CONTENTS

INTRODUCTION 1
LIVERPOOL KNOWLEDGE QUARTER CONTEXT – RESPONDING TO NEED & OPPORTUNITY 7
LIVERPOOL KNOWLEDGE QUARTER – VISION & STRATEGIC THEMES 13
LIVERPOOL KNOWLEDGE QUARTER – SIF 20

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INTRODUCTION

GVA, together with CAM SCI Ltd and John McAslan & Partners, were appointed by Liverpool Vision on behalf of the Knowledge Economy Group (KEG) in November 2009 to prepare a Strategic Investment Framework (hereafter referred to as the “Liverpool Knowledge Quarter SIF”) to support and guide investment within a critical area of the City Centre, focusing on the development of the knowledge economy.

The Knowledge Quarter SIF is set out in the remainder of this document, and builds upon the ‘Liverpool Knowledge Quarter Need & Opportunity Report” prepared as an initial output by GVA in March 2010.

The Liverpool Knowledge Quarter Need & Opportunity Report (March 2010) provided an affirmation of the importance of the Liverpool Knowledge Quarter within the Liverpool City Region, a concept that has developed over the last 10 years following on from the Liverpool City Centre Strategic Regeneration Framework (1999). It sets aspirations taking into account the current strengths and future opportunities within the Liverpool Knowledge Quarter knowledge economy, existing policy and strategy aspirations, planned investments, commercial and residential investment and development market context, and best practice from around the world.

Both the Need & Opportunity Report and this SIF document build on a significant body of research and analysis relating specifically to the Liverpool Knowledge Quarter.

The full suite of documents that have been completed previously and referenced within the development of the SIF are noted within the Bibliography. The hierarchy of previous and ongoing research and documents of relevance is summarised in the diagram below.

Figure 1.1: Hierarchy of Liverpool Knowledge Quarter Delivery, Policy and Research
CRITICAL SUCCESS FACTORS

The analysis undertaken in preparing the Liverpool Knowledge Quarter SIF, including a thorough national and international best practice review has highlighted a number of core characteristics that should underpin a successful 'Knowledge Quarter', including:

- Internationally recognised branding of the area, linked specifically to knowledge economy credentials;
- Continued and pro-active delivery of fit-for-purpose (sector targeted where appropriate) floorspace and accommodation, recognising emerging and growing knowledge economy business sectors, multi-disciplinary facilities where there is occupier appetite, and the need to accommodate businesses within various stages of their life cycle including start-up, grown-on, indigenous relocations, and inward investment opportunities;
- ‘Outward-looking’ floorspace provision facilitating links with Universities and other knowledge economy drivers including the private business community promoting cross-fertilisation and knowledge transfer where possible. Networking, direct liaison, and shared facilities where appropriate should ensure the close (non-physical rather than physical) alignment of start-up and spin-out accommodation with University and private sector specialisms;
- High quality mixed use development, public realm, access and movement (including public transport), and supporting hard infrastructure (including broadband and utilities provision) creating vibrant and viable locations and supporting functions to facilitate a professional working environment. This should include the provision of broadband and utilities infrastructure that will enable future growth and appeal and that importantly will not constrain knowledge economy growth.
- Delivery and management of facilities, including where possible control over ownership, and operational management including leases, rents and charges etc by the most appropriate body including involvement by key public and private sector stakeholders; and
- Effective and formalised relationships and protocols between the Universities, Hospitals, and the public and private sector, ensuring all are working to an agreed common goal. This should relate to ‘brand-sell’, business retention and support activities, graduate retention, enterprise, treatment of enquiries, delivery of floorspace, and a general understanding of opportunity and asset / investment plans.

These recognised characteristics of what makes a commercially successful Knowledge Quarter across the UK, Europe and America pose a series of challenges for the Liverpool Knowledge Quarter SIF, not least associated with the current weaknesses within the property offer highlighted within the Need and Opportunity report (March 2010).

The Liverpool Knowledge Quarter, as it currently stands, is home to an arguably unrivalled concentration of knowledge economy assets within an urban centre setting. These assets are well understood and documented including (in no particular order): The University of Liverpool, Liverpool John Moores University (including the Byrom Street Campus), The Royal Liverpool & Broadgreen University Hospitals NHS Trust, the Liverpool School of Tropical Medicine, Liverpool Science Park, MerseyBio, the Liverpool Metropolitan Cathedral, Hope Street, Lime Street Station, the National Oceanographic Laboratory, Liverpool Community College, and on its periphery the Liverpool Community College Arts Centre, the Liverpool Institute for Performing Arts, Liverpool Womens Hospital, the Liverpool Anglican Cathedral and Hope University.

1 NB: It should be recognised that a ‘Knowledge Quarter’ has been taken to include clusters of knowledge-related activity including within out-of-centre and edge-of-centre business parks where appropriate. The best practice review is documented in more detail, including identification of case studies used, within the Liverpool Knowledge Quarter SIF Need & Opportunity Report, March 2010.
Figure 1.2: Liverpool Knowledge Quarter Assets

- 01 Liverpool John Moores University, Byrom Street Campus
- 02 Liverpool Hope University
- 03 Royal Liverpool University Hospital
- 04 Liverpool University, Main Campus
- 05 Network Rail, Lime Street
- 06 Catholic Cathedral
- 07 Liverpool John Moores University, Art and Design Academy
- 08 Liverpool John Moores University, Clarence Street
- 09 Liverpool John Moores University, Mount Pleasant Campus
- 10 Liverpool John Moores University, Josephine Butler Building
- 11 Liverpool John Moores University, Myrtle Street Building
- 12 Liverpool John Moores University, Hope Street
- 13 LIPA (Liverpool Institute of Performing Arts)
- 14 Liverpool John Moores University, Dean Walters Building
- 15 Anglican Cathedral
- 16 NHS, Liverpool Womens Hospital
- 17 MerseyBio
- 18 Liverpool Science Park
- 19 Liverpool School of Tropical Medicine
- 20 Liverpool Community College
- 21 National Oceanography Centre
- 22 Everyman Theatre
- 23 Philharmonic Hall
- 24 Liverpool Central Library + World Museum
- 25 Walker Art Gallery
- 26 St. George’s Hall

**Legend:***
- Purple: Liverpool John Moores University
- Green: Liverpool University
- Red: Liverpool Hope University
- Orange: Catholic Cathedral
- Yellow: Anglican Cathedral
- Blue: Network Rail
- Pink: LIPA (Liverpool Institute of Performing Arts)
- Brown: Liverpool Science Park
- Dark Red: Liverpool Community College
- Light Green: National Oceanography Centre
- Dark Yellow: Liverpool School of Tropical Medicine
- Orange: University of Liverpool Student Housing
- Light Pink: Private Student Housing
- Blue: Hospital
- Grey: Neighbouring Assets

*Areas with no shade are either private ownership or unknown.*
A WIDER KNOWLEDGE CONTEXT

However, it is not just the presence of these University, Hospital, LSTM and commercial assets that set the Liverpool Knowledge Quarter apart, but rather it is recognised that within these institutions there is a concentration of research disciplines which must be appropriately harnessed as an opportunity to encourage commercial knowledge economy activity.

The boundary of the Liverpool Knowledge Quarter is heavily influenced by the presence of these assets. However, there is also a recognition that there are areas of the City Centre outside of this boundary that perform an important role and function within the knowledge economy, including the Ropewalks, Baltic Triangle and Commercial District. The critical relationship of the Liverpool Knowledge Quarter with these existing commercial business locations within the City Centre is discussed in more detail within Section 3 of this SIF document.

The successful delivery of a viable, vibrant and strong knowledge economy within this significant area of Liverpool City Centre is critical to the future economic growth and competitiveness of the City Region, and will contribute to the delivery of regional growth aspirations.

The Partners engaged in developing the SIF specifically recognise that realising the full potential of knowledge economy growth within the Liverpool Knowledge Quarter will contribute to the international competitiveness of the City Region.

The role of a successful Liverpool Knowledge Quarter in this context as a fundamental ‘hub’ alongside other ‘hubs’ across the City Region is recognised and is being explored in more detail within the Knowledge Economy Plan (KEP). The Knowledge Quarter should be seen as a significant opportunity to create a gateway to the knowledge economy across the City Region. It represents a strategic opportunity to deliver an urban/city centre focus to the wider City Region knowledge economy, contributing to wider economic growth.

The Liverpool Knowledge Quarter is capable of attracting commercial knowledge economy growth which is complementary to these alternative ‘hubs’ across the City Region. The nature of these alternative ‘hubs’, and potential for competing interests in the context of the SIF, are explored in more detail within the remainder of this document.

As set out in the brief, these ‘hubs’ include Daresbury Science & Innovation Campus, Halton, the Liverpool Innovation Park, Edge Lane, the Unilever research facility at Port Sunlight, the Heath Business & Technical Park, Runcorn and a cluster of pharmaceutical companies around the National Manufacturing Centre at the International Gateway Strategic Investment Area.

The Liverpool Knowledge Quarter SIF provides guidance and recommendations, culminating in an Action Plan that identifies opportunities for the delivery of physical regeneration, development and investment. It also addresses non-physical interventions, including recommendations on appropriate delivery structures and responsibilities aligned with the Action Plan.

STRATEGIC PRIORITIES

In order to grow the knowledge economy and consolidate the Liverpool Knowledge Quarter the partners will, within the next five years, focus on the following priorities (explored in more detail within the remainder of this document):

2 The Knowledge Economy Plan (KEP), born out of the Liverpool City Region Transformational Actions (2009), is being prepared by the Knowledge Economy Group.
ENABLING INFRASTRUCTURE

• Delivery of fit for purpose commercial knowledge economy floorspace including the short term priorities of Liverpool Science Park ic3, LSTM expansion and the BioInnovation Centre, and longer term development opportunity within the Copperas Hill development area and the BioCampus;

• Enhancement of current broadband provision to include consistent and commercially available width capacity of at least 100Mbps across the Knowledge Quarter;

• Implementation of a Smart Grid pilot scheme across the Knowledge Quarter as an innovative power solution including the integration and engagement of the commercial businesses across the area alongside the Universities, Hospital, and residential communities;

• Continued investment in the physical environment and public realm of the Knowledge Quarter, with particular focus on pedestrian connectivity to the City Centre 'Core' and between major knowledge assets and Liverpool Lime Street station; and

• The undertaking of a City Centre-wide car parking strategy including the need to consider whether a strategic multi-storey car parking facility is required within the Knowledge Quarter.

CREATING A WORLD CLASS INVESTMENT ENVIRONMENT

• Establishment of a clear and defined identity and sense of place within the Knowledge Quarter through a combination of well designed and placed landmark buildings, creating destinations in their own right within a high quality public realm;

• Promotion of a vibrant mix of uses including ancillary retail, leisure, cultural and visitor, and residential where appropriate, alongside the delivery of fit for purpose commercial knowledge economy floorspace;

• Development of strong, clear, legible and accessible linkages to the established retail, creative and commercial cores within the City Centre, and maximisation of commercial development opportunities and investment around Liverpool Lime Street; and

• Targeting of investment within sector-specific business support, promoting 'knowledge networking', and cross-fertilisation between the assets and the business community, both within the Knowledge Quarter and other 'hubs' across the City Centre (including promotion of the Ropewalks, Baltic Triangle and Commercial District) and the wider City Region.

BRANDING AND PROPOSITION DEVELOPMENT

• The undertaking of a comprehensive Liverpool Knowledge Quarter brand strategy, building on wider Liverpool City Region branding promoted by the Knowledge Economy Plan, including the consideration and articulation of key elements of the Liverpool Knowledge Quarter specific investment proposition: 'Proofs of Concept'; key nationally and internationally recognised knowledge specialists, research and experts; current and future commercial floorspace provision; skills levels within the local labour force; and market differentiators (including sense of place and mix of uses) that make the Liverpool Knowledge Quarter a knowledge-related investment destination of choice.

CROSS-CUTTING THEME: PROMOTING SUSTAINABLE DEVELOPMENT

• Incorporation of the highest environmental building standards, incorporating the latest design solutions within all new development within the Knowledge Quarter to ensure a positive contribution to reducing carbon emissions now and in the future;

• Encouraging the increasing use of more sustainable modes of transport and less reliance on the private car, and promoting development in the most accessible locations; and
Ensuring that the development activity and investment promoted by this Strategic Investment Framework contributes to the development of a sustainable knowledge-based economy.

