

*Foresighting
the Liverpool city-region
to 2065*

*RSA winter conference
27th November 2014*



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1. Intro & Project Partners

2. Fore-sighting processes

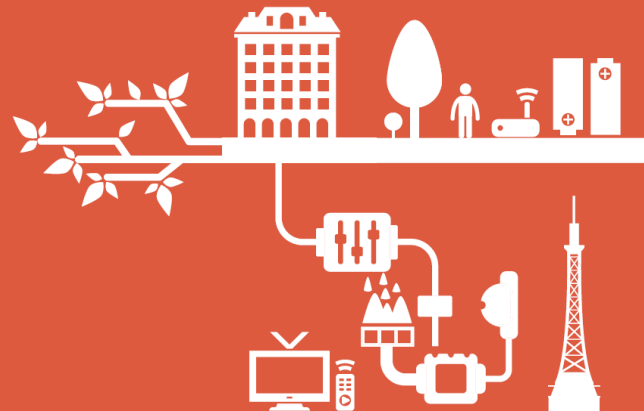
3. Approach: analysis –futures-participation

Data Deep Dive

“Past of the Future” policy review

Digital Delphi – Ideas Bank

4. Reflections on project so far





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Liverpool
City Council

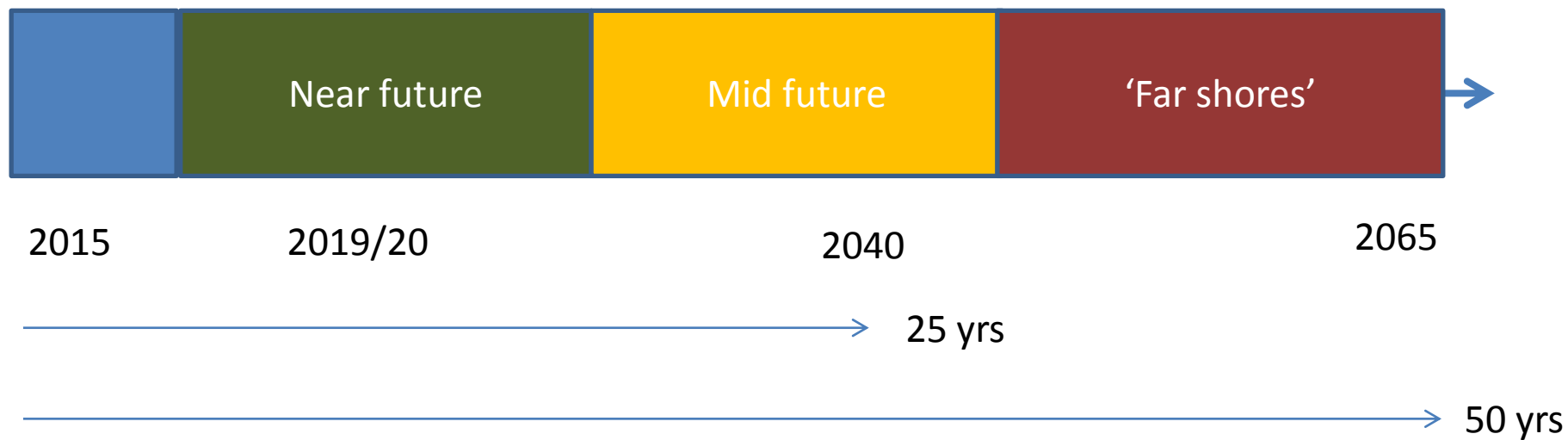
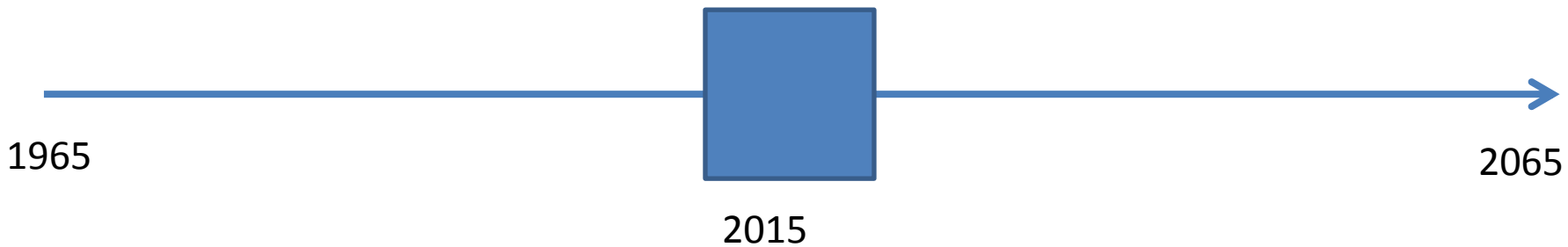


Liverpool City Region
Local Enterprise Partnership



Government
Office for Science

 **Foresight**



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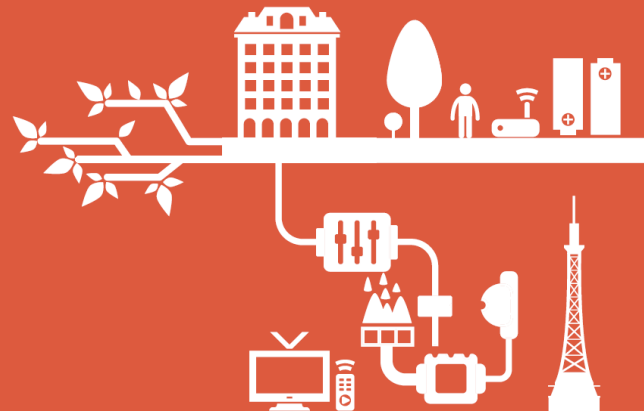
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“Foresighting” refers to a set of activities concerning the ways in which what is known can be operationalised for strategic decision-making.”

“Foresight brings together key agents of change and various sources of knowledge in order to develop strategic visions and anticipatory intelligence.

It examines long-term futures with more of a holistic analysis than is typical in conventional forecasting activities, and with greater links to **action** and wider **participation**...

(Nugroho & Saritas et al. 2009).



Analysis: reviewing a broad range of economic, social, cultural and technological trends that have shaped the recent past, the present and are likely to shape the future

Futures: combining quantitative methods of forecasting and modelling with qualitative methods of forward thinking, horizon scanning and scenario development

Participation: encouraging dialogue on the future through structured workshops and focusing ideas by using scenarios and visualisations.



Fore-sighting processes – the Foresight Prospectus

Thinking together : seeing like a network

The possibilities for Cognitive Surplus and

Collective leadership in Place-based networks

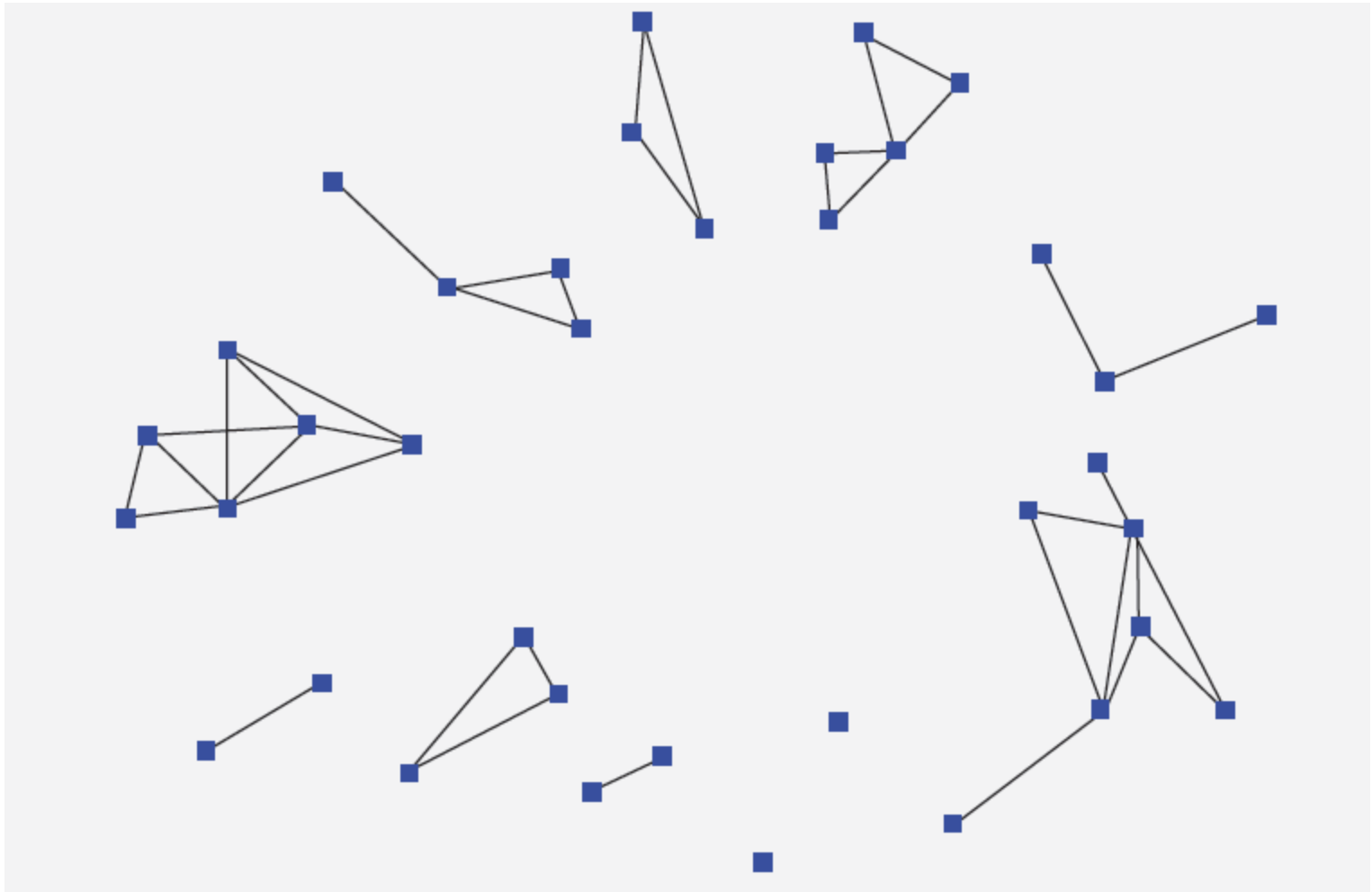
*not only “total place” but synoptic place-based
foresighting*

