistic and not convincing. *"The trouble with paternalists is that they want to make impossibly profound changes and then choose impossibly simplistic ways of doing so."* Jane Jacobs

- 4.8 The Northern Powerhouse, viewed through the lens of the principles of sustainable development, is a failure. Our challenge was to develop constructive proposals to help it towards a pass mark.

**ASSETS ... THE NORTH IS DISTINCTIVE**

*"Our most important essential resource is people."*

**Water resources**

- 4.9 Unlike London and the South East, the North enjoys relatively sustainable and resilient water resources. Industrialisation has created a natural and man-made network of coast, rivers, canals and docks. The Manchester Ship Canal connects Liverpool and Manchester.

**Easy access to the countryside**

- 4.10 The region's geography, pattern of urban development and relatively low population density enables landscape and environmental assets at every scale from national parks through to urban pocket parks. Easy access to the countryside is enjoyed by most of the population.

**International gateways**

- 4.11 Thriving International gateways – ports and airports – together with a favourable time zone are assets to economic development. This is increasingly important in an era of globalisation.

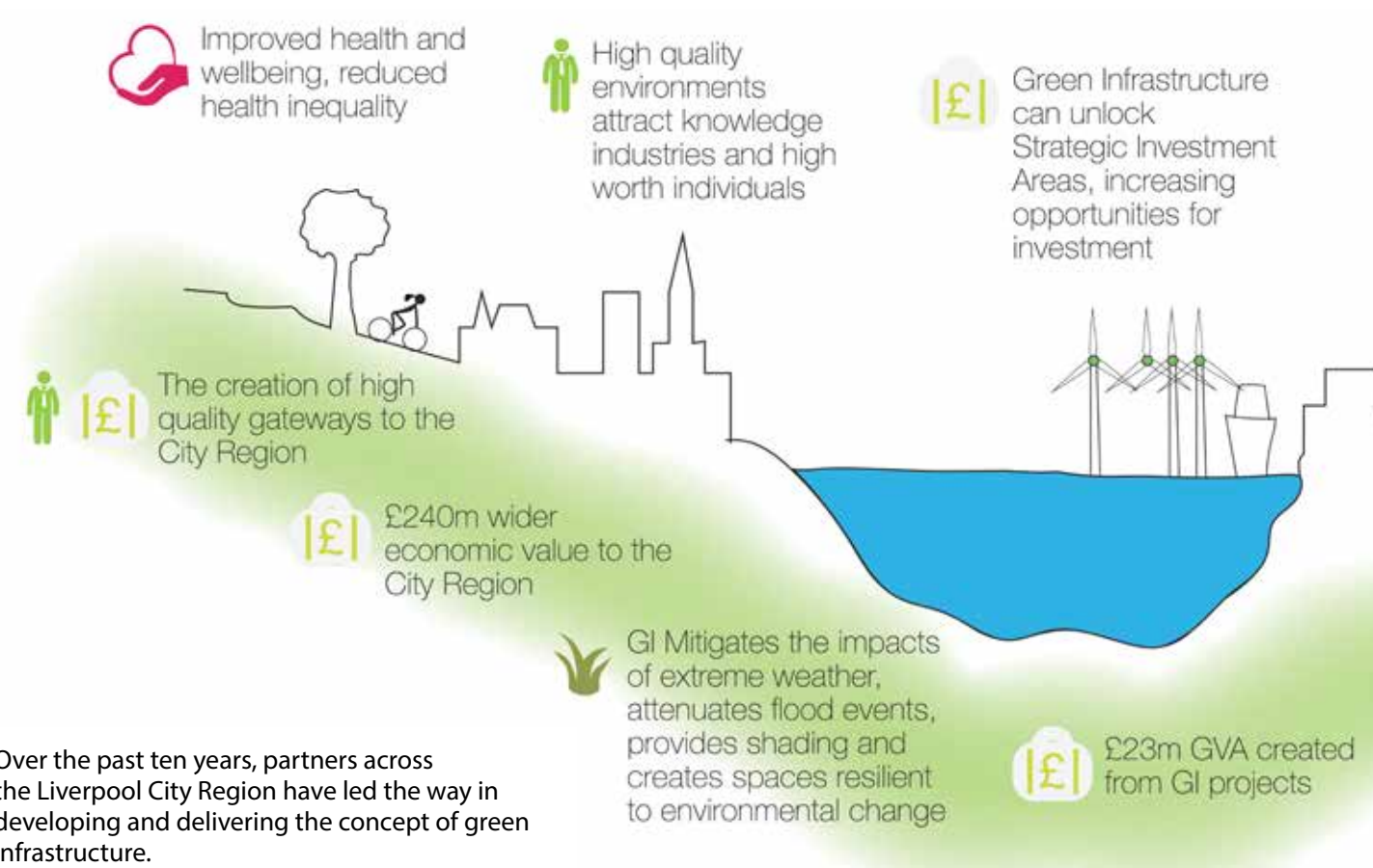
**Brand value**

- 4.12 'Brand value' and international positioning on the world stage is strong and positive. Iconic places, such as Liverpool Waterfront, are recognised. Cultural and sporting excellence, such as Manchester and football, is renowned.

**Collaborative research**

- 4.13 Leading businesses and universities collaborating on research and innovation have created competitive advantage in important sectors such as materials, energy, big data, life sciences and creative industries.

A Green Infrastructure Prospectus for Liverpool City Region by Paul Nolan, The Mersey Forest



Over the past ten years, partners across the Liverpool City Region have led the way in developing and delivering the concept of green infrastructure.

Nature at Work , the Green Infrastructure Framework for City Region, identifies how we can use Green Infrastructure to help tackle some of the most challenging issues facing the area; from creating high quality of life and setting the scene for new investment to improving health, combating climate change and increasing biodiversity.

Nature Connected, the Local Nature Partnership, monitors and supports delivery of the twelve key activities identified in the Framework.