CROSS-CUTTING THEME: DEVELOPING SUSTAINABLE COMMUNITIES

- Undertaking of effective and meaningful engagement with the business and residential community across the Knowledge Quarter to ensure a local understanding of the scale of development and investment activity in the future, including opportunities for the business and residential communities to influence the scale and nature of change where appropriate;
- Ensuring that all development makes a positive contribution towards the development of sustainable communities; with local residents and businesses living and working together to create a thriving, dynamic and sustainable future; and
- The promotion of activity which encourages the growth of communities in the Liverpool Knowledge Quarter and an accessible knowledge economy through, for example, employment opportunities, the development of local skills, provision of homes, development of networks between the Knowledge Quarter and other parts of the city, and programmes which encourage street activity and animation.

The Liverpool Knowledge Quarter SIF will be used to:

- Target private and public sector funding and investment activity to deliver the agreed vision for the Quarter including the creation of a high quality of place which encourages knowledge transfer and cross-fertilisation, and creates conditions for the growth of the knowledge economy and for communities to flourish;
- Align and maximise the benefit of development opportunity to occupier requirements, and through the use of recognised limited public sector resources to lever appropriate private knowledge economy business investment into the area, including creation of clusters and genuine commercial linkages within the Universities;
- Deliver physical regeneration, development and investment within a key area of Liverpool City Centre; and
- Ensure collective ownership and understanding of delivery responsibilities within this context.

The Liverpool Knowledge Quarter SIF is based on a robust market analysis to assess demand for knowledge-related development and supply of suitable property; consideration of the suitability of development opportunities for knowledge-based floorspace; and the consideration of other factors to support knowledge economy growth including complementary uses, activities and infrastructure. It provides strategic and site specific urban design guidance and delivery advice focused on key sites and investment locations within the Quarter.

The remainder of the SIF is structured as follows:

SECTION 2: LIVERPOOL KNOWLEDGE QUARTER CONTEXT - RESPONDING TO NEED AND OPPORTUNITY
Articulation of the key findings and themes running through the Liverpool Knowledge Quarter Need & Opportunity Report (March 2010) and wider context for the SIF drawing on key relevant documents that are already in place.

SECTION 3: LIVERPOOL KNOWLEDGE QUARTER VISION AND STRATEGIC THEMES
The agreed Vision and Strategic Delivery Themes for the Liverpool Knowledge Quarter.

SECTION 4: LIVERPOOL KNOWLEDGE QUARTER SIF
Articulation of the detail of the ‘Liverpool Knowledge Quarter SIF Plan’, including the illustration of key development areas and physical interventions, and relevant non-physical interventions identified as being fundamental to the success of the area.

SECTION 5: ACTION PLAN AND IMPLEMENTATION
Delivery advice and recommendations, including a table of key actions emerging from the Liverpool Knowledge Quarter SIF Plan documenting project description, delivery responsibilities, and headline phasing advice.

3 NB: It should however be noted that viability testing of development opportunities and quantums has not been undertaken as part of the SIF.
LIVERPOOL KNOWLEDGE QUARTER CONTEXT – RESPONDING TO NEED & OPPORTUNITY

This section summarises the key findings of our analysis, reported in detail within the Liverpool Knowledge Quarter Need and Opportunity Report (March 2010), and builds on the evidence and strategy base already in place across the Knowledge Quarter as noted in the previous section. It draws out the implications for the Liverpool Knowledge Quarter SIF under three themes: Maximising the Assets; Harnessing and Growing Demand; and Supporting Existing Delivery Responsibilities.

MAXIMISING THE ASSETS

The Liverpool Knowledge Quarter is home to a wealth of knowledge assets, including major teaching, public service and cultural facilities, and a concentration of commercial knowledge related businesses. The nature of the assets, including their research specialisms, are well documented within the existing evidence base across the Knowledge Quarter, including specifically within the ‘Liverpool Knowledge Quarter: Investing in Opportunity Technical Report’, prepared by Regeneris Consulting with brahm and BDP (October 2007).

The retention of these assets, and the harnessing of their international reputation for specialist research, alongside the delivery of the current investment programmes is critical to the future success of the Liverpool Knowledge Quarter SIF.

Research Specialisms

The research specialisms within the Knowledge Quarter assets and existing clusters of knowledge economy related business activity, including key hubs within both the Liverpool Science Park (LSP) and MerseyBio, have limited external commercial profile. This includes the limited extent to which knowledge transfer potential is being realised, but also the use of these research specialisms in the Knowledge Quarter inward investment proposition.

The concentration of research specialisms within the Liverpool Knowledge Quarter including those with international profile and recognition, within both the public and private / quasi-private sector (including specifically LSP, MerseyBio and the Liverpool School of Tropical Medicine) has been noted in the Need & Opportunity Report.

Through the Liverpool Knowledge Quarter SIF, a sufficient accommodation offer incorporating quality within the built environment and supporting infrastructure (both ‘hard’ and ‘soft’ infrastructure) will be delivered and marketed appropriately to facilitate knowledge economy business attraction and growth. This approach should seek to maximise the full competitive advantage of having these research specialisms within the Liverpool Knowledge Quarter.

This is particularly pertinent for those sectors where proximity to research is critical, including health, pharmaceuticals, and biosciences specifically.

In addition to being centres of excellence in their own right, the assets are collectively recognised to have a key function within the City Centre as attractors to visiting professionals and tourists.

The Universities attract significant numbers of students to the city every year, including a large proportion to live within the City Centre. In this way all of the assets are understood to be key contributors to the character, use, and sense of place within the Liverpool Knowledge Quarter and wider area.

Ongoing Investment Priorities

Beyond simply recognising the presence of the assets, and their potential in terms of existing research specialisms and commercial interface, the Liverpool Knowledge Quarter SIF will ensure that investment programmes and priorities are delivered.

This follows the successful and ongoing delivery of public sector investment within both University campus’, and along Hope Street both of which have had a significant positive impact on the built environment of the Knowledge Quarter.

This investment has recognised the importance of retaining and enhancing the assets within the Quarter, and the positive impact that a quality environment has on attracting visitors, businesses, and knowledge economy specialists and professionals. Delivering ongoing investment programmes will ensure that the assets are market-leading in terms of both their facilities and offer, alongside their research.

The key asset investment programmes are considered in the following paragraphs.
The Liverpool School Tropical Medicine (LSTM) recently completed its new Centre for Tropical and Infectious Diseases (CTID). However, owing to the continued success of the school in securing research portfolio grants (£145.5 million 2008/9) and attracting world leading academics, the new facility is expected to be at capacity by 2011. This is considered to be a key potential constraint to delivering research and attracting further grants and funding.

In response, LSTM is looking to advance its plans to deliver a second phase of capital investment. The School requires a facility that will largely comprise office accommodation for academic staff, with a small element of lab space within close walking proximity to both the University of Liverpool and the Royal Liverpool University Hospital. However, owing to the nature of its work, the School is unable to consider traditional ‘commercial’ office space. Instead it requires circa 5,000sq m of purpose built accommodation, reflective of its specific fit out and floorspace requirements, arranged over a number of floors.

LSTM has a stated preference to develop this next phase of its facility in close proximity to its existing building on Pembroke Place. It has land ownership opposite the current facility, however there are delivery constraints including listed buildings and private sector ownership, that are affecting its ability to progress with development aspirations on the site.

The Liverpool Knowledge Quarter Need and Opportunity Report (March 2010) specifically recognised the importance of LSTM, including its position as one of Liverpool’s only truly globally recognised private sector knowledge economy businesses, attracting global funds and visiting professionals to Liverpool and raising the profile of the city worldwide. Should the LSTM have insufficient floorspace to carry out expanding research programmes in Liverpool, the School may have to carry out their research elsewhere in the world, and the investment to the City Region could be lost.

Officially opened in 2004, MerseyBio is a state-of-the-art facility which accelerates the successful development of biomedical businesses. Currently located within the heart of Liverpool University campus, the facility has been very successful in attracting incubator companies.

There has been a long standing requirement for grow-on space associated with MerseyBio with the market created and grown beyond that which can be accommodated within the facility. The current 1,393 sq m (including 905 sq m laboratory space) facility has no such capacity. Consequently as identified within the Liverpool Knowledge Quarter Need and Opportunity Report (March 2010), this has resulted in examples of companies ‘out-growing’ MerseyBio and having to leave the Knowledge Quarter to alternative locations including outside of the City Region to find suitable larger floorplate laboratory accommodation.

Liverpool Science Park (LSP) is a rapidly growing business facility, located in the heart of the Liverpool Knowledge Quarter, offering a first class environment for knowledge-based companies. LSP has experienced success in both creative and digital start-up and SME businesses and within the biomedical and life sciences activity. At the time of writing the largest single occupier within the facility is in software development and the second largest is in clinical trials. LSP has recently converted the ground floor of ic2 to laboratories reflecting this cross-sector appeal.

LSP was originally created to provide the accommodation to support knowledge-based companies across Liverpool. Initially the focus was on all sectors except life sciences, which were focused in MerseyBio.

The two facilities have a close relationship in covering all accommodation needs including those of the life sciences and physical sciences, including the aforementioned conversion of part of ic2 into laboratories, and future intended phases of LSP (ic3). This will be delivered in collaboration with 2Bio, which manages MerseyBio. In addition, LSP will deliver the BioInnovation Centre in partnership with 2Bio, the hospital and Liverpool University.

The first Innovation Centre, occupying just under 3,350sq m opened in 2006. It has maintained full occupancy since early 2009.
This facility was supplemented by the provision of the Liverpool Science Park ic2 in 2009, which provides a further 3,700sq m of highly flexible office and laboratory compatible accommodation. This building is already home to more than five new companies, with 30% of the space occupied.

Linked to its original business case (SQW, 2001), which identified potential for circa 46,450sq m of specialist accommodation for science park use, and levels of occupancy noted during its existence, LSP is now pursuing a multi-occupancy 3,700sq m grow-on facility within the Cathedral Precinct (Liverpool Science Park ic3).

LSP ic3, when constructed, will contribute circa 300 additional jobs to the knowledge economy. It will include laboratories primarily focused on attracting science based companies, including potential diversification of the knowledge economy outside of life sciences (such as renewables, energy management systems and environmental technologies).

LSP has further aspirations for an additional circa 9,290sq m City Centre campus in the short to medium term.

The Royal Liverpool University and Broadgreen Hospitals NHS Trust is spearheading plans to develop a £451m new hospital development within the Liverpool Knowledge Quarter. The new hospital will be reprovided on part of the existing site and will be designed to deliver ‘best-in-class’ performance and efficiency. Start on site is anticipated by summer 2012.

In addition to the redeveloped hospital, the Trust has also obtained outline planning permission for up to 100,000sq m of further health related development on the site, which will take the form of new city blocks around a landscaped public green space. The delivery of this space will largely have to follow demolition of the existing hospital once the new Royal has opened.

The Trust is planning to create a commercially focused BioCampus, with a concentration and co-location of the knowledge economy outside of life sciences (such as renewables, energy management systems and environmental technologies).

The first phase of the BioCampus will be the development of a BioInnovation Centre. The development site can support in the region of 10,000sqm, and could be developed in the short term rather than being dependent on the timescales of the wider hospital development.

The Biolnovation Centre will provide both extra incubator space and grow-on space in response to noted shortages in both identified previously in relation to the MerseyBio facility. As noted previously it is intended that LSP will deliver (procure, own and manage) this facility.

This investment, when delivered, will provide a greater and improved concentration of assets within the Liverpool Knowledge Quarter, housed within world class facilities. This strengthened asset base will ensure a distinct identity for the Liverpool Knowledge Quarter, creating a real competitive advantage to attract private sector occupier interest.

HARNESSING AND GROWING DEMAND

Current ‘Latent’ Demand

The Liverpool Knowledge Quarter Need and Opportunity Report (March 2010) established the clear opportunity for the Knowledge Quarter to attract knowledge economy related inward investment. This conclusion is based on the level of footloose occupier interest noted within the Liverpool City Region, evidenced through enquiries received by The Mersey Partnership (TMP).

Specifically, there are outstanding requirements across the City Region for floorspace to accommodate business in the following Knowledge Economy sectors:
• Creative Industries; Media/R&D/Sales; ICT; Multimedia & Games/Services/Software Development; and
• Life Sciences and Physical Sciences; Biotech Manufacturing/Biotech Offices/Biotech R&D; Convergent Technologies.

