LIVERPOOL MARITIME MERCANTILE CITY WORLD HERITAGE SITE MANAGEMENT PLAN 2017 - 2024

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Notes:

Text draft only – images are indicative only
Foreword
EXECUTIVE SUMMARY

The City of Liverpool is strongly committed to its heritage, affording it an active key role in fostering the growing national and international acclaim for its important cultural and economic offer. Liverpool has experienced a renaissance in recent decades through capitalising on its unique sense of place and a burgeoning combined retail, culture and leisure offer propelling the city to the peak of the world’s top destinations to visit. Growth and success has been underpinned by significant levels of investment from public and private sectors in the economy and its cultural heritage. The City Region has ambitious plans for growth.

The Liverpool Maritime Mercantile City World Heritage Site sits at the heart of the City Region and bears testament to the evolving ambitions and international capability of one of the most famous port cities in the world. The canals warehouses and docks show how Liverpool is engineered for success. The great architectural monuments, buildings and spaces are an enduring testament to it.

The success story is not limited to the past and this Management Plan recognises the mutually-supporting agendas of growth and conservation and the continued desire for Liverpool to prosper. The City has excelled at improving the condition of its heritage, reducing ‘Heritage at Risk’ percentages to less than half of the national average. Significant private investment has been instrumental to this end.

However, the World Heritage Site (WHS) faces major challenges. Liverpool must ensure the continued protection, conservation, presentation and transmission to future generations of the cultural heritage of Outstanding Universal Value of the WHS. The sustainable future management of the property is a fundamental part of the approach to achieving this.

The purpose of the Liverpool WHS Management Plan is to ensure the effective protection of the WHS for present and future generations. It sets out to accomplish this through establishing a more valued role and active profile for the WHS in Liverpool, through its promotion, interpretation and celebration. The Management Plan offers new tools to manage change more effectively and collaboratively. Refreshed governance will see higher levels of representation for the WHS within key networks, stronger public engagement and a clearer set of principles for the successful constructive conservation of the WHS’s Outstanding Universal Value.

Five aims within this Plan: Understand, Connect, Capitalise, Develop and Govern deliver an overall vision:

‘Reconciliation of the enduring ambitions for growth and prosperity established by the City’s mercantile founders with the need to protect, develop and enhance the Outstanding Universal Value of Liverpool’s world-class heritage.’

Culture is capital in Liverpool. World Heritage Site status is one of few designations that guarantees visitors a high-quality experience and a distinctive sense of place. This WHS Management Plan demonstrates the City’s commitment to protection of its world-class heritage in tandem with fostering a thriving economy.
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1. INTRODUCTION

Liverpool Maritime Mercantile City was inscribed as a World Heritage Site in 2004. Defined as ‘the supreme example of a commercial port at the time of Britain’s greatest global influence’, World Heritage Site status ranks the City alongside other internationally known historic cities such as Edinburgh, Bath, Bordeaux and Venice, and other world-class heritage Sites such as the Great Wall of China.

World Heritage Sites are recognised and managed as places of Outstanding Universal Value (“OUV”) under the terms of the 1972 UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage (the World Heritage Convention).

By joining the Convention, the UK Government has undertaken to identify, protect, conserve, present and transmit such Sites to future generations. Management and protection of a WHS is an active component of its Outstanding Universal Value and, as such, UNESCO requires that each nominated property should have an appropriate management plan or other documented management system specifying how the Outstanding Universal Value of a property should be preserved, preferably through participatory means (World Heritage Convention, Operational Guidelines, paragraph 108).

National Planning Policy Guidance for England states that WHS management plans should contain both long-term and day-to-day actions to protect, conserve and present the Site. Each plan should be attuned to the particular characteristics and needs of the Site and incorporate sustainable development principles. Detail should include the Site’s location and boundary, state how the Outstanding Universal Value, authenticity and integrity of the site is to be maintained, identify WHS Attributes and, define issues affecting its conservation and enjoyment (Paragraph 034 NPPG).

Paragraph 034 of the NPPG also identifies Steering Groups, made up of key representatives from a range of national and local bodies, as responsible for the formulation and implementation of the plan, and public consultation at key stages of its development. As such, management plans need to be developed in a participatory way, fully involving all interested parties and in particular those responsible for managing, owning or administering a Site.

This Liverpool – Maritime Mercantile City World Heritage Site Management Plan describes the Site and sets out its special significance. Early chapters acknowledge previous successes and go on to consider the issues and opportunities ahead. Key stakeholders, and the contribution they can make to the Outstanding Universal Value of the property, are highlighted. Existing partnerships are identified and new working relationships encouraged, seeking to capture the aspirations of a city well-versed in capitalising upon its cultural heritage. Based on this, the plan sets out a vision, to be delivered collaboratively through a series of aims and objectives that bring together ambitions, skills, expertise and resources for the protection, conservation, transmission and presentation of the Outstanding Universal Value of the WHS.

The approach to the protection and management of the WHS outlined in this plan is founded on basic principles of heritage management. These champion the conservation of the historic environment through greater understanding and participation, encouraging people to enjoy, value and care for their world heritage.
More information about the inscription and management of World Heritage Sites can be found at http://whc.unesco.org/en/guidelines.

**PREPARING THE PLAN**

The structure and content of the Plan has been prepared using guidance from UNESCO and DCMS. It represents the consensual view of the World Heritage Site Steering Group and has been developed in consultation with the local community and relevant organisations and agencies.

A Draft Management Plan was prepared in consultation with members of the Steering Group and other key leaders and stakeholders within the City Region. Initial drafts were developed during the early months in 2017.

An approved draft underwent a phase of broader consultation amongst stakeholders and public interest groups in the city on the 28th March, 2017. This second stage of engagement enabled consultation on the content of the plan and encouraged organisations across the city to submit further actions for delivering its aims and objectives in the form of ideas and projects. The results were used to populate the Action Plan in greater detail, in a way that responds to the strengths, resources and ambitions in the city.
2. THE SITE AND ITS GEOGRAPHY

The Liverpool Maritime Mercantile City World Heritage Site (WHS) embodies the civic, mercantile and maritime history of Liverpool, encompassing much of the city centre and its central docks. From the Bramley-Moore Dock in the north, the property stretches three miles to the south and incorporates significant elements of the City’s waterfront down to and beyond the Albert Dock. The Site projects eastwards into the city centre in two branches, incorporating major civic, commercial, residential and industrial urban landscapes dating from the 18th century onwards. Crossed and interlinked by waterways, and with an intimate relationship with the River Mersey, the layout and orientation of the WHS is built around a longstanding functional interaction between land and water.

The occasionally tenuous linear form and inland-reaching branches makes Liverpool’s World Heritage Site unique in its shape and dimensions. As a result, the WHS is an intermittent presence when moving around the City Centre, although the Buffer Zone designated by UNESCO in essence covers the majority of the City Centre (see Plan below).

CHARACTER AREAS: The WHS is formed of six distinct Character Areas. Each is defined according to its inherited character. The story of their development is manifested within their visual and intangible characteristics. The six distinct ‘Character Areas’ of the World Heritage Site are:

Area 1: The Pier Head
The Pier Head was designed as the centrepiece of the river frontage when Liverpool was the second city of the British Empire. It is dominated by a formal arrangement of early 20th-century monumental buildings; The Royal Liver Building, the Cunard Building, the Port of Liverpool Building and the later 1930s Ventilation Tower. These buildings, complemented by other prominent civic and commercial buildings, formed the principal view of the city when approaching by sea, the face that the city projected to the world. It remains the iconic international image of Liverpool.

Area 2: The Albert Dock Conservation Area
The Albert Dock is industrial in character, un-softened by green spaces and characterised by an intimate relationship between buildings and expansive areas of water. The dock is one of the largest groups of Grade I listed buildings in England. A coherent material palette, common design and the stark symmetry and grand scale of the warehouses give them a commanding presence on the waterfront. Once a hive of industrial efficiency, the area is masterfully regenerated, with commercial and residential uses revitalising buildings and waterways. The area incorporates the contemporary Mann Island development, including the new Museum of Liverpool, as well as several national museums.

Area 3: The Stanley Dock Conservation Area
A system of interlinked wet docks represent the culmination of Jesse Hartley’s development of dock design, and is a dramatic component of Liverpool’s historic dockland, characterised by massive warehouses, walls and docks, but also by smaller structures such as bridges, bollards and capstans. Constructed from a limited palette of materials - brick, stone, iron and mortar - innovative buildings and structures represent the pinnacle of industrial dock architecture of the Victorian period. The area incorporates the strong linear features of the dock boundary wall, the Leeds and Liverpool Canal and the canal locks, as well as the large water-filled Stanley, Collingwood, Bramley-Moore,
Nelson and Salisbury Docks and the Victoria Clock Tower, many of which are in private ownership and used commercially and are not currently accessible to the public. The Tobacco Warehouse is a city landmark by virtue of its massive scale.

**Area 4: The Commercial District/Castle Street, Dale Street and Old Hall Street Conservation Area**

An area of Georgian and Victorian architectural splendour encapsulating the historic commercial and civic centre of the city. Developed upon a foundation of earlier medieval streets, the area contains a high density of 18th-, 19th-, and 20th-century architecture and sculpture representing the pinnacle of the British Empire’s international trading prowess. Streetscapes are furnished with an eclectic range of buildings of virtuosity and innovation, designed by some of the most accomplished architects of their age. The styles, ambitious designs and lavish decoration are a celebration of the city’s mercantile wealth and trading links. Key buildings include the Tower Buildings, the Royal Insurance Building, Oriel Chambers, 16 Cook Street, and the 18th-century town hall. As an ensemble they form one of the finest collections of commercial architecture in the world.

**Area 5: ‘The Cultural Quarter’ / William Brown Street Conservation Area**

A great testament to Liverpool’s immense maritime mercantile wealth, constructed through enormous philanthropic and civic investment. The area was transformed in the mid-19th century into the city’s principal cultural quarter, with a high concentration of public buildings, art and monuments of international cultural and architectural acclaim. The imposing St George’s Hall is universally admired as an outstanding example of European neo-classical architecture, alongside the Walker Art Gallery, the World Museum and the Central Library. The major cultural, educational and civic institutions of the city are housed within this area. St. George’s Plateau has been the focus of many of the most significant events in the city’s history.

**Area 6: The Merchants Quarter/Lower Duke Street Conservation Area**

The ‘Merchants Quarter’ represents the first ‘boom’ in the city’s mercantile economy, consisting of a patchwork of merchants’ houses and warehouses built to serve the Old Dock that opened in 1715. Duke Street was at the forefront, with much of the area as seen today in place by 1785. Broad streets contain merchants’ residences and shops with narrower interconnecting streets lined with warehousing and poorer housing. Historic warehouses often lie cheek-by-jowl with merchants’ houses, but elsewhere planned townscapes include squares or gardens, such as Wolstenholme Square and Cleveland Square. Historic buildings range from grand Georgian town houses to terraces, often smaller in scale and less grandiose than elsewhere. The area has undergone successive transitions over the course of its long history, properties continuously adapted for new uses as the city’s suburbs grew. Today the area is experiencing a sustained renaissance, with new investment once again breathing new life into key buildings including the Bluecoat (the oldest arts centre in Great Britain and the oldest surviving building in the city centre) and Thomas Parr’s House (The Royal Institution).

**BUFFER ZONE:** The WHS Buffer Zone surrounds the entire WHS and is formed around key visual and townscape relationships between the property and adjoining areas, and areas with historical associations with the World Heritage Site. The Zone includes, for example, the Georgian terraces of Rodney Street, the two cathedrals, the whole of Ropewalks and the warehouses of the Baltic
Triangle. The Buffer Zone also extends into the River Mersey, its western edge being the political boundary.

Both WHS and its Buffer Zone lie wholly within the boundaries of Liverpool City Council.
3. OUTSTANDING UNIVERSAL VALUE

Liverpool is a city of immense pride and passion. The World Heritage Site was the gateway of the British Empire. Technologically pioneering and capable of handling exports and imports at the height of the Industrial Revolution, its innovative design and management changed the face of trading across the world. A point of global cultural and economic interchange, the city is iconic for its music, architecture, sport, and distinctive sense of identity.

Liverpool’s international city status continues to evolve and, despite centuries of change, the connection between its future and its mercantile past remains visceral. For this reason in 2004 the Liverpool Maritime Mercantile City was inscribed by UNESCO as ‘the supreme example of a commercial port at the time of Britain’s greatest global influence’. The Management Plan builds from the current position of Liverpool’s World Heritage Site. It recognises the challenges ahead, the weaknesses where they exist, but also the strengths, aspirations and opportunities within a city well versed in capitalising upon its cultural heritage.

Valued by people across the world, as well as those within the city, World Heritage List inscription sets Liverpool apart as one of the most important cultural destinations on our planet.

Liverpool’s Outstanding Universal Value

Outstanding Universal Value is defined by UNESCO as ‘cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity’. World Heritage Sites are inscribed against specific criteria defining cultural or natural value.

The significance of Liverpool’s Maritime Mercantile City is celebrated through three WHS Inscription Criteria. Once inscribed, the defining characteristics of a WHS are set out within a ‘Statement of Outstanding Universal Value’. The WHS is also defined and managed according to its Authenticity and Integrity: the condition and completeness of its heritage assets and the extent to which they combine to create an authentic sense of place. Ongoing Protection and Management of the WHS is an integral part of its Outstanding Universal Value. Adequate arrangements must be in place to ensure that the significance, completeness and condition of the WHS is being actively conserved in Liverpool’s place-shaping approach and its cultural value transmitted and presented.

Information about the regime behind the protection and management of the WHS is provided in Chapter 8.

STATEMENT OF OUTSTANDING UNIVERSAL VALUE (2009)

Brief synthesis (2009)

Located at the tidal mouth of the river Mersey where it meets the Irish Sea, the maritime mercantile City of Liverpool played an important role in the growth of the British Empire. It became the major port for the mass movement of people, including slaves and emigrants from northern Europe to America. Liverpool was a pioneer in the development of modern dock technology, transport systems and port management, and building construction.
Six areas in the historic centre and docklands of Liverpool bear witness to the development of one of the world's major trading centres in the 18th, 19th and early 20th centuries. A series of significant commercial, civic and public buildings lie within these areas, including the Pier Head, with its three principal waterfront buildings - the Royal Liver Building, the Cunard Building, and Port of Liverpool Building; the Dock area with its warehouses, dock walls, remnant canal system, docks and other facilities related to port activities; the mercantile area, with its shipping offices, produce exchanges, marine insurance offices, banks, inland warehouses and merchants houses, together with the William Brown Street Cultural Quarter, including St. George's Plateau, with its monumental cultural and civic buildings.

Liverpool - Maritime Mercantile City reflects the role of Liverpool as the supreme example of a commercial port at the time of Britain's greatest global influence. Liverpool grew into a major commercial port in the 18th century, when it was also crucial for the organisation of the trans-Atlantic slave trade. In the 19th century, Liverpool became a world mercantile centre for general cargo and mass European emigration to the New World. It had major significance on world trade as one of the principal ports of the British Commonwealth. Its innovative techniques and types of dock, dock facilities and warehouse construction had worldwide influence. Liverpool was instrumental in the development of industrial canals in the British Isles in the 18th century, and of railway transport in the 19th century. All through this period, and particularly in the 19th and early 20th centuries, Liverpool gave attention to the quality and innovation of its architecture and cultural activities. To this stand as testimony its outstanding public buildings, such as St. George's Hall, and its museums. Even in the 20th century, Liverpool has made a lasting contribution, remembered in the success of The Beatles, who were strongly influenced by Liverpool's role as an international port city, which exposed them to seafarers, culture and music from around the world, especially America.

Criteria for WHS Inscription (2009)

1. **Criterion (ii):** exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design;
   
   Liverpool was a major centre generating innovative technologies and methods in dock construction and port management in the 18th, 19th and early 20th centuries. It thus contributed to the building up of the international mercantile systems throughout the British Commonwealth.

2. **Criterion (iii):** bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared;
   
   The city and the port of Liverpool are an exceptional testimony to the development of maritime mercantile culture in the 18th, 19th and early 20th centuries, contributing to the building up of the British Empire. It was a centre for the slave trade, until its abolition in 1807, and for emigration from northern Europe to America.

3. **Criterion (iv):** be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history;
Liverpool is an outstanding example of a world mercantile port city, which represents the early development of global trading and cultural connections throughout the British Empire.

**Integrity (2009)**
The key areas that demonstrate Outstanding Universal Value in terms of innovative technologies and dock construction from the 18th to the early 20th century and the quality and innovation of its architecture and cultural activities are contained within the boundaries of the six areas forming the property. The major structures and buildings within these areas are generally intact although some such as Stanley Dock and associated warehouses require conservation and maintenance. The historic evolution of the Liverpool street pattern is still readable representing the different periods, with some alteration following the destruction of World War II.

There has been some re-development on sites previously redeveloped in the mid-late 20th century or damaged during World War II, for example at Mann Island and Chavasse Park, north and east of Canning Dock. All archaeology on these development sites was fully evaluated and recorded; archaeological remains were retained in situ where possible, and some significant features interpreted in the public domain. A new visitor centre has been opened at the north east corner of Old Dock, which has been conserved and exposed after being buried for almost 200 years. The production and adoption of design guidance minimizes the risks in and around the WH property that future development might adversely affect architectural quality and sense of place, or reduce the integrity of the docks.

**Authenticity (2009)**
Within the property, the major dock structures, and commercial and cultural buildings still testify to the Outstanding Universal Value in terms of form and design, materials, and to some extent, use and function. Warehouses at Albert Dock have been skillfully adapted to new uses. Some new development has been undertaken since inscription and has contributed to the city's coherence by reversing earlier fragmentation. No significant loss of historical authenticity has occurred, as the physical evidence of the City and its great past remain prominent and visible, and in some cases has been enhanced. The main docks survive as water-filled basins within the property and in the buffer zone. The impact on the setting of the property of further new development on obsolete dockland is a fundamental consideration. It is essential that future development within the World Heritage property and its setting, including the buffer zone, should respect and transmit its Outstanding Universal Value.

**Protection and management requirements (2009)**
The property is within the boundary of Liverpool City Council and is protected through the planning system and the designation of over 380 buildings. The six sections of the property are protected as conservation areas under the provisions of the Planning (Listed Buildings and Conservation Areas) Act 1990.

The properties within the boundary are in mixed ownership and several institutions have management responsibilities relating to them. The property is subject to different plans and policies, including the Liverpool Unitary Development Plan (2002), the Liverpool City Centre Strategic Investment Framework (2012) and the North Liverpool Strategic Regeneration Framework (2011).
There are several detailed master plans for specified areas, and conservation plans for the individual buildings. A Townscape Heritage Initiative for Buildings at Risk in the Ropewalks Area of the World Heritage site and its buffer zone is successfully encouraging and assisting the restoration of buildings within designated areas of the property. A full Management Plan has been prepared for the property. Its implementation is overseen by the Liverpool World Heritage Site Steering Group, which includes most public bodies involved in the property.