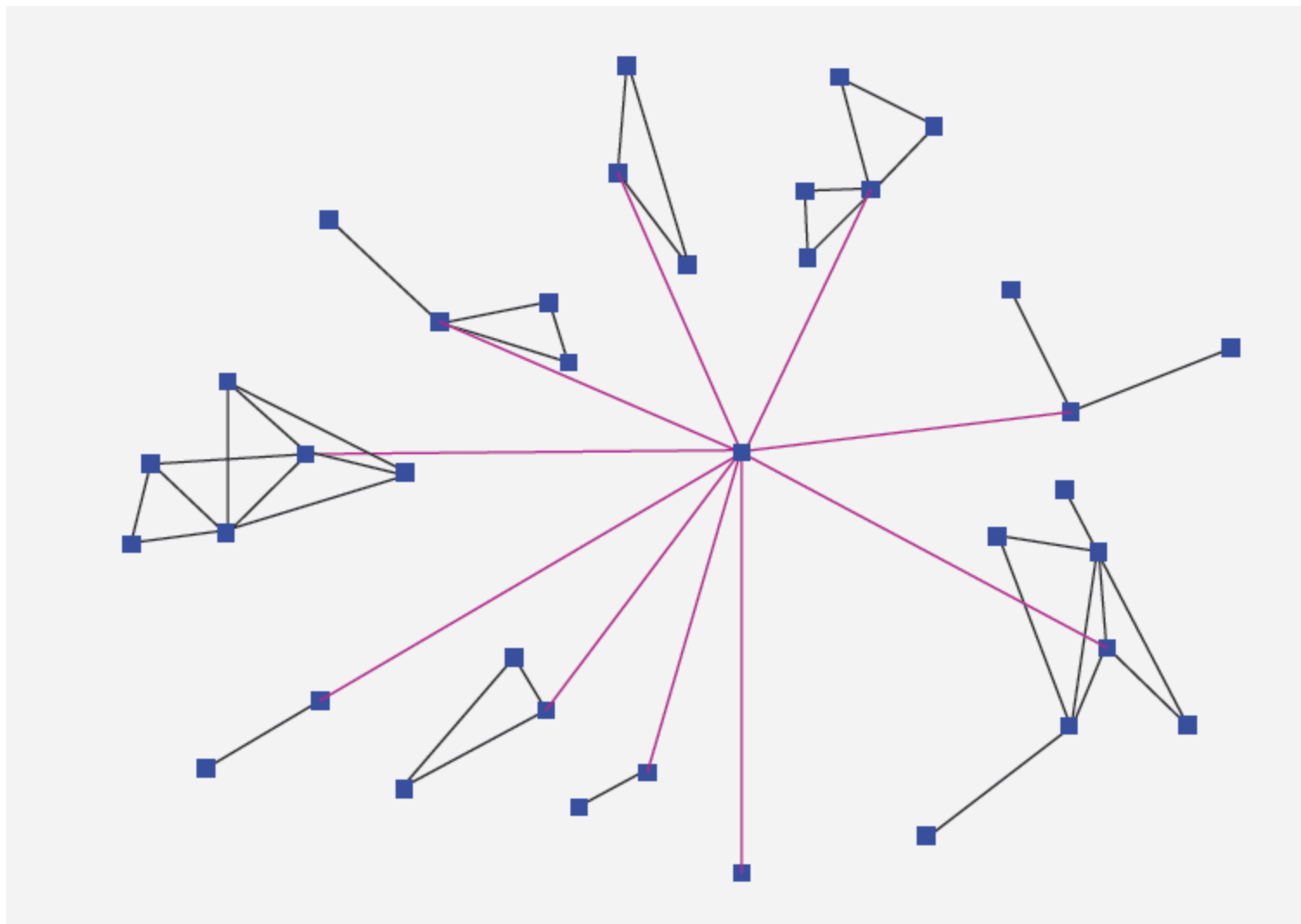


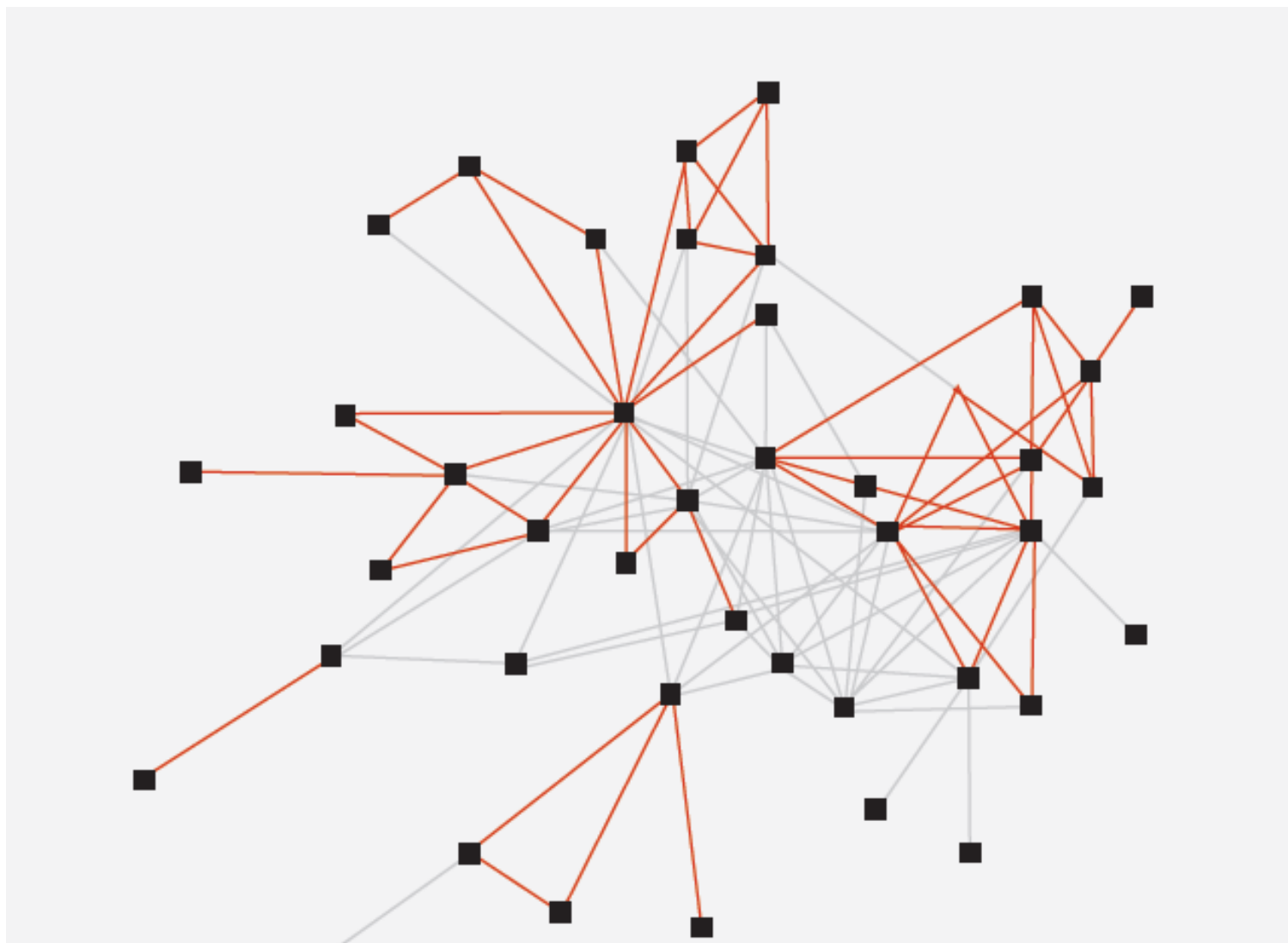


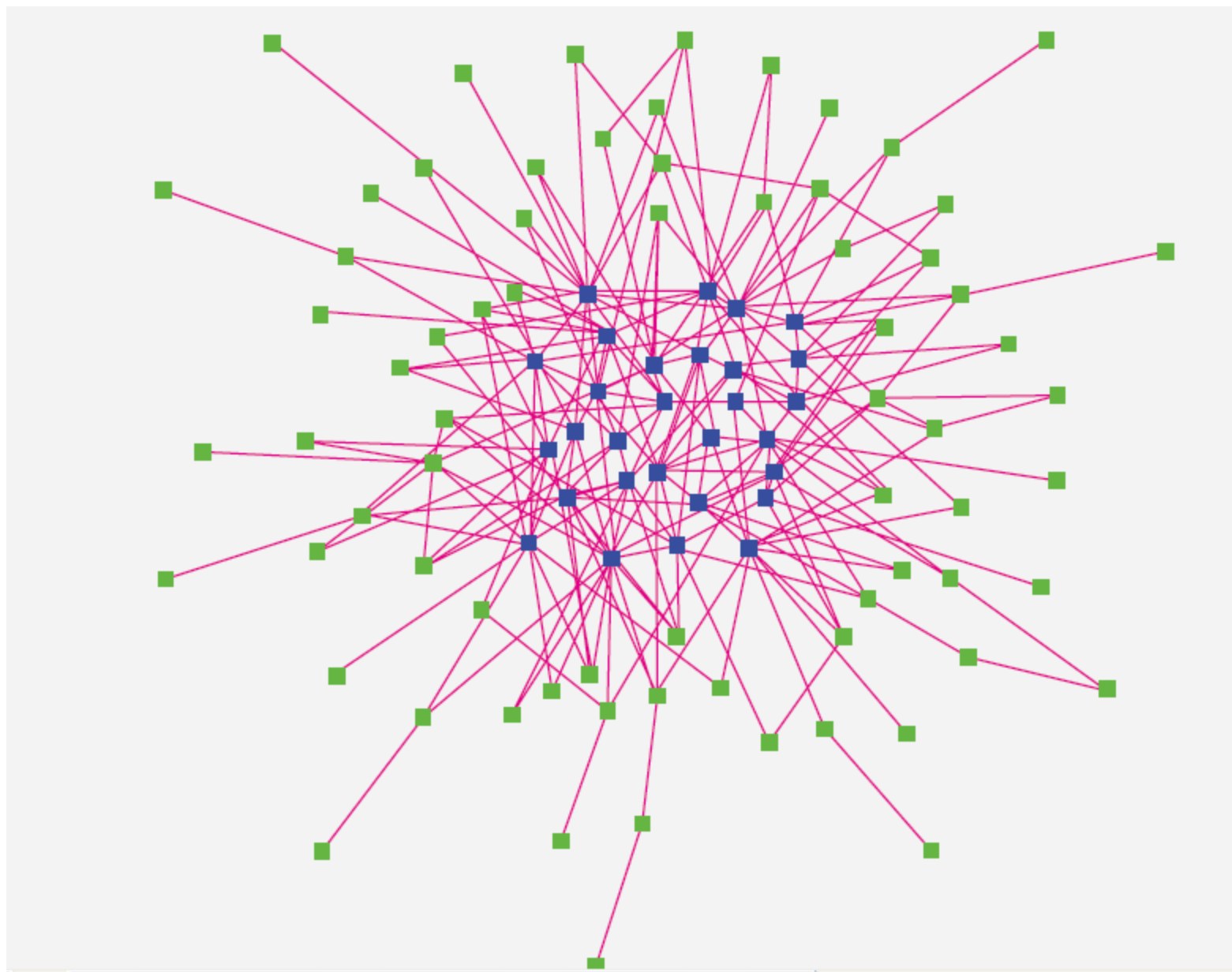
Seeing Like a Network

Don't call it threat modeling











VUCA serves to enhance the strategic significance of VUCA foresight and insight as well as the behaviour of groups and individuals in organizations.

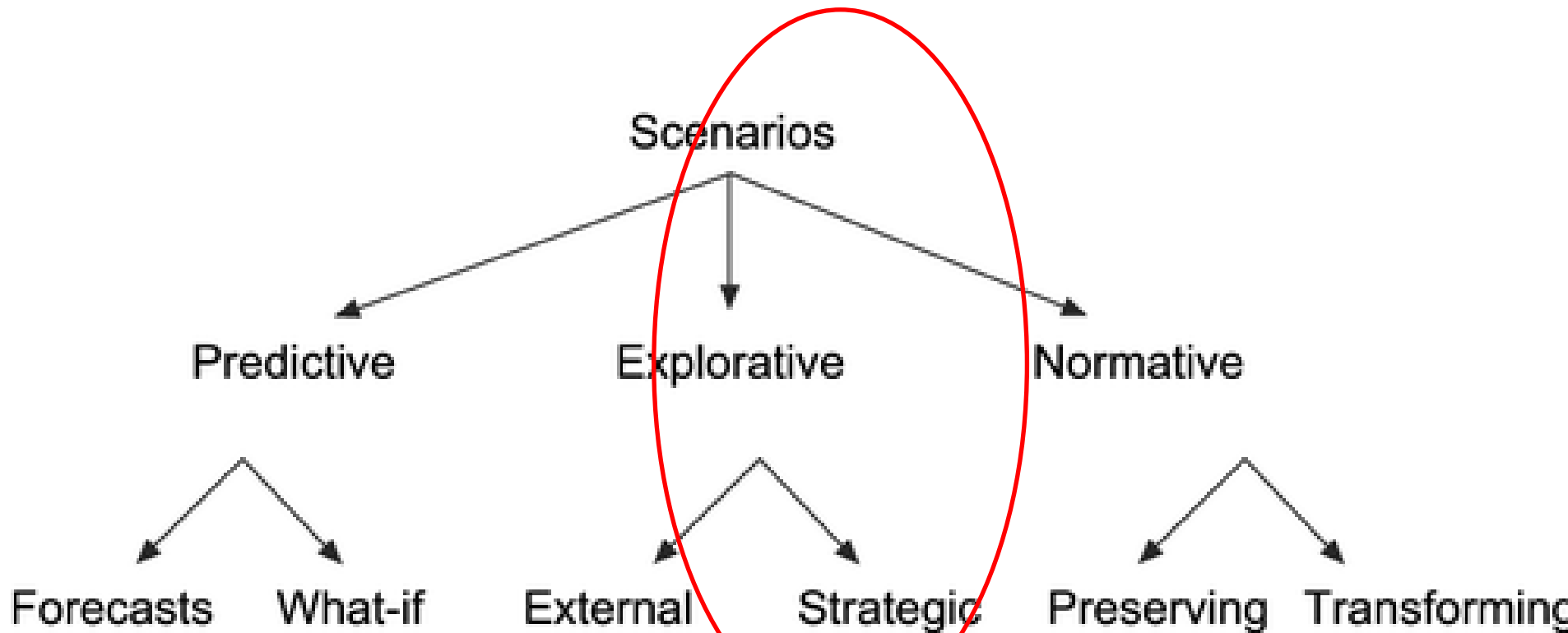
V = Volatility. The nature and dynamics of change, and the nature and speed of change forces and change catalysts.

