

Greater Portland Leadership Best Practices Trip to England & Scotland October 1-10, 2019

Comments by Erik Lawrence



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Best Practices Leadership is a critical collaboration between industry, academia, non-profit charity, business, and the public sector bringing the best ideas from around the world to enhance, inform and develop best practices in and around our region by learning from like similar regions facing important issues in urban settings. We spend time meeting with important decision makers and leaders around the globe and learn from their success and failure, how they tackle their challenges and the opportunities they seek to enhance and grow for the common good and citizenry.

By bringing these best practices and ideas back to the Portland Oregon region, we hope to build an inclusive world of shared prosperity and meaningful growth where our community thrives and prospers.

Best Practices Leadership, United Kingdom

In October 2019 we traveled to the United Kingdom and met with similar leadership in and from London, Manchester, Sheffield, Liverpool, Glasgow, and Edinburgh. This report will seek to summarize some of the more salient points and conversations from the trip, but it will not be all inclusive. Our meetings are a dialogue and ongoing conversation and we cover many topics which would be overwhelming to include in a report.

Congestion Pricing

With a population of over 8 million people and a geographic region of over 600 square miles, London is one of the most diverse cities in the world. Issues around density, congestion, homelessness, job creation and the environment are not too dissimilar to the Portland, Oregon region.

One key area of focus on our trip was congestion pricing and its potential applicability to our region; how it works, the potential benefits and shortfalls, and how London has used congestion pricing to achieve its goals. There are two forms of congestion pricing in London which has two primary and distinct goals.

City core congestion pricing is designed to limit the number of cars driving into the inner city of London during business hours forcing people onto buses, trains, bikes and other forms of alternate transportation to personal vehicles. Traffic and congestion are an

issue within the city potentially reducing quality of life metrics, safety and increasing infrastructure maintenance.

Within a defined and posted geographic region of downtown London between 7am and 6pm M-F it will cost vehicles £11.50 per day which is collected through a system of cameras and smart technologies that identify license plate numbers and automatically charge owners. There are some limited exemptions, but the governing body of London wanted to limit these exemptions for fear of undermining the primary objective of the scheme to reduce congestion and the numbers of vehicles in the City core.

Revenue from congestion pricing is primarily used to enhance other areas important to the primary objectives of the scheme such as dedicated bus lane creation, bike commuting infrastructure creation and enhancement, as well as pedestrian safety projects.

To help improve air quality, the City of London also imposes a fee on certain vehicles within an Ultra-Low Emissions Zone (ULEZ), also within the same boundaries of the congestion zone. This daily charge in effect 24 hours a day, 7 days a week, 365 days a year, is on most vehicles that don't meet the ULEZ emissions standards and is £12.50 for most vehicle types and £100 for heavier vehicles including trucks and buses.

<https://tfl.gov.uk/modes/driving/congestion-charge>
<https://tfl.gov.uk/modes/driving/ultra-low-emission-zone>

Potential Benefits

- Less congestion on regional streets
- Enhanced alternative commuting infrastructure
- Better air quality and environmental protection
- Longer life for infrastructure such as roads and bridges

Potential Shortfalls

- Adverse impact on lower income households
- Reduction of business activity within the zone

Regional Governance – Private Public Partnership

The Greater Manchester Combined Authority is a combination of the 10 regional councils and a regional Mayor that work with local services, businesses, communities and other local partners to enhance and improve the city-region. The Combined Authority is a group of the 10 regional mayors and one super mayor who is voted in by the regional citizens. They work together to address common issues affecting everyone in the region like transportation, community development and attracting investment to the region.

“It means the region speaks with one voice and can make a strong case for resources and investment. It helps the entire north of England achieve its full potential”.

<https://www.greatermanchester-ca.gov.uk/>

This regional government structure operates much like the Metro Council of the Portland metropolitan region addressing common issues affecting us all. One area of differentiation is the close partnership the Greater Manchester Combined Authority has with business in the region and the close collaboration they have with business interests in the region. It is a collaborative model of regional governance working closely with stakeholders to balance the needs of the region in a progressive and inclusive model of growth.

Decisions made by the Combined Authority are screened through core principles that form the vision and strategic direction of the region and include the following.

- All children to start school ready to learn
- Young people equipped for life
- Good quality housing and an end to homelessness
- Pioneering a positive vision for growing older

Under these clear priorities there are specific priority areas which they view effect the Greater Manchester residents. Under each of these areas there are a set of objectives, goals and key work strands defining the path forward for the region which will live up to the core principles.

- Ageing
- Armed Forces Covenant
- Communities
- Culture
- Digital
- Economy
- Environment
- Health
- Homelessness
- Housing
- International
- Investment
- Police & Fire
- Research
- Resilience
- Transport
- Work and Skills
- Young People

<https://www.greatermanchester-ca.gov.uk/what-we-do/>

This regional cooperation and vision creation align the interests of business, academia, the community and governance leadership who act with a combined voice in the interests of everyone in the region when working with the national government, national partners and international entities. It has been a very successful model which the national government now endorses for other combined regions in the country, so much so that the Greater Manchester Combined Authority has been given control over the administration of the National Health System in their region, unheard of in a country that 95% of the services and funds are controlled by the National Government. A process they refer to as “devolution”, the transfer of revenue and control from the national government to the local municipalities.