At the time of inscription, the World Heritage Committee requested that the height of any new construction in the property should not exceed that of structures in the immediate surroundings; the character of any new construction should respect the qualities of the historic area, and new construction at the Pier Head should not dominate, but complement the historic Pier Head buildings. There is a need for conservation and development to be based on an analysis of townscape characteristics and to be constrained by clear regulations establishing prescribed heights of buildings.

A Supplementary Planning Document for Development and Conservation in and around the World Heritage site addresses the management issues raised by the World Heritage Committee in 2007 and 2008 and was formally adopted by the Liverpool City Council in October 2009.

Information about the inscription of the Liverpool Maritime Mercantile City WHS and its Outstanding Universal Value can be found at [http://whc.unesco.org/en/list/1150](http://whc.unesco.org/en/list/1150).

**Attributes of the Mercantile City**

World Heritage Sites demonstrate their Outstanding Universal Value by a set of defined ‘Attributes’. These are the fundamental building-blocks of heritage that underpin its significance. They can be tangible, such as buildings or docks, or intangible, such as a sense of pride or memory. Management of the WHS is specifically tailored to sustaining, promoting and enhancing its Attributes.

A Statement of Attributes for the Liverpool Maritime Mercantile City was established in 2011, comprising five key themes:

I. The spirit of innovation illustrated by the pioneering dock technology, architecture, engineering, transport, port management and labour systems created and developed in Liverpool
II. The buildings and monuments, stories and records that evidence Liverpool’s central role in the development of the British Empire and **global trade**
III. The buildings and monuments, stories and records that evidence Liverpool’s central role in **global migration**
IV. The docks, warehouses, commercial buildings, cultural buildings and dwelling houses and their relationships to each other that illustrate Liverpool’s development as a **port city** of global importance
V. The tradition of cultural exchange exemplified by Liverpool’s roles in the development of popular music and as a patron of the visual arts

Detailed descriptions of the Attributes can be found in Appendix 3.
4. SUCCESS AND ACHIEVEMENT

2011 and 2015 UNESCO Mission Reports found marked improvement in the state of conservation of the property since 2004. Achieved through partnership working across the private, public and third sectors, iconic buildings and spaces have found sustainable re-use through constructive conservation.

The Buildings at Risk initiative reduced the numbers of vulnerable buildings within the city to a 25-year low. Redeveloped buildings and spaces within the WHS show how heritage assets can accommodate changes of use and creative new architecture.

*Only 2.5% of Liverpool’s listed buildings are now considered ‘At Risk’, down from 13% in 2000. This represents a drop from twice the national average (for large towns and cities), to less than half.*

The cultural benefits of regenerating historic assets are key to the property’s integrity and authenticity, protecting and conserving the WHS’ Outstanding Universal Value. Redevelopments offer new intimate experiences of the WHS’ Outstanding Universal Value that appeal to broader audiences. The restoration of Albert Dock is an early example of successful heritage-led regeneration which has physically and economically transformed the waterfront and fully integrated and connected the waterfront into the life of the city. More recent examples include the North Warehouse at Stanley Dock, now the Titanic Hotel; the Royal Insurance building on North John Street, now the Aloft Hotel, Albion House, and the City Council’s recent move to the Cunard Building.

*“Investment of £25 million from the Regional Growth Fund kick started a £30 million pound scheme to convert Stanley Dock’s north warehouse into the Titanic Hotel and Spa. The ongoing conversion of the neighbouring Tobacco Warehouse will secure over £130 million of investment.”*

Through public and charitable investments and grants, redevelopments have generated over £160 million of investment into the WHS. There are now new opportunities to explore the fabric and history of the WHS, and experience the Attributes that make the WHS a distinctive place first hand.

Accessibility to both tangible and intangible attributes of the WHS has never been better. Major cultural schemes, including museums of international acclaim, are enhancing the local and visitor cultural experience. Opening in 2011 after £72 million of investment, the Museum of Liverpool provides 8000 square metres of new exhibition space in the heart of the WHS. Four themes, ‘Great Port’, ‘Global City’, ‘People’s Republic’, and ‘Wondrous Place’ explore the Outstanding Universal Value of the WHS.

The International Slavery Museum promotes the understanding of transatlantic slavery and its enduring impact, unpicking a key part of the city’s role in cultural exchange and migration. Alongside other visitor attractions (most of which are free-to-access) the award-winning museums demonstrate the city’s increasing capacity to present and transmit its world-class heritage.

*Both of Liverpool’s new flagship museums have proven to be overwhelming successes. Within the first year of opening the Museum of Liverpool attracted 1.2 million visitors, exceeding the initial target by 60.*
Liverpool’s programme of Heritage Open Days has grown to become one of the biggest in the UK with over 50 participating sites. The Historic Environment of Liverpool Project has delivered a range of education-related actions, including information packs about the WHS for schools.

Quality public realm and road schemes, under the ‘City Centre Movement Strategy’, have improved the experience of the WHS, enhancing the interrelationships of spaces, infrastructure and buildings throughout the docks to create a more coherent narrative and encouraging their use for many of the city’s major events. The £22m Liverpool Canal Link project has brought over 2km of navigable waterway within the WHS back into use. The project included public realm works at Pier Head, enhancing the experience of the ‘Three Graces’ and promoting access to the Museum of Liverpool. The ‘Connecting Liverpool’ project installed coordinated signage across the city centre and World Heritage Site, encouraging exploration of the Site and Buffer Zone.

*The Pier Head and Canal Link scheme won the 2010 RIBA CABE Public Space Award, recognising the valuable contribution that the space makes to the quality of the local built environment, and the lives of those using it. The canal link is now operating 2-way traffic 6 days a week with over 1500 boat passages in 2015 – double the level of passages in 2012.*

Following the 2006 UNESCO Mission Report, Liverpool City Council adopted a new World Heritage Site Supplementary Planning Document, encouraging the Outstanding Universal Value of the WHS to be carried forward within economic regeneration, particularly through high-quality redevelopment.

Major developments within the WHS are now evaluated using ICOMOS Guidance on Heritage Impact Assessments for Cultural World Heritage Properties, 2011. The move helps place the Outstanding Universal Value, authenticity and integrity of the WHS at the heart of the planning and design processes.

Liverpool City Council’s Heritage Investment Framework 2011-2015 showcased the distinctiveness of the city, highlighted recent successes in heritage-led regeneration, considered future priorities, and identified targets for future funding and investment.

The original WHS management plan set out 49 objectives, translated into 174 actions. A review in 2013 found nearly 80% of actions completed or part completed. Recognition of the city’s success in managing its heritage is apparent in the plethora of awards, the high levels of inward investment secured and in the improved condition of the fabric.

**CASE STUDY: Ropewalks Townscape Heritage Initiative**

In 2005 a dedicated Townscape Heritage Initiative (THI) targeted the regeneration of the commercial core of the Castle Street Conservation Area and the Ropewalks maritime suburb. Both areas straddle the boundary of the World Heritage Site and its buffer zone, containing many heritage assets and historic areas reflecting the Outstanding Universal Value.

Where the cost of repairs exceeds the end value of a property, a THI steps in to bridge the gap. Grant funding was used for structural repairs, architectural reinstatement and conversion of properties for new uses. The THI brought a combined £4.1 million of grants into the area, from sources including the Heritage Lottery Fund, North West Development Agency, Liverpool City Council, Single Regeneration Budget, and Historic England. The partnership enabled eighteen restoration projects at thirty-three separate addresses. Public funding has been joined by over
£18 million in private sector investment, leading to the regeneration of historic buildings and the Duke Street Conservation Area. The quality of architecture in the area demonstrates the property’s Outstanding Universal Value as evidence of Liverpool’s central role in the development of the British Empire and global trade.

5. OPPORTUNITIES TO CAPITALISE

Liverpool’s position above other cultural and economic destinations in the UK and internationally depends on the effective management of the WHS. Research into visitors’ motivations has highlighted cultural heritage as a key pull factor.¹

Awareness and regard of the World Heritage Site across international visitors is high. 75% identified the designation as a principal pull factor². Visitor satisfaction ratings over the past 10 years have consistently ranked ‘Overall Atmosphere’ as the top reason they enjoyed visiting the city³.

The unique qualities of the WHS have helped generate confidence in a combined retail and leisure offer, with industries growing strongly off the back of an improved cultural infrastructure supporting a burgeoning events calendar. The Albert Dock is a successful attraction that continues to grow and develop with anchor tenants – the Beatles Story, Merseyside maritime Museum and Tate Liverpool supported by bars, restaurants, gift shops and cafes.

In 2015 Liverpool was the 6th most-visited city in the UK for international visitors and 7th in England for domestic visitors. Tourism value for the year was £2.72bn. 2.4m of 31.7 million visitors stayed overnight. Of the top five most-visited free attractions, four celebrate the Outstanding Universal Value of the WHS.

Without the WHS the city runs a real risk of eroding its competitive edge amongst European destinations. Of the fifty-four European cities that have celebrated the award of Capital of Culture two thirds are World Heritage Sites. WHS status is one of few accreditations that guarantees visitors the experience of a high-quality place. The city can secure its position in the top ranks of the world’s cultural destinations by promoting itself in a joined-up way, using its world-class accreditations, including UNESCO City of Music, World Heritage Site and 2008 European Capital of Culture, to create a near unparalleled offer.

Liverpool won the ‘Destination of the Year’ award at the 2015 Seatrade Cruise Awards beating the Baltic and Guadeloupe Islands. In the same year Cunard’s Three Queens - the Queen Elizabeth, Queen Victoria and Queen Mary 2 - visited Liverpool for the company’s 175th anniversary. With 1.2 million visitors, the event outstripped attendance at the Grand National (142,500), Mersey River Festival (200,000) and the international Music Festival (161,000)⁴.

Plan Objectives:
- 1A: Evidence of the value that the WHS status brings to the City Region in economic, environmental and social terms
- 1B: A comprehensive understanding of the challenges, opportunities and potential contributions of the WHS to key agendas such as development, tourism, education and retail
- 3B: Continued high levels of investment across public, third and private sectors into the WHS
- 4A: An improving condition of the WHS, including its built structures, spaces and public realm

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¹ [Ref = LCC report, via ICC report]  
² LCC report, 2011  
³ Source: Destination Survey 2014
The cachet of WHS inscription, alongside the quality and distinctiveness of its historic infrastructure and buildings that embody the Outstanding Universal Value, offers a unique opportunity for heritage-led regeneration. Precedent shows Liverpool has successfully harnessed inward investment to the benefit of its historic fabric, and delivered quality contemporary developments within the most challenging and sensitive of settings.

A strategic development approach supported by clear guidance and policy will ensure that the Outstanding Universal Value of the property is protected and conserved whilst it makes a significant contribution to desired levels of growth in the City Region.

*Improving quality of place is important in attracting people to live, work and invest in the City Region (City Region Growth Strategy).*

Liverpool has the opportunity to learn from its past successes and setbacks. Home to the RIBA regional team and the design review panel PlacesMatter!, management of the WHS must draw on the knowledge and experience necessary to continue a revered legacy of quality town-planning, architectural design and place-shaping established by its mercantile forebears.

*In 2015 Liverpool's waterfront was named top of England's Great Places awards, fighting off other World Heritage Sites including Bath and Saltaire. The competition was run by the Royal Town Planning Institute to showcase the most "attractive and inspiring" work of town planners.*

The city’s cultural heritage is a major source of local pride, positioning itself comfortably alongside music and sport as one of Liverpool’s unique selling points. Since the success of Capital of Culture in 2008 the city has developed working groups and networks that should be turned to the advantage of the WHS, promoting its Outstanding Universal Value in both traditional and in creative ways.

*Creative Organisations of Liverpool is a collective of thirty arts organisations in the City Region. Each year they reach an audience of over 2 million and create over 1,000 opportunities through 4,000 events.*

The WHS must become further integrated into the city’s cultural offer through partnerships such as Marketing Liverpool, Liverpool BID Company and common channels like It’s Liverpool. Organisations and venues, including Liverpool Waterfront Business Partnership CIC, the ACC Liverpool Group and Liverpool One, deliver show-stopping initiatives within the WHS, such as ‘One Magical City’, broadening its appeal amongst wider audiences. A strategic approach to marketing the WHS’ Outstanding Universal Value would ensure they are promoted within future initiatives, raising awareness amongst Liverpudlians and visitors alike.

Liverpool’s position on a global stage derives from its international reputation for innovation and entrepreneurialism, an enduring legacy of cultural exchange and history of global trade as a

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4 Tourism Data Summary July 2016 – North West Research
mercantile city. A joined-up strategic approach, pairing the WHS with key sectors and institutions in the city, will see WHS status leveraged further, affording the WHS a more valued and integrated role in city life.

WHS status helped secure an exhibition of the Terracotta Warriors at Liverpool’s World Museum. For the first time in over 30 years artefacts from the tomb of China’s first Emperor, Qin Shihuangdi, will be displayed in a UK museum outside London.

The city must continue to leverage its WHS status and history of global exchange to forge new international relationships. Future investment is contingent upon its world-class heritage. The city must look to bring all its assets into play to offer confidence to investors.

In December 2016, LCC was awarded “Role Model” status in Europe’s largest sustainable Heritage project Horizon 2020. Liverpool is one of ten cities to successfully bid for 10 million euros of European funding to examine how historic city centres can use heritage as an engine for economic growth.

There is great potential to further mobilise Liverpool’s expansive new cultural-educational offer, promoting some of the more intangible elements of Outstanding Universal Value that are intrinsic to the city’s sense of place as a Capital of Culture.

The International Slavery Museum welcomed its millionth visitor in just 3 years. The museum commemorates the WHS’s Outstanding Universal Value, in particular its central role in global migration and its status as an international port city.

Plan Objectives:
- **2A:** Established, integrated and effective avenues of communication between the World Heritage Site and organisations, working groups and communities active in the city

Plan Objectives:
- **4C:** The necessary skills, resources and working practices to manage and develop the WHS sustainably
- **2B:** Higher levels of public pride and visitor awareness of the full breadth of the WHS, its Outstanding Universal Value, Attributes and Character Areas
- **3A:** A more active and celebrated role for the WHS in the city’s cultural offer, including how it markets and promotes itself as a place and cultural destination locally, nationally and internationally
6. ISSUES AND CHALLENGES

With the WHS occupying much of the commercial centre, issues facing its viability go hand in hand with those facing Liverpool. The ability to protect, conserve, present and transmit to future generations the cultural heritage of Outstanding Universal Value of the WHS hinges on a successful city that can compete with other centres for continued investment.

Socio-Economic Pressures

Potential local and national economic decline accompanied by reduced public spending is a major challenge. Proposed £90m cuts to the local authority budget over the next three years may put pressure on capacity and expertise in areas of conservation, heritage and planning. Despite difficulties, there have been ground-breaking achievements in respect of the conservation of the WHS, and these set a precedent for future success, if the resources can be found. Securing investment into the WHS will be highly beneficial to Liverpool's long-term economic survival, and effective cross-sector collaboration through existing and new channels will become increasingly important through times of austerity.

Liverpool is emerging from a period of prolonged economic and social decline. From a peak population of 850,000 in the mid-20th century, the city now has a population of 465,000.

On Income, Employment, and Health & Disability Liverpool City Region is ranked as the most deprived of 39 Local Enterprise Partnership areas. The city is ranked the 4th most deprived local authority area with the most severe deprivation found in the “inner core”, which encircles the City Centre.

There remain high levels of vacancy in parts of the WHS, particularly within historic properties and above the ground floor. Competition in the main employment sectors supporting much of the city’s prosperity is high and strongly linked to the offer of place: retail (10.8%), education (10.8%), accommodation & food (8%). Continued improvement of the condition of the WHS through regeneration of historic buildings and spaces is dependent on the ability to attract significant private investment into the city and maintain its status as a place to live, work and visit.

Only now, despite its world-class cultural offer, can the city welcome a fully accredited 5-star hotel, created through the conversion of the Grade II listed Martin’s Bank in the heart of the WHS. Previous attempts to create a 5-star hotel have seen plans downgraded to 4-star accommodation.

Plan Objective:
- **3B**: Continued high levels of investment across public, third and private sectors into the WHS

High-Quality Sustainable Development

At times the extent of the city’s ambitions to sustain and grow its economy, city centre population and cultural offer is creating real and apparent friction with the desire to conserve and enhance the

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WHS’ Outstanding Universal Value. This has led to the perceptions that WHS inscription is acting as a ‘break’ on development, and a constraint on contemporary design.

The Mann Island Development has received mixed reviews, winning the prestigious Royal Institute for the Built Architecture Regional Award in 2015 whilst being nominated for Building Design magazine’s Carbuncle Cup in 2012, an accolade won by Liverpool Ferry Terminal in 2009.

The invaluable contribution made by development within the WHS is poorly understood and unquantified, yet private funds have secured a future for many heritage assets, including when the conservation deficit is too high for charitable or public funds alone. Large areas of the waterfront are cleared brownfield sites, and have been allocated for development, offering the opportunity for heritage-led regeneration within the WHS. However, in these and other areas, the property’s significance is less apparent, providing a challenging canvass for future development to conserve and enhance the Outstanding Universal Value of the property whilst delivering the growth the city requires.

Good practice must be celebrated and exemplars promoted, ensuring that heritage-led regeneration continues to have a pro-active and positive role in the city’s economy. A coherent, centralised and pro-active management system of policy, guidance and scrutiny needs to be put in place and supported with the resources and skills necessary to deliver sustainable growth within the WHS.

Overall, there is a need to establish a common foundation of understanding. The mutual benefits of heritage-led regeneration need to be unpicked and promoted amongst those with an interest in the WHS, including those responsible for its management. To date they are not well understood or quantified, resulting in fewer opportunities for informed discourse on managing change, leveraging the historic environment or planning ahead sustainably.

### Plan Objectives:

**3A:** A more active and celebrated role for the WHS in the city’s cultural offer, including how it markets and promotes itself as a place and cultural destination locally, nationally and internationally

**4A:** An improving condition of the WHS, including its built structures, spaces and public realm

**4C:** The necessary skills, resources and working practices to manage and develop the WHS sustainably

**5C:** Higher levels of advocacy with a co-ordinated message for the WHS, its Outstanding Universal Value and Attributes, within and outside of the city

### Understanding

To many it is unclear how the ‘Outstanding Universal Value’ can be successfully engaged with and harnessed in city life. Its value can be considered elusive and austere within a city that has such a strong local expression of culture. A clear articulation, in plain English, of the hallmark of Liverpool’s world-class heritage is needed so that it can permeate existing and future networks, better integrating the WHS into the city’s famous cultural offer.

### Plan Objectives:
The profile, value and benefits of the WHS to the city are not as well understood by leaders in the city or the wider public as they might be. Low levels of awareness of the World Heritage Site, and what it represents have been observed amongst the public, with literacy in the Outstanding Universal Value particularly poor.

In an online survey of local residents and stakeholders only 3.7% could correctly identify the Outstanding Universal Value, and the six areas of the WHS.

There are disparities between the perceived social value of the designation between those living within the WHS and those outside of it, resulting in missed opportunities to pursue educational and community initiatives. Differences in understanding are occasionally leading to poorly-informed and polarised debates surrounding the property’s future.

