



# Making a Place for Everyone.

**Social Enterprise Plan 2016**

For Liverpool City Centre and Waterfront Residents



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Engage Liverpool CIC | a social enterprise  
providing an inclusive independent forum  
for city centre and waterfront residents



# Foreword

This document sets out a **Social Enterprise Plan** for our collective enterprise in increasing the liveability of Liverpool's City Centre and Waterfront neighbourhoods for current and future generations. It recognises that although we are not a traditional business, we need to plan and organise our activities to ensure the best return for our resources and investments – **the enthusiastic and freely given energy of all our volunteers and supporters and the generous contributions of our partners, sponsors and funders.**

The most important resource at our disposal is our enthusiastic Board of Directors and panel of active volunteers who love Liverpool and want to make their city the best it can be. As a voluntary organisation, engaging, growing and maintaining this group of people is of critical importance and, as such, the journey Engage is able to follow is in the hands of these '**champions**'. The formulation of this Plan establishes our **ethos, aims and objectives** to guide our journey and our method of working is to be **entrepreneurial** around our agenda in terms of developing partnerships, seeking sponsorship and applying for project funding.

Our **direct beneficiaries** are all City Centre residents, including the large but transitory student body. Our **indirect beneficiaries** are all people that use and visit the City Centre. The growing residential communities in the City Centre hold a **unique perspective on life here**; it is their contribution to life in the centre that delivers a vibrant place for others to enjoy. These vital stakeholder groups are a powerful force to help Liverpool's leadership shape and develop a City Vision.

Within the City Centre we have established an **accessible environment** to stimulate 'engaging' conversations that maintain people's interest, attract sponsorship and give purpose to the funding bids we make. It is all about working with a '**soft-power base**' within our communities and taking these conversations to empowered stakeholders in a constructive and helpful manner. Our **Strategic Aims** reflect the ongoing **campaign themes** around which we focus the work of Engage and base the community's relationships with stakeholders, partners and potential funders:

- **A Common Voice**
- **A Critical Friend**
- **Championing Place-making**
- **The Five Ways to Wellbeing**
- **Social Value City**

**The production of this Social Enterprise Plan provides the backcloth that will raise the quality of conversations about our city, add consistency and give confidence to the achievability of our Vision.**





# Introduction

# Introduction

## Our Inheritance

Liverpool is a difficult city to encapsulate: unpredictable, changeable, diverse, bursting with opportunity and optimism; uncertain, a little fragile and in need of appropriate investment to realise its potential. And that is Liverpool: like Janus the Roman god of beginnings and transitions, journeys and exchange, concerned with travelling, trading and shipping.

Liverpool is cosmopolitan, developed from a world not a regional people, comprising a rich culture attractive and welcoming to interesting and creative people. It is a city community capable of helping itself when the opportunity arises and capable of articulating its views when they do not. In the modern world she is a city of firsts: the mother of invention concerning the built environment, culture and society. Liverpool need only look to itself for inspiration and assurance from past achievements - not what we have done, but that we have done it.

Urban Renaissance in the City Centre over the past decade has skilfully built upon the legacy of our topography, quality built fabric and communities which fashion a place of recognised World Heritage significance. It has delivered complementary and internationally award winning new built fabric and infrastructure to provide a tremendous platform to begin the hard task of making Liverpool a successful and equitable city for our time.

## Our Challenge

Population growth in the City Centre has been fast paced over the past decades, creating a new and different urban community that is generating increased demand for modern facilities, amenities and services that are all but absent. In an emerging landscape of apartments in former commercial and dockland areas, service providers from grocers to utilities need resident communities to be established before they can be attracted to invest. This chicken and egg process can make urban living difficult for pioneering residents and can impede the development of a sustainably mixed population if not well managed. This changing landscape also impacts on the stewardship of the public realm by the authorities, creating new management demands on highways, community centric public realm and environmental security. In short, today's challenge is to create resilient and sustainable neighbourhoods for a permanent community.

## Our Role

Founded in 2007, Engage Liverpool CIC has emerged as a residents' champion, evolving from the community base on the Waterfront and the City Centre. In this progressive renaissance for Liverpool, we provide an independent forum where people with the will to develop inclusive City Centre neighbourhoods can work together towards this common goal. The role of Engage is to enable open discussions that are democratic, balanced, informed and an accurate reflection of our collective needs and aspirations. Our key role is to ensure that this reflected opinion is valued and influential in the city.



## Our Growing Influence

We began our work in 2007, galvanised by a number of negative issues that were affecting residents. Our first interventions included the resolution of a range of city-living issues like noise and anti-social behaviour associated with the night-time economy, and challenging poor performance from Management Companies on building maintenance issues. We supported these activities by attending mediation meetings with businesses and ran practical seminars for tenants.

However, by coming together as a community we created a democratic network that became immediately positive about why we chose to live in the City Centre. With this new positivity we hosted a conference addressing the key question: *'What kind of city do we need and want?'* This is now our signature *Annual Conference*, addressing the question from a new angle each year.

Prompted by one particular conference discussion, we hosted a workshop *'Our City – Our Place?'* to bring residents and stakeholders together. We acted on a number of workshop recommendations, including the establishment of a cross sector working group to develop an *'Engage Endorsed'* rating scheme for good managing agents. Members included the Chartered Institute of Housing (CIH), the Royal Institution of Chartered Surveyors (RICS), the Association of Residential Managing Agents (ARMA), LCC, and independent experts in leasehold law.

