CITY MARKETING STRATEGY

A CITY MARKETING STRATEGY FOR LIVERPOOL

The NWDA's Regional Economic Strategy identifies the key role of the City Centre in the promotion of economic activity and competitiveness of the region.

Liverpool's competitive position at an international, national and even regional level has been progressively eroded. Achieving a step change in the image of Liverpool among the regional, national and international business community is a primary goal of the Strategic Framework. The Framework together with other current initiatives in the City will set the framework for physical, economic and social regeneration of Liverpool City Centre.

Maximising the impact of the public and private investment programme under the Strategic Framework is vital. A significant and well resourced strategy for marketing the City should be initiated in order to reposition the City, particularly for inward investment. Other cities, such as Glasgow, Newcastle, Barcelona and historically, Milton Keynes have achieved significant results through such strategies. Key targets from the City Marketing Strategy should be linked to improving the City's performance in inward investment in both regional and national terms.

The Mersey Partnership currently undertaking promotional marketing at a sub-regional level, but this is branded under Merseyside. In addition, Liverpool City Council are developing an initiative in conjunction with the NWDA, EP and private businesses to promote Liverpool for inward investment. These plans are at a developmental stage. To inform these developments, an approach has been set out to creating a City Marketing Strategy.

KEY STEPS

The development of a City Marketing Strategy will necessitate the following key steps:

- Identify the **components of a successful / competitive city** and Liverpool's unique selling points (USPs)
- **SWOT analysis** and **thorough research** of Liverpool 's current and potential future **competitive position and advantages**
- Establish the Liverpool **brand**
- Identification of **target markets** for Liverpool
- Creation of highly **focused** and **informative marketing material** which clearly **establishes the business case** for Liverpool
- Decide on the appropriate **vehicle for implementation** and secure **resources and funding** for launch
- Reinforcing existing and establishing new **business support systems**
- **Performance measurement**

Components of Successful Cities

Successful cities worldwide demonstrate a number of key facets which support and/or reflect their position:

- Strong, dynamic economy and business profile
- Skilled labour force
- Accessibility / connectivity
- Quality of life
- Culture
- Legislative framework
- High quality of urban environment
- Public awareness / high profile

The relative strengths of these successful cities in relation to the key facets obviously vary. What successful cities have done is to identify their particular strengths and market them while working to improve their weaknesses.

A SWOT analysis was undertaken for Liverpool as part of the Strategic Framework and information on Merseyside's competitive position has been compiled by the Mersey Partnership. However, the research required to support a City Marketing Strategy would necessitate a more comprehensive study and detailed analysis of Liverpool's competitive position and performance in relation to the factors listed.

SWOT Analysis

Through a process of SWOT analysis and detailed comprehensive research it will be possible to identify the relative competitive position of Liverpool in relation to the factors which have been identified as components of successful cities. These characteristics are identified on the charts that follow.

Information Centre

The proposed research should be consolidated to form a platform from which a full and detailed City Marketing Strategy can be devised. It has also been noted in undertaking this Strategic Framework that there have been a number of individual pieces of research that could be combined to assist with the City Marketing Strategy. It is therefore recommended that a detailed library / index of this important information should be created to be easily accessible to a wide audience (e.g. on-line as well as other usual formats).

The Liverpool Brand

Establishing a brand that is uniquely Liverpool will be an important element of the marketing message. The brand must be appealing in terms of Liverpool as a business environment / location and at an individual level as a place to live, work and visit.

Brand consultants should be used to develop the Liverpool brand. The 'Glasgow's Miles Better' strap line is indicative of such a successful branding and marketing campaign.

Target Markets

Through the analysis and research advocated above the more detailed economic and business specific research below, it will be possible to identify and prioritise targets that should be selected to receive a targeted marketing approach.

Liverpool's Economic and Business Profile

Fundamental to the regeneration process will be the improvement in the economic profile of the City through the objective of increasing aggregate demand from business, residents and tourists. Liverpool is already displaying evidence of increasing economic activity with indigenous growth, particularly in the leisure and residential sectors and some limited success in inward investment. Significant improvement in economic performance is, however, necessary.

The Business Development Strategy for Liverpool (Amion Consulting, May 2000) proposes three key issues offering significant potential economic impact:

- Getting the business friendly context right.
- Targeting businesses and sectors with real growth potential (in accordance with the NWDA's Business Needs Review).
- Achieving growth through the development of City Centre sectors and clusters.