Whilst commercial sensitivity prevents detail being published on the specific requirements of the occupiers behind these ‘live’ enquiries, it is recognised that size requirements for each range from small facilities to larger floorplate provision, most noticeably within the ‘Media’ and ‘Sales’ sub-sectors of the Creative Industries sector; ‘Multimedia & Games’ and ‘Services’ sub-sectors of the ICT sector; and the ‘Manufacturing’ sub-sector of the Life Sciences / Biotech sector.

In the case of the latter there are strong links with the International Gateway as a ‘hub’ of high value manufacturing activity.

This range of requirements, representing the ‘latent demand’, is important when compared to the limited availability of quality commercial floorspace on offer within the Knowledge Quarter.

As previously noted, laboratory space for Life Sciences and Biotech / Biomedical activities is limited to that which is within MerseyBio and LSTM (NB: It should be noted the latter is not available commercially). In both cases a shortage of supply is restricting growth, including that for start-ups and SME’s, and for growing and larger floorplate occupiers. This is a structural weakness in offer both within the City Centre, but also the wider City Region economy, with businesses being lost to competing locations as a result.

Aside from LSP which is the only genuine built-for-purpose commercial knowledge economy floorspace within the Liverpool Knowledge Quarter, the supply of office floorspace is currently very limited within the Knowledge Quarter. It is predominantly concentrated within refurbished Georgian terraced buildings or out-dated purpose built commercial office premises.

All of this supply, including LSP, is currently focused on start-up and SME occupiers, with very limited medium to large floorplate office provision across the Liverpool Knowledge Quarter.

The supply of accommodation within the Knowledge Quarter, suitable for Life Sciences and Biotech / Biomedical and Creative and Digital sector businesses, is a direct constraint to delivering occupier investment in the area.

‘Supply-led’ Creation of Demand

As detailed earlier, the Liverpool Knowledge Quarter is home to a major concentration of advanced knowledge economy specialisms and expertise. These specialisms cover a breadth of disciplines in the medical, health, bio-sciences, engineering, technological and creative industries, complemented by a concentration of teaching assets and major centres of research.

However, despite this concentration of assets, the Knowledge Quarter has not traditionally been considered to be a location of choice for knowledge economy businesses. There are many reasons for this including weaknesses in the supply of accommodation; quality of the built environment; supporting infrastructure; and external perceptions.

As previously noted, the lack of supply of accommodation, including laboratory space (albeit planned investment by partners will go some way to address shortages in the latter in the immediate and short term) and purpose-built flexible office accommodation, currently acts as a constraint to attracting knowledge economy investment into the Liverpool Knowledge Quarter.

There is a clear need to address shortages in supply, ensuring a range and choice of market leading accommodation designed to meet the requirements of business in the Life Sciences, Physical Sciences, Convergent Technologies, Biotech / Biomedical and Creative and Digital target sectors. This is partially being addressed through aspirations to deliver both LSP i3 and the BioInnovation Centre within the Quarter, considered in more detail within subsequent sections of this document.

However, a ‘supply-led’ approach to generating demand and occupier appeal goes beyond the need to provide accommodation. Focusing solely on property supply will not be sufficient to create a world class Knowledge Quarter and knowledge economy destination.

The commercial importance of delivering a quality built environment was recognised within earlier work notably the Knowledge Quarter Urban Design Framework (URBED, 2008), and the Liverpool Knowledge Quarter Prospectus by Regeneris (2007) on behalf of Liverpool Vision.

Specifically URBED note that the Knowledge Quarter is ‘cut-off’ from the City Centre core by a ‘Shatter Zone’; partly due to the legacy of a failed road scheme which has prevented development. The Knowledge Quarter is bound to the north and east by major roads and its urban fabric has been eaten away by decline and poor quality development over the last fifty years.

The URBED work recognised the historic decline of Hope Street and its disconnection from the rest of the City Centre. Hope Street has subsequently seen a significant level of investment which has addressed this latter point, although quality must be maintained to ensure benefits are long term.

URBED identified the need to create a strong and distinct identity with excellent connections to the rest of the city and a lively and inclusive public realm where people can meet and interact.
The Liverpool Knowledge Quarter (SIF) recognises and supports the aspirations of this previous body of work with particular focus on the improvement of the public realm across the area, including re-establishing a clear street hierarchy; repairing the urban fabric; creating a network of green spaces, and a network of ‘urban’ spaces; establishing the ‘Golden Spine’; and crossings and connections.

The Liverpool Knowledge Quarter Need and Opportunity Report (March 2010) was explicit in recognising that there is a need to ensure that both ‘hard’ and ‘soft’ supporting infrastructure are in place to attract, grow and retain knowledge economy businesses within the area.

A key area for concern identified is a weakness within the current broadband infrastructure provision. Liverpool is recognised to be well served for basic broadband services (BroadBand Mapping Liverpool 2010) compared to other major cities in the UK. The main providers of broadband infrastructure across the city are BT and Virgin, although a significant amount of fibre is also owned and/or leased by the Council and the Universities. A Joint Venture with BT (80% owned by BT), the largest such JV of its kind in the UK, provides ICT solutions across the network.

Further to this basic commercial broadband infrastructure, Net North West provides academic and research institutions, including those in the Liverpool Knowledge Quarter, with their high speed internet access. They have significant quantities of dark fibre, including multiple links between University buildings. However, this high quality infrastructure is not available commercially consistently across the area.

The BroadBand Mapping Liverpool report (2010) identifies an aspiration from the Universities and Net North West to open up spare capacity for commercial use, although this would be subject to detailed discussions regarding network access.

As a minimum it is recognised that detailed mapping is required across the City Region to understand the route of the fibre, ownership, and extent of spare capacity.

Liverpool has not been included within the initial rollout of next generation broadband provision (ADSL2+). In addition BT has not included any first phase FTTx4 development exchanges in Liverpool. As a result, it is recognised that Liverpool, and the Knowledge Quarter, will be at a competitive disadvantage compared to other major cities across the UK.

As a minimum, to enable it to compete with other major cities across the UK, Liverpool should have uniform and commercially available broadband width of at least 100Mbps. The analysis suggests that future investment plans by both BT and Virgin will achieve a choice of services offering up to 100Mbps; however this will only be the case in certain locations across the city, with others reliant on whether they can receive Virgin Media Services to achieve over 24Mbps. It is noted that the LSP already has broadband connectivity speeds of 100Mbps.

The ability of the Liverpool City Region, and therefore the Liverpool Knowledge Quarter, to compete with alternative investment locations is further linked to external perceptions.

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4 FTTx is a generic term for any broadband network architecture that uses optical fibre to replace all or part of the usual metal local loop used for last mile telecommunications.
Traditionally, Liverpool has ranked poorly against recognised knowledge economy benchmarks. However TMP has committed a significant amount of resource on addressing data recording discrepancies which has resulted in the re-positioning of Liverpool City Region, and therefore the Liverpool Knowledge Quarter in this context.

Notwithstanding the revised benchmarking of the Liverpool City Region, the Liverpool Knowledge Quarter brand strength is weak. Evidence supports the conclusion that businesses are choosing alternative locations over the Knowledge Quarter when relocating. A well timed branding strategy is required to market the Liverpool Knowledge Quarter as an opportunity for growth and investment. By demonstrating to a wider audience that 'Liverpool' and 'Knowledge' are synonymous, the City Region and the Liverpool Knowledge Quarter will be able to position itself as an investment destination of choice. However the timing of any actions related to branding and brand articulation is very important to ensure that a credibility gap does not arise. This is a very important consideration that could affect the commercial appeal of the Knowledge Quarter.

TMP is leading liaison with key partners and assets to access their existing international networks, including both client and research contacts.

These connections are considered to be an untapped international market for the City Region, and the Liverpool Knowledge Quarter. This will build on the TMP activity including their presence at the Shanghai Expo and the high profile given to the Universities at the event.

**SUPPORTING EXISTING DELIVERY RESPONSIBILITIES**

Working relationships between the organisations and partners within the Liverpool Knowledge Quarter are evolving.

Whilst a number of the Knowledge Quarter’s assets have long been a part of Liverpool’s landscape, their collective value and role in the knowledge economy has only been recognised recently. As such, the formalisation of working relationships between the Liverpool Knowledge Quarter assets are largely still in their infancy.

Clear lines of partnership protocol have however been established through the Liverpool City Region Transformational Actions and Knowledge Economy Plan (KEP). Together these represent a step-change in the way City Region partners will collectively understand the dynamics of the knowledge economy across the area, and allow partners to work together to administer the sector at a sub-regional level.

However, given that leadership is integral to the delivery of a successful and flourishing knowledge economy, it is clear that there is a requirement for a review of current partnerships and practices at a more localised level to ensure that they are fit for purpose. This is particularly pertinent in the Liverpool Knowledge Quarter with so many assets and partners involved in the opportunity and delivery of the knowledge economy.

This will require a review of the remit of public bodies charged with delivering inward investment in order to understand collective and individual areas of responsibility. To realise the Liverpool Knowledge Quarter SIF aspirations, strong leadership and a greater degree of coordination of activity and message is vital. This will provide a renewed level of clarity, for both those working for the public bodies and those wanting to engage with them.

Traditionally, engagement between the Knowledge Quarter partners and assets has been limited. Significant progress was made through the establishment of the Transformational Actions. This continued joint working and information sharing is encouraged and supported by the Liverpool Knowledge Quarter SIF.
LIVERPOOL KNOWLEDGE QUARTER VISION & STRATEGIC THEMES

LIVERPOOL KNOWLEDGE QUARTER VISION

The Knowledge Quarter SIF presents a long term vision which has been developed in liaison with key stakeholders. This vision articulates and captures the opportunity within the Liverpool Knowledge Quarter.

There is a need to identify a vision for the wider Liverpool City Region knowledge economy which the Liverpool Knowledge Quarter will contribute to. However this will be articulated within the KEP.

The long term vision for the Liverpool Knowledge Quarter is set out as follows:

The Liverpool Knowledge Quarter will be a globally recognised investment location synonymous with knowledge as well as the City’s famous cultural assets.

Building on the successful investment within the Hope Street area, the Liverpool Knowledge Quarter will be characterised by award winning standard hard and soft infrastructure, co-located with a wealth of cultural, commercial and academic knowledge assets of international standing.

The Knowledge Quarter will support and nurture the establishment and growth of home-grown, national, and international knowledge-based companies within a vibrant City Centre environment.

The vision is underpinned by three strategic investment themes, and two cross-cutting themes, as summarised in the remainder of this section. Specific actions and interventions, both physical and non-physical, that have been identified within the Liverpool Knowledge Quarter SIF are set out in the following text and subsequent sections of this document.
STRATEGIC INVESTMENT THEMES

Theme One: Enabling Infrastructure

The provision of key enabling infrastructure across the Liverpool Knowledge Quarter, including accommodation, utilities and broadband, transport infrastructure, and car parking provision should facilitate commercial knowledge economy occupier investment rather than constrain investment as is the case currently. The public sector partners should seek to acquire land/property where relevant and possible to facilitate delivery of this strategic investment theme.

This key infrastructure should meet basic investor requirements, but beyond this it will be delivered to a level and quality that sets benchmarks and gives the Liverpool Knowledge Quarter a competitive advantage regionally, nationally and internationally.

Structural deficiencies in commercial floorspace linked to identified key sectors will be addressed, including: the re-provision of start-up laboratory space, through delivery of LSP ic3 and the BioInnovation Centre in the short to medium term; and longer term development opportunity within Copperas Hill and the BioCampus, including the potential for development of larger floorplate grow-on laboratory space designed to ensure appropriateness for the Life Sciences and Biotech / Biomedical sectors; and the development of larger floorplate commercial office provision suitable for Creative and Digital, Physical Sciences and Convergent Technologies sectors. It is noted that the BioCampus will benefit from synergy and proximity to the Hospital redevelopment, MerseyBio and the LSTM.

It is recognised that the most successful commercial knowledge economy projects are multi-disciplinary R&D based. Opportunities to deliver multi-disciplinary projects should be sought within the Liverpool Knowledge Quarter in this context.