In 2011, we inaugurated our prestigious Seminar Series with *'3 Talks in the 3 Graces'*, led by professors from each of Liverpool's three Universities. Attended by over 300 people, this marked the beginning of serious and professional debate for the benefit of the whole city community and has become our signature Autumn Seminar Series. Our Annual Conferences and Seminar Series discussing city living has hosted experts from home and abroad. International guests have included Prof Trevor Boddy from the University of British Columbia, Vancouver; Prof Dr Dirk Schubert from Hafen City University, Hamburg; and Oliver Schulze and Klaus Bondham from Copenhagen.

To engage 'harder-to-reach' communities, we worked in partnership with Liverpool Vision to deliver a series of meetings in different areas of the city. This was followed by two *'Meet the Neighbours'* events in the Commercial District and Ropewalks. Similar events took place in the Baltic Triangle and Central Area during 2012.

**In February 2012, Engage Liverpool became a not-for-profit community interest company with an established Board of Resident Directors.**

In 2012, residents identified *'Public Open Spaces'* as an issue they wanted to discuss. This led to meetings in the Commercial District and Ropewalks, highlighting a desire to connect Waterfront and City Centre residents, recording their concerns and bringing together those stakeholders that can influence change. We also ran a series of Saturday morning training sessions to empower residents in establishing good structures for block management, to challenge ineffective management and to achieve value for money in contracting services. The series was attended by residents from 15 different apartment blocks across the City Centre. We repeated the Saturday morning series of training sessions to residents each year.

Engage has redeveloped its web site and online resources to bring together all of our work with the necessary links and documents to support improved block management, connect residents with their democratic representatives and deepen peoples' experiences of urban living. We are self-financing and have become the representative organisation that Liverpool City Council goes to for consultations involving City Centre residents. In 2014, we initiated a Neighbourhood Planning process within the Waterfront and Baltic areas which will give residents and local businesses a say in the future development of their neighbourhoods.

## Our Aspiration

Engage Liverpool will contribute to the exemplary development of our City Centre and Waterfront neighbourhoods through active and positive engagement with all stakeholders responsible for its development and management. We will develop an 'urban living' expertise within the community based on a collective lived experience. We will bring together opinions in an open and independent forum, ensuring that the discussions are balanced, well informed and an accurate reflection of our collective needs and aspirations. Our key role is to ensure that this reflected opinion informs the positive ongoing development of our City Centre and Waterfront. With over 40,000 people now living in the City Centre (City Residential; 03.2015), this emerging 21st Century urban community represents a new and significant investor-stakeholder community cluster. Representing this community, we wish to see it emerge and flourish in an equitable environment, building on Liverpool's Social Value Charter (Social Value Act 2012). This is something that Engage Liverpool will contribute to passionately through its work and will positively benefit from through its activities.





A photograph of a busy pedestrian street, likely in a city center. The street is lined with modern buildings, including one with a prominent glass facade and another with a brick facade. Many people are walking along the sidewalk, some carrying shopping bags. A large white semi-circle is overlaid on the right side of the image, partially obscuring the street scene.

# Vision



# Vision

## Vision Statement:

**“Making a Place for Everyone in a Vibrant, Sustainable Liverpool”**

## Mission Statement

To improve the quality of life of people living in Liverpool City Centre and Waterfront neighbourhoods by empowering residents through aspirational engagement and action to bring about positive transformation and progress.

## Strategic Aims

1. To harmonise a **Common Voice** for residents on relevant issues of concern.
2. To empower residents as **Critical Friends** to stakeholders responsible for City Centre development and management
3. To **Champion** best practice place-making.
4. To ensure the **Five Ways to Wellbeing** are delivered for the benefit of all residents.
5. To support Liverpool as a **Social Value City**.

## SMART Objectives

1. To maintain a professional series of informative public events and discussions for all residents and stakeholders around matters of relevant concern.
2. To maintain an effective social media campaign and online infrastructure that includes and communicates with all members of the City Centre and Waterfront community.
3. To record and collate residents' concerns, interests and aspirations, and to disseminate them in a positive manner so that they are of value to key decision makers.
4. To engage residents in the planning and development of their neighbourhoods to improve the quality of life for residents through the Neighbourhood Planning process.
5. To build the skills and capacity of leaseholders and tenants through the provision of relevant training and advice.
6. To empower leaseholders and tenants through mediation with organisations that influence matters affecting them.
7. To promote the formation of democratic, accountable and transparent resident organisations.
8. To assist in forming Right-to-Manage Companies and Resident Management Companies; and engagement structures for residents in the management of mixed-use developments.
9. To encourage best practice in property management to improve the standard and quality of apartment living.
10. To support the development of resilient communities within sustainable neighbourhoods by underpinning all our work with the Five Ways to Wellbeing and the Social Value Act.

## Social Values

1. We will practise and promote democratic, accountable and transparent values.
2. We will engage with independence, integrity and respect.
3. We will provide leadership and vision that is empowering.
4. We will deliver partnership in an inclusive and collaborative way.