'Success Factor'	Competitive Analysis
▪ Economic & Business profile	– Sector and sub-sector groups which might indicate areas of potential growth (See 'Business and Economic Analysis') – Performance in Foreign Direct Investment (FDI) – R&D – Business support – Conference/exhibition/convention activity and potential
▪ Labour supply cost and skills	– skill sets of the TTWA* catchment – strengths and where are the skills training gaps – salary and wage costs – availability of labour
▪ Accessibility/ connectivity	– local, regional, national, European and international – internal ease of access including quality public travel – airport(s)
▪ Business premises	– quality and availability – comparative cost – flexibility to grow
▪ Operating costs	– other operating costs which offer (dis/)advantage
▪ Quality of Life	– cost and diversity of housing and location – schools, medical and health services – security – access to leisure/ tourist activities – social activities – bars, restaurants etc
▪ Culture & cultural diversity	– Cosmopolitan city – Diversity and critical mass of activity and history – High and popular culture – Sporting events and participation

**TTWA = Travel to Work Area*

Detailed research and analysis will be necessary to examine Liverpool's position in relation to all of the above factors. However, the Strategic Framework has concentrated on providing greater detail of the type of work required for the economic and business profile of the city and of its labour skills, costs and availability in the following section.

Economic and Business Profile

Research	*Output/ Knowledge/ Indicator*
▪ GDP by business sector in Liverpool	▪ Identify value add sectors
▪ top 10 sectors in employment	▪ Sector focus ▪ Cluster potential ▪ Skill base
▪ business breakdown and change in business sectors 1990 - 2000	▪ As above ▪ Growth and change in economy ▪ Plan for continued change
▪ Breakdown of employment by business size	▪ Vulnerability to large employer and industry performance
▪ Analysis of high growth businesses – ICT, multi-media, biotechnology	▪ Identify and quantify presence of key firms in high growth sectors ▪ Opportunities for high growth sector targeting for support and development ▪ Identify skill and training needs
▪ Analysis of University USPs and their level of 'commercial' activity	▪ Potential for cross fertilisation with business ▪ Development of skills ▪ Development of specialist clusters
▪ Analysis of foreign owned companies	▪ overseas targets for FDI marketing ▪ Development of business networks with parallel networks in country of origin
▪ HQ or other function companies in Liverpool	▪ Identify nature of functions operating in Liverpool ▪ Target similar functions companies not represented
▪ FDI by sector	▪ overseas targets for FDI
▪ FDI by type (expansion, JV, new investment or acquisition)	▪ Identify other potential strategic alliances
▪ Business fertility (start up rate)	▪ Potential to increase business start ups ▪ Development programme to support start up

Liverpool - The Business Friendly City

Establishing Liverpool with a reputation as a city that has a positive and highly supportive attitude towards business is important both for the retention and development of existing Liverpool businesses and for attracting new inward investment. It will be necessary to identify what will make Liverpool perceived to be more business friendly than its competitors, for example:

- An efficient and effective marketing strategy and marketing material.
- A dedicated team to address existing business and new investment enquiries – this group should have strong links with the business community and local authority to ensure business concerns are heard and as appropriate acted on.
- A local authority which is well managed and responsive to business needs.
- The unique selling point of a One Stop Funding Shop which provides a comprehensive and effective service to business on all matters relating to public sector financial support.
- Flexible tenure and quality office accommodation.

Targeting and Growth Sectors / Clusters

The City should seek to develop a robust strategy targeting businesses that will deliver quality new full time employment. It is, therefore, essential to encourage the development of the high growth new industries - ICT and knowledge based business are particularly relevant for Liverpool since research indicates that there is an under representation in the North of business in these sectors. In addition, the development of greater interaction between business and the universities represents an area in which the City might differentiate itself from its competitors.

The work undertaken by Amion Consulting, which involved a sectorial analysis of the business profile of Liverpool to identify growth target sectors and clusters, has been reviewed and incorporated into this Strategic Framework.