Better public promotion of the advantages of the WHS in economic, environmental and social terms is needed. New educational and cultural programmes to encourage greater literacy in the Outstanding Universal Value would have many benefits, not only to civic pride, but also by creating a knowledge base, from which new cultural initiatives can develop and a more informed debate around how to constructively manage the future of the site can take place.

Awareness and Accessibility
Currently levels of public and visitor awareness of the full nature and extent of the WHS need to be improved. The long linear nature of the designation, with tenuous links between surviving pockets of Outstanding Universal Value, presents a challenging geography for improving accessibility and awareness.

Signage and interpretation within the WHS is limited, both within and outside the property. Where existing there is a bias around popular waterfront attractions such as the Albert Dock and the ‘Three Graces’. Consequently, experience and awareness of the WHS can be compressed, and the full extents of the property’s Attributes unapparent on the ground.

With six individual but interrelated character areas that together stretch over 4 km along the waterfront and each 1.5 km inland, there is a logistical challenge to present both a unified picture of the WHS and the more localised expressions of Outstanding Universal Value within it. Physical connectivity from one element of the property to another, particularly from north to south, is often

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\[6\] ICC Report
\[7\] ICC Report
impinged by infrastructure, vacant land and physical barriers. Some of these barriers are a key part of the property’s Outstanding Universal Value, such as the long dock walls and bonded enclosures.

Great strides have been made within the south of the WHS to better connect, invigorate and celebrate the Outstanding Universal Value of the Site. However, accessibility and awareness of northern and eastern elements of the WHS need to be increased through a range of initiatives such as improved public realm works, signage, interpretation and infrastructure.

The anticipated regeneration of the WHS and its buffer will provide opportunities. Increasing accessibility to and awareness of the WHS must continue to be an objective of development masterplans and policy. A Visitor and Destination Management Plan for the WHS is needed to raise awareness of the entire property’s significance, the nature of its six Character Areas, and to highlight opportunities for its future promotion. Both traditional and more contemporary/innovative methods of improving accessibility and raising awareness will help ensure that all possible audiences are engaged.

Plan Objectives:

- **2B**: Higher levels of public pride and visitor awareness of the full breadth of the WHS, its Outstanding Universal Value, Attributes and Character Areas
- **4B**: A robust centralised management framework supported by robust polices and guidance

Achieving an Integrated Approaches

Largely due to the resounding success of City of Culture 2008, there are a series of highly active networks that work in partnership across the city to promote cultural heritage. The WHS needs to gain greater traction within them, helping to integrate the full breadth of the Outstanding Universal Value within the city’s cultural offer.

Tourist information pages on the City Council website currently only offer visitors interested in the historic environment a list of designated heritage assets (listed buildings, the WHS, Parks and Gardens, Scheduled Monuments and conservation areas). Whereas, for those interested in cultural events the site provides direct links to Visit Liverpool, Liverpool Theatres, MerseyTravel and National Museums Liverpool websites. [https://liverpool.gov.uk/leisure-parks-and-events/information-for-tourists/](https://liverpool.gov.uk/leisure-parks-and-events/information-for-tourists/)

The property is often the backdrop to a diverse programme of events, varying from Creamfields music festival in the Central Docks to the Red Bull Harbour Reach wakeboarding competition within the Albert Dock basins themselves. Whilst the often non-heritage-orientated events embrace the benefits of operating within a distinct historic place, they often do not engage overtly with its Outstanding Universal Value, resulting in lost opportunities to connect with many ‘harder-to-reach’ audiences and affording the WHS a more

Plan Objectives:

- **2B**: Higher levels of public pride and visitor awareness of the full breadth of the WHS, its Outstanding Universal Value, Attributes and Character Areas
- **4B**: A robust centralised management framework supported by robust polices and guidance
muted role. A challenge exists to better integrate the unique nature and value of the WHS within future initiatives, broadening the appeal of the property.

Management of the city’s cultural heritage is achieved through a range of public, private and third sector organisations providing a challenging and exciting environment to share expertise, resources, and knowledge about the WHS and to plan effectively for its future. For example, Merseyside Environmental Advisory Services provides advice to the six councils of the City Region whereas National Museums Liverpool is an independent charity funded by central government. Collaborative working groups exist between many partners, but a more joined-up and strategic approach will see the WHS better harnessed and promoted within the city’s cultural heritage offer.

Liverpool Arts Regeneration Consortium is an alliance of seven of the city’s major cultural organisations set up to strengthen the cultural sector across Liverpool and increase the involvement of cultural organisations in the social and economic renewal of the City Region. Working with local authorities, health trusts, schools and other agencies to create employment and training opportunities for young people, the alliance aims to increase access to cultural activities, build new audiences and provide cultural leadership.

A cultural heritage strategy for the City Region, bringing together public, private and third sector organisations, is needed to share expertise, channel aspirations and pool resources. The WHS, specifically the need to present and transmit its Outstanding Universal Value, should have a central role.

Plan Objectives:
- 2A: Established, integrated and effective avenues of communication between the World Heritage Site and organisations, working groups and communities active in the city

Climate Change
Climate change presents longer-term risks to the WHS, mostly longer term than the plan, but with some serious potential impacts. Flood risk from the River Mersey is considered low and relates mainly to the possibility of a tidal surge linked to an extreme weather event.

Environmental sustainability of development will remain at the centre of the growth agenda, placing demands on historic buildings to adapt to meet future needs, including through the use of renewable sources of energy and low carbon construction standards. Importantly, future regeneration of the waterfront may help bring increased protection to the WHS from flooding.

Guidance and, if required, policy (such as an enhanced WHS SPD), needs to be developed and paired with examples of good practice, to set out how the environmental needs of future generations can be met though the constructive conservation of WHS assets.
Governance
Governance of the World Heritage Site has suffered through national Government-led cuts to public sector spending. Whilst there is no dedicated WHS officer, the City Council has worked flexibly across its Departments, as it does with all its major initiatives, to apply appropriate resource and expertise at a variety of senior levels to ensure the Plan is delivered and managed as a key organisation within the Steering Group. The property’s website www.liverpoolworldheritage.com, is currently under development. A challenging public funding forecast and potential shifts in funding resources (particularly from European streams) present significant challenges to the City’s ability to sustain the hallmark of WHS status. Moreover, the Steering Group intends to continue to focus on the role of private sector investment as a means to a more sustainable form of development.

Plan Objective:
• 3B: Continued high levels of investment across public, third and private sectors into the WHS

The Steering Group has undergone a change of leadership. The City Council currently provides the chair on an interim basis due to recent changes in personnel until such a time that the Steering Group is comfortable to either confirm this continuation or seek an alternative, and the Terms of

Plan Objective:
• 3B: Continued high levels of investment across public, third and private sectors into the WHS

Plan Objective:
• 5A: Transparent and effective governance of the WHS

Reference for the membership have been refreshed.
7. WORKING IN PARTNERSHIP

This chapter identifies some of the key partners and stakeholders in the WHS and highlights some of their key contributions, responsibilities and resources in respect of the management of the WHS.

The Liverpool Maritime Mercantile City WHS sits at the centre of a city of 465,000 people and a City Region of over 1.5 million. Its role as an international port has generated strong global connections, with communities across the world counting the city as a part of their own cultural heritage.

Everyone in Liverpool has a stake in its WHS and no one single organisation or individual can bear responsibility for its future. Voices across the city must be able to influence and contribute to its future. The Steering Group, with representation drawn from key organisations across the city, has the central role in decision-taking, lobbying and acting on behalf of all interests in the city.

A successful Management Plan depends on the ability to work together to regenerate, conserve and champion the Outstanding Universal Value of the WHS. The city has become accomplished in partnership working, pooling resources and ambitions to establish an enduring reputation as a cultural destination.

Liverpool Waterfront Business Partnership is a group of landowners, developers, destination owners and managers who, alongside public bodies, convene with a shared aim to promote the city centre waterfront as an international visitor destination. Members include Peel, ACC Liverpool, Tate Liverpool, Liverpool Vision, Merseytravel, British Waterways and National Museums Liverpool. Land and building owners also have a key role with representatives from the 'Three Graces', Albert Dock and Neptune.

The WHS needs to find greater foothold and representation within established lines of networks and working groups. It is the combined spirit of the city, borne out of its mercantile heritage, that must protect, conserve and promote the Outstanding Universal Value of the WHS.

Liverpool City Council

The City Council plays a central role in the management of the property. It has statutory obligations in planning for how the WHS develops, including designated buildings and areas within it. The council leads the way in delivering sustainable development and regeneration of the city.

A conduit for investment, the council secures and administers substantial levels of funding for the betterment of all aspects of the WHS. Its in-house knowledge, expertise and resources across a wide range of fields including heritage, planning, regeneration, culture and marketing are essential in protecting, conserving and promoting the Outstanding Universal Value of the Site.

As the principal public stakeholder, Liverpool City Council represents the interests of people in the city. The Council also has an extensive portfolio of property within the World Heritage site, including key civic buildings, managed on behalf of the City.

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Plan Objectives:

- **2B**: Higher levels of public pride and visitor awareness of the full breadth of the WHS, its Outstanding Universal Value, Attributes and Character Areas
- **5C**: Higher levels of advocacy with a co-ordinated message for the WHS, its Outstanding Universal Value and Attributes, within and outside of the city

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8 [http://liverpoolwaters.co.uk/waterfront-partnership](http://liverpoolwaters.co.uk/waterfront-partnership)
Plan Objectives:
• 5B: Increased levels of public participation, engagement and representation in management of the WHS

LOCAL AND NATIONAL PARTNERS
The Liverpool City Region Combined Authority (LCRCA) incorporates the local authorities of Halton, Knowsley, Liverpool, St. Helens, Sefton and Wirral. The authority provides strategic governance across the City Region, focussing on economic development, transport, and infrastructure. The LCRCA is a vital conduit for investment, including its Single Investment Fund, with great potential benefits for the constructive conservation of the WHS. The LCRCA can have a key role in promoting the WHS and fostering greater ownership and inclusivity both within and beyond the city of Liverpool.

The Liverpool City Region Local Enterprise Partnership has a key role in promoting business growth, securing investment, and enhancing skills within the city. The organisation can be highly influential in securing the future of the WHS, stimulating investment into the property through sustainable growth of the City Region. The LEP’s Growth Plan identifies the visitor economy as a key area for development and highlights ‘Place’ as one of three pillars underpinning the City Region’s sustainable growth.

The World Heritage Site receives valuable consultation and expert input from Historic England. The organisation provides counsel on the ongoing management of the WHS and is a statutory consultee in how it develops in the future. Historic England also advises central government on issues facing the WHS, acting as the primary liaison between UNESCO, ICOMOS, and the City of Liverpool.

International, national and regional partners, such as the Heritage Lottery Fund and Arts Council England, are key sources of funding and expertise. They help initiate heritage-led regeneration of all scales, promote good management of the historic environment and support communities in participating in, and benefiting from, their heritage in social, economic and environmental terms.

In 2016 the ‘My Bluecoat’ project secured £230k of funding from the Heritage Lottery Fund to tell the story of the former school, a symbol of the city’s mercantile origins. In a 300-day programme, My Bluecoat brings alive the building’s heritage, charting its transformation from charity school in the 18th and 19th centuries to a pioneering 20th-century arts centre. Digitised archive materials are accessible through a new online resource capable of capturing people’s memories.

Plan Objective:
• 5C: Higher levels of advocacy with a co-ordinated message for the WHS, its Outstanding Universal Value and Attributes, within and outside of the city

THIRD SECTOR
Charities, Community Interest Companies and other ‘not-for-profit’ organisations have a fundamental role in securing a future for the historic environment as an active and valued public resource. Their financial structures have advantageous access to funding streams alongside strong links to the community, local and national government, local business and educational organisations.
in the city. Liverpool protects and conserves its historic environment and delivers many of its cultural services, creative economy and local engagement through not-for-profit organisations.

‘House of Memories’ is a National Museums Liverpool and Department of Health partnership scheme which, using objects, archives and stories from the museum’s resources, helps carers, health and social providers deliver a positive quality of life experience for people living with dementia.

Liverpool has world-class museums, including the awarding winning National Museums Liverpool group. The venues provide opportunities for people to engage with the city’s heritage at iconic sites within the WHS and are often points around which partnerships convene, bringing new investment into the city’s cultural offer. Much of the city’s acclaimed cultural offer is located within the WHS, including the Tate Liverpool at the Albert Dock.

At a broader scale, national charities including the Canal and Rivers Trust are important stakeholders in preserving and enhancing the WHS’s cultural and recreational offer.

WARP Liverpool opens up post-industrial spaces for culture and the arts. The charity ‘acquires’ dirty-arts spaces and supports their creative re-use, as theatre rehearsal locations to giant build spaces.

PRIVATE SECTOR

Much of the WHS is in private or collective ownership. Major landowners, such as the Peel Group and Grosvenor, alongside individual developers, businesses and property owners, have a significant influence on the future of the WHS. The Site’s successful evolution from commercial trading port to vibrant city centre that retains its Outstanding Universal Value is contingent upon private sector investment revitalising buildings and spaces.

The WHS’s draw is multifaceted and extends beyond the appeal of the historic environment. Every business, no matter how small or large, can have a role in protecting, conserving, and promoting the Outstanding Universal Value of the WHS. The built fabric, special sense of place and spirit of the WHS cannot survive singlehandedly, but needs constantly invigorating and re-imagining.

Harcourt Developments are leading the way in the north of the WHS at Stanley Dock. An initial internationally acclaimed project to turn the North and Rum Warehouses into a leading hotel has enjoyed unprecedented success. Following on, the conversion of the Tobacco Warehouse, still the largest brick warehouse in the world, into a mixed residential, leisure and retail development is now underway.

The diversity of the economic, retail, cultural, business and environmental offer is its strength, underpinning its resilience throughout the year and into the future. Whilst the cultural tourism offer is key during holiday periods and at weekends, the midweek offer is formed by Liverpool’s retail, commercial and business offer. To this end the conference centre, universities and retailers are key to promoting and invigorating the WHS as a leading business, education, retail and tourist destination throughout the year. Working groups and partnerships exist within the city and region to

Plan Objectives:
- 2B: Higher levels of public pride and visitor awareness of the full breadth of the WHS, its Outstanding Universal Value, Attributes and Character Areas

Plan Objectives:
- 3B: Continued high levels of investment across public, third and private sectors into the WHS
this end, offering the opportunity for the heritage of the WHS to better integrate with the city’s overall offer.

The city’s economic development company Liverpool Vision integrates economic development and business and enterprise support, accelerating growth and building a sustainable economy. The company is key to transforming perceptions of Liverpool, promoting the city at local, national and international levels. Liverpool Vision has three related functions: Marketing Liverpool, Invest Liverpool, International Festival for Business.

Plan Objectives:
• 1B: A comprehensive understanding of the challenges, opportunities and potential contributions of the WHS to key agendas such as development, tourism, education and retail
• 2A: Established, integrated and effective avenues of communication between the World Heritage Site and organisations, working groups and communities active in the city
• 3A: A more active and celebrated role for the WHS in the city’s cultural offer, including how it markets and promotes itself as a place and cultural destination locally, nationally and internationally

EDUCATION

Liverpool’s unique sense of place and cultural heritage offer are promoted as a key reason to study in the city. Schools, colleges and universities are important partners in creating a future for the World Heritage Site. Liverpool has a world-class further educational offer, with three universities (University of Liverpool, Liverpool John Moores University, and Liverpool Hope University), and acclaimed colleges. Together further education institutions carry out world-class research, including into the value of the historic environment.

Established in 2010, the Institute of Cultural Capital conducts collaborative and interdisciplinary research that examines the role and value of cultural interventions in urban environments, from grassroots initiatives to large-scale cultural events and festivals. The resource provides exceptional opportunities to undertake research into the value and governance of the WHS.

The city has renowned artistic institutions including the Bluecoat, the city’s centre for contemporary arts. The institutions present opportunities to explore the WHS Outstanding Universal Value through the arts, including more intangible elements.

Schools across Liverpool are key to promoting the WHS, building civic pride amongst younger generations. Educational initiatives, run in partnership with local venues and businesses, foster a sense of intrigue, increased awareness and greater ownership of the WHS. Cross-curricular approaches and area-based curricula can broaden the appeal of the WHS amongst harder-to-reach groups and use non-heritage disciplines to engender the Outstanding Universal Value of the property within future

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9 http://www.topuniversities.com/blog/7-reasons-why-liverpool-uks-best-student-city
generations. The importance of a Liverpool curriculum and the important role of local culture is highlighted in the Mayor of Liverpool’s Education Commission Report in July 2013.

**Liverpool Curriculum and Culture Project** was a partnership between School Improvement Liverpool and Curious Minds involving 12 schools. Working with local museums, theatres, trusts and community organisations, the project centres on delivering programmes of the study of history and geography through accessing the expertise of local arts and cultural organisations for the children of Liverpool.

**Societies, Trusts and Networks**

Local societies are a highly motivated and skilled resource, providing essential expertise about the city’s heritage and offer communities an active role in their world-class heritage. Advocacy groups include the Merseyside Civic Society, and the local branch of the Victorian Society. The city also benefits from active community heritage research groups, including the Merseyside Archaeological Society.

*The Liverpool Preservation Trust* is an example of a reactive monitoring group who care passionately about the urban landscape of Liverpool. The trust regularly lobbies the City Council and other organisations.

Liverpool’s strong sense of civic pride means local groups are essential to ensuring heritage is both valued, and plays an active and inclusive role in city life. Community groups represent wider public interests and offer an independent voice amongst those looking to develop within the WHS. Part of the Outstanding Universal Value of the Liverpool Maritime Mercantile City is the spirit of the people, past and present. Ensuring that this is well represented within the processes of change and development is fundamental to securing a sustainable future for the city and it’s WHS.

**Engage Liverpool** is a social enterprise that promotes sustainable city centre living and is committed to making it a place where people would want to live out the whole of their lives. Projects make a positive contribution to the liveability of the City Centre and Waterfront. The Community Interest Company encourages debate about urban living in a series of annual seminars and holds workshops to assist residents and leaseholders to better manage the apartment buildings where they live.

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10 Mayor of Liverpool, 2013: 54
8. PROTECTION AND MANAGEMENT

The Management Plan is a collaborative document that calls together everyone with the skills, passion and resources to protect, conserve, transmit and promote the Outstanding Universal Value of one of the world’s most celebrated heritage sites. Alongside the significance, integrity and authenticity, the effective management and protection of the WHS is one of the three pillars of its Outstanding Universal Value.

Based on the issues and opportunities facing the WHS, the Plan sets out a vision delivered through a shared framework of achievable aims, objectives and actions. It supports the sustainable development of the World Heritage Site and meets obligations, both as a city and as a nation, under the World Heritage Convention signed by the UK in 1984.

The success of the Plan lies within the ability to bring together individual aspirations and endeavour to help deliver a common goal in sustaining Liverpool’s outstanding heritage for generations to come. The plan is endorsed by Liverpool City Council, Historic England and the Department for Culture, Media and Sport (DCMS). It is a material consideration in the planning process, and the future developments within the Site should demonstrate how they assist in its delivery.

Although a universally recognised designation, the offer that Liverpool’s World Heritage Site inscription brings is unique. As a global asset it must be conserved and promoted in a way that establishes and maintains its significance on an international scale. The rewards are economic, cultural and environmental benefits to the city, in terms that extend far beyond the footprint of the property.

