

City of LIVERPOOL Integrated Action Plan



2ND
CHANGE

WAKING UP THE
SLEEPING GIANTS



Strategy of Liverpool City Council for the reactivation and reuse of Wellington Rooms

English summary of the Integrated Action Plan in the framework of the 2nd Chance network "Waking up the sleeping giants"



December 2017

Strategy of Liverpool City Council for the reactivation and reuse of Wellington Rooms

English summary of the Integrated Action Plan
- to be read in conjunction with Draft Feasibility Study – June 2017

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1 Initial situation

We want to be thought of as one of the leading cities when it comes to bringing sleeping giants back to life. Bringing sleeping giants back to life is also immensely popular with Liverpoolians. Reactivating the Wellington Rooms demonstrates Liverpool’s commitment to maintaining its historic buildings. The Wellington Rooms was chosen because it is a high profile, historic building that is hugely valued by the population but had been empty for a number of years with no obvious solution. The building was built in 1814-15 as a society venue for the City’s social elite. The local newspaper, The Liverpool Echo, runs a popular campaign called “Stop the Rot” and the plight of the Wellington Rooms has featured prominently. At the same time, government agencies, grant funding bodies and neighbours have reacted positively to the prospect of bringing the Wellington Rooms back to life. This in turn helped attract a Building Preservation Trust (a restorer of last resort, rescuing buildings that are not commercially viable) to collaborate and lead the URBACT Local Group.

Wellington Rooms	Mount Pleasant, Liverpool
Owner: Liverpool City Council	Size (m ²): 1.056m ² Vacant since: 2002; last use: social centre for the City’s Irish Community

Location

The building is within the designated Mount Pleasant Conservation Area, and sits within a cluster of key buildings and institutions, most notably the University of Liverpool, Liverpool John Moores University, Liverpool Science Park, and the Metropolitan Cathedral of Christ the King. The Building has been identified by Historic England as its highest priority in Liverpool, and will be working in conjunction with the MBPT, the City Council, and its partners, to develop funding applications to secure the future use of this important historic building.

Physical conditions

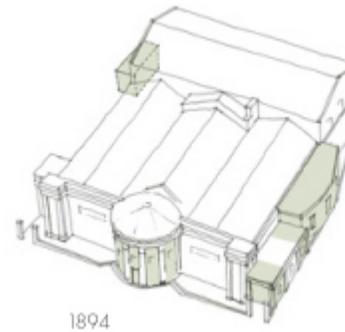
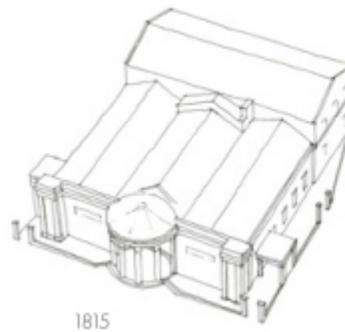
The property is currently at risk and has extensive moisture ingress with collapses having occurred to, amongst other areas, the exceptionally fine plasterwork to the Ballroom. The aim of the proposed urgent works are to stop water ingress through temporary repairs to the roof and improving rainwater disposal; secure elements that are at potential risk of collapse and reduce risk of fire, flooding, etc. It is hoped that when access is provided some investigation can be undertaken to inform possible later repair (i.e. to the ballroom ceiling). The proposed project are urgent works to slow down the risk of collapse and prevent excessive moisture ingress to this building at risk whilst proposals for the future are developed with the view to a major scheme of intervention within a few years. It should however be noted that ongoing maintenance in advance of any major capital scheme will still need to be undertaken after the urgent works are undertaken.



The current condition of some of the key features and spaces both within the building and externally is as follows

The Portico:

This structure exists to the centre of the front elevation and is circular in plan. When first built, it had an open colonnade to the street which was



infilled shortly during the buildings lifetime - possibly due to draught issues. A semi-circle of steps originally rose against the rear wall leading to a pair of doorways leading into the Vestibule. It retains its original moulded cornice and plasterwork to the ceiling. The existing double door fronting the street is narrow and has a stepped threshold that does not meet level access requirements. The austere nature of the Mount Pleasant elevation currently makes for a fairly unwelcoming public frontage.

The Vestibule and Anteroom:

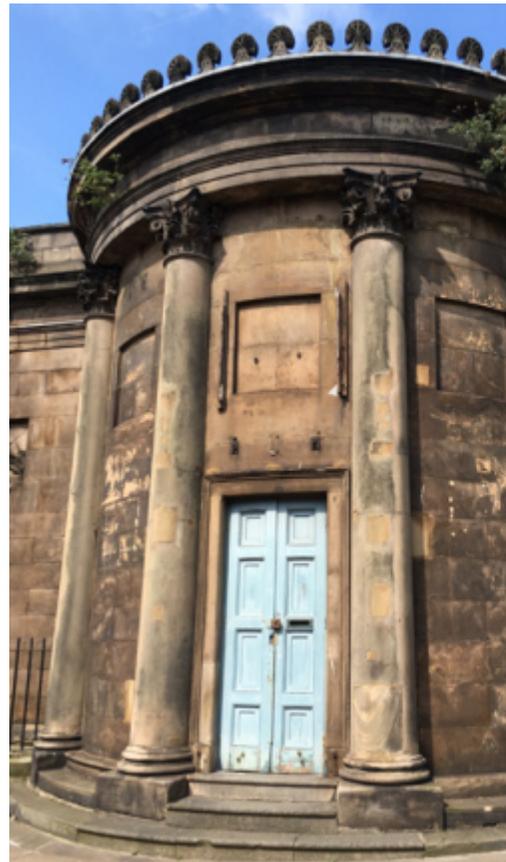
The octagonal shaped Vestibule and square shaped Anteroom have both lost their original moulded ceilings and circular ceiling lights. The ceilings to these rooms consist of low-grade plasterboard ceilings which incorporate stained glass panels, that have been introduced during the buildings use as the Irish Centre. A section of floor to the Anteroom has been removed due to dry rot issues. However, the original volumes of these spaces, with their tall, 5.5m approx high ceilings, is still intact and some original detailing still survives, albeit in poor state.

