

PRIME MINISTER

LIVERPOOL VISIT

I attach the programme and briefing for the Liverpool visit. Although you do not need to read the briefing yet, I would like the opportunity to go through the programme with you. I draw your attention to the following:-

- (i) the housing tour;
- (ii) the speech engagement;
- (iii) the meeting with City Council representatives.

On (i), the map in Part II of the briefing shows the itinerary. You will be shown a mixture of good, bad and improving properties. The outstanding question is at what points you should get out of the car. The Task Force recommend points 1, 2 and 7, but a decision on this should await the outcome of Sheenagh Wallace's reconnaissance tour and Ray Parker's advice. The current plan is to inform Council representatives as soon as you arrive at Speke and invite them to join you on the housing tour if they wish.

On (ii), your speech is formally to open the Meet the Buyers Exhibition which has been arranged to allow 300 or so small companies in the electronics, computing and telecommunications field to meet 10-12 major companies with whom they might do business. I attach a draft of a speech which is intended to last around 15 minutes and to be a brief though substantial statement of Government's policy and record on Liverpool. It would be helpful to have your initial reactions so that I can do more work on Friday.



On (iii), Councillors Hamilton, Hatton and Byrne have been invited to meet Patrick Jenkin at the Task Force headquarters. When they know the meeting is with you, they may want to increase their delegation though we would want to resist any major addition. They should be given an opportunity to put their case on Liverpool to you and you and Patrick Jenkin can then respond briefly setting out the Government's position.

---

AS

26 September 1984





Visit to Liverpool on 2 October 1984

PROGRAMME:

- 09.30 Arrive Speke Airport. Met by David Renshaw (Director, Merseyside Task Force)
- ① 10.00 Arrive Grafton Crescent Housing Co-operative at start of tour of housing sites in Liverpool
- 11.10 Finish of tour at Minster Court. Depart for
- ② 11.25 Wavertree Technology Park. Met by Sir John Clark (Chairman WTP Company)
- 11.40 Speech/Open "Meet the Buyers" event
- Probably have 11.55 Press facility
- 12.10 Depart for
- 12.30 Graeme House, Derby Square
- ③ Meeting with ④ representatives of the City Council (④ has to take 30 mins)
- 12.50 Depart for
- ④ 13.00 International Garden Festival site (Dingle Lane entrance) Met by Sir Leslie Young, Chairman, Merseyside Development Corporation
- Lunch at the British Pavilion
- ⑤ ④ 14.15 (Possible) meeting with the Archbishop and Bishop of Liverpool
- 14.30 Tour of IGF site
- ⑥ 15.55 Depart for
- 16.00 Albert Dock
- 16.30 Depart for
- ⑦ 17.00 Huyton Park Conservative Club (party engagement)

Probably have

④ Too little time

I think there is too much  
me



DRAFT SPEECH FOR THE PRIME MINISTER: WAVERTREE TECHNOLOGY

PARK: 2 OCTOBER 1984

I. Introductory Remarks

II. The Problems of Liverpool

Let me quote - "The present prosperity of Liverpool has evidently arisen from a combination of causes and among these may be chiefly noticed its natural situation, its free water carriage with the numerous manufacturing towns, and mines of the County, and the enlightened policy of its civil government. (Quote from John Brittan's Description of Lancashire in 'Beauties of Britain' c. 1810).

You will gather that this description was not written recently. It was made at the beginning of the Nineteenth century. There have been a few changes since!

The problems experienced in the latter part of the Twentieth century by cities which grew rapidly in response to the burgeoning demands of the first industrial revolution are not unique to Liverpool. They are being experienced in many places both in this country and elsewhere in Europe.

But Liverpool's decline has been particularly steep. Even before the world recession the city was losing 11,000 jobs a year. Over the last 20 years it has lost a third of



its population and often these have included a disproportionate share of the able and energetic.

The shifting patterns of industry and trade have worked against Liverpool, for example the long term decline of the port - and with it the traditional industry and commerce which were the source of so many jobs. [Though I cannot resist observing, as an aside, that a port where dockers are the first to join a strike and the last to return cannot be helping itself to compete.]

### III. The Government's Response

The Government recognises fully the impact which these fundamental changes in our society and our economy have had on Liverpool. In 1981 I asked Michael Heseltine to take a special interest in the area. This responsibility is now with Patrick Jenkin. In this work they have been supported by the Task Force which has played a major part in coordinating the Government's efforts.

The Government has made available substantial resources to help Liverpool tackle the problems it faces. But as important as the amount of money, is the way it is spent. Since it came into office in 1979, the Government has fought a long battle of ideas about how jobs and prosperity can be created. Over many years, the view had grown up that the key lay in Government spending and borrowing. Quite wrongly



the name of Keynes was invoked in support.

Increasingly it is being appreciated that high Government spending and ambitious public sector programmes led inevitably to high taxes, high inflation, high interest rates. All of which will destroy jobs. This battle of ideas is now being won, not just in Britain, but in socialist countries abroad.

But we see in a number of our cities, and particularly here in Liverpool, a municipal version of the big Government thesis.

But it will fail for much the same reasons. High rates will drive away businesses that provide jobs and the lion's share of the council's rate income. Restrictive planning controls will inhibit new developments. The process of economic decline will not be arrested but will be accelerated.

The Government seeks to break away from these failed and outmoded remedies. Our goal is to create the climate in which enterprise will flourish, by keeping taxes down and interest rates down. Where special help is needed it should come through public expenditure programme which encourage the energies and enterprise of the private sector rather than supplant them.



The resources available to Merseyside are substantial. ? They are not the monopoly of ~~in~~ the public sector. Local people, the business community, and voluntary effort all have a part to play.

At the heart of the Government's inner area policy lies the concept of partnership with the private sector. Liverpool was built on the motivation, energy and resources produced by individual initiative and enterprise. These qualities must again be harnessed to play an essential part in the process of revitalisation.

The Government is prepared to play its part in full. The highest level of regional assistance to industry and commerce is available here in Liverpool. The Inner City Partnership Programme seeks to stimulate the economy of the inner area by reclaiming derelict land, improving the environment and by supporting voluntary effort. Over £120 million has been made available to the Partnership since we took office in 1979.

In 1981 we established the Merseyside Development Corporation to tackle 840 acres of rundown dockland on the Liverpool and Birkenhead waterfront. Later today I shall be visiting the Development Corporation's most spectacular achievement to date - the International Garden Festival - seen already by over three million visitors. Many said it



E. R.

could not be done in the time available when the event was announced in late 1981. They were proved wrong. The Festival has demonstrated what can be done in Liverpool, by Liverpool people.

We have designated an Enterprise Zone at Speke and a Freeport, the largest in the UK, in the Northern Docks.

English Estates are reclaiming the old Tate and Lyle site and are constructing new office accommodation on the site of the old Exchange Station which lay derelict for so long.

In 1981 17,000 places under the Youth Training Scheme have been sponsored in Merseyside by the Manpower Services Commission.

Working both with the private sector, local authorities and Government Agencies, the Task Force has helped to establish a wide variety of innovative schemes - many conceived and implemented here on Merseyside for the first time anywhere.

Let no one say the Government is not playing its part. The facts speak for themselves.



#### IV CONTRIBUTION OF THE PRIVATE SECTOR

And there has been an encouraging response from the private sector.

I am looking forward later this afternoon to seeing the refurbishment scheme that is taking place on the Albert Dock. £20 million of public money is being matched with £30 million of private funding to convert this famous building into offices, shops and flats.

British American Tobacco have converted an old warehouse on the South Docks into a small firms centre and another is proposed.

Ten Information Technology Centres have been established on Merseyside with considerable support from the private sector.

The famous Adelphi Hotel is emerging from years of neglect in a major refurbishment scheme financed with the aid of an Urban Development Grant.

#### V HOUSING

Today I have seen some housing areas in Liverpool. They illustrate clearly the problems and the opportunities. Much of the housing reflects immediate post-war policies



13 13

which we now see were ill-conceived. We are left with a legacy of poorly planned, poorly constructed and badly managed housing. Improvements are needed urgently but in a way which is not only cost-effective but also provides housing choice and involves the private sector and the energy of local people. One cardinal lesson of the past is the foolhardiness of assuming that public authorities always know best - they don't.

Encouraging owner occupation is the surest way of gaining lasting improvements in living conditions. I am justly proud of my Government's record on that.

2  
✓

But in the cities like Liverpool there will always be a substantial role for council housing. But building more council houses will not improve conditions for the tenants of that housing. What is needed is better management of the existing stock, with an effective maintenance service, which is more responsive to the needs of the tenants.

There are many examples on Merseyside of partnerships with the private sector: Stockbridge Village, Edge Lane in Sefton and Woodchurch in Wirral. There are now twelve community refurbishment schemes across Merseyside. Local tenants are at work in improving their own housing. Over six thousand dwellings are benefiting.

Barratts, Wimpeys and others have been active for some



years in building housing for sale in inner Liverpool. I saw this morning the result of an imaginative scheme at Minster Court where Barratts have converted rundown tenement blocks into much sought after private flats.

I commend these initiatives and examples to Liverpool and to other authorities which face similar housing problems.

The Government recognises its obligations and its objectives are clear. We will not falter in our determination to secure a better future for the nation as a whole - and it is only in the context of a national improvement that the problems of Liverpool can be fully resolved.

#### VI WAVERTREE TECHNOLOGY PARK

But I say again that it is the people of Liverpool who must seize the opportunities that are offered.

We stand today on one of the most dramatic regeneration projects in the heart of Liverpool. For years the site of this Wavertree Technology Park presented a depressing spectacle of rundown buildings and abandoned railway sidings. Less than two years ago work started on the transformation we now see in progress. Government have provided £6 million to the County Council in Derelict Land



Grant - to remove the eyesores, level the site and provide roads and services - and you can see the transformation which will provide an attractive location for high technology industry.

A Technology Park Company involving Plesseys, English Estates and the City and County authorities has been set up under the Chairmanship of Sir John Clark. And I know I can rely on Sir John and his colleagues to support the continued development of this emerging centre of high technology.

Already you can see a 40,000 square foot factory which has been occupied by 300 people. Work has started to provide further smaller units.

[And I am happy to announce that Powell and Schofield, a local company in the exciting field of Biotechnology is to establish itself here shortly bringing up to 190 jobs on to the site.]

The creation of the Wavertree Technology Park is an example of what can be achieved by the private and public sector working together. This must represent the future direction for Liverpool.

#### VII "MEET THE BUYER" EXHIBITION

But, at the end of the day, it is for the producer,



whether of goods or services, to sell them where there is a market. Many smaller firms, however good technologically, find it difficult to make contact with the large companies. And the reverse is true. By bringing them together we can make the best use of the creative potential of the small, thrusting company and the massive resources of the well-established household names in the fields of electronics and telecommunications.

I therefore take pleasure in opening this "Meet the Buyer" exhibition. I hope that everyone who attends it will make the most of the genuine opportunities which it presents.

VSCAAZ





File referred to Chequer  
(annex only)

(a)

B. CONTENTS OF BRIEF

1. Objectives of the Visit.
2. Background notes on Liverpool and Merseyside - including annexes on:-
  - a. Government Expenditure on Merseyside 1983/84.
  - b. Liverpool - facts and figures.
  - c. Merseyside Economy - recent good and bad news.
  - d. Urban Programme.
  - e. Outline of Merseyside Task Force.
  - f. Current Local issues.
3. Housing - Background note
  - Outline of proposed tour
4. Wavertree Technology Park - Annex A - Members of the Board
  - Annex B - Background to Technology Park
  - Annex C - Note on Technomart (Meet the Buyers) Exhibition
  - Annex D - List of invitees to Technomart Exhibition
5. Merseyside Development Corporation
  - Annex A - Guest list for lunch
6. Meeting with City Council leaders
  - Annex A - aide memoire for possible press conference
7. Biographical details of those personalities to be introduced during the course of the day and including those invited to lunch at the British Pavilion.
8. Note on possible meeting with the Archbishop and Bishop of Liverpool.