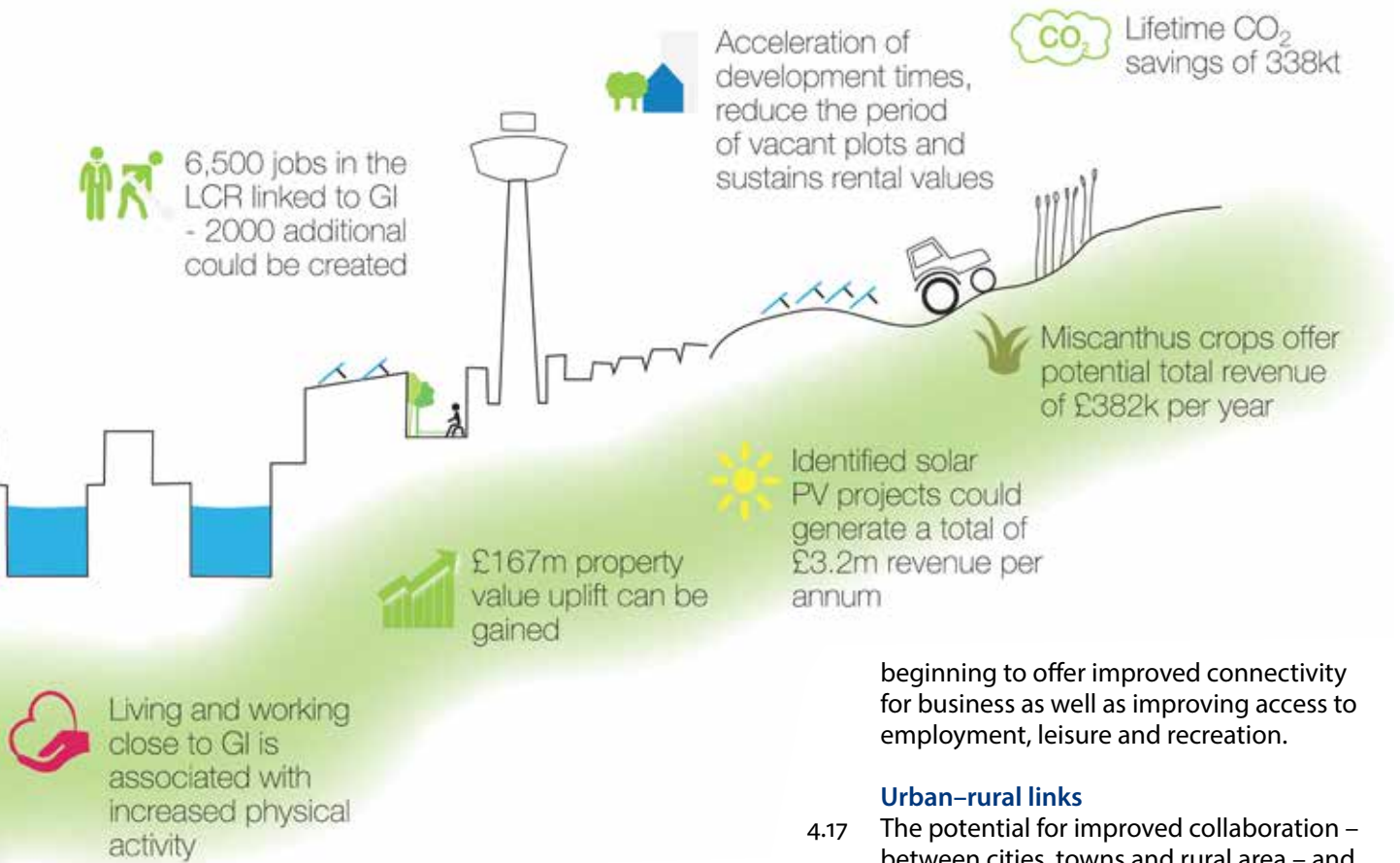
There are great examples of this approach achieving success:

- Setting the Scene for Growth ([bit.ly/2a9Jabx](http://bit.ly/2a9Jabx))
- Natural Health Service ([bit.ly/2a9JC9u](http://bit.ly/2a9JC9u))

The European Structural and Investment Funds (ESIF) offer the potential to support the delivery of the Green Infrastructure Framework. Green infrastructure investments are identified as potential projects all the way from the overarching EU strategy through national guidance to the Local ESIF Strategy. However, policy and practice can be

very different things. Nature Connected and the Liverpool City Region LEP jointly commissioned Arup and Community Forest Trust to develop a Green Infrastructure Prospectus, a pipeline of projects that could be further developed and submitted as an ESIF application.

This Prospectus linked traditional green infrastructure investment with installation of renewable energy on brownfield land. In total over 30 sites were identified in the pipeline, with over £150m of potential match funding, Investment of £10m in Green Infrastructure would lead to £17m uplift in city region GVA, increase property value and lead to over £176m of wider economic value. Associated investment in renewables on brownfield land could lead to returns of between 4 and 7%, with a saving of 315kT of CO<sub>2</sub>. Our next step is to submit our bid, based on the Prospectus, to see if we can complete the journey from influencing policy to funding of delivery.



**OPPORTUNITIES ... IN THE TRANSFORMATION FROM GREY TO GREEN**

*“Carbon extraction dominates the landscape. We need sequestration – of water, recreation and beauty.”*

**Industrial transformation**  
 4.14 The landscape of the North – scarred by industrialisation on a massive scale – presents continuing opportunities for greening and environmental transformation, imaginative placemaking, fit for the twenty first century.

**Energy resources**  
 4.15 The geography and climate of the North provides a potential energy resource right across the energy spectrum including tidal, offshore and onshore wind. Its military and industrial history provides unique expertise and capacity in nuclear energy generation.

**Integrated transport**  
 4.16 Integrated, pan-Northern sustainable transport planning and delivery is already

beginning to offer improved connectivity for business as well as improving access to employment, leisure and recreation.

**Urban–rural links**

4.17 The potential for improved collaboration – between cities, towns and rural area – and the development of shared vision and a clear narrative for the North has enormous potential.

**RISKS ... WE LIVE IN DANGEROUS TIMES**

**Climate change**

4.18 Climate change poses an existential risk with massive social, environmental and economic consequences and costs to businesses and to communities. We are already experiencing the repeated impact of flooding in Cumbria, for example.

**Brexit**

4.19 Leaving the European Union could have damaging consequences in the UK regions, including the Northern regions that benefit from the investment of European funds and from significant foreign direct investment, influenced by the North’s attractiveness as a business gateway to Europe. The implications for the North’s environmental quality, given the role of European Directives in driving up environmental standards, are unknown.

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### Cities Alive by Alison Ball, Arup

Cities Alive takes a human-centred approach to rethinking how we should design and manage cities in the future. It provides an integrated focus on the experience of cities and the global challenges that are impacting the lives of everyday citizens. We recognise the importance of a city's inhabitants and we explore the relationships between design, processes, spaces and people. Cities Alive is an invitation to collaboratively shape our urban future.

More sustainable urban development cannot be achieved without recognising the vital role of the natural environment and its fundamental impact on economic prosperity, health and wellbeing. Research now presents clear evidence that our urban green infrastructure – the system of city parks, open spaces, city trees, urban woodland and waterways – performs essential 'eco-system services'. These include not just environmental benefits, such as mitigating the impacts of climate change, but also a wide range of social and economic benefits.

Arup's Cities Alive looks to build nature into our urban systems at all scales by a new development or retrofitting. The creation of a linked 'city ecosystem' can help create a healthier, safer and more prosperous city. A greener city will also increase biodiversity and foster sustainable forms of mobility such as cycling and walking.