The Card Room:

This space has been much altered, having lost its original moulded ceiling and symmetrical arrangement of three windows and two fireplaces along its west wall. Its original entrance from the Anteroom has been blocked. A large opening in the west wall accommodates a bar that was formed during the twentieth century, serving the buildings use as the Irish Centre. However, the original proportion and volume of the room, featuring a 5.5m high ceiling has been maintained.

The Supper Room:

This space to the east of the building has again lost its original ceiling and cornicing. It is one of the few key spaces in the building however that incorporates windows, that in this case



02



look onto Great Orford Street. The steel beam installed during the 1894 extension is in evidence. A section of floor in the north west corner of the room has been removed due to dry rot. The original volume and ceiling height has been maintained.

The Ballroom:

The Ballroom is the grand centrepiece of the Wellington Rooms. It runs across the whole of the rear of the building and is rectangular in plan, boasting an impressive 8.5m high volume. Wall panelling and a richly detailed entablature runs around the perimeter of the room, featuring an elaborate frieze of dancing maidens and a carved cornice that bounds a coffered ceiling. Much of the original west wall has been lost to form the proscenium arch of the stage opening, introduced during the latter half of the twentieth century.

External Views:

The Wellington Rooms has three principle frontages. The front elevation facing Mount Pleasant, built in ashlar stone and neoclassical in style, has a symmetrical arrangement composing of the Portico at the centre, with blind walls either side. The two porches are set back from the main elevation. The sedan chair porch to the west currently has a ramp down from the street that serves the basement. The carriage porch to the east, has been subject to much more alteration and was extended out in 1894. In contrast to the stone of the front elevation, the Great Orford Street elevation is predominantly of brickwork and includes a series of windows with areas of stone detailing. The brick parapet gable of the Ballroom sits on the corner, incorporating blind windows and stone detailing.

To the rear, the Ballroom facade is stepped in plan, containing two window openings and a fire exit door. The late twentieth century stage and bar infill is visible along this elevation. This is a low-quality and extremely unsympathetic addition; presenting a blank brick, three-storey high monopitch structure that abuts the western gable of the Ballroom.

Incorporate section 3.3 of Options Appraisal

Describe the key challenges for the reactivation of the building – beyond the physical condition.

Finding an economically viable use, as the original use of the building is now obsolete, has been hugely demanding. At the same time it has been a challenge to keep the weather out and stop the building from collapsing while a solution is found. As with all buildings of this nature it is a major challenge to get all parties and individuals to work together to a common goal to deliver an agreed project.