LIST OF INVITEES TO WAVERTREE TECHNOMART EXHIBITION

Mr. J. Anthony Brown  
Treasurer  
Merseyside Chamber of Commerce

Mr. A. R. Burnip  
Plant Manager  
Vauxhall Motors Ltd

Mr. J. Cansley  
Managing Director  
Microdata Information Systems Ltd

Mr. I. M. Chapman  
Assistant Regional Director (Operations)  
Midland Bank PLC

Mr. Wilf Clark  
Managing Director  
GEOC Insulation Equipment Ltd

Mr. G. L. Corlett  
Chairman and Managing Director  
Higsons Brewery PLC

Mr. E. H. H. Crawford  
Regional Director  
Midland Bank PLC

Mr. Bc Fisk  
General Manager  
Plessey Crypto Wavertree

Mr. Jim Fitzpatrick  
Chairman  
Mersey Docks and Harbour Company

Mr. Geoffrey Hague  
Managing Director  
Welwyn Garments


Mr. Derek Henderson  
Director  
BICC PLC

Mr. John Higham  
Plant Manager  
A C Spark Plug Overseas Corporation

Mr. A. E. Kelly  
Group Chairman  
Aughton Group of Companies

Mr. John McKenzie  
Rector of Liverpool Polytechnic  
Byrom Street





Sir Edwin Nixon  
IBM UK Ltd

Mr. Philip Preece  
Senior Partners  
Ormrod and Partners

Miss Cathy Pridgeon  
Chief Executive  
Merseyside Youth Association

Mr. Terry Rose  
Managing Director  
Dista Products Ltd

Mr. K. J. Rushton  
Divisional Secretary  
ICI PLC Mond Division

Mr. G. Shingles  
Managing Director  
Digital Equipment Co. Ltd

Mr. M. J. Sutherland  
Director and Head of Estimating  
Sir Alfred McAlpine & Son Ltd

Mr. Geoffrey Thompson  
Vice Chairman  
J Bibby & Sons Ltd

Mr. Malcolm Thornton  
MP

Mr. R. F. Whelan  
Professor VC  
University of Liverpool

Mr. Willacy  
General Manager  
Shell UK Materials Services

Mr. Peter York  
Regional Managing Director  
Norwest Holst Construction Ltd

Sir John Moores CBE  
Littlewoods Organisation PLC  
J M Centre

Mr. Richard de Zouche  
Partner  
Messrs Wilson, de Zouche and Mackenzie (Chartered Accountants)

Rev David Sheppard  
The Right Reverend Bishop of Liverpool





The Most Reverend David Warlock  
Arch Bishop House

Linda Grant  
English Estates

Susan Brocklebank  
English Estates

Mr. Aidan Manley  
Wavertree Technology Park Co Ltd

Mr S. F. Fuller  
Wavertree Technology Park Co Ltd

Mr. G. Forshaw  
Wavertree Technology Park Co Ltd

Sir John Clark  
Chairman  
Wavertree Technology Park



CONTENTS OF BRIEF

Part I Objectives of Prime Minister's Visit

Introductory Brief

- Annex A: Government Expenditure in Merseyside
- Annex B: Liverpool, Facts and Figures
- Annex C: Merseyside Economy - Good News  
Merseyside Economy - Bad News
- Annex D: Liverpool Partnership Programme
- Annex E: Merseyside Task Force
- Annex F: Current Local Issues

Part II Housing Tour

Part III Wavertree Technology Park

- Annex A: Members of Policy Board
- Annex B: Technology Park
- Annex C: Meet the Buyers Exhibition
- Annex D: Invitees to speech

Part IV Merseyside Development Corporation

- Annex A: Garden Festival
- Annex B: Albert Dock Warehouses
- Annex C: South Docks
- Annex D: New Enterprise Workshop
- Annex E: Current MDC Issues
- Annex F: Garden Festival Itinerary

Part V Meeting with Liverpool Council Representatives

- Annex A: Housing Issues
- Annex B: Budget Issues

Part VI Meeting with Bishops (over lunch)

Part VII Biographical Details



OBJECTIVES OF THE VISIT

To give the Prime Minister the opportunity to see at first hand

i) the problems of run down housing, poor environment and the effects of a declining economy in inner Liverpool;

ii) some of the initiatives being implemented under the Urban, Housing and Derelict Land Programmes - many in collaboration with the private sector - to tackle these problems; and

iii) to fulfill her promise? that she would visit the International Garden Festival before it closes and see some of the other projects being sponsored by the Merseyside Development Corporation /especially the Albert Dock refurbishment7.

The PM will wish to publicly reiterate the Government's commitment to tackle the problems of the older urban areas and emphasise the central importance of working in collaboration with the private sector.



LIVERPOOL BRIEF

CONTENTS:

- ANNEX A:           BACKGROUND
- ANNEX B:           GOVERNMENT EXPENDITURE IN MERSEYSIDE  
1983/84
- ANNEX C:           LIVERPOOL FACTS AND FIGURES
- ANNEX D:           MERSEYSIDE ECONOMY 'GOOD NEWS/BAD NEWS'
- ANNEX E:           LIVERPOOL PARTNERSHIP PROGRAMME
- ANNEX F:           MERSEYSIDE TASK FORCE
- ANNEX G:           LIVERPOOL HOUSING
- ANNEX H:           CURRENT LOCAL ISSUES



## LIVERPOOL

### INTRODUCTORY BRIEF

In the past 25 years Liverpool has lost about 30% of its population. Unemployment has risen from 3% to almost 19% over the same period. This despite extensive Government support over a number of years (£1 billion in each of the past 3 years has been spent on Merseyside as a whole - Annex A).

### HOUSING

Considerable parts of the city display poor housing conditions, high level of social stress and poor living environment. A separate housing brief is at Flag 3.

### ECONOMY

The local economy has been relatively weak for decades. During most of the post-war period local unemployment rates have been twice the national average. The main reasons are:-

- run-down of the port and port-related activities.
- Over representation of low value added businesses (e.g. food processing) operating in highly competitive markets and under-representation of new technology industries.
- High proportion of manufacturing employment in large branch plants particularly vulnerable to rationalisation (e.g. British Leyland) and retrenchment during the recession.
- Manchester is the regional centre and provides strong competition for development of white collar service employment.
- Poor industrial relations image.

The economic prospects for the area remain very difficult. Many successful companies remain however, new investment is going ahead and there are examples of good co-operation between management and trade unions.

### LOCAL GOVERNMENT

The proposed abolition of Merseyside Metropolitan County Council and the activities of the politically extreme Liverpool City Council are major issues. Both the County and City Councils are refusing to co-operate over abolition arrangements.



Following the making of a balanced budget in July, the City Council has continued its campaign to elicit more Government resources. There is no sign of any real attempt being made to reduce expenditure. Indeed initial bids for capital and revenue expenditure in 1985/86 are expected to be well in excess of provisional allocations and targets. Merseyside County Council is also a high spender. It is to be "rate capped" in 1985/86.

#### GOVERNMENT MEASURES

The thrust has been to create the right climate for investment and to improve living conditions, tackle physical dereliction and upgrade the environment. The principal measures taken by Government are:-

- Designation of Merseyside Special Development Area - considerable aid to industry over many years
- Support for local authority programmes through Rate Support Grant and other subsidies with specific grants to tackle derelict land and the Urban Programme.
- Creation of the Merseyside Development Corporation to be responsible for regenerating the derelict docklands.
- Designation of Enterprise Zone and Freeport.
- Manpower Services Commission activity aimed at improving skill levels and enhancing employment opportunities.
- Creation of the Merseyside Task Force to co-ordinate activity of Government Departments and carry through new initiatives.

The main examples of Government financial assistance to Liverpool are at Annex A and B.



## GOVERNMENT EXPENDITURE IN MERSEYSIDE 1983/84

<u>Government Departments &amp; other Public Bodies:</u> <u>Main Programmes</u>	<u>£M cash*</u>
DHSS Hospitals & Community Health Services	294
Dept of Industry Grants & Expenditure towards Industrial Investment	88
Manpower Services Commission	90
Housing Corporation	59
Merseyside Development Corp'n	35
Dept of Transport Grants, loans & guarantees to Mersey Docks and Harbour Company	40
New Towns (Skelmersdale & Runcorn) gross capital investment	16
Historic Buildings & Conservation Grants	3
Voluntary Schools: expenditure eligible for DES Grant	2
Sports Council Grants	1
<u>Exchequer Support for Local Authority Expenditure:</u> <u>Main Grants</u>	
Rate Support Grant	383
Transport Supplementary Grant	31
Housing Subsidies	24
Derelict Land Grant	10
Urban Programme Grant	18
	<hr/> 1,094 <hr/>

\* Estimated out-turn



## LIVERPOOL

FACTS AND FIGURESLocal Authorities - Political Control

	<u>LAB</u>	<u>CON</u>	<u>LIB/SDP</u>	<u>OTHERS</u>
Liverpool City Council	58	13	28	-
Merseyside County Council	54	27	17	1
	<u>1961</u>	<u>1971</u>	<u>1981</u>	
<u>Liverpool Population (000)</u>	<u>746</u>	610	<u>510</u>	
	<u>1961</u>	<u>1971</u>	<u>1981</u>	<u>1984</u>
<u>Unemployment</u>	<u>(Aug)</u>	<u>(Aug)</u>	<u>(Aug)</u>	<u>(Aug)</u>
Liverpool TTWA (or equivalent)	3%	6.5%	18.4%	18.8%
Merseyside SDA	3%	6.1%	18.6%	19.1%

Government Expenditure Programmes in Liverpool (where known)\*

	<u>1983/84</u>	<u>1984/85</u>
	£m	(Estimated outturn) £m
Urban Programme Allocation (*Inner City Partnership + MTF schemes)	31.9	28.1
Merseyside Development Corporation	35	28
Housing Investment Programme (excluding Capital Receipts)	40	38
Housing Corporation	21.3	N/A
Derelict Land Grants to Public Sector**	3.5	) N/A
to Private Sector	0.5	
North West Council for Sport and Recreation	0.5	N/A
Support for local authority current expenditure via Rate Support Grant***	115.8	111.8

\* Principal source = DOE. Other Departments tend to allocate on basis of the wider Merseyside area only (see Annex A)

\*\* Includes County Council schemes in Liverpool

\*\*\* Estimates on basis of current information. Both figures less than maximum due to penalties. Excludes County Council Grant.



MERSEYSIDE ECONOMY: GOOD NEWSFORD, HALEWOOD

Halewood has two plants; Assembly and Transmission and employs in total nearly 11,000. There are signs of improved performance and growing company confidence in Halewood. Over the last three months Ford have announced three major investment programmes; an £11M injection moulding plant, a £65M gearbox programme and an £11.25M primer coat paint facility. However, no increase in employment is expected and Ford continue to look for voluntary redundancies to maintain the improvement in efficiency.

VAUXHALL, ELLESMERE PORT

Ellesmere Port has shared in the upturn in G.M's fortunes in the UK and, as with Ford, there have been a number of announcements of major investments at Ellesmere Port. Major investment programmes planned or in progress include the Astra replacement (£50M), a new paint facility (£20M), press shop (£15M) and the Astra van (£15M). Vauxhall have recently started recruiting (12), for the first time since 1978. The company has expressed some concern about the impact of change in the regional development grant scheme on investment plans - particularly a £57M project for replacement of the colour paint system at Ellesmere Port.

CONTISOYA

The company has announced a new £21M integrated edible oil refinery at Seaforth (North Docks) to handle both soya and rapeseed. The plant will be set up next to the existing seed crushing operation; within the proposed Free Port Area. The new investment will create 30 additional jobs on top of the existing 105.