Obligations and Responsibilities

Protection and management of World Heritage properties should ensure that their Outstanding Universal Value, including the conditions of integrity and authenticity at the time of inscription, is sustained or enhanced over time. The purpose of a (WHS) management system is to ensure the effective protection of the nominated property for present and future generations. The UK has responsibilities under the World Heritage Convention to identify, protect and preserve its heritage, including that designated as being of global importance to humankind.

In addition to the historic environment there are a number of other aspects and values of the WHS which need managing and/or improving, such as aquatic habitats within the docks. Liverpool has a comprehensive set of policies and guidance relating to different elements of the city and the issues faced. To manage these elements in a joined-up way the Plan harnesses relevant policy and guidance, key examples of which are included in the Centralised Management System (see below and Appendices 1 and 2).

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11 (Operational Guidelines, UNESCO 2016, paras. 96 and 109 respectively).
CENTRALISED MANAGEMENT SYSTEM

Liverpool’s system for managing the WHS has its roots in international commitments alongside national legislation and planning policy. This foundation sets out both statutory and non-statutory commitments, requiring the city to define a sustainable approach to managing its heritage, including the World Heritage Site, in how it plans for the future. The WHS Management Plan sits within a fleet of active strategic documents that together seek to achieve exactly that.

Within this document the approach is set out as a Centralised Management System, divided into two interrelated frameworks.

1. The Change Management Framework concerns the controls, principles and incentives in place to secure the sustainable redevelopment of the property, ensuring its Outstanding Universal Value is protected and conserved.

2. The Cultural Management refers to the infrastructure, support and ambition that can help promote, present and transmit the Outstanding Universal Value of the WHS as part of the city’s cultural heritage offer.

In practice, the two are inseparable, bound by a number of aspects such as the city economy, spirit and in particular its heritage. The mutually beneficial relationships that exist between them mean that one can stimulate the other. For example, an expanding and successful cultural offer will help stimulate sustainable growth and regeneration.

CHANGE MANAGEMENT FRAMEWORK

The World Heritage Convention requires countries to identify potential world heritage sites and sets out their role in protecting and preserving them. By signing the Convention, the UK pledged both to conserve World Heritage Sites and its national heritage as a whole. State parties are encouraged to integrate protection of the cultural and natural heritage into regional planning programmes, resource sites with staff and services, undertake research and ensure heritage has a function in the day-to-day life of communities. Policies within the National Planning Policy Framework (NPPF) offer the highest levels of consideration to World Heritage Sites, stating that substantial harm to their significance should be wholly exceptional and any harm must be outweighed by public benefit or specific circumstances associated with their viable re-use (Paras 132, 133). The NPPF recognises the relative significance of different elements of WHS, and that some do not contribute to significance. The NPPF clearly states that opportunities for new development within World Heritage Sites should be actively sought where they enhance or better reveal their significance (Para 137). Design policies require high quality new development that reinforces local distinctiveness, whilst recognising that decisions should not attempt to impose architectural styles or particular tastes and they should not stifle innovation, originality or initiative through unsubstantiated requirements to conform to certain development forms or styles.

National Planning Practice Guidance (NPPG) clarifies how World Heritage Sites are protected and managed in England. This includes how their Outstanding Universal Value is reflected in National Planning Policy Framework policies. It spells out the principles that should inform the development of a positive strategy for the conservation and enjoyment of World Heritage Sites, and outlines the
main mechanisms for management. The NPPG engages with approaches to assessing the impact of development, the levels of consultation required in relation to proposals that may affect Outstanding Universal Value, and the restriction of permitted development rights within a World Heritage Site.

The Planning (Listed Buildings and Conservation Areas) Act 1990 is the key piece of legislation in England and Wales offering protection to the special architectural and historic interest of listed buildings and conservation areas, the character and appearance of which is desirable to preserve or enhance.

Liverpool and the City Region have plans and strategies that together provide the direction for how Liverpool will develop as an international centre. Building Our Future Liverpool City Region Growth Strategy outlines how the City Region will, using its ‘unique strengths and assets’, grow over the next 25 years. The Liverpool Local Plan sets out a spatial vision, spatial objectives and strategic policies for the location and management of future development and redevelopment in the city. Both include strong commitments to the conservation, preservation and sustainable development of the historic environment. Liverpool City Centre Strategic Investment Framework (SIF), produced by Liverpool Vision in 2012, sets out ambitions for the economic development and growth of the city centre over the next 15 years.

Area-based policies include City Centre Character Area Policies within the Local Plan and a range of Masterplans and Development Frameworks to guide regeneration in specific parts of the city. The Liverpool Maritime Mercantile City World Heritage Site Supplementary Planning Document is a key development plan document, adding a high level of detail to the policies in the Local Plan, supporting the protection and enhancement of the Outstanding Universal Value of the WHS, its buffer zone and wider setting. On a more localised level, six Conservation Areas cover the entirety of the WHS, and over 380 listed buildings offer some of the highest levels of protection to structures in the property. Conservation Management Plans for buildings or small areas provide plans for the conservation and enhancement of their heritage significance. Information Requirements for applications for planning consent are higher in the WHS than elsewhere in the city, and accompanying assessments must be prepared according to ICOMOS Guidance on Heritage Impact Assessments for Cultural World Heritage Properties.

Throughout the process there are opportunities to influence and review planning applications, using the expertise, influence and resources within the city and beyond. These operate across the Change Management Framework. Major or contentious applications can benefit from a Design Review Panel, drawing in in expertise in architecture, planning, and urban and landscape design. Conservation Boards can be assembled to influence the direction of travel that the city’s historic environment takes within specific places and in relation to significant developments, ensuring the Outstanding Universal Value of the WHS is embraced and protected. Liverpool City Council and Historic England offer pre-application advice during formative stages of development proposals, providing an early opportunity for the Outstanding Universal Value to be considered. The Statement of Community Involvement sets out requirements for public consultation, and these can be expanded for major developments leading to better engagement and improved representation. A new Mayoral Lead for Heritage has been appointed to provide further representation for the city’s heritage within the public arena.
LCC Development Management Approach – Liverpool Waters

Liverpool Waters is a major regeneration project providing for the comprehensive re-development of 60 hectares of former dock land on the edge of the River Mersey close to Liverpool city centre.

In June 2013 planning permission was granted to create up to 1,691,100 sq. m of mixed used development comprising business, residential, and leisure facilities. The application masterplan proposed 5 distinct neighbourhoods containing 27 development parcels with the potential to deliver 9000 residential units and over 17,000 new jobs.

The site extends 2km north wards from the Pierhead and comprises mainly 18th and 19th century dockland reclaimed from the River Mersey. It includes 10 dock water spaces and is enclosed by the Grade 2 listed dock wall along its eastern boundary. 60% of the site falls within the World Heritage Site with remainder within the WHS Buffer Zone. The site represents 22% of the whole area of the WHS.

The vision shared between Peel and Liverpool City Council was for an aspirational development that would create a sense of place, taking advantage of the site’s cultural heritage and integrating it with exciting and sustainable new development. Drawing on the unique identity of the site and the city the scheme sought to continue the City’s tradition of innovation to symbolize the City’s 21st century renaissance alongside its 19th and 20th century heritage.

A range of detailed assessments were undertaken following the submission of the initial application in October 2010, and a number of amendments made to the proposals to mitigate the impact of interventions into the historic fabric within the site and minimise the effect on the setting of key heritage assets and views into and out of the World Heritage Site.

In March 2012 the City’s Planning Committee resolved to grant planning permission (report updated in September 2012) and in March 2013 the Secretary of State (DCLG) advised he was content for the application to be determined by the local planning authority and it was unnecessary to call the application in for public inquiry. In June 2013 Peel signed the s106 Legal Agreement and outline permission was issued.

Given the unique extent of the application a framework of controls was necessary to ensure heritage assets are properly conserved throughout the site whilst simultaneously facilitating development. In accordance with the provisions of the UK Planning system the controls consist of a suite of conditions attached to the outline permission and a series of obligations within a legal agreement that accompanied the outline permission. The outline permission sets the maximum parameters for development and provides for a flexible framework within which changes can be made as detailed applications come forward in accordance with statutory requirements.

The conditions within the outline planning permission have 5 parts:

Category A – sets overall development quantum and parameters including maximum heights, development parcels, plots and phasing.

Category B – establishes time limits for information to be submitted, approved and implemented.

Category C – identifies the information required before the submission of reserved matters applications.

Category D – details what information must be submitted with reserved matters applications.
Category E — deals with measures to ensure conformity with the permission

The s106 agreement has 9 parts which includes requirements on the developer to form a Co-ordination Board; Conservation Management Board; and Design Review Panel.

The Co-ordination Board’s role is to co-ordinate all issues relating to the development of the site. In effect overseeing all pre-application negotiations and the function of the Conservation Management Board and Design Review process. It is attended by Liverpool City Council and Peel with others invited to attend as appropriate.

The Conservation Management Board’s role is to ensure the obligations set out in the Conservation Management Plan are complied with and is attended by Liverpool City Council, Peel and Historic England, with others invited to attend as appropriate.

The Design Review’s main purpose is to review individual schemes being brought forward in accordance with the design principles set out in the Liverpool Waters Design and Access Statement. It is attended by Liverpool City Council and Peel supported by the Places Matter Design Review Service.

Since outline permission was granted Liverpool City Council have assisted Peel and its development partners bring investment to the site to help materialize the scheme. Peel has commissioned detailed masterplans to be prepared in accordance with the requirements of the outline permission and individual proposals are being brought forward that reflect the provisions of the outline scheme.

Through the operation of the Conservation Management Board close liaison is maintained with Historic England over the implementation of development and Design Reviews help guide designs. This ensures the controls established by the outline permission operate effectively and applications for detailed permission are appropriately considered.

Two scheme have so far received full planning permission within the Princes Dock Neighbourhood. William Jessop House (Plot A-03) a speculative office block approved June 2015 and Lexington Tower (Plot A-04) a 34-storey private rented sector residential development approve September 2016. Pre-application discussions concerning two further blocks in Princes Dock for two other residential schemes Hive 31 storey residential tower (Plot A-06) and The ‘1821’ residential tower (Plot A-05) are at an advanced stage. These proposals have all been discussed at the Conservation Management Board and presented to Design Review with adjustments made in line with the advice offered. All these schemes are below the height thresholds set within the parameters of the outline permission.

There are also a number of other proposals in the pipeline such as the new Cruise Liner Terminal and Isle of Mann Ferry Terminal which are at an earlier stage of development. These proposals and others that come forward will also be assessed utilising the provisions established through the outline permission. It is appreciated that due to the scale of the site and period of permission that proposals will emerge which were not anticipated in the original masterplan. In instances where schemes are proposed which differ from the development intended in the outline masterplan it will be necessary for the Local Planning Authority and consultees to assess these alongside the development approved to date in accordance with the provisions set in place by the outline permission.
CULTURAL MANAGEMENT FRAMEWORK

Liverpool is world renowned for the management of its cultural heritage. Although the cultural offer is eclectic and seemingly spontaneous, there are strong and detailed strategies, plans and partnerships that ensure the city retains its status as one of the leading cultural destinations in the world. The city’s past is interwoven with its cultural offer in many ways, both actively through museums, galleries, and Heritage Open Days, but also passively, as a stage for contemporary cultural events, as a place of work and as a unique retail and leisure destination. The heritage of the WHS profits from both roles. Ensuring it has a higher profile within the city’s cultural calendar is key to its greater appreciation and its conservation.

Liverpool City Council’s Heritage Investment Framework showcases the value and potential of the city’s heritage, highlighting recent successes and future priorities, including targets for funding and investment. The Culture Liverpool Action Plan 2014-2018 outlines aims to support the development of infrastructure and facilities, maintain heritage, work with the key partners across the city, produce and host world-class events, enable people to access and engage with the city’s culture, and support the work of cultural organisations. The City Region LEP’s Visitor Economy Strategy and Destination Management Plan 2015-2025 sets out seven key priorities for growth that will increase the competitiveness of the City Region and maximise the wealth that the tourism sector can create. The Plan provides a clear rationale for public and private sector investment in the Visitor Economy. The Liverpool Vision Business Plan 2015/18 seeks to create an environment for growth, generating a long-term impact in both the supply and demand sides of the economy. The plan will help transform perceptions of Liverpool, by communicating positive messages about the city to local, national and international audiences, reaching many hundreds of businesses and opinion formers. Visit Liverpool: Official Guide to the Liverpool City Region is a biannual publication highlighting city events. Key themes include culture, heritage, music and sport. The publications celebrate the vital role heritage plays in ‘setting the stage’ for the city’s distinct cultural offer.

More detail about the individual elements of the Change Management and Cultural Management Frameworks can be found within Appendices 1 and 2.
9. VISION, AIMS & OBJECTIVES

The Management Plan builds from the current position of Liverpool’s World Heritage Site. It recognises the challenges ahead, the weaknesses where they exist, but also the strengths, aspirations and opportunities within a city well versed in capitalising upon its cultural heritage.

At its heart the plan is founded on basic principles of the Heritage Cycle. The virtuous cyclical process, which aims to make the past part of the future, shows that by UNDERSTANDING the historic environment people value it, by VALUING it they will care for it, though CARING for it people enjoy it and from ENJOYING the historic environment there comes a desire to understand more about it.

The process enables all the city’s stakeholders to participate in the management of the WHS. In this way, the Outstanding Universal Value of the property can have an inspirational role in Liverpool’s place-shaping cycle, propelling the WHS into the day-to-day lives of people that live and work in the city, as well as visitors.

The way Liverpool develops is constantly changing, placing new demands on its resources, including the WHS. The plan recognises that the City has ambitions beyond the WHS. It seeks out areas of common ground where interaction between the historic environment and key agendas of growth, employment, tourism, health and the environment can have mutual benefits. Engaging proactively with the pace and direction of change offers greater opportunity to protect, conserve and present the Outstanding Universal Value of the property and for the city to benefit from its WHS hallmark.

A series of shorter-term actions are also set out to address the most pressing issues facing the WHS, but much of the plan will not be achieved rapidly, nor will it generate an immediate sea-change amongst attitudes towards the WHS. As the global value of the WHS to the city becomes clarified in real terms, it will play an increasingly active role in city life, demonstrating the contribution it can make to Liverpool’s future. In achieving this, the WHS will have greater representation in decision-making and greater influence in Liverpool’s sustainable development.

The chosen approach comes at a time when the fabric of the WHS is in the best condition for generations. A common set of principles is now required to create a shared understanding of how the Outstanding Universal Value of the WHS can be celebrated, capitalised upon and sustainably managed. These surround key issues of conservation in respect of development policy, governance, architecture, investment strategy, asset management and public ownership, use and access. The principles must be defined and agreed by leaders in the city and outside of it, including central government and UNESCO, and reified within emerging and future policy, guidance and strategy. The management plan acts as an important first step to achieving this.

VISION

‘Reconciliation of the enduring ambitions for growth and prosperity established by the city’s mercantile founders with the need to protect, develop and enhance the Outstanding Universal Value of Liverpool’s world-class heritage.’
The overarching aim of the Plan is to achieve an active role for the WHS in creating a sustainable future for an ambitious and growing Liverpool that protects, conserves and presents the Outstanding Universal Value of the property for future generations.

AIMS & OBJECTIVES
Five interlinked aims, each with a series of ambitious but achievable objectives, set out a framework for delivering the Plan’s vision. The structure and content is not rigid or fixed, but should be used to inspire, capture and focus Liverpool’s energy over the next 5-10 years.

AIM 1: UNDERSTAND
Improve understanding of the WHS and what makes it a special, unique and a powerful asset, securing it a leading role in Liverpool’s future.

Rationale: The physical condition of the WHS is at its best for decades, presenting an opportune moment to promote the successes achieved and the value improvements have brought. The actual and potential contributions that the WHS can make to Liverpool need clarification in terms that resonate with local communities, businesses and leading organisations, giving it a more integrated role in city life. Lessons need to be learnt from other world heritage sites, as well as the successes behind Liverpool’s Capital of Culture. Work also needs to be done to understand how local and visiting communities appreciate the Outstanding Universal Value of the WHS and how this can be stimulated further. Greater understanding of the property itself is also required, the challenges it faces, its needs, strengths and sensitivities. Our knowledge of the nature of the WHS’s Outstanding Universal Value, both tangible and intangible, also needs to be enhanced through continuing research.

Objectives:

A. Evidence of the value that the WHS status brings to the City Region in economic, environmental and social terms
B. A comprehensive understanding of the challenges, opportunities and potential contributions of the WHS to key agendas such as development, tourism, education and retail
C. Improving knowledge, understanding and evidence of the Outstanding Universal Value of the WHS, its Attributes, Integrity and Authenticity

AIM 2: CONNECT
Ensure that the entire WHS is accessible to everyone, with a high profile as a valued and fundamental element of the city’s cultural heritage.

Rationale: The WHS is less well integrated within many elements of city life than it might be, struggling to connect with many communities in Liverpool. WHS status can be better leveraged in how the city promotes itself. The specific nature and meaning of the connection between the WHS designation, its ‘Outstanding Universal Value’ and a defined area of the city, is not well articulated and remains unclear to many. The different WHS Character Areas need reconnecting, both physically and cognitively, for it to be understood, experienced and promoted as a world-class asset. Emphasis
needs to be on building understanding of the links between the docks, waterways, commercial centre and residential areas. The connection between people and the WHS on the ground also needs strengthening, enabling an immediate connection with the heritage around them, encouraging greater exploration of the full length and breadth of the property.

Objectives:

A. Established, integrated and effective avenues of communication between the World Heritage Site and organisations, working groups and communities active in the city
B. Higher levels of public pride and visitor awareness of the full breadth of the WHS, its Outstanding Universal Value, Attributes and Character Areas
C. Improved levels of accessibility to the WHS and interconnectivity between the different character areas within it

AIM 3: CAPITALISE

Maximise the benefits the WHS brings to the city, using it more effectively as a lever for investment and to promote the Liverpool as a destination to live, visit, study and do business.

Rationale: Liverpool has successfully leveraged substantial amounts of funding into the constructive conservation of heritage assets and the development of its cultural offer. Opportunities to draw in external resources into the city using the WHS continue to exist and these should be seized to the benefit of both. Closer relationships with key industries and sectors, including retail, creative industries and education will enable the city to better leverage its world-class status and build an international centre based on a world-class cultural heritage foundation. People must have an ability, across all relevant sectors, to profit from the WHS, contributing to its pro-active and constructive management and the overall success of the city. The city could also benefit from greater exposure of the WHS in how the city markets itself, locally, nationally and internationally.

Objectives:

A. A more active and celebrated role for the WHS in the city’s cultural offer, including how it markets and promotes itself as a place and cultural destination locally, nationally and internationally
B. Continued high levels of investment across public, third and private sectors into the WHS

AIM 4: PROTECT, CONSERVE AND DEVELOP

Secure a sustainable future for the Outstanding Universal Value of the WHS through a confident and constructive approach to heritage-led regeneration.