2 Vision & objectives for the reactivation

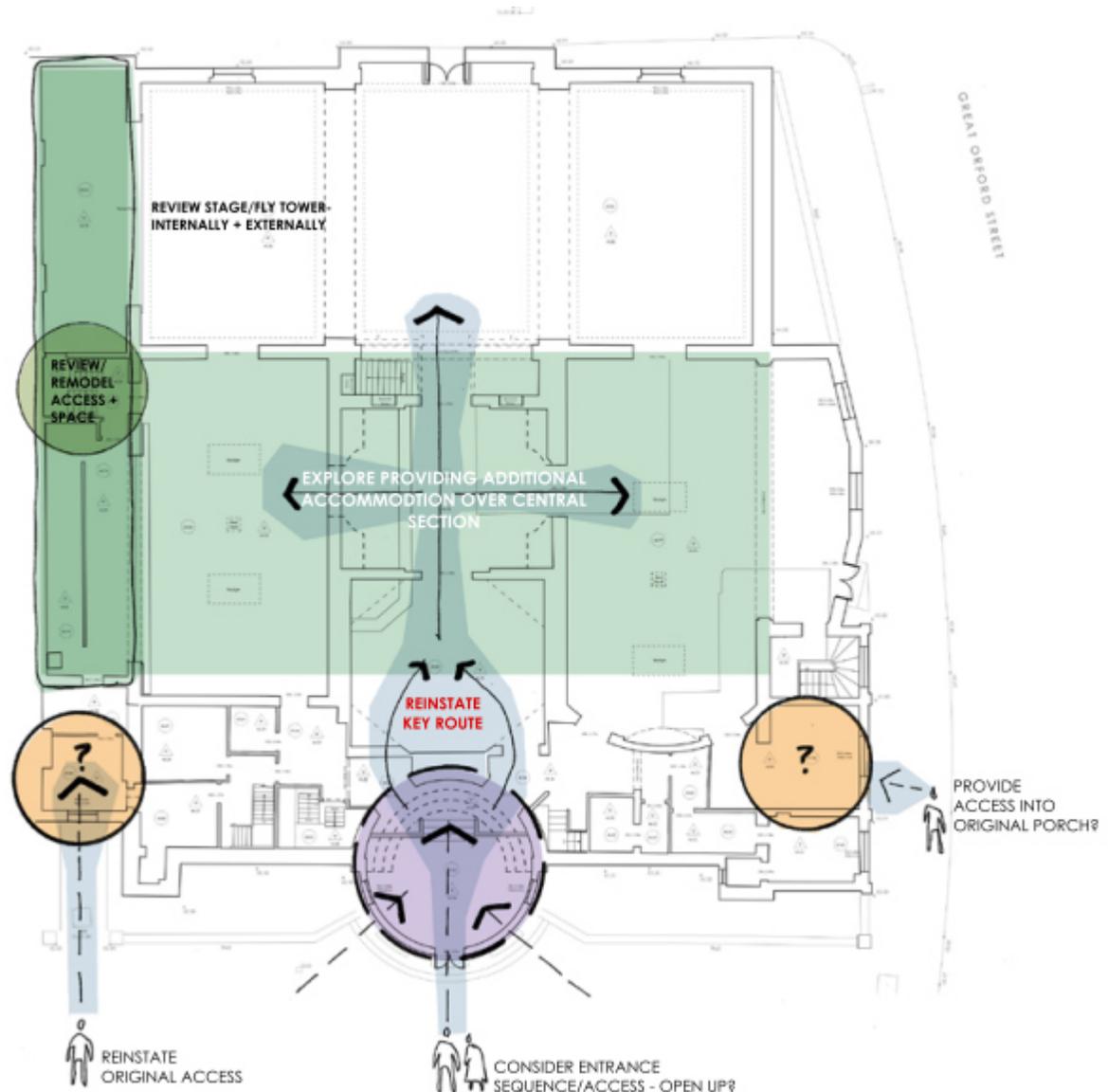
Vision

The Vision to implement and secure a viable and sustainable use for the vacant Wellington Rooms building, which will contribute positively to the economic, social, and cultural regeneration of the Knowledge Quarter and the City of Liverpool.

Objectives

In order to deliver the Vision, the project will:

- Respond to the unique character of the building, and safeguard its immediate and longer-term future.
- Provide opportunities for working with local business and community focused organisations to deliver a sustainable solution.
- Add Value to City Centre regeneration through delivering an agreed set of economic benefits.
- Accord with emerging strategies and initiatives for the City Centre and the wider Merseyside economy.
- Effectively utilise existing and future public and private sector funding sources to deliver the preferred option.



Benefits

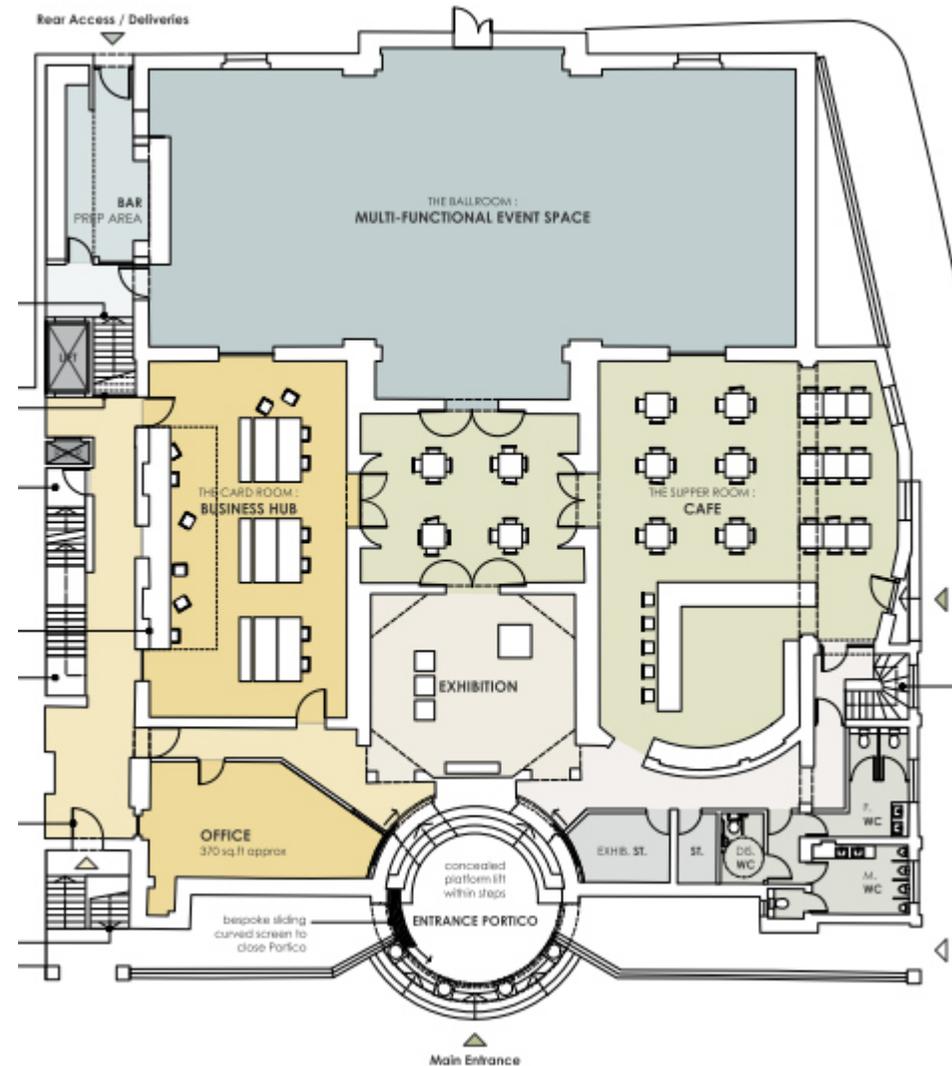
We see bringing The Wellington Rooms back to life as having the potential to inspire entrepreneurial activity improving the quality of life of citizens and visitors and reducing the need to travel, by providing great places in highly accessible locations. In the short term, there will be less chance of decaying materials falling from the Wellington Rooms and vermin related health issues resulting from vacant buildings. Waking Sleeping Giants will lead to significant visual environmental improvement to the street scene and improve business confidence. It provides superb commercial space for operators and customers. Restoration of the Wellington Rooms will preserve an important part of the city's heritage and improve the setting of nearby historic buildings. This is a refurbishment project which by its nature reuses land and buildings. It is proposed to retain as much as possible of the existing structural elements and to re-use materials such as roofing slates, pavings, crown glass etc.. This is fundamental to accepted good conservation practice and contributes to sustainability of energy and materials. It is proposed to install efficient heating systems and to improve ventilation control and insulation where possible without compromising the historical integrity of the building. The building is highly accessible by public transport, reducing the need for polluting private transport. Disabled access will be secured for the whole of the building.