J. BIBBY EDIBLE OILS

The company was recently taken over by Bunge (an international commodity company). Bibby operates in outdated premises behind the North Docks in Liverpool and has announced a £30M project to construct a new integrated refinery with downstream activities at a site further north in the docks. The project will safeguard 160 of the 600 jobs at the present outdated refinery.



METAL BOX, SPEKE

The company has announced a £6.1M investment in new plant and machinery at the Speke carton printing plant. The investment will secure jobs at Speke.

PLESSEY CRYPTO, WAVERTREE TECHNOLOGY PARK

On 13th July the Secretary of State for the Environment handed over the new factory in the Technology Park. The company is moving from central Liverpool and will employ about 200 on the Wavertree site. The availability of the Wavertree site has enabled the company to remain in Liverpool.



#### MERSEYSIDE ECONOMY - BAD NEWS

Since the beginning of 1980 there have been almost 90,000 confirmed redundancies.

- 1982 - 19,250 - almost  $\frac{1}{2}$  of which in Liverpool travel to work area.

1983 - 14,570 - 64% of which in Liverpool TTWA

1984 - 9,885 (to end July) - about  $\frac{1}{2}$  of which in Liverpool TTWA

#### MAJOR REDUNDANCIES - 1984

##### BRITISH AMERICAN TOBACCO, LIVERPOOL

The company announced in May that 1,100 of the 1,600 workforce at the Kirkdale factory were to be made redundant; 460 immediate with the remainder over the following 15 months.

##### SYNTHETIC RESINS SPEKE

The company is part of the Scott-Bader Group. In June the group announced that the Speke factory is to close with the loss of 120 jobs.

##### MERSEYSIDE FOOD PRODUCTS, BOOTLE

The company which manufactures margarine was closed on 7th September with the loss of 250 jobs. The plant and machinery has been purchased by Acatos and Hutcheson, which has also taken a one year lease on the buildings and re-engaged 100 workers. The business will be moved from Bootle if it does not prove possible to operate efficiently there.

##### CAMMELL LAIRD

In the last twelve months employment in the Birkenhead Shipyard has fallen from 3061 to 1700 (permanent workforce on nationalisation in 1977 was 5300). Part of the workforce is staging a sit-in on the only vessels left in the yard - an accommodation rig for British Gas and a type 42 destroyer - and this has resulted in the remaining workforce of some 1500 being laid-off. The British Gas rig was scheduled for delivery in January of this year and cancellation is becoming increasingly likely. British Shipbuilders has taken steps



through the High Court to evict those sitting-in but this dispute  
will not have helped CL in their attempts to win an order from  
MOD for a type 22 frigate. The decision to sell off the war ship  
yards including CL has heightened local uncertainty regarding the  
yards future.



LIVERPOOL PARTNERSHIP PROGRAMMERESOURCES

The Partnership allocation in both 1983/84 and 1984/85 was £24.1M. Of this, over £20M has gone to Liverpool City Council and the remainder to Merseyside County Council and Liverpool Health Authority.

Liverpool has also benefited from additional Urban Programme resources made available through the Task Force.\* The County Council has been a major recipient and is carrying out major schemes at Lime Street Station, Albert Dock (Maritime Museum) and Liverpool Airport. However, the City also spent £1.5M from this source in 1983/84 and some £½M has already been earmarked<sup>1</sup> for 1984/85 to complete certain existing schemes and fund new expenditure relating to the Wavertree Technology Park.

CHARACTER OF PREVIOUS LIVERPOOL PROGRAMMES

Up until the change in control of the City Council in May 1983, Liverpool's Programme was generally in line with Ministerial guidelines and with those of other Partnership authorities.

Distinctive features were:-

- a programme of support for work in Industrial Improvement Areas;
- an actively promoted scheme of grant support for investment by local firms;
- an extensive programme of environmental improvements to empty or vandalised sites (including many in Housing Action Areas);
- the initiation of a programme to improve the appearance and viability of run down secondary shopping areas;
- enhancement of recreational facilities;
- a substantial proportion of the available funds channelled into support for schemes mounted by voluntary groups.

Examples of many of these will be seen during the tour.

\*Total UP expenditure 1983/4 = £31.9m - £24.1m Partnership + £7.8m MTF special projects



### Merseyside Task Force

Following the riots in 1981 the Prime Minister gave the then Secretary of State for the Environment a remit to take special interest in Merseyside. The Merseyside Task Force was set up to support him.

The Task Force has no special powers, it is not an agency, nor is it a traditional Government regional office (though it performs some of these functions). Particular emphasis is placed on inter departmental co-operation and good links are established with the private sector including the secondment of staff on specific initiatives.

The main job of the Task Force is to work with local authorities, Government agents such as English Industrial Estates, and with the private sector to carry forward initiatives and projects which help regenerate the area. In addition to influencing Government Department's main programmes it has a reserve of funds available for specific projects (£35M in 1983/4).

Some examples of successful Task Force initiatives in Liverpool are:-

Key Sites A number of vacant sites have been the subject of action to bring them back into use. The PM will visit the Anglican Cathedral Precinct site, other examples are the former Exchange Station and Tate and Lyle Refinery sites being redeveloped for offices and industry respectively. She will open the Meet the Buyers Exhibition at Wavertree Technology Park, where 64 acres of derelict land are being transformed into a centre for high technology industry.

Training Ten Information Technology Centres and four Commercial Business Centres have been set up in locations throughout Merseyside.



CURRENT LOCAL ISSUES\*A. LIVERPOOL

1. Budget - To achieve a legal Budget Liverpool have resorted to once and for all measures that cannot be used again. This has provided a breathing space, but not solved the problems. The Council must now make fundamental changes to put its finances on a firmer footing.
2. Rate Support Grant - Liverpool's provisional expenditure target for 1985/86 is £222M; the 1984/85 budget estimate is £221M. The target is a tough one because likely outturn for the current financial year could be about £240M.
3. St George's Hall - There is wide interest in the future of this prominent Liverpool landmark, owned by the City Council, and which will have closed by the 2nd October. Many proposals have been made for future uses. It is for the Council to consider these ideas although they have been reluctant to do so. Financial assistance could be available from the Department of the Environment, but first the City must provide a package of proposals.
4. York House Liverpool Settlement - This is a voluntary organisation which has been active in Toxteth for some 70 years. It has run a Youth/Sports Club on the Anglican Cathedral precinct site which is currently being developed for housing. The Club must be relocated to enable the development to be completed as planned. Compensation has been offered by the developers (Housing Corporation) and an alternative site, in City Council ownership, found. Agreement to purchase this site had been reached and contracts arranged for the construction of new premises when the City Council decided to go back on their agreement and hang on to the site. Their reasons are that the Sport and Community facilities proposed for the land would not fit into their strategy. They have said that they want the public sector resources which would have gone into the project to be directed elsewhere. They have been told that this is not possible. The City Council stance has given rise to much local controversy.

B. MERSEYSIDE

1. Merseyside County Council: Abolition - The County Council have mounted a strong campaign against their abolition. They have received support from the Labour Councils of Liverpool, St Helens and Knowsley as well as many local organisations <sup>(including)</sup> including the Chamber of Commerce. *The Chamber have recently changed their position, and no longer support abolition of the County*
2. Merseyside County Council: Rate-capping - Merseyside have been selected for rate limitations in 1985/86. Their expenditure level for that year has been set at £205M, which is a cash standstill from this year's budget. The County claim that the level of expenditure set will mean a cut of about 16%. They have been told that they can make a case for redetermination.

\* Not covered elsewhere in the briefing.



3. Capital Spending Restraint 1984/85 - Of the six Merseyside authorities the only one known not to be co-operating is Liverpool, but Wirral face difficulties because of commitments to housing improvement grants.

4. Miners Strike - Merseyside County Council is proposing to give £5,000 per week to the Miners Welfare Centre in St Helens. Liverpool are making Council facilities available for food collections etc. In the context of the strike local authorities are unjustified in placing an extra burden on their ratepayers to support the strikers.

5. Drug Abuse - This is a serious problem on Merseyside. Under the Urban Programme Wirral are providing £140,000 for a Drug Counselling Service. The Government is committed to playing its part in concerted action by Health Authorities, Local Authorities, Government Departments and the voluntary sectors.

6. Tunnel Tolls - There is considerable pressure in the area to have these tolls scrapped and the outstanding debt on the two tunnels, which could reach £115M by the end of 1989, written off by the Government.





LIVERPOOL HOUSING TOUR

The Prime Minister will see examples of the problems and potential which exist in the City Council's housing stock. Examples of pre and post-war housing will be covered. The tour will cover also private sector initiatives and older private housing in housing action areas. The route passes a number of schemes funded through the Urban Programme including sports and health and community provision and landscaping works. Security considerations prevent a close look at some of the more run-down areas, particularly high-density modern estates which are poorly designed, badly managed, particularly unpopular with tenants.

9.50am Grafton Crescent Housing Cooperative

An example of a housing cooperative scheme funded by the City Council. The scheme provided an opportunity for local residents to remain together as a community following demolition of the poor quality 1930's Council tenement in which they lived.

There will be an opportunity here for the Prime Minister to walk through the completed scheme and to call on residents.

10.00am Hill Street/Prince William Street

An area of run-down and neglected public housing, which demonstrates the effects of poor housing management and maintenance.

There will be an opportunity here to leave the car for a short walk

10.20am Dickens Street Housing Action Area

Drive through an area of older 2 storey terraced properties improved following declaration of a Housing Action Area in 1979.

10.25am Joliffe Street, Toxteth

A private sector development by Wimpey which was a response to Government efforts to introduce new private sector housing into inner Liverpool. In a controversial move, the estate was municipalised by the incoming Labour Council in June 1983.

10.30am Princes Boulevard

Principal Victorian thoroughfare; part of built heritage of Liverpool. Problems of large houses where private sector will not act. Local protests after environmental improvements led to Michael Heseltine promising that housing would be improved. Action mainly through Housing Associations.





10.35am Anglican Cathedral Precinct

Development of a prominent site in front of the Anglican Cathedral by Crudens Ltd. The site had lain derelict for over 20 years until the then Secretary of State for The Environment took the initiative and proposed a developer/architect competition which was sponsored by the Housing Corporation. The development, which is now under way, is mainly private housing with some commercial facilities and high quality landscaped areas.

10.55am Minster Court, Toxteth

Refurbishment for sale of a derelict and partially demolished local authority tenement block. The flagship of Barratt Urban Renewal Ltd. There will be an opportunity for the Prime Minister to see some of the development and residents.

11.10am Depart for Wavertree Technology Park.





HOUSING TOUR

The people who will meet the Prime Minister during the course of the Housing Tour are:

i) Grafton Crescent Housing Co-op.

Sophie Krajewska, Area Manager for Cooperative Development Services (CDS), the Housing Association which assisted the Co-op with its plans.

Mick Ryan Secretary to the Co-op and Jimmy Pettit Treasurer to the Co-op. Both are residents.

Paul Lusk CDS Development Officer.

ii) Minster Court.

James Keery, Managing Director Barratt Urban Renewals (Northern) Ltd.





LIVERPOOL HOUSING TOUR

- ① GRAFTON CRESCENT HOUSING CO-OP
- ② HILL ST/ PRINCE WILLIAM ST
- ③ DICKENS ST HOUSING ACTION AREA
- ④ PRINCES BOULEVARD
- ⑤ JOLIFFE ST
- ⑥ ANGLICAN CATHEDRAL PRECINCT
- ⑦ MINSTER COURT
- ⑧ EVERTON *Program will now stop*
- ⑨ GREAT HOMER ST at Minster Court.



