

Place-based growth

Case studies action pack

2020



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Cheshire East

The area in context

Indicator	Cheshire East
Total population	380,790
Total dwelling stock	175,230
Total businesses	19,575
Total employees	189,000
GVA per job (£)	78,921
Employment rate (%)	81.4
Mean earnings (£)	33,812
Land mass (Ha)	116,637.63

Source: See footnote¹



Cheshire East is a unitary authority established in 2009 as part of the local government reorganisation. It has a strong mix of businesses with advanced manufacturing, pharma and science, and transport being particularly prevalent with excellent links to the rest of the North West and the UK.

Cheshire East is a “place of places” covering the former boroughs of Macclesfield, Congleton, Crewe and Nantwich, with rural and urban populations and considerable natural landscapes including the Peak District National Park, Cheshire Plains, and parts of the South Pennines Moors all within its boundaries. The region has a strong industrial heritage with the railway in Crewe, the silk industry in Macclesfield and Congleton, and the salt industry of Middlewich and Nantwich. It is connected to the Midlands Engine transport infrastructure and a gateway to the Northern Powerhouse and will benefit from the major investment in the high-speed rail connection (HS2) at Crewe. The Authority has significant affluence and prosperity in the North East of the region and pockets of deprivation centred around the former industrial centres such as Crewe and parts of Macclesfield.

The challenge of growth

Cheshire East growth challenges are more difficult to articulate as one distinct place than other unitary areas, and the region although connected by its boundary, is composed of areas with significantly different needs and challenges. Consequently, a real understanding of place has been needed to develop a growth strategy which sits within the unitary authority but is appropriate for all the towns within the boundaries.

Housing is expensive and in shorter supply in the more affluent areas and impacts the workforce’s ability to live in all parts of the borough.

There is inequality in the borough with life expectancy and health outcomes differing in the County and therefore discrepancies in the skill levels and opportunities in its population.

¹ ONS, Mid-year population estimates (2018); ONS, Dwelling stock (2018); Inter Departmental Business Register (IDBR) (2019); Business Register and Employment Survey (2018); ONS, Regional gross value added (balanced) local authorities by NUTS1 region (2018); Annual Population Survey (Sept 2019); Annual Survey of Hours and Earnings - resident analysis (2019); Census (2011)



Priorities and plans

Cheshire East adopted its Local Plan Strategy on 27 July 2017. It sets out the overall vision and planning strategy for the borough and identifies strategic sites and locations that will accommodate most of the new development needed.

The plan's key policies are highlighted below:

- Develop brownfield sites, where possible, to minimise the use of greenfield
- Strategic Green Gap, open countryside or Green Belt sites
- Ensure a town-centre first policy to support the main urban centres and deter out-of-town development
- Deliver new homes of the right quality, in the right location at the right price; providing access to low cost and affordable housing to support the growing economy
- Support new development with the right new infrastructure; the plan proposes at least eight miles of new roads and substantial upgrades to the overall transport network
- Focus new housing development in strategic locations through the creation of a new sustainable urban village and urban extensions, rather than a dispersed growth model that would undermine the well-defined character and strengths of the market towns and smaller villages.

Delivery mechanisms

In order to support and deliver growth the Authority has acknowledged the central government's drive for more housing across the UK. However, housing alone will not drive the inclusive and sustainable growth needed for the region and it has been important for the Authority that it develops a more sophisticated understanding of its housing strategy. The region has land available and sites that are attractive to developers but leaving housing development purely to the market will result in expensive housing in areas which a large proportion of the working population cannot afford. Housing strategy for Cheshire East, therefore, is centred around affordable, sustainable units which are attractive to the workforce and led by the need for employment in the area. It has assessed the need to build approximately 36,000 homes between 2010–2030.

The Authority's plans for growth have also centred on the regeneration of key towns and support to rural communities to link the region more effectively. The council has been involved in the releasing of sites and identifying infrastructure to support this regeneration.



Cheshire East has played a significant role in the development of the Crewe HS2 Hub Station plan at the existing Crewe site. Under existing proposals, Crewe station will be served by two trains per hour to London, one terminating at Liverpool via Runcorn, and one at Preston via Wigan and Warrington. From 2027, these services will connect Crewe to the new high-speed service to London. In this it is hoped the region will act as a focus for regeneration and a lever for growth and these benefits would not just serve Crewe, but right across Cheshire East, the North West, North Wales, Liverpool and the