U = Uncertainty. The lack of predictability, the prospects for surprise, and the sense of awareness and understanding of issues and events.

C = Complexity. The multiplex of forces, the confounding of issues and the chaos and confusion that surround an organization.

A = Ambiguity. The haziness of reality, the potential for misreads, and the mixed meanings of conditions; cause-and-effect confusion.

Future scenarios



Source: Börjeson *et al.* (in press, p. 3)

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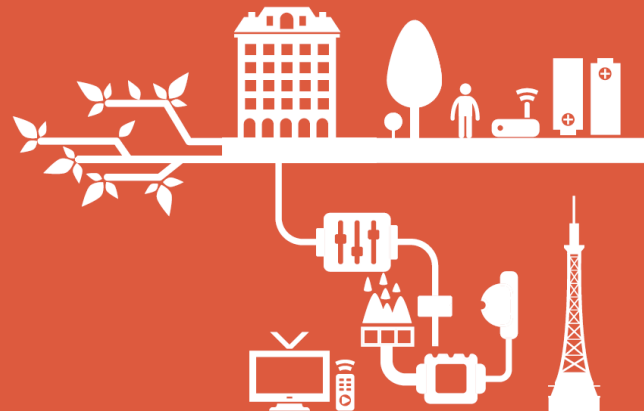
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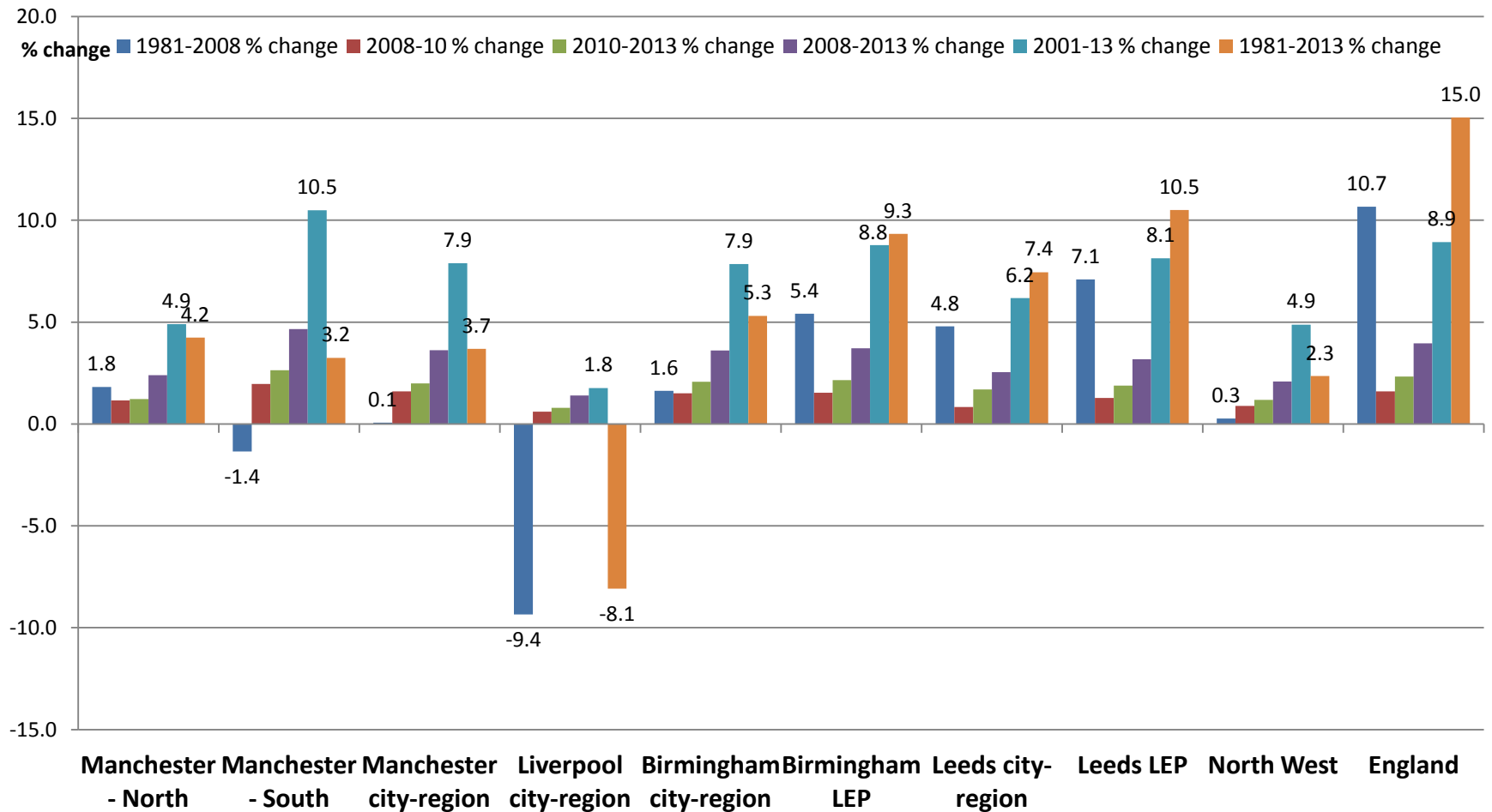
Structure

- Recent performance in population, output (GVA) and employment: pre and post-recession – comparisons nationally and with Greater Manchester, Birmingham and Leeds
- Oxford Economics 10-year city-region forecasts for population, GVA and employment
- Current situation in terms of local government expenditure cuts, employment, unemployment, benefits, housing stock, exporting, FDI, skills, property, enterprise, workforce projections - comparisons nationally and with Greater Manchester

POPULATION

- LCR population decline 1981-2013 and, notably, 1981-2008
- Manchester South also had population decline 1981-2008 - but only at one seventh LCR rate
- population recovery 2001-13 in all – but more so in Manchester, Manchester South, Birmingham & Leeds

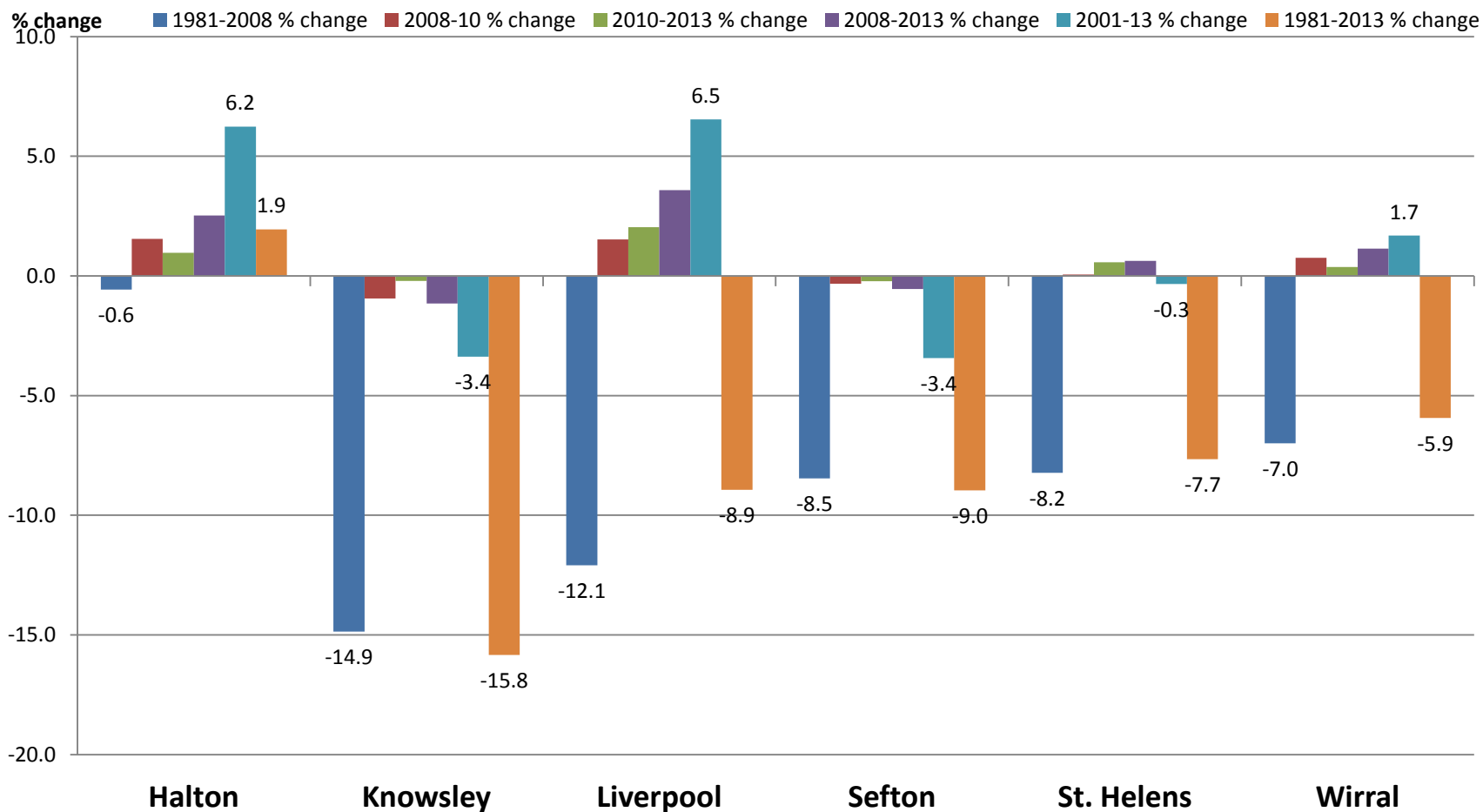
Mid-Year Population Estimates, 1981-2013