Focus should be on sectors with real growth potential. In particular, high growth sectors include:

- Information Communications Technology (ICT)
- Multi-media and arts / culture
- Medical / health
- Biotechnology
- Leisure & tourism

Research	*Output/ Knowledge/ Indicator*
▪ demographic profile of population in TTWA (particularly 25-34 year olds)	▪ base information to inform targeting and marketing strategy ▪ positive messages relating to young population
▪ forecast population growth and initiatives to support	▪ requires a positive 'spin'
▪ executive salary and other wage costs ▪ skills index ▪ absentee and industrial dispute rates	▪ evidence that Liverpool offers a low employment cost base ▪ base information to inform targeting and marketing strategy ▪ identify whether there is a 'Liverpool' labour factor which is competitive
▪ University specialisms and USPs	▪ identify high level skill base ▪ identify new target sectors based on leading edge R&D ▪ incubation of R&D/ small businesses
▪ output of graduates by sector ▪ 'local' employer review	▪ identify high level skill base ▪ informing strategy for retaining graduates in the city ▪ positive feedback on workforce attributes (lessons to be learnt on negative issues)

Labour Skills, Costs and Availability

- University specialisms with potential for business incubation
- Other 'plug & go' business users

A target marketing strategy aimed at sector focuses should seek to attract such businesses to Liverpool as well as developing potential links within the region. Where such businesses operate in Liverpool they should be targeted to apply a package of measures for their development.

Similarly it will be necessary to review Liverpool's and the sub-region's existing businesses that will include the following sectors:

- Automative
- Oil / gas
- Insurance, trade and shipping
- Distribution and food processing
- Port related
- Chemicals/ pharmaceuticals
- Call centres

Focused Marketing

Increasing the level of aggregate demand within the City's economy will require new inward investment. Increasing inward investment through the targeting process described above requires research and analysis to determine the sector and cluster focus, but in addition to build the information and material used to market the City to these targets.

Similar to a number of other regional centres, particularly lower cost centres, Liverpool has sought to position itself as a call centre location, although the marketing to this sector has effectively been at a sub-regional level (Merseyside) through the Mersey Partnership. Call centres within Merseyside include QVC, Abbey National, Owens Corning, BT, Barclays, Littlewoods and Telewest. Liverpool should continue to position itself to take advantage of 'footloose' call centre requirements, although this sector continues to evolve rapidly and it will therefore be necessary to ensure that the City keeps abreast of the latest developments in technology, employment skills and training needs and responds accordingly.

Discussions with those businesses in Liverpool that play a role in the inward investment process indicated that there is need for further research based comprehensive information on Liverpool aimed at establishing the business case for the City.

Establishing the Case for Liverpool

It will be necessary to prepare marketing material which:

- Covers the key components of a successful city as identified above
- Establishes the business case for Liverpool and as a place to live, work and visit
- Is in a format which enables the delivery of highly focused information in different formats (paper and electronic, internet etc) which can be tailored to specific targets
- Is of high design quality
- Is free

Vehicle for Implementation

The following factors will be important when deciding how to establish the vehicle for implementation:

- Secures the right leadership with clear business track record
- High calibre of staff offering sector specialisms and experience of delivering business to business services
- The introduction of private sector stakeholders or members that provide:
  - financial or in kind support
  - the ability to network potential new businesses into the business community at the earliest opportunity
  - support of all key public sector agencies

- financial security for a minimum period

Business Support Systems

In addition to the existing organisations and regimes for supporting business and training, there will be a need to develop new initiatives aimed at attracting and supporting business. These could include:

- Business ambassadors for Liverpool should be engaged in a PR role for Liverpool. Senior business figures in Liverpool should also be engaged in acting as ambassadors for Liverpool when meeting national / international businesses which might be targets for the City.
- Encouraging / securing private sector support for joint ventures in overseas marketing initiatives.
- Business angels have been proposed in the SRB 6 – key individuals in the business community could act as 'angels' in offering advice and expertise to young and start up companies.
- Engaging with key business associations to share business development opportunities (e.g. contact with related foreign associations).
- A 'think tank' of high calibre, interested individuals who are representative of the business, public and voluntary sectors, culture, community etc to challenge and inform the vision, the targeting and marketing strategies.

Performance Measurement

Based upon a well defined, challenging but robust business plan, the agency should be subject to performance measurement.

Within a five year business plan, performance in the initial 1-2 year period might be measured against:

- Attracting private sector financial/ in kind support
- Mobilisation of business leaders
- Extent of profile / status
- Early wins and retentions

RECOMMENDATIONS

Against the background of Liverpool's current positioning in the UK and Europe, a City Marketing Strategy will ensure a city focused approach to targeting and attracting appropriate private inward investment and ensuring growth and retention among existing businesses.

A City Marketing Strategy is a fundamental tool in implementing the Strategic Framework and achieving a step change in the positioning and economic regeneration of the City.