Rationale: The sustainable development of the WHS is now a matter of international concern, with the future of the designation dependent on the skilful execution of ambitious regeneration plans for the waterfront. Moving forward, the city and all its partners, including UNESCO, DCMS and Historic England, need to agree a set of common principles around which development ambitions can convene and be implemented with confidence and assurance. Opinions can be divided on precise issues such as limits to the scale of new development and the role of the buffer zone. Principles must
underpin a common direction that brings together differing perspectives of the WHS to identify where its sustainable future lies. The value of the World Heritage site needs to be harnessed as the city develops. Correspondingly the WHS must also reach out to developers and continue to promote the WHS as a place to invest and build with confidence.

Objectives:

A. An improving condition of the WHS, including its built structures, spaces and public realm
B. A robust centralised management framework supported by robust polices and guidance
C. The necessary skills, resources and working practices to manage and develop the WHS sustainably

AIM 5: GOVERN

Resource and strengthen the management of the WHS and provide leadership that can secure it greater profile and influence in the city.

Rationale: Liverpool’s cultural offer and heritage management is complex to navigate, delivered by multiple organisations. A positive management force behind the WHS, the Steering Group must seek to increase its influence in the city. However, the precise nature of the WHS’s Outstanding Universal Value is not well understood by all members. Moreover, the ways by which it can be harnessed to the city’s advantage are not always clear, meaning it can lack representation at determining points in Liverpool’s future. Within the Steering Group there is consensus for a refreshment of its Terms of Reference. Greater transparency is also called for amongst some public groups, ensuring that public interests, alongside those of key stakeholders, inform the future management of the WHS. The group and the delivery of this plan must be adequately resourced as well as supported.

Objectives:

A. Transparent and effective governance of the WHS
B. Increased levels of public participation, engagement and representation in management of the WHS
C. Higher levels of advocacy with a co-ordinated message for the WHS, its Outstanding Universal Value and Attributes, within and outside of the city
10. LEADING THE WAY

STEERING GROUP

Liverpool City Council in partnership with key stakeholders has established a non-executive Liverpool World Heritage Site Steering Group to advise on and support its work and bring together principal organisations with a positive interest in and responsibility for the future of the World Heritage Site.

The Steering Group advise and support the City Council to ensure that all obligations and responsibilities, under the World Heritage Convention, are met by promoting public awareness and protection of the Outstanding Universal Value (OUV) of Liverpool’s World Heritage Site (WHS), as set out in the Statement of Outstanding Universal Value.

The Steering Group is responsible for the strategic management of the World Heritage Site, overseeing the implementation, delivery, and monitoring of the management plan and its actions. The responsibility is delegated by the Department for Culture Media and Sport to enable management of the property at a local level.

The Steering Group operates under ‘Terms of Reference’ which state that its main responsibilities are to advise on:

- Development and implementation of the WHS Management Plan
- Periodic and reactive monitoring of the WHS
- Promotion of the WHS and its benefits
- Lobbying in the interest of the WHS.

The Steering Group is an advisory body assembled on an invitational basis, with no additional resources or influence beyond its members. A Secretariat is hosted within Liverpool City Council.

Liverpool’s World Heritage Site Steering Group is made up of members from across the private, public and third sector. They include stakeholders from local and regional levels of government, cultural heritage management, and organisations both providing and pursing investment into the city. Membership is reviewed on a regular basis and the Terms of Reference have been refreshed. The membership at (January 2017) can be seen in the Appendix 17:

The Group has the lead role in the delivery of the management plan, convening to promote good practice. The WHS Steering Group can receive reports and presentations on planning issues for information and will influence the development of policy, but it will not intervene in specific planning decisions and applications.

Steering Group members act as ambassadors for the WHS, advocating and championing its heritage and the roles it can play in both its future development and conservation. Drawing in capacity, skills and resources, the group members are responsible for promoting the Outstanding Universal Value of the site across all sectors, constantly seeking opportunities to implement the management plan.
11. Resourcing the Plan

Implementation of the Plan requires resources, and securing the necessary investment is a continual challenge. In addition to monetary funding, the skills and expertise required to administer and deliver projects within the WHS must be at hand. For this the city must continue to look in-house, harnessing the charitable and public status of many organisations in the city, and seeking to work collaboratively to achieve the necessary economies of scale and fulfil funding requirements. The benefits of inward investment are maximised in this way, often satisfying multiple agendas in the process. Importantly, Liverpool’s WHS hallmark offers the city a competitive edge in this respect.

The WHS Secretariat has no dedicated operational budget although it can make specific ad hoc requests to the general LCC Planning Service budget. Local and national government organisations have limited resources but there are major funding opportunities. In terms of the more ‘traditional’ sources of heritage funding, major grant schemes remain available from organisations such as the Heritage Lottery Fund, The Arts Council, the Big Lottery Fund and the Community Investment Fund.

*Since 1994, the HLF has awarded £7.1 billion to over 40,000 heritage projects. This year the HLF has a fund of £430 million to invest nationally.*

However, sources of funding which are not typically associated with the historic environment must also be turned to the advantage of the WHS, particularly those associated with the arts, social wellbeing, growth and regeneration. Local initiatives including Mayoral Development Zones and the City Region Single Investment Fund will be instrumental to this end. The process enables the WHS to integrate and contribute to wider agendas, offering recognition of its Outstanding Universal Value amongst a broader audience and wider number of agendas.

*Over the next 30 years The Liverpool City Region Combined Authority and Local Enterprise Partnership has the power to direct £30m annually into delivering economic growth through the Single Investment Fund (SIF). The funding will focus on activities that deliver the region’s Growth Strategy, which sets out the protection and enhancement of cultural and environmental assets, such as the WHS, as a priority.*

Smaller funds can make a huge difference too, sustaining local initiatives within the WHS that have significant individual and cumulative impacts. Every opportunity to create added value and use existing funds to secure match funding, where possible, needs to be supported. The availability of funding from the city and surrounding region can be a catalyst to this end.

*Liverpool City Council is creating a Cultural Enterprise Industry Hub within ‘Ten Streets’ located within the north of the WHS and buffer zone. The project will regenerate the area through the provision of incentives to creative industries to reinvigorate buildings and spaces.*

Existing income-generating structures must continue to contribute to the implementation of the Plan. Development contributions in the WHS and its buffer zone (e.g. CIL and Section 106 agreements) can be harnessed to the benefit to the WHS, addressing identified needs. Liverpool City Council must also continue to use its powers to encourage investment, through enforcement and other notices. Moreover, the Council has taken lead roles in lending financial and other resources to instigate change within the WHS, enabling changes of ownership and tenure to the benefit of the historic environment.
CASE STUDY: Royal Insurance Building, North John Street – Area 4: Commercial Quarter
Disused from 1980 and on the Historic England Heritage at Risk Register from the 1990, Liverpool City Council bought the freehold of the Royal Insurance Building for £1.95m in 2013. This change of ownership kick-started an £18m project, securing investment from Ashall Property Ltd and a £300k grant from English Heritage. The result is the Aloft Hotel, opened in 2014. The project created 150 construction jobs during the build, with over 50 full-time equivalent jobs upon opening. The project went on to win the NCE Building Construction Industry (BCI) award for Building Project of the Year.

Land and property owners make crucial and often overlooked contributions to the WHS through ongoing asset management. Maintenance and improvement works are essential to the long-term future of the WHS. Private contributions can be worked harder by pairing funds with those from external sources, offering more effective use of resources.

Philanthropy, patronage and sponsorship are also powerful means of raising both the profile of and funding for the WHS. Properly integrated into a marketing and fundraising strategy, these sources can provide powerful cross-sector support for the property.

National Museums Liverpool have a membership scheme of over 1600 members. In 2015/16 £9m was self-generated income, including £2.7m from trusts, foundations and donors, and £211K from collection boxes.

A clear fundraising review and spending plan are priority actions for the Management Plan. The business case for the protection and enhancement of the site's Outstanding Universal Value must be clearly articulated; incentives will encourage deals to be brokered and bring investment and creativity to the WHS.
### ACTION PLAN (2017 – 2024)

#### AIM 1: UNDERSTAND

Improve understanding of the WHS and what makes it a special, unique and a powerful asset, securing it a leading role in Liverpool’s future.

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<tr>
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<tr>
<td><strong>A. Evidence of the value that the WHS status is bringing to the City Region in economic, environmental and social terms</strong></td>
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<tr>
<td>i. Conduct a review of the impacts of WHS status since inscription, understanding its contribution to key sectors active in the City Region in economic, environmental and social terms</td>
<td><strong>OBJECTIVES &amp; ACTIONS</strong> Ai, ii, Bi, Ci, iv Aiii, iv</td>
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<tr>
<td>ii. Undertake research into awareness of and satisfaction with the WHS from key perspectives</td>
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<td>iii. Produce and disseminate summary annual update reports about the development of the WHS and its role in the City Region</td>
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<td>iv. Integrate the results of the WHS review with other relevant annual monitoring schemes, such as the city’s Annual Review produced by Liverpool Vision.</td>
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<td><strong>B. A comprehensive understanding of the challenges, opportunities and potential contributions of the WHS to key agendas such as development, tourism, education and retail</strong></td>
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<tr>
<td>i. Conduct a wider study of how other WHS properties are capitalising on their status, and consider how lessons can be learnt and applied in Liverpool</td>
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<td>ii. Undertake a series of workshops for key sectors in the city to gain insight, canvas opinion and generate ideas about the actual and potential value of the WHS to Liverpool</td>
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<td><strong>C. Improving knowledge, understanding and evidence of the Outstanding Universal Value of the WHS, its Attributes, Integrity and Authenticity</strong></td>
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<tr>
<td>i. Develop a research strategy for the WHS and buffer zone, promoting improved understanding of the ways its Outstanding Universal Value is manifested and perceived within the WHS</td>
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<td>ii. Maintain a Heritage at Risk register, extending to all Attributes of the WHS including tangible and intangible Attributes where practical</td>
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<td>iii. Create, and improve existing, evidence bases for the WHS, including the nature of its Outstanding Universal Value and Attributes, heritage assets, and its value in economic, social and environmental terms</td>
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<tr>
<td>iv. Establish a research group to ensure the available information about the World Heritage Site is collated, analysed and shared in a way that assists the implementation of the management plan</td>
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**INDICATORS:**

1. Completed reviews and studies contributing to an overarching Research Strategy overseen by a Research Group
2. Completion of summary annual update reports and their integration within relevant annual monitoring schemes
3. Number and variety of sectors engaged through workshops
4. Annual updates to an enhanced Heritage at Risk Register
5. An improved evidence-base for the Outstanding Universal Value and Attributes of the WHS

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<th>ACTION</th>
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<tr>
<td>3. Number and variety of sectors engaged through workshops</td>
<td>Bi,ii</td>
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<tr>
<td>4. Annual updates to an enhanced Heritage at Risk Register</td>
<td>Ci</td>
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<tr>
<td>5. An improved evidence-base for the Outstanding Universal Value and Attributes of the WHS</td>
<td>Ai,ii, Bi, Ciii, iv</td>
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**AIM 2: CONNECT**

Ensure that the entire WHS is accessible to everyone, with a high profile as a valued and fundamental element of the city’s cultural heritage.

### A. Established, integrated and effective avenues of communication between the World Heritage Site and organisations, working groups and communities active in the city

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<tr>
<th>Action</th>
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<tbody>
<tr>
<td>i.</td>
<td>Set out a Communication Strategy, outlining how the World Heritage Site communicates with key stakeholders, organisations, and communities in Liverpool</td>
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<tr>
<td>ii.</td>
<td>Grow partnerships across local, national and international organisations engaged with management of the WHS</td>
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<td>iii.</td>
<td>Undertake a programme of outreach to improve awareness of the WHS amongst targeted groups, organisations and communities</td>
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<td>iv.</td>
<td>Develop a regular newsletter and web update about the WHS with information about key events, successes and initiatives (actual and potential), to maintain interest and awareness</td>
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### B. Higher levels of public pride and visitor awareness of the full breadth of the WHS, its Outstanding Universal Value, Attributes and Character Areas

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<tr>
<td>i.</td>
<td>Develop a plain English guide to the WHS, its Outstanding Universal Value and Attributes</td>
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<tr>
<td>ii.</td>
<td>Make information about the WHS widely available through accessible resources, including online and at key cultural hubs (e.g. libraries, museums)</td>
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<tr>
<td>iii.</td>
<td>Continue to develop the successful programme of Heritage Open Days</td>
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<tr>
<td>iv.</td>
<td>Develop an educational strategy and resource that integrates the WHS into educational curricula through field trips, creative arts, cross-curricular learning, teaching packs, area-based curricula and other means</td>
</tr>
<tr>
<td>v.</td>
<td>Develop a positive media strategy and resource for the World Heritage Site, including greater use of social media tools and a web resource</td>
</tr>
<tr>
<td>vi.</td>
<td>Stimulate the location of key attractions, amenities and developments within more remote parts of the WHS, helping to draw footfall and interest into underused parts of the property</td>
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</tbody>
</table>

### C. Improved levels of accessibility to the WHS and interconnectivity between the different character areas within it

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
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<tbody>
<tr>
<td>i.</td>
<td>Develop a signage strategy aimed at increasing orientation to and within the WHS and the six Character Areas</td>
</tr>
<tr>
<td>ii.</td>
<td>Ensure the continued delivery and enhancement of public realm and infrastructure improvements in the WHS, improving physical connections within and between character areas</td>
</tr>
</tbody>
</table>
### AIM 3: CAPITALISE

Maximise the benefits the WHS brings to the city, using it more effectively as a lever for investment and to promote Liverpool as a destination to live, visit, study and do business.

<table>
<thead>
<tr>
<th>Action</th>
<th>OBJECTIVES &amp; ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. A more active and celebrated role for the WHS in the city's cultural offer, including how it markets and promotes itself as a place and cultural destination locally, nationally and internationally</td>
<td>Ai, Biv, v, Ci</td>
</tr>
<tr>
<td>i. Set out a marketing strategy and guidance for the WHS, investigating the need, appetite and benefit of a WHS brand, reviewing work to date</td>
<td>Aiv, Bi, Ai, Cv</td>
</tr>
<tr>
<td>ii. Consider the ability to provide and develop a combined ‘world-class’ cultural offer that integrates key national and international hallmarks such as UNESCO City of Music and Capital of Culture</td>
<td>Biv, Bi, Aii, Biv, vi, C iv, vi</td>
</tr>
</tbody>
</table>
iii. Develop a Cultural Heritage strategy for the City Region and ensure the WHS has a central role
iv. Gain representation for the WHS within key marketing and promotional networks reaching local, national and international audiences
v. Develop a Destination Management Plan for the WHS with key partners, building off and integrating work done at the City Region level
vi. Seek out new initiatives, programmes and partnerships, linking celebration of the Outstanding Universal Value with issues of health, recreation, well-being, education and community cohesion
vii. Work with community organisations to develop outreach projects to encourage engagement in the World Heritage Site from under-represented audiences, particularly young people.
viii. Seek out new, long-term or temporary uses for buildings and spaces that promote the experience of the Outstanding Universal Value in new/contemporary ways
ix. Review Liverpool’s annual events programme and identify areas where the WHS could bring added value and begin to develop a stronger presence for the property within future events.

B. Continued high levels of investment across public, third and private sectors into the WHS

| i. | Review previous sources of investment in the WHS and produce, in the light of foreseeable opportunities, an annual investment strategy and resource for the WHS |
| ii. | Review the delivery and outcomes of the Heritage Investment Framework, and consider lessons learnt and the need for a future framework |
| iii. | Continue to develop partnerships with private, public and charitable organisations across the City Region that can help pool resources, skills and capacity to attract investment into the WHS |
| iv. | Channel developer contributions into protecting, conserving and presenting the Outstanding Universal Value of the WHS |

**INDICATORS:**

1. Marketing, and Cultural Heritage Strategies, alongside a Destination Management Plan and refreshed Heritage Investment Framework for the WHS
2. Annual investment strategies for the WHS
3. Number of times UNESCO WHS Status is officially used within marketing materials at local, national and international stages (e.g. airports, fairs, events, advertising, prospectus etc.)
4. Number of cross sector/curricula events/initiatives
5. Levels of vacancy/buildings/spaces re-occupied
6. Annual target of fund raising, including developer contributions allocated to the delivery of the Management Plan

**OBJECTIVES & ACTIONS**

- Ai,iii,v Bi
- Bi
- Ai,iv,v,vi,ix, Biii
- Avi,vii,
- Bi,iv,
- Objective B
**AIM 4: PROTECT, CONSERVE AND DEVELOP**

Secure a sustainable future for the Outstanding Universal Value of the WHS through a confident and constructive approach to heritage-led regeneration.

<table>
<thead>
<tr>
<th>Action</th>
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<tbody>
<tr>
<td><strong>A. An improving condition of the WHS, including its built structures, spaces and public realm</strong></td>
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</tr>
<tr>
<td>i. Promote conditions and mechanisms that attract ongoing investment in the building stock of the WHS through area-based initiatives and site-based interventions</td>
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<tr>
<td>ii. Develop a Local List, offering higher levels of material consideration for non-designated heritage assets and the opportunity for the local community to have a say about their heritage</td>
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<tr>
<td>iii. Explore the implementation of and develop pro-active planning and conservation tools, such as Local Listed Building Consent Orders and Local Development Orders</td>
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<tr>
<td>iv. Ensure Heritage Impact Assessments continue to be prepared for all major developments within the World Heritage Site and buffer zone</td>
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<tr>
<td>v. Develop Conservation Area Management Plans for each of the six WHS Character Areas as well as key buildings, spaces and structures considered at risk</td>
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<tr>
<td>vi. Encourage the development of asset management and conservation management plans by owners, developing guidance to assist in their creation if sufficient interest is shown</td>
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<tr>
<td>vii. Encourage higher levels of pre-application discussions for developments within the WHS, with key stakeholders in attendance</td>
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<tr>
<td>viii. Develop schemes that assist in the occupation and re-use of upper floors of historic buildings within the WHS, tackling issues of vacancy</td>
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<tr>
<td><strong>B. A robust centralised management framework supported by robust policies and guidance</strong></td>
<td></td>
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<tr>
<td>i. Secure clearly articulated support for the World Heritage Site from leadership at the highest levels of local government, business, cultural and other organisations.</td>
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<tr>
<td>ii. Review and enhance the Liverpool Maritime Mercantile City World Heritage Site Supplementary Planning Document to better reflect and more directly account for the Outstanding Universal Value and Attributes of the WHS</td>
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<tr>
<td>iii. Continue to set out peer- and publicly reviewed Masterplans for major and/or contentious developments</td>
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<tr>
<td><strong>C. The necessary skills, resources and working practices to manage and develop the WHS sustainably</strong></td>
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<tr>
<td>i. Develop a portfolio of development projects demonstrating good practice in the city</td>
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<tr>
<td>ii. Maintain, and if possible increase, levels of resources, capacity and expertise available for the management of the WHS, drawing on partnership and voluntary resources where possible.</td>
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</tr>
<tr>
<td>iii. Establish a WHS Design Review Panel</td>
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</tbody>
</table>
iv. Establish Conservation Boards for specific areas and assets of the WHS sensitive to and/or in need of change

v. Develop a close working relationship with a Building Preservation Trust and consider mechanisms of resourcing it through public and private funding (e.g. leasing of assets)

vi. Review information requirements and provide added protection for the WHS where possible

vii. Promote good practice in guidance and standards in planning (IHBC, CiFA, ICOMOS, HE Guidance)

viii. Develop a programme of training in the development management of the Outstanding Universal Value of the WHS for public, private and political officers involved in decision-taking

INDICATORS:

1. Creation of a Local List of heritage assets that embrace Outstanding Universal Value
2. New Conservation Area Management Plans for WHS Character Areas
3. Reviewed WHS SPD
4. Availability and use of Good Practice Guidance (e.g. on website – number of downloads/hits)
5. Establishment of a Design Review Panel and Conservation Boards
6. Improved Information Requirements
7. Number of properties/acres covered by new planning tools developed to encourage sustainable development of the WHS
8. Pre-application advice taken up by applicants within the WHS (measure x% of developments)
9. Numbers of training events and attendees

OBJECTIVES & ACTIONS

Aii
Aiii
Bii
Cvii
Civ
Ci
Ai,iii,v, vi, Bii,ii, iv
Avii
Cviii

AIM 5: GOVERN

Resource and strengthen the management of the WHS and provide leadership that can secure it greater profile and influence in the city.