## LIVERPOOL HOUSING

### Characteristics

- Current housing stock in Liverpool : 190,000 dwellings
- 69,000 are in Council ownership (36%), 15,000 are owned by Housing Associations
- Housing conditions on many council estates are appalling. 25,000 dwellings (36%) of the City's stock are unsatisfactory
- No overall shortage of dwellings
- Major social/housing problems on post-war estates particularly in unpopular and unsatisfactory flats and maisonettes
- A high level of dissatisfaction amongst tenants
- Weak, centralised and inefficient management and maintenance of the Council stock
- A lack of effective demand in the private sector
- A relatively successful programme of improvement of older private housing, mainly through Housing Association activity funded by the Housing Corporation

### The City Council's approach

The City argues that poor housing conditions reflect inadequate capital housing allocations over many years.

The City Council has produced a 5 year Urban Regeneration Strategy. The aim is to bring together capital resources of the Housing and Urban Programmes to tackle housing and living conditions in 17 Priority Areas and covering 14,000 dwellings.

The strategy envisages demolition of 5,000 dwellings and a loss of a further 1,000 through conversions of flats to 2 storey houses. Families displaced would be rehoused through a programme to build 4,000 new council houses. Other dwellings would be improved.

### Government response

Ministers have taken the view that housing problems in Liverpool merit attention and action. The issues confronted are not unique, it is the scale which sets the City apart.

Whatever the reasons for the present housing conditions, the fact is that much public money will need to be spent to give large numbers of Liverpool people the opportunity of decent housing. There are no cheap solutions: the objective must be to get the best value for every pound spent.

The response should not be rooted in the replacement of unpopular



municipal stock; the aim should be the most cost-effective approach which provides housing choice and uses all available resources, including the private sector and the resourcefulness of local communities.

The City's reliance on a physical solution underplays the social problems on estates and the extremely poor record on management and maintenance. The municipal solution is very expensive and rides roughshod over people's aspirations to own a home of their choice or to be involved in the management of their own housing.

Ministers have set out these views consistently. The Secretary of State has made clear that Government support will need to take account of the nature of the programmes put forward. Our current assessment is that the City Council is unlikely to modify its the approach. Bad housing conditions would be allowed to remain with the Council blaming Government for the frustration of local expectations.

#### Action elsewhere on Merseyside

There are many examples of improved Council estates in other Merseyside authorities which have not relied on municipal action. Through the Merseyside Task Force initiatives have been set in hand covering more than 10,000 dwellings. Housing choice has been widened through the privatisation of the 3,000 dwelling Stockbridge Village estate in Knowsley and smaller estates in Wirral and Sefton.

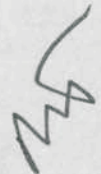
Through a package of Urban Programme and MSC funds improvements to run-down estates are being secured by tenants themselves on Community Refurbishment Schemes. 12 schemes are now underway covering 6,500 dwellings.

Private builders are taking part in an initiative to develop sites which would not normally have attracted private funds, over 800 new homes are being provided.

None of the major initiatives are in Liverpool. The previous Liberal Council ran a successful build for sales programme and sought opportunities to involve the private sector in the refurbishment of problem housing. Barratts successful renovation for sale of a derelict 1930's tenement block: Minster Court, is a fine example. There was also active support for housing co-operatives to be formed. The present Council has municipalised those co-op schemes in the pipeline and has adopted a much less encouraging stance on joint initiatives with the private sector.



Part III



Visit to Wavertree Technology Park

The Prime Minister will be met at the Plessey Crypto building entrance by Sir John Clark, Chairman of Plessey PLC as well as the Wavertree Technology Park Company. The Prime Minister will then be shown inside the building and introduced to members of the Park Company's Policy Board (Annex A). A short explanation of the Technology Park (Note at Annex B) with the aid of a display and model will be given. Sir John Clark will then escort the Prime Minister to a nearby Marquee which will house a "Meet the Buyers Exhibition" (Note at Annex C) as well as provide a suitable forum for the speech. There may be an opportunity to see something of the exhibition and meet some of the exhibitors after the speech and press conference. A list of those invited to meet the Prime Minister together with those invited to the speech is at Annex **D** (to follow).



Wavertree Technology Park Company: Members of the Policy BoardBiographical details

## 1. Sir John Clark (Chairman)

Age 58, Chairman and Chief Executive, Plessey plc, since 1970. Educated Harrow and Cambridge. Has been associated with Plessey since 1949 and been involved with various subsidiaries within the group. Director Banque Nationale de Paris, Vice President of Institute of Work Managers and Engineering Employers Federation.

## 2. Leader, Merseyside County Council

Councillor Keva Coombes, Leader since March 1982. Aged 34, Solicitor (formally partner) in Liverpool practice. Born in Kent, educated University of East Anglia. Resident in Liverpool since 1971. Liverpool City Councillor 1976-80. Merseyside County Councillor from 1981. Chairman of Passenger Transport Committee 1981/82, heavily involved in reducing transport fares. Elected Leader in March 1982 when previous Leader (Councillor Stuart-Cole) resigned during lead up to budget 1982/83. Bearded. Not very forceful in private company though is capable of making rousing political speech. Appears to be soft left. County Council are a high spending authority and could be caught by legislation to curb excessive rate increases. Fare subsidy policies very expensive.

## 3. Leader, Liverpool City Council

Councillor John Hamilton, Retired Liverpool Schoolmaster. Served on City Council since 1959. Said to be in the hands of the left wing.

## 4. Chief Executive, English Estates

Tony Pender. Age 42. Since qualifying as a chartered surveyor in 1964 has had a career in the public service. Appointed Chief Executive of English Estates in 1979.

## 5. Geoffrey Forshaw (Chief Executive)

Age 61. Whole life devoted to telecommunications manufacturing industry with extensive home and overseas experience. From 1973 has held various staff positions within the H.Q. function of Plessey Telecommunications, culminating in the post of Director of Technology.



WAVERTREE TECHNOLOGY PARK

In December 1982 Mr Heseltine announced a collaborative venture between the public and private sectors to establish the Wavertree Technology Park on 64 acres of derelict land in Liverpool. Sir John Clark, Chairman of Plesseys, together with the Chairman of English Estates and the leaders of Merseyside County and Liverpool City Councils agreed to set up a management company to control and market the development. The concept is to create an environment in the city attractive to high technology industry because of the planned physical development, the proximity of Plessey Telecommunications and the commitment by the Plessey company to provide a measure of professional and technical assistance to companies locating on the Park, plus the link with the University and Polytechnic through the Merseyside Innovation Centre. No such location exists in Liverpool today. Experience shows that potential high technology inward investors have been unwilling to consider the sites currently available.

For his part the Secretary of State for the Environment agreed to provide Merseyside CC with £6.5M, via derelict land grant, to purchase, reclaim and service the site. This work is due for completion in 1987 but parts of the site have already been prepared and sold for development. Plessey Secure Products recently occupied a 40,000 sq. ft. building (Plessey Crypto) and English Estates are constructing an additional 35,000 sq. ft. of space on adjacent land. Discussions with potential tenants are well advanced.

CONFIDENTIAL:

[ ] Powell and Schofield, a local biotechnology company operating from outdated premises, has taken a decision to move to Wavertree but they have been reluctant to make an announcement because there has been some pressure to impose on them union recognition. It is thought that once it becomes known that the Prime Minister is to make a speech the company may well be agreeable to include an announcement in that speech. 7



When the project is complete a further 525,000 sq. ft. of lettable space will have been made available with the potential of providing 2,000 high technology jobs overall. There can be no certainty that such a relatively large number of jobs will materialise and even if they do it may take up to 10 years to secure them all. All central and local government can do, with the help of Plesseys, is to create the right sort of conditions to attract high technology investment; a desirable commodity, especially in a City like Liverpool. The Technology Park has now reached the stage at which it can be actively marketed. The "Meet the Buyers" event on the 2nd October is part of that process.



"Meet the Buyers Exhibition"

The aim of the Wavertree Technology Park is to provide a suitable location for high technology industry. Many of the companies are likely to be relatively small and an important consideration for them is to be able to sell their products and services to major companies. For this reason Wavertree Technology Park set up a "Meet the Buyers Exhibition" at which 10-15 major purchasers, in the electronics, computing and telecommunications field, will be represented to display and discuss the products and services of interest to them. It is expected that upto 300 small companies will visit in order to make contact with the major buyers. This is seen as commercially advantageous to both the Buyers and Sellers and an important marketing tool for the Park itself. A schedule of the major companies and their representatives will be provided nearer the date.



LIST OF INVITEES TO WAVERTREE TECHNOMART EXHIBITION

Mr. J. Anthony Brown  
Treasurer  
Merseyside Chamber of Commerce

Mr. A. R. Burnip  
Plant Manager  
Vauxhall Motors Ltd

Mr. J. Cansley  
Managing Director  
Microdata Information Systems Ltd

Mr. I. M. Chapman  
Assistant Regional Director (Operations)  
Midland Bank PLC

Mr. Wilf Clark  
Managing Director  
GEOC Insulation Equipment Ltd

Mr. G. L. Corlett  
Chairman and Managing Director  
Higsons Brewery PLC

Mr. E. H. H. Crawford  
Regional Director  
Midland Bank PLC

Mr. Bc Fisk  
General Manager  
Plessey Crypto Wavertree

Mr. Jim Fitzpatrick  
Chairman  
Mersey Docks and Harbour Company

Mr. Geoffrey Hague  
Managing Director  
Welwyn Garments

Mr. Derek Henderson  
Director  
BICC PLC

Mr. John Higham  
Plant Manager  
A C Spark Plug Overseas Corporation

Mr. A. E. Kelly  
Group Chairman  
Aughton Group of Companies

Mr. John McKenzie  
Rector of Liverpool Polytechnic  
Byrom Street



Sir Edwin Nixon  
IBM UK Ltd

Mr. Philip Preece  
Senior Partners  
Ormrod and Partners

Miss Cathy Pridgeon  
Chief Executive  
Merseyside Youth Association

Mr. Terry Rose  
Managing Director  
Dista Products Ltd

Mr. K. J. Rushton  
Divisional Secretary  
ICI PLC Mond Division

Mr. G. Shingles  
Managing Director  
Digital Equipment Co. Ltd

Mr. M. J. Sutherland  
Director and Head of Estimating  
Sir Alfred McAlpine & Son Ltd

Mr. Geoffrey Thompson  
Vice Chairman  
J Bibby & Sons Ltd

Mr. Malcolm Thornton  
MP

Mr. R. F. Whelan  
Professor VC  
University of Liverpool

Mr. Willacy  
General Manager  
Shell UK Materials Services

Mr. Peter York  
Regional Managing Director  
Norwest Holst Construction Ltd

Sir John Moores CBE  
Littlewoods Organisation PLC  
J M Centre

Mr. Richard de Zouche  
Partner  
Messrs Wilson, de Zouche and Mackenzie (Chartered Accountants)

Rev David Sheppard  
The Right Reverend Bishop of Liverpool



The Most Reverend David Warlock  
Arch Bishop House

Linda Grant  
English Estates

Susan Brocklebank  
English Estates

Mr. Aidan Manley  
Wavertree Technology Park Co Ltd

Mr S. F. Fuller  
Wavertree Technology Park Co Ltd

Mr. G. Forshaw  
Wavertree Technology Park Co Ltd

Sir John Clark  
Chairman  
Wavertree Technology Park



MERSEYSIDE DEVELOPMENT CORPORATION

ORIGINS AND ESTABLISHMENT

The Merseyside Development Corporation was formally established in March 1981. Its prime purpose is to secure the regeneration of its area, particularly by attracting private sector investment. To this end its powers have been modelled on but are wider than those of the New Towns. In particular it has powers to acquire, reclaim, and service land and to carry out development either directly or with private developers.

AREA

MDC's designated area covers 865 acres in three separate parcels in the districts of Liverpool, Sefton and Wirral. The area consists largely of disused docks and the immediately surrounding lands, formerly used for dock-related activities. With the exception of one small housing estate in the Sefton area there is at present no resident population.