Specific floorspace requirements within the Liverpool Knowledge Quarter associated with key assets will be facilitated and delivered including the need to identify an expansion site for LSTM with site opportunities identified within the University/Hospital Boulevard as an immediate priority for intervention and collective working.

Investment in digital infrastructure, including specifically broadband provision, will be prioritised. There is an initial need to understand any deficiencies in current commercially available broadband provision within the Liverpool Knowledge Quarter, and the extent to which this is a constraint to attracting commercial knowledge economy investment.

Through appropriate intervention in digital infrastructure within the Liverpool Knowledge Quarter it will be ensured that commercially available broadband provision is at least competitive with other potential knowledge economy investment locations, including the consistent and reliable availability of at least 100Mbps width capacity across the Knowledge Quarter for commercial businesses.

The potential for Liverpool Knowledge Quarter to be a pilot area for (Tier 2) Smart Grid development is being explored by TMP. Smart Grids incorporate embedded computer processing, sensing and control, with two-way communications, operating across the utility value chain to deliver energy more efficiently and reliably.

The benefits of this approach to electricity infrastructure provision, linked to commercial and public sector (Universities and Hospital) activity within the Quarter will contribute to the Liverpool City Region aspiration to be market leaders. The Knowledge Quarter presents a unique opportunity to pilot and test this infrastructure combining a mix of uses in an urban setting.

The SIF supports this innovative approach to power solutions and recognises that if achieved the Smart Grid concept can be integrated into the branding and proposition development for the Knowledge Quarter, in terms of infrastructure provision but also in alignment with research specialisms and the assets within the area.

A further issue is the need to ensure sufficient energy provision to meet demand from future development. To address this issue, an Energy Masterplan is required, which sets out a clear plan of action for meeting future energy needs.
A partnership group is being formed to discuss preparation and implementation of the Energy Masterplan. Such a partnership approach is essential in ensuring a successful Smart Grid application.

Issues with physical connectivity to the Liverpool Knowledge Quarter are being targeted through ongoing investment programmes, with particular regard given to pedestrian connectivity to the City Centre core, including Liverpool Lime Street as a hub of national rail connectivity, and road connectivity to the rest of the North West region and beyond.

In line with the recommendations set out in the Knowledge Quarter Urban Design Framework (URBED 2008), investment is being focused on addressing road improvements, place improvements, and specific interventions to remove barriers to pedestrian movement within and to/from the Liverpool Knowledge Quarter. However, there are additional public realm and connectivity requirements that have been identified in undertaking the SIF above and beyond to those recognised by URBED, considered in more detail within the following section.

Appropriate and sufficient car parking provision must be provided across the Liverpool Knowledge Quarter. A City Centre wide car parking strategy should be undertaken, the context of managing car use and easing congestion, particularly in surrounding residential areas. Such a strategy should also focus on the need to promote alternative modes of transport.

The strategy should identify specific issues relating to the quality and accessibility of car parking provision across the wider area and the Knowledge Quarter, specifically including the need to support commercial business growth in the future, the recognised need to identify off-street car parking provision, and the need to accommodate car parking provision as part of commercial developments coming forward within the area.

Quick, easy and sustainable links to the Knowledge Quarter linking employment opportunity to homes should be promoted including good bus and car routes. Links to the airport are also recognised to be important to promoting the future international commercial appeal of this area as an investment location.

It is recognised that there may be a need to identify a strategic multi-storey car parking location within the Knowledge Quarter, but this must be informed by a wider strategy.

**Theme Two: Creating a World Class Investment Environment**

To achieve its full potential, the Liverpool Knowledge Quarter must be characterised by its world class investment environment, including the need for investment in both ‘hard’ and ‘soft’ attributes. These attributes, in addition to the enabling infrastructure outlined in the previous Theme, are often assumed to be in place by potential investors.

Their absence is therefore an immediate constraint to attracting inward investment to the area. The attributes must be world-class to enable the Liverpool Knowledge Quarter to compete on this basis.

‘Hard’ attributes include:

The Liverpool Knowledge Quarter must develop a clear identity and sense of place, in recognition of the global profile of the assets located within the area. It must be an attractive and functioning area, fulfilling the needs of students, visitors, employees and investors alike.

This identity and sense of place will be delivered through a combination of well designed and placed landmark buildings within a high quality public realm.

The Knowledge Quarter will be a destination in its own right which local people and businesses are proud of. It will be recognisable to the local population and business community, attracting recognition as being the heart of the knowledge economy across the Liverpool City Region.

Public realm investment must re-urbanise the Liverpool Knowledge Quarter. Investment must create a series of linked public spaces, streets and landscaped squares which will be physically, socially and visually permeable, and express the Liverpool Knowledge Quarter’s integration into the developing urban and economic structure of the City of Liverpool and the City Centre specifically.

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The aspirations for public realm investment are further reflected in the West Derby Street Public Realm Strategy (Taylor Young, March 2010) being developed by the RLBUH with Liverpool University, LCC and Liverpool Vision.

The commercial knowledge economy within the Liverpool Knowledge Quarter will be supported through the presence of a vibrant mix of uses. These uses will include ancillary retail, leisure, cultural and visitor, and residential activity where appropriate.

This mix of investment will contribute to the sense of place within the Liverpool Knowledge Quarter, and will provide supporting facilities (including for example a health and fitness centre demonstrated to be beneficial within the Science Park) that will contribute to the appeal of the area for commercial businesses.

This will enable development to take place on key sites, including contributing to the viability of knowledge-related floorspace which is recognised to be higher risk for developers.

The Liverpool Knowledge Quarter will be an integral and world-class part of Liverpool City Centre, with strong, clear, legible, and accessible physical links to the established retail and commercial core. This will be reinforced by strong development and supporting public realm.

There is a need to maximise development activity around Liverpool Lime Street Station, recognising the strategic rail links to London and Manchester as key market drivers.

The Liverpool Knowledge Quarter will be an attractive place to pedestrians and cyclists. It will deliver the actions within the Liverpool Knowledge Quarter Urban Design Framework (URBED 2008) in order to fully realise this aspiration.

The physical links between the core of the Knowledge Quarter and surrounding areas are also fundamental in terms of quality of place, vibrant mix of uses, and residents and visitors. Pedestrian and non-pedestrian connectivity to the wider City Centre are important, as are links with Kensington as an area seeing significant investment in housing offer.

‘Soft’ attributes include the development of ‘knowledge networks’:

Alongside physical investment, investment must be targeted at graduate retention; local labour force training and education; business support and networking to encourage business retention; creation and development of supply-chain linkages; and the encouragement of a strong and recognised commercial knowledge economy business community. ‘Knowledge networks’ can fuel the demand for physical space and should be encouraged and facilitated by the public sector.

Sector specific business support will be encouraged, including where appropriate on-site within new linked to the commercial knowledge economy floorspace across the Liverpool Knowledge Quarter. It is noted that the BioInnovation Centre will contain a Business Support Development Centre to support life sciences in addition to other science and technology based companies based in LSP accommodation.

The SIF recognises the success of sector-specific support offered within both Merseybio (Life Sciences and Biotech / Biomedical) and LSP (Creative and Digital, Physical Sciences and Convergent Technologies) and proposes to ‘roll-out’ similar on-site provision of support and management within future knowledge economy facilities delivered within the Knowledge Quarter where it is appropriate.

Opportunities to co-ordinate the delivery of business support through LSP will be prioritised to ensure alignment and efficiency.

In addition, new development should include internal and external spaces that foster and encourage informal and formal networking, interactions between businesses, between the businesses and the assets including research specialists, and the labour force.

The Liverpool Knowledge Quarter must become recognised as being a vibrant place for knowledge-related business, renowned for employment, education, entrepreneurship, and commercialisation of knowledge within Life Sciences, Physical Sciences, Biomedical, Convergent Technologies, and Creative and Digital sectors specifically.
In order to achieve this, public and private sector partners must work together to further facilitate and encourage the cross-fertilisation of ideas and promote faster business growth. This will include the promotion of, and support for, informal and formal business to business interaction, and between businesses and knowledge experts (including within LSTM, the Hospital, and the Universities).

This activity will ensure a stronger knowledge business community and will encourage more locally-based supply chain linkages. This business community will act as an attractor for further commercial business opportunities. Existing clusters of knowledge activity are recognised to be considered as one of the most common location requirements for new and relocating knowledge businesses.

Fostering and growing the relationship between the business community (existing and future) and the asset base within the Knowledge Quarter and other existing clusters of knowledge economy activity within the City Centre, including the Ropewalks, Baltic Triangle and Commercial District is critical to the competitiveness of the wider Liverpool City Region knowledge economy.

The physical and non-physical links between these hubs, including cross-fertilisation within expertise, research, students, start-ups and established businesses across these hubs, must be encouraged through future investment. Beyond the City Centre there are also clear synergies between the Knowledge Quarter as a core of knowledge economy expertise and research and the International Gateway which has a focus on knowledge economy manufacturing.

Such strengths within the business community and business landscape will also significantly increase the ability of Liverpool to attract and retain skilled individuals to work within the local economy, linking to wider City Region aspirations.

Further investment of 'soft' infrastructure should be developed through a range of initiatives with the aim of stimulating and sustaining a City Centre economy based on creativity and knowledge - nurturing talent, rewarding innovation and stimulating creativity.

Potential key actions under such initiatives would include: a review of floorspace demand; a review of floorspace opportunities in creative areas of the city centre; the creation of a 'clearance house' website to connect graduates and businesses; the establishment of creative business networks; the creation of a network of enhanced creative walkways and spaces; and the stimulation of a new cluster of creative industries in the Cavern Quarter5.

Theme Three: Branding and Proposition Development

The Liverpool Knowledge Quarter brand must be recognised as being distinct yet complementary to that developing across the wider Liverpool City Region. The wider Liverpool City Region knowledge economy brand must be developed and articulated within the KEP, which will drive a renewed collective effort on the City/ City Region’s knowledge brand, linked also to its international reach.

The Liverpool Knowledge Quarter brand must be recognised to be intrinsically linked to this wider City Region brand, and indeed will be a key contributor to delivering aspirations for the knowledge economy in this context.

The City of Liverpool is recognised globally for its cultural, creative, musical, and sporting brands. However, the link between creativity, innovation, knowledge and economic potential is not currently part of its commercial brand. As such, it has been identified that the Liverpool knowledge economy and the Liverpool Knowledge Quarter are restricted commercially by a limited ‘brand penetration’, with only those companies who already understand the Liverpool knowledge economy offer choosing to locate within the area.

5 Initiatives being explored by Liverpool Vision in liaison with partners
The knowledge economy potential of Liverpool, and the Liverpool Knowledge Quarter specifically as noted within this report, is not as well understood outside of the region. This is recognised to be a key barrier to attracting private sector investment into the Liverpool Knowledge Quarter.

If the Liverpool Knowledge Quarter is to meet its aspirations to be a world class commercial knowledge economy hub within the Liverpool City Region it must demonstrate its attractiveness to inward investors from outside of the region. This will require the creation of a comprehensive ‘Branding Strategy’ which must be supported, endorsed and reinforced by all partners across the sub-region.

This branding strategy must demonstrate to the wider audience that the Liverpool Knowledge Quarter is a commercially viable knowledge investment location.

Previous work, undertaken by CAMSCI on behalf of Liverpool Vision (Defining the Liverpool Knowledge Economy Brand, 2008) outlined the nature and strength of the knowledge economy brand across Liverpool City Region it must demonstrate its attractiveness to inward investors from outside of the region. This will require the creation of a comprehensive ‘Branding Strategy’ which must be supported, endorsed and reinforced by all partners across the sub-region.

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This branding strategy must demonstrate to the wider audience that the Liverpool Knowledge Quarter is a commercially viable knowledge investment location.

Specifically the branding strategy for the Knowledge Quarter must consider the following key elements of its investment proposition:

i. ‘Proofs of Concept’, being knowledge economy businesses located within the Liverpool Knowledge Quarter that can be used within marketing as Ambassadors for potential future investment;

ii. key nationally and internationally recognised knowledge specialists, research, and experts linked specifically to the key sectors of Life Sciences, Bioscience, and Creative and Digital;

iii. current and future commercial floorspace provision;

iv. skills levels within the local labour force; and

v. market differentiators, including sense of place and mix of uses that make Liverpool Knowledge Quarter a knowledge-related private investment destination of choice.