POPULATION: LIVERPOOL CITY REGION

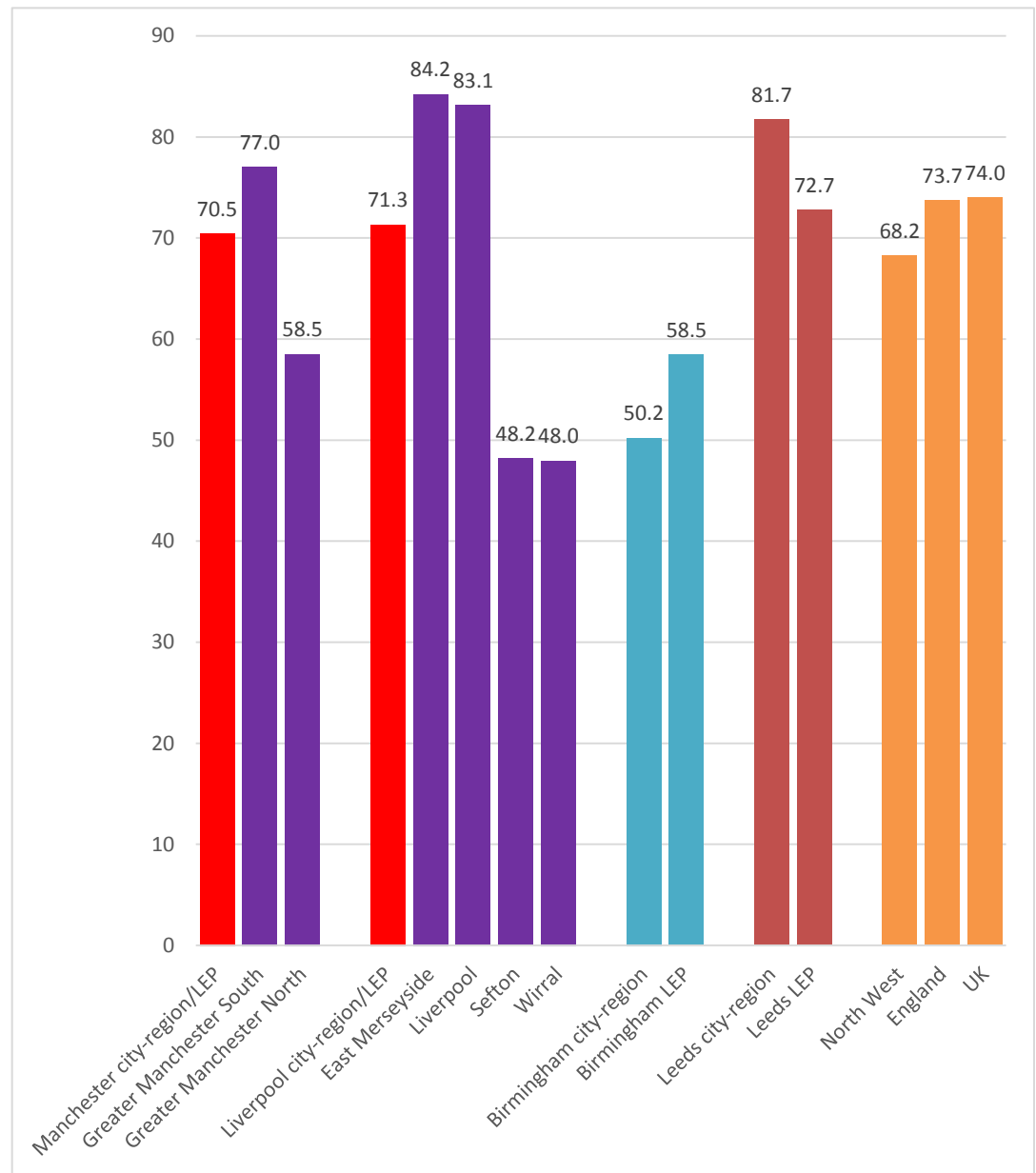
- Knowsley – product of post-war population dispersal (the ‘outer estates’) most severely affected by population decline
- Liverpool and Halton strongest performances 2001-2013

Mid-Year Population Estimates, Liverpool City-region LAs, 1981-2013



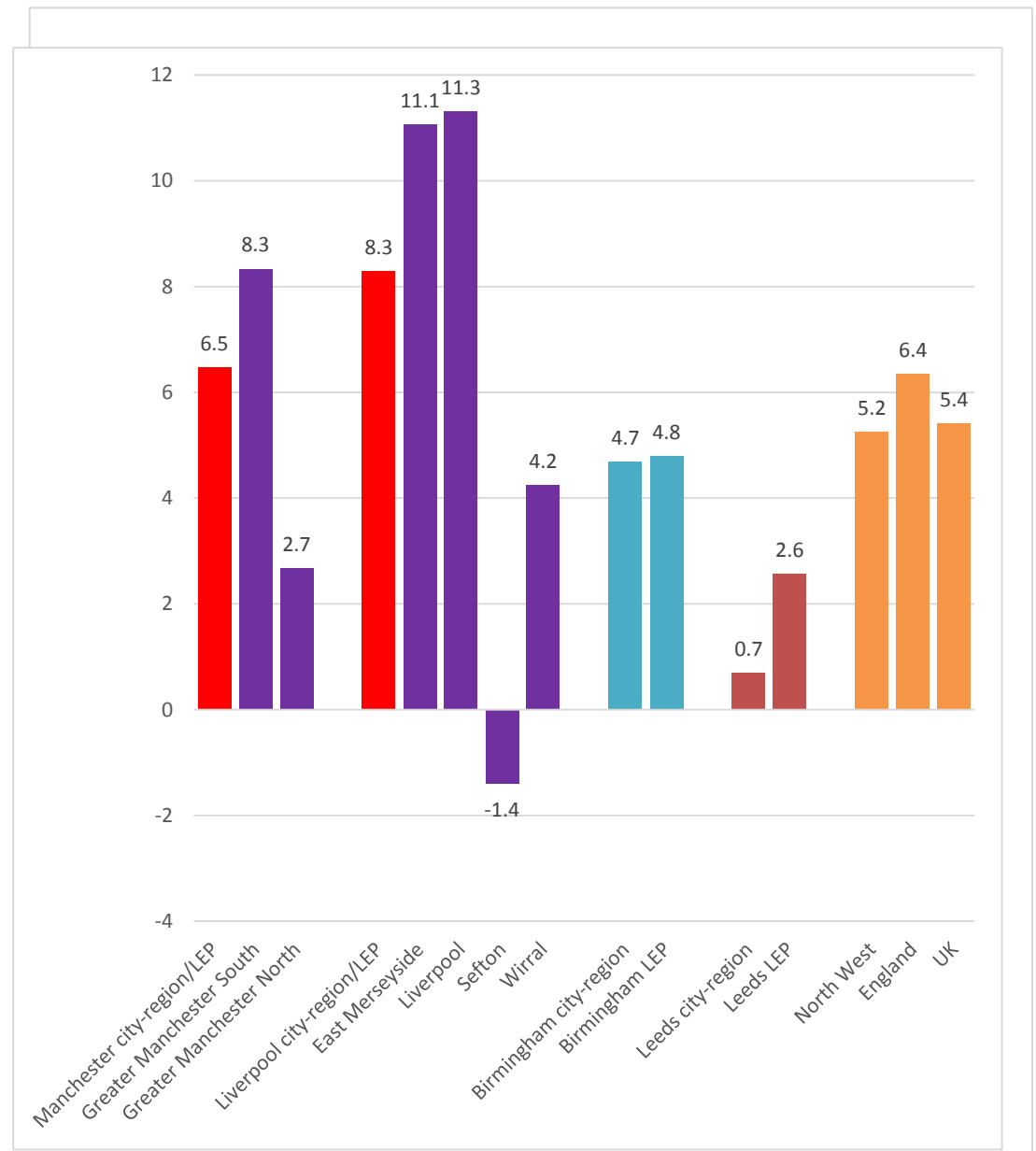
Total GVA, % change, 1997-2008 - growth years

- strong growth – above national – in East Merseyside (Halton, Knowsley & Wirral) and Liverpool
- above national growth in Greater Manchester South & Leeds City-region
- below national growth in Sefton and Wirral in Liverpool city-region and Greater Manchester North
- below national growth in both Birmingham city-region & Birmingham LEP



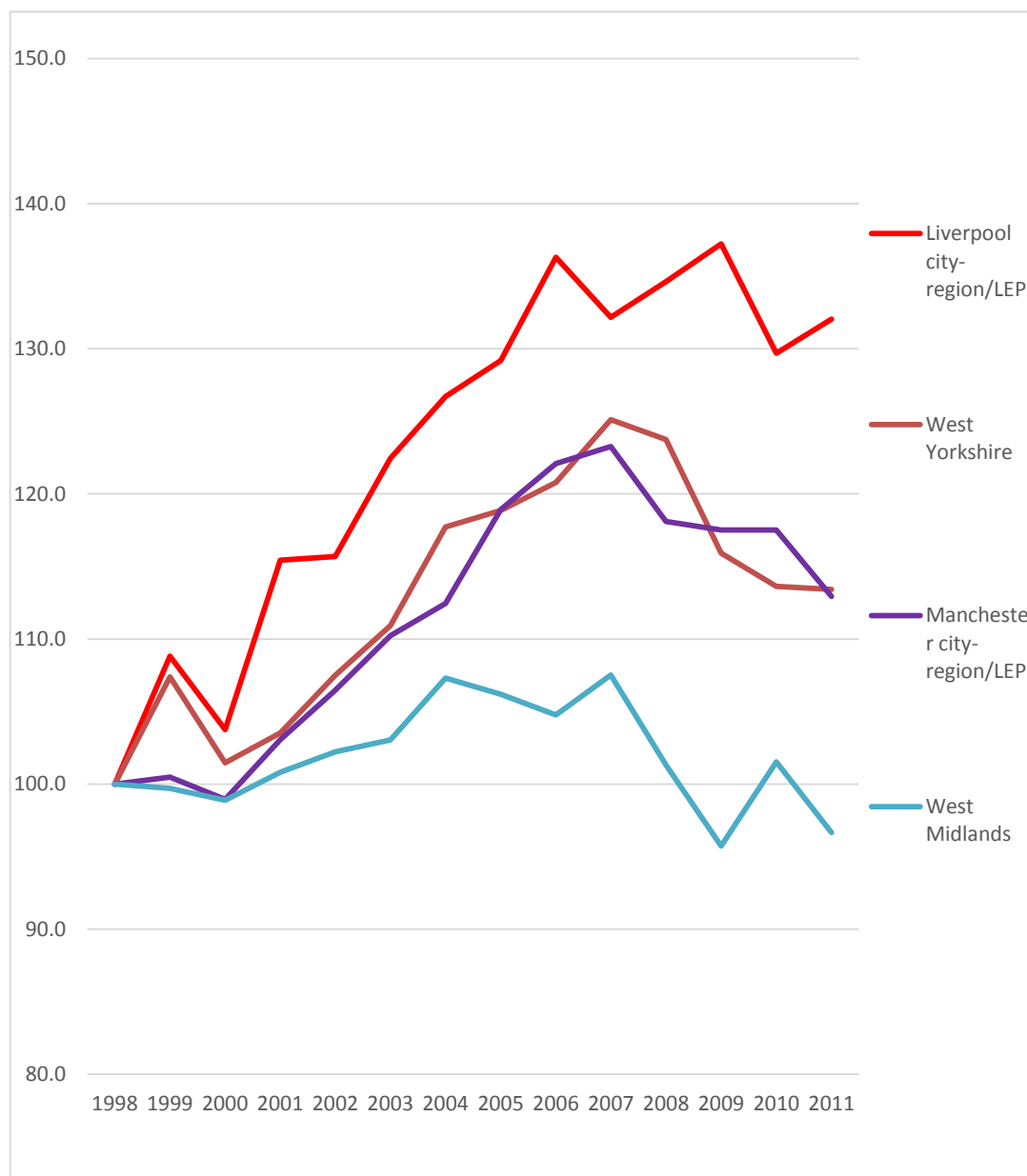
Total GVA, % change, 2008-2012 – recession & austerity

- GVA in all but Sefton grew through recession
- Liverpool city-region as a whole, East Merseyside & Liverpool grew above national
- Greater Manchester and Greater Manchester South also above national
- But both Birmingham & Leeds below national



Index of Real Total GVA for All Industries, 1998-2011, where 1998=100

- relatively strong performance of Liverpool city-region stands out – especially early 2000's
- all affected by recession but Liverpool relatively less
- West Midlands particularly badly affected by recession, with total GVA in both 2009 and 2011 actually below 1998 level – a 'double dip'