Cities Alive leads us to five key requirements with significant implications for the future design of cities:

1. We need to recognise 'urban green' as more than an aesthetic consideration – it is a fundamental part of an urban 'ecosystem' which improves social interaction and physical and mental health
  2. We must make landscapes work harder, for multiple end-users and to improve climate change resilience, through a multi-functional design approach.
  3. Design creativity is needed to deliver a green city ecosystem – from both city-wide strategic projects down to more imaginative uses of space within the layers of a city.
  4. By capitalising on advances in technology to measure the value that nature delivers through ecosystems services, we can optimise the planning and design of urban space to meet future demands.
  5. We need an integrated approach to delivery that better links and connects policy to transgress 'silo-driven' cultures and achieve long-term benefits.
- 







New York High Line

.....  
**Protos** by Myles Kitcher, Protos



Protos is the destination for energy, innovation and industry set in the industrial heartland of the North West and at the core of the Northern Powerhouse – located between the cities of Chester, Liverpool and Manchester.

Delivering £170m of investment, the first phase encompasses 51ha of land and sees the delivery of a 20MW biomass facility, a 50MW windfarm together with new roads and services plus a 50ha nature reserve. Phase 2, scheduled to commence 2017, includes the construction of a 35MW energy from waste plant, over 40MW of gas generation, a new berth on the Manchester Ship Canal and extended rail sidings.

In total Protos has the potential to deliver over 250ha of development with truly multi-modal connectivity – via the Manchester Ship Canal which links to the Port of Liverpool, by rail infrastructure, motorway links to the M6 corridor and with two international airports nearby. Protos will become a strategic cluster of complementary businesses encompassing energy intensive industries and the associated supply chain and energy generation to provide secure, low carbon and low cost energy. With Enterprise Zone status occupiers also benefit from Enhanced Capital Allowances. Protos has the opportunity to make a significant contribution to the regional economy, once complete it will produce a total gross economic benefit of £350m GVA each year and generate over 3,000 new jobs.

Working in collaboration with the neighbouring Thornton Science Park with over 1 million square feet of existing laboratories, workshops and office space, Protos offers direct access to an existing world class innovation centre with the opportunity to work with leading academics in a range of energy and engineering disciplines.

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### Loss of talent

4.20 Continuing outflow of university educated talent to London and the South East together with poor perceptions of the North pose a threat to business, productivity and prosperity for all. Talent and skills are critical elements of the Fourth Industrial Revolution as outlined in the contribution by Steven Foxley above.

### Inequality

4.21 Growing inequality – economic, health and of opportunity – can fuel extremism and counter efforts at social cohesion and the creation of strong, resilient and diverse communities.

### Short termism

4.22 Short termism, decision making shaped only by electoral timescales and the lack of commitment or capacity to plan creatively at inter-generational timescales is a barrier to progress. Backward looking, parochial and simplistic approaches frustrate planning for resilience and future proofing.

*“We need planning that looks beyond the consenting stage – the third sector is a very powerful tool.”*

### Failure to invest in environmental improvement

4.23 Failure to support economic development with environmental improvement – investment in infrastructure that is dysfunctional for the long term – may repeat the mistakes of the past and create social, environmental and economic costs for future generations.

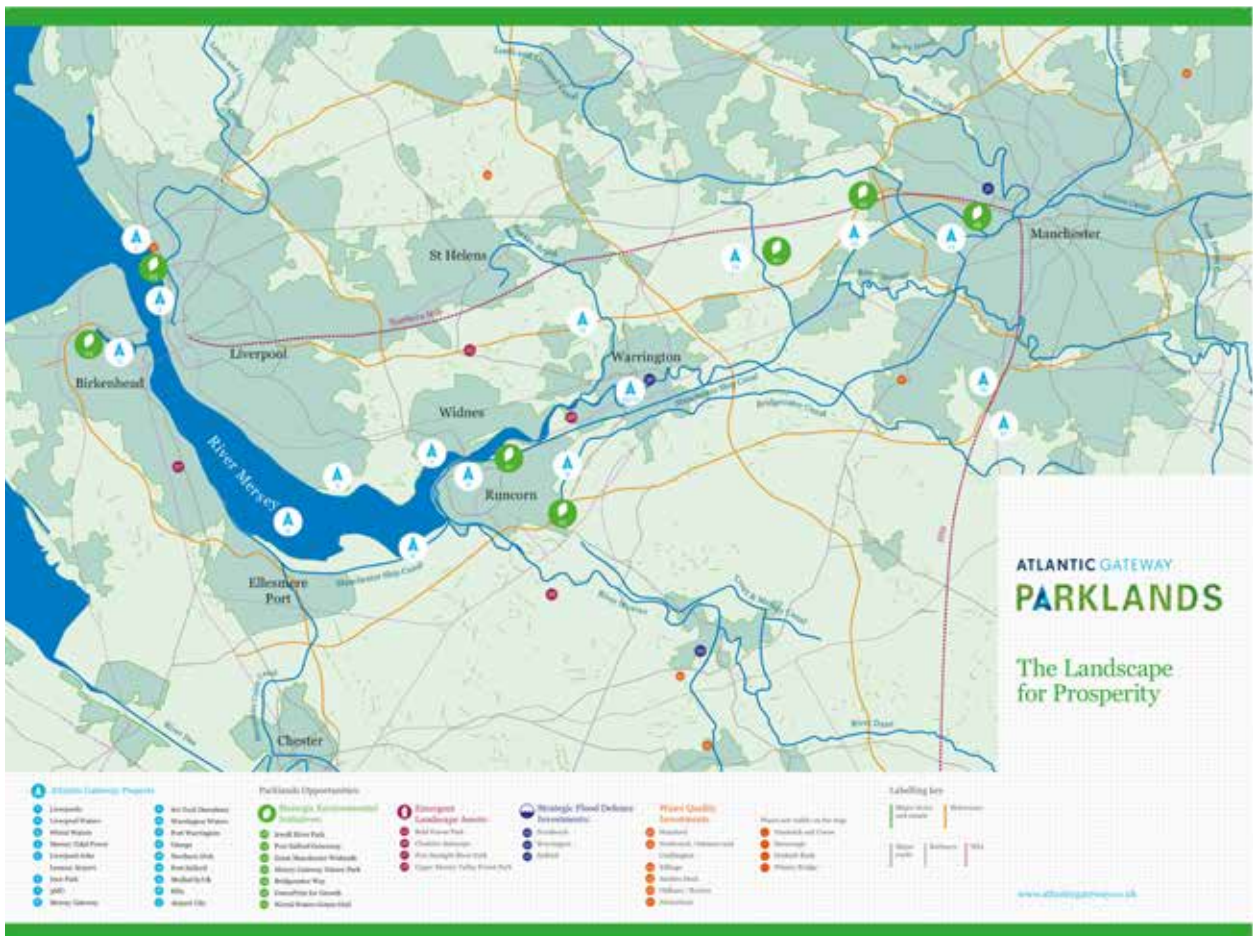
## STICKY ISSUES ... NOBODY SAID THIS WOULD BE EASY

### Unequal distribution of resources

4.24 Resources and opportunities are distributed unequally across the Northern Powerhouse region. Progressing from competition to cooperation is a major challenge.