3 Functions & uses for the building

The feasibility studies and Options Appraisal resulted as the preferred choice for the reuse of the Wellington Rooms an **Innovation and Enterprise Hub**. The Innovation and Enterprise Hub will offer business incubation space, that in tandem with Liverpool Science Park, will provide a home for the very best of the Universities' entrepreneurial talents. The Hub will create a social community of workspaces, that encourages the sharing of knowledge and alchemy between researchers, businesses and universities. The spaces will support creativity, innovation and commercial success and be flexible to meet the ever-changing needs of the sectors it operates within. It should provide informal space where students and graduates can meet with entrepreneurs and start to understand the new world of start-ups and business, but also a neutral place which can act as a focus for local business leaders to meet.

The primary components of the accommodation will consist of:

- An offer of office accommodation, from informal co-working space through to start up incubation offices of approximately 200-500sq.ft.
- A conventional space for small conferences, round-table meetings and workshops.
- A high quality cafe offer to encourage discussion and collaboration whilst also offering the public the opportunity to experience the building.
- The provision of exhibition space to reflect the history and celebrate its rich heritage as an Assembly Rooms for Liverpool's commercial elite to its ultimate use as the City's Irish Centre.



4 Actions & next steps for the reactivation

First action is to deliver the Urgent Works required to the building to secure its medium term future. In summary, the Urgent Works according to the Schedule of Work (SOW) comprise:

1. Ensuring all incoming services are located & disconnected and all existing asbestos is identified;
2. Remove all loading to ballroom ceiling and undertake a repair needs survey once revealed;
3. Ensure all roof slopes are wind and watertight (pitched and flat);
4. Ensure all Rainwater goods are functioning & augmented where necessary;
5. Ensure all rooflights and openings are secure and weathertight;
6. Remove all vegetation and make secure any loose masonry at risk of fall;
7. Possible taking down to ground chandeliers and securing of doors. Items in red in the schedule of works are part of a 'wish-list' for the undertaking subject to the full funding being available.

The total pre-tender estimated cost for the Urgent Works project excluding VAT is £108,650.00 (including VAT £130,380.00). The breakdown of how this has been arrived is shown in the table.

Item	Cost	VAT	Sub-Total
Project Development Item:			
Specialist Plasterwork report (ballroom with CA present)	1,600.00	320.00	1,920.00
Work Items:			
Access (Schedule of work Section 3)	14,000.00	2,800.00	16,800.00
Services & Asbestos location & disconnection	5,400.00	1,080.00	6,480.00
Roofing Works (SOW Sect 4, 5 & 6)	36,000.00	7,200.00	43,200.00
Masonry Works (SOW Sect 7.0)	32,000.00	6,400.00	38,400.00
Misc joinery repairs to doors, taking down chandeliers, propping, builder's clean & briefing (SOW sects 1, 8 & 9)	13,500.00	2,700.00	16,200.00
Professional Fees @ 6% for Contract Administration on site (including Principal Designer)	6,150.00	1,230.00	7,380.00
SUB-TOTALS	108,650.00	21,730.00	130,380.00

Funding has been secured by Liverpool City Council and Historic England to undertake the Urgent Works.

Further to a tender process to specialist heritage contractors and a subsequent tender evaluation, recommendation and approval by Liverpool City Council and Historic England to start on-site, the works should take no more than 3 months.

Next Steps

The agreed approach will be to undertake a staged process.

