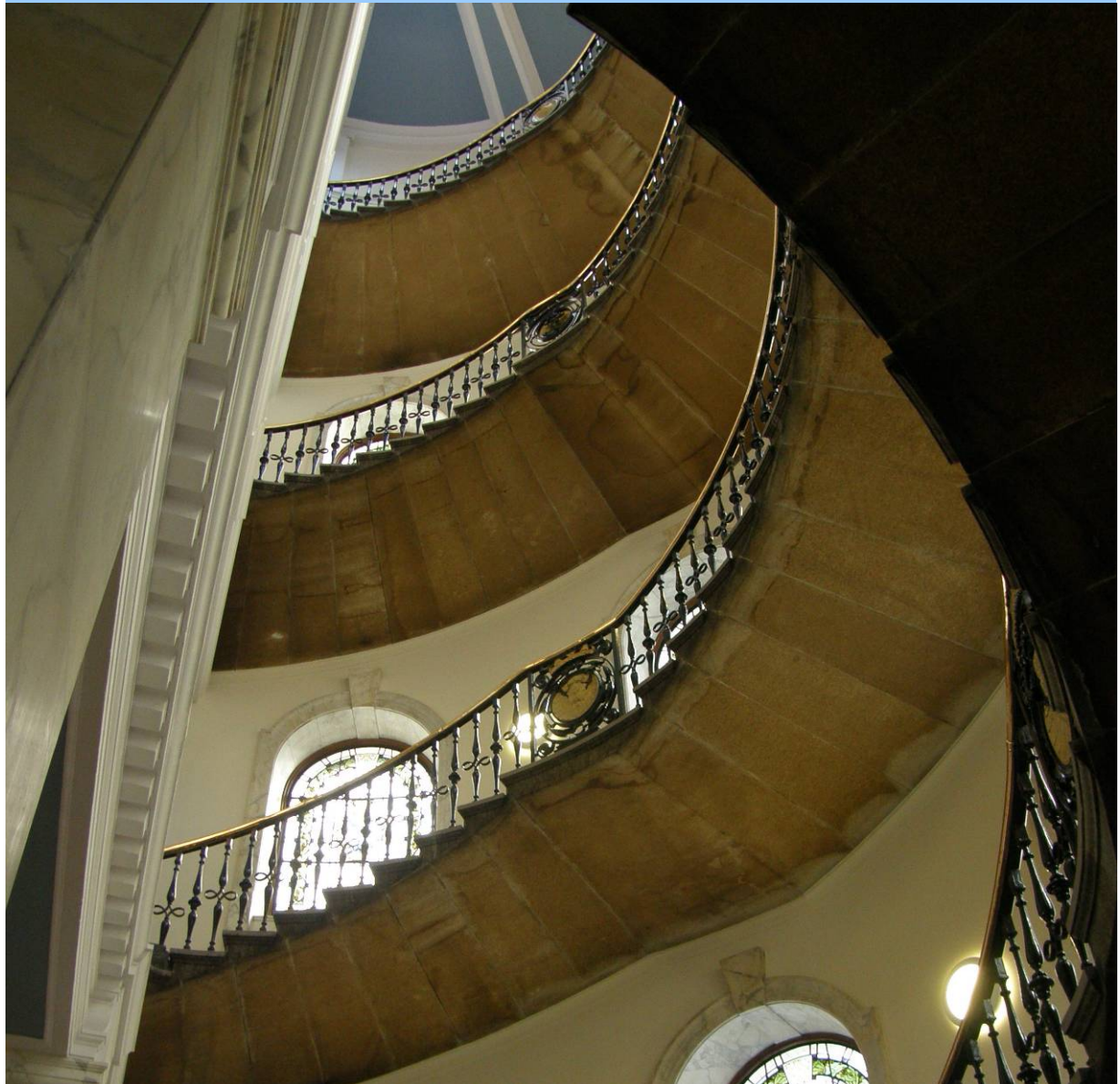


Thematic Report (preliminary version)

Cultural Heritage Integrated Management Plans Road Maps



Based on the results of
HerO meeting,
16.-17.07.2009,
Liverpool

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1 Introduction

Around 40 participants took part at the project meeting in Liverpool, 16.-17.07.2009. It was the 3rd Thematic Seminar of the HerO network - Heritage as Opportunity to foster the exchange among the partners to support each other in the elaboration process of the Cultural Heritage Integrated Management Plans (CHIMPs).