## Baseline Actions

1. We will secure sufficient funding to be operational and effective.
2. We will build an active Board of Directors, together with active volunteers, supporters and sponsor organisations.
3. We will facilitate and disseminate conversations that match and satisfy the emerging and long-term needs of the City Centre and Waterfront communities.
4. We will ensure working practices and financial controls provide best value, are democratic, accountable and transparent, effective and non-political.





# Strategy



# Strategy

## Beneficiaries, Partners and Volunteers

Our direct beneficiaries are all City Centre residents, including the large but transitory student body. Our indirect beneficiaries are all people that use and visit the City Centre. The growing residential communities in the City Centre hold a unique perspective on life here; it is their contribution to life in the centre that delivers a vibrant and viable place for others to enjoy. These vital stakeholder groups are a powerful force to help Liverpool's leadership shape and develop a City Vision.

Representing these fresh voices, Engage has developed good working relationships with key stakeholders including political leaders, investors, universities, businesses, and infrastructure and utilities providers operating in the City Centre. We contribute to a number of fora including the World Heritage Site Steering Group, the Stanley Street Quarter CIC, the Liverpool Waterfront Business Partnership CIC, the Baltic Triangle CIC, the South Docks Waterspace Strategy Group, the ACCL Licensing Advisory Group and the Liverpool Waters Design Review Panel.

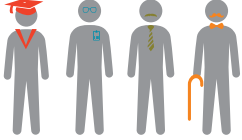





We are invited to facilitate consultation events by partners like Liverpool City Council as well as engaging residents in action to change and improve their environments. These voluntary platforms bring positive benefits at many levels from directly improving local spaces, skill building, developing social networks and just helping other people; all contributing to a stronger and healthier community with improved wellbeing.

## Evidence of Need

Liverpool City Centre is one of the fastest-growing urban populations in the UK following several generations of decline. The speed of this renaissance has highlighted the inadequacy of the existing infrastructure to support this residential growth. This and the liveability agenda it affects are the key drivers behind the establishment of Engage. To help focus our interests in this agenda we have drawn together some headline demographic information which helps us identify potential issues, as well as an appraisal of our activities over the past years of operation.

## Population snapshot within the City Centre Neighbourhoods

Source: Office for National Statistics, 2011 Census, QS701EW Crown Copyright

	<b>44%</b> aged 19-24 <b>17%</b> aged 25-29 <b>22%</b> aged 30-44 <b>17%</b> aged over 44	<b>82.8% are aged 19-44</b>
	<b>27%</b> are BME and mixed race (double the national average)	<b>62.3% are single</b>
	<b>27%</b> professional <b>9%</b> managers <b>13%</b> sales	<b>57% are economically Active</b>
	Compared to <b>22%</b> nationally <b>59%</b> privately rented <b>16%</b> owner occupied	<b>88.6% live in apartments Tenure</b>
	<b>40.5%</b> walk <b>32%</b> drive <b>20%</b> use public transport	<b>Travel to work</b>
	<b>68%</b> are educated to 'A' level standard	

## Social

- The relatively high number of single households presents a wellbeing issue through isolation
- Approximately half the population are 'economically inactive' in a predominantly young population - the majority are students who can be considered a transient population
- Sense of disempowerment and weak sense of belonging within City Centre communities – hard for people to engage

## Technological

- The high proportion of residents living in apartments makes them a potentially hard to reach community. However, their relatively high educational attainment suggests technology to be an essential tool for connection
- Being home to several Universities and FE colleges provides an exceptional educational resource

## Economic

- Austerity measures imposed by national government are having a disproportionate impact in Liverpool
- Whilst the Liverpool economy continues to grow, the public service sector is shrinking which impacts greatly on the fragile City Centre residential infrastructure
- The Government's proposed plans for a 'northern powerhouse' may well help this situation

## Political

- Our City Centre focus raises the symbolic profile of our activities
- The current dominance of one political party reduces the complexity of managing different relationships
- The Mayor's Cabinet is represented on the Board

## Environmental

- The high proportion of apartment dwellers suggests a need for high quality public realm in the form of neighbourhood spaces
- Urban air quality is a European-wide concern

## Legal

- The relatively high percentage of residents in leasehold accommodation makes this a key issue for Engage

# Organisational Appraisal

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## Strengths

- Demonstrable political support
- Recognised by LCC Planning Department as a key City Centre residents organisation
- Valued and trusted by key decision makers
- Valued and trusted by residents
- Experience and expertise in apartment living and management
- Volunteers are passionate about Liverpool
- Clear focus on resident, community and neighbourhood issues
- Nimble, agile and responsive on all levels
- Strong reputation and are very well networked
- Independent status and transparent nature fosters trust and partnership
- Unique in Liverpool and the country

## Opportunities

- Government is currently pro-community leadership and localism, pledging support for social enterprises like Engage
- Good links with the Heseltine Institute at University of Liverpool
- Resident communities need an 'engaged' resident's representative group
- A strong ethos that is attractive to like-minded sponsors
- Massive younger demographic yet to connect with
- Many partner organisations keen to work with Engage