### Regional structures?

4.25 The absence of regional structures for policy, planning and delivery at the landscape scale and the partial and incomplete processes of devolution to city regions poses big questions around the viability of collaborative decision-making that embraces all parts of the North.



Parklands – the Landscape for Prosperity – is the Atlantic Gateway’s vision and ambition to make places ‘investment ready’ and liveable through environmental improvements. An integrated approach is proposed – encompassing priority capital projects, strategic environmental initiatives, emergent landscape assets, strategic flood defence investments and major water quality investments.

**4.26 Buy-in**  
 Profound changes in rebalancing the economy are sought. Experience shows that simple or quick solutions do not succeed. Buy-in is needed from economic and political stakeholders and the people at every level, national, regional and local.

**4.27 Government investment priorities**  
 Government’s concepts of investment priorities – both spatial (London/North) and technocratic (outdated Treasury models of project appraisal and financing) are fundamental impediments to Northern Powerhouse aspirations, at least in terms of public investment in infrastructure – grey, green and blue.

**4.28 Dominant economic perspectives**  
 There is a yawning gap between the innovative ‘sound science’ in the Northern Powerhouse (with its outstanding universi-

ties) and the level of sophistication of public policy understanding and debate. The only ‘science’ that is recognised in policy-making is economics.

**4.29 Partnerships**  
 Leading businesses appreciate the concept of sustainable development and the value of landscape, the environment and place in the context of long term sustainability and resilience. The private sector will not act alone to provide investment in public realm. Government and local authorities have a key role. The third sector is an important focus for innovation during this period of government’s very limited and inadequate priorities and local authorities’ problems of diminishing finance and decreasing expertise. New partnerships and mechanisms for achieving change are emerging and are beginning to point the way.



**CRITICAL SUCCESS FACTORS FOR  
'GOOD GROWTH' ACROSS THE  
NORTHERN POWERHOUSE**

4.30 The group concluded by attempting to synthesise its wide ranging debate into specific proposals:

- 1 We need a new understanding of the North as an integrated system of sustainable cities, city regions, fringe and rural areas
- 2 Ecosystem services and 'nature best' solutions are the foundation of resilience.
- 3 In developing the concept, strategies and delivery of the northern Powerhouse, green and blue infrastructure must be recognised as the 'fifth' vital infrastructure, integrated with energy, water, transport and digital. Its multifunctional benefits must be valued.
- 4 Green infrastructure and its management is essential at every spatial scale from XXL (national parks for example) through XL, L, M to S (the neighbourhood or pocket parks) that are prerequisites of quality places and healthy communities:

*"Infrastructure superhighways can enable us to walk, boat and cycle."*

- 5 A compelling, coherent narrative is needed for the environment of the north, better stories to inspire possibilities. This would be a major contribution to uniting the diversity of places, interests and understanding.

*"An inspirational image: the red squirrel travelling through a continuous forest from Formby to Hull"*

- 6 A Great North Forest across the entire geography of the Northern Way, integrating existing initiatives including Mersey Forest, Atlantic Gateway Parklands, Manchester City of Trees, and Pennine Edge, would deliver multiple social, environmental, economic and health benefits for the whole of the North of England.
- 7 Planning at the landscape scale, with landscape at its centre, embracing the cities, the fringes, and rural areas that takes

account of offsetting, agriculture, water, energy and waste is essential to resilience and sustainability. Planning must be powerful, beyond the consenting stage.

- 8 The management of agricultural land (80% of the area) and food production that is resource efficient, cost effective and that minimises environmental damage is a business imperative:

*"We are past survival, we need to plan for success."*

- 9 Innovative institutional and financial models for financing and delivery of green and blue infrastructure including the third and private sectors need be explored, piloted and rolled out to reflect the new realities of our 'fifth industrial revolution' economy. Delivery needs to be cross-sectoral, collaborative and cooperative. It needs the development of a 'Green/Blue' pan-regional body alongside Transport for the North.
- 10 Capacity building of the politicians and in particular the mayors is needed to ensure that resilience, sustainability, investment and delivery for the long term are understood and that the benefits of cross-boundary collaboration are maximised.

*"We need to get the big ship down the river and into the harbour. This depends on the knowledge of the pilot boat captain"*

- 4.31 The answer to this question "but who is the pilot boat captain?" was not provided by the team. However, this lively exploration of Northern Powerhouse was sure in its assessment that there is a gap between current rhetoric and the desirable end game of resilience, sustainability, quality of life and prosperity for all. It was evident from the dynamism and quality of the debate that this experiment in collaboration between leaders from business, third and academic sectors was an excellent model for the generation of creative solutions.

# PLANS FROM OUTSIDE AND BELOW

## NORTHERN POWERHOUSE AND THE ROLE OF PLANS AND INSTITUTIONS

- 5.1 The government's Northern Powerhouse initiative has not only sparked debate about what good growth for the North might look like, it has also stimulated discussion about the institutional arrangements necessary to take forward a broad agenda for the Northern region. Since the idea was launched in June 2014 various new institutions are emerging that clearly have key roles to play, including Transport for the North, the private sector led UK Northern Powerhouse and the new combined authorities for Manchester, Liverpool, West Yorkshire, Sheffield, Tees Valley and the North East. These institutions sit alongside many other longer established public, private and third sector organisations with a shared concern and commitment to a better North. However, the institutional picture is complex and evolving and in the absence of regional government and clarity about delivery from central government many have questioned the robustness of the Northern Powerhouse concept. A critical theme for the event was to consider how stakeholders can work together to take charge of the agenda and plan for and deliver a sustainable and resilient Northern region.
- 5.2 The purpose of this workshop was to think about the plans and planning institutions we currently have in the North and what is needed for effective strategic planning for land use, regeneration, economic development and infrastructure consistent with ambitions to create a sustainable and resilient Northern Powerhouse. Discussion was informed by initial contributions from participants on the institutional assets and

opportunities of the North, reflection on the strengths and weaknesses of the current planning system and an account of the Great North Plan initiative as well by insights from the activities of the Regional Plan Association and other parallel initiatives in the US.

- 5.3 As with the other workshops, the theme stimulated lively debate and creative thinking. The account below provides a summary of the initial provocation and subsequent discussion. It captures the group's assessment of key assets, issues, opportunities and risks related to the institutional capacity in the North and the concluding propositions that were distilled at the end of the session.