The Liverpool Knowledge Quarter Branding Strategy must move the Liverpool Knowledge Quarter ‘brand’ beyond the recognition of the simple presence of the assets within the area to articulating the research specialisms, commercial knowledge economy activity, the benefits of the City Centre location including proximity to the strategic transport links through Liverpool Lime Street Station, and the growing knowledge business community within the area.

It must identify the ‘message’ (brand) of the Liverpool Knowledge Quarter to be sold to potential investors, and the most appropriate means and methods through which the message is to be sold. These two components of the strategy will be critical. Establishing an agreed brand will enable the message to be reinforced by all Liverpool Knowledge Quarter partners, both public and private sector. This is particularly important in the context of an emerging Local Economic Partnership (LEP) within Merseyside including a potential inward investment and sub-regional marketing function in this context.

CROSS-CUTTING THEMES

Promoting Sustainable Development

The established principles of sustainable development will form the bedrock of all investment (physical and non-physical) and development identified within the SIF Action Plan across the Knowledge Quarter.

All new development will be built to the highest environmental standards, incorporating the latest design solutions to ensuring a positive contribution to reducing carbon emissions.

All development will also be ‘future proofed’ as much as possible, ensuring versatility and adaptability for alternative use.
All development projects should be guided by the Liverpool Knowledge Quarter Green Infrastructure Plan (URBED 2010), which promotes the development of Green Infrastructure to:

- Improve the image of the area by creating social spaces for leisure and learning;
- Provide additional health benefits to a range of different uses of the area; and
- Developing a ‘learning landscape’ that can increase the knowledge generated in the Knowledge Quarter through research excellence.

All development will be expected to promote sustainable modes of transport, such as buses, trains, cycling as well as pedestrian movement rather than the private car. Developments should seek to complement the ongoing public realm improvements and incorporate design features which promote sustainable transport modes.

The principles underpinning this SIF will ensure that all development and investment activity contributes towards the development of a sustainable knowledge economy, with a mix of uses that serve to enhance the Knowledge Quarter product.

Developing Sustainable Communities

To ensure a sustainable Knowledge Quarter, it is vital that development activity is supported and guided by thriving communities.

In achieving this it is first necessary to understand which communities exist in the area, and how they are represented. It is then important that their issues are understood and addressed, whether they be residents, businesses or visitors.

The SIF encourages activity which supports the growth of communities in the Knowledge Quarter, and that opportunities are created which are accessible to all. This could be through the development of skills, provision of homes, and the development of supporting networks.

Throughout the recommendations of the SIF, it must be recognised that a sense of place, that everyone can enjoy, is essential to a successful Knowledge Quarter. Projects that promote accessible community involvement will be encouraged, particularly those which generate activity and animation of the street scene, and those which promote community engagement in the knowledge economy.

It is recognised that the Knowledge Quarter houses, and is adjacent to many existing established business and residential communities. These communities vary greatly in their composition, from academic, teaching, and public service communities, to residential, visitor, and commercial business communities.

Effective and meaningful engagement with all of these groups when developing investment proposals for the Knowledge Quarter will be important to ensuring a locally acceptable and informed and understood scale and nature of activity in the future.

Specific developments across the Liverpool Knowledge Quarter should be developed including the input of the local communities where appropriate and possible. This should look to build on the positive engagement undertaken previously and ongoing within the Hope Street area of the Knowledge Quarter.
LIVERPOOL KNOWLEDGE QUARTER – STRATEGIC INVESTMENT FRAMEWORK

The Liverpool Knowledge Quarter is a key component of the City Centre, strategically located as a critical entry point or gateway from the north and east by road, and nationally by rail through Liverpool Lime Street station. It also represents a concentration of recognised knowledge economy assets the commercial potential of which is not being utilised to their full extent.

The development of the Liverpool Knowledge Quarter will require infrastructure (‘hard’ and ‘soft’) improvements, building projects, disposal and acquisition of properties, and a new landscaped public realm linking new and existing facilities into a coherent urban setting.

It is recognised to be a network of ‘connected communities’ including those associated with the identified assets, but also key current private investment locations and clusters of potential future development.

Investment must be brought forward, both within individual buildings and spaces between the public realm which will strengthen the relationships and linkages between new and existing spaces including links between the universities, hospital and surrounding neighbourhoods and the wider City Centre context.

The Liverpool Knowledge Quarter SIF broadly accords with the road improvement projects set out in the Liverpool Knowledge Quarter Urban Design Framework (URBED 2008). The SIF recommends only one additional streetscape project within the University/Hospital Boulevard (West Derby Street), where a more pedestrian focused approach would help the integration of the hospital into a wider clinical setting of the University, LSTM and future development to the key area of change at Islington/London Road.

Similarly the Liverpool Knowledge Quarter SIF supports the public space strategy within the URBED report albeit with the introduction of a new public space at the heart of the Copperas Hill Development Area. This is considered important to create a destination and heart to this significant city segment, its critical mass of mixed use development allowing a critical mass at the point of gateway between the core of the City Centre and the Knowledge Quarter.

KNOWLEDGE ECONOMY HUBS

The Liverpool Knowledge Quarter SIF identifies two key development areas which represent opportunities to be brought forward as knowledge economy hubs. This includes the potential to build on previous and ongoing strategic public sector investment, and maximises the potential of identified development opportunity across the Liverpool Knowledge Quarter. The two key development areas are recognised to be the University/Hospital Boulevard and Copperas Hill Development Area.

The SIF also recognises that there are key areas of change and investment that will be crucial to the character and quality of the Knowledge Quarter including Islington/London Road and Hope Street.
Development Areas

01 Copperas Hill Development Area
- TOTAL GROUND FLOOR AREA = 27,090 m² (291,594 ft²)
- TOTAL GIA AT 2 STOREY AVERAGE = 54,180 m² (583,188 ft²)
- TOTAL GIA AT 3 STOREY AVERAGE = 81,270 m² (874,782 ft²)
- TOTAL GIA AT 4 STOREY AVERAGE = 108,360 m² (1,166,376 ft²)

02 University/Hospital Boulevard
- TOTAL GROUND FLOOR AREA = 21,490 m² (231,316 ft²)
- TOTAL GIA AT 2 STOREY AVERAGE = 42,980 m² (462,632 ft²)
- TOTAL GIA AT 3 STOREY AVERAGE = 64,470 m² (693,948 ft²)
- TOTAL GIA AT 4 STOREY AVERAGE = 85,960 m² (925,264 ft²)
Figure 4.4 Connecting Communities

01 - LJMU Byrom Street Campus
02 - LJMU City Campus
03 - Liverpool Hope University
04 - Islington
05 - Lime Street Station
06 - Royal Liverpool Hospital
07 - Catholic Cathedral
08 - University of Liverpool
09 - Anglican Cathedral
10 - Liverpool Womens Hospital
Crucial to the development and identity of the Knowledge Quarter will be the creation of a coherent series of connected spaces. By strengthening what exists and extending the quality that has been developed in parts; the creation of new public realm will connect and distinguish this area of Liverpool, creating a landscape which is diverse, welcoming and legible.
These areas, highlighted in Figures 4.3, 4.4 & Figure 4.5 are outlined in more detail in the following paragraphs. The development opportunity within the University/Hospital Boulevard and Copperas Hill is revisited in greater detail within later sub-sections of this section. This includes the consideration of the knowledge economy specific development opportunity of these two key areas, including site potential, development principles and delivery guidance.

For each of the two key development areas, diagrams have been prepared to illustrate scale of opportunity, scale and massing, and potential mix of uses. These are not intended to be masterplan diagrams, but rather indicative of the development potential envisaged within the Liverpool Knowledge Quarter SIF.

**UNIVERSITY/HOSPITAL BOULEVARD:**
A collection of opportunities exist along Pembroke Place in the form of a series of significant development and investment sites. This is supported by a clustering of knowledge economy assets, including the Royal Liverpool University Hospital (including both the existing facility and planned future hospital redevelopment), MerseyBio (current facility), LSTM, and University of Liverpool biomedical buildings. This area, recognised to be a key corridor and route into the core of the City Centre, includes a significant development and investment opportunity, and has clear potential to be brought forward as a coherent cluster of Life Sciences and Biomedical commercial activity.

It is recognised that there is a key opportunity through the delivery of the BioCampus aspiration on Pembroke Place to bring this collection of site specific opportunities together into a primary investment area. This includes a key opportunity to deliver the hospital facility alongside mutually beneficial private sector commercial opportunities, and the regeneration of a key gateway to the City Centre.

**COPPERAS HILL:**
Copperas Hill is one of Liverpool City Region’s key strategic gateway sites with proximity to Liverpool Lime Street station. It represents a major development opportunity on the edge of the City Centre, with a potentially critical linking function to the Knowledge Quarter.

The collective combination of potential development sites including the currently under-utilised Royal Mail site, the former Reece’s Dairy site, the Adelphi surface level car park, and the City Council owned Mount Pleasant car park makes this a special opportunity to deliver a critical mass of knowledge-related development, with a clear synergy with LSP.

In addition to these two key development areas, it is recognised that the Knowledge Quarter SIF covers a much wider area of the City Centre, including significant ‘areas of change’ and ongoing investment. Whilst these are not envisaged to include major public sector intervention or direct contribution to knowledge-economy targeted floorspace, they will (and indeed do) contribute to the character, sense of place, and mix of uses across the Knowledge Quarter. The London Road / Islington area of change and Hope Street are outlined in more detail in the following paragraphs.
ISLINGTON/LONDON ROAD:
This area has been recognised as a redevelopment opportunity or area of change for a number of years. Its strategic location along the London Road corridor, as a key route into the core of the City Centre, and current underutilised state have promoted its significance over this period.

Previous proposals and thinking around the area have included aspirations for a residential-led mixed use development including ancillary retail and other small scale employment and supporting uses.

This site has an important bearing on the Knowledge Quarter given both its scale, and prominence along the London Road Corridor, including proximity and connectivity to both the University/Hospital Boulevard (which it effectively abuts) and Copperas Hill. The future quality of development on the site, and physical connections to the wider Knowledge Quarter to the south should therefore be paramount to the consideration of further development aspirations and proposals on the site.

Specific development opportunities within this area should also include consideration of student accommodation and a multi-storey car park. In both cases high quality design and materials should be prioritised with recognised impacts on perceptions within the wider Knowledge Quarter.

Suitable locations for student accommodation are being considered by the Universities and the City Council. This has included establishing general location requirements of students, current popular locations, and future development opportunities.

Islington/London Road is recognised as a suitable location for this type of development. Although there is not currently a high concentration of student accommodation there is nearby student accommodation at Opal Court, London Road; Prospect Point/Europa, Erslane Street; Capital Gate, London Road; and Apollo Road, Greek Street. The City Council and Universities are leading discussions on Islington/London Road with landowners in this context.

The Islington/London Road area is seen as a future potential extension of the Knowledge Quarter in the long term, dependent on the successful delivery of aspirations in key sites and relating to key assets as identified in the SIF.

HOPE STREET:
The Hope Street area has seen significant public and private sector investment in recent years and has become established as a high quality visitor, culture, and leisure quarter in its own right. Specific intervention within the public realm, the delivery of a mix of uses including hotels, restaurants, quality bars and cafes, alongside the continued role of key visitor attractions, have ensured a recognised and well-known brand and identity.

As a result, the SIF recognises the critical role that the Hope Street area plays in delivering the Knowledge Quarter aspirations including through a diversity and quality of offer, and a strong sense of place and identity. Importantly it is also noted that the Hope Street regeneration process has included strong engagement with the community (both business and residential) which is a core factor behind its success, and best practice to learn from.

Continued recognition and investment within the Hope Street area is fundamental to the success of the Knowledge Quarter including potential expansion of public realm investment to Rodney Street. The SIF recommends that this opportunity should be private sector led and therefore incremental and small scale in character, alongside a promotion of continued investment within the public realm and mix of uses within the area. There are a number of development opportunities that have been identified on the SIF Plan that should be considered within this context.

Hope Street and its wider hinterland also play an important function in providing smaller and lower grade, and often lower cost, floorspace within converted / refurbished premises for knowledge economy uses. There is a recognised degree of clustering of Digital and Creative businesses within this wider area. This function is supported by the SIF, although it is not envisaged that major additional floorspace requirements exist for this type of use within the area.