Real Total GVA in recession & austerity – by industry

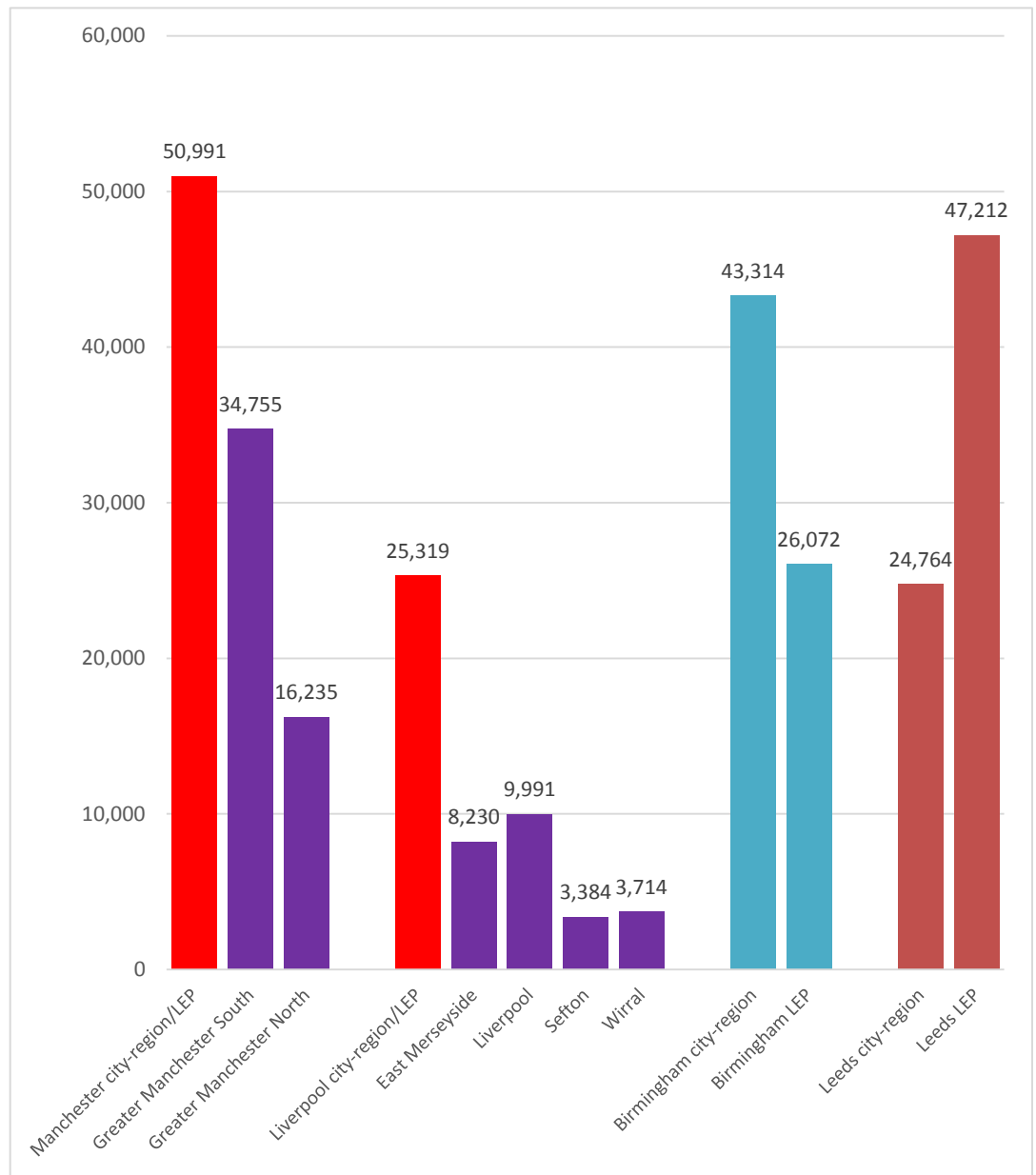
- decline across agriculture, production and manufacturing
- exceptions:
 - Liverpool city-region on mining & quarrying
 - Liverpool city-region, West Midlands and West Yorkshire on pharmaceuticals
 - Liverpool city-region on construction
 - Manchester city-region on computers, electronics & optical

Real Total GVA in recession & austerity – by industry

- service sector growth –notably Liverpool city-region in:
 - Information & communication (call centres?), admin & support services, other services, wholesale & retail, real estate

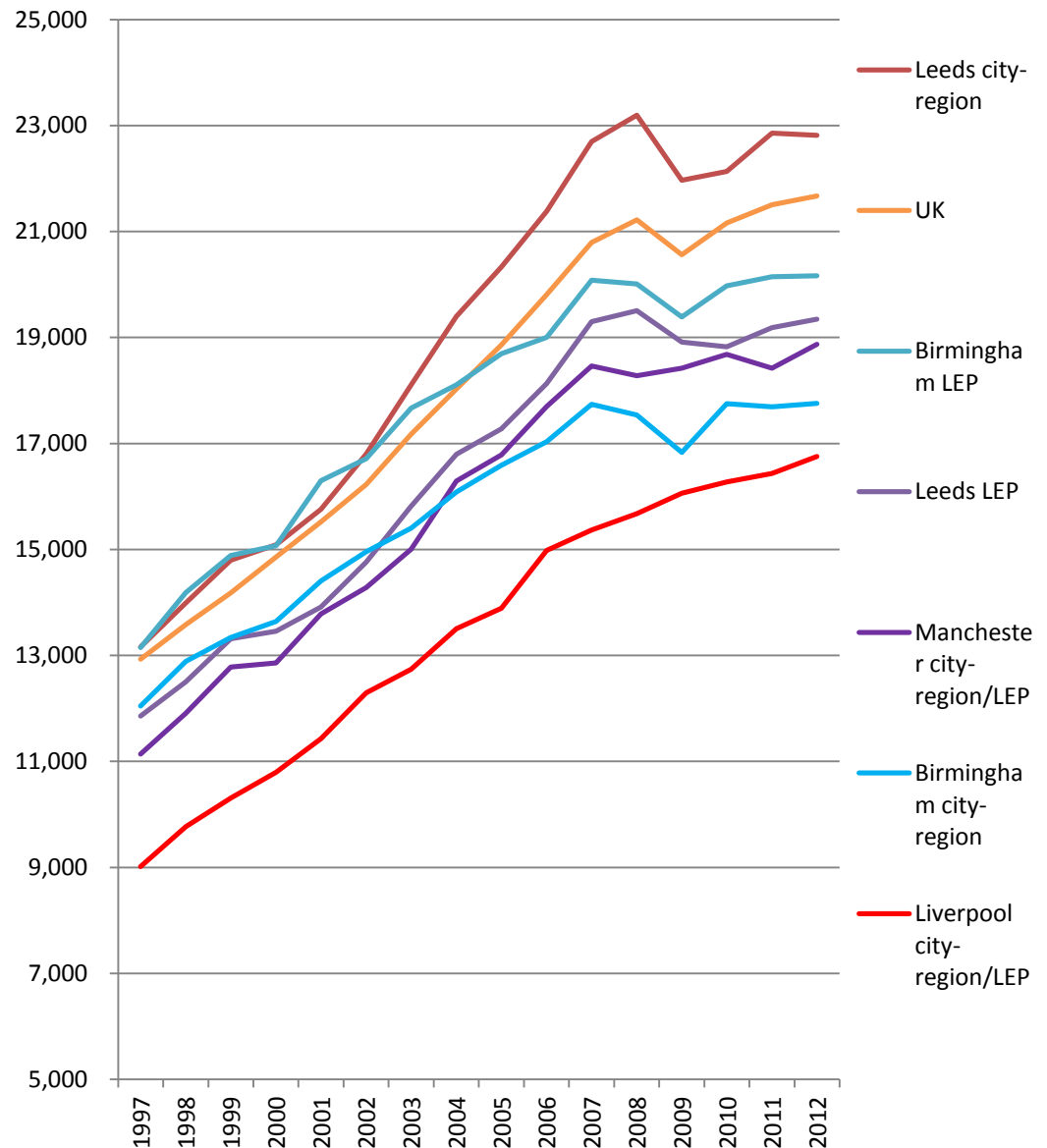
Total GVA, £millions, 2012

- Liverpool city-region's total GVA in 2012 only half that of Greater Manchester's
- ...and below Birmingham's
- ...but on par with Leeds city-region's
- ...albeit well below Leeds LEP area area



GVA per capita, £s, 1997-2012

- although GVA per capita growing strongly in Liverpool city-region over growth and recession
- ...levels still below all comparators
- ...but closing gap noticeably with Birmingham city-region

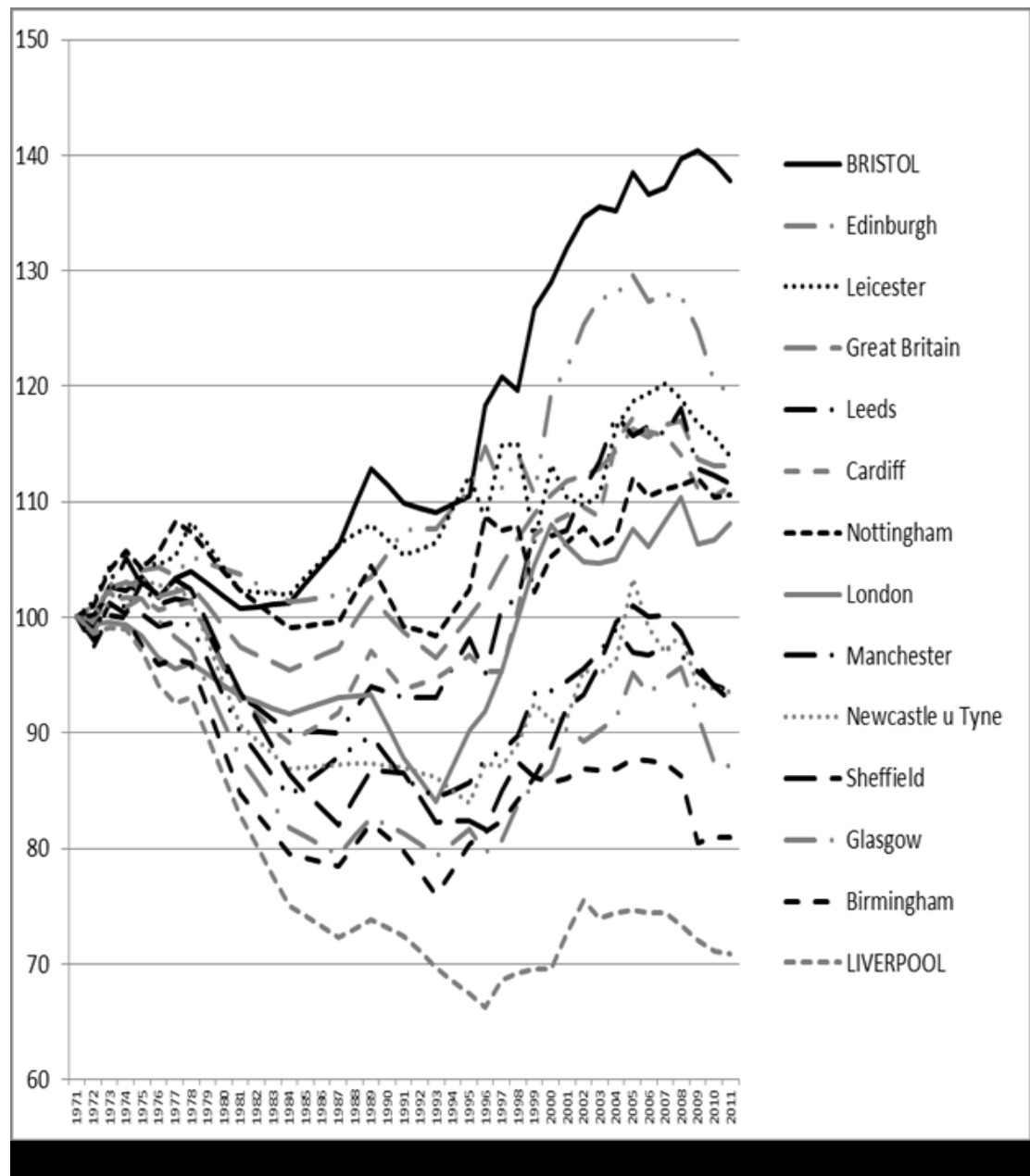


Employment 1971-2011

Employment past 4 decades:
(UK 1971=100)

Liverpool city-region

- decline sharply accelerating through mid-1970s and early 1980s recessions
- late-1990s upturn halted by latest recession
- a very long way to go to recover early 1970s level