## ABANDONMENT AS AN OPPORTUNITY?

- 5.4 There is an institutional vacuum in Northern England, far more so than in Scotland, Wales or London – and especially since the 2010 Coalition Government came into power. This swept away Government Offices (first introduced as regional commissioners during World War 2), Regional Assemblies, Regional Development Agencies and all the regional planning machinery. Margaret Thatcher had already removed metropolitan-wide government in abolishing their County Councils.
- 5.5 The lack of proper institutions renders the implementation of plans difficult. Nobody wants mere paper plans; plans that do not get implemented. How has Britain secured its most successful plans for infrastructure: the motorways, the channel tunnel, new towns, city planning in London, IT infrastructure, even planning for landscapes and the national cycle network? Almost invariably Whitehall was indifferent, if not actively

**Strengths and Weaknesses of the English Planning System** *by Dave Trimmingham, Turley*

From the perspective of promoting development and regeneration it is harder to identify the strengths of the current system than its weaknesses.

There are several components and influences on plan-making at present. At the national level we had the National Planning Policy Framework (NPPF), national policy statements, ministerial statements, HS2, the National Infrastructure Plan and the National Infrastructure Commission, as well as the Northern Powerhouse.

Sub-nationally we have the Northern Independent Economic Review, Atlantic Gateway, the LEP strategic economic plans, the Northern Transport Strategy, One North, city region and mayoral plans, the national infrastructure commission.

Locally we have local development plans, masterplans, design and spatial guidance neighbourhood plans and regeneration frameworks. Local development plans were the only significant statutory element.

Correspondingly, there are many key players nationally, regionally and locally, not least government departments, local authorities, combined authorities and, in the future, city region mayors.

The part of the system that is working is environmental protection – ecology, heritage, and landscape. The Greater Manchester Spatial Framework is a positive development. Other plan completion is only partial.

A great deal is not working (or not working well). Four out of every five local planning authorities have no adopted plan (over four years after the NPPF has been introduced). Only 37% have adopted a ‘2004 Town and Country Planning Act’ Plan. The duty to cooperate is not working. Neighbourhood planning is putting the cart before the horse, where plans for small parts of a housing market area are adopted without sufficient regard to the strategic needs of the area. Resourcing for plan-making is often a low political priority and there is a huge amount of wasted time and money.

hostile. It did not lead. Whitehall opposed a national motorway programme for 50 years. The lead came from individuals outside and below government. But no matter how brilliant, they can only operate within institutional platforms: in local government, in civil and professional institutions, in the private sector or in charities. Without institutions you cannot agree a plan. And you cannot implement it even if you do.

- 5.6 We have been here before. Frank Musgrove’s book *The North of England: A History from Roman Times to the Present* looked at the North’s power relationship with the centre. Its remarkable conclusions were that every 200 years over the past two millennia there was a shift of power and initiative from the centre to the periphery. In Musgrove’s words: “For 200 years the relationship is close and the influence of the centre is pervasive; then for 200 years central control is relaxed and the provinces take more responsibility for their own affairs ... the periods of decentralization tend to release creative energies in the perimeter.” It looks as though a new period of decentralisation – perceived as abandonment – is starting, but this would bring creative opportunities as well as problems.

**ASSETS ... SHARED IDENTITY AND TRACK RECORD OF COLLABORATION**

**Northern identity and growing independent spirit**

- 5.7 There is a renewed sense of a Northern identity distinct from other parts of the UK. To some extent this is being shaped by feelings of being exploited and ignored by investors and politicians in London. However there is also a growing appreciation that the North is a great place to live and work. It has vibrant and affordable places to live, alongside great cultural, sporting and natural assets. Manchester Airport and the seaports provide good access to the international economy. Strong civic universities and their graduates attract young people. Some ‘shining stars’ like Warrington, York and Cumbria’s energy coast have much unrealised growth potential that can connect to development across the North.

**Appetite to build on Northern Powerhouse**

- 5.8 There is a high level of common ground across the geography and political spectrum and widely held support for economic growth, physical and social regeneration, transport and housing development in the North. There is also increasing recognition

of the benefits that better connectivity (between urban centres and enhanced urban rural linkages) could bring and an appetite from business as well as other parts of Northern society to build on the idea of the Northern Powerhouse.

- 5.8 **Existing Northern networks**  
 The North has existing pan Northern networks and organisations, including Transport for the North and Business North, that provide a basis on which to build future arrangements. There is also a history of collaborative working across the North such as the Northern Way, and at regional and

sub-regional level, e.g. through the Local Enterprise Partnerships.

- 5.9 **Experience of City Region Collaboration**  
 Greater Manchester is leading the way in terms of city region level collaboration. Progress is being made on the Greater Manchester Spatial Framework. The team working on the plan is tiny – only 2 people full time so partnership working and development is recognised as the key to progress.

**ISSUES ... MECHANISMS TO BRING PEOPLE AND RESOURCES TOGETHER**

- 5.10 **Asymmetrical governance of the North**  
 Alongside this picture of collaborative working across the North what is emerging at the moment is a very asymmetrical system of governance with some players way ahead in terms of devolved power and capacity to deliver change. We need to get others to the starting line and support their development to achieve a more symmetrical and coordinated pattern of Northern governance across urban and rural areas.

- 5.11 **Piecing the jigsaw together**  
 The North's diversity is a strength but it also makes it difficult to present a united front



The Northern Powerhouse by LEP area. Some of the LEPs now have Combined Authority status (Greater Manchester, Liverpool City Region, North East, and Tees Valley), while the West Yorkshire and Sheffield Combined Authorities only cover a part of their respective LEPs.



and piece the jigsaw together in an effective way. The weak state of the current planning system does not help. Pockets of good things are happening across the North but without a suitable governance structure it is difficult for people to pull together around the Northern Powerhouse agenda.

**Funding**

- 5.12 Funding is essential to make things happen. There is a need to channel long-term investment into the system. Connecting with businesses and their capital will be important but again mechanisms are needed to facilitate this.

**OPPORTUNITIES ... THE ONLY WAY IS UP!**

*“The North has a huge set of assets. How do we turn all this into dollars and cents?”*

**Self-organisation**

- 5.13 We have a dysfunctional public planning system. Maybe that is an opportunity. The only way is up. If the official system doesn't work we can invent our own – one that chimes with our sense of identity – as is happening in Greater Manchester.

- 5.14 We need to scale up in the North. What will unite the North beyond the Northern Way level of cohesion? What is the long-term agenda for the North? We could build on Transport for the North, the Core Cities group and the universities as key intuitional stakeholders. But how can we sustain this?

**A new story about the Future of the North**

- 5.15 We need to tell a story about how to move forward. This is not about mega-projects but lots of little projects that can amount to much more. We must try to tie a whole lot of things together – for example can we build a Green Heart which bridges the Pennines as a core feature of a new North. You could envisage a Pennine Heart region like the Alps – seeing the Pennines not as a barrier but something that joins us together and changes the North's self-image. We need place-making strategies in all areas.