ORGANISATION AND STAFFING


MDC consists formally of a Chairman, Deputy Chairman and up to eleven other members, all appointed by the Secretary of State. The current Chairman is Sir Leslie Young, Chairman of J Bibby & Sons. He is due to become Chairman of the British Waterways Board and will leave his MDC position in October 1984. His successor will be Donald Forster, currently Chairman of Runcorn and Warrington Development Corporation.

MDC have as small permanent staff of just over 50 headed by the Chief Executive Basil Bean.

RESOURCES/EXPENDITURE

Although it is MDC's aim to attract private investment it was always envisaged that substantial public funding would be required particularly in the early years to stimulate economic activity in these severely depressed areas. Most of MDC's expenditure is supported by Government grant in aid, supplemented by loans and a limited amount of income from the leasing of land and buildings.





Expenditure in the first year of operation (1981/82) was £5m, in 1982/83 £21m and in 1983/84 £34m. This was the peak year for expenditure on the International Garden Festival (see below) and their allocation for 1984/85 is £28m.

#### PROGRESS

MDC have so far acquired some 600 acres of land. They are now pressing ahead with the implementation of an agreed Development Strategy. Progress in the various parts of the designated area has been varied:

In Sefton small industrial units have been built by a private developer and sites have been reclaimed and are being marketed.

In Wirral the former Western Ship Repairers site is being reclaimed for residential, light industrial and shipbuilding use. Much of the area, however, although derelict remains within the ownership of the Mersey Docks and Harbour Company and this has prevented substantial progress in reclamation and development (see below).

The Liverpool South Docks which the Prime Minister will visit, have been the focus of much of MDC's activity. By the time that MDC was established, nine years after their closure, contaminated silt up to 30 feet deep had built up throughout the system. The large historic buildings in the north had fallen into neglect and dereliction whilst further south small, under capitalised businesses provided valuable employment but failed to maintain premises which suffered from lack of services to deal with waste disposal and other needs. The land presented the most difficult engineering and accessibility problems in the urban development area but, at the northern end, provided the most exciting investment opportunities for commercial, recreational and related uses.

The Corporation's strategy for the regeneration of the South Docks includes: the restoration of the water to much of the docks system; the renewal of main services and other infra-





structure; the "opening up" of the area through new transport links; and the conversion of old buildings to new use. A major example of the last of these is the grade II listed Wapping Warehouse which lies adjacent to the newly constructed ring road. Although it does not have the same potential as Albert Dock, the Corporation feels that there is scope for successful mixed residential and commercial development. The Department has approved a £4.6m joint venture between MDC and a private developer which is expected to begin early in 1985.

---

Separate briefing on the four major South Docks projects; the International Garden Festival, New Enterprise Workshop, Albert Dock and Restoration of the Water Regime is at (A) - (D) below.





## A. INTERNATIONAL GARDEN FESTIVAL LIVERPOOL 1984

### BACKGROUND

1. The Liverpool Festival is the first of its kind to be held in this country and the biggest event in this country since the Festival of Britain in 1951.
2. The technique of staging garden festivals as a means of improving and revitalising rundown areas has been developed with great success in Europe, particularly in Germany to tackle the problems caused by wartime damage.
3. the basic purpose of a Festival is to reclaim a large piece of urban derelict land, mount a major horticultural event, and leave a permanent legacy of high quality public park and recreational area.
4. The idea was first considered in this country in 1979 when sixteen potential sites were identified. These were examined in detail and in September 1981 Michael Heseltine invited the Merseyside Development Corporation to mount the first festival.
5. The timetable allowed just over 2½ years for the reclamation, design and construction of the Festival, less than half the period usually allowed for Continental Festivals.

### THE SITE

6. The site chosen for the Festival was part of a 250 acre stretch of disused and severely degraded land at Riverside on the banks of the River Mersey.
7. The site was chosen because of its proximity to the city centre and the excellent location close to the main road and rail links. The existing station at St Michaels and the airport at Speke were also considerable advantages. An important factor was the setting of the site with its fine views over the River Mersey.
8. The site included an abandoned and silted dock, disused oil storage tanks and a municipal refuse tip. The reclamation programme which began in December 1981 was one of the largest urban





reclamation schemes ever undertaken in this country.

9. Among the problems that had to be overcome were the removal of two large oil jetties, the movement of over 3 million cubic feet of material and the control and extraction of methane produced by decaying material on the former tip.

#### FESTIVAL CONSTRUCTION AND DESIGN

10. Once the reclamation work was substantially underway the task of constructing the actual 125 acres of the Festival began. Pre-commencement works started in October 1982 and construction began in January 1983. The co-ordination of over 200 packages of work carried out by 50 different firms was handled by the management contractors, Norwest Holst Projects Ltd.

11. Major construction works involved the movement of six and a half million tons of material on to the site and included the construction of the River Esplanade, the arena, theatres and various buildings including the Festival Hall. One and a half miles of railway had to be laid and seven miles of footpaths, walkways and aqueducts provided.

12. The design of the Festival was handled by a team of consultants led by Design Co-ordinator Rodney Beaumont of William Gillespie and Partners. Their task was to produce a design to meet the needs of both the Festival and its after uses and to incorporate the plan of all the countries and organisations who wished to be represented in the Festival.

#### FESTIVAL FEATURES

The Festival consists of six main elements:

- The Esplanade which ~~fulfills two~~ roles. It is a pleasant place to walk or sit and enjoy the seafront entertainments. It is also a vital link in a permanent riverside walk which will eventually extend 4½ miles from Otterspool Promenade to the Pier Head in the City Centre.





- The Water Feature design by Derek Lovejoy & Partners includes all the elements of a river; a spring source feeds a lake from where water runs through rapids and waterfalls, then through a series of meanders and terminates in a river and pool near the Festival Hall.
  
- National Gardens are the 37 gardens provided by UK organisations. These range from specialist horticultural gardens such as the rose, alpine and kitchen gardens to a collection of fun plots including the Jam Garden, Beatles Maze and Liverpool Quiz gardens.
  
- International Gardens alongside the domestic gardens are the 21 gardens reflecting the many different horticultural traditions of the participating countries. These include the British Gardens, sponsored by the Horticultural Trades Association, and the spectacular Chinese and Japanese Gardens. Other countries are providing indoor displays in the International Pavilion or the Festival Hall.
  
- Homes and Gardens Feature consists of a small village of houses constructed by different firms of builders in a range of styles together with a number of garden settings. After the Festival these houses will be the nucleus of a large private housing scheme planned for this section of the site.
  
- Exhibition Hall is the centre-piece of the Festival. Built to Arup Associates winning entry in a national design competition this hall offers 80,000 sq ft of floorspace. It is the venue for a programme of exhibitions and displays including the major indoor show programme.

#### BENEFITS

13. Some of the benefits of the Festival are already apparent. A major eyesore in a prominent position close to the city centre has been removed and replaced with a very high quality landscaped area in a very short time. The Festival work has also provided a stimulus to a large number of other environmental improvements throughout the City.



14. The Festival has also been a major boost to local employment. During its construction up to 600 people have been employed at any one time and a further 900 jobs will have been created directly in the operation of the Festival.

15. Except for a few specialised services that were not available locally the vast majority of contracts let for the Festival have gone to Merseyside firms and the MDC have a very good record in this respect. 96% of their contracts have gone to firms in the Merseyside region.

16. Many other jobs have been generated throughout Merseyside by the need to cater for the more than 3 million visitors to the Festival, many of them from overseas. A large number of visitors have extended their stay in the area to sample the other attractions of Merseyside. This constitutes a considerable boost to the development of the area as a tourist centre.

17. The long term benefits of the Festival will extend beyond this in generating the confidence and investment which is essential to the regeneration of Merseyside.

#### COSTS

18. The gross expenditure on the Garden Festival is expected to be £19.996M. [ This does not include the basic reclamation works, which are estimated to cost £12.8M for the whole 250 acres of the Riverside area, of which the IGF site forms about half.<sup>7</sup> The cost of construction including fees has been roughly £14M and the costs of operating the Festival will be £6M.

19. The £19.995M is offset by £1M private sponsorship (against the target of £1.5M); but the private sector is also paying for additional features, which brings the total private sector input to £2.6M. Also additional is the £1.125M spent by foreign governments on their gardens.





#### GOVERNMENT ROLE

20. Garden Festivals are just one of the main initiatives that have been introduced by the Government to regenerate older urban areas.

21. When Michael Heseltine, who was already aware of the success of European festivals, was appointed Secretary of State in 1979 approaches made to the Department by the British Association of Landscape Industries, supported by the Joint Council for Landscape Industries, found a ready response. Lord Bellwin met the two organisations and subsequently visited the Kassel show as part of the Department's study of garden festival experience in Europe.

22. The Department then invited urban local authorities to consider staging a festival. Sixteen sites were identified from this first approach and these were quickly sifted down to two, in Liverpool and Stoke. The Liverpool site was within the area of the MDC which was established by the Government in March 1981 to tackle the wider problems of derelict dockland on both sides of the Mersey. In the same month studies of the two sites were commissioned by the Department. The studies were completed within six months and in September 1981 Michael Heseltine invited the MDC to mount the first Festival.

23. Since then the Department has continued to take a keen interest in ensuring the success of this first festival, not least by providing the grant-in-aid support to the MDC. The Department has been represented throughout by officials on the Festival Executive Committee which has supervised all the preparations for the Festival.

#### VISITOR NUMBERS

It was predicted that 3 million visitors would attend the Festival; this target was in fact reached on 18th September, and the final number will be well in excess of this by the time the Festival closes on 14th October.

---





#### FUTURE FESTIVALS

The next Garden Festival will be held in Stoke on Trent in 1986. The festival is being financed jointly by the Department of the Environment and the two local authorities, City of Stoke on Trent and Staffordshire County Council.

There are three possible sites for the 1989 Festival, Gateshead, Glasgow and Swansea, currently the subject of detailed feasibility studies.



B ALBERT DOCK WAREHOUSES

Situated at the northern end of the disused South Docks of Liverpool, the warehouses and associated buildings surrounding the Albert Dock comprise the largest collection of Grade 1 listed buildings in the country. A plan of the complex is attached. Despite their outstanding architectural merit the buildings had, until recently, lain idle and derelict for many years.

Merseyside Development Corporation purchased the Albert Dock complex from Mersey Docks and Harbour Company in May 1982. Since that time the dock basin has been dredged, removing the silt and returning the area to water, a full structural survey of the warehouses has been undertaken, and the Corporation has negotiated a joint venture with property developers (the Arrowcroft Group) to develop and market the site for new uses.

The Secretary of State for the Environment announced his approval to the project during his visit to Liverpool on 29 July 1983. The first phase consists of structural repairs, external treatment and provision of basic services undertaken by the Corporation together with refurbishment by the Arrowcroft Group of quayside/mezzanine levels for use as restaurants, boutiques, wine bars etc. Work is well advanced and, indeed, the first shop units opened for business this summer. The total cost of the first phase of the project is some £29 million.

Phase two provides for the subsequent development and marketing of the warehouses - using private sector capital and under Arrowcroft's management - for commercial and residential use. The official launching ceremony for the joint venture took place in September 1983. It is expected that total private investment in the project will be some £50 million.