Action

A. Transparent and effective independent governance of the WHS

i. Provide regular updates of Steering Group meetings, publishing minutes and outcomes on a publicly accessible portal

ii. Assign responsibility for the oversight of relevant elements of the Management Plan to key members of the Steering Group

iii. Secure funding to appoint a full-time WHS Officer to support delivery of the Management Plan

iv. Continue to fund a Secretariat position to support the WHS Steering Group

v. Develop and publish new Terms of Reference for the Steering Group

B. Increased levels of public participation, engagement and representation in management of the WHS

i. Create mechanisms, such as through an online portal and/or other means (e.g. surgeries) that allow for public representation to be made to the WHS Steering Group
ii. Undertake and/or encourage community outreach and participation concerning the future of the WHS, particularly regarding key decisions such as major developments, branding etc.

iii. Seek out and develop partnerships with community-led and third-sector organisations that can actively involve people in the delivery of the management plan, affording responsibility for and encouraging ownership of the property.

C. Higher levels of advocacy with a co-ordinated message for the WHS, its Outstanding Universal Value and Attributes, within and outside of the city

i. Establish a set of Common Principles for the future development of the WHS with a new foundation of understanding between WHS stakeholders. Emphasise the mutual benefits of heritage-led regeneration.

ii. Encourage higher levels of public engagement for strategies, plans and development proposals within the WHS

iii. Produce guidance, standards and, if possible, requirements for higher levels of public consultation and engagement within the WHS

<table>
<thead>
<tr>
<th>INDICATORS:</th>
<th>OBJECTIVES &amp; ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Published and accessible correspondence and information about the WHS Management</td>
<td>Ai, ii</td>
</tr>
<tr>
<td>2. Level of funding secured for Secretariat, WHS Post and ongoing running of Steering Group</td>
<td>Aii, iv</td>
</tr>
<tr>
<td>3. New Terms of Reference</td>
<td>Av</td>
</tr>
<tr>
<td>4. Interactive website for the WHS, used for consultation – Number of comments/hits</td>
<td>Bi</td>
</tr>
<tr>
<td>5. Attendance/Responses for consultations on key strategic documents, workshops and other events</td>
<td>Bi, ii, Cii</td>
</tr>
<tr>
<td>6. Adopted set of common management principles</td>
<td>Ci</td>
</tr>
</tbody>
</table>
13. APPENDIX 1: Change Management Framework

Organisations at local, national and international levels are actively involved in managing change in the WHS. At international level the United National Educational Scientific and Cultural Organization (UNESCO) holds the World Heritage List. Guidance on this convention is provided by UNESCO’s World Heritage Centre in collaboration with the International Committee on Monuments and sites (ICOMOS), the International Centre for the Study and Restoration of Cultural Property (ICCROM) and the International Union for Conservation of Nature (IUCN). The key organisations locally and nationally are Liverpool City Council, The Department for Communities and Local Government, The Department for Media, Culture and Sport, Historic England and the Environment Agency.
**LOCAL PLANS AND STRATEGY**

Local plans and strategies set out the foundation for sustainable and successful growth over the next ten years or more. They provide the highest level of influence and control over the development of the World Heritage Site, and are a local interpretation of requirements set out under international, national and local legislation and policy. In Liverpool parts of the framework are defined by the City Region and some by the City. Together they set out the future direction for the city’s development with strong emphasis on the conservation and enhancement of the historic environment including the WHS.

**Main examples include:**

<table>
<thead>
<tr>
<th>The Liverpool Local Plan</th>
<th>is due for adoption in late 2017 and sets out a spatial vision, spatial objectives and strategic policies for the location and management of future development and redevelopment in the city. It contains a range of development management policies which will be used to determine planning applications in the city.</th>
</tr>
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<tbody>
<tr>
<td>Part of the overall vision is sensitive management of the WHS, harnessing it as a catalyst for economic regeneration. A ‘High Quality Historic Environment’ is one of the Draft Local Plan’s nine strategic priorities. The Plan recognises the valuable contribution made by the WHS in Liverpool’s economic recovery, particularly the waterfront and the cultural heritage tourist offer.</td>
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<tr>
<td>Specifically, Policies UD1 Local Character and Distinctiveness, UD2 Development Layout and Form, Policy UD3 Public Realm, Policy UD5 New Buildings, Policy UD6 Alterations and Extensions to Existing Buildings and Policy UD9 New Housing - Physical and Design Requirements are vested in the special qualities of the inherited character and actively promote the constructive conservation of the city’s historic environment. Policy UD4 Inclusive Design requires increased access to what makes historic buildings and areas special.</td>
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<tr>
<td>Heritage Polices HD1 Designated Heritage Assets and Policy HD2 Non-designated Heritage Assets of Archaeological Remains offer stringent protection for the city’s known and unknown heritage assets. Specifically, Policy HD1:4 states that ‘Proposals for development in the World Heritage Site and its buffer zone will protect its Outstanding Universal Value as set out in the Liverpool Maritime Mercantile City World Heritage Site Supplementary Planning Document.’</td>
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<tr>
<td>The <strong>Statement of Community Involvement</strong> sets out the process and requirements of the planning system, and set out when and how Liverpool City Council will engage with the local community, businesses and other stakeholders in both the preparation of planning policy and in the determination of planning applications.</td>
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<tr>
<td>For planning applications consultees include key heritage organisations and groups including the Merseyside Civic Society, Historic England, and Amenity Groups such as the Georgian, Victorian and Twentieth Century Societies. Together they are able to provide representation and expert consultation on the impacts of development on the Outstanding Universal Value of the WHS.</td>
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The value of heritage is stressed within **Building Our Future Liverpool City Region Growth Strategy** which outlines how the City Region will, using its ‘unique strengths and assets’, grow over the next 25 years. ‘Place’ is one of three strategic pillars with the protection and enhancement of cultural and environmental assets set out as a priority. The strategic vision for the Visitor Economy includes continuing to establish the Region as an internationally renowned thriving and vibrant destination for business and leisure, noting its ‘world-class heritage’ as a key asset. A key opportunity to this end is to ‘Continue to capitalise and build on Liverpool’s positioning as an international destination for culture and heritage following 2008.’ The Strategy empathises how ‘Our unique history, our cultural and environmental assets and architectural distinctiveness have already made Liverpool City Region a globally renowned destination. Our ambition is to protect and enhance that distinctive quality of place, to improve quality of life for our residents and attract and retain those investors, skilled workers and visitors who will contribute to future economic growth.’

**Liverpool City Centre Strategic Investment Framework (SIF)**, produced by Liverpool Vision in 2012, sets out ambitions for the economic development and growth of the city centre over the next 15 years. Two of the four key principles underpinning the SIF include making the city centre economically distinctive and capitalising on the city’s distinctive public brand, image and its exceptional quality of place. Outline proposals within the SIF connect and enliven parts of the city centre and WHS, increasing access and improving the experience of key heritage assets. In so doing they broaden the offer of the WHS by encouraging greater access and enjoyment of heritage. The document sets out a blueprint for heritage-led regeneration, seeking to capitalise on and develop the cultural heritage offer of the city through sustainable regeneration.

**Key parties involved:**
LCC, LEP, City Region Authority, Liverpool Vision
AREA-BASED PLANNING WITHIN THE WHS
As an area-based plan the WHS Management Plan sits at the second tier of the Change Management Framework. Its aims and objectives, empowered by overriding policy and legislation, are a means to secure an important role and profile for the property amongst multiple agenda. Area-based plans, polices and tools provide more explicit detail on how the city should develop further, and are important structures through which significant amounts of investment are harnessed to the benefit of Liverpool, including the WHS. They are tools ensuring sustainable development of the WHS and for capturing skills, resources and public opinion. Area-based plans and polices can emerge rapidly, often in response to new initiatives and major ambitions for localised change. Priorities for the management of the WHS must be clearly conveyed through this plan, and by other mechanisms, to ensure that the opportunities presented by the WHS are taken advantage of and the constructive conservation of the property continues.

Main examples include:

(Draft) Liverpool Local Plan City Centre Character Area Policies
Seven areas of the city centre are targeted within bespoke policies in the Draft Local Plan. Areas include the whole of the WHS and its buffer zone falling within the City Centre. The area-based policies deliver a bespoke City Centre Vision that seeks to ensure that ‘buildings and spaces of heritage value will have been conserved and enhanced’. A key priority is ‘To protect and enhance the City Centre’s heritage assets and secure development of a high standard of design that integrates well with the existing urban fabric’. Policies have a strong emphasis on increasing connectivity, improving the public realm and encouraging the sustainable re-use of buildings and areas. City Centre Character Areas include: the Waterfront, Commercial Quarter, Main Retail Quarter, Historic Quarter, Knowledge Quarter, Cultural Quarter and Creative Quarter.

The Liverpool Maritime Mercantile City World Heritage Site Supplementary Planning Document (SPD) adds a high level of detail to the policies in the Local Plan, supporting the protection and enhancement of the Outstanding Universal Value of the World Heritage Site, whilst encouraging investment and development which secures a healthy economy and supports regeneration. Backed by an Evidential Report, the SPD provides general design guidance for the WHS, including in relation to views, buildings, public realm, open spaces within each of the six Character areas and across the areas as a whole. A number of other SPDs operate to similar effect in the WHS and its buffer zone including the Rope Walks SPD (adopted 2005), Oldham Street SPD (adopted 2006) and Commercial Quarter SPD (adopted 2006).

The city has a number of Masterplans and Development Frameworks which guide regeneration in the city. The plans provide an important and early opportunity for the historic environment, including the WHS, to influence and contribute to how the city grows. The Masterplan behind Liverpool One, based heavily on the area’s historical development, is widely recognised as an exemplar. The plans offer an added level of detail and vision to supplementing and manifesting visions for the City as expressed within complimentary strategic plans.
An emerging example is The Atlantic Corridor Development Framework which aims to regenerate the city’s northern docklands area, including areas within the WHS. A first phase is the “Ten Streets” project, which seeks to
revive the historic architecture of the area for creative industries.

<table>
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<tr>
<th>Enterprise Zones within the city are drawing in substantial public and private funds to encourage investment into the city and stimulate growth. A City Deal Agreement with central government is supported by a local finance growth package worth an initial £130 million. The package includes two Enterprise Zones associated with the WHS – Mersey Waters and Liverpool City - offering incentives for companies to set up business in Liverpool and encouraging existing businesses to grow. Elsewhere in the city and WHS, Mayoral Development Zones offer similar types of support to businesses and investors wishing to set up and grow. The zones are established and resourced by the Mayoral Development Corporation which has resources for investment in economic development, skills and infrastructure.</th>
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<tr>
<td>Six conservation areas cover the entirety of the World Heritage Site, each relating to the different Character Areas that make up the WHS designation. The designations offer protection to the character and appearance of each of the areas, including the demolition of buildings. The areas also offer tighter control over permitted development rights, requiring planning permission to works that change the external appearance of a building or affect its grounds. Conservation Area Statements and Management Plans do not currently exist for each of the Conservation Areas, additional information and policy to this end is provided by the Liverpool Maritime Mercantile City World Heritage Site SPD.</td>
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| Key parties involved: Landowners, developer, individual businesses, Peel, Harcourt, Grosvenor, HLF, Amenity Groups, people of Liverpool, Universities, LCC, | Image |
SITE-BASED DEVELOPMENT
Much of the management of the WHS is at a site-based level, contributing incrementally to the city’s strategic aims. Ensuring consistent quality in decision-making, including the uptake of opportunities in the WHS, requires robust and efficient processes. Liverpool WHS has one of the most comprehensive management systems within the UK, implemented by both public and private organisations. Standards and requirements for the WHS are higher than anywhere else in the city, ensuring high levels of protection and scrutiny at this key stage of the city’s development.

Main examples include:

ICOMOS Guidance on Heritage Impact Assessments for Cultural World Heritage Properties has now been formally adopted by the Council for all development within the WHS and Buffer Zone. The guidance ‘sets out a methodology to allow Heritage Impact Assessments to respond to the needs of World Heritage sites, through considering them as discrete entities and evaluating impact on the Attributes of Outstanding Universal Value in a systematic and coherent way’. The guidance offers systematic ways of assessing the heritage significance (value) of heritage assets within the WHS, and the impact of development upon them. Emphasis is on understanding the Outstanding Universal Value of the WHS and how development impact upon it can be mitigated through avoiding, reducing, rehabilitating or compensating for harm.

Designated Heritage Assets within the World Heritage site offer the highest levels of statutory protection to buildings and physical assets. The way we appreciate the assets within the individual and combined settings also protected under the Planning (Listed Buildings and Conservation Areas) Act 1990. The WHS contains 244 listed buildings, including 12 Grade I, 30 Grade II* and 202 Grade II designations. As a group, and owing to additional listing undertaken over recent decades, Liverpool has the highest number of listed buildings outside of London, demonstrating the breadth and power of protection afforded to the built environment. Listed Buildings in the WHS include civic buildings, financial institutions and warehouses as well as memorials, bridges and dockside infrastructure.

A range of guidance and plans are set out in policies and actions for improving specific elements of the City’s environment, including the WHS. Examples include the Climate Change Strategic Framework policies and programmes that seek to achieve a 35% reduction in carbon emissions by 2024, ensuring the city is well-adapted for future climate needs. The framework examines how climate change affects the city, outlines its current impacts on climate and the steps being taken to reduce them. The City Centre is an Air Quality Management Area and the Liverpool City Council Air Quality Action Plan sets out plans that aim to improve air quality, including within the WHS. Liverpool’s Sustainable Development Plan sets out a framework for action on key themes such as pollution, efficient use of resources, healthy environments, transport, and local identity and the built environment. North Merseyside Biodiversity Action Plan for Urban Green Infrastructure prioritises work for conservation over the next few years.
Liverpool City Council has a series of ‘Information Requirements’ for planning applications across the city. These enable applications for planning and listed building consent to undergo higher levels of scrutiny and encourage applications to consider key issues at formative stages of the development process. Higher levels of information are required for planning applications within the WHS than outside of it, with all development required to submit a Design and Access Statement as a matter of course. Applications are also required to provide additional architectural information on the detail of windows.

Conservation Management Plans can relate to individual buildings within the city or small areas where the significance of multiple heritage assets requires a coherent management approach.

The aim of the Albert Dock Conservation Management Plan was created as a central and agreed resource to ensure the significance of the Dock is not undermined by individual and opposing approaches to maintenance and development. The Conservation Management Plan includes recommendations for future maintenance and repairs to the external fabric of the buildings, and takes into account all buildings, hard landscaping (including dock walls, all features, fixtures and fittings), bridges and the original dock-side furniture.

Key parties involved: Landowners, developers, individual businesses, Peel, Harcourt, Grosvenor, HLF, Amenity Groups, People of Liverpool (consultation needed), Skills and resources of the city, LCC,

| Image |
| Image |

### Influence & Review

Throughout the processes of managing change in the WHS there are opportunities to influence and review planning applications, using the expertise, influence and resources within the city and beyond. These operate across one or more of the three main stages of the Change Management Framework.

**Design Review:** Liverpool is home to PlacesMatter! an independent panel working across the North-West Region comprised of experts in architecture, planning, urban design landscape and other related fields. Major developments in the city are encouraged to take advantage of the expertise through undergoing a process of design review.

A bespoke Design Review Panel is in the process of being assembled for the World Heritage Site which enable greater public representation, expert input and detailed review of planning applications within the World Heritage Site. The Panel will include members with a wide range of skills that, pooled together, can maximise the opportunity for new development to embrace and protect the Site’s Outstanding Universal Value, and promote its future enjoyment through high-quality, sustainable and inclusive design.

**Conservation Boards:** Conservation Boards, drawn from expertise within the city and beyond are assembled in order to influence the direction of travel that the city’s historic environment takes within specific places and in relation to significant developments. In conjunction with the Liverpool Waters Development, Peel Holdings (Land and Property) Limited and City Council have appointed a Conservation Board, ensuring the WHS’s Outstanding Universal Value is embraced and protected through the second stage of planning permission.
Pre-application Advice: Both Liverpool City Council and Historic England offer pre-application advice during formative stages of development proposals. These services extend to the World Heritage Site and provide an important and early opportunity for the Outstanding Universal Value to be considered. Crucially this complements the ICOMOS standards on Heritage Impact Assessments, offering a more pro-active approach to heritage-led regeneration and constructive conservation.

Consultation: Requirements for public consultation are detailed within the Statement of Community Involvement. Above and beyond this, applications within the WHS, particularly larger and more sensitive applications, are encouraged to set out their own bespoke approaches to consultation and engagement. The Liverpool Waters development undertook this approach, creating its own bespoke SCI that included numerous consultation events, meetings and workshops.

Partnership Working: A wide range of stakeholders in the city are committed to active partnership working in the city, both formally and informally. Liverpool has an excellent track record in cross-sector partnership working, collectively harnessing skills, ambitions and resources to the benefit of the city. The range of stakeholders involved are discussed in Chapter 7.

Heritage Champion: Councillor Alice Bennett has been appointed as the Mayoral Lead for Heritage. The publicly elected portfolio holder now has the ability to provide greater levels of representation for the city’s heritage.
14.  APPENDIX 2: Cultural Management Framework

Liverpool’s is world renowned for the management of its cultural heritage. Although the cultural offer is eclectic and seemingly spontaneous, there are strong and detailed strategies, plans and partnerships that ensure the city retains its status as one of the leading cultural destinations in the world. The city’s past is interwoven with its cultural offer in many ways, both actively through museums, galleries, Heritage Open Days, but also passively, as a stage for contemporary cultural events, as a place of work and as a unique retail and leisure destination. The heritage of the WHS profits from both roles. Ensuring it has a high profile within the city’s cultural calendar is key to its greater appreciation and conservation.

Liverpool City Council’s **Heritage Investment Framework** titled *Recall the Past to Inform the Future* showcases the value and latent potential of the city’s heritage. It highlights recent successes in heritage-led regeneration, considers future priorities, and identifies targets for funding and investment. The framework is actively seeking sustainable futures for heritage assets within the World Heritage Site which demonstrate the Outstanding Universal Value in a positive and proactive way.