All partners presented their 'Road Maps' during the meeting, describing their approach to elaborate their CHIMP. In smaller working groups details of the 'Road Maps', obstacles and problems were discussed and results presented in the plenum.



Further, three excursions took place to explore Liverpool's rich cultural heritage

- Tour 1: World Heritage waterfront and Liverpool 1;
- Tour 2: St. George's Hall;
- Tour 3: North Liverpool

and two presentations were given by the host city on following good-practice examples:

- The Supplementary Planning Document and
- The Buildings at Risk-Program in Liverpool.

The excursions and the presentations gave a very well inside view about the development and protection of the UNESCO World Heritage site "Liverpool - Maritime Mercantile City" and how the cultural heritage is used to support the development of jobs and growth.

This Thematic Report gives a summary of the results of the presentations given on the Road Maps for "Cultural heritage integrated management plans" and the results of the working group discussion on this topic.

Further an abstract about the Liverpool Supplementary Planning Document for Maritime Mercantile City World Heritage Site and the "Liverpool Buildings at Risk"-Program are presented.

All presentations held during the meetings can be downloaded from the HerO website: www.urbact.eu/hero.

In the name of the Lead Partner, we would like to thank sincerely Mr. John Hinchliffe and his organising team of the municipality of Liverpool for hosting the 3rd meeting and organising it so well. Liverpool had been a very fine example for demonstrating the creation of jobs and growth through the use of the cultural heritage. We are sure the participants have taken home some stimuli and ideas for the further development of their historic urban areas.

We thank all participants very much for their participation and look forward to our next meeting in Valetta in November to continue our discussion and exchange about CHIMPs.



2 Cultural heritage integrated management plans: Road Map

The HerO Road Map is the concept paper describing how each partner intends to elaborate or adapt his Cultural Heritage Integrated Management Plan (CHIMP). It states

→ **Objective of the CHIMP**

What do you want to achieve with the CHIMP?

→ **Result/ output of the CHIMP**

How will the management plan be used, what will be its role for the future?

→ **Structure and content of the CHIMP**

With which issues (field of actions, structures, procedures) will you deal with in the CHIMP to reach its objectives?

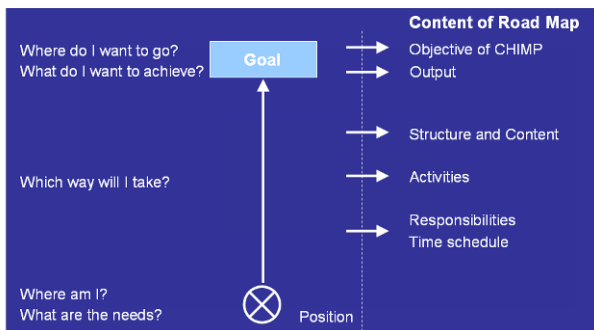
→ **Work plan for elaboration or update of the CHIMP**

*Which activities, in which sequence will you do in order to elaborate the defined content and achieve the objectives of the CHIMP?
How will you involve the LSG and other stakeholders in that process?*

- *Analysing existing needs and demands of the tangible cultural heritage and of the “users” of historic urban areas and balancing and coordinating them;*
- *Involving relevant stakeholders and your Local Support Group in the development process of the CHIMP;*
- *Integrating private actions in the CHIMP and coordinating them with the public actions;*
- *Implementing an integrated and cross-sectoral approach as well as a management system, in particular a monitoring and review system;*
- *Having an implementation oriented CHIMP (an action plan ought to be developed);*
- *Securing the political support and that the CHIMP will be applied and complied with in practice.*

Further information about CHIMPs and the mentioned aspects you find in the Thematic Report: [Cultural Heritage Integrated Management Plans](#).

★ Function and Content of the Road Map



2.2 Results of Road Map presentations and discussion

All Road Map presentations can be downloaded from www.urbact.eu/hero.