## Weaknesses

- No guaranteed income stream
- Funding bids and drawdown time consuming
- Skewed demographic – young and transient
- Not currently relating to the majority young demographic
- Completely dependent upon volunteers
- Scarce resources, both in time and money, limit Engage's effectiveness to reach a wider marketplace
- Using interns or students works well, but renewing the resource and inducting new volunteers is time consuming
- Regular volunteer renewal impacts on continuity of delivery and relationship building
- Not having resourced positions hinders building a sustainable platform

## Threats

- Potential loss of sponsorship or partnership
- Non-representative demographic of Engage contributors
- Reducing biddable funding streams
- No clear successor to the Chair with the same level of commitment
- Relevance highly dependent on being up-to-date on current issues
- Funding - without a reliable income stream it is difficult for Engage to maintain its work rate
- Relying on volunteers is risky - people are often busy, and can't always fulfil their time pledges



# Making a Difference

The key issues to emerge from these appraisals are a feeling of disempowerment and weak sense of belonging amongst residents and a concern that the City Centre is still being treated as a simple destination place rather than a place where people live and have deeper social requirements and aspirations. However, there are a number of pioneering residents who want their new home neighbourhoods in the City Centre to deliver the best quality of life for them, their families and their neighbours. They want to make the City Centre a place of first choice and a place that satisfied a person's need throughout their life – a 'Lifetime-Place'. They also believe passionately that this is achievable here if we all work together in this principled pursuit.

Building on our appraisal of the issues facing residents in the City Centre, we have identified two key strands of operation:

**Mentor** and **Pollinator**.

**Mentor** – this strand of work focuses on understanding the needs of residents and developing an expertise in order to deliver training, advice and highlighting awareness on all matters which impact upon their lives:

- **Listening:** Responding to the needs and enquiries of leaseholders and tenants.
- **Supporting:** Offer training in effective leasehold management or any aspect impacting upon residents.
- **Collaborating:** Work in partnership with other organisations or enterprises on issues that impact upon leaseholders and tenants.
- **Expertise:** Organise workshops and other events relevant to leaseholder and tenant interests.

**Pollinator** – this strand of work relates to our wider interest in the liveability agenda and is generally directed towards creating forums for debate, action and participation.

- **Responsiveness:** organise an Annual Conference with eminent speakers and AGM to set the agenda for the following year's activities.
- **Platform:** do not be the forum – create forums that can take on their own life.
- **Informing:** do not be the voice – empower and harmonise individual and community voices.

- **Participation:** generate projects which aim to engage people in practical projects.
- **Influencing:** participate in debate with the decision-makers and opinion-formers about quality of life concerns.
- **Broadcast:** represent Engage Liverpool on various bodies locally and nationally.

Engage is unique in reaching and delivering these activities directly and is one of the few organisations in the UK working for its community in this way.

## Legacy

The positive legacy we inherit in the City is something to conserve; we must build upon our high quality World Heritage Site status and contemporary built assets, our unique geography, knowledge base and people. The negative legacy we inherit is something to focus upon and exact change; compared to the other North West urban conurbations, average mental health and wellbeing scores are unacceptably low in our city despite unprecedented levels of regeneration investment in Merseyside over recent decades. The 2009 North West Mental Health and Wellbeing survey commissioned by the PCTs and published by the North West Public Health Observatory consistently demonstrates the 'toxicity' of urban areas for mental wellbeing. The design and management of the built environment has a very big role to play in these particular issues and is a key area of concern in supporting resilient communities.

## CAMPAIGN THEMES

Our Strategic Aims reflect the ongoing campaign themes around which we focus the work of Engage and base the community's relationships with stakeholders, partners and potential funders:

- **A Common Voice**
- **A Critical Friend**
- **Championing Place-making**
- **The Five Ways to Wellbeing**
- **Social Value City**

## A Common Voice - Reflecting Opinion

For cosmopolitan Liverpool to remain vibrant and inclusive it must cater for a range of interests. Coherence of purpose and cooperation with all in the community is essential and influencing these discussions effectively with a collective voice requires a respectful, mature and safe forum. Engage does not seek to be the voice of the community, but the conduit for the community's voice.

Developing and maintaining successful and resilient neighbourhoods is not a matter of taste or style, likes or dislikes. It is a matter of creating places where people want to live and where mixed communities can support a range of facilities in non-predictable environments. To achieve this level of richness, communities need to be able to challenge and arrest negative processes, articulate their aspirations and campaign for effective change.

We will continue to assist in this by facilitating open discourse and research to capacity build the collective knowledge base and to arbitrate with stakeholders and authorities.

## A Critical Friend - Sounding Board

Continuing to articulate informed community aspirations, Engage has and will continue to disseminate community experiences of City Centre living, drawing upon local expertise and developing positive relationships with public authorities to create a pooled resource. Our aim is to develop a trusting city community that helps itself.

Liverpool needs to maximise the positive outcome of all opportunities that arise and to openly examine their impact. Participation in project evaluation is a role that Engage has developed and, as a critical friend, we can assist with project and programme reviews, celebrating successes and identifying means of capitalising underplayed opportunities. Whilst criticism is rarely enjoyable, positive critique is essential to all transparent processes that involve communities.



## Championing Place-making – Raising Aspiration

Positive neighbourhoods require adaptable spaces and buildings that meet the needs of the communities they serve. They also need to be well connected, managed and maintained. Continual adaptation is the most sustainable way to do this coupled with an ethos that seeks to protect and promote the best of Liverpool and remove barriers to positive change. Liverpool contains many excellent examples of adaptable urban places that need to be better valued.