Change in FTE employees, 1998-2013

Growth years 1998-2008

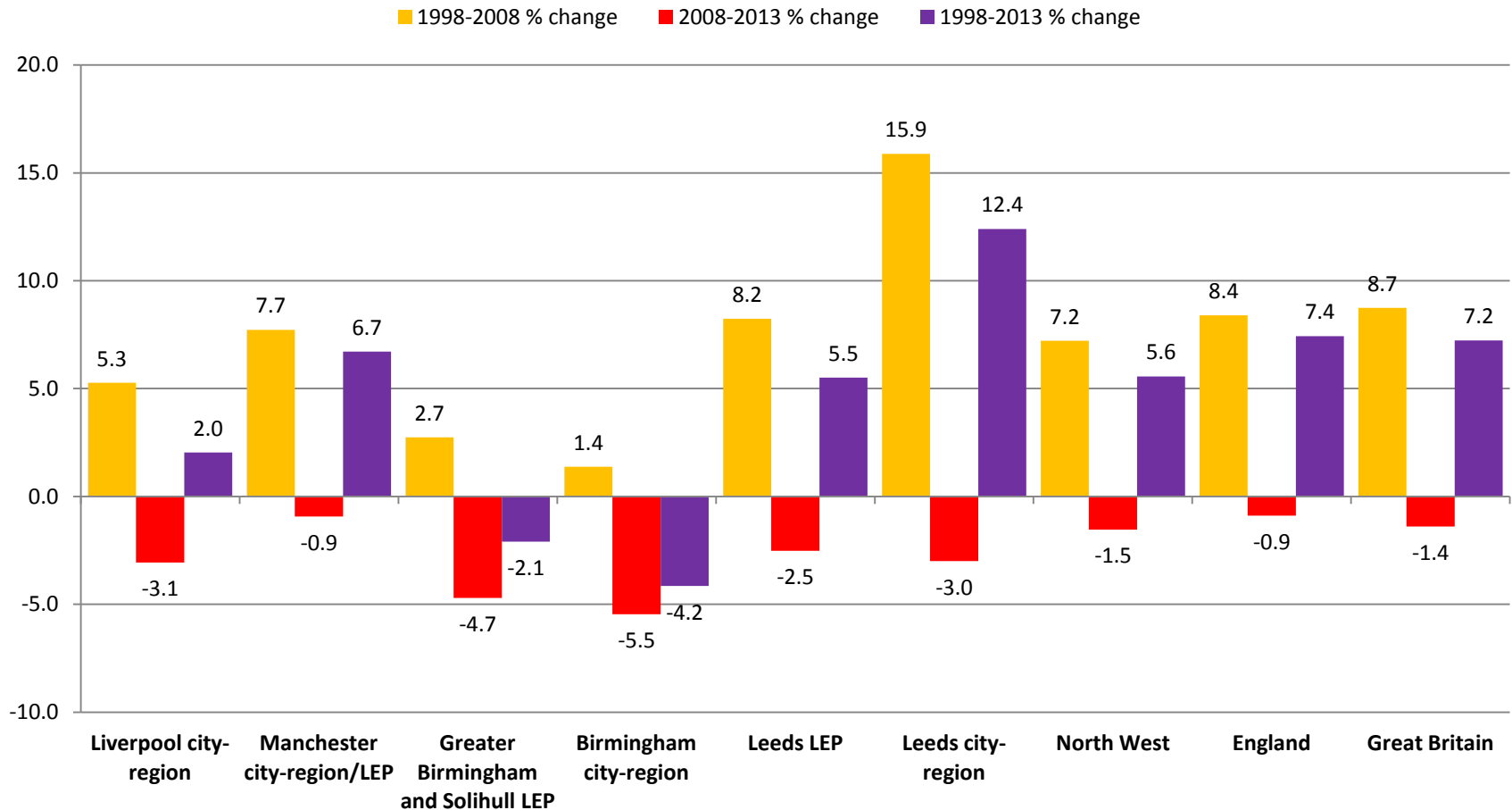
- growth in employees below national in Liverpool city-region – and notably Birmingham city-region (and LEP area)
- Strong growth in Leeds city-region and just above national in Greater Manchester

Change in FTE employees, 1998-2013

Recession and austerity: 2008-2013

- decline in employees above national in all city-regions except Manchester and notably Birmingham city-region
- Liverpool decline on a par with Leeds city-region's and less than Birmingham's

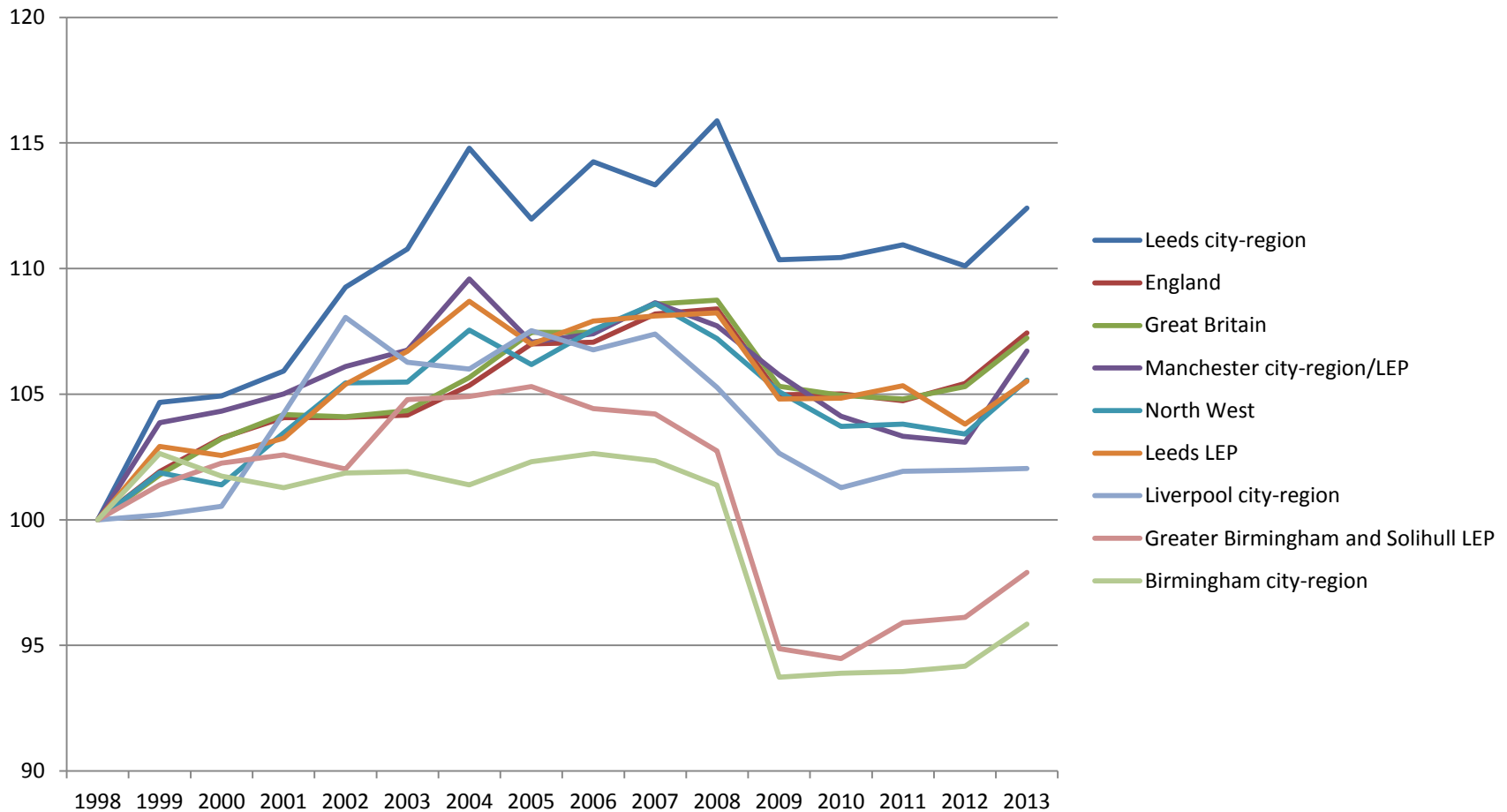
FTE Employees % changes: 1998-2008, 2008-13, 1998-2013



Change in FTE employees, 1998-2013

- all impacted by recession
- all, except Liverpool city-region, seeing 2012-13 upturn - Liverpool city-region stable 2012-13
- all, except Birmingham, with levels in 2013 above 1998 level
- Birmingham's level in 2013 significantly below 1998 level

FTE Employees Indexed, 1998-2013, 1998=100



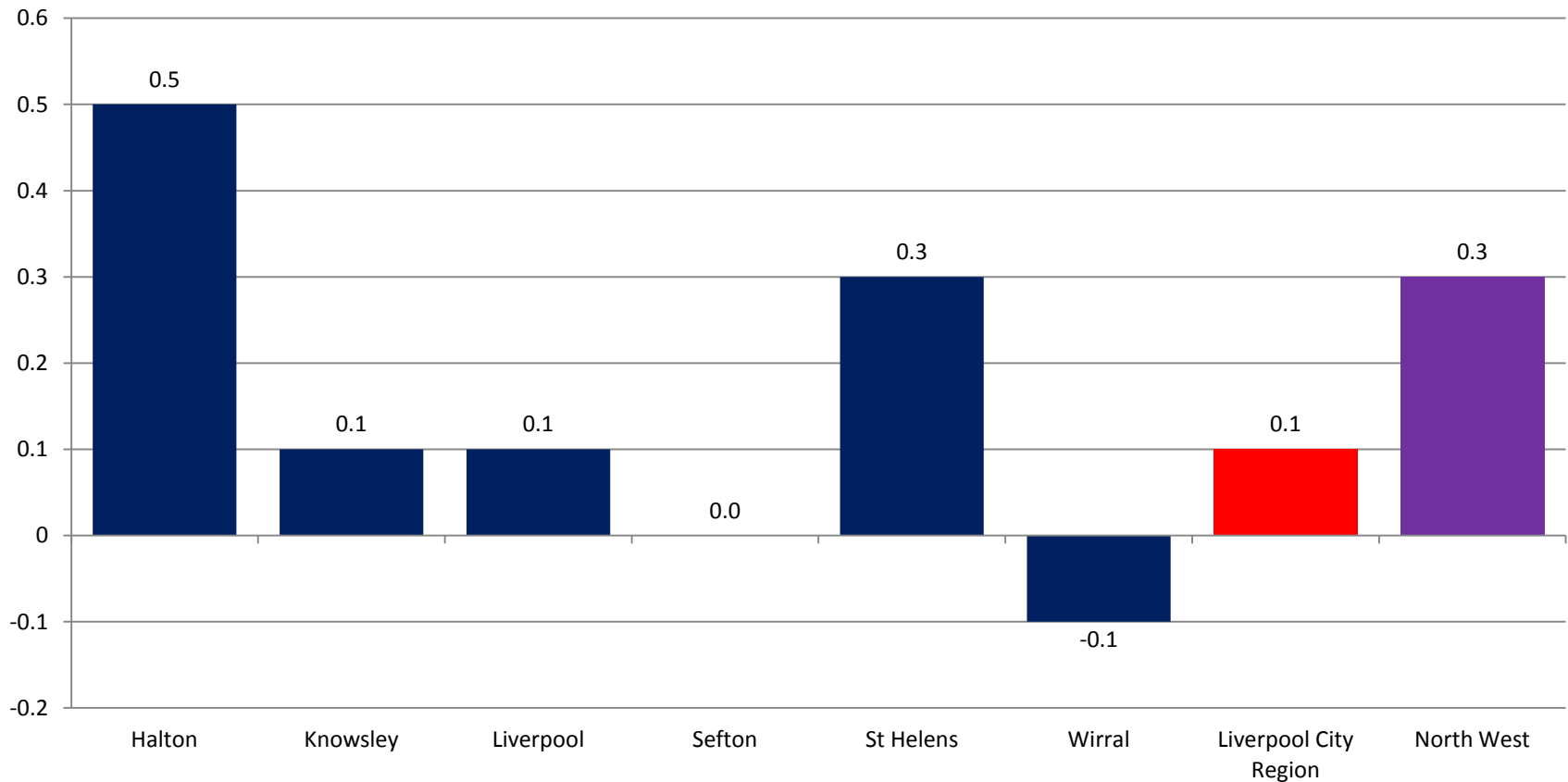
Oxford Economics 10-year Forecasts

Oxford Economics reckon that 2013-2023
population:

- in Liverpool city-region will grow slowly but at a third of the regional rate
- growth in Halton will be fastest in city-region, followed by St Helens
- in Wirral will decline

Oxford Economics 10-year Forecasts

Population Change (% per annum) 2013-2023



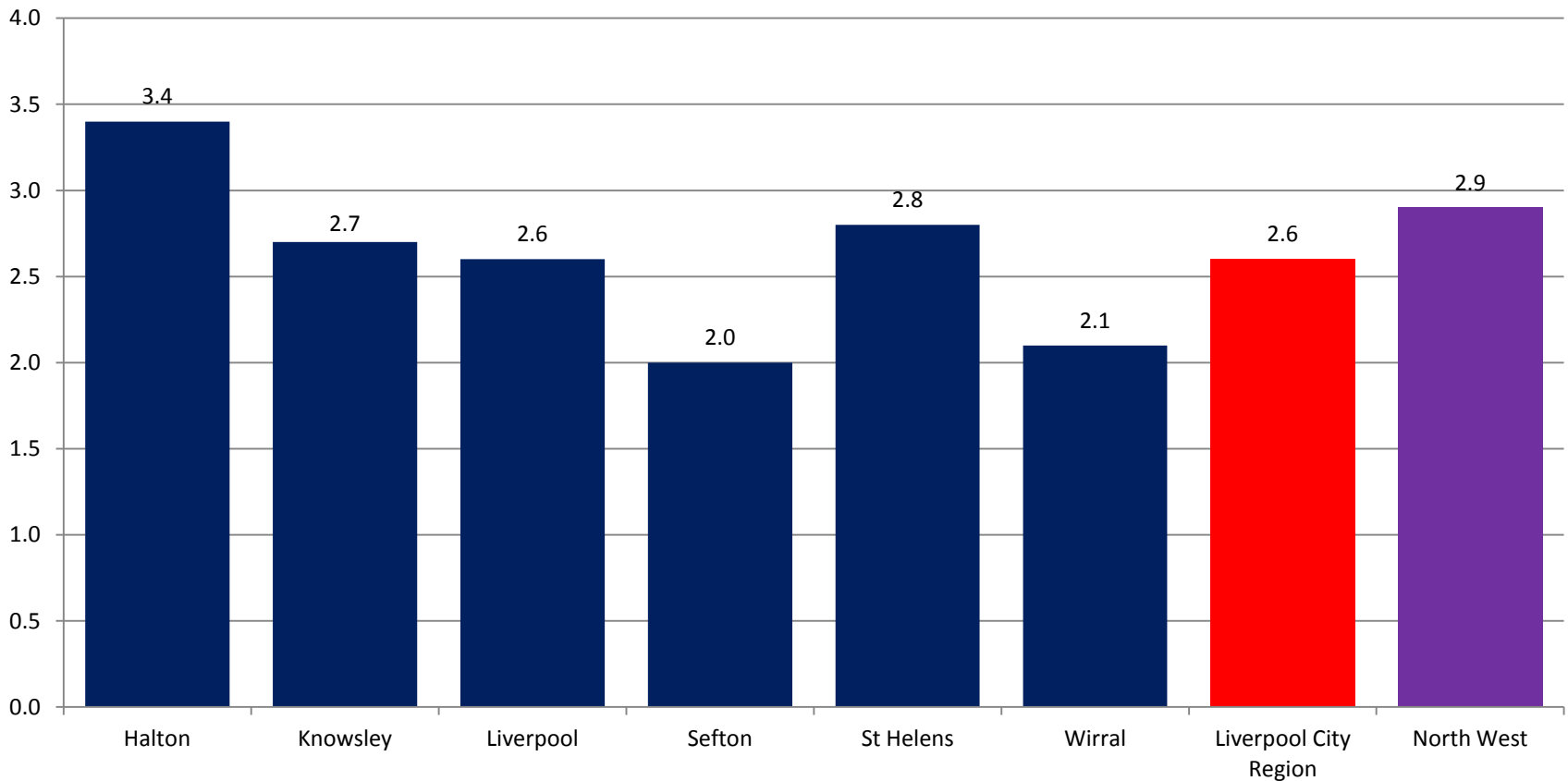
Oxford Economics 10-year Forecasts

Oxford Economics reckon that 2013-2023 **GVA**:

- in Liverpool city-region will grow slightly below the regional rate
- ...but above it in Halton and (just) St Helens
- ... and will grow slowest in Sefton and Wirral

Oxford Economics 10-year Forecasts

GVA change (% per annum) 2013-2023



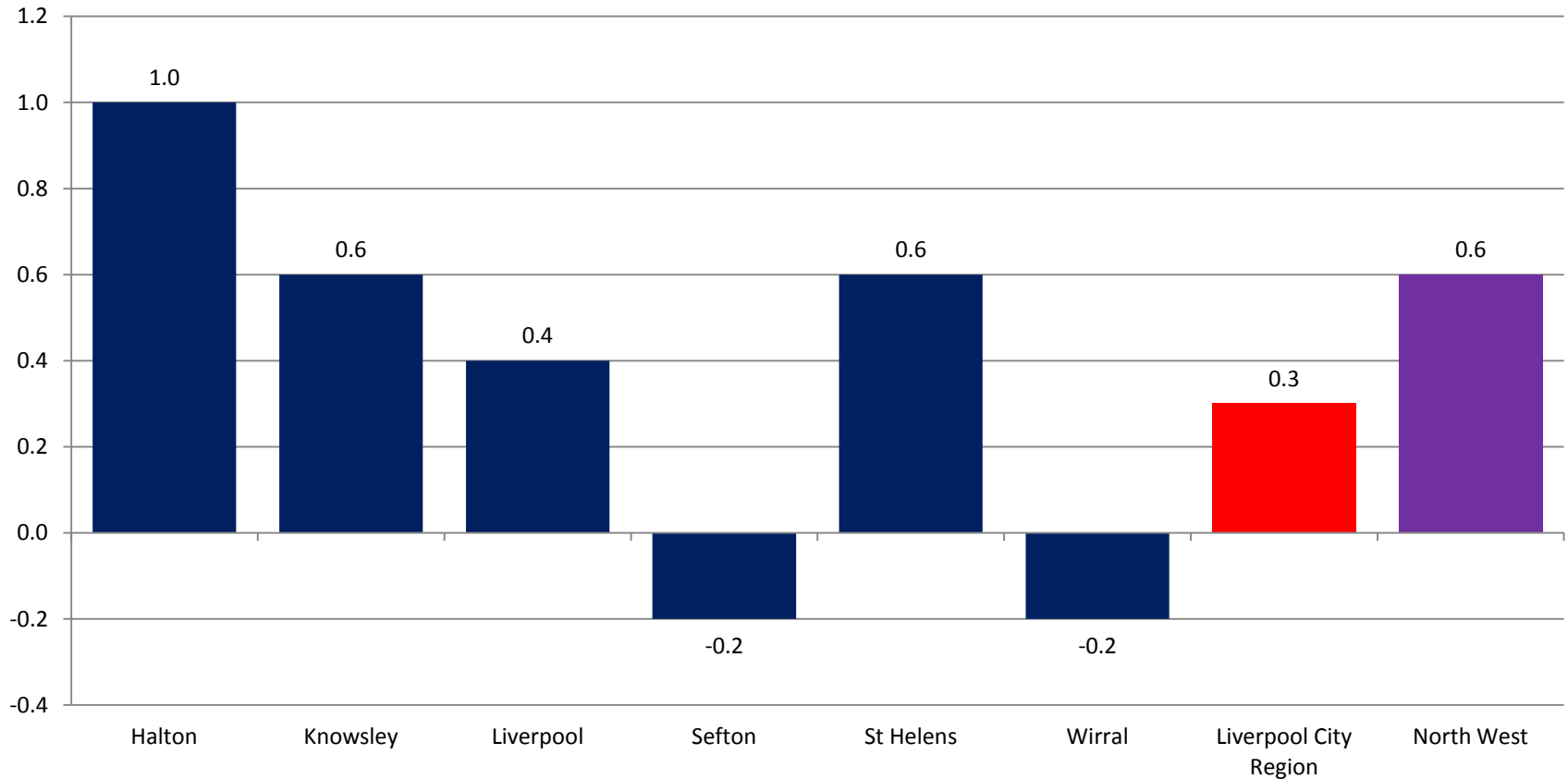
Oxford Economics 10-year Forecasts

Oxford Economics reckon that 2013-2023
employment:

- in Liverpool city-region will grow at half the regional rate
- growth in Halton will be fastest in city-region, followed by Knowsley & St Helens
- in both Sefton and Wirral will decline at the same rate

Oxford Economics 10-year Forecasts

Employment change (% per annum) 2013-2023



Oxford Economics 10-year Forecasts

Oxford Economics reckon that 2013-2023 **employment numbers:**

- in Liverpool city-region will increase by nearly 20,000
- biggest growth in administrative & support services (+10,400), professional, scientific & technical services (+7,800) and construction (+5,000)
- decline in Liverpool city-region in public administration (-7,900), manufacturing (-5,300), education (4,200) and health (-3,400)

Past of the Future...



Key Liverpool city-region 'plans'

'Merseyside'

- 'The Future of Merseyside' (the Holford Eden Report), 1937
- The 'Merseyside Plan, 1944'
- Merseyside County Council's Structure Plan (1980) & 'Agenda for Merseyside' (1985)
- EU 'Merseyside Integrated Development Operation' (1989-93) & 'Objective One Programmes' for Merseyside (1994-99 & 2000-2008) – followed by 'Phasing In' (2007-13) & 'Transition Area' (2014-20) funding

Some key Liverpool city-region 'plans'/2

'Liverpool City Region'

- 'Strategic Proposals' (2005) & 'Prospectus' (2008)
- Multi Area Agreement (2009-10)
- "Rebalancing Britain: Policy or Slogan? Liverpool City Region - Building on its Strengths", Heseltine and Leahy independent report, 2011
- Local Enterprise Partnership Growth Plan (2014) and 'City Deal' (2013)
- Combined Authority (2014 - ?)
- Private sector: Peel Ocean Gateway (2008 -)

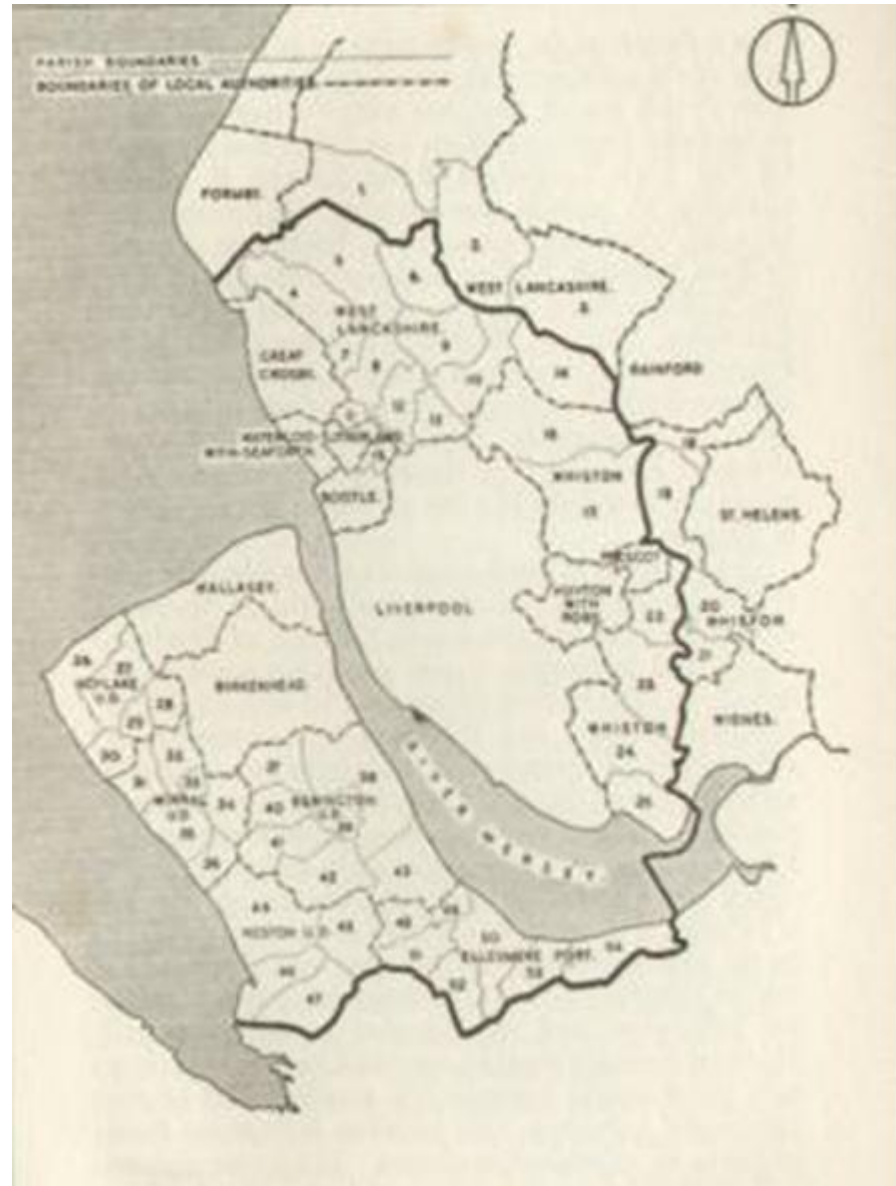
‘The Future of Merseyside: Town and Country Planning Schemes’ (Eden Holford Report, 1937)