**Create a new financial mechanism**

- 5.16 It is important to think about realising business opportunities and getting a handle on investment, which makes the difference between planning and actual development.

What is missing is a financial institution which can provide long-term investment, not charity. There is no fiscal devolution in the North. Municipal bonds and revenue bonds provide some of this funding in the US. Long-term funding is needed as these initiatives will last over decades. Could Transport for the North morph into an economic development agency? Could BIDs be transformed into a city region model?

**Train our leaders at all levels**

- 5.17 We need training for leadership in the North. We need to invest in leadership in the public and private sector – perhaps there is a role for universities? We need an educational investment strategy – what are the skills that people in the region need to benefit from the 4th Industrial Revolution.

**Business leadership**

- 5.18 The NWBLT is a significant asset. Founded over 30 years ago, it is currently chaired by Jürgen Maier, Siemens. It is not clear whether Business North, created as part of the Northern Powerhouse initiative, will be effective as a pan-Northern forum. Certainly NWBLT members strongly wish to continue with a North West remit – perhaps other regions could do the same.

**Creative reflection and new directions**

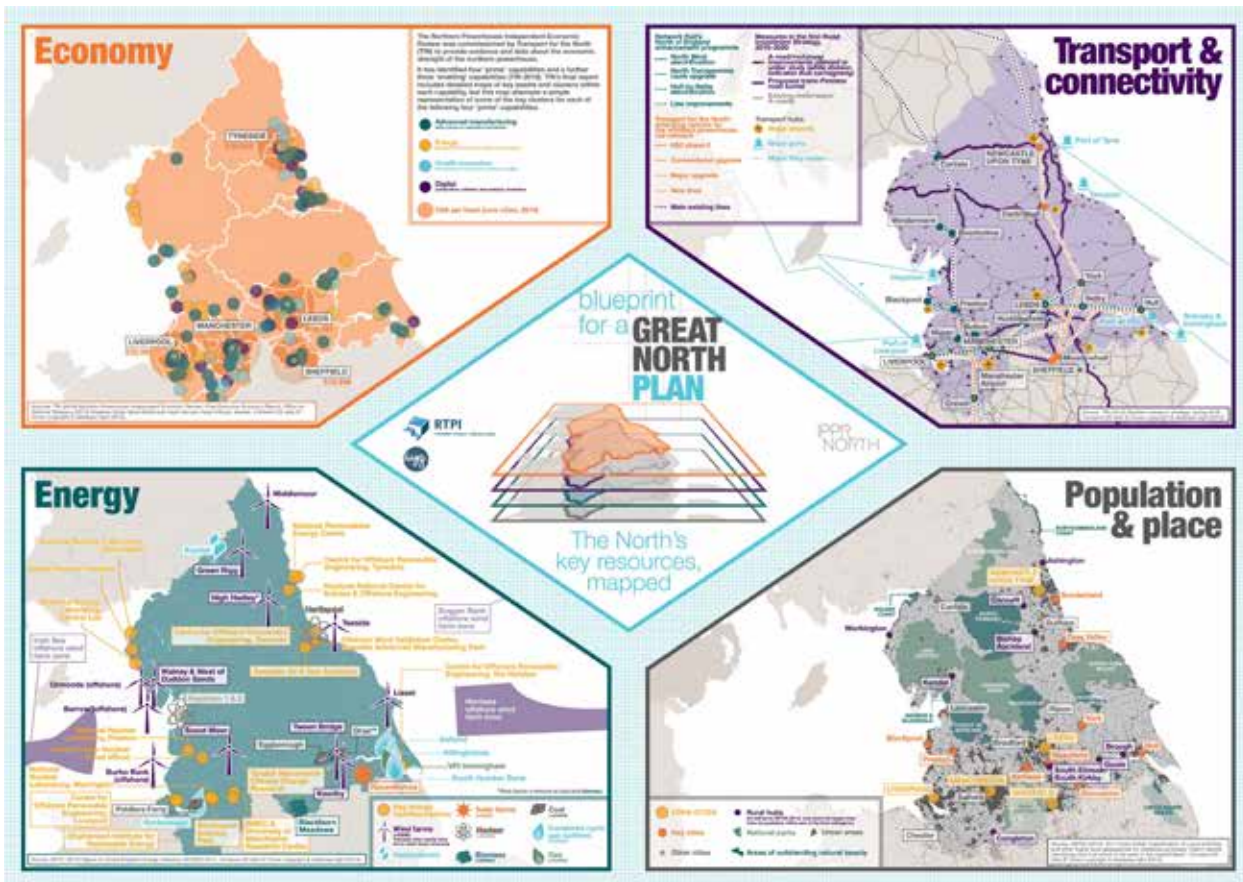
- 5.19 We need to complement HS2 with plans for local connectivity to capitalise properly on major investments. Is there a case for redirecting HS2 investment into HS3? France and Spain use high speed rail as a way of bring together a divided nation. Is there something that we can learn from Greater Manchester's model of a series of small non statutory area action plans? There is a need for improvement in city regional governance as well at the same time as building a wider Northern 'architecture'. Do new development corporations have role?

*“Transport for the North, with statutory powers from next year, is exciting. How will that body take account of wider strategic plans?”*

**A Northern alliance**

- 5.19 A Northern agenda needs political buy in, private sector buy in and public buy in. We need a Northern alliance/institution to take this forward – alliance/institution may not be the right words. In re-imagining the North the city regions should fit into a wider pan

The Great North Plan by Sarah Longlands, IPPR North, and Bob Wolfe, RTPI



The Great North Plan is a joint initiative between IPPR North and the RTPI. It emerged from the Framing the Future event organised by the University of Liverpool during 2014. The discussions concluded that nationally, planning and economic development were not being given the attention required by both business and local authorities, and that spatial planning processes at the sub-national level are at best fragmented. It was agreed that, in the absence of a national spatial plan, the North of England needed a plan of its own: a Great North Plan.

A call for evidence was made to businesses, planners, academics, local councils, civil society groups and indeed anyone living or working in the North. The call for evidence included 11 roundtable meetings in 6 Northern cities involving 240 participants. Initial findings were reported to a Northern Summit held in January 2016, which was attended by 150 delegates. Consultation was framed around five key questions:

1. What should be the nature and scope of a strategic spatial planning framework?
2. What are the key components of such a framework?

3. Where should its boundaries be and how should it address cross-boundary (administrative) matters?
4. Should it be 'inclusive' or focus on the big cities?
5. How would it fit with and relate to the statutory plans of local and combined authorities, and with the government's plans to create a 'Northern Powerhouse'?

The Call for Evidence revealed that the Northern Powerhouse is important but people consider the current approach to realising the North's potential is piecemeal, partial and parochial. Transport is important for the economy, but so too is innovation, energy and advanced manufacturing. A Pan-Northern "Great North Plan" – led by Northern businesses – is required to help to realise the Northern Powerhouse. Based on the findings a Great North Plan – "Blueprint" was published June 2016.