Apart from the MDC/Arrowcroft venture, the northern part (Block D) of the warehouses is being developed as an extension to the County Council's Maritime Museum - this project is receiving additional support through the Urban Programme - whilst it is hoped that a "Tate in the North" art gallery will occupy part of



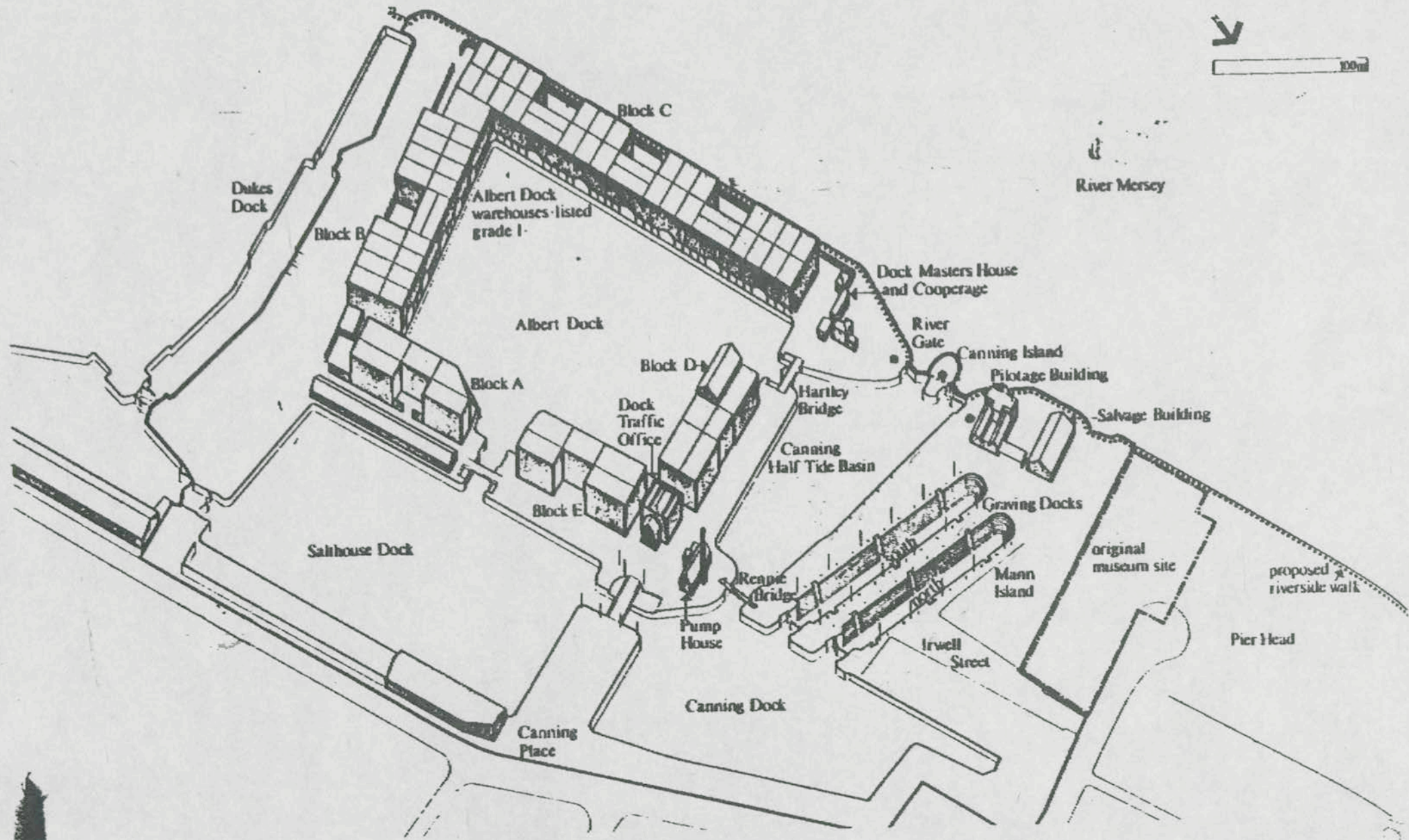


the western (Block C) warehouses. Granada TV are, at their own expense, currently converting the interior of the Dock Traffic Office to house an advanced news gathering centre.

It is envisaged that the Albert Dock Warehouses project will not only result in a massive environmental uplift to an outstanding conservation area and produce renewed economic activity but will provide the impetus for further private sector investment in the development of the whole South Docks area.



The Albert Dock and Mann Island areas







C RESTORATION OF THE WATER REGIME TO THE SOUTH DOCKS

The project to restore water to a large part of the docks system is a key element in the Corporation's strategy; it will provide an immediate and enduring improvement to the physical environment, permit water based activities and enhance the proposals for redevelopment.

The dredging of the Canning, Albert and Canning Half Tide Docks at the northern end of the system to a depth of about 18 feet (to provide a deep water regime) has been completed. The dock system from Salthouse to the south as far as Brunswick is to be dredged to about 9 feet to provide a shallow water regime, and work is well under way. The Canning river entrance gates came into operation this summer whilst construction of the Brunswick entrance will commence next year and be completed in 1987.

During the next twelve months the availability of some 65 acres of water space within seven dock basins will be marketed for water-based recreation and related marine activities which may include marinas, sailing, canoeing and wind surfing.

Restoration of a permanent water regime throughout the South Docks is expected to be completed in 1987 at a total cost of some £24 million, a less expensive exercise than the filling of these docks.





#### D. NEW ENTERPRISE WORKSHOP

This £1.3m project, sponsored by BAT Industries Ltd, to convert the South West Brunswick transit shed has been carried out in two phases. The first phase, involving conversion of 35,000 sq ft in units ranging from 50 - 2,500 sq ft, was primarily private sector funded but received financial support from MDC and the Department of Industry. The second phase, wholly funded by the private sector, converted a further 22,000 sq ft with the emphasis on units of 600 sq ft or less where demand is at its highest. There is now a total of 125 units.

The units, many of which are intended for people starting their own business are available on monthly licences, if required. BAT provide central business and support services. The average occupancy rate is 70%. Currently there are 300 people employed in the workshops with a further 300 working in firms which successfully established themselves there and have now expanded to larger premises (2/3rds of firms leaving the workshops have done so to expand).

BAT are also using the New Enterprise Workshops as the base for a project - receiving MSC and European Social Fund support - designed to develop business and entrepreneurial skills amongst the young unemployed in Toxteth.






E CURRENT MDC ISSUES

FUTURE OF THE GARDEN FESTIVAL SITE

The success of the Festival has led to a surge of feeling from local people, now joined by the City and County Councils, that the Festival should be retained. This is not practical; exhibits, hired equipment etc have to be returned, there are commitments to developers, and there would be substantial costs falling on the public sector instead of receipts from the disposal of land. MDC are therefore pressing ahead, with the encouragement of the Secretary of State, in marketing to housebuilders and other developers the northern half of the site in line with the long term proposals for the area. At the same time MDC are seeking to retain flexibility in dismantling the Festival, with the objective of preserving some of the best gardens for opening to the public next summer at least, to the extent that this is compatible with meeting the demand for development.

It has always been the intention that the southern half of the site, including the Festival Hall and the arena, should be retained as a permanent public leisure and recreational facility. MDC and the then Liberal controlled City Council signed an agreement in November 1982 whereby the Council would take on responsibility for this area early in 1985, converting the Festival Hall to a sports hall. However, the present City Council have made it clear that they do not regard this as a high priority. At a meeting with MDC and DOE officials on 4 September Councillor Byrne, the Chairman of the Council's Policy and Finance Committee, stated that the Council would require extra capital and revenue allocations sufficient to meet the great majority of their own priorities in the City before they would consider taking on the Festival site. As decisions on their 1985/86, allocations will not be made before the end of the year, the City's attitude is leading to damaging uncertainty. The Secretary of State therefore issued a statement





on 6 September effectively setting the City Council a deadline of the end of the year to decide whether they would accept their portion of the Festival site. This was mis-interpreted, probably wilfully, by City Council leaders as a refusal to grant them the resources they had requested. In fact, discussions on Liverpool's allocations for next year are continuing and will be announced, along with those for all other local authorities, later in the year. /IN CONFIDENCE: It is extremely unlikely that Liverpool's allocations will be sufficient to satisfy Councillor Byrne's criterion. If Liverpool do fail to honour their commitment to take on the site, MDC could continue to maintain it in the short term while seeking private sector involvement in a leisure-oriented development7.

#### TATE OF THE NORTH

The Tate Gallery have proposed the establishment of a gallery in part of the Albert Dock warehouses. Discussions have taken place on possible sources of funding of this scheme. While the Tate intend to raise part of the cost from private sources, substantial public sector funding would also be required. MDC have the financial powers to contribute to a development of this nature, and they are now engaged in detailed discussions with the Tate on the options. MDC will then decide whether they wish to give financial support to the scheme, and if so, whether they accord it sufficient priority to undertake it within their existing expenditure allocations. The project will need the approval of DOE and Treasury. /IN CONFIDENCE: Informal indications are that MDC will support the project within their expenditure allocations7.

#### POSSIBLE EXTENSION OF THE MDC AREA

MDC's existing area is relatively small (865 acres compared to the 8 square miles of the London Docklands Development Corporation). Since MDC's designation, the operations of the Port of Liverpool have continued to contract, and there is now a substantial disused area in the Liverpool North Docks. It will be important to avoid this area falling into dereliction,





as occurred with the South Docks in the 1970s. One way of avoiding this would be to give MDC the responsibility for this area to undertake the necessary maintenance and work towards future development. Reclamation and development would almost certainly be phased over a longer period and with much lower public expenditure than in the South Docks area. The issue will shortly be the subject of a submission to DOE Ministers.

#### WIRRAL LAND

There is a long-running dispute between MDC and the Mersey Docks and Harbour Company over the terms on which MDC might acquire MDHC land in the Wirral part of MDC's area. This dispute has meant that MDC have made comparatively little progress there. The essence of the dispute is that MDC wish to acquire the freehold, while MDHC are prepared to grant only a leasehold interest. The two parties are now considering a proposed compromise involving land exchange.



F VISIT TO INTERNATIONAL GARDEN FESTIVAL, 2 OCTOBER

1.00 Arrive Dingle Lane entrance. Walk to UK Government Pavilion via:

Gardeners Bazaar 32 chalet style shops grouped around colourful canopied area. Permanent 'shops' include official souvenirs as well as wide range of commercial units with horticultural themes or connections.

International Pavilion 350 square metres under glass for temperate, semi tropical and tropical displays. Includes exhibits from various countries including Singapore, Thailand and Australia as well as the City of Liverpool. Sponsored by Robinsons of Winchester and Pilkingtons.

INTERNATIONAL GARDENS

Holland Distinguished by glass houses and modern wind power generator. Concentrates on Dutch nursery business with close involvement of commercial interests.

Federal Republic of Germany The first international garden to be undertaken on the site. A walled garden with a brick footpath and a central pond.

Italy A formal Italian renaissance design featuring two smaller gardens and copies of fountain and temple from Rome.

Lunch in UK Government Pavilion.

Designed by Francis Machin with a landscape setting by Dame Sylvia Crowe featuring work by British sculptors. The greater part of the pavilion contains an exhibition entitled "Changing Places", the theme being the manipulation of landscape. The exhibition has been designed by Robin Wade Design Associates for the COI. The plant material within the pavilion is provided from the Royal Parks.

2.30 Walk to Fulwood Station via:

Model Forest A model forest built by the Forestry Commission at model railway scale representing an actual landscape of 7 square kilometres. Based on a section of the Dyfi Forest in North Wales, it contains over  $\frac{1}{4}$  million tiny trees.

Homes and Gardens A range of houses built by leading private companies - Barratt, Broseley Homes, Norwest Holst, Wimpey and Abbey National. After the Festival closes the houses will remain and form the first phase of the residential development planned for this part of the site.





#### TRAIN TO FESTIVAL HALL

The Miniature Railway is a 15" gauge using engines hired from the Romney Hythe and Dymchurch railway and coaches specially built and sponsored by National Westminster Bank.

The route includes views of:

Japanese Garden A strolling landscape garden typical of the Edo Era (17th Century). Main features include hill, stream and pond representing mountains, valleys and lakes. Buildings include an 'azumaja' for resting and viewing the pond.

Chinese Garden The only Royal Garden to be constructed outside China, features replicas of two ancient imperial buildings: the Quin Quan corridor and the Zhen Buan pavilion. Main pagoda built from sections shipped over from China and constructed by Chinese workmen using traditional methods.