2.1 Aspects to deal within a CHIMP

Within the Road Map following aspects ought to be considered to develop a thorough CHIMP:

- *Safeguarding the cultural heritage values of a place;*
- *Developing and ensuring attractive, competitive and multifunctional historic urban areas;*
- *Analysing the status-quo of existing concepts, instruments, actions, structures, etc. which affect the historic urban area;*

2.2.1 Good aspects

Supporting the CHIMP

- Promoting the “cultural heritage for all”;
- Approving the CHIMP by the local council;
- Two level approach of political and executive management within the CHIMP;
- Building up on existing concepts, plans, strategies, etc.;
- Coordinating the actions of CHIMP with the operational program of EFRE and ESF-funds;
- Identifying the key interests of the local community and integrating them in the sustainable development of the historic urban area;

- ❑ Involving the local community and other private actors in the sustainable development of historic urban areas and the safeguarding of the cultural heritage.

Thematic issues - CHIMP

- ❑ Having an integrated approach dealing with the cultural heritage;
- ❑ Being clear about the relevant field of actions for the safeguarding of the cultural heritage *and* the sustainable development of the historic urban area;
- ❑ Emphasising the proper safeguarding of the cultural heritage;
- ❑ Taking a look at tangible *and* intangible cultural heritage;
- ❑ Linking social and economic aspects with the sustainable development of the cultural heritage;
- ❑ Finding a good balance between inhabitants and tourism needs;

2.2.2 Aspects to consider – to improve

Supporting of CHIMP

- ❑ Secure the political support and backup of the CHIMP and its actions;
- ❑ Develop a management system, build up a monitoring and review system;
- ❑ Secure the implementation and compliance with the CHIMP by the public administration and other relevant stakeholders;
- ❑ Build up on existing concepts, plans, strategies, etc. and coordinate them within the CHIMP;
- ❑ Be sure in the beginning what the CHIMP shall be for;
- ❑ Involve public and private stakeholders in the LSG;
- ❑ Involve the LSG in the elaboration and implementation of the CHIMP, and so far needed further stakeholders with special activities;
- ❑ Have a common analyses of the status-quo, needs and challenges of your historic urban area and cultural heritage;
- ❑ Know the demands and needs of the cultural heritage and of the users of the historic urban area and balance and link them;

- ❑ Develop actions to raise the awareness about the importance and benefits of your cultural heritage.

Thematic issues - CHIMP

- ❑ Develop an implementation-oriented CHIMP;
- ❑ Have a Local Action Plan with concrete actions;
- ❑ Secure the integrated, cross-thematic, cross sectoral approach of the CHIMP,
- ❑ Link the safeguarding of the cultural heritage with the development of the historic urban area (i.e. social, economic and environmental issues);
- ❑ Have a vision and objectives for the safeguarding of the cultural heritage and the sustainable development of the historic urban area,
- ❑ Develop instruments, procedures and structures to support the proper safeguarding of the public and private cultural heritage;
- ❑ Integrate private actions and coordinate them with the public actions.

2.2.3 Obstacles and Problems

Following obstacles and problems concerning the preparation and the elaboration of the CHIMP and the involvement of the Local Support Group have been raised:

Institutional obstacles

- ❑ Not clearly defined responsibilities between institutions.
- ❑ Sectoral working structures – missing cross-sectoral working structures.
- ❑ Short term operational planning in ‘times of change’.
- ❑ Too many documents (concepts, strategies, plans) for the regeneration of historic urban areas, so that no decision has been taken which to follow.
- ❑ Lack of or unstable urban planning legislation and national conservation policy.
- ❑ Lack of time due to inadequate staff resources (competing demands on time).
- ❑ Lack of funds i.e. for professional fees and printing/production costs.
- ❑ To gain political support (competing issues in the city).

LSG and LAP obstacles

- ❑ Lack of time to develop the LSG and arrange meetings which enables everyone to attend.
- ❑ To get the right stakeholders on board, make them interested to participate in the LSG and make them lobby for the approval of the CHIMP.
- ❑ To derive sound and tangible actions from objectives backed by sufficient financial and economic resources.
- ❑ Difficulty to exceed ERDF Funding from Local Council level.

Thematic obstacles*Economy and Mobility*

- ❑ Economic pressure (development) which puts the safeguarding of the cultural heritage in danger.
- ❑ Find appropriate, new commercial activities.
- ❑ Explain to owners of retail stores that fewer cars and more pedestrians (areas) in historic urban areas are of benefit for them.
- ❑ To convince drivers to use public transport instead of using the car coming to the historic urban area.