Stage 1: Consultation – to inform key organisations and to test the ‘product’ and process

Timescale – December 2017 – February 2018

This work would draw on existing expertise to assemble a list of industry specialists and players to contact. This process involves a series of one-to-one meetings with the key organisations to test views of industry specialists to gain meaningful input. This will capture a wide range of views, on issues including viability and possible delivery options. This could help to stimulate innovative solutions from a diverse range of potential interests. This will inform the proposal and our approach and form the basis of a Brief for Stage 2.

Stage 2: Market Engagement

Timescale – March – June 2018

Through this phase a market engagement process would be undertaken through an ‘Expressions of Interest’ process which would generate market awareness and interest in the Wellington Rooms project, test the outcomes of the feasibility study, refine/revise the findings of the feasibility study, and seek input on the scope and content of marketing/tender information.

This process would be undertaken via developing a Project Brief with Liverpool City Council, to include the Feasibility Study, and going to the market to test interest in providing a proposal to deliver the project. This would be made available via ‘The Chest’ procurement portal and would also be advertised in the trade journals, local press, and targeted delivery organisations, based on the information received from the Stage 1 process. Proposals for the building will be sought and would require submission of key information including a development appraisal, delivery strategy, and programme, and costs. Evaluation would be undertaken via a matrix of agreed questions and depending on the outcome of the process, a formal interview.

The process will identify:

- The strength of the market for innovation and business space
- The potential for other options for uses that were not explored through the Feasibility Study
- Confirm (or otherwise) the conclusions of the Feasibility Study on any alternative uses
- Whether the delivery of the scheme could be refined to make it more viable and/or attractive to the market
- Alternate views on the best delivery/operating model – including potential for a Joint Venture
- Views on how to engage with the potential funding partners, the importance of Heritage Lottery Fund to enable delivery and other funding strategies
- The significance of freehold vs leasehold

Stage 3: Selecting the Delivery Partner

Timescale – July – October 2018

Prior to, and throughout the market engagement process we would seek advice on the need to undertake procurement of the developer partner through an OJEU process given the potential scale of investment required.

The advantages of OJEU include mitigation of both state aid and ineffectiveness risk. It is however important to ensure that the appropriate procedure is selected to avoid unnecessary burdens on bidders. There are several processes to choose from: ranging from the open procedure to those permitting negotiation, as well as the voluntary use of OJEU. It will be important to follow best practice.

There is a need to ensure the market is not distorted by the market engagement. Engagement will be fair and transparent to all parties and the information and impact of comments made in the engagement on the final tender package must be made clear to all parties. This may be through making the outputs from the market engagement available as part of any future tender package or by holding a 'bidder information day'. The most appropriate process will need to be agreed with the City Council prior to commencement of this phase.

Stage 4: Assisting with the completion of the required funding applications

Timescale - January/March 2019

This stage will be progressed only following further agreement with Liverpool City Council dependent upon the outcome of stage 2 and stage 3. The successful bidder will need to secure the necessary funding to deliver the scheme. From the market and cost analysis undertaken as part of the Feasibility Study, it is likely that there will be a significant development deficit due to:

- The high costs involved in refurbishing a Grade 2* listed building
- The lack of floorspace required to generate sufficient value to cover the costs

The Stage 2 process will identify the potential funding sources – the likelihood is that there will be a requirement for funding from the Heritage organisations, particularly Heritage Lottery Fund – Heritage Enterprise Grant. We would advise on the eligibility of the preferred approach, and work with the preferred partner.



Innovation and Enterprise Hub Funding

It has been demonstrated that significant capital resources will be required to deliver the project, given the identified conservation funding deficit. The key source of funding to support a Grade 2* listed project would be through application to the Heritage Lottery Fund (HLF) Heritage Enterprise Grant. HLF funding will require match funding from other development funding sources, including both the public and private sectors.

The Heritage Enterprise Grant programme is designed to bridge the funding gap that prevents a historic asset in need of repair from being returned to a beneficial and commercial use. The case for grant funding will depend on there being an identified project conservation deficit; this is where the existing value of a heritage asset plus the cost of bringing it back into use is greater than the value of the asset after development is completed.

The Heritage Enterprise Grant can fund essential conservation work and structural repairs to the building, but also the capital costs associated with bringing the vacant building back into commercial use. It can also fund activities to help people engage with the building's heritage, including training in conservation, mentoring, learning, management or digital skills for those delivering the project.

Funding is prioritised to projects that focus on heritage assets which are both considered to be 'at risk,' (e.g. identified on an 'at risk register'), and formally listed (listed buildings, or in a conservation area). The Wellington Rooms satisfies both of the key criteria.

HLF applications go through a two-stage process. The initial Stage 1 HLF funding application identifies key project objectives, capital costs and a clear business plan for securing the viable long term future of the building. A Stage 1 application is then submitted at an early stage to ascertain the likelihood of funding. Stage 1 funding would deliver project development costs up to a formal Stage 2 application, which would include detail design work for planning/Listed Building Consent purposes.

To meet the Stage 1 HLF funding requirements the following further work will need to be commissioned and actioned:

- Preparation of a Business Plan to demonstrate financial viability.
- Interpretive and Activity Plans demonstrating how the building will engage with the local community.
- Detailed consultation with the Local Community.