There are a number of development opportunities recognised within this area, including specifically at Hope Street/Myrtle Street, which are private-sector led schemes.

The SIF advocates mixed use development on these sites but stresses the importance of ensuring sufficient quality within the development to ensure that a positive contribution is made to the physical environment of the Knowledge Quarter and Hope Street area specifically.

Similarly to the Islington/London Road Area, Hope Street down to Berry Street is recognised to be a long term extension of the Knowledge Quarter core, dependent upon the delivery of a critical mass of activity.
Figure 4.6 University/Hospital Boulevard Framework Plan

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Current Usage</th>
<th>Availability</th>
<th>No. of Floors</th>
<th>Proposed Area (GIA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plot A University of Liverpool</td>
<td>Cancer Research Centre</td>
<td>Proposed Medium Term Development Site</td>
<td>4</td>
<td>1,500 sqm / 15,000 sqft</td>
</tr>
<tr>
<td>Plot B Royal Liverpool Hospital</td>
<td>Hospital</td>
<td>Committed Short Term Development Site</td>
<td>3</td>
<td>9,750 sqm / 105,000 sqft</td>
</tr>
<tr>
<td>Plot C Private Ownership</td>
<td>Vacant</td>
<td>Committed Short Term Development Site</td>
<td>n/a</td>
<td>3,200 sqm (site area)</td>
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<tr>
<td>Plot D Royal Liverpool Hospital</td>
<td>Offices</td>
<td>Proposed Medium Term Development Site</td>
<td>4</td>
<td>3,150 sqm / 34,000 sqft</td>
</tr>
<tr>
<td>Plot E University of Liverpool</td>
<td>Builders Yard</td>
<td>Proposed Medium Term Development Site</td>
<td>4</td>
<td>10,000 sqm / 108,000 sqft</td>
</tr>
<tr>
<td>Plot F Liverpool City Council</td>
<td>City Mortuary</td>
<td>Proposed Medium Term Development Site</td>
<td>3</td>
<td>1,000 sqm / 11,000 sqft</td>
</tr>
<tr>
<td>Plot G Royal Liverpool Hospital</td>
<td>Hospital</td>
<td>Potential Medium Term Development Site</td>
<td>n/a</td>
<td>3,850 sqm (site area)</td>
</tr>
<tr>
<td>Plot H Royal Liverpool Hospital</td>
<td>Hospital</td>
<td>Potential Medium Term Development Site</td>
<td>n/a</td>
<td>13,200 sqm (site area)</td>
</tr>
<tr>
<td>Plot I Mixed</td>
<td>School</td>
<td>Long Term Potential Development Site</td>
<td>n/a</td>
<td>34,000 sqm (site area)</td>
</tr>
<tr>
<td>Plot J Sacred Heart Catholic Primary School</td>
<td>School</td>
<td>Long Term Potential Development Site</td>
<td>n/a</td>
<td>28,750 sqm (site area)</td>
</tr>
</tbody>
</table>
DEVELOPMENT PRINCIPLES

An initial framework for the University/ Hospital Boulevard has been developed that complements current development being brought forward, as well as identifying where new knowledge economy development may be appropriate. The framework recognises the aspiration to deliver a BioCampus around Pembroke Place, a concept being developed within the RLBUH Trust BioCampus Group, with University and other partner input including LSP and the private sector.

Outline planning permission has been granted for the redevelopment of the Royal Liverpool University Hospital based on a previously produced masterplan. The proposals include the demolition of the existing Hospital and a new development which opens up the whole site - making it easier to access by bus, bicycle, on foot or by car. The masterplan shows the main hospital facility divided into blocks, suitable for further health care related development, with a new public open space in the centre. The main entrance hall will be accessible from both Prescot Street and West Derby Street.

The proposed main hospital is heavily loaded towards the south east corner of the site. Although this may not be ideal given the topography of the site which rises towards the east, it seeks to reinforce a gateway entrance to the University Hospital Area at the junction of West Derby Street and Minshull Street. The location of the immediate hospital redevelopment scheme on the site is owing to the need to keep the existing hospital fully in operation until the new one opens. Developing in the south east corner in this way maximises future development opportunities on the wider site.

The design seeks to ensure that attractive views across the site are maintained. Also, the close relationship with the University of Liverpool and its planned research centre across West Derby Street is recognised. Given the complexity of the scheme, it is understood that detailed planning applications will be submitted for each phase of the proposed development.

The Trust are currently developing plans for a stand-alone (i.e. not dependent on the hospital redevelopment) site with the capacity to deliver a 10,000sq m building. This site will accommodate the BioInnovation Centre, which will provide expansion of incubator and provision of grow-on commercial floorspace.

The Trust has aspirations to create a commercially focused bio-medical campus, with a concentration and co-location of research and industry. This approach is predicated on the premise that the provision of a facility of this nature will result in greater collaboration between organisations and result in growth of the knowledge economy.

The opportunity for significant additional redevelopment within the University/Hospital Boulevard is limited to two sites at the junction of West Derby Street and Minshull Street. These are the sites identified as Archbishop Blanch School and Sacred Heart Primary School. Any redevelopment on these sites will need to be carefully ‘knitted’ into the adjacent community of Kensington suggesting that an alternative use other than exclusively knowledge economy development may be appropriate.

Importantly these two sites are seen as being long term development opportunities within the Knowledge Quarter. This is particularly pertinent given government announcements regarding the Building Schools for the Future programme, and specifically uncertainty around whether the relocation of existing functions on the site and therefore release of the land opportunity will be realised. The SIF recommends that they are considered as long term development opportunities in this context.

Through delivering the scale and nature of development within the ‘core’ of the Knowledge Quarter, as set out in the SIF, a critical mass of activity may be delivered that justifies knowledge economy specific development within these more peripheral sites. This should be monitored and considered in the longer term accordingly.

Initial development principles have been considered for the available sites within the Corridor as summarised in the following paragraph.
Hill, the heart of the University campus. Street, creating a positive connection for the integration of the Hospital and University, to be improved, to assist in the north - south pedestrian movement.

The key opportunity here is to establish a public realm that allows for the opening up of the Archbishop Blanch yard and mortuary behind the existing LSTM, as well as land on the other side of Pembroke Place, which has recently been acquired by a private developer. We recommend that the scale and massing of each development should be in keeping with the existing urban context. We do not believe that any of these sites should be considered for tall buildings, and that development should respect the adjacent buildings and public realm.

All development within the Corridor should have a positive impact on the public realm. The SIF recognises the importance of Pembroke Place and West Derby Street as an established corridor linking the gateway at Minshull Street with the Hospital and University, and wider relationship with Islington as an area of change in the future. This also links in strongly with the investment underway in the realignment of Hall Lane, including the opening up of the Archbishop Blanch and Sacred Heart development sites to the east in this context.

The key opportunity here is to establish a public realm that allows north - south pedestrian movement to be improved, to assist in the integration of the Hospital and University sites. This extends to Ashton Street, creating a positive connection between the hospital and Brownlow Hill, the heart of the University campus.

The mix of uses within this Corridor should include primarily commercial floorspace targeted directly at the key knowledge economy sectors identified, with supporting ancillary uses including residential, leisure and retail where required in viability terms, or appropriate to deliver a high quality investment environment.

A total development quantum for the University/Hospital Boulevard (not including Plots I and J which are seen as longer term development opportunities sitting outside of the core) has been calculated on the basis of the suggested potential design solution to the site.

Total development capacity across the wider collection of site opportunities within the Corridor is identified to be circa 45,650 square metres. Of this development opportunity, key plots are recognised to include E (10,000 square metres) and F (1,000 square metres), both of which are being considered as potential expansion sites for the LSTM. These sites are owned by Liverpool University (Plot E) and Liverpool City Council (F).

**DELIVERY GUIDANCE**

There is a critical role for the public sector in delivering aspirations and site specific opportunities across the University/Hospital Boulevard, particularly through land ownerships. Outside of the hospital, the University owns Plots A and E, while the Council owns Plot F and would take ownership of Plot J if Archbishop Blanch moves, and the Trust owns Plot D. However, even with this scale of public sector control a number of barriers to delivery of key asset investments have been identified.

These barriers are summarised in the following bullet points including potential to ‘unlock’ the noted opportunities:

- Development of the BioInnovation Centre on the identified plot covered by Outline Planning permission, associated with (but not dependent on) the redevelopment of the Hospital itself. This includes the potential to access JESSICA funds to contribute to delivery. It is understood that the Trust is keen to have a long term stake in the campus and proposed BioInnovation Centre, although it does not envisage being involved in the ‘day-to-day’ operation of the site, with a potential future role for LSP in this context.

- The next phase capital investment aspirations of the LSTM, including the need to unlock development potential opposite the current facility on Pembroke Place, where the school has ownerships. The delivery of development on these sites is constrained by designated Listed Buildings and private sector interests. LSTM must progress development plans through engagement initially with Liverpool City Council, and then with the private sector owners on the wider site. Further opportunity exists on a Liverpool University owned site and the City Council owned morgue both to the rear of the current LSTM facility (albeit the latter will not provide sufficient scale in its own right to meet identified need) and the Trust owned Pembroke House (Plot D). These opportunities must be explored with LSTM and site owners to ensure that their expansion needs are delivered within the Corridor.

**NEXT STEPS**

Immediate next steps and priorities within the Corridor include:

- Preparation of a Business Case, and progression to developer/ construction partner procurement for the BioInnovation Centre at the RLUHT site;
- Commencement of liaison between partners to realise identified development opportunity, including the ‘unlocking’ of key development opportunities to meet identified latent demand / established asset investment requirements; and
- Preparation of a development / planning brief for the Corridor (with potential to adopt as Supplementary Planning Guidance) to protect development aspirations as identified in the medium to long term.

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6 NB: It should be noted that the quantums have not been tested in terms of their viability as part of the SIF process.
## Copperas Hill Development Area

**Figure 4.7 Copperas Hill Development Area Framework Plan**

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Current Usage</th>
<th>Availability</th>
<th>No. of Floors</th>
<th>Proposed Area (GIA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plot A 1</td>
<td>Royal Mail &amp; Liverpool City Council</td>
<td>Royal Mail Distribution Depot</td>
<td>Short Term Development Site</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>Britannia Hotels &amp; Liverpool City Council</td>
<td>Vacant</td>
<td>Medium Term Development Site</td>
<td>8</td>
</tr>
<tr>
<td>3</td>
<td>Liverpool City Council</td>
<td>Vacant</td>
<td>Medium Term Development Site</td>
<td>5</td>
</tr>
<tr>
<td>Plot B 1</td>
<td>Liverpool City Council</td>
<td>Multi-storey Car Park</td>
<td>Long Term Potential Major Development</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>Private</td>
<td>Mixed Use</td>
<td>Unknown</td>
<td>8</td>
</tr>
<tr>
<td>Plot C 1</td>
<td>The Liner Hotel</td>
<td>Public Car Park</td>
<td>LCC Short Term Development Site</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Liverpool City Council</td>
<td>Vacant</td>
<td>LCC Short Term Development Site</td>
<td>4</td>
</tr>
</tbody>
</table>
DEVELOPMENT PRINCIPLES

The Copperas Hill Development Area represents a strategic opportunity to deliver investment that will maximise the knowledge assets in the Knowledge Quarter and regenerate a key area of the City Centre. The area is identified in the KQ UDF (URBED, 2008) as a shatterzone which creates a barrier to movement between the Knowledge Quarter and beyond and the City Centre Core.

This development area presents a major opportunity to develop a new, dynamic, and exciting destination on the edge of the main retail area, Liverpool Knowledge Quarter and adjacent to Lime Street Station, a major gateway to the City Centre and wider city. The development area includes the vacant Royal Mail sorting office, which is a major development opportunity along with adjacent sites, particularly for the provision of knowledge economy floorspace including Creative and Digital, and other major uses which would generate a major contribution to the economic development of the city.

The Liverpool Knowledge Quarter SIF framework plan for the Copperas Hill Development Area acknowledge the scale and massing of the surrounding City Centre core. They describe a basic development grid illustrating the pattern, capacity and massing of new buildings and future development plots within the area.

A structure has been introduced which strengthens the relationships and linkages between proposed new and existing spaces.

The framework is purposefully flexible allowing for the retention (and re-use) or redevelopment of the existing Royal Mail building, as well as providing an opportunity for a phased approach to development.