Inhabitants and Property owners

- ❑ Convince property owners of historic buildings to preserve and maintain properly their cultural heritage.
- ❑ Obstruction of infrastructural works through complaints and inspection requests from inhabitants and NGOs which contest the authorities that are specialised in this field. How much should be taken account of these views?
- ❑ To strengthen public engagement for cultural heritage. How? Need for effective vehicle for engagement



- ❑ Not enough time to gain deep links with these localities and the people which live within these areas.

2.2.4 Discussion

One major issue was how to make the CHIMP more powerful and how to strengthen the safeguarding of the cultural heritage. Key aspects discussed have been:

Support

- ❑ Achieving the political support by raising the interest and understanding of politicians for the cultural heritage:
 - *demonstrate the economic, social and environmental benefits of (safeguarding) the cultural heritage, use data and figures;*
 - *use international networks and EU-funded projects to raise the attention for the issue,*
 - *organise within such networks and projects meetings for mayors, politicians and administrative leaders.*
- ❑ Committing citizens and property owners for their cultural heritage by giving them the "feeling" of ownership and identification.
- ❑ Strong bottom-up media campaign to push political support (examples are media campaigns in Liverpool and Graz when historic buildings were demolished in historic urban areas).

Funds & Policies

- ❑ Better connecting the local, regional and national level to interlock policies and funding opportunities and as well to raise their support for the safeguarding and sustainable development of historic urban areas and cultural heritage.
- ❑ Tapping local, regional, national and international resources for the safeguarding and sustainable development of historic urban areas.
- ❑ Reserving a part of the ERDF- and ESF-funds for cultural heritage issues.
- ❑ Setting up a 'tool-box' to incite property owners to properly maintain their cultural heritage consisting of:

- *Laws/ regulations (bans & rules);*
- *Incentives (positive and negative tax revenues and subsidies);*
- *Information/ awareness raising activities.*

Awareness and identity

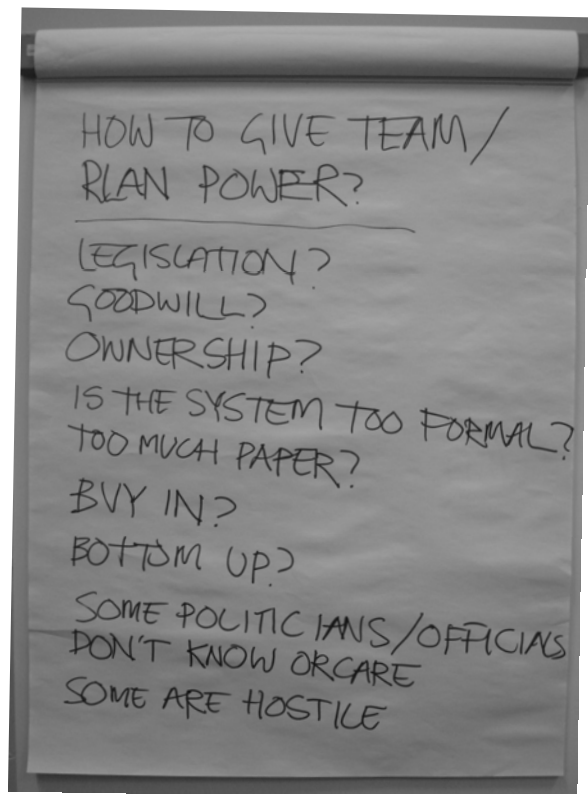
- ❑ Having a 'champion' to represent and communicate the issues of cultural heritage.
- ❑ Using cultural heritage for identity building and as location factor.
- ❑ Winning the youth for the cultural heritage.
- ❑ Organising public celebrations and public discussions about cultural heritage.
- ❑ Organising competitions on relevant issues of historic towns and their cultural heritage to raise the (international) public awareness. *I.e. each year a competition on a certain topic is organised.*
 - i. Cities send their example how they deal with it/ their good-practice (report and poster presentation).*
 - ii. An (international) jury chooses the winners, which are invited to a public ceremony at which the winners present their approach and the topic will be discussed (PR-friendly event).*
 - iii. The contributions to the competition are published in a documentation.*

Another instrument can be a journalist competition

- i. Journalists are invited to write an article about a certain topic related to cultural heritage.*
- ii. An (international) jury chooses the winning article, which will be published.*
- iii. Article will be translated into several EU languages and publish in newspapers and magazines.*
- ❑ Introducing these ideas in the new European heritage label discussion.