Various work streams have been identified to take the Blueprint forward: These include articulating a vision for the North; developing Northern strategies for transport, the economy, natural assets and people and places; producing a prospectus for the North; and considering governance and delivery mechanisms.

Northern narrative. Whatever the form of institution, we need some form of accountability at the local level.

- 5.20 A Northern alliance might include universities, city regions, and the private sector. It needs capacity, teeth, accountability and a small central resource – is there a place for badging projects that link to the Northern agenda? We could influence discussion in the mayoral elections to raise public awareness and support for a Northern agenda.
- 5.21 The Ruhr experience does seem a good example to look at further. It includes resilience and greening, liveable cities, connectivity. Are there ideas from the Emscher Park or – within our own region – the former Mersey Basin Campaign that we can draw upon? These initiatives were characterised by a light central unit encouraging local buy-in. These are things we can work on. Is there a case for a Northern leadership visit to the Emscher Park – for team-building and learning purposes?

## RISKS ... EXCLUSIVITY

### Capturing public imagination

- 5.22 The Northern Powerhouse needs a coherent narrative that delivers pounds in the pockets of people. A plan needs to capture the imagination of people.

### Inclusiveness

- 5.23 Northern Powerhouse has to go beyond the success story of Greater Manchester and a purely city-regional agenda. We are missing the point if Cumbria, Lancashire and others are left out. At the same time there is a danger of spreading resources too thinly – should we focus on the city regions? How will existing institutions hold together for a Vision of the North? Certainly we need to ensure that the North of England doing well is not at the expense of anyone else.

### Nurturing and retaining talent

- 5.25 The biggest risk to the North is lack of talent and the loss of talent. The biggest opportunity is raising productivity, but realising that depends on talent. How can the North attract and retain young people and graduates – we do have an attractive housing offer, but what else is needed?

## FIFTEEN PROPOSITIONS

- 5.26 Capturing the spirit and direction of the workshop discussions at the end of the day the following propositions were put forward, not in order of importance:
1. Create a Pennine 'green infrastructure' heart asset
  2. Build an urban structure around HS2/HS3 stops, de-risking the planning environment there and fostering urban cohesion
  3. Take the first steps towards a strategic alliance with Scotland
  4. Attract and retain young talented people – perhaps through internships, launch grants for small businesses, etc.
  5. Have a coherent long term plan for transport across the whole of the north
  6. Explore and build on Northern energy and energy resilience
  7. Develop a skills and technical education for leadership, reinvent the polytechnics, and push research universities higher up the research ladder
  8. Create some form of organisation which unites vision with power and responsibility
  9. Ensure that every city needs to reach Greater Manchester's levels of coherence.
  10. Stage a big Northern conference event annually
  11. Public involvement in agenda through the city region mayoral elections
  12. Build new fiscal and financial institutions – perhaps a Northern investment bank or Northern growth bond
  13. Focus on city regions with a wider definition and if need be a looser alliance
  14. Mobilise and educate the political class
  15. Develop a shared narrative for image building, marketing and Northern branding. The North's cultural assets could be very important
- 5.27 Institutions already exist for taking forward some of these propositions (such as Transport for the North), but for many new institutions might be needed.

# KEY MESSAGES FROM THE DAY

6.1 The creative energy and enthusiasm that was generated by Charrette participants revealed that many people and organisations would be willing to join efforts to deliver good growth for the North. Drawing together and reflecting on the findings of the day a ten-point plan for a more sustainable and resilient Northern Powerhouse is put forward.

## 1. A distinctive new narrative for the North – not another London!

6.2 The Northern Powerhouse requires its own distinctive, aspirational and coherent narrative for use in image building, marketing and branding aimed at government and investors and at engendering a new collaborative identity and effort among Northern citizens. It should signal that we are not trying to create ‘another London’ but a strong, polycentric region with a network of well-connected, diverse and distinctive cities and associated hinterlands as well as rural areas. It should encompass compelling, tangible stories about inspiring new possibilities which unite the diversity of places, interests and understanding of the North.

## 2. Sustainable ecosystem at the core

6.3 The overarching objective should be to create a ‘Sustainable Ecosystem’ appropriate to the 21st century connecting economic, social, and environmental factors. Ecosystems services and nature best solutions are the foundations of resilience

## 3. Liveability, quality of place and place-making

6.4 Liveability should be recognised as a key constituent in securing a successful North. Building upon global liveability indices a bespoke set of liveability criterion for Northern Powerhouse towns and cities

should be developed attuned to their characteristics. This should act as a catalyst to a new era of action related to the quality of place and place-making. The North’s quality of place could be championed through the development of a ‘Northern Grand Tour’ – a thread to pull the North together and provide a coherent and unifying narrative.

## 4. Essential resources for success

6.5 A coherent long term plan for Northern transport is an important part of a pan Northern approach to the development of essential resources fit for the 21st century. However this should also include energy, water, digital and green and blue infrastructure and agriculture/food production. Inspiring new pan-Northern resource possibilities could include:

- Creating a Pennine ‘green heart’
- Green and blue Infrastructure walking/cycling/boating superhighways
- A Great North Forest enabling the red squirrel to travel from Formby to Hull!
- Pan-North management of food production that is resource efficient, cost-effective, minimises environmental damage and recognizes that we are past survival, and need to plan for long term sustainability and success.

## 5. Skills for the ‘fourth industrial revolution’

6.6 A new focus on education and training for entrepreneurship and wider skills development is needed to underpin economic growth and promote social and environmental well-being. There is much scope to build upon the potential of the region’s Universities and other educational institutions to realise the opportunities of the fourth industrial revolution and to attract and retain young talented people.



Robert Yaro, Michael Parkinson, Michael Schwärze-Rodrian and Paul Lecroart (from left)

#### 6. Working in collaboration

6.7 Government, business, academic and voluntary sectors all have a role to play. It is essential to capture and deliver the wider community benefits from their activities. It is important that all are seen to contribute in an equitable manner.

#### 7. Building momentum

6.8 A multitrack approach is needed to develop buy in and support through smaller wins alongside the larger prestige schemes. For example build momentum by getting politicians and the public involved in the agenda through the forthcoming mayoral elections. Chart progress and showcase successes through an annual Conference for the North.

#### 8. Innovative institutional models

6.9 Innovative institutional models for collaborative working between local government, business, academic and voluntary sectors, and for financing and delivery need to be explored, piloted and rolled out. The form these take must depend on the desired outcomes the North is seeking, but they could include:

- Some form of organisation which unites people around a Northern vision with power and responsibility
- New fiscal and financial institutions and approaches – perhaps a northern investment bank or Northern growth bond or

mechanisms that capture wider community benefit from developments to deliver improvements to the public realm, and green and blue infrastructure

- A Green/Blue pan-regional body sitting alongside Transport for the North

#### 9. Civic capacity building

6.10 Capacity building for civic leadership is needed. This should focus on ensuring that resilience, sustainability, investment and delivery for the long term are understood and that the benefits of cross-boundary collaboration are appreciated. A priority is to mobilise and educate the political class – “we need to get the big ship down the river and into the harbour. This depends on the knowledge of the pilot boat captain”.