The building plots identified have been formed through the recognition of key linkages, rather than maximising floorspace output on the site (i.e. avoiding a simply capacity-led approach to understanding the potential of the site). It allows for a mix of uses for the area, and recognises the need for active frontages to the major routes and spaces that will be created.

Development within the wider area should take advantage of the significant level changes across the sites. With the tallest building at the junction of Mount Pleasant and Brownlow Hill closest to the City Centre core, and lower scale buildings respecting the scale of dwellings along Russell Street, consistent roof levels can be created that help tie the entire development together. This creates opportunities for buildings of between 3 and 6 storeys, in a pattern and layout that accommodates pavilion style buildings as well as larger blocks that in themselves can be individually phased.

Each building should emphasise a positive relationship with the public realm. The widening of Brownlow Hill at the point where the two largest buildings face each other creates a new square, a destination space at the heart of the new development which can form a flexible and collaborative urban space. Buildings should be located to ensure that they address street edges, ensuring that active frontages are promoted both on entrance points but also within the core of the development area. It has also been assumed that the development will make provision for car parking below ground, again utilising the level changes that exist on the site.

Building construction, materials and internal configuration and specification should reflect the Creative and Digital end-users it aims to attract and support. Highly serviced and flexible floor plates should combine with socially diverse and collaborative spaces to enhance the cross fertilisation of ideas and establish a new and vibrant commercial core to the Knowledge Quarter.

Supported by a mix of uses including ancillary retail, leisure and residential, it is anticipated that large floorplate space will also be available for other commercial and office activities, beyond solely knowledge-related commercial activity, in a knowledge environment. The quality of the built environment and public realm within the area should reflect the aspiration of the Liverpool Knowledge Quarter and must respect its fabric and cultural and historic City Centre context.

A total development quantum has been calculated on the basis of the suggested potential design solution to the site.\footnote{NB: It should be noted that the quantums have not been tested in terms of their viability as part of the SIF process.}
Total development capacity across the wider collection of site opportunities at Copperas Hill is identified to be circa 144,000 square metres, including circa 85,500 square metres within Plot A, split over a combination of 4 and 8 storey buildings; circa 43,000 square metres within Plot B, split over a combination of 6 and 8 storey buildings; and 15,500 square metres at Plot C split within 4 storey buildings.

The Copperas Hill Development Area represents a complex re-development opportunity for a number of reasons, including:

- **Mixed land ownership across the area including public and private sector interests.** The principal interested parties include Royal Mail who own the Royal Mail building. Liverpool City Council own the freehold of land to the rear of the Adelphi. The Adelphi Hotel (Britannia Hotels) has a lease on this land and a temporary planning permission for car parking purposes. In addition, the City Council owns the multi-storey car park on Mount Pleasant/Brownlow Hill.

- **The relative importance of the Council run car park in meeting the car parking needs of the area and the need for clarity as to the Council’s medium to long term car parking strategy.**

- **The operational requirements of the Adelphi Hotel – especially in terms of its car parking requirements.**

Thus a redevelopment strategy for this area will need to be taken forward in partnership with the Royal Mail (as long as they retain ownership of their current site and subsequently ensuring a working relationship with the new site owners when they are in place) and the City Council / Liverpool Vision.

The Royal Mail building has been considered in the context of two scenarios: retention and re-use, and clearance and re-development. The importance of the link between the heart of the new development and Lime Street Station will be an important consideration.

Retention and re-use (including the need for internal reconfiguration and/or partial redevelopment) is an option, however it should be noted that attempts to refurbish obsolete buildings, e.g. the former Marconi Buildings on Edge Lane, have failed to realise expected commercial success. In the event that the building is retained, its integration into the development as a whole will be critical, as will ensuring that it does not provide a barrier to visual and physical connectivity to Lime Street Station.

Remodelling of the building, allowing direct access through to the station, may be problematic due to floor to floor height, and the need to cut-out part floors. The significant depth of the building also makes this approach difficult, and supports the need for further investigation of the development potential of this site.

**DELIVERY GUIDANCE**

This is a major strategic opportunity to deliver a coherent and high quality City Centre commercial knowledge campus, with specific Creative and Digital, Physical Sciences, and Convergent Technologies end-use potential, of sufficient scale to act as a catalyst for creating a commercial market within the currently underutilised Copperas Hill area. Opportunities to deliver a multi-disciplinary R&D based commercial project should be sought where viable.

Critical to the delivery of this wider development is the need for holistic consideration of the collection of site opportunities identified. This need is two fold: firstly, to deliver a scale of development that can accommodate a mix of uses of appropriate nature and sufficient quality to foster and encourage knowledge economy activity; and secondly, that can deliver the large, flexible office floorplates that have been identified as being core to the requirements within the Knowledge Quarter linked to the key target sectors.
The future of the Royal Mail site is extremely important in this context. Its release will act as a shorter term catalyst for the wider site (whether the building is retained or redeveloped) due to its large floorplate potential.

The Liverpool Knowledge Quarter SIF recognises that the Royal Mail site is likely to come to the market in the short term with the Royal Mail Group (RMG) seeking disposal and as a result notes that the development of this site for knowledge economy related uses is a priority for partners.

Due to Liverpool City Council’s (LCC) interests in the Development Area they will ensure that they have positive involvement in the developer selection process. The RMG, with LCC, see the disposal of the site in the immediate/short term as an opportunity to test the market and generate interest and enthusiasm for the site and wider development opportunity, to be procured by partners through a separate exercise.

In consultation with the future owners of the Royal Mail site partners should establish a detailed understanding of the following parameters across the site as a whole:

- The appropriate mix and balance of uses;
- The appropriate scale of development;
- The retention or demolition of the Royal Mail building – or at least the relative viability / implications;
- The Council’s car parking requirement and policy for this area;
- The operational requirements of the Adelphi and how they can be met; and
- The potential to utilise the Council’s car park as an income generating asset in any delivery strategy.

This exercise will establish the parameters for future development and investment and partners expectations of the private sector associated with the opportunity through the establishment of a clear brief.

The partners should seek to procure development partners for the remaining opportunity sites within the Copperas Hill Development Area. This exercise should be undertaken alongside the Royal Mail site owners to ensure an holistic approach to development across the development area.
It is recommended that partners procure a development partner through a competitive dialogue process. This will allow for a full negotiation after the selection of bidders through the PQQ process on the basis of formal criteria and prior to the submission of formal tenders. This route of procurement is generally felt to be appropriate to regeneration projects where there are a wide range of alternative solutions. In the case of Copperas Hill, this could require the bidders, with considerable freedom, to generate a range of design and implementation solutions providing the partners with a range of different approaches which could be the subject of active negotiations.

This structured process should be conducted with a limited number of organisations selected by the partners from all respondent to an advert via a PQQ. Once the dialogue process is concluded, final tenders are requested.

The complex nature of the Copperas Hill opportunity supports this approach. However, it should be noted that this route has been open to criticism in the past relating to bid cost, protection of bidders’ intellectual property / commercially confidential information, procurement timetables and costs. It should also be noted that the timescales associated with this route of procurement require between 18 to 24 months for completion.

The Liverpool Knowledge Quarter SIF considers the wider development opportunity at Copperas Hill to be a long term aspiration, recognising the sheer scale of potential development outlined. However, in this context there are ‘early wins’ that can be delivered, with the nature of the site and ability to phase development critical in this context. Plot C is particularly noted to be an earlier development opportunity in this context. Future masterplanning, recommended to be undertaken either following or as part of the Competitive Dialogue process, should recognise this aspiration to identify early wins that include the delivery of commercial knowledge economy floorspace to ensure that the identified shortage in the Knowledge Quarter is addressed accordingly in developing an agreed plan for the area.

The disposal of Plot 1A by the Royal Mail supports the assumption of a short to medium term development opportunity relating specifically to this component of the site

**NEXT STEPS**

Immediate next steps and priorities on the site are therefore recommended to include:

- Disposal of the Royal Mail site by current owners in consultation with Liverpool City Council and Liverpool Vision including agreement of most suitable route for procurement of private sector partner for the wider Copperas Hill opportunity;

- Appointment of property and legal advisors to frame the Copperas Hill opportunity working alongside the future owners of the Royal Mail site in advance of commencing the procurement process including setting the parameters for future development (building on the guidance within the SIF), establishing the expectations of the private sector, and providing more detailed advice on and potential management of the procurement process; and

- Commencement of the appropriate procurement process including early prioritisation of submission of Contract Notice to OJEU, partners eligibility assessment of PQQ responses, and invite to shortlisted bidders to participate in competitive dialogue process.

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8 NB: It should be noted in this context therefore that the site is procured as a single opportunity rather than disposed of plot-by-plot although this remains an option if masterplanning is undertaken in advance of the procurement process.
## ACTION PLAN

Key projects across Liverpool Knowledge Quarter to 2025:

<table>
<thead>
<tr>
<th>ACTION</th>
<th>DESCRIPTION</th>
<th>LEAD DELIVERY PARTNER</th>
<th>PHASE</th>
<th>RELEVANT THEME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Royal Mail Developer Procurement</td>
<td>Sale of Royal Mail site by RMG following tendering process</td>
<td>RMG / Liverpool City Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appointment of Advisors to Copperas Hill Development Area</td>
<td>Appointment of property and legal advisors to advise on developer procurement process relating to LCC owned land at Copperas Hill. Appointed advisors to work alongside owners of RMG site in the future to bring forward mutually beneficial development in the wider area. Partners should seek to appoint a single advisor on the wider opportunity, including potential to combine with RMG site in this context. Initial advice should be sought on the most appropriate procurement route and scale for the LCC land holdings within the Copperas Hill development area including potential to procure as a total development opportunity and potential to procure individual development opportunities.</td>
<td>Liverpool City Council</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Preparation of Development Brief for Copperas Hill Development Area</td>
<td>Preparation of development brief to guide future investment within Copperas Hill Development Area setting parameters for development that will come forward including recognition of short, medium and long term opportunities.</td>
<td>LCC / Liverpool Vision / RMG Land Owners</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Mixed Use Development at Copperas Hill Development Area</td>
<td>Ensure ongoing engagement with future developers and landowners to understand and influence the nature of development coming forward within the Copperas Hill development area including opportunities to directly influence the delivery of commercial knowledge related floorspace (B1a office and laboratory) and mixed use development (including retail linked to the previous action) through ‘windfall’ development opportunities and to ensure that design and mix of uses standards within development proposals comply with the aspirations for the quality of the built environment across the Quarter.</td>
<td>LCC / Liverpool Vision / RMG Land Owners</td>
<td>NB: Including some ‘early win’ development opportunities relating to the RMG site specifically</td>
<td>1</td>
</tr>
<tr>
<td>Prepare Business Case for BioInnovation Centre, University / Hospital Boulevard</td>
<td>Commission specialist consultants to prepare a Business Case for the development of a BioInnovation Centre within the University / Hospital Boulevard. Need to consider nature of floorspace, sector appeal, and potential funding sources including JESSICA.</td>
<td>RLBUHT / Liverpool Science Park</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Strategic Planning Guidance / Planning Brief for University / Hospital Boulevard</td>
<td>Identify the best planning approach for protecting knowledge related development opportunity within the University / Hospital Boulevard. This should include the identification of ‘fixes’ and ‘flexes’ within the area, set planning, use and standard parameters. Undertake SPG or Planning Brief on this basis.</td>
<td>Liverpool City Council / RLBUHT / LSTM / Liverpool Vision</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Royal Liverpool University Hospital Construction Procurement</td>
<td>Undertake procurement of construction partner for Royal Liverpool Hospital redevelopment and wider development opportunity.</td>
<td>RLBUHT / Liverpool Science Park / LSTM / Liverpool City Council</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Widening of LSP Membership</td>
<td>Seek to widen the Liverpool Science Park SPV arrangements to include RLBUHT.</td>
<td>LSP / RLBUHT</td>
<td>1 / Delivery</td>
<td></td>
</tr>
<tr>
<td>Implement Smart Grid Pilot</td>
<td>Bid for and implement a Smart Grid pilot across the Liverpool Knowledge Quarter involving all partners across the Quarter.</td>
<td>TMP / LCC / UoL / LJMU / LSP / RLBUHT / LSTM / Private Sector Providers</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>ACTION</td>
<td>DESCRIPTION</td>
<td>LEAD DELIVERY PARTNER</td>
<td>PHASE</td>
<td>RELEVANT THEME</td>
</tr>
<tr>
<td>--------</td>
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</tr>
<tr>
<td>Energy Masterplan</td>
<td>Develop Plans to ensure the delivery of sufficient energy supply to meet demand of future development needs.</td>
<td>TMP / LCC / UoL / LJMU / LSP / RLBUHT / LSTM / Private Sector Providers</td>
<td>Ongoing</td>
<td>1</td>
</tr>
<tr>
<td>BioCampus</td>
<td>Continue to develop plans to deliver a BioCampus around Pembroke Place including the delivery of the redevelopment of the Hospital and commercial knowledge economy uses in the area.</td>
<td>RLBUHT / BioCampus Group / Private Sector</td>
<td>Ongoing</td>
<td>1</td>
</tr>
<tr>
<td>LSP ic3</td>
<td>Deliver the ic3 facility including procurement of construction partner following successful receipt of planning permission for the facility.</td>
<td>LSP / 2Bio</td>
<td>Ongoing</td>
<td>1</td>
</tr>
<tr>
<td>Broadband Provision</td>
<td>“Undertake a detailed review of existing broadband provision including both the geographical availability of connectivity and capacity. Review should include identification of average band-width and speed where provision is in place, ‘hot spots’ and ‘black spots’. Distinction should be made between broadband provision that it is in place commercially and non-commercially.”</td>
<td>TMP / LCC / Liverpool Vision</td>
<td>Ongoing</td>
<td>1</td>
</tr>
<tr>
<td>Windfall Knowledge Related Floorspace Provision</td>
<td>Ensure ongoing engagement with developers and landowners to understand and influence the nature of development coming forward within the Knowledge Quarter including opportunities to directly influence the delivery of commercial knowledge related floorspace (B1a office and laboratory) through ‘windfall’ development opportunities and to ensure that design and mix of use standards within development proposals comply with the aspirations for the quality of the built environment across the Quarter.</td>
<td>LCC / Liverpool Vision</td>
<td>Ongoing</td>
<td>1</td>
</tr>
<tr>
<td>Car Parking Strategy</td>
<td>Undertake a Car Parking Strategy for the wider City Centre including the need to determine the need for car parking provision and the most appropriate strategic locations for this use. Consider the Knowledge Quarter as a potential location for a public car park provision in this context.</td>
<td>LCC / Liverpool Vision</td>
<td>Ongoing</td>
<td>1</td>
</tr>
<tr>
<td>Hope Street Area - Mixed Use Development</td>
<td>“Ensure ongoing engagement with developers and landowners to understand and influence the nature of development coming forward within the Knowledge Quarter including opportunities to directly influence the delivery of commercial knowledge related floorspace (B1a office and laboratory) and mixed use development (including retail linked to the previous action) through ‘windfall’ development opportunities and to ensure that design and mix of use standards within development proposals comply with the aspirations for the quality of the built environment across the Quarter. To work with the local community and other key stakeholders, such as the Hope Street Visitor Economy Group, to understand key issues in the continuing regeneration of the area, and to identify the appropriate means of identifying aspirations, e.g. through an Area Action Plan, Prospectus or Vision Document.”</td>
<td>LCC / Liverpool Vision / Private Sector Interests</td>
<td>Ongoing</td>
<td>1</td>
</tr>
<tr>
<td>ACTION</td>
<td>DESCRIPTION</td>
<td>LEAD DELIVERY PARTNER</td>
<td>PHASE</td>
<td>RELEVANT THEME</td>
</tr>
<tr>
<td>--------</td>
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<td>----------------------</td>
<td>-------</td>
<td>---------------</td>
</tr>
<tr>
<td>Islington / London Road Area - Mixed Use Development</td>
<td>“Ensure ongoing engagement with developers and landowners to understand and influence the nature of development coming forward within the Knowledge Quarter including opportunities to directly influence the delivery of commercial knowledge related floorspace (B1a office and laboratory and mixed use development (including retail linked to the previous action) through ‘windfall’ development opportunities and to ensure that design and mix of use standards within development proposals comply with the aspirations for the quality of the built environment across the Quarter. To guide the development of appropriate complementary uses which support the knowledge economy. In particular, student accommodation and supporting retail and leisure uses.”</td>
<td>LCC / Liverpool Vision / Private Sector Interests</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Pembroke Place/ West Derby Street Public Realm</td>
<td>Delivery of public realm investment along Pembroke Place and West Derby Street to enhance north-south connections between the Universities and the Hospital and future development on the wider site.</td>
<td>Liverpool City Council / RLBUHT / Liverpool Science Park / LSTM / Liverpool Vision / University of Liverpool</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>General Public Realm and Pedestrian Connectivity and Movement</td>
<td>Continue delivery of URBED recommendations relating to public realm enhancements and pedestrian connectivity and movement across the Knowledge Quarter.</td>
<td>LCC / Liverpool Vision</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>City Centre Retail Strategy</td>
<td>Complete City Centre Retail Strategy to inform appreciation of future role of retail provision within the Knowledge Quarter within its wider City Centre context including potential enhancement of current offer. Ensure an understanding of the important role of this use to the diversity and vibrancy of the Knowledge Quarter including an important supporting function for commercial and non-commercial knowledge uses within the Quarter</td>
<td>LCC / Liverpool Vision</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Hope Street Area - Public Realm</td>
<td>Continued investment within the public realm of Hope Street area including potential expansion of ‘core’ area to include widening its boundary to Berry Street and Rodney Street.</td>
<td>LCC / Liverpool Vision / Hope Street Partnership</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Islington / London Road Area - Public Realm</td>
<td>Ensure appropriate and sufficient investment within the public realm of the Islington and London Road area as part of future development including the recognition of physical connectivity to the Knowledge Quarter to the south.</td>
<td>LCC / Liverpool Vision / Private Sector Interests</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
## Business Support and Networking

**Description:** “Deliver sector specific business support and networking opportunities (related specifically to the knowledge sectors identified herein) to encourage business retention, creation and development of supply chain linkages, and the encouragement of a strong and recognised commercial knowledge economy business community.

- Identify and formally encourage opportunities for direct networking links between the Knowledge Quarter assets (public and private) and the wider hubs of the knowledge economy across the City Centre and City Region.
- Introduce monitoring of success and perceptions of business support and networking opportunities on a regular (triggered by individual events, and six-monthly liaison with those engaged) to test success and usefulness.”

**Lead Delivery Partner:** Liverpool Vision / LSP / Mbio / TMP / KEG

**Phase Key:** Ongoing

### Knowledge Quarter Brand Strategy

**Description:** “Undertake a Knowledge Economy Branding Strategy to identify current and potential future brand moving beyond the simple recognition of the assets (public and private). Need to consider existing research and commercial specialisms within the Knowledge Quarter.

- The Strategy must include buy-in from all partners within the Knowledge Quarter and be integrated across existing branding to ensure a consistent ‘sell’ of the brand.”

**Lead Delivery Partner:** Liverpool Vision / LCC / LSP / UoL / LJMU / RLBHUT / TMP / KEG

**Phase Key:** Ongoing

### Establish Delivery Lead

**Description:** Put in place / agree an existing delivery lead for investment and development within the Knowledge Quarter. Suggested principles of this arrangement similar to Liverpool Visions role in delivering the Commercial District including a focus on profile of opportunity, facilitating and co-ordinating public sector investment and activity, broker engagement between the public and private sector interests.

**Lead Delivery Partner:** Liverpool Vision / LCC / LSP / UoL / LJMU / RLBHUT / TMP / KEG

**Phase Key:** Ongoing

### Co-ordinate Management of Knowledge Economy Floorspace and Facilities

**Description:** Co-ordination of all knowledge-related accommodation requirements and need and delivery through LSP and Mbio in collaboration.

**Lead Delivery Partner:** LSP / MerseyBio / TMP

**Phase Key:** Ongoing

### Inward Investment Protocol

**Description:** Establish clear working protocol regarding knowledge economy investment enquiries between various partners working at City Region and local (accommodation specific) level.

**Lead Delivery Partner:** TMP / Liverpool Vision / LSP / MerseyBio

**Phase Key:** Ongoing

### Developing Sustainable Communities

**Description:** Complete an audit of existing community organisations in the Knowledge Quarter, including Visitor Economy Groups, residents groups, business groups, stakeholder groups, etc, to understand relevant issues and how to address them, and identify gaps in representation. Work with each group to help establish linkages and create networks, with the aim of creating sustainable, vibrant, engaged, and well connected communities.

**Lead Delivery Partner:** LCC / Liverpool Vision

**Phase Key:** Ongoing
DELIVERY

The scale of opportunity across the Liverpool Knowledge Quarter has been clearly recognised within the SIF, including potential to realise a scale and nature of development, and supporting investment, that will enable economic growth within the City Centre and the wider city and City Region. It can make a significant contribution to the wider economic and planning policy aspirations at city and regional level.

The nature and scale of investment envisaged, if delivered, ensure a competitive knowledge-economy hub and will retain and grow investment by key knowledge-economy assets. The key development areas identified will be a catalyst for wider investment and the regeneration of a significantly underutilised area of the City Centre.

The delivery of the identified vision for the Liverpool Knowledge Quarter is dependent on public sector partners galvanising the confidence and support of private sector partners and investors. It is important in the current economic climate that any direct public sector intervention (with specific reference to the potential initial reliance on public sector assets and/or funds to unlock opportunity) is utilised to lever appropriate private sector knowledge economy and businesses into the Knowledge Quarter, linked to clustering of activity within the area and forging genuine commercial linkages with the Universities.

This is particularly significant at a time of economic upheaval, including continued uncertainty within the market, less public funding availability and future cuts likely. In this context public sector ownership, and the prioritisation of investment to focus on getting more ‘bang for the buck’ will be critical features of delivering change within the Knowledge Quarter.

Early engagement with the private sector will also be important. There is noted to be developer interest across the Knowledge Quarter, with specific examples of site-specific enquiries being made. Partners should be encouraged to guide but not constrain private sector investment; particular concerns should be the need to treat key sites in their wider context including potential need to bring owners and investors together to deliver coherent and strategic investment.

The introduction of a clear and robust delivery structure for the Liverpool Knowledge Quarter SIF will be a key foundation on which to attract and guide suitable investment. Liverpool Vision, and in the future the LEP, should play a key role in this context, utilising a model similar to that which was established and applied successfully within the ‘Commercial District’ of the City Centre. The focus here should be on providing confidence to the market that appropriate levels of public sector facilitation and support are in place to guide development. This role as facilitator and broker should be the focus for Liverpool Vision alongside partners.

It is considered that there is also a role for LSP specifically relating to the development, operation and management of any knowledge-economy targeted floorspace that comes forward within the Liverpool Knowledge Quarter. LSP was formed as the Special Purpose Vehicle (SPV) to provide fit for purpose and appropriate managed facilities that would enable the creation of a sustainable knowledge economy within Liverpool. It represents a partnership between Liverpool City Council, Liverpool University, and the Liverpool John Moores University.

LSP is noted to work alongside both the NWDA and Liverpool Vision in its remit. It is recognised (and supported) by the Knowledge Quarter SIF if the LSP SPV is being widened to include the RLUH.

The Liverpool Knowledge Quarter SIF recommends that LSP takes on the remit of development, operation and management of fit for purpose commercial knowledge-related floorspace coming forward within Copperas Hill and the University/Hospital Boulevard and the wider Knowledge Quarter. This approach will avoid brand-duplication and competing public sector interests within the Knowledge Quarter. It is recognised that there will be private sector schemes coming forward that will not be included within LSP’s remit. However, this form of competition is considered to be healthy including benefits for occupiers in the form of services offered and rental levels.

The relationship of key partners, including Liverpool Vision, the City Council, TMP, and the assets across the Liverpool Knowledge Quarter, has been formalised and should be promoted through the LEP in the future. There is a need in the future to map out delivery responsibilities in the context of the LEP. There is in place a Knowledge Economy Working Group, responsible for developing the KEP. It is not suggested through the Liverpool Knowledge Quarter SIF that a further tier is added to the hierarchy of working groups in place. However, the engagement undertaken as part of development of the SIF has established strong working relationships between key individuals within the key partner organisations. It is suggested that this group continues to meet including a shared responsibility for delivering the Liverpool Knowledge Quarter SIF, led by Liverpool Vision.