CHIMP

- ❑ Integrating the CHIMP in the main policy framework.
- ❑ Walkabout with members of the Local Support Group to communicate and to experience the cultural heritage.
- ❑ Having spokesmen for the different themes in the Local Support Group.
- ❑ Cultural heritage = tangible and intangible heritage (holistic approach)
- ❑ Having an efficient communication between the main stakeholders.
- ❑ Having a shared diagnostic and analysis of the current situation and challenges of the cultural heritage by the main stakeholders.
- ❑ Monitoring, evaluating, and documenting the status and development of the cultural heritage (knowing vs. feeling).



3 Liverpool Supplementary Planning Document for Maritime Mercantile City World Heritage Site

John Hinchcliff, World Heritage Officer of Liverpool



Introduction

Liverpool is witnessing a remarkable period of regeneration, as it seeks to grow, evolve and to find sustainable uses for its redundant historic docklands and the historic buildings that make such a positive contribution to its urban landscape. Liverpool City Council and its partners are committed to achieving a sensible balance between growth and conservation in this living working city.

The Supplementary Planning Document (SPD) aims to provide guidance which will harmonise differing priorities for regeneration and conservation. It is a response to the changing demands of the port and the city, as Liverpool finds a new role in the 21st century, building upon its unique spirit of place. Enhancing Liverpool's spirit of place is central to maintaining its distinctiveness, encouraging investment and development.

The overarching aim of this Supplementary Planning Document (SPD) is to "provide a framework for protecting and enhancing the outstanding universal value of Liverpool – Maritime Mercantile City World Heritage Site, *whilst encouraging investment and development which secures a healthy economy and supports regeneration.*

In October 2006, UNESCO and the International Council on Monuments and Sites (ICOMOS) undertook a State of Conservation Mission to Liverpool on the instruction of UNESCO's World Heritage Committee. The mission looked at the conservation of the WHS in its widest context, with special instructions to assess the impact of particular development proposals on the World Heritage Site (WHS).

The Mission concluded that the outstanding universal value of the site was not at the time under threat, but a key outcome of the mission was that the management of new developments in the WHS should be improved by producing planning and design guidance for development throughout the Site. The SPD is a response by LCC, the UK Government and its partners to this finding.

Structure of the SPD

1. Introduction: This section outlines the background to the SPD and highlights its primary aims and objectives.

2. Relationship to Current Planning Policy Framework: This section outlines how this SPD relates to the existing planning policy framework.

3. Overview of the WHS and Buffer Zone: This section provides a brief narrative description of the WHS.

4. General Guidance: This section provides guidance on a number of issues that are relevant to the entirety of the WHS and its Buffer Zone.

5. WHS-Wide Guidance: The guidance in this section addresses a number of issues and will need to be considered by all developments, schemes and applications that lie wholly or partially within the WHS.

6. WHS Character Area Guidance: This section provides specific guidance on a range of issues for 5 of the 6 character areas in the WHS. The sixth (Lower Duke Street Area) is covered by the existing and adopted Ropewalks SPD.

7. Implementation and Monitoring: This provides guidance on how the Council will implement the SPD, what is expected of applicants bringing forward proposals in the WHS and Buffer Zone and how the Council will monitor the effectiveness of the SPD over time.

General Guidance for development in the WHS and Buffer Zone

10 key issues were tackled for the SPD.

1. General Design Guidance

Applicants for development will need to assess the impact of their proposals on the OUV of the WHS and undertake analysis and assessment to clearly demonstrate that they understand the characteristics of their site and its setting and

that the design of their development has responded to the characteristics of the locality in which it is situated in terms of its materials, layout, mass, relationship to the street, architectural detail and height.

All developments in the Buffer Zone, whether in an area of surviving historic character or not, will need to respond to and reflect the characteristics of the area around them. The design and scale of developments will need to respond to, and respect, their context proportionately to their potential impact on the setting of a conservation area and the WHS.

New developments in the WHS need to achieve high standards in terms of the design, materials, overall architectural quality and, ideally, innovation.

The architectural quality of a proposal within the WHS and Buffer Zone must be of the highest quality of contemporary design but respect and respond to its highly sensitive and important historic context.