#### 10. Northern Universities as drivers

6.11 The research-intensive universities in the North of England should redouble their efforts to engage in the agendas emerging from the day, including the preceding nine points. Interdisciplinary research that involves academics and practitioners is essential, with initiatives such as the University of Liverpool’s Heseltine Institute and the new centre for Sustainable and Resilient Cities (SaRC) are one way to deliver this. Collaboration across the North is also important – the N8 partnership’s forthcoming Urban Summit, to be held in Manchester, will begin this process.

# APPENDIX: PARTICIPANTS OF THE CHARRETTE

## Chair

Michael Parkinson, Heseltine Institute

## Lead Facilitator

Sue Kidd, University of Liverpool

## International Guests

Paul Lecroart, IAU Île-de-France, France  
Michael Schwarze-Rodrian, RVR, Germany  
Bob Yaro, Regional Plan Association, USA

## Event Organisers

Katie Bray, NWBLT  
Sebastian Dembski, University of Liverpool  
Sam Hayes, University of Liverpool  
Sue Kidd, University of Liverpool  
Tracy Lyons, NWBLT  
Ian Mell, University of Liverpool  
Walter Menzies, University of Liverpool  
Peter Nears, University of Liverpool/Peel Group  
Anne Sollars, NWBLT  
John Sturzaker, University of Liverpool  
Richard Tracey, Atlantic Gateway Parklands  
Ian Wray, University of Liverpool

## Liveable Cities/Sustainable Growth

Greg Bailey, University of Portsmouth  
Martin Bissell, Ramboll  
Niall Enright, SustainSuccess  
Peter de Figueiredo, Historic Buildings Advisor  
Sam Hayes, University of Liverpool  
Richard Mawdsley, Wirral Waters/Peel Group  
Paul Lecroart, IAU Île-de-France, France  
Amanda Lyne, Liverpool City Region LEP  
Peter Nears, University of Liverpool/Peel Group  
David Parr, Halton Borough Council  
Simon Price, Ramboll  
Pauline Randall, Randall Thorp  
Chris Rhodes, Ramboll  
Dave Shaw, University of Liverpool  
John Sturzaker, University of Liverpool  
Olivier Sykes, University of Liverpool

## Essential Resources

Alison Ball, Arup  
Heather Clarke, Canal and Rivers Trust  
Steve Foxley, Siemens Building Technologies  
Ian Mell, University of Liverpool  
Walter Menzies, University of Liverpool  
Michael Schwarze-Rodrian, RVR, Germany  
Myles Kitcher, Protos/Peel Group  
Chris Matthews, United Utilities  
Victoria Merton, Protos/Peel Group  
Paul Nolan, The Mersey Forest  
Geoffrey Piper, NWBLT  
Anne Selby, GM Natural Capital Group  
Iain Taylor, The Land Trust  
Urmila Jha-Thakur, University of Liverpool  
Richard Tracey, Atlantic Gateway Parklands

## Plans from Outside and Below

Alan Chape, Heseltine Institute  
Emma Degg, NWBLT  
Sebastian Dembski, University of Liverpool  
Nicholas Falk, URBED Trust  
Chris Findley, Salford City Council  
Tim Hill, Leeds City Council  
Ruth Jackson, Ruth Jackson Planning  
Sue Kidd, University of Liverpool  
Sarah Longlands, IPPR North  
Alex Lord, University of Liverpool  
Michael Parkinson, Heseltine Institute  
Dave Trimmingham, Turley  
Bob Wolfe, RTPi  
Ian Wray, University of Liverpool  
Katie Wray, Deloitte  
Bob Yaro, Regional Plan Association, USA

# PARTICIPANTS' FINAL THOUGHTS

*A really excellent day – very thought provoking, highly relevant and most timely. Congratulations to the University and its first class Planning School.*

*Thanks for the engagement and for generating the opportunity for discussion. It is important that Universities continue to do the 'thought leadership' with business, civic society and government.*

*There were many great ideas today – now you need to gather impetus and 'come out' make our activities known – be thought leaders.*

*The University of Liverpool, together with other regional organisations and universities, should support further discussion of the future of the Northern Powerhouse – establish the 'Friends of the North' association.*

*If we achieve one thing for today, let it be the formation of a single, cohesive vision that we can line up behind to define the Northern Powerhouse.*

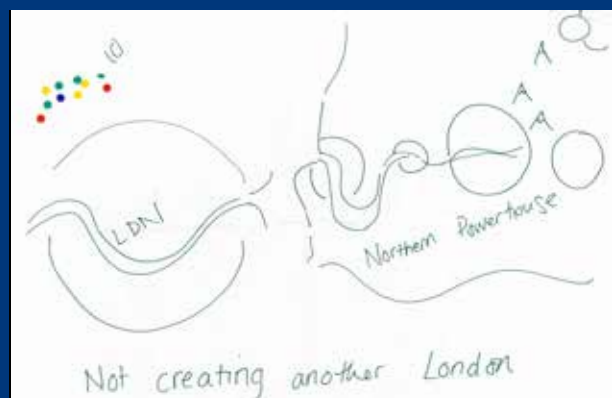
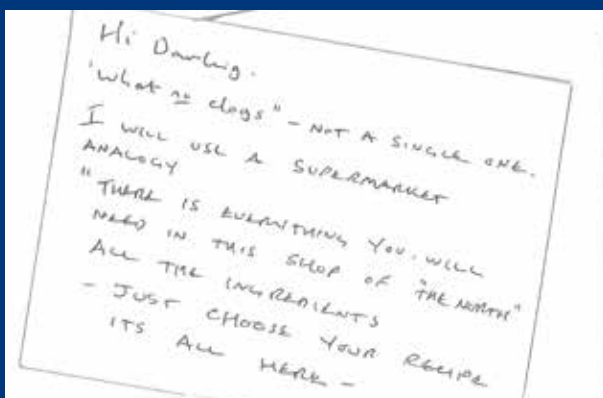
*We need to focus on excellence in both institutional development and project appraisal. This should extend to the narrative for the North.*

*A vision for excellence – yes please. Institutional capacity is essential to be in a position to take the vision and objectives through to delivery*

*Help joined-up thinking on the 'Northern Case' Research programme.*

*We look forward to continued collaboration, not only on the promised output from today but also in taking its recommendations forward.*

*We need a team approach across the Northern Powerhouse cities – I want to be part of this team!! Overall a very positive session today. 'The North .... It's simply BETTER!*



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