The most important characteristic of successful communities is their positive interactions and cooperation. An essential factor to promote and manage this is appropriate public space which includes streets with pedestrian priority to create a safe and social environment. Development of people-focused spaces within the City Centre requires conversations that Engage provokes and facilitates through its Annual Conference and Seminar Series.

## Five Ways to Wellbeing – Supporting Healthy Communities

We actively support the *Five Ways to Wellbeing* from the New Economic Foundation. They are evidence-based actions which promote people's wellbeing and the development of prosocial communities that support them. They are:

- **CONNECT to the people around you**

*“With family, friends, colleagues and neighbours. At home, work, school or in your local community. Think of these as the cornerstones of your life and invest time in developing them.”* In practice, connectivity at the human level is difficult to achieve in our city because many design and management barriers inhibit social interaction – we must overcome these.

- **BE ACTIVE in the world around you**

*“Go for a walk or run. Step outside. Cycle. Play a game. Garden. Dance. Exercising makes you feel good. Discover a physical activity you enjoy and that suits your level of mobility and fitness”* and use the public realm to generally facilitate the pursuit of physical activity – we must create the space for this.

- **TAKE NOTICE of the world around you**

*“Be curious. Catch sight of the beautiful. Remark on the unusual. Notice the changing seasons. Savour the moment, whether you are walking, eating lunch or talking to friends.”* Reflecting on your feelings and experiences will increase your conscious awareness of and engagement with place.

- **KEEP LEARNING about the world around you**

*“Try something new. Rediscover an old interest. Take on a new responsibility. Set a challenge you will enjoy achieving.”* Learning new things will make you mentally active and encourage conscious engagement with the city and other citizens. Dealing with uncertainty engages the brain and builds practical and social skills – a less protective environment facilitates this.

- **GIVE to the community around you**

*“Do something nice for a friend, or a stranger. Thank someone. Smile. Volunteer your time. Join a community group. Look out, as well as in. Seeing yourself, and your happiness, linked to the wider community can be incredibly rewarding and creates connections with the people around you”* – this is our *raison d'être*.

Engage connects residents with each other, with stakeholders and with their neighbourhoods. We encourage everyone to be active and to take notice within their urban world. We keep learning by promoting dialogue and debate and we give back in creative involvement to a city that inspires and motivates us. These activities are simple things individuals can do in their everyday lives and can be used as a measure of place-making outcomes. Through our work we will embed the principles in our own projects and ask whether the designs and management regimes of key stakeholders facilitate or create barriers to the Five Ways.



## Social Value City – Delivering Equity

The Liverpool *Social Value Charter* is a set of guiding principles to make doing business in Liverpool more ethical, greener and community-focused. With the full backing of Liverpool City Council and the Mayor of Liverpool, the Charter is based on the fundamental understanding that integrating social value into decision making not only creates benefits for others but also provides tangible business advantages. The principles are:

1. Local Liverpool Employment
2. Buy Local, Buy Social
3. Supporting Liverpool communities
4. Welfare and Wellbeing in Employment
5. Green Sustainable Liverpool
6. Ethical Liverpool Procurement

All Charter signatories will make a positive commitment to improving the economic, social and environmental well-being of Liverpool through their activities including hiring/creating jobs locally; paying a living wage; linking to local apprenticeship and employment schemes; training and up skilling staff; supporting SME's; and collaborating with Third Sector/community groups. This directly changes the City's approach and response to people and communities, and Engage will continue to work to ensure that this initiative is a success and of maximum benefit for local people.



A photograph of a barbershop interior, partially obscured by a large white semi-circular shape on the right. The scene is bathed in a strong red light. A barber with a beard and glasses is cutting a man's hair. The man is wearing a striped barber cape. In the background, another person is visible near a window. Large, round, red pendant lights hang from the ceiling. The word "Delivery" is written in a bold, red, sans-serif font on the white background.

# Delivery

# Delivery

## Resources

The most important resource at our disposal is our enthusiastic Board of Directors and panel of active volunteers who love Liverpool and want to make their city the best it can be. As a voluntary organisation, engaging, growing and maintaining this group of people is of critical importance and as such, the journey Engage is able to follow is in the hands of these 'champions'. The formulation of this Plan establishes our ethos, aims and objectives to guide our journey towards a vision of improved quality of life for everyone. Our method of working is to be entrepreneurial around our agenda in terms of developing partnerships, seeking sponsorship and applying for project funding. The most important criteria for any new project is that it fits with our ethos and that somebody volunteers to take things forward.

Our elected Board is accountable to the membership each year at the Annual General Meeting, and having a democratic, accountable and transparent Board is central to our values and ethos. The majority of the Board are City Centre residents and are supplemented by select non-voting members with expert interests. The Chair is the day-to-day director for Engage, and his role includes the engagement and management of external media and trading resources. The role of the Chair and the Board are currently pro bono publico.

## Resident Members

### Gerry Proctor MBE – Engage Chair

Born and brought up in Liverpool, I attained an honours degree in Theology at Durham University and for 8 years specialised in youth-work in St Helens before moving to South America where I worked with disadvantaged communities in Ecuador and Bolivia for 6 years.