Future Delivery Programme

Based on the current Feasibility Report and further to discussions with the HLF, the following approximate timetable could be envisaged to deliver the Wellington Rooms proposal:

- | | |
|--|----------------|
| ▪ Commission further necessary reports for Stage 1 HLF bid : | January 2019 |
| ▪ Complete and submit Stage 1 HLF bid: | March 2019 |
| ▪ HLF Stage 1 Development funding Approval: | June 2019 |
| ▪ Detail design preparation and submission of Full Planning and Listed Building Consent Application: | September 2019 |
| ▪ Prepare detailed Business Management and Maintenance Plans and Reports for Stage 2 HLF Application to be made: | December 2019 |
| ▪ Full Planning and Listed Building Consent Approval: | December 2019 |
| ▪ HLF Stage 2 project delivery funding approval: | March 2020 |
| ▪ Preparation and completion of detail tender/ construction packages: | September 2020 |
| ▪ Construction works to commence: | January 2021 |
| ▪ Project completion/opening: | Mid - 2022 |



5 Management & Governance structure for the building and the reactivation process

In order to continue the positive progress through the next stages of the project, Liverpool City council have asked the Merseyside Building Preservation Trust (MBPT) to undertake the next stages required to allow progress through the next stages of project delivery, due to the knowledge and expertise MBPT has built up on the Wellington Rooms project to date. MBPT is a registered charity committed to the protection and enhancement of Merseyside's magnificent built heritage.

The volunteer Board is drawn from a wide range of professionals who have committed £10,000 as part of the funding package to support the development of proposals to secure the future use of the Buildings. The key objective of the commission will be to act as the City's agent to assist and advice on the process of securing a development partner and driving the project forward.

Further consultation with key partners will be undertaken following receipt of the final report. Key initial consultees will be Liverpool City Council, Historic England, and Board Members of the Knowledge Quarter, Liverpool Science Park, and Baltic Creative. Detailed consultation with the Local Community and Local Groups will be actioned as part of the initial HLF funding application and as part of the statutory planning process.

6 The elaboration process of the reactivation strategy

The reactivation strategy and consultation exercises have been led by the Urbact Local Group and Merseyside Building Preservation Trust who are leading the project. The City Council and nearby institutions, such as the Universities, have been an active partners.

The current owners (the City Council) have engaged Merseyside Building Preservation Trust to undertake the next development stages by

- Undertaking a consultation phase (which is currently ongoing) which is testing the feasibility of various options with a range of consultees including property Agents, Conservation Interest Groups, Local business Groups, and individuals. This phase will be concluded in March 2018
- Reviewing the preferred use for the next phase after the consultation process.
- The Expression of Interest phase to be undertaken, inviting development proposals from potential developer partners
- Once received, the preferred developer can deliver the proposed development

The solution for the building will require substantial investment from Government Heritage funding and discussions will be progressing once the developer partner is known

Stakeholders involved - Steering Group

In parallel with the research and analysis into the building, the project has involved consultation with members of the Steering Group. This has served to enrich the brief and establish the fundamental aspirations of each of the members involved in the project. The consultation provided an opportunity for each member to review and comment on the key findings at each stage and this ongoing dialogue and consultation has served to inform and develop the options towards the preferred scheme.

Over the course of the project, a number of meetings with the Wellington Rooms Steering Group have taken place. This has involved:

- Bill Maynard Merseyside Buildings Preservation Trust (Chair)
- Chris Griffiths Liverpool City Council
- Pete Hoey Liverpool City Council
- Melanie Lamb Liverpool City Council
- Charles Smith Historic England
- Tim Wilkins Historic England
- Professor Stephen Holloway GreyDot
- Colin Sinclair Liverpool Knowledge Quarter
- Robin Leatherbarrow Liverpool John Moores University
- Steve Power Merseyside Buildings Preservation Trust
- Dave Hughes Liverpool City Council
- Samantha Campbell Liverpool City Council
- Anna Boxer Historic England
- Marie Smallwood Historic England
- Chris Musson Liverpool Science Park
- Mark Lawler Baltic Creative
- Alex Beedle University of Liverpool

Key activities

The following key consultation was undertaken with the following:

Liverpool Science Park + GreyDot

GreyDot prepared a brief titled 'An Innovation Hub for the City of Liverpool.' This raised the following points:

- Issues: - There is a lack of interaction between researchers and regional stakeholders. - Ongoing problem of graduates leaving the north-west and creating companies elsewhere.
- Opportunities: - The 'Knowledge Quarter' location. - To be able to increase collaboration between graduates, SME's and larger institutions/multi-national companies and housing an 'anchor tenant.' (Daresbury, Alder Hey, Unilever, Jaguar Land Rover) - To capitalise on the heritage significance of building. - Precedents of this type of use in Dublin and Berlin.
- Brief: - Informal space where students and business leaders can meet. - Conventional spaces for meetings, conferences and teaching. - Civic space for lectures and events. - Office space – business incubation 'starter pods' linked to Science Park. - Recreational space – café / licensed space for evening functions. - Exhibition space – small amount of small to reflect history of building.

For Liverpool Science Park it raised the following point:

- The Science Park needs more office space.
- The Wellington Rooms could serve as a 'gateway' front of house space to LSP.
- Proposal could accommodate 'starter pod' office spaces - max. 500sq.ft. Ideally 6 no. to provide momentum / interaction within a new hub.
- Would want to ensure a buffer is created between businesses and visitors/tourists interested in the history of the building.
- No café space currently exists in LSP and there is a good opportunity to include for this use within the Wellington Rooms.