The City of Liverpool should be marketed for business, inward investment, tourism and leisure and generally, for growth under a Liverpool brand. It is anticipated that the economy and environment of the City Centre would feature strongly in the messages, analysis and supporting marketing material. An appropriate vehicle should be utilised to deliver such a City Marketing Strategy. The Strategic Framework acknowledges Liverpool City Council's initiatives in addressing this matter.

THE PLANNING PROCESS

ADOPTING THE STRATEGY

The statutory planning process is a key tool in the implementation of the Strategic Framework. To achieve successful implementation the Framework will require:

- Formal and informal 'buy in' to the Framework by Liverpool Vision's Board and the Board's constituent sponsors/members.
- Of equal importantance is the 'buy in' of staff of these or other organisations who will be responsible for implementing the Framework and delivering the vision.
- Incorporation of key elements of the Strategic Framework in the statutory planning process to give weight to the proposals both in the determination of planning applications and in CPO action.

The current Unitary Development Plan (UDP) for Liverpool is the document which broadly defines planning policy for the City Centre. The draft document was placed on deposit in April 1996 and it is expected to be adopted in October 2000, having been through a public consultation process. However, the current plan is time limited (until March 2001) and the process of review is already underway. Wherever possible a fundamental aim of the Strategic Framework should be to include initiatives outlined within the new UDP.

The UDP is the primary reference document when considering planning applications, although in a number of instances national Planning Policy Guidance (PPGs') has been published and which may supplement or amend provisions of the UDP. The review of the Plan will take on board such guidance and incorporate initiatives which have been developed since 1996.

The proposals for the Paradise Street Development Area (PSDA) stem from specific guidance in PPG6 and also incorporate the sequential principles embodied in the UDP. This Planning Framework (which has been the subject of two public consultation exercises) will be incorporated in the revised UDP.

The Strategic Framework is a wide-ranging document which proposes specific planning interventions within the City Centre. It is considered that the City Council should be asked to agree in principle these interventions, which will begin to give them weight within the planning process. Their strength as material planning considerations should then be increased by developing, in appropriate cases, further guidance in the form of: design guides, planning frameworks or development/planning briefs. Ultimately, the major planning interventions included in the Strategic Framework should be included in the main body of the revised UDP, or as supplementary planning guidance to it.

The Strategic Framework (together with the PSDA Planning Framework) implement the Government's advice to produce Town Centre Strategies and the Strategic Framework is an exemplar in terms of key stakeholder, private sector and community involvement. However, whilst PPG12 may allow certain elements of the Strategy to form Supplementary Planning Guidance, incorporating Town Centre Strategies into an adopted UDP can take a considerable amount of time, creating both uncertainty and impacting on deliverability. Government should consider how Town Centre Strategies could be incorporated into the statutory planning system in parallel with, or in addition to, the statutory development plan process.

COMPULSORY PURCHASE ORDER PROCEDURES

Land assembly is usually a key issue in the delivery of area based regeneration projects. Indeed, land assembly is highlighted in the Urban Task Force report as a key issue and recommends that CPO powers be reviewed and Government guidance amended to produce a streamlined system for land acquisition to make it easier for local authorities to implement.

Opportunities have been identified in the Strategic Framework where it will be necessary to effect the use of CPO powers and therefore the formal adoption of the Strategic Framework is an important factor in its implementation. Indeed, policy confers equal authority for CPO purposes as if the policy were contained in the UDP.

The three organisations which could effect CPOs are:

- Liverpool City Council
- North West Development Agency (NWDA)
- English Partnerships

The most likely organisations that would use CPO powers are the City Council and the NWDA. The use of CPO by local authorities has generally been limited and large scale land acquisition was most prevalent under the Urban Development Corporations.

However, recent case law (Rochester Riverside) should provide confidence to authorities in the use of CPO powers, since the Secretary of State in considering this case agreed with the Inspector that the local authority was the party best able to manage and co-ordinate the regeneration and land assembly process.

The CPO procedure is statutorily defined and is governed by the service of certain notices, with affected parties having a right to object first to the Secretary of State, and then to the High Court. The entire procedure usually takes between 12 – 18 months, but this varies significantly depending on the number of objections received etc.

The Urban Task Force report recommends a review of CPO procedure to produce an accelerated system that is likely to require legislative changes. In addition, a Government Committee, led by the Department of Environment, Transport and the Regions (DETR), is currently reviewing CPO procedures with a view to making recommendations to streamline the process. Their report is expected soon and it is anticipated that it will recommend legislative changes to the CPO process.