Returning to Liverpool, I worked with the community in Dovecot for 12 years following which I studied at Liverpool Hope University for a Masters in Philosophy whilst living in the city's largest apartment complex and becoming Chair of *City Quay Management Company*. I then took on the role of Founder and Chair of *Engage Liverpool CIC*, which works with leaseholders across the City Centre. I was awarded an MBE for services to the community in Liverpool in 2013.



### Alan J Markham

Born and brought up in Liverpool, I am very proud to be associated with my home city. An accountant by profession, I spent my early career with *Ford*, followed by an appointment as Overseas Financial Accountant for an American-based company in Europe, and from 1979, I was Financial Director and Company Secretary for a well-known Merseyside firm of commercial property consultants.

For the past decade, I have worked as a Business advisor/consultant for local clients, specifically dealing with their management and financial accounting requirements. My involvement as a RTM company director for a waterfront residential development has ultimately led to my association with Engage. I have also acted as a Trustee and Board director for two community-based organisations in north Liverpool for the past 20 years. This has been of immense satisfaction to me in trying to put something back in to my city for the benefit of the community and particularly for under-privileged youngsters and disadvantaged residents. I am a Past-President of the long established *Liverpool Artists Club*.





### Diana Heredia

My life has always been defined by big moves which have shaped how I see the world. Moving from Cuba to Germany as a child was the most defining, teaching me to deal with huge cultural differences. Then moving from Berlin to Nuremberg to study Interior Architecture at the Academy of Fine Arts, where my interest in planning was formed, and in particular conservation, urban planning and interdisciplinary approaches to the built environment.

Becoming a mother and the move to Liverpool (where I started my business making children's products) allowed me to become more involved in my direct neighbourhood and local issues. My passion for this city and its people could not be greater if I had been born here. I see Liverpool as a citizen first, but also through a professional eye. I judge the quality of living like someone from within its Baltic Triangle, but also as someone who has lived in and seen other places. Planning for the long term and sustainability is at the heart of my interests now, doing the groundwork for the great things our children and grandchildren may want to do.

### Meera Rajendra

I moved from India to Liverpool four years ago. Prior to that, I had my own Architecture and Design practice, *The Drawing Board*, for 13 years in Bangalore and handled numerous commercial and residential projects. I presently work at Workspace as an Interior Designer. I am also an Ambassador at *PlacEd*, an organization which inspires young people about the built environment. I also am an associate of *Payir*, an NGO in Thenur in south India where we champion rural empowerment.

Ever since I moved to the UK, Liverpool City Centre is where I have lived, made friends, worked, learned, played, and grown. I am in love with this fascinating place and, through Engage Liverpool, want to do my bit towards enriching the relationship it has with its residents.

### Julie Bustos

I moved to Liverpool from Yorkshire 11 years ago and I am delighted to support the work of Engage Liverpool. Having spent the early part of my career working in the private sector in a managerial position, I moved to the Third Sector 10 years ago. I currently working for a large charitable organisation coordinating grant programmes to support the needs of local communities. Programmes are funded Big Lottery, Trusts and Foundations and central government.

I am proud that my career allows me to support local communities which are in most need. I am honoured to support the work of Engage in my adopted home city and share the exciting opportunities ahead.



## Non-voting Members

### Graham Marshall

Graham studied landscape architecture and urban design in London during the 1980's, and in the early 1990's was Design Team Leader at the *National Garden Festival Wales*. With leading London urban design consultancies in the 90's, he initiated ground-breaking projects and contributed to key national policy documents like *By Design* and the *Urban Design Compendium*. In 1999, he became a founding Director of *Liverpool Vision Urban Regeneration Company*, responsible for the creation and delivery of the award winning *City Centre Strategic Regeneration Framework*.

In 2004, Graham established *Maxim Urban Design*, a consultancy largely advising public sector clients including the GLA and LDA where he contributing to the guide to *Commissioning Better Places & Spaces in London* and the development of an *Urban Design SPD* for Greater London. In 2013, he established the *Prosocial Place Programme*, partnering with academics in Liverpool and Middlesex Universities to establish an evidence base approach to urban planning, design, development and management. He is now a Visiting Senior Research Fellow at the University of Liverpool. Graham has been an active member of several regional Design Review Panels and is a *Built Environment Expert* with Design Council CABE and a member of their *Active By Design Programme*.

### Richard Tracey

Richard is an independent regeneration and partnerships practitioner. Born in Liverpool, he trained in Birmingham as a town planner. He spent a dozen years managing development projects, town centres and the countryside of Salford, followed by a six year stint heading up government funded programmes on Merseyside.

During a decade at the Northwest Regional Development Agency he established 'RENEW' – the North West Centre of Excellence for Regeneration, before taking on the derelict land regeneration portfolio, through which he guided the work of the Forestry Commission to create 900ha of new public green spaces, oversaw the regeneration of the Liverpool Festival Gardens, was a Board member of the Mersey Waterfront Regional Park and a jury member for international architecture competitions, most notably in the selection of the Adam Khan designed floating village at Brockholes in Preston.

Before establishing his own company he spent three years at Liverpool Vision in North Liverpool, resulting in the adoption of the 'GreenPrint for Growth' strategy and supporting the partnership working on Everton Park. He now splits his time between the Atlantic Gateway Parklands; commissions for the private and third sectors; Nature Connected; and as Chair of the Places Matter! Advisory Board.