Indian Garden A miniature example of a Mogul Garden in three terraces with a central water feature cascading down.

Water Feature A system of water and rocks constructed to represent the various stages of a river system. Designed by Derek Lovejoy and Partners after a national competition, it is 500 metres long and holds 10,000 cubic metres of fresh water.

#### FESTIVAL HALL

Exhibition hall and centre-piece of the Festival. Designed by Arup Associates of London, winners of a national competition. Steel vaulted superstructure clad with translucent polycarbonate; provides 80,000 sq ft of column-free floorspace. The two half-domes of the building feature the indoor shows. The central hall is largely devoted to permanent exhibitions including:

- British Telecom. An electronic office for the Festival.
- General Motors. Sponsors of the Hall.
- Post Office. Special features including urban renewal stamps.
- MDC exhibition of plans and projects.

Walk (or train if wet) to Herculaneum exit via:

#### INTERNATIONAL THEME GARDENS Including

Great Britain Designed by Ray Bird winner of a design competition sponsored by the Horticultural Trades Association to 'illustrate the national character and build upon the





British garden tradition.' Over 300 different kinds of plants used in a series of inter-connecting spaces showing the variety of British gardens. Includes a gazebo giving panoramic views of the site towards the river.

Australia Represents the range of Australian scenery from arid deserts to lush coastal vegetation. Recordings of native animals are played on site.

Belgium A circular bedding area dominated by a slatted rope swing bridge.

Spain Features an olive grove bounded by a dry stone wall.

Greece A symbolic garden drawing parallels between living plants and those from mythology.

Egypt Of Pharonic design including a replica of the Temple of Isis.

NATIONAL THEME GARDENS including

Scottish Garden Miniature highland landscape including woodland and upland locks. Includes pavilion displaying Scottish crafts, tourism etc. Financial support from Scottish Development Agency and local authorities.

Victorian Garden An attempt to evoke the atmosphere of a small pleasure of the sort which evolved in the more prosperous industrial towns during late Victorian times. Sponsored by Unilever.

Rose Garden A joint effort by the Royal National Rose Society and the Rose Growers Association including more than 5,000 roses. Sponsored by the Post Office.

Granada Television A garden studio from which numerous broadcasts have been made including the Gardener's Calendar Roadshow a regular feature throughout the summer.

Heather and Conifer Garden Designed and stocked by Blooms Nurseries one of the leading commercial growers who have done much to popularise those types of plants.

'Typhoo Tug' One of the many play areas around the Festival site to accommodate the large number of younger visitors. Sponsored by Cadbury Typhoo.

3.55 Depart by car from Herculaneum entrance for Albert Dock



MEETING WITH LIVERPOOL COUNCIL REPRESENTATIVES : HOUSING ISSUES

There can be no dispute that housing conditions on Council estates particularly in inner Liverpool and also on some outlying estates, are appalling. The current conditions are the legacy of unpopular high rise and high density buildings and totally inadequate and insensitive management and maintenance. Rents are high and the service to tenants is poor.

The issue is not whether there is a problem but how it should be tackled. The present Council take the view that all available resources should be concentrated on a major programme of physical works. The approach is dominated by municipal activity. Substantial demolition and major new Council house building is proposed. The private sector contribution and tenants views are largely ignored.

Liverpool's bid for Housing Capital Resources (HIC) for 1985/6 is £132.45m. £108m relates to new build refurbishment and repair of the public sector stock. The bid is unrealistic; the City does not have the capacity to sustain a programme of that size.

The allocation for 1984/5 was £38.5m. Estimated expenditure this year is £67m. This will be achieved by using to the full accumulated capital receipts. The Council does not intend to comply with the Government's call for voluntary restraint on the use of such receipts.

Line to take: The Prime Minister may wish to draw on the following points:

- i) clearly there is a problem. The issue is not whether conditions in the housing estates need to be improved, but how.
- ii) public expenditure must be carefully controlled and that includes housing and the urban programme. The City's approach is expensive. There is always a need to develop the most cost-effective approach.





- iii) demolition of stock should be a last resort. Other options including refurbishment; better maintenance, the potential private sector contribution should be considered first.
- iv) there is a need for the local authority to harness all available resources, public and private and the resourcefulness of the local community in tackling housing problems.
- v) physical improvements alone will not secure lasting benefits. There is an urgent need to improve management and maintenance. (Liverpool are known to be considering how to improve those services which they recognise are very poor.)
- vi) there are dangers in an approach rooted in municipal action. There are many examples on Merseyside and elsewhere on ways to improve Council housing which do not rely solely on the public sector. Many, such as Stockbridge Village, involve partnership between the public and private sectors. Community Refurbishment Schemes exemplify the provision of a much better service to tenants. Others meet people's aspirations for home ownership.
- vii) there are great advantages in providing people with a choice of tenure; the wish of many to own their own homes does not preclude the need for rented accommodation in the public sector. That provision must be carefully managed and where possible opportunities should be given to tenants to become involved in the management of their homes. The value of having a stake in your home whether it is rented or owned should not be under-estimated.



## BUDGET ISSUES

1. Liverpool's expenditure target for 1984/5 was £216m. After threatening to introduce a budget of about £261m whilst increasing rates by 9% (over 100% would have been needed to balance budget) the City Council finally agreed on one of £223 and a rates increase of 17%. The reduction was, for the most part, achieved by various accountancy and funding devices (many of them useable only once) rather than real cuts in expenditure. The Urban Programme was increased by £2.5m as part of the settlement; RSG and Targets were not.


2. Next year's provisional target is £222, an increase of 0.5% over the approved 1984/5 budget after technical adjustments. This infers a reduction of about 4% - 5% after inflation. There appears little likelihood Liverpool will achieve anything like this.

3. Notwithstanding their tight targets the City Council have made little effort to effect economies; 1984/5 expenditure is likely to outturn considerably higher than the budgeted figure (£223m) resulting in a deficit to carry over; and there are few reserves, funds or devices left to produce another artificially low budget. /In confidence: early indications are that next year's budget will fall somewhat between £250m and £260m/

4. The City Council's case for continuing to spend above target is that their Rate Support Grant assessments do not adequately reflect their needs and this is compounded by the setting of unrealistic targets and grant penalties. In fact Liverpool's assessments do reflect their difficulties. Their Grant Related Expenditure Assessment for 1984/5 is the 4th highest of any Metropolitan District and any grant losses have been a direct result of their decisions to spend above target.

5. The evidence available suggests that there are many areas where savings could be effected and efficiency improved without harm to basic services. (The annexed table compares Liverpool's





nit costs with the average for Metropolitan Districts). The following examples came out of the discussions held with officials during May and June:

- a) a study into improving the operation of the City Cleansing Department carried out in 1982 has yet to be implemented;
- b) the capacity of the Direct Labour Organisation exceeds that necessary to undertake the work it is able to win through competitive tendering and is widely criticised for inefficiency and poor workmanship;
- c) the Council does not have a policy for asset disposal;
- d) the Council has no policy to encourage early retirement or voluntary redundancy.

There is little sign that these or any other ideas have been seriously considered.

The following points are likely to be made by the City Council:

a The RSG/Targets system has consistently discriminated against Liverpool since its introduction. As a result the City has lost £120m

Line to take: This is not so. Liverpool has been treated like every other local authority. The intensity of its problems are reflected in its very high GRE assessment (2nd highest of all Met. Districts when County Council GRE taken into account). Any grant which has been lost is the result of the Council deciding to spend over target. This amount is nothing like the £120m claimed. /The latter figure is based on the assumption that grant should be fixed for all time at the level set for 1979/80.7

The Secretary of State is always prepared to consider proposals put to him for improving the system. But Liverpool can have no special favours.

b The recent Audit Commission Report supports Liverpool's claim

Line to take: The report is still being considered by the Secretary of State. He will respond in due course.

c The proportion of Rate Support Grant has fallen consistently over recent years. Local Government is being singled out for harsh treatment

Line to take: This is a trend the Government intends to continue. By shifting the burden away from the taxpayer and towards the



ratepayer local authorities' accountability to their local electorate is increased.

Controlling public expenditure is vital. Local Government must play its part.

d The City Council has no alternative but to increase budget in line with its spending requirements. It will not increase rates simply to replace Rate Support Grant lost as a result of inadequate Targets

Line to take: As was the case in 1984/5 the Government will not be blackmailed. The City Council has a duty to balance its budget, like every other local authority. The City Council's target for next year will be announced towards the end of this year. In the meantime any proposals which they make to the Secretary of State will be considered along with those from other local authorities.

e If it is not to exceed its Target the City Council will be forced to drastically cut services. It is not prepared to do this

Line to take: It is incumbent upon the Council to be as efficient as possible. To obtain for their ratepayers value for money. The evidence suggests that there are many areas where savings could be made without cuts in services. Why did Liverpool budget to spend almost three times more per head on environmental health, over 40% more per head on waste collection and 30% more per head on social services than the Metropolitan District average last year?

f The City Council is not prepared to cast employees on the dole simply to meet Government Targets

Line to take: High rate increases undermine the efforts of the private sector and thereby help to create unemployment. An efficient, cost-effective local authority will be of far more benefit in setting the right environment for real job creation than a wasteful one.



AIDE MEMOIRE FOR PRESS BRIEFING  
AFTER MEETING WITH COUNCIL.

HOUSING CONDITIONS

Condition on Council Estates in inner Liverpool and some outlying estates are appalling. It is a legacy of unpopular high density building and inadequate management and maintenance.

Solutions

Public expenditure must be controlled. The city's approach of substantial demolition and major municipal building is expensive. Council should look more to refurbishment and better maintenance. They should harness the resources of the public and private sector and of the local community. The partnership at Stockbridge Village does not rely solely on the public sector.

Opportunities should be given for more home ownership and tenants involvement in management.

BUDGET - THE COUNCIL MAY CLAIM THAT:

a) The RSG targets system discriminates against Liverpool

No; they are treated like all other authorities: - their GRE assessment is the second highest of all Met districts taking County Council GRE into account.

b) Audit Commission Report supports the City's claim

The report is still being considered by Secretary of State, he will respond in due course.

c) The proportion of RSG has fallen over the years

This is to shift the burden from the taxpayer to the rate-payer and thus increase the accountability of authorities to their electorate.

d) The Council must increase its budget - it will not increase its rates to allow for inadequate RSG

The City has a duty to balance its budget like all authorities.

e) The City will not cast employees on the dole to meet Government targets

High rate increases undermine the efforts of the private sector and thereby help create unemployment. An efficient authority sets the right environment for real job creation.



f) The Council is not prepared to cut services dramatically

It is incumbent upon the council to be efficient and to obtain value for money for their ratepayers. There are many areas where savings could be made:

1. Liverpool have budgeted to spend 3 x more per head on environmental health;
- and 2. 40% more per head on waste collection
- and 3. 30% more per head on social services  
than the Met district average last year

#### EFFICIENCY

The Council could be reminded that

- a) A study into improving the operation of the City Cleansing Department carried out in 1982 has yet to be implemented.
- b) The capacity of the Direct Labour Organisation exceeds that necessary to undertake the work it is able to win through competitive tendering and is widely criticised for inefficiency and poor workmanship.
- c) The Council does not have a policy for asset disposal.
- d) The Council has no policy to encourage early retirement or voluntary redundancy.

There is little sign that these or any other ideas have been seriously considered.