The **Culture Liverpool Action Plan 2014-2018** outlines the practical and influential role Culture Liverpool will play in the city’s next phase of development, aligned to the Mayoral Vision and Strategic Investment Framework. It spells out Culture Liverpool’s aims: to support the development of infrastructure and facilities; maintain heritage; work with the key partners across the city; produce and host world-class events; enable people to access and engage with the city’s culture; and support the work of cultural organisations.

The City Region LEP has set out a shared, ambitious vision for Liverpool City Region’s Visitor Economy within the **Visitor Economy Strategy and Destination Management Plan 2015-2025**. It lays out the ten-year Visitor Economy Strategy. This strategy sets out seven key priorities for growth that will increase the competitiveness of the City Region and maximise the wealth (or GVA) that the tourism sector can create. It sets short- (to 2020) and long-term (to 2025) targets for growth and provides a clear rationale for investment in the Visitor Economy that will be used to influence investment decisions made by the private and public sector.

The **Liverpool Vision Business Plan 2015/18** aims to steer the city’s economic growth, at a time when national growth is forecast to be modest. The company is seeking to create an environment for growth, generating a long-term impact in both the supply and demand sides of the economy. The plans also spells out how Liverpool Vision will look to help transform perceptions of Liverpool, by communicating positive messages about the city to local, national and international audiences, reaching many hundreds of businesses and opinion formers. This includes partnerships with key cultural organisations including Culture Liverpool.
Visit Liverpool: Official Guide to the Liverpool City Region is a biannual publication highlighting events occurring across the city. Key themes include culture, heritage, music and sport. The publications celebrate the vital role heritage plays in ‘setting the stage’ for the city’s distinct cultural offer.

Key parties involved: Liverpool Vision
15. **APPENDIX 3: WHS Attributes (from 2013 Draft Plan)**

The Statement of Outstanding Universal Value is the basis for the management of the Site. The World Heritage Committee and advisory bodies favour short statements; however, they recognise that statements require sufficient detail to enable their use within national regulatory systems such as the UK planning system, and therefore have introduced a requirement that the Attributes of Outstanding Universal Value are identified and set out either within the Statement of Outstanding Universal Value or separately.

Attributes are aspects of a property which are associated with or express the Outstanding Universal Value. Attributes can be tangible or intangible. The Operational Guidelines indicate a range of types of attribute which might convey Outstanding Universal Value, including:

- Form and design
- Materials and substance
- Use and function
- Traditions, techniques and management systems
- Location and setting
- Language and other forms of intangible heritage
- Spirit and feeling

This list is for guidance. It is essential that the Attributes identified for a property should flow from the Statement of Outstanding Universal Value and the justification for the criteria. Attributes are vital to understanding authenticity and integrity, and should be the focus of management actions (Preparing World Heritage Nominations, UNESCO 2011).

The Attributes set out below have been derived from the Statement of Outstanding Universal Value by the Task Group following a workshop which considered the available guidance. It is recognised that this is work in progress and that more detail may be required in order to use the statement as a planning tool, in particular, to relate the intangible Attributes to existing physical assets that display those Attributes. Some such assets have been highlighted in boxes in the text below. They are only examples and are in no way representative of the full range of assets within the WHS that display the Attributes of Outstanding Universal Value. The policies set out later in this Plan reflect the need for further work.

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**The Attributes of Outstanding Universal Value of the Liverpool – Maritime Mercantile City World Heritage Site**

*The spirit of innovation illustrated by the architecture, engineering, transport, port management and labour systems created and developed in Liverpool.*

*The tradition of cultural exchange exemplified by Liverpool’s roles in the development of popular music and as a patron of the visual arts.*

*The buildings and monuments, stories and records that evidence Liverpool’s central role in the development of the British Empire and global trade.*
The buildings and monuments, stories and records that evidence Liverpool’s central role in global migration.

The docks, warehouses, commercial buildings, cultural buildings and dwelling houses and their relationships to each other that illustrate Liverpool’s development as a port city of global importance.

**INNOVATION**

The spirit of innovation illustrated by the architecture, engineering, transport, port management and labour systems created and developed in Liverpool.

Liverpool’s creative character has its origins in the World Heritage Site. The city’s success was due in part to the port’s determination to keep ahead of international competitors in the development and deployment of innovative technology, one of its most significant achievements in this field being the construction in 1715 of the world’s first commercial enclosed wet dock.

The dock overcame the natural limitations of the river and was a key catalyst in Liverpool’s growth. The Old Dock, as it became known, was only the first of a rapid succession of new additions. By the end of the 18th century a further five docks had been built and by the end of the 19th century there were 120 hectares of enclosed docks along a ten-kilometre (seven-mile) stretch of the Mersey. Many of these docks incorporated pioneering technological ideas that were subsequently adopted in ports around the world, including:

- retaining wall construction
- dockside warehousing
- internal linking of dock systems
- fireproof construction of warehouses
- hydraulic cargo-handling machinery

Liverpool was one of the first ports to use a single non-profit-making board to manage the development of the docks and the first to appoint a full-time dock engineer. It then exported trained dock engineers, aiding the development of many now internationally important ports.

The census figures for 1871 show that, after seamen, the second largest employment group were workers in harbour dock service, and adding other dock-related workers like carters, warehousemen, messengers, porters and labourers, the total was about a quarter of the adult male workforce in Liverpool. There was consequently a large and elastic supply of casualised labour for the port employers to draw on, engaging men by the hour or half day as suited them. A report on ‘How the Casual Labourer Lives’, published in Liverpool in 1909, talked of the docks, ‘always with their promise of open air work, occasional big money and freedom from all regularity and restraints’.

The social structure that developed due to the port labour systems was different from that of other northern industrial cities and it has been suggested that the distinctiveness of Liverpool’s culture has its roots in casualism (Merseyside in Crisis, Merseyside Social Research Group 1980).

The remarkable commercial expansion of the city attracted entrepreneurs who were willing to invest in innovative – and potentially more profitable – businesses and premises. There are early examples of:

- office buildings with glazed curtain-walling (e.g. Oriel Chambers, 1864)
- multi-storey reinforced concrete office buildings (e.g. Royal Liver Building, 1911)
- fully ducted offices (e.g. Martins Bank Building, 1927-32)
• low-temperature ceiling heating systems (e.g. Martins Bank Building, 1927-32)
• air conditioning systems (e.g. St George’s Hall, 1842-54)
• large steel-framed buildings (e.g. Stanley Dock Tobacco Warehouse, 1901)
• large iron-spanned structures (e.g. Lime Street Station, 1851)

Although Liverpool did not play a pre-eminent role in the development of new transport technologies, it did pioneer their use in the service of trade and industry.

The importance of canals was recognised at an early stage in Liverpool. The development of the Sankey Brook Navigation, the first man-made canal in England and the first commercial canal in the world, was assisted by the Liverpool Dock Trustees, Liverpool Corporation and Liverpool merchants. More significant was Liverpool’s involvement in the Leeds and Liverpool Canal, designed to link the industrial heartlands and coalfields of Lancashire and Yorkshire with the Liverpool Docks. When the final link to Stanley Dock was completed in 1848, it was the longest single canal in England and also the most profitable.

The development of the railways fundamentally changed the economy of Britain, and ultimately the world. They had a greater all-round impact than canals and created deep social changes alongside the economic shifts. Liverpool was at the forefront of the development of the use of rail, because of its need to move goods to and from the docks. The Liverpool and Manchester Railway was opened in 1830 and was the world’s first commercial railway to carry passengers, goods and mail. It was the first to be double-track throughout and entirely steam-hauled, and its gauge was adopted almost universally by other railways.

Liverpool opened the first overhead electric railway in 1893 and the first underwater electric railway in 1903.

The Old Dock

By the early 18th century, congestion at the mouth of the Pool was becoming an increasing issue for merchant ships. Thomas Steers, one of Britain’s leading canal engineers, solved this by creating a dock with quaysides and a river gate, making it possible for ships to load and unload whatever the state of the tide, so dramatically cutting their turnaround time.

This innovative facility was technically difficult to build and cost double its original estimate, nearly bankrupting those who paid for it. However, the risk paid off and signalled the start of many decades of dock expansion on both sides of the river. This in turn encouraged a rapid increase in overseas trade through Liverpool during the 18th century, with Liverpool winning significant trade from other English ports as a result.

Among the first to praise the dock was Daniel Defoe, author of Robinson Crusoe, who wrote in 1715, ‘This is of so great a benefit and it’s like is not to be seen anywhere in England.’

Although the Old Dock was filled in by 1826, superseded by many bigger and deeper docks, it left a considerable legacy. A massive 9% of all world trade was passing through Liverpool docks by the end of the 19th century.

The Old Dock was rediscovered during excavations in 2001. Construction of the Liverpool One development some years later afforded the opportunity for more of the remains to be revealed. These have been preserved and tours are available allowing visitors to see for the first time in centuries a large portion of the Old Dock rising more than six metres from the bed of the Pool.
CULTURAL EXCHANGE
The tradition of cultural exchange exemplified by Liverpool’s roles in the development of popular music and as a patron of the visual arts.

Liverpool’s role as an international port was crucial in connecting the city to fashions, ideas, cultures and architectural developments around the world.

The interaction of different cultures in Liverpool has been a significant factor in its rich cultural history and has almost certainly contributed to its remarkable tradition of creativity. People from across the United Kingdom, particularly Scotland, Ireland and Wales have long been drawn to Liverpool, initially to take advantage of the trading opportunities. Many people from across Europe came to Liverpool; some were en route to the New World but then chose to stay, and some came to meet the demand for their specific skills. From further afield, Liverpool has the oldest Chinese community in Europe and long-established Jewish and African communities. As a great seaport, Liverpool has always been visited by sailors from around the world, keen to take advantage of their shore leave, and at the same time adding to the cosmopolitan character of the city.
Liverpool is a crossing point, a hub for cultural transmission and mutation. For example, the development of American popular music in the mid-twentieth century was arguably from a combination of black music with its origins in slavery and country music with its origins in European – particularly English and Irish – traditional music. America exported rock and roll to the UK – partly via the record collections of American sailors - where it was developed, repackaged and sent back, most famously in the form of the Beatles.

The variety of architecture within the WHS stems in part from the 18th- and 19th-century European tradition of appropriating and adapting ‘exotic’ styles in architecture and reflects the many cultures that Liverpool came into contact with. The Historic Commercial Centre includes buildings modelled on Greek temples, Venetian palaces, French chateaux, Eastern architecture, early American skyscrapers and medieval cathedrals. As an ensemble it is one of the finest surviving examples of this tradition in the world, and demonstrates the ‘eclecticism’ and aspiration that are vital characteristics of the city.

The rich, powerful and determined figures that built Liverpool and drove the growth of the port were also its leading citizens. From the start they took steps to shape its burgeoning and increasingly complex society, and by the nineteenth century were looking not only to improve social conditions but to improve the cultural life of their fellow citizens. They promoted the significance of literature, science and the arts through the foundation of the Liverpool Royal Institution in Colquitt Street in 1814. It has been suggested that the Institution’s art gallery was Britain’s first public art collection; casts of Greek marbles and paintings once displayed there are now in the Walker Art Gallery.

Patronage of the arts became a way for wealthy Victorians to demonstrate their power and sense of civic responsibility. In Liverpool, generous private donations and the ambition of Liverpool Corporation combined to develop a cultural infrastructure of theatres and concert halls, libraries, galleries and museums, and vast collections for display.

**Adelphi Bank**

One of the more exotic buildings on Castle Street is the corner premises to Brunswick Street, erected for the Adelphi Bank to the design of WD Caroe. Completed in 1892, it is now Grade II* listed. The facades combine bands of pink sandstone and pale grey granite, decorated in the manner of French and north European Renaissance architecture, mixed with Nordic and eastern European touches seen in the treatment of the dormers and onion dome. The bronze entrance doors with panel reliefs and statuettes on the theme of brotherly love are by Thomas Stirling Lee, one of the principal sculptors to have worked on St George’s Hall, and are of outstanding quality.

**Sources:**
WHS Nomination Document

**William Brown Street**

Interest in the arts increased following the founding of the Liverpool Royal Institution and by 1836 the Mayor was being asked to hold a public meeting to examine the possibility of erecting a building for music festivals. This movement arose at around the same time as the Corporation’s interest in improving land in Lime Street now that the new railway terminus had opened. Here was developed one of the world’s most impressive 19th-century cultural townscapes, which from its very beginnings contained buildings seen as encapsulating ‘Liverpool’s greatness and civic pride’. 
St George’s Hall is the centrepiece of the ensemble and was the first to be constructed, between 1840 and 1855. It has been universally acclaimed by historians and architectural critics as an outstanding example of European neo-classical architecture. Its Grecian exterior, based on a temple, encloses a richly decorated Roman interior with a great rectangular tunnel-vaulted hall, inspired by the Baths of Caracalla in Rome.

To the north is the collection of fine civic buildings developed by the Corporation between 1860 and 1909 to frame St George’s Hall in the same restrained classical style. They represent Liverpool’s best cultural aspirations and the opening of each was the occasion of great acclaim and public celebration.

St George’s Hall, County Sessions House, Walker Art Gallery, Picton Reading Room and the William Brown Museum and William Mountford’s College of Technology (both now part of World Museum Liverpool) are set within a formally planned urban landscape incorporating the Steble Fountain, public sculpture and monuments including the 40-metre Wellington Column, surfaces of cobbles and high quality stone paving, and elegant cast iron lamp standards in the form of entwined dolphins.

The creation of this cultural quarter by Liverpool Corporation was made possible with the financial contributions of several wealthy individuals. Local MP William Brown made substantial donations towards the new Museum and Public Library. He was subsequently knighted and the street was renamed in his honour. The Walker Art Gallery was named after its principal benefactor, Alderman Andrew Barclay Walker, at that time Lord Mayor of Liverpool. The banker William Roscoe (also lawyer, anti-slave-trade campaigner, MP, writer and art collector) donated the early Italian and Dutch paintings that are the foundation of the Walker’s European art collection, unrivalled in any other British regional gallery. These are just a few examples.

Sources:
lookingatbuildings.org.uk
WHS Nomination Document

GLOBAL TRADE
The buildings and monuments, stories and records that evidence Liverpool’s central role in the development of the British Empire and global trade.

Global trading is one of the hallmarks of modern history. Early sea exploration from Europe opened up many new markets, first with Africa and the Americas, then India, the Far East and Australasia, but the rapid expansion of world trade since the 18th century can be largely traced to two factors: the Industrial Revolution and the growth of the European imperial powers.

Britain was the first country to undergo radical industrial transformation. As the Industrial Revolution gathered pace in the 18th century, Liverpool’s ambitious port developments left it well placed to support, and take advantage of, the growing manufacturing industries in northern and central England. Liverpool handled the lion’s share of trade emanating from these pioneering new industries, as well as supplying much of their raw material. Liverpool was influential in enabling the growth of a number of internationally significant centres of industrial production, including cotton in Lancashire, wool in Yorkshire, salt and chemical extraction in Cheshire, ceramics in Staffordshire and iron in Shropshire.
The scale of Britain’s international trade grew exponentially as the Industrial Revolution gathered pace. By the middle of the 19th century over 40% of the world’s output of traded manufactured goods was produced in Britain and over 25% of international trade was conducted through Britain. Liverpool was able, through innovation, location and ambition, to capture a huge share of that trade.

The British Empire was created primarily to increase the wealth of Britain through trade. The colonies throughout the world provided relatively cheap sources of raw materials and captive markets for manufactured goods. Liverpool has been described as ‘the Second City of the Empire’ because of its success in generating huge profits almost solely from the imperial trade, and it exhibits the fruits of that trade through its lavish commercial, civic and cultural buildings. Liverpool still displays the means of carrying out that trade, through the surviving functional docks and transport systems.

The scale of Liverpool’s role in Britain’s development, and in world trade in general, should not be underestimated. Between 1780 and 1830 the revenues of the Port of Liverpool increased forty times over, making it the most important port in Britain and the Empire to be administered by a single port authority. The port had grown to such eminence that by the end of the 19th century a third of the total shipping in Britain was conducted through Liverpool and one seventh of the entire world’s shipping was registered in Liverpool. Throughout the 19th century, the port was also the most significant transatlantic port in Europe.

Liverpool’s principal imported commodities were tobacco, cotton, corn, and other foods, timber and other raw materials to supply the growing population and industry of its wide hinterland. The principal exported commodities were manufactured goods, such as cotton yarn and piece-goods, woollens, metals and metal goods, including machinery and vehicles.

The slave trade was hugely influential in the economic success of the western world in the 18th and 19th centuries. The Portuguese were the first to forcibly transport African people for labour in the 15th century. Other European countries soon joined the exploitation, and the early exponents from Britain were the merchants of London and Bristol. It was they who established the infamous ‘triangle trade’ between Europe, Africa and America. From Britain, manufactured goods were taken to Africa; from Africa, slaves were transported to the Americas and the Caribbean; from there sugar, cotton and rum (amongst other goods) returned to Britain.

By the mid-18th century, Liverpool merchants had assumed dominance in the slave trade. Local stories say that iron rings set into walls throughout the city were used to secure slaves. In fact, few slaves were brought to Liverpool; nevertheless there are some documented sales of slaves, the largest being a sale of eleven Africans at the Exchange Coffee House in 1766.

The campaign to abolish the slave trade began in the 1780s. A number of abolitionists, such as William Roscoe, were active in Liverpool but often worked behind the scenes because opposition in Liverpool was strong. Abolition of the slave trade came in 1807; however, this did not free existing slaves who had to wait until 1833 when an act was passed giving freedom to all slaves in the British Empire. Liverpool and its merchants continued to profit from slave labour in the American cotton plantations until 1865.

In recognition of its role in the transatlantic slave trade, Liverpool opened the International Slavery Museum in 2007 to examine the impact and legacy of slavery and the slave trade on Africa, south America, the USA, the Caribbean and Western Europe and act as an international hub for resources on human rights issues. In addition, the Maritime Archives and Library hold many original documents
and archive collections related to transatlantic slavery. These include those of the Earle family of merchants, as well as the papers of William Davenport, perhaps the most well-known Liverpool merchant engaged in the slave trade, and the Cropper family, leading anti-slavery campaigners.

Liverpool is not proud of the role it played; the City of Liverpool continues to offer its unconditional apology and participates in an annual Day of Remembrance.

Liverpool made a key contribution to maintaining Britain’s involvement in world trade during World War II, not only because the merchant shipping that was based in Liverpool continued to supply the nation with food, other domestic supplies and armaments, but also because the Combined Operations Headquarters, controlling the Western Approaches, was based in Exchange Buildings from 1941. The Battle of the Atlantic was the longest-running campaign of the war, and the allied defence relied heavily on the coordination of convoys and their escorts from Liverpool and the rapid mobilisation of naval ships and aircraft from nearby Hooton Park and other airfields.