2. Views to, from and within the WHS

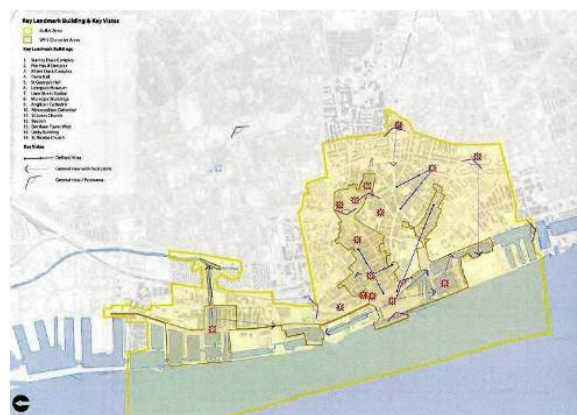
It is important that new development is brought forward in a manner that respects the network of views to, from and within the WHS.

The council expects applications to clearly demonstrate in their Design and Access statements how they have addressed potential impacts on agreed views and the Council will require applicants to provide accurate visual representations showing the effect of the development on the agreed views where it considers that this is necessary to assess the scale of potential change.

Whilst the Council accepts that all developments have some impact upon views, the council expects applications not to have a significant adverse impact on the key views to, from and within the WHS.

For the riverside Development it is stated: It will be important to deliver riverside development within the Buffer Zone in a manner that respects the following particular features:

- The importance of views of the Pier Head buildings as the focal point for Liverpool's and the WHS's river frontage;
- The varied skyline of city centre in particular views to the cathedrals, the ridge and other landmark buildings.



3. Tall Buildings

There will be a strong presumption against bringing forward high-rise developments within the World Heritage Site, as they are considered to be out of context with its prevailing character. Two locations for clusters of high-rise buildings in the Buffer Zone have been identified:

- The Commercial District.
- The Southern Gateway.



4. Building Heights in the WHS

New developments should reflect local variations in building heights and ensure that they do not dominate areas by virtue of their height. New buildings should not generally exceed the height of the tallest building in the immediate vicinity of the street(s) that they address.

Where new development is proposed adjacent to or with a close visual relationship to listed buildings, individual attention will need to be paid to the potential impact of the new development, in terms of its height and other factors, on the setting of those listed buildings.



5. Dock Water Spaces

It is essential that the fundamental integrity of the docks as open water-spaces is retained. Although the docks in the WHS have passed their economic life as operational commercial docks, new forms of active and transitory uses continue to be appropriate for these spaces.

The surviving areas of docks in the WHS and Buffer Zone, including historic dock retaining walls, quaysides, artefacts and their water spaces should be conserved, retained and enhanced. Existing water-spaces within the docks that survive should not be infilled further. Proposals to reduce the depth of water through partial infilling will be resisted.

Proposals to occupy the waterscapes with non-permanent construction may be acceptable where such construction would not dominate a water-space by virtue of its coverage and where the water-space would remain the dominant characteristic element. Proposals should improve public access to the existing water-space or surrounding quaysides and should encourage the leisure and recreational use of

water spaces. Developments should be complementary to the existing developments and uses on surrounding quaysides and should facilitate the re-use or redevelopment of redundant quaysides. The council's aspiration is to create vibrant, active and public water spaces that retain long-term flexibility of use.



6. Re-use of Historic Buildings

The council is committed to ensuring that unlisted historic buildings in the WHS are wherever possible retained and re-used. The Council will generally support proposals to deliver viable long-term uses for historic buildings (whether listed or not) in the WHS.



The Council will generally encourage redevelopment proposals for buildings and sites that have a negative impact on the character of the WHS where redevelopment proposals for those buildings would result in an enhancement of the character of the WHS. The council will generally resist applications for the demolition of other buildings.

7. Conservation Works

The Council wishes to see historic buildings at risk bought back into appropriate uses. It will work closely with owners and occupiers of the buildings to identify ways forward for the buildings, but where this does not lead to the resolution of issues the Council is prepared to use the full range of powers at its disposal e.g. Compulsory Purchase and Urgent Works Notices, to secure a long-term future for these buildings and to ensure their satisfactory repair.

The council wishes to encourage the very highest standards of building conservation and repair work in the WHS.

In cases regarding listed buildings or larger / more complex historic buildings the Council will generally require applications to be accompanied by a Conservation Statement or Conservation Management Plan.