### Mark Hooper

Mark studied Architecture at Newcastle-Upon-Tyne and Liverpool and spent his early career working for architectural practices in Cambridge before moving to Liverpool to work with the 'niche' developer *Urban Splash*. During this time Mark built strong links with the School of Architecture at the University of Liverpool, working as a Design Tutor in the degree level studio.

Mark's interest in regeneration as a 'process' has led him to move away from architects role (designer of 'objects'), to a number of positions that embrace a wider definition of what makes a place work. This has included policy development work with the Planning and Economic Development Services at *Chester City Council* and feasibility studies with *Novas*, a social enterprise working in housing and regeneration.

Mark is now developing his expertise in delivering housing led regeneration with a number of Housing Associations across Merseyside. He has managed a wide range of projects and takes pride in his ability to act as the link between the diverse-range of interests associated with neighbourhood regeneration. Mark is currently working with Liverpool Mutual Homes managing a team delivering 1000 new homes across the North West. Mark is a keen cyclist and enjoys discovering new places whilst lost somewhere close to a Sustrans route.



Graham Marshall



Richard Tracey



Mark Hooper

### Laura Marie Brown

I spent six years at the *BBC* as a producer, reporter and newsreader and then moved into PR where I was responsible for strategy, press releases, web content, books, reports, exhibition descriptions and explanatory materials. I am now a consultant specialising in writing and communications in Liverpool City Centre.

As a trustee for arts organisation *Venture Arts* in Hulme I helped the Board develop a brand for the organisation, a feasibility study for sponsorship, and a bid for National Portfolio Status and National Lottery Grant funding. With *Liverpool Local Enterprise Partnership*, I work extensively as a writer and researcher. I compiled the Making It strategy for Advanced Manufacturing based on workshops with industry leaders and have just completed the same process for the LEP's Innovation strategy.

I was the first Press Manager at FACT working closely with the curatorial and community arts teams developing bids for engagement and funding for sponsorship and investment in various projects. This included Capital of Culture year 2008. I write extensively on arts and culture for both national and local media including the *Guardian*, *SevenStreets*, *Liverpool Confidential*, *The Jewish Chronicle* and *Arts Professional*. I have excellent contacts across the North of England in community arts practice.

## COMMUNICATION

Positive communication is the most important democratic aspect of our activities in the City Centre. We have established an accessible environment to stimulate 'engaging' conversations that maintain people's interest, attract sponsorship and give purpose to the funding bids we make. It is all about working with a 'soft-power base' within our communities and taking these conversations to empowered stakeholders in a constructive and helpful manner.

With a wide ranging agenda of urban issues affecting residents' quality of life, it is important that we focus our resources efficiently, effectively and clearly with our target audiences. Splitting them into *resident*, *partner*, *funder*, *stakeholder* and *public authority* groups creates a more manageable engagement framework. Although the relationship boundaries between these groups will sometimes blur, our method of interaction with them will remain clear.

## 'Rules of Engagement'

We base our engagement approach on the work of *Elinor Ostrom*, winner of the Nobel Prize in Economics in 2009. Investigating how communities co-operate to share resources, her work drives to the heart of debates about resource use, the public sphere and the future of the planet. Ostrom offers 8 principles for how 'commons' can be governed sustainably and equitably in a community:

1. *Define clear group boundaries.*
2. *Match rules governing use of common goods to local needs and conditions.*
3. *Ensure that those affected by the rules can participate in modifying the rules.*
4. *Make sure the rule-making rights of community members are respected by outside authorities.*
5. *Develop a system, carried out by community members, for monitoring members' behaviour.*
6. *Use graduated sanctions for rule violators.*
7. *Provide accessible, low-cost means for dispute resolution.*
8. *Build responsibility for governing the common resource in nested tiers from the lowest level up to the entire interconnected system.*

We will conduct our own enterprise within these 'rules' where appropriate and encourage our partners to do the same.

## Residents

This is the primary group we represent and seek to empower. Assisting individuals and groups to be assertive in conversations about the city, on equal terms with the 'authorities', requires us to create a safe forum where people can develop their influence and autonomy. A key aspect of our approach must be openness and transparency, underpinned by our engagement rules designed to maintain an equitable and nurturing place.

Regular meetings, events and information dissemination are vital to maintain our profile and to stimulate word of mouth communication within these communities. Press releases, direct mail, event posters, social media, e-newsletters and our web site will supplement these face to face interactions. Most importantly, we will engage with a wide demographic and develop a range of approaches to facilitate this.

## Partners

Building strong partnerships with other City Centre organisations creates a 'harmonious voice' with common purpose. It is important that we clearly articulate our interests to these groups to minimise duplication, resolve conflicting views and find effective ways of working together. In truth - when based in the City Centre - these organisations represent the same communities and therefore Engage needs to inspire them to join our conversations about city-living to strengthen and support what we all do. In addition to communication through face to face meetings, e-news, press, events, we can also organise and participate in joint events and funding bids.

## Funders

The development of our Social Enterprise Plan is central to our communication with potential funding and sponsoring bodies. The clarity of our objectives, relationship to local communities and method of operation provides a robust operational framework to support our project funding bids and reinforce our civic position.