Liverpool City Council

The key points were as follows:

- Liverpool City Council's primary role is as a 'facilitator' to bring various parties together to ensure the most benefit is brought to the building.
- The route through the building and formal sequence of spaces is considered important.
- The Ballroom is viewed as exceptionally significant and any subdivision or major interventions within this space would be viewed unfavourably.
- Liverpool City Council are keen to bring some use and significance back to the sedan and carriage chair porches.

- The opening up of the Portico was discussed and idea of potential sliding screens to secure the space during the night was suggested. Whilst the Portico was originally open, it was quickly in-filled and therefore the fabric is of significance. Therefore justification for the removal of these infill panels would be required as part of a detailed application.
- The twentieth-century ceilings over the central part of building were acknowledged as being of low significance. The potential for a lightweight extension without the requirement for new structure extending through the rooms below was discussed and received positively.
- Liverpool City Council would therefore have no issues, in principle, to a new single storey height element sitting above the existing building and any new intervention should be of high quality to complement the heritage asset.
- The western part of the building, containing the bar and stage was recognised as being of low value and the potential of replacing this with a new circulation device was supported as a means to maintain the original volumes of the key rooms.
- Previous applications were discussed (and further information on refused application subsequently received). This highlighted the refused 2007 application consisting of a 48-bedroom hotel.

Historic England

The key points were as follows:

- The significance of the Wellington Rooms is recognised in the building's designation as Grade II* listed and its prominent position within the Mount Pleasant Conservation Area. The building is also included on Historic England's Heritage at Risk Register as being at immediate risk of further rapid deterioration.
- The floor layout and original volumes of the building are significant.
- The key routes and formal procession through the building should take important consideration as a method of appreciating the original functions and hierarchy of the rooms within the building.
- The Ballroom is viewed as exceptionally significant and any subdivision or major interventions within this space would be viewed unfavourably.
- The external frontage facing Mount Pleasant is extremely significant.
- Whilst the Portico was originally open, it was quickly in-filled and therefore the fabric is of significance. Therefore justification for the removal of these infill panels would be required as part of a detailed application.
- The twentieth-century ceilings over the central part of building were acknowledged as being of low significance. The potential for a lightweight extension without the requirement for new structure extending through the rooms below was discussed and received positively.
- HE would therefore have no issues, in principle, to a new single storey height element sitting above the existing building and any new intervention should be of high quality to compliment the heritage asset.

- The western part of the building, containing the bar and stage was recognised as being of low value and the potential of replacing this with a new circulation device was supported.
- HE would wish to assess the impact the various options have on the on the building.

Baltic Creative

The key points were as follows:

- The Wellington Rooms could provide a central base, and facilities for existing Baltic tenants to use, encouraging a crossover and alchemy with the adjacent Liverpool Science Park and Universities as part of the Knowledge Quarter.
- BC are keen to see mix of uses adopted in the building: - Innovation and Enterprise Hub – an informal workspace environment - Café - Event Space - Shared spaces
- BC responded positively to the idea of smaller, cellular start-up office spaces (circa 500 sq.ft) combined with larger more informal, flexible workspace.
- There is a potential opportunity for Baltic Creative to act as landlord/operator and utilise their expertise (such as at Unit 51, Liverpool).

Lessons learnt & Recommendations

Project coordination has been led by MBPT and key to the success of the Feasibility Study process was to establish and chair a Steering Group of key stakeholders. In parallel with the research and analysis into the building, consultation with members of the Steering Group has served to enrich the brief and establish the fundamental aspirations of each of the members involved in the project.

7 General prospect dealing with vacant properties in Liverpool

Liverpool continues to boast fabulous historic buildings, with a substantial part of the city centre so important architecturally it has been designated by UNESCO as a World Heritage Site. It is Liverpool's ambition to conserve and improve its heritage assets to support economic growth, create local jobs and promote the City as a world class visitor destination.

Investment in the City's heritage continues to be strong and it is estimated that over £500 Million has been invested in heritage property within the World Heritage Site alone over the last five years with more anticipated in forthcoming years. Historic England, the government's heritage body that oversees buildings and monuments has recently commended Liverpool's efforts to tackle the number of listed buildings at risk as the number continues to fall.

The number of historically-significant listed buildings in Liverpool deemed to be 'at risk' of falling into dilapidation, fell to a 24-year low by 2015. As of the end of June, just 96 out of a total of 2,679 were said to be 'at risk'. This is down from 351 in 1991 and 142 in 2009. Historic England, the government heritage body that oversees buildings and monuments, says the average number listed buildings at risk in a city like Liverpool should be around six or seven per cent. By the end of 2016 the figure fell to just 2.6 per cent, less than half the national average.

A key contributor to the above success is the Heritage Lottery Fund (HLF) which is recognised as being the key funding body for heritage projects nationally, although limited funding streams also exist through Historic England. The private sector also plays a significant role in the funding of historic building projects.