LIVERPOOL

UNIT COST STATISTICS 1983/4 (BUDGET)

Net cost per head (except where stated)	Average Met. Districts	Liverpool (£)	% + -
All Services	397.25	499.4	+ 25.7%
Education - Primary & Nursery gross cost per pupil	709	810	+ 14.2%
- Secondary gross cost per pupil	947	1063	+ 12.2%
All education net cost	245.46	272	+ 10.8%
Personal Social Services	52.39	68.14	+ 30.1%
Housing: Maintenance cost per dwelling per week	5.16	4.45	- 13.7%
Libraries	7.0	9.3	+ 32.8%
Planning	2.83	2.64	- 6.7%
Recreation	11.6	15.41	+ 32.8%
Environmental Health	7.47	21.99	+194.4%
Refuse Collection	8.38	12.00	+ 43%

Source: CIPFA Local Government Competitive Statistics 1984





MEETING WITH CITY COUNCIL

Alfred Stocks, Chief Executive: Chief Executive since 1973 and immediate past-President of the Society of Local Authority Chief Executives. Joined Liverpool City in 1951, appointed Deputy Town Clerk in 1969. Wise and articulate, but in the Town Clerk tradition, not a Chief Executive.



N.B There is now no  
separate meeting. You  
will be able to talk to  
them over lunch.

9)  
Part VI

MS.

MEETING WITH BISHOPS

The Prime Minister will recall meeting the Bishop and Archbishop of Liverpool on 1st February this year for a private discussion about Merseyside.

The Bishop referred to people in the inner-city parishes who felt alienated, had little part in deciding their own destiny, and who felt also that unemployment was permanent and would not be eased by national efforts. The Bishop himself said that Government schemes such as YTS and the Community Programme were dwarfed by the scale of the problem.

The Archbishop added his dismay that the city council were taking over housing plans being developed on a self help basis. [The Prime Minister will see an example of a successful housing co-operative scheme in the early part of the day.]

The Archbishop also praised the County Council as an able and unifying force which people did not wish to see abolished. Joint Boards involving district councils would find it hard to rise above sectarian interests.

The Archbishop also welcomed the (then) prospect of a Freeport as an economic benefit and a vote of confidence.

The Prime Minister expressed concern about the doctrinaire nature of the city council's decisions and said that support for the County was really a measure of the city's failure to take a proper lead in the area.

The Prime Minister added that even if Merseyside had to live with unemployment for the foreseeable future much could and should be done to improve the physical environment.





The Bishop later wrote a personal letter to the Secretary of State and described movingly the plight of parishioners facing long term unemployment. He described also a week-end forum held in February when the Archbishop of Canterbury's Commission on Urban Priority Areas visited Merseyside. The forum stressed again:

the financial and social problems of unemployment;  
the problems of funding voluntary bodies;  
the effects on those left behind of the 'mobility of the self confident';  
the need to press harder for industry to invest in Merseyside;  
the need, (despite industry's reduced requirement for manpower) for people to be able to contribute to society and to receive a reasonable wage for it.

The Prime Minister and Secretary of State wrote expressing their deep concern and their gratitude to the Bishop for providing an insight into Merseysiders' personal problems.





Toxteth

1. The Chief Constable's continuing community policing experiment has done a great deal to improve relations between the police and the local black community. The scale of housing improvement in the area is considerable and better training schemes for local young people have been set up under YTS. The rate of unemployment remains high, particularly for younger people, and that represents an underlying and continuing cause for concern. There is no current evidence, however, that a further severe breakdown in law and order can be expected.

Local Government

2. The pressure to retain the County derives from the view that Merseyside's longstanding economic problems mean that one body is required to speak for Merseyside and the County fulfils that role. Second, there is local concern about the approach of Liverpool City Council and whether the necessary co-operation would be achieved at District level given Liverpool's extreme political stance.

Government Assistance to Merseyside

3. Substantial support is being given to the area to make it attractive to investors. Much effort is being devoted to the removal of eyesores, regenerating derelict land, refurbishment of buildings, and to encourage private investment.

Education

4. Statutory proposals for rationalising county secondary schools have been approved by the Secretary of State. These proposals reduce the number of schools (most of which are comprehensive) from 27 to 18. The proposed schools would be 11-18 neighbourhood comprehensives. The proposals would secure significant revenue savings. There is considerable local controversy about these proposals on the grounds that good schools would not be preserved, parental choice would be limited, and that there would be insufficient provision for single sex education.

The proposals are to come into effect next September.

Manpower Services Commission: Community Programme

5. The Bishop is Chairman of the MSC Area Board which advises the MSC on proposed projects.

The national C.P. budget for 1984/85 is £571.2 Million. Locally, quality proposals currently seem to be matching the allocated provisions. However, the situation is fluid and it may not be too surprising to discover demand outstripping available places.





### Industrial Image

6. Whilst there are very many Merseyside companies where industrial relations and productivity are good, great efforts still have to be made before Merseyside overcomes what is its perceived image to many outside the area.

At the present time an illegal sit-in in defiance of a High Court ruling of the only 2 vessels left at Cammell Laird has brought the shipyard to a standstill and is quite damaging its prospects of attracting new work.

During the recent disputes in the docks Liverpool was brought to a standstill on each occasion and there are already reports of trade being lost to those ports which managed to operate normally. This loss of trade will do much to damage the position of the Mersey Docks and Harbour Co which with the aid of Government assistance is once again trading profitably.

### Coal Dispute

7. On 23 September the Archbishop said that the dispute should not be seen as the intransigence of 2 men but as a symptom of the failure of society to come to terms with the post industrial age. He referred to the effects on whole communities of industries judged no longer effective or economic. The Church has a responsibility to try to create an atmosphere in which reconciliation can take place.



## MEETING WITH ARCHBISHOP AND BISHOP

## ARCHBISHOP OF LIVERPOOL (RC)

Most Reverend Derek John Horford Warlock (64)

Archbishop of Liverpool since 1976. Educated St Edmunds College, Ware, Herts and ordained RC priest 1944. Private Secretary to Archbishop of Westminster 1945-64. Bishop of Portsmouth 1965-76. Member of the Synod Council 1976-77 and of the Holy See's Council and Committee for the Family from 1977-83. English delegate to the International Synod of Bishops 1974, 77, 80 and 83.

## BISHOP OF LIVERPOOL

Rt Reverend David Stuart Sheppard (55) Bishop of Liverpool since 1975. Educated Sherborne; Cambridge (MA) Ridley Hall Theological College. County cricketer with Sussex 1947-62 (Captain 1953). Played 22 times for England 1950-63 (Captain 1954). Warden Mayflower Family Centre Canning Town 1957-69 Bishop Suffragan of Woolwich 1969-75





BIOGRAPHICAL DETAILS

*MF*

The following annexes contain lists of those who will be introduced at each of the venues:-

- Annex 1 Housing Tour
- Annex 2 Wavertree Technology Park
- Annex 3 Meeting with the City Council
- Annex 4 Lunch at the IGF
- Annex 5 Meeting with Archbishop and Bishop of Liverpool

7



HOUSING TOUR

The people who will meet the Prime Minister during the course of the Housing Tour are:

i) Grafton Crescent Housing Co-op.

Sophie Krajewska, Area Manager for Cooperative Development Services (CDS), the Housing Association which assisted the Co-op with its plans.

Mick Ryan Secretary to the Co-op and Jimmy Pettit Treasurer to the Co-op. Both are residents.

Paul Lusk CDS Development Officer.

ii) Minster Court.

James Keery, Managing Director Barratt Urban Renewals (Northern) Ltd.



## WAVERTREE TECHNOLOGY PARK

## 1. Sir John Clark (Chairman)

Age 58, Chairman and Chief Executive, Plessey plc, since 1970. Educated Harrow and Cambridge. Has been associated with Plessey since 1949 and been involved with various subsidiaries within the group. Director Banque Nationale de Paris, Vice President of Institute of Work Managers and Engineering Employers Federation.

## 2. Leader, Merseyside County Council

Councillor Keva Coombes, Leader since March 1982. Aged 34, Solicitor (formally partner) in Liverpool practice. Born in Kent, educated University of East Anglia. Resident in Liverpool since 1971. Liverpool City Councillor 1976-80. Merseyside County Councillor from 1981. Chairman of Passenger Transport Committee 1981/82, heavily involved in reducing transport fares. Elected Leader in March 1982 when previous Leader (Councillor Stuart-Cole) resigned during lead up to budget 1982/83. Not very forceful in private company though is capable of making rousing political speech. Appears to be soft left.

## 3. Leader, Liverpool City Council

Councillor John Hamilton, Retired Liverpool Schoolmaster. Served on City Council since 1959. Said to be in the hands of the left wing.

## 4. Chief Executive, English Estates

Tony Pender. Age 42. Since qualifying as a chartered surveyor in 1964 has had a career in the public service. Appointed Chief Executive of English Estates in 1979.

## 5. Geoffrey Forshaw (Chief Executive)

Age 61. Whole life devoted to telecommunications manufacturing industry with extensive home and overseas experience. From 1973 has held various staff positions within the H.Q. function of Plessey Telecommunications, culminating in the post of Director of Technology.



## LUNCH AT THE INTERNATIONAL GARDEN FESTIVAL

- Sir Leslie Young Chairman of MDC until the end of October. He succeeded Sir Frank Price as Chairman of the British Waterways Board on 1 July this year. A successful Merseyside businessman, Chairman of J Bibby & Sons.
- Mr Donald Forster Will succeed Sir Leslie Young as Chairman of MDC from 1 November. Currently Chairman of Runcorn and Warrington Development Corporation, Chairman and Managing Director of the family textile firm in Leigh, Lancs.
- Lord Aberconway Commissioner General for the Festival. The Government's representative in dealings with other countries. Long-serving President of the Royal Horticultural Society.
- Basil Bean Chief Executive of MDC. Previously General Manager of Northampton New Town. Has shouldered the major organisational burden of the Festival.
- Alfred Stocks,  
Chief Executive Chief Executive since 1973 and immediate past-President of the Society of Local Authority Chief Executives. Joined Liverpool City in 1951, appointed Deputy Town Clerk in 1969. Wise and articulate, but in the Town Clerk tradition, not a Chief Executive.
- Sir John Clark Age 58, Chairman and Chief Executive, Plessey plc, since 1970. Educated Harrow and Cambridge. Has been associated with Plessey since 1949 and been involved with various subsidiaries within the group. Director Banque Nationale de Paris, Vice President of Institute of Work Managers and Engineering Employers Federation.
- Archbishop of  
Liverpool (RC) Most Reverend Derek John Harford Warlock (64). Archbishop of Liverpool since 1976. Educated St Edmunds College, Ware, Herts and ordained RC priest 1944. Private Secretary to Archbishop of Westminster 1945-64. Bishop of Portsmouth 1965-76. Member of the Synod Council 1976-77 and of the Holy See's Council and Committee for the Family from 1977-83. English delegate to the International Synod of Bishops 1974, 77, 80 and 83.
- Bishop of  
Liverpool Rt Reverend David Stuart Sheppard (55) Bishop of Liverpool since 1975. Educated Sherborne; Cambridge (MA) Ridley Hall Theological College. County cricketer with Sussex 1947-62 (Captain 1953). Played 22 times for England 1950-63 (Captain





1954). Warden Mayflower Family Centre Canning  
Town 1957-69 Bishop Suffragan of Woolwich  
1969-75.

Leonard V. Eppel  
FSVA

Chairman and founder of the Arrowcroft Group.  
Mr. Eppel has been a well known figure in the  
property world for 30 years.

The Arrowcroft Group specialise in town centre  
developments in areas of architectural sensitivity.

Barry Marsh

New Chairman of Merseyside Chamber of Commerce  
and senior partner in Mace & Jones (Solicitors)  
Liverpool. Specialist in industrial and  
commercial law and former lecturer at Liverpool  
University. Member of Solicitors Disciplinary  
Tribunal.

Ray O'Brien Chief Executive Merseyside County Council and Cllr Shaw  
the County Chairman were also invited to attend but we are told they  
will have to decline because of Council business. Cllr Hugh Dalton,  
Chairman of Liverpool City Council, has also been invited to the  
lunch but it is not yet known whether he will attend.