Such changes would be welcomed for the implementation of this Framework. However, it is currently uncertain as to whether the time scales involved in legislative changes will be beyond the timing for the use of CPO powers under the Strategic Framework. However, a proactive and committed stance towards acquisition will be required from whichever authority is most appropriate to use CPO powers.

The Strategic Framework does not make specific reference to the locations where CPOs might be used. This is completely intentional so as to avoid the speculation that could arise once any opportunities identified in this document are released to the public.

Other Planning Policies

Section 106 of the Town and Country Planning Act 1990 enables local authorities to enter into agreements with developers to remove barriers to development and reduce the costs to or impacts on the neighbouring area arising from the development. Section 106 agreements are often used to secure 'planning gain', although councils must be careful to be seen to be consistent and fair to avoid protracted negotiations and disagreements with developers. The City Council should systematically assess the commercial viability of each development to ensure a section 106 agreement does not unnecessarily impede or deter development. Clearly this is critical during the early stages of regeneration in order to attract investment. However, the City Council should not accept development at any cost.

In addition, funds raised through 106 agreements should be coordinated with specific projects where possible and not applied in a piecemeal fashion. A major public realm intervention for instance, could be part funded by a number of section 106 agreements and various other public resources.

Liverpool City Council should also set up fast-track arrangements to ensure major City Centre applications pass through the development control process in eight weeks or less. In order to achieve this, it is critical that all planning guidance is in place and that the necessary resources are provided, even if this means the City Centre is given priority within the planning system. This type of arrangement was successful in Manchester to expedite the rebuilding of the City Centre following the 1996 bomb and it is critical that Liverpool can also demonstrate its commitment to regeneration in order to attract investors

Heritage / Listed Building Issues

One of the greatest legacies of the wealth that Liverpool's docks generated at their height is the City's built environment. There are over 1,500 listed buildings city wide, with more than 50 Grade 2* listed buildings in the City Centre. Even more impressive, is that there are more than ten Grade 1 listed buildings in the City Centre, including Albert Dock which alone contains the largest collection of Grade 1 listed buildings in Britain. In addition to individual buildings receiving listed status, the City Centre contains seven convervation areas which seek to protect their urban setting.

The rich building fabric of Liverpool's historic City Centre is a prime attraction of the City and should be celebrated and made accessible. In regenerating the City Centre, the historic structures – listed or not – need not be seen as stifling development. Rather, the **creative re-use and adaptation** of these structures for contemporary uses will be a challenge to architects and designers, and support should be given to developers and owners in their efforts to maintain the fabric. Good examples already exist in the City – especially in the Rope Walks area – which should serve as the benchmark for future projects.

Grade 1 Listed St George's Hall - Queen Victoria proclaimed it "worthy of ancient Athens".

Creative re-use and adaptation of an historic structure in the Rope Walks area.

English Heritage and Liverpool

Over the past ten years English Heritage (EH) has been a major contributor of finances to aid the restoration / enhancement of the historic built environment of the City. Much of this money has been used as cornerstone or pump-priming funding to attract larger amounts from investors both in the public and private sectors. The 1999 EH publication *The Heritage Dividend* gives further details on an impressive record of match funding to EH grant.

EH sees its role nationally, but especially in cities such as Liverpool, as a champion of the historic environment, and as a regeneration agency. Almost uniquely among these agencies, EH insists that the cultural assets of any location are the starting point for successful regeneration strategies, notwithstanding the related activities of other organisations which deal primarily with issues ranging from education to skills training. As such, EH is identified as a key partner in regeneration activities, and brings additional resources of expertise and knowledge as well as funding.

In Liverpool this is demonstrated in the **on-going warehouse study** being undertaken by listing and survey staff, in conjunction with Liverpool City Council. As well as the quality and importance of the riverside buildings and the commercial districts, Liverpool has a rich heritage relating to its trading history through the numerous warehouse buildings within the city. In terms of numbers, variation, date and quality, these are some of the most important buildings of their type in the UK, and have been largely neglected. The programme of survey and listing currently on-going will be used to highlight the importance of these buildings nationally and locally through publication, and will also be used as a framework for a management plan to protect these assets.