## Stakeholders

This group encompasses the range of regional and national infrastructure, land, building and commercial interests within the City Centre and Waterfront and can be sometimes difficult to connect with. However, they are very important players in the development of the City Centre and it will again be mutually beneficial for us to have an open and informative relationship. Key to our communication with this group will be the Liverpool Social Value Charter and how we participate in its development.

## Public Authorities

Here we have a two-way relationship, acting as a conduit between communities and the authorities. As a transparent organisation, we generate relevant conversations within the communities and disseminate their outcomes to ensure they are heard and taken into account in the decision making process. This is a beneficial relationship and we seek to work in an enterprise way, accepting help with resources and funding when appropriate and partnering for funding bids when available.





## Communication Channels

- **Direct Mail & E-communication** – we maintain a mailing list (postal and email) of registered residents and distribute regular monthly e-newsletter for primary stakeholders on events, key activity and news to maintain the flow of information to our most engaged supporters. We also use this media to direct people to our website and maintain a regular blog updating our activity, directing people to advice and information as well as key services [www.engageliverpool.com](http://www.engageliverpool.com)
- **Social Media** – we use Facebook and Twitter to reach our residents active on social media as well as our large student community, institutional, educational, professional and voluntary organisations. Through these social media, we can direct people to event invitations, website blogs and advisory information.
- **Press** – we use both online and offline press as an effective way of disseminating our work and always invite the Press to our public events.
- **Events** – are vital to raising our profile, meeting new people and engaging them in our work. We aim to deliver a two-way conversation to foster an open, accessible and transparent culture to find out what concerns people about city-living. Our events start online and in the press to stimulate contemplation of the issues, and are then followed up on our web site where people can continue the discussions on our blog, or to keep up with the debate if they missed the event by watching the uploaded film. This maximises our opportunities to secure a range of views.

**Through these conversations we discover how people prefer to engage and communicate so that we constantly improve our approach.**



## Financial Management

Monthly management information is provided for all Board meetings to enable us to monitor and plan our activities. We require funds throughout the year to maintain our activities and profile and the Directors consider close financial management fundamental to our continued operation over and above the enthusiasm of our volunteers.

### Income

Income is dependent on sponsorship funds for the annual conference, seminar series, events and training workshops for local residents and stakeholders. It is also supplemented by management charges levied against funded projects when appropriate.

### Outgoings

These are limited to normal company operating costs such as liability insurance, printing, media and website management and expense for our Annual Conference, Seminar Series and AGM. There are no employee costs currently. Statutory company accounts are produced each year together with a Community Interest Company annual report and filed with Companies House.

### Fundraising Plan

Funding to-date has come from supporter organisations in the private and public sector and from community investment and research bodies. We continually seek sources of corporate funding and have been successful with a number of bids. Since 2013, we have enjoyed the benefit of Board members with specialist knowledge and experience in funding applications from government and other organisations where we will seek support for a range of projects relevant to our mission.

As we develop our expertise, build our evidence base and disseminate our work, our credibility and profile as an organisation worthy of project funding and sponsorship support will raise. It is therefore important that we maintain professional standards in our work, protect our reputation and only align with like-minded partners. It is also important that we avoid mission-drift whilst maintaining an entrepreneurial and footloose character that can capitalise upon appropriate opportunities as they arise. This will require the maintenance of a strong and balanced Board of Directors



## Administrative Support

Professional administrative support was formerly provided by Plus Dane Group; a resource that was of huge benefit to Engage through our fledgling years. As a result of the recession, this support was regrettably withdrawn, though Plus Dane remain supporters of our mission. We are currently discussing arrangements for similar support from alternate partners.

Our activities are enthusiastically supported by a range of volunteers and we are constantly on the lookout for new recruits. New projects are an invaluable way of engaging new people and we make a special effort to engage the universities in our work, capitalising on the constant turnover of bright new talent.

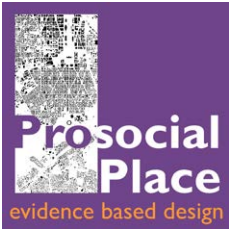
## Project Development & Activities Programme

This section of our Social Enterprise Plan is a separate dynamic document that reflects our entrepreneurial approach. It will be updated each time a new project or activity is initiated and reviewed at each Board meeting. We have arranged the programme in three phases:

**Now** (the current year); **Sooner** (within 3 years); and **Later** (within 5 years). This will be updated annually to maintain a 5 year cycle of monitoring and assessment.



# Credits



## Graham Marshall

ProSocial Place;  
Engage Board Member  
*prosocialplace.co.uk*

## Alan Johnson

Symbiont  
Consulting Ltd;  
Liverpool's School for  
Social Entrepreneurs;  
The Communiversity,  
Alt Valley.

## Tony Seasman

Liverpool Vision and  
Merseyside Business  
Support Programme

## Terry Bouch

Photography  
*www.flickr.com/  
people/terrybouch*

## Matt Jelfs

Photography  
*mattjelfs.com*

## Nonconform

Design and Layout  
*nonconform.co.uk*



# Social Enterprise Plan 2016

For Liverpool City Centre and Waterfront Residents

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- 🐦 [@engageliverpool](https://twitter.com/engageliverpool)
- 📘 EngageLiverpool