8. Roof-scapes and Attic Extensions

Generally the council would only consider proposals for significant alterations to the roof-scape of historic buildings where it can clearly be demonstrated that there is no suitable alternative approach to delivering an economically viable use for the building and that the development would:

- not require the loss of significant elements of the building's historic fabric;
- not visually dominate the main façades of the building;
- not be visually intrusive in views along the streets on which it is sited;
- not have a significant impact on the character of the townscape;
- be in keeping with the pattern of window, string course and parapet alignments along streets.



9. Archaeology

The Council considers that the entirety of the WHS is an area of suspected archaeological importance under the terms of UDP policy HD17. All developments in the WHS will therefore need to ensure the preservation in-situ of important archaeological remains and/or undertake detailed archaeological evaluation, excavation, recording analysis and interpretation.

10. Vision

For each of the 6 character Areas within the WHS a vision was developed and a detailed master plan for Liverpool Waters/ Central Docks should be commissioned by the owners/ developers, supported by a full Conservation Management Plan.

4 Buildings at Risk"-Program

Chris Griffiths, Buildings at Risk Officer, Liverpool City Council



Heritage is of paramount importance to Liverpool's unique identity and also its appeal as a commercial, retail and visitor destination (more than 1.5M people live and work in the Liverpool City region). Heritage is therefore a key part of the City's present and future prosperity. It is this principle which underpins the Buildings at Risk programme.

Heritage at Risk as a phenomenon is fairly self evident. However, it refers to individual buildings and structures of national importance and which enjoy statutory protection, i.e. are listed, but are under threat as a result of neglect or decay. Vacant properties in deteriorating condition ultimately at risk of being partially or totally lost. By their very nature heritage assets are essentially irreplaceable.

Back in 1991 when the first audit of heritage assets was made, the extent of the problem made the need for re-evaluating the approach to heritage management in the City all too apparent.

To give some idea of the context: In 1991 almost 1 third of listed building stock (roughly 700 buildings) were under threat (at risk or vacant / vulnerable - c325 actually at risk) and hitherto no LA intervention in terms of statutory action against negligent building owners. There was a need to turn back the clock & overcome the inertia caused by years of under investment and indifference towards redundant listed buildings. Since then it has been a steep learning curve and our current approach came about 10 years after the initial buildings at risk survey.

The 1990s was an era of steady progress and saw numerous CAPs & HERs tackle buildings at risk in key City centre areas (Canning, Duke Street, Seymour Terrace). Successful though these schemes were they failed to address more entrenched difficulties in areas like Rope-walks where a long list of endemic problems persisted. In 2000 the situation was still characterised by:

- An underdeveloped local economy which meant that investment in derelict historic property was largely perceived as unprofitable. With little underlying monetary value

attributable to historic fabric a short term approach was frequently adopted. The value of vacant land was very often higher than that of a redundant building which enjoyed statutory protection. This had the effect of inducing building owners to play a waiting game, by not maintaining or deliberately undermining their buildings in the hope of procuring a cleared site once the structure became sufficiently dangerous to necessitate its demolition.

- This downward spiral had a knock-on effect on neighbouring properties inducing abnormally low property values, increased vacancy & progressive deterioration.
- The class of Ownership (largely absentee landlords) was also a problem in being unable to deliver schemes, either in isolation or within key investment areas (larger land holdings).
- Lack of ingenuity or willingness on the part of private developers to go the extra mile and 'handle with care' historic buildings at risk. Dearth of necessary conservation skills.

What was required in order to bring about the necessary change in Liverpool? Hinged on recognition at a political level of:

- The value of Heritage (over & above lip-service – taking up the reins by making use of stat powers available and being proactive).
- The existence of grass roots support for local heritage within the area you are seeking to preserve / enhance. Outstanding universal value of Liverpool's buildings may not have been acknowledged by UNESCO at this stage, but it was already a well known fact in Liverpool & UK generally.
- The potential for investment in local heritage to form the basis of regeneration throughout a wider area.

The democratisation or 'unlocking' of peoples' enthusiasm for built heritage tends to put pressure on the political machine. In such an environment clear political support to make use of statutory powers for the purpose of safeguarding historic buildings and conservation areas becomes increasingly likely. The availability of

public funds for tackling BAR also becomes more likely.

It also leads to greater consistency in the local authority's approach since formal action, of one sort or another, sets a precedent for further action to be taken where similar circumstances prevail. When being pro-active the City must be, and indeed seen to be, even handed.