The urban landscape of the Site, including its architecture, layout, dock complexes and transport systems, combined with the comprehensive cultural and historical records held on the Site, form a unique testimony to the commercial acumen and mercantile strength of the British Empire in the period from the early 18th century to the early 20th century. No other port in Britain, the former British Empire or the world bears such testimony.

### Evidence of the Slave Trade in Liverpool’s Street Names

From about 1750 until 1807, between a third and a half of Liverpool’s trade was with Africa and the Caribbean. Between 1700 and 1807, ships fitted out in the Liverpool’s surviving Grade II listed Canning Graving Docks and supplied in the city carried about 1.5 million Africans across the Atlantic in conditions of great cruelty. Merchants returned to Liverpool with slave-grown goods such as sugar, coffee, cocoa, cotton, tobacco and wood.

Virtually all the leading inhabitants of Liverpool, including the Mayors, Town Councillors and MPs, invested in the slave trade and profited from it. Consequently, the prosperity and growth of Liverpool was closely connected to its involvement with slavery. Evidence of this remains, with a number of streets named after prominent merchants involved in the transatlantic slave trade.

World Heritage Site street names with links to the slave trade include:

**Campbell Street**

Remembers George Campbell, a West India merchant and sugar boiler who became Mayor of Liverpool in 1763.

**Cunliffe Street**

Named after Foster Cunliffe (1682-1758). Along with his sons Robert and Ellis he was a prominent slave trader and Mayor in 1716, 1729 and 1735.

**Earle Street**

Members of the Earle family were involved in the slave trade throughout the 18th century, as slave ship owners, captains and plantation owners. John Earle and his two sons, Ralph and Thomas, served on the Town Council and all three held the office of Mayor.
**Sir Thomas Street**

Sir Thomas Johnson (1664-1728/9) was one of Liverpool’s earliest recorded slave traders, involved in the ‘Virginia Trade’ dealing in slave-produced tobacco. He was known as the ‘founder of modern Liverpool’, providing active support for the construction of the Old Dock.

**Goree**

This roadway forms part of The Strand. It is named after the island off Dakar, Senegal in West Africa where slaves were gathered together for shipment to the plantations.

Local abolitionists James Cropper, Lord Grenville and William Roscoe are commemorated in the names of streets situated outside the WHS.

**Sources:**
- *Read the Signs*, Liverpool City Council
- liverpoolpictorial.co.uk
- www.liverpoolmuseums.org.uk

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**Martins Bank Building**

Few buildings in Liverpool better illustrate the power of global banking in the late 19th and 20th centuries than the former Martins Bank headquarters in Water Street. Construction was completed in 1932 to the design of Herbert J Rowse.

Provincial banking materialised in the 18th century to provide credit for the transatlantic slave trade. Many Liverpool merchants involved in slave trading formed banks, which subsequently played a prominent role in the economic growth of Liverpool from the 18th century underpinning Britain’s overseas trade and Empire. The bank owners often wanted to reflect this role in the architecture of their premises, as well as conveying a general sense of wealth and reliability. Their ‘cathedrals to commerce’ were impressive in terms of scale, appearance and interior opulence.

The Martins Bank building is considered one of the country’s best inter-war classical buildings, and also introduces a number of features from contemporary American architecture including a cellular plan, hidden services, high-speed lifts and a steel frame construction.

The internal and external sculpture and decoration of the building, by Herbert Tyson Smith with Edmund Thompson and George Capstick, is intended to illustrate the fact that Liverpool’s wealth came largely from its association with the sea. There are friezes of crabs and lobsters, dolphins, sea shells and legendary sea characters, which are also carved and painted in the ceiling of the impressive board room. These alternate with the symbols of the Liver Bird and the grasshopper that together formed the Coat of Arms of Martins Bank. Wall frescoes by the main entrance depicting African boys manacled at the feet and neck acknowledge the fact that much of Liverpool’s wealth in the 19th century was derived from the slave trade.

**Sources:**
- lookingatbuildings.org.uk
- uclan.ac.uk
- bbc.co.uk/britishhistory
MIGRATION

The buildings and monuments, stories and records that evidence Liverpool’s central role in global migration.

In contrast to the despair of the slave trade, Liverpool offered hope to millions of people as they sought new lives across the world. The first emigrants to pass through Liverpool were the 18th-century European settlers on their way to the Caribbean to establish sugar plantations, or to mainland America to found new colonies. Later, during the 19th century, Liverpool dominated the European emigration routes to the United States of America. Of the 5.5 million emigrants who crossed the Atlantic from Britain between 1860 and 1900, 4.75 million sailed from Liverpool. Devastating events such as the Irish potato famine in the mid-19th century cause major waves of emigration. Many emigrants stayed in Liverpool just a short time before they moved on, often to America. Travel by sea at this time was lengthy and hazardous – crossing the Atlantic could take anything from a month up to fourteen weeks, and in 1847 one in six of the emigrants who sailed died en route.

Liverpool was also the starting point for destinations further afield. During the Australian Gold Rush of the 1850s, a large number of new shipping lines sprang up to meet the demand for speedy passages. In 1865 a tea-clipper left Liverpool with 153 Welsh men, women and children on board bound for Patagonia in the southern tip of South America. By 1869 there were 5,000 Welsh people living in Patagonia and the Welsh language is spoken there to this day.

While they waited for a sailing, emigrants would stay in the boarding houses and hostels clustered around the teeming docks. Alternatively, as many as forty emigrants could be found sleeping on the stone floor of one of Liverpool’s 8,000 cellars (The American Connection, Ron Jones 1992). There were many different types of people ready to take advantage of those travelling through, emigrants and sailors alike. Herman Melville in his autobiographical novel Redburn, having visited Liverpool in 1837, describes ‘the variety of land-sharks, land-rats, and other vermin, which make the hapless mariner their prey’.

The scale of annual emigration from Liverpool peaked in 1904 at around 270,000 people. Although emigration picked up again after the First World War, successive Acts of Congress introduced quotas which considerably reduced the number of emigrants allowed to enter the United States. The last major episode of mass movement of people from Liverpool was during World War II when a total of 1,747,505 service personnel passed through Liverpool’s docks on their way to and from various war zones.

Liverpool’s role in the mass movement of people has had a profound effect on the cultural, social and racial make-up of the world. Few if any port cities have had such a sustained and influential role in the lives of so many people and the development of so many nations.

Some communities were formed as Liverpool grew in size and stature, its population expanding. The Irish community in particular rose especially after the Potato Famine of 1849, and Liverpool also attracted a large Welsh community that was prominent in house-building. ‘Little Wales’ was located in the Pall Mall area of the city, adjacent to ‘Little Italy’ which, as the name suggests, held a community of Italian nationals. Chinese, Somali, Scandinavian and Jewish communities all played a part in the development of the city.

Pier Head
For many, the vista provided by the three buildings dominating the Pier Head was their final view of British shores before a new life in a foreign land, thereby leaving a strong imprint on their memory.

The Pier Head, standing between the North and South docks, is one of the most important public open spaces in the city centre, providing a link between the river and the city and serving as a communal focal point for the people of Liverpool. Having been a tram and then bus interchange in the past, it now boasts ferry and cruise liner terminals and a canal linking the docks on either side. The cultural significance of the Pier Head partly explains its popularity as a location for statues and monuments, including the Grade II listed, recently restored Monument of Edward VII and Memorial to Sir Alfred Lewis Jones.

The now removed Princes Landing Stage was the embarkation point for millions of emigrants as well as tourists and celebrities travelling by cruise liner before the advent of air travel.

The distinctive group of three buildings is still an integral part of the scene for those departing by ship along the Mersey:

**Royal Liver Building**  
Completed in 1911, the Liver Building is famous for the two winged creatures atop its cupolas. Known as Liver Birds, they have become symbols of Liverpool. Local legend has it that if they fly away, Liverpool will cease to exist. The building also features a pair of clock towers, with the largest clock dials in Britain, from which ship crews could tell the time as they passed along the river.

**Port of Liverpool Building**  
The Port of Liverpool Building was completed in 1907 for the Mersey Docks and Harbour Company in the Edwardian Baroque style with pediments and tall lantern towers. All Liverpool ships had to register in this building and its strong connection to the sea can be seen in its decoration. On either side of the door are a steam ship and a sailing ship. There are also dolphins holding globes, and a figure of King Neptune riding on waves.

**Cunard Building**  
The Cunard Building was the last of the iconic Pier Head buildings to be completed, in 1916. It was the headquarters of the Cunard Shipping Line whose famous ships included the Mauretania, Queen Elizabeth and Queen Mary. The building’s architectural style reflects the Greek neo-classical revival, but in fact many of its features are derived from American *beaux-arts* buildings such as those of McKim Mead and White in New York. The building even has American Eagles looking down from each corner. The Cunard Building was the centre of Britain’s cruise ship industry for many years – a land-based reflection of the glory and wealth of cruise liners. Passengers arrived at the building to deposit luggage, change money and make last-minute arrangements. For those travelling first-class, the luxurious waiting room provided a foretaste of the elegance of life aboard ship.

Sources:  
liverpoolcityportal.co.uk  
bbc.co.uk/liverpool  
britishwaterways.co.uk
This pub, built in the 18th century, was once a hotel and 'beefsteak, tripe and chop house' boasting 'good well-aired beds'. A well-rubbed brass plate inside the pub announces 'Emigrants Supplied'. In those days passengers had to purchase their own provisions for the long and hazardous Atlantic crossing.

Source:
*The American Connection*, Ron Jones 1992

**PORT CITY**
*The docks, warehouses, commercial buildings, cultural buildings and dwelling houses and their relationships to each other that illustrate Liverpool’s development as a port city of global importance.*

Liverpool is highly unusual in the extent to which, as a city, it came to almost solely rely on shipping, commerce and ancillary industries. From its beginnings, the city and port developed together.

Liverpool was first mentioned, as Liverpool, in a charter of Prince John in around 1192, and the settlement was concentrated in the area which is now roughly between Water Street, Castle Street, James Street and The Strand, which was then the river bank. There was a natural tidal pool immediately to the south of the settlement, where a small stream ran into the Mersey. The Pool formed an important part in the town’s life and in its early maritime trade. By 1207, there were seven main streets in the town. Those seven streets can still be seen on Kay’s plan of 1670, and dictate the street plan of part of today’s World Heritage Site.

The growth of Liverpool’s docks was only achieved by the man-made intervention into the natural riverbank of the Mersey on a massive scale. Miles of docks were created by the reclamation of land from the tidal margins and only a relatively small amount of excavation. A distinctive dock landscape was created from the combination of structures, surfaces and water. Its endurance and magnitude owes much to the visionary management of Liverpool Corporation, its Dock Committee, the Dock Trustees and the Mersey Docks and Harbour Board. But, perhaps above all, it is testament to the practical technology applied by the dock engineers and the quality of the materials and workmanship of the stonemasons.

The dock wall at Princes Dock was built in 1821. It set the pattern for security for virtually all subsequent docks by preventing unauthorised access to the quaysides, and had a fundamental impact on the townscape of Liverpool by restricting free connectivity between the town and parts of the river. Ultimately, the dock wall stretched both north and south (with a substantial gap at the present-day Pier Head) for nearly five miles.

A series of 18th-century maps provides a clear illustration of the development of Liverpool in that period. Chadwick’s plan of 1725 shows that infilling most of the Pool to create the Old Dock and the consequent removal of the Pool as a barrier enabled the expansion of the town to the south. Indeed, the newly created dock became a focus for development, with a new system of roads radiating from it, including Duke Street, Argyle Street and Park Lane. A notable addition by the time of the 1785 plan is the Leeds and Liverpool Canal, terminating with a basin at a coal yard.

As Liverpool grew in prosperity, its architecture displayed its commercial confidence and civic aspiration. Corporate, cultural and administrative buildings were designed to impress, their lavish decoration incorporating global influences and symbols of the sea – the source of the riches.

**Linked Dock System by Jesse Hartley**
The 1840s saw the largest dock building programme with the construction of Albert Dock and the large scale extension of the docks northwards. Salisbury Dock, Collingwood Dock, Stanley Dock, Nelson Dock and Bramley-Moore Dock were all planned and constructed at the same time, having been authorised by the 1844 Dock Act. Work began in August of that year and involved, for the first time, excavation of dry land to create Stanley Dock. The project was a massive civil engineering operation, employing over 4,000 men for four years, under the overall supervision of Jesse Hartley.

This complex of five linked docks represents the culmination of Hartley’s development of dock design in Liverpool. The early Liverpool docks each had their own tidal entrance basins, but these were wasteful of space and tended to silt up. By creating a linked system of docks and thereby reducing the number of entrances from the river, Hartley minimised expense in construction, manning and maintenance. Additionally, if ships had to visit more than one dock, as was often the case, they could move around within the dock system without having to waste time and effort going into and out of the river.

The docks all incorporate Hartley’s trademarks: the massive granite gravity basin walls and fortress-like granite boundary walls complete with gate men’s towers. The opening year of 1848 is emphatically announced in stone throughout the system, on the Salisbury entrance quoin, the imposing six-faced clock tower, the dock master’s office and on each of the name plaques built into the dock wall.

Salisbury Dock was named after the second Marquis of Salisbury, a major landowner in Liverpool and a nationally influential figure. Its main function was as an entrance to the system.

Collingwood Dock was named after Baron Cuthbert Collingwood, an admiral and Nelson’s right-hand man. It was intended for coasters and other small vessels.

Stanley Dock provided the first direct dock link to the Leeds and Liverpool Canal, and was also connected with the Lancashire and Yorkshire Railway and the Dock Railway. The two Stanley Dock warehouses (North and South) were built by Hartley between 1852 and 1856, in a similar design to those at Albert Dock and Wapping Dock, to provide secure storage for high-value, bonded goods. The giant Tobacco Warehouse was added in 1901 when the dock was partially infilled.

Nelson Dock was named after Horatio Nelson, famous for his victory at the Battle of Trafalgar in 1806. It was well used by a variety of ships, the principal trade being the discharge of livestock, particularly from Ireland and Scotland. Its last regular trade was in bulk rum, which was piped to North Stanley Dock Warehouse.

Bramley-Moore Dock was named after John Bramley-Moore, the Chairman of the Dock Committee and Mayor of Liverpool, who had made his fortune trading with Brazil. It is the largest of the five and, together with Nelson Dock, was intended to take the largest steamships of the day, although it was not long before the entrances proved inadequate as the size of ships continued to grow. In 1856 sheds were built and a high-level coal railway constructed, along which wagon loads ran and dumped coal directly into ships. From then on until 1966 the dock was used almost exclusively for coal. Demand for fast loading was such that in 1882 night-time loading was started, floodlit by gas lights.

Sources:
**Warehouses in the Lower Duke Street Area**

This area was at the forefront of the first speculator boom in Liverpool, due to its proximity to the Old Dock and its Customs House and to the nature of its topography - open fields running uphill from the dockside. The street pattern was laid out by the Corporation, following the line of agricultural tracks. Hanover Street was built up first with some grand houses, followed by Duke Street and Wolstenholme Street (later renamed Gradwell Street) and the lower, northern ends of Wood Street, Fleet Street and Seel Street, all shown on Chadwick’s map of 1725. The merchants could be located along these streets, close to their business interests.

The earliest surviving trade directory for Liverpool, produced by J Gore in 1766, indicates the population mix of the area at the time. In Cleveland Square, the list contains nine sea captains and six traders/merchants as well as artisans and professionals.

Originally the goods passing through the dock were stored in the merchants’ houses, but as trade grew, these proved to be inadequate, and private warehouses were constructed adjacent to, and often integral to, the houses. Due to the demand for plots, the new industrial and warehouse buildings took the form of deep plots, narrow street frontages and a height of three or four storeys with a basement. Hoists were used to lift goods to upper floors, with a projecting lifting beam and winch housed within the roof structure, known as a cathead. Low ceiling heights were the norm, dictated by the need to stack goods in a safe and accessible manner. The structures were simple, and based on domestic building techniques.

Remaining examples of these early warehouses are concentrated in the Lower Duke Street area, and along with the Georgian houses of the merchants themselves give it a distinctive and mercantile quality. The best remaining example of a pre-1800 warehouse is at 57 Parr Street, which formed part of a large plot developed by Thomas Parr in 1797. A second example can be found at the junction of Henry Street and York Street, which was similarly developed by another merchant family, the Rathbones. In both cases the warehouse and residential quarters are physically linked in a true mixed-use approach.

Duke Street also has a concentration of surviving warehouses from the 1800-1850 period. During this time there was a decline in residential use in the area as commercial activity intensified and merchants moved to houses in more salubrious areas away from the docks. Warehouses became larger, although rarely above six storeys, and their design was generally more decorative. While some retained residential elements, others were attached to industrial complexes and illustrate specialisation rather than general storage and provisioning.

**Sources:**
Ropewalks SPD
WHS Nomination Document
## 17. APPENDIX 4: WHS STEERING GROUP (at Jan 2017)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chris Bliss</td>
<td>Estate Manager</td>
<td>Liverpool One</td>
</tr>
<tr>
<td>Matt Brook</td>
<td>Deputy Chair</td>
<td>Broadway Malyan</td>
</tr>
<tr>
<td>Chris Brown</td>
<td>Director of Marketing</td>
<td>Liverpool Vision</td>
</tr>
<tr>
<td>Samantha Campbell</td>
<td>Urban Design and Planning</td>
<td>Liverpool City Council</td>
</tr>
<tr>
<td>Catherine Dewar</td>
<td>Regional Director/ Planning Director North West</td>
<td>Historic England</td>
</tr>
<tr>
<td>David Fleming</td>
<td>Director</td>
<td>National Museums Liverpool</td>
</tr>
<tr>
<td>Sue Grindrod</td>
<td>Director</td>
<td>Liverpool Waterfront Business Partnership CIC</td>
</tr>
<tr>
<td>Suzanne Jameson</td>
<td>Divisional Manager Regeneration &amp; Skills</td>
<td>Liverpool City Council</td>
</tr>
<tr>
<td>Mark Kitts (Chair)</td>
<td>Assistant Director for Development</td>
<td>Liverpool City Council</td>
</tr>
<tr>
<td>Patrick Power</td>
<td>Director</td>
<td>Stanley Dock Properties Ltd.</td>
</tr>
<tr>
<td>Ian Pollitt Bsc, MRICS</td>
<td>Development Investment Surveyor</td>
<td>Peel Holdings Land and Property) Limited</td>
</tr>
<tr>
<td>Gerry Proctor MBE</td>
<td>Chair</td>
<td>Engage Liverpool</td>
</tr>
<tr>
<td>Peter Sandman</td>
<td>Head of Visitor Economy</td>
<td>Liverpool City Region Local Enterprise Partnership</td>
</tr>
<tr>
<td>Chantelle Seaborne</td>
<td>Waterway Manager North West</td>
<td>Canal &amp; River Trust</td>
</tr>
<tr>
<td>Professor Ian Wray</td>
<td>Chair of Liverpool Waters Conservation Management Board</td>
<td>University of Liverpool</td>
</tr>
<tr>
<td>Lesley Woodbridge</td>
<td>WHS SG Secretariat</td>
<td>Liverpool City Council</td>
</tr>
<tr>
<td>TBC</td>
<td>Member</td>
<td>Merseyside Civic Society</td>
</tr>
</tbody>
</table>