Context:

- Post-1930's recession
- Population still growing – albeit slower and pressures on conurbation core

Aspirations – ‘city-regional’ spatial planning

- Concerned particularly with dangers of separation between places of work and residence, difficulty of access to open spaces and playing fields and traffic congestion in centre
- Argued for creation of Regional Authority for Merseyside area depicted on map - covering 4 county boroughs, 2 municipal boroughs, 4 urban districts, and 3 rural districts.



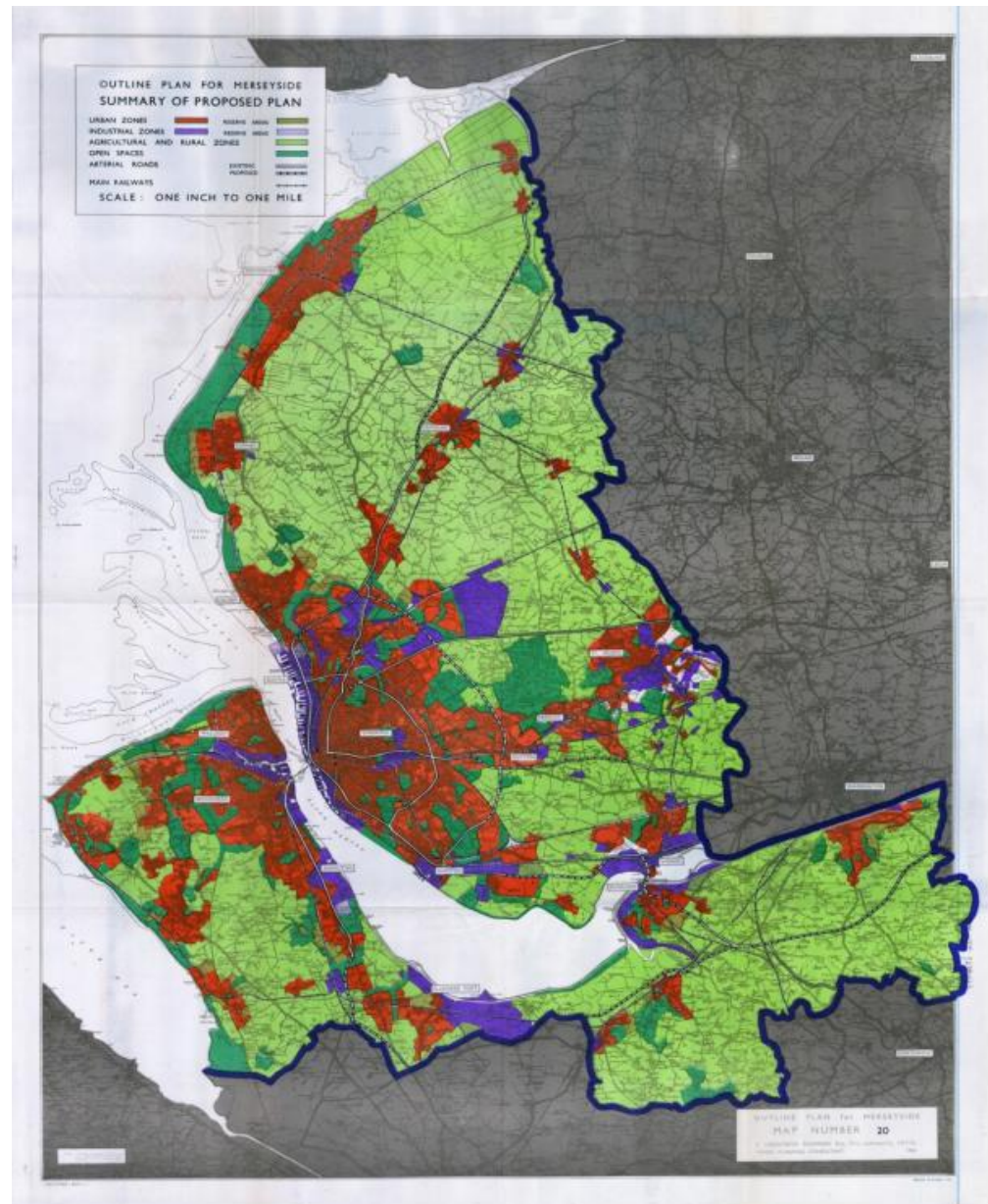
‘Merseyside Plan, 1944’ (Longstreth Thompson, 1945)

Context:

Post-war reconstruction

Main concern reducing level of congestion in conurbation core by decentralisation of population and employment - reinforced by post-war ‘location of industry’ policy’

A larger definition of Merseyside than Eden Holford – closer to current Liverpool city-region boundaries



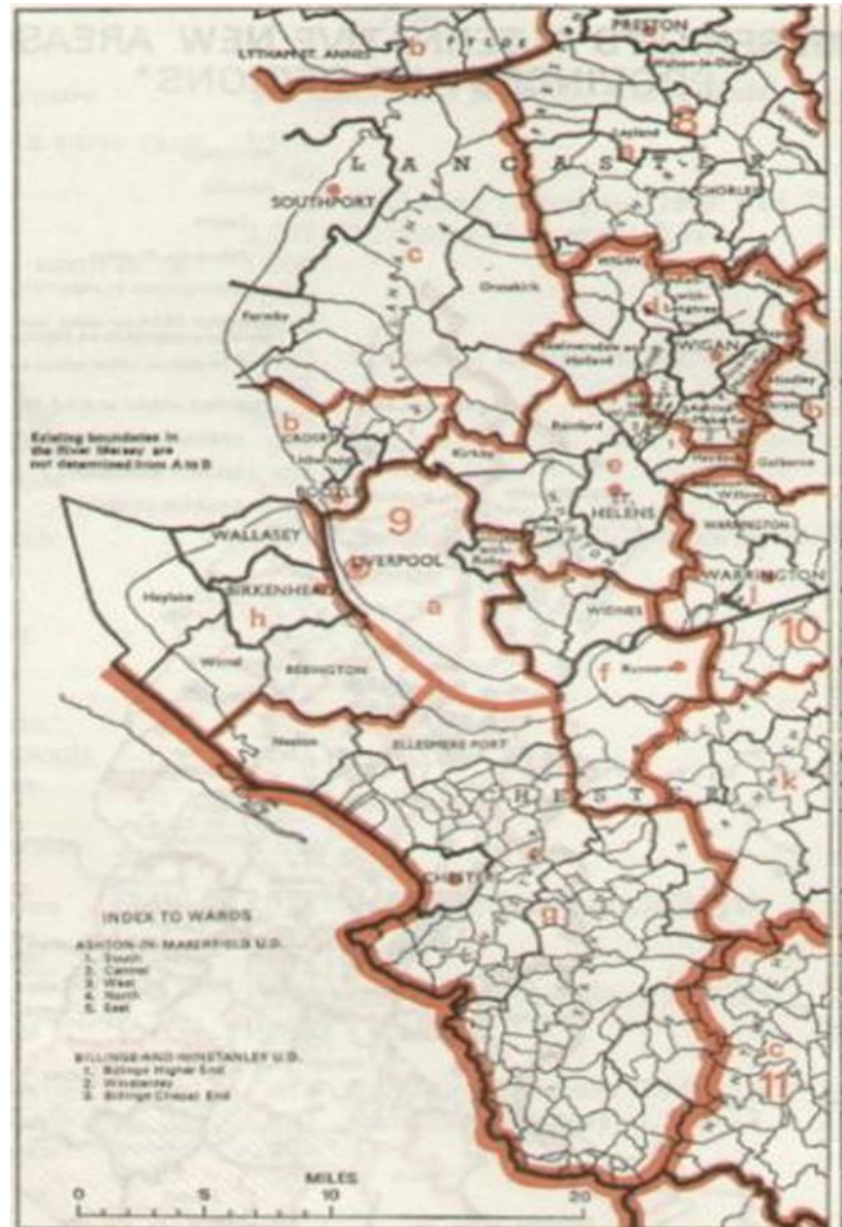
Merseyside County Council – what might have been (Royal Commission on Local Government: Redcliffe Maud Report, 1969

Context:

Local government reorganisation in
context of growth

- proposed creation of 58 new unitary authorities and...
- along with Greater London, three metropolitan areas inc. Merseyside
- (other two: South East Lancashire/North East Cheshire ('Selnec' – effectively Greater Manchester - & West Midlands
- 3 metropolitan areas each to be sub-divided into lower tier metropolitan districts.

It was not to be....



Merseyside County Council - what transpired (1974-1986)

Context:

- local government reorganisation in context of growth
- (Conservative) Government dropped Redcliffe Maud proposals
- went instead for 1974 Local Government Reorganisation that saw creation of 6 Metropolitan County Councils, inc. Merseyside
- 2-tier structure with metropolitan tier alongside five constituent district councils: Knowsley, Liverpool, Sefton, St Helens and Wirral (Map)



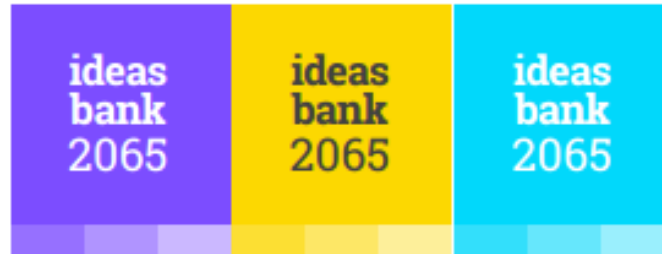
“Delphi may be characterised as a method for structuring a group communication process so that the process is effective in allowing a group of individuals, as a whole, to deal with a complex problem.”

(Linestone, Harold A 1991)

Linestone, H (1991) cited in Linstone, H.A and Turnoff, M (1975) and (2002) (P3)



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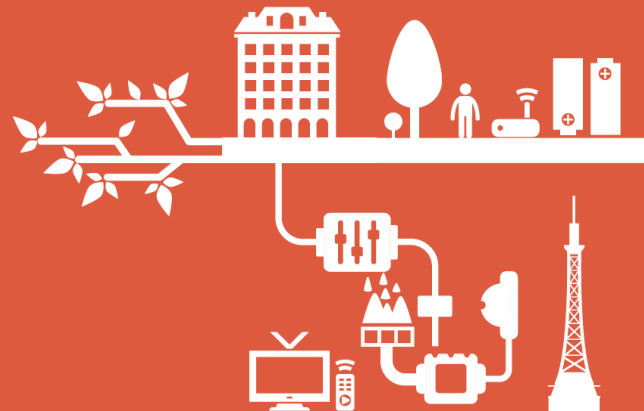
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