In less than 10 years Liverpool City Council has gone from a "oh well, plenty more where that came from....whoops there goes another listed building" approach to something more akin to making best endeavours to save historic property under threat. Transformation complete. How did this happen?

Relentless local press involvement: In Liverpool the Echo's *Stop the Rot* campaign arose spontaneously (March 2001) on account of the strength of feeling in the City over the decades of neglect of the City's World renowned architectural heritage. Things reached crisis point when a grade II listed building began to collapse into the street, falling into the path of a local Councillor.

Focus of interest in the historic environment lead by English Heritage (Govt adv body). They conducted an Opinion poll at the time. This revealed that 89% of those asked acknowledged the importance of heritage in regenerating Towns and Cities, and 96% acknowledge the importance of safeguarding the heritage of Liverpool.

English Heritage had a key role to play in harnessing grass-roots support, engaging political leadership and linking up all the positive elements to ensure progress. Assisted in the funding of a full time Buildings at Risk Officer (LCC's response to Stop the Rot) in October 2001.

HELP! launched March 2002: an umbrella project with three inter related themes – buildings at risk coming under the management of the historic environment theme.

Capital of Culture (2003) / World Heritage Inscription (2004) all proved extremely useful in developing the momentum and establishing a strategic approach towards BARs.

Formula for progress: When safeguarding heritage equates to establishing political credibility, this means £££ for Buildings at Risk. Derelict

buildings present a quality of life issue, a pride of place issue, an economic issue. These are the sorts of things politicians are interested in.

But money will not just arrive in the BAR Bank – you need keep on asking for it. Don't ask you don't get, Ask once and you'll probably get nothing, keep asking and eventually you will get something – if only to silence the weary. By 2003 BAR got £1 Million from NWDA + best part of £800k from EH & the City Council to sustain a 4 year programme. This sounds like a decent war-chest but among 300+ BARs such an amount simply represents the beginning of the campaign.

With these generous but limited funds a radical prioritisation of Building at Risk throughout the City based on 1991 survey data was carried out. Combination of severity of condition and perceived benefit of a successful outcome. Striking a balance between saving what is in worst condition and intervening where the greatest conservation gain will be made.

A hit list of 65 Buildings was drawn up. All buildings surveyed to point of identifying the need for urgent works. Bone fide cases graduated to the next stage of the programme.

Since 2002, 12 urgent works notices have been served – 10 implemented by the City Council, 2 by building owners. 4 repairs notices have been served, 3 CPOs made under. Collective effort has lead to considerable peripheral benefits, not least in the sense that the City Council are no longer afraid of using its powers and has become much more efficient at exercising them.

The fear of statutory action in the wake of 'threatened notices' backed up by instances of decisive LCC intervention has induced many private owners to improve their properties. Of the 71 included within the 3 year NWDA programme; 18 have been restored, 19 have been temporarily stabilised under UWN legislation and, regrettably, 15 have been demolished.

Last figure demonstrates that it is impossible to prevent all losses, however desirable it might be. Programme envisaged as a pragmatic attempt to stimulate regeneration and to prevent further losses wherever possible through implementation of structural holding works of a temporary nature.

The remaining 19 buildings remain subject to ongoing monitoring / possible future action depending on the availability of funding – highlights the importance of a long-term budget to ensure the effectiveness of a large scale Building at Risk campaign.

Since 1991 the percentage of Buildings at Risk in Liverpool has fallen from 14% to 5.3%. National average is between 5 and 6%.

Statutory powers certainly do work, but not necessarily in the way you might expect. In Liverpool we have now become accustomed to the unexpected. Legal processes can be extremely slow, to the detriment of the hasten, and the order in which things happen is frequently unpredictable when dealing with buildings which have serious structural defects / economic shortfall / chronic maintenance backlog. With a spirit of perseverance one should, however, proceed undaunted.

The lesson to be taken from Liverpool's experience is don't be afraid to get your hands dirty. This may mean taking people to court and getting down to the nitty gritty of why and how buildings fall apart. After all it is the proper role of the local authority to engage pro-actively in the business of saving listed buildings. In terms of the 'hard cases' concerning everyday grade II LBs, if LAs don't intervene nobody else will. BPTs might be developers of last resort. Local authorities have a responsibility to make this last resort a possibility.