Potential Benefits

- Greater collaboration between stakeholders in a region
- Creation of a shared vision of inclusive prosperity
- Acting with one voice for greater clarity and greater strength
- Shared resources, intellectual capital and funds

Potential Shortfalls

- Competing visions and goals
- Infighting and self-serving advocacy

Homelessness

In recent years the Greater Manchester region has experienced strong growth which has not been shared by all. They have seen a 10-fold increase in homelessness, referred to as “rough sleeping”, though the size and proportion of their rough sleeping is still 10-fold smaller than our region. Just the same, it has been alarming to the community and they are working together to end homelessness in their region through several different schemes; private, charitable and government led.

Social housing is provided for those that cannot afford to rent or own a home through a shelter system of B&Bs, social housing projects, and churches. The goal is to provide a bed for every member of their community, so no one sleeps on the streets. The program is called A Bed Every Night and they consider homelessness a humanitarian crisis on their streets. It is funded through the Greater Manchester Mayor’s Homelessness Fund with contributions from the public and businesses who want to make a difference.

Once off the streets they have used different programs for job training and economic independence. The local government in conjunction with business has launched programs in adult education and internships which are free to adults below the national poverty level. This program is also part of the devolution process of shifting programs

such as The Adult Education Budget and the requisite funding from the national government to local municipalities like the Greater Manchester Combined Authority.

An example of a program launched by the non-profit sector is called Invisible Cities and allows those that have been on the streets to become tour guides and earn wages doing so. We were led on two tours, one of Manchester and one of Glasgow by former homeless people who had a unique story to tell and perspective on the City.

“Invisible Cities is a social enterprise that trains people who have experienced homelessness to become walking tour guides of their own city.”

Vision Zero Carbon 2030

Backed by the National Government, which has declared a national environmental emergency, Cities in the UK are preparing individual plans for dramatic carbon reduction. Manchester has set an aggressive goal of Zero Carbon 2030 and is working together to reduce the carbon output of their entire community.

Leadership on carbon reduction is through every sector of the UK community from National government down to individual businesses. They have a lot to do and the business community voiced a desire for the municipal government to lead by example by moving all of the buses, taxis and government vehicles to electric vehicles.

The UK has also made large moves into wind energy and has the largest ocean based wind energy farm in the world.

Advanced Workforce Training

The Advanced Mechanical Research Centre (AMRC) in Sheffield was a campus under the University of Sheffield in cooperation with over 110 companies like Boeing, Rolls Royce, Airbus, and BAE Systems. It provides a collaborative environment where engineering and manufacturing processes can be improved, tested and improvised in working labs and manufacturing facilities. Young students can obtain paid internships at the facility and receive workforce training.

We toured the extensive facilities where all kinds of highly advanced manufacturing machines were worked by young students and interns building specialized workforce skills.

“The AMRC is a network of world-leading research and innovation centers working with advanced manufacturing companies around the globe. We transform industrial and economic performance by making step changes in productivity, increasing competitiveness, developing new products and processes and training new talent and skills.”

In the Boeing plant we were given presentations by 16-year old students who were advanced machining apprentices building real components for the Boeing plant in Oregon, USA. They are hired by Boeing and then receive training at the AMRC before being moved to the Boeing plant where they obtain hands on experience and training as an apprentice.

The facilities in Scappoose Oregon were modeled after the AMRC and likewise their model has been copied around the world. It aligns the interests of companies with the opportunity of students to gain real world experience and training for a highly advanced well-paying trade as an alternative to the traditional high school university glide path.

The primary industries the AMRC serves are aerospace, automotive and transport, construction, energy and medical.

<https://amrc.co.uk/pages/our-mission>

Potential Benefits

- Aligning the needs of industry with the public good
- Workforce training as an alternative to traditional education path
- Advancement of STEM education and objectives
- Outside corporate investment stimulating economic activity and stability

Potential Shortfalls

- Expensive initial investment

Resurrecting a Community

The City of Liverpool mayor's office presented on the unique challenges and strategic objectives of Liverpool, a City that was based heavily on manufacturing before seeing a significant decline in all economic and prosperity measures. Much like Detroit Michigan, Liverpool saw the collapse of their industry and then their communities.

Through an Inclusive Growth Plan, the Mayor's vision is to "make Liverpool one of the best cities in the world; a city known for its creative reinvention, passion, resilience and its commitment to community and fairness."

Together, Liverpool is working to elevate and reinvent itself building new industries, creating jobs and attracting investment, and as a result strengthening their communities through collaborative effort. When we met with the Head of the Office to the Mayor of Liverpool, Tristram Brown, he detailed for us an inclusive vision of governance and community where all of the stakeholders come together under one vision of growth and prosperity for their.