

Examples of Good Practice



Prepared & Submitted by Liverpool Local Enterprise Partnership, April 2018

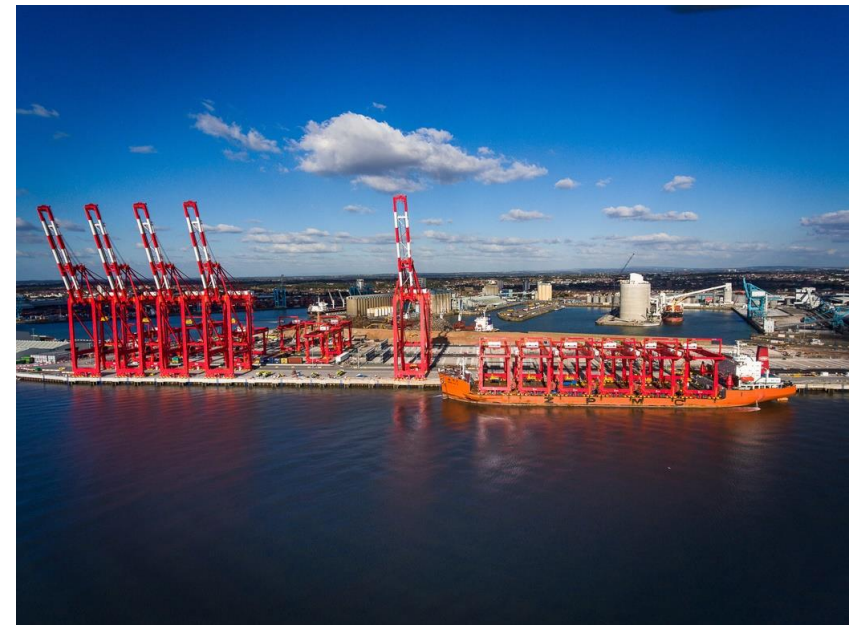
Introduction

Liverpool City Region is an economic and political area of England centred on Liverpool, which incorporates the local authority districts of Halton, Knowsley, Sefton, St Helens, and Wirral.

- Population of 1.5 million
- 49,000 businesses
- 600,000+ people employed
- Economy worth £29.5 billion

Strengths...