The City Councils heritage priorities for the current period include prominent City Centre buildings such as St Luke's Church (the Bombed Out Church recently completed), St Georges Hall and St Johns Gardens within St Georges Quarter and The Wellington Rooms. All are within the World Heritage Site or its City Centre Buffer Zone across the neighbourhoods, projects including the Welsh Presbyterian Church on Princes Road, Toxteth Reservoir and Anfield Cemetery amongst others. The rejuvenation of these historic buildings could see further investment of over £50 Million across the City.

Recent growth in the city's economy and interest from investors has seen a greater level of direct private sector investment and funding from other public sector sources bringing heritage buildings back into use, including the refurbishment and opening of buildings such as the former Royal Insurance Building on North John Street and the Municipal Annex on Dale Street being two prominent building both opened as boutique hotels in 2014 and 2015 respectively and both funded mainly by private sector investment.

The City Council has itself invested in historic listed buildings including its acquisition of the world famous Cunard Building presenting an efficient rationalisation of its asset base. The Councils investments are based upon the principles of either 'invest to earn' or 'invest to save'. The City Council has

also invested Regional Growth Fund (grant monies) in the Grade 2 listed Stanley Dock in North Liverpool (formerly a Building at Risk); creating an award winning hotel and conference facility. As a City the investment pipeline in heritage buildings is strong with an estimated funding requirement of over £4.00 Million. It is anticipated that a further 25 buildings across the city will have either be under repair, or undergoing refurbishment within the next 12 months including the famous Tobacco Warehouse at Stanley Dock (again part of the World Heritage Site). The iconic art-deco Littlewoods Building is to be refurbished to provide a self-contained campus for digital film, media and creative industries – to be known as Littlewoods Studios. Liverpool City Council will work with the new long leaseholder Capital and Centric Limited and Liverpool Film office to bring forward a scheme. All of the aforementioned are private sector led schemes. A £500,000 programme of urgent works at St Luke’s Church (joint funded by Historic England and the City Council) was completed in May 2017, a preferred leaseholder has recently been selected and the City working in partnership with them to secure a sustainable future for the premises.

The City Council has endorsed a Heritage Investment Framework and reported most recently in October 2015. The project opportunities outlined at that time represented an estimated total programme value of over £420 million, a testament to the number of heritage buildings across the City.

The Heritage Investment Strategy has ranked heritage building projects in accordance with the Heritage Lottery Fund and Historic England priorities in an attempt to conserve heritage, deliver regeneration and growth and secure grant support. Where Council resources are required they will be prioritised in line with maximisation of funding resources external to the City Council and the Councils own invest to earn or invest to save principles. If the prioritisation is successful it could deliver at least £50 Million worth of development activity associated with heritage assets across the City in the next five years.

The Councils 25 current priorities for its Buildings at Risk programme are as follows;

1. Wellington Rooms
2. St Luke’s Church. Repairs were completed 2017.
3. Fruit Exchange- Victoria Street Conversion of upper floors to residential use approved last year.
4. Former Welsh Presbyterian Chapel
5. Eldon Grove New housing refurbishment granted planning permission 2017
6. Anfield Cemetery, HLF bid is currently being prepared.
7. Everton Library HLF bid is currently being prepared. Council are assisting and presently have £150,000 committed to the project as match funding.
8. The Old Library (former West Derby library, Lister Drive). HLF scheme received initial approval.
9. Greenbank Synagogue Long standing planning application with significant volume of enabling development and listed building consent for conversion of the synagogue.

10. Toxteth Park Cemetery Chapel
11. Hartley Village Factory buildings Local residents preparing Neighbourhood Plan.
12. Tobacco and South Warehouses- Stanley Dock Currently being converted for residential use.
13. Westminster Road fire station. Converted for residential use 2017.
14. 35-39 Pembroke Place Historic shopfront to be relocated to Museum of Liverpool to accommodate expansion of School of Tropical Medicine. HLF finance being sought.
15. Christ Church, Kensington
16. Gwalia, West Derby Due to lack of progress by owner, a Compulsory Purchase Order has been agreed with the property being transferred to a developer partner.
17. Richmond Baptist Chapel, in private ownership.
18. Allerton Tower stables and laundry,
19. Kiln Hey- West Derby, in private ownership
20. 12-14 Wellington Avenue, currently being converted to student accommodation by private funding
21. 59-61 Everton Road, developer to be appointed to refurbish for residential sport and social enterprise end use.
22. Bankhall Street warehouse, in private ownership.
23. Fir Grove (42-50 Percy Street)
24. Former Merseyside Deaf Centre, in private ownership and now a restaurant use
25. St James in the City. The Church is progressing its regeneration options.
26. Littlewoods building, Edge Lane, progressing as described earlier.

Liverpool City Council also supports other organisations in developing heritage projects including the private sector that have an important role to play in the safeguarding of the City’s heritage assets. As well as initiating and implementing its own projects, Liverpool City Council is involved in heritage projects in a number of ways, for example:

<ul style="list-style-type: none"> ▪ as custodian of public heritage attractions 	<ul style="list-style-type: none"> ▪ as the organisation leading the city’s regeneration
<ul style="list-style-type: none"> ▪ as the local planning authority 	<ul style="list-style-type: none"> ▪ as a promoter of heritage and tourism marketing for Liverpool
<ul style="list-style-type: none"> ▪ as an advisory body providing technical and funding advice 	<ul style="list-style-type: none"> ▪ as a partner in heritage projects led by other organisations.

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