In this regard, protect should not be mistaken for prevent. EH has taken, and will continue to take, a pragmatic view of the needs of regeneration, and will work positively with others to achieve shared aims and objectives. This is being amply demonstrated with the warehouse restoration and re-use at Lower Duke Street, which is currently being implemented. EH will, however, continue to insist on adaptations and new build in sensitive areas of the **highest quality**, and will not accept sub-standard design. This is seen as self-serving, short-term and counter-productive.

THE VISION REALISED - 2010

Liverpool is now regarded as a place where people and business want to be.

At the turn of the century (year 2000), the city fathers recognised that the great City of Liverpool was a shadow of its former self so they galvanised the community and business leaders to deliver a better Liverpool. The renaissance of Liverpool has now arrived.

Liverpool is now the North-West City of opportunity and choice

- Job prospects have never been better.
- There is a diversity of strong businesses in the knowledge-based industries, media, financial, insurance, creative arts, professional services and pharmaceuticals, etc.
- The business exchange in the commercial district has significantly increased business 'start up', small and medium enterprise (SME) growth and the transfer of intellectual capital to both high growth SMEs and larger businesses providing sustainable employment growth.
- There has been a significant improvement in employment, with the increase being in excess of the national average of 6.7%.
- GDP per head of population has increased significantly over the last ten years and is now at a level well above the European threshold for Objective One Funding.
- Viable development can be delivered without grant in all sectors – residential and commercial.
- The major leisure attractions and tourism interventions on the waterfront together with the redesigned Pier Head and new vibrant Cultural Quarter have created substantial additional visitors to the City of Liverpool. The integrated tourist offer has doubled the average length of stay with corresponding increase in tourist spend in the City. Revenue growth from business tourism has been impressive, particularly following completion of the Liverpool International Conference Centre and Arena.
- The introduction of new integrated shopping to the PSDA has enriched the shopping experience to both Liverpool's residents and the region. Designer names and additional department stores have been attracted to the nationally renowned developments that have created a new heart in the City.
- Liverpool is now one of the top ten shopping destinations out of the property market analysis (PMA) 100 towns ranked by spending volume, compared to being fifteenth in 2000.
- Liverpool has now embraced a city living culture. The improved urban environment, public realm and employment prospects in the high growth knowledge industries have encouraged the young professional. In addition, quality city centre schooling and child care has created a family inclusive city. The population of the City Centre has increased in excess of 30% between 2000 and 2010.
- Liverpool is now regarded as being complementary to Manchester, it's growth in the early 21st Century has reinforced the North-West's economy and is recognised as being directly responsible for increased overseas investment to the region, particularly from Europe and North American.

So, what of the future?

Liverpool has demonstrated that with a clear vision, a challenging and robust Strategic Framework and quality people resources it is possible to turnaround a city's fortune.

Both the community and city business leaders now want to build on the firm platform for growth that has been created in the early 21st Century.

The key will be to continually drive for excellence in delivering services to business, residents and visitors thereby creating the opportunity to retain intellectual talent within the City and leverage from the vibrant, creative atmosphere that makes for a sustainable city.

A City's Performance Indicators

The degree to which Liverpool will be successful in attaining these results can be measured against certain principal performance criteria outlined on the adjacent chart. In addition, the *Liverpool First* prospectus outlines in more detail other indicators.

PERFORMANCE INDICATOR	COMMENTS
Economy Indicators	
GDP growth per Capita	EU data comparison
Unemployment Rate	Regional and national comparison
Population	
Population change	
Employment and Labour Skills Indicators	
Labour skills index	Regional and national comparison
Secondary and higher educational attainment	Regional and national comparison GCSE, degree and National Vocational Qualification (NVQ) attainment levels
Employment male/ female in full/part time	
Mean gross full time earnings	
Business Indicators	
Business Fertility	Number of business start ups/ winding up orders
Numbers employed in high growth industry sectors	
Tourism and Business Tourism growth	Aggregate numbers and spend
Property Market Indicators	
Commercial property rental levels	Relative change to comparator centres
Take up of commercial property space	
Net new commercial floorspace	Analysis to include new space as % of existing stock
Vacancy rate of commercial buildings	
% of previously developed, vacant and derelict land and buildings	
Number of hotel rooms	Analysed by quality
Rateable value of the City	Five yearly index reflecting underlying worth of a city. Regional and national comparison.
Quality of Life	
Total recorded crimes per 1,000 of population	
House prices and choice	Growth/change in average house prices relative to regional and national statistics

Sponsors

Delivering the Strategy