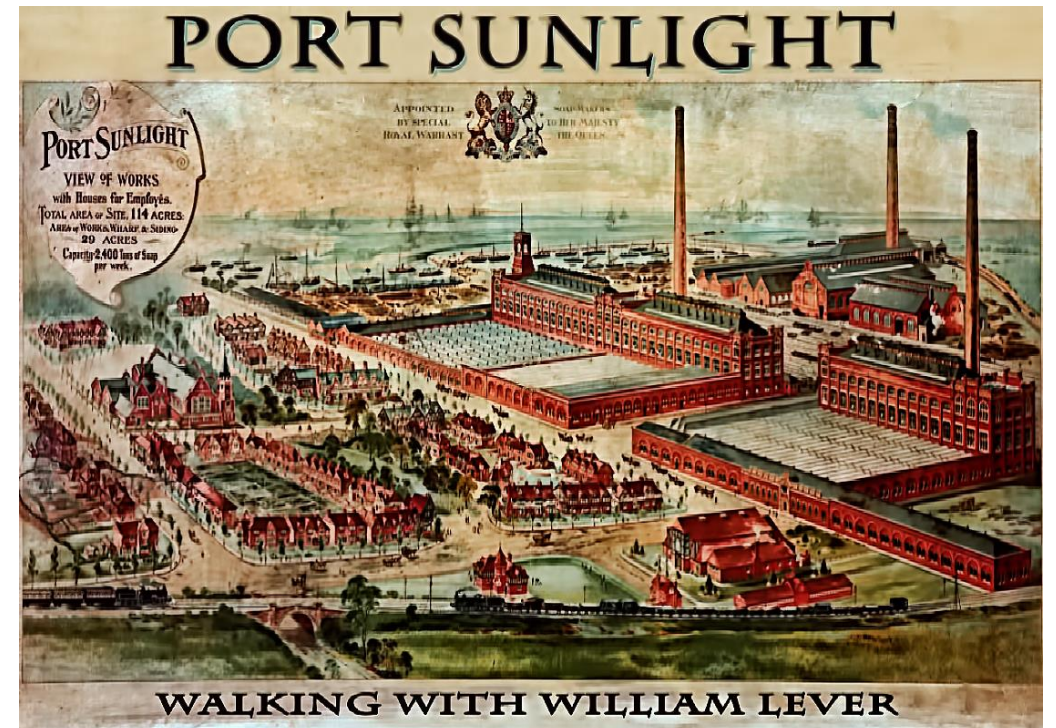
- Liverpool is world-famous with a city brand that is internationally recognised and held in high esteem - from New York to Shanghai. A deep water river and estuary on the West Coast of Europe, offering easier, greener and cheaper access to the North of England, Scotland and even further afield, serving as a transit and logistics hub to ship and trade with the world.
- A sporting, cultural and heritage offer that is second to none and world-renowned destination for business and leisure.
- Our knowledge sector, represented by our Universities, Colleges and Research Facilities together with the entrepreneurial nature of the City Region's residents, remind us that the Liverpool City Region was the birthplace of many industrial, commercial and social firsts. These include the commercial wet dock, the inter-city passenger railway and the longest underwater road tunnel.
- Innovative and knowledge-intensive industries are increasingly choosing to be based here, in large numbers.
- Academic excellence within the City Region's universities, hospitals and research centres helps attract and retain the most talented young people, who are fundamental to helping us adapt to future challenges and drive growth.






Introduction

The Importance of the Visitor Economy

- The Visitor Economy, worth £4.3bn and supporting over 51,500 jobs, continues to develop as a major growth sector bringing both economic benefits and reputational advantage to the City Region.
- Liverpool is maturing into a visitor destination that arguably offers the widest range of things to do outside of London. As a city of **international heritage and cultural significance**, our two cathedrals, **UNESCO World Heritage waterfront**, position Liverpool as an International Music City, football, theatres, museums, galleries and of course the people of Liverpool, make the city distinctive and different from rival destination cities.
- In addition to the city, City region areas such as Sefton & Wirral also offer a rich landscape of visitor experiences, celebrating, reflecting and building upon the maritime and industrial heritage that helped shape the modern world.
- Such is the importance of the Visitor Economy to Liverpool, in 2016, the sector contributed £2.1bn to the local economy which equates to 34.7 million visits employing 33K people. This is split between 2.5 million staying visitors and 32.2 million day visitors, showing overall growth of 25.8% since 2009.



Selected Good Practices

Details	Example 1	Example 2	Example 3
Name:	Albert Dock	Port Sunlight	Lord Street (Southport)
Location:	The Colonnades, Liverpool L3 4AA		
UTM Coordinates:	30U 500485.36258269 5916802.1335961	30U 500376.89464568 5911764.88622319	30U 499599.0232353 5944361.69263271
Historic England List Entry No:	1205175	1001637	1379649, 1379680, 1379629 & more.
Reopened:	1988	2006	N/A
Current Use:	Visitor Attraction – Waterfront, Museums, Galleries & Retail	Visitor Attraction – Model Village (architectural & industrial heritage).	Visitor Attraction – Assorted retail, food and beverage, parks and gardens (public realm).
Position:			

Albert Dock

From symbol of Empire, to bombed out dereliction, to urban renaissance...

Maritime Heritage

- Liverpool is a city built on its Maritime Heritage and world trade influence. Liverpool's waterfront became a UNESCO World Heritage Site in 2004, centred around Liverpool as a Maritime Mercantile city and this reflects the city's significance as a commercial port at the time of Britain's greatest influence.
- The World Heritage Site stretches along the waterfront from Albert Dock, through to the Pier Head and up to Stanley Dock, and then up through the historic commercial districts, the RopeWalks area to end at St George's Quarter.
- In 1715 the first ever commercial wet dock opened in Liverpool, the Old Dock, originally known as Thomas Steer's Dock. The Albert Dock on Liverpool's waterfront was an architectural triumph that opened in 1846 and was the first structure in Britain to be built from cast iron, brick and stone. By the late 19th Century, 40% of the world's trade was passing through Liverpool's docks.
- Two years after the Albert Dock opened it was modified to feature the world's first hydraulic cranes. It was a popular store for valuable cargoes like brandy, cotton, tea, silk, tobacco, ivory and sugar.



Albert Dock – Growth & Decline

- Liverpool became the second city of the British Empire in the mid-19th century. The massive growth of the city as a global maritime force led to a huge dock extension throughout the 19th century which eventually stretched seven miles along the Mersey riverfront. A series of docks – Canning, Princes, Waterloo and Clarence – opened in the 1830s. The biggest development took place in the 1840s with the opening of the massive Albert Dock itself, built by Jesse Hartley in 1846. Growth continued throughout the century with Hartley's Wapping Dock completed in 1852 and the Stanley Dock tobacco warehouse in 1901.
- Albert Dock was the first inland, secure dock designed to protect its ships, goods and workers from the winds and weather of the River Mersey. The Dock's fortunes rose and fell with those of the port itself and the city. It was hit by world depression in the 1930s. During the Second World War the docks were taken over by the Admiralty and suffered significant damage from German bombing, with about 15% being destroyed. After the war Albert Dock was given Grade 1 listed status, as the docks were improved and repaired during the 1950s. But the decline of the British Empire coupled with technological change and the increased size of ships, posed big economic and physical challenges to Liverpool's maritime dominance.
- The gradual decline in trade through the port of Liverpool after the war meant that the entire south docks, including Albert Dock, were finally made redundant in 1972. The docks north of Pier Head continued to operate. Although in the 1960s the Mersey Docks and Harbour Company had actively considered the abolition of Albert Dock, in 1976 Liverpool City Council included it in a Conservation Area. During this period a whole series of plans and proposals from demolition, to relocating the polytechnic, to building the world's tallest building were mooted. But none came to pass. By the 1970s Albert Dock lay derelict and abandoned, cut off by the high dock wall from the city a few hundred yards away that had provided its original reason for existence.



Albert Dock – Rebirth & Regeneration

- The complex could have been lost to Liverpool if it were not for the intervention of Michael Heseltine, the Secretary of State for the Environment and his creation in 1981 of the Merseyside Development Corporation (MDC). The MDC was the crucial first piece in the jigsaw of Liverpool's physical renaissance. Its simple mission in 1981 was to reclaim and regenerate Albert Dock. By 1988 the refurbishment of the Dock itself was complete and it and the Tate Liverpool were opened. The Arrowcroft Group, the London based investors who saw the potential of the Dock from the start as partners with MDC, provided the bulk of private sector funds for development. Their role was also crucial.
- In 2018, Albert Dock is a successful multi-use complex with shops, bars, restaurants, hotels, offices, housing and cultural attractions, surrounded by open public space and a huge water space. It attracts 6 million visitors a year. The whole area is a site for many public events and festivals and sits at the centre of a World Heritage Site, which places it firmly on an international stage. Albert Dock is a success story that demonstrates the principles underpinning the MMIAH project – namely the viability of regenerating, revitalising and using historical assets to generate tourism, create employment, preserve the architectural integrity of the site and generate income streams that contribute to long term sustainability.



Albert Dock: Signs of Success

- Over six million people visit each year
- The most-visited free tourist attraction in North West England
- In 2015, coach visits were 19% up on the previous year - a number which grows year on year
- Largest single group of Grade I listed buildings in the UK, situated in a UNESCO World Heritage waterfront location, within walking distance of ACC Liverpool, Exhibition Centre Liverpool, Liverpool ONE and Liverpool Cruise Terminal
- Home to world-class galleries, museums and attractions - Tate Liverpool, the Beatles Story, Merseyside Maritime Museum, International Slavery Museum, Mattel Play! Liverpool, and Magical Mystery Tours
- Boasts over 20 restaurants, bars and cafés, and two hotels
- Coach drop off and pick up available on-site, making it perfect for group travellers and coach parties.



Albert Dock: Looking Ahead

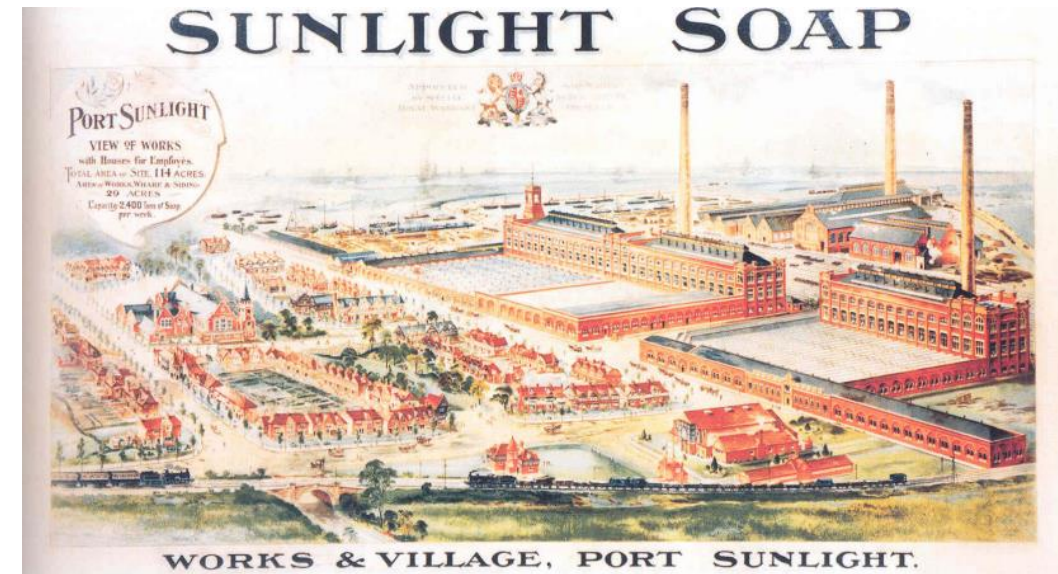
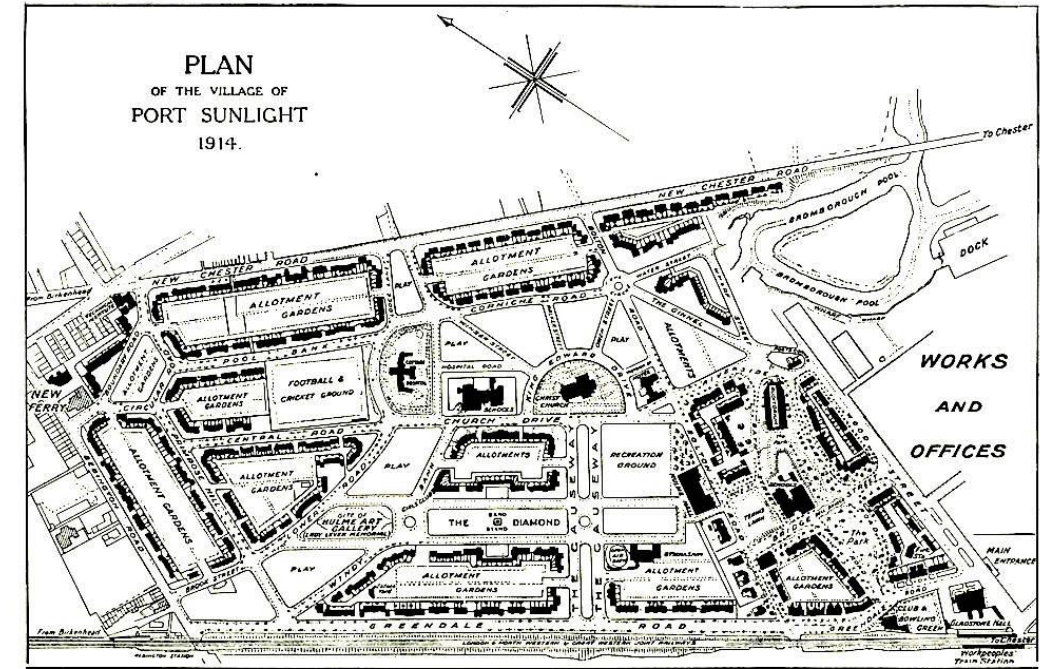
- Albert Dock itself stands at an important point in its development. Its leaders wish to increase the economic, social and cultural contribution it makes to the Liverpool waterfront, city centre and city region. In many regards Albert Dock is a catalyst for regeneration.
- Gower Street Estates which holds the freehold of Albert Dock is anxious to increase its impact and profile. And Aberdeen Asset Management, who recently bought the majority of the commercial elements of Albert Dock, has ambitious plans for its future development. Liverpool city region itself is going through important changes with the construction of new governance machinery including the elected Combined Authority Mayor, all of which has increased interest in the development of a sustainable, modern economic strategy for the city region.
- The very success of Albert Dock has also affected its own relative standing, partly because of its pioneering efforts and achievements, Liverpool city centre has changed dramatically. There has been substantial investment in many different parts of the city centre, such as the Liverpool One retail development which has shifted the centre of the retail core complemented by 37 units offering leisure, food and drink. The city has been expanded, diversified and significantly improved—commercially, culturally, and architecturally and consequently it is felt the Dock will lose its distinctive offer.
- There are also concerns that, despite the efforts and improvements in recent years, Albert Dock does not connect sufficiently well with the areas around it including the city centre.
- Many stakeholders feel the Dock needs to think more about its particular niche in terms of retail and leisure and how it can best complement Liverpool One but differentiate its visitor offer at the same time.



Port Sunlight

The finest surviving example of early urban planning in the UK...

- The village is home to more than 900 Grade II listed buildings set in 130 acres of parkland and gardens and has remained largely intact since its foundation by William Hesketh Lever in 1888.
- More than 30 different architects created the buildings, monuments and memorials in place today, and nearly every period of British architecture is represented through revival design. The village is a good example of the aesthetic movement, which emphasised visual and sensual qualities of art and design, and the Arts and Crafts Movement, with its emphasis on traditional craftsmanship.
- Lever built Port Sunlight to house the workers at his soap factory, Lever Brothers, which eventually became the global giant, Unilever. The village represents one man's vision to provide industrial workers with decent, sanitary housing in a considered architectural and picturesque form.
- However, rather than a philanthropic venture, Lever claimed it was all part of a business model he termed 'prosperity-sharing'. Rather than sharing the profits of the company directly with his employees, Lever provided them with decent and affordable houses, amenities and welfare provisions that made their lives secure and comfortable and enabled them to flourish as people. It was also intended to inspire loyalty and commitment.



Port Sunlight

- Port Sunlight is situated on the eastern side of the Wirral Peninsula, at the western side of the River Mersey. The area is approximately 10.5 km (6.5 mi) south-south-east of the Irish Sea.
- In 1887, Lever Brothers began looking for a new site on which to expand its soap-making business. The company bought 56 acres (23 ha) of flat unused marshy land in Cheshire, south of the River Mersey. It was large enough to allow space for expansion, and had a prime location between the river Mersey and a railway line. The site became Port Sunlight, where William Lever built his works and a model village to house his employees and personally supervised planning the village, and employed nearly thirty different architects.
- Between 1899 and 1914, 800 houses were built to house a population of 3,500. The garden village had allotments and public buildings including the Lady Lever Art Gallery, a cottage hospital, schools, a concert hall, open air swimming pool, church, and a hotel. Lever introduced welfare schemes, and provided for the education and entertainment of his workforce, encouraging recreation and organisations which promoted art, literature, science or music.
- The prosperity of the Macmillan years in the 1950's meant people expected more from their domiciles and surroundings. An extensive report produced in 1962 resulted in the formation of a new company to run the village - Unilever Merseyside Ltd. Major changes were made to the properties to bring them in line with modern suburbia - often carried out when the houses became vacant. By the 1980's, there were 10,000 employees in Merseyside and only a small fraction of those were housed in the village. The tied tenancy system was becoming unmanageable because of the industrial and social climate of the time and the sheer impossibility of employing a fair selection process.
- Port Sunlight was declared a conservation area in 1978 and in 1980, houses were put up for sale and over half the stock of 850 houses and flats have been sold.. In 1999 Unilever established a Charitable Trust – the Port Sunlight Village Trust, to create a self sustaining model that would serve the interests of the resident community, preserve the unique architecture and green spaces, and create a distinctive experience for more than 300,000 visitors a year.



Port Sunlight - From Villagers to Visitors

- Since the formation of the independent Trust, considerable focus and investment has been placed into building a visitor experience that celebrates the industrial heritage and story of the village, alongside the opportunity to appreciate the architectural assets and landscapes.
- For those wanting to explore the village, a museum opened in 2006. The museum is filled with a mix of special exhibitions, evolving displays, interactive touch screens and film footage from past into present day; in addition to a recently restored Edwardian restored worker's cottage.
- The village also offers a variety of tour options - from a multimedia tour, guided village tour led by a Port Sunlight guide or a self-guided walking trail on a circular route starting and ending at the museum, in addition to enjoying traditional “quintessentially English” refreshment in the village tea rooms.
- The village also hosts a full yearly programme of events, including open air theatre, family picnics and concerts - utilising the green spaces and on site theatre spaces such as the Coliseum. Staying visitors can event rent one of the village's distinctive cottage properties as and distinctive and immersive accommodation experience and the site is generating increased exposure by use of the location in period programmes and films including the BBC's “Peaky Blinders”.



Port Sunlight – Signs of Success

- Port Sunlight now attracts in the region of 30,000 visitors per year.
- Visitors are diverse, including mainly families, day trippers, international, nostalgia buffs, locals and visitors for events.
- New facilities, events and visitor exhibitions are opening, including the recreation of a worker's cottage and interactive / AR tours.
- Increasing focus on developing partnerships and synergies with other heritage sites on a regional and national basis and a strategic focus on commercial product development such as joint ticketing and development regional “industrial heritage” itineraries.
- Industry and peer recognition – multiple awards and accreditations.
- Showcasing & media exposure – a prime tv / filming location (Chariots of Fire to Peaky Blinders)



Green Tourism Awards 2013



Green Business Tourism Award
(Silver)

Local Awards 2014



Liverpool City Region Tourism
Awards 2014 - Winner

Regional Awards 2015



Liverpool City Region Tourism
Awards 2015 - WINNER

GRADINGS

VAQAS VB Attraction VAQAS



Port Sunlight – Looking Ahead

- With the final payment of the Unilever covenant this year, Port Sunlight will be placing greater focus on income generation through smarter use of its assets as well as realising the commercial potential of the village as a visitor destination – focusing on attracting new audiences such as families and groups and by increasing the amount that all visitors to the village spend.
- In terms of the overall experience, research shows that visitors associate Port Sunlight with its industrial and built heritage. Whilst these are clearly strengths, this is perhaps reflective of the features that satisfy older audiences who prefer a relaxing leisurely experience as opposed to younger audiences who prefer activity and event led experiences.
- Affirming this, visitor insight highlights development in areas such as digital media for helping visitor orientation and wayfinding, and to bring the stories of the village to life in an interactive way (particularly augmented reality), critical for attracting greater numbers of families and broadening the potential to attract more diverse – and lucrative – audiences.



Lord Street

The mile long Victorian thoroughfare, said to have been the inspiration for the tree lined boulevards of Paris, has many fascinating stories to tell...

HISTORY

- Before the 1790s the area was occupied by scattered fishermen's and farmers' cottages set behind a sandy beach and a belt of sand dunes. The growing popularity of sea bathing and the opening of the Leeds-Liverpool Canal led to locals in Churchtown opening up their cottages as lodgings for visitors who would travel to the beach in carts. In 1792 a bathing house was built by Mr Sutton, landlord of an inn in Churchtown, he then constructed a more permanent hotel in 1798 and it is believed to have been here that the name "South Port" was chosen. Around this time a number of other inns and marine villas were constructed around the area of modern day Lord Street West.
- By 1824 the line of Lord Street had been established, development having spread northwards with houses and hotels lining each side of the street. The name Lord Street refers to the two Lords of the Manor (Hesketh and Bold) who collaborated in order to allow the establishment of the street.
- Lord Street was originally a dune slack, which is a boggy area behind the dunes. The first buildings avoided this wet area, being built well back from it, this is what accounts for the unusually broad width of the street.
- Development gathered pace after 1835 when sea defences were built, protecting the land from inundation and conveniently also constructing an attractive promenade. Grand hotels such as The Prince of Wales, the Scarisbrick and the Bold were constructed. The more easily accessible properties on the seaward side of Lord Street were quickly converted into shops and those on the landward side with long enclosed gardens remained as dwellings.



Lord Street

- Lord Street was laid out and the policy of granting building leases was started. The character of Lord Street within the Southport coastal resort was however, not established until after the 1840's where a new policy encouraged residential development and to develop the town as a seaside town for the 'refined' and 'well to do'.
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- landward side with long enclosed gardens remained as dwellings.
- By the end of the 19th century Southport was well established as a select residential town and high-class resort, evident in substantial hotels, public buildings, exclusive shops and dignified public gardens.
- In 1848, a rail service became available from Liverpool to the town. Visitors travelled previously by canal and road. Then, from 1853, people could go by train to the resort from Manchester (via Wigan) and the lovely seaside town attracted thousands of workers from the Lancashire mill towns.
- It is a little known fact that Prince Louis Napoleon (*Louis-Napoléon Bonaparte*) lived on Lord Street from May 1846 before becoming Emperor of France in 1851, and it is said that inspired by his stay in the town, he set his Prefect of the Seine, Baron George Haussman, to work redesigning the city of Paris in similar style.
- The Victorian era has left the town with a glorious legacy - the spaciousness of Southport, the parks and gardens and wide tree-lined streets. Lord Street, one of Britain's finest boulevards, is the main shopping thoroughfares - straight and wide for almost a mile. Along one side are shops with Victorian glass topped canopies and on the opposite sides are gardens, fountains and classical buildings.

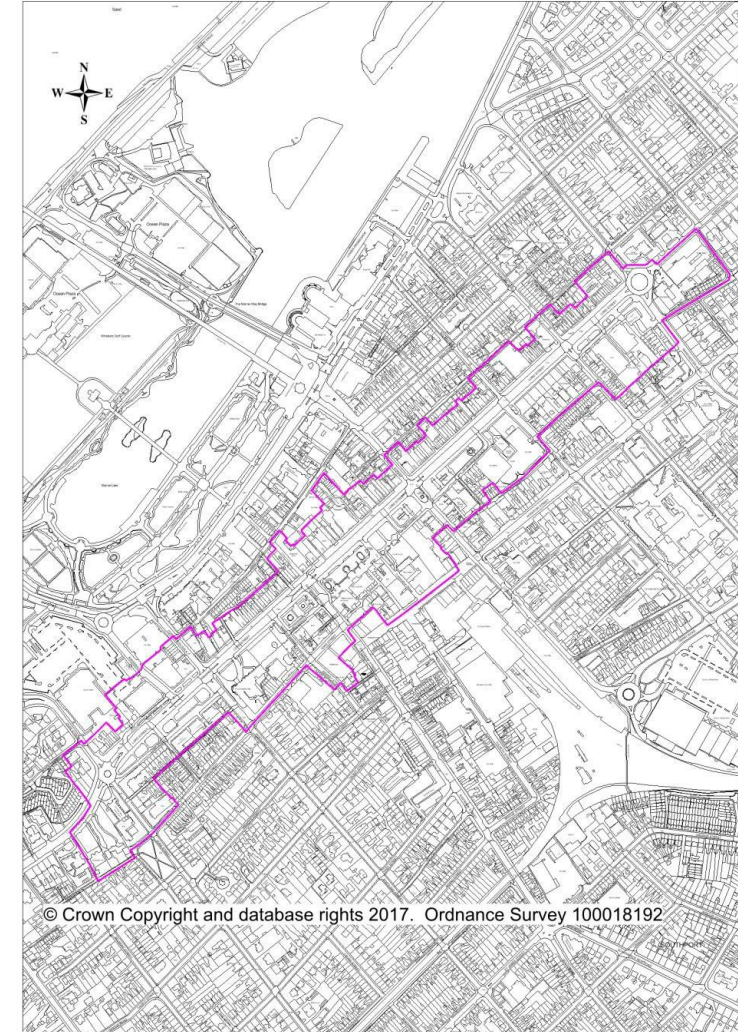


Lord Street

- The Victorian shops and banks that line the seaward side of Lord Street and the street's cast iron verandahs were developed between the late 19th century and the early 20th century, they form a highly distinctive element of the town centre.
- The public gardens were developed from the 1860s onwards on land which had formerly been private gardens and enclosed land. The current gardens were laid out by the Borough Engineer A. O. Jackson between 1919 and 1930, based on the neoclassical designs of the eminent landscape architect Thomas Mawson.
- The war memorial, designed by Grayson and Barnish is the central focal point of Lord Street, with the obelisk, colonnades and reflection pools forming an impressive feature that spans the broad junction.

The Conservation Area

- Lord Street Conservation Area was designated in 1973 and was last appraised in 2005. Numerous listed buildings are encompassed by the conservation area including 'The Atkinson' and the Town Hall, the war memorial and colonnades, the Prince of Wales Hotel and a sizeable portion of the shops and verandahs are all listed on the national list of '***buildings of historic or architectural interest***'.



Lord Street

- Lord Street has traditionally been one of the most renowned shopping streets of North West England but like many other town centres has experienced lower levels of footfall, increasing numbers of vacant units, competition from large out of centre retail destinations and the growth in online shopping.
- Investment previously has included extensive Public Realm improvements circa £5m.
- There has also been substantial investment (£17m) into The Atkinson (entertainment venue) to develop a multi purpose cultural hub.
- Looking to the preservation of the physical assets, the Future Townscape Heritage project will help Lord Street connect to other key areas in Southport by improving the historic fabric of buildings (Over £2 million fund)
- Plans have also been drawn up for a new public realm scheme that will a large new event space created while also helping Southport compete as a multi-purpose leisure/shopping destination making use of its best assets.



Appendix

Resources:

This document draws significant information from the following sources:

- portsunlightvillage.com
- Visitwirral.com
- VisitLiverpool.com
- Liverpoollep.org
- lord-street.com
- southportvisiter.co.uk
- albertdock.com/history
- liverpoolmuseums.org.uk
- victorianweb.org/art/architecture/portsunlight
- theguardian.com
- unilever.com
- liverpool.ac.uk (Heseltine Institute for Public Policy & Practice)
- NWRS Port Sunlight Visitor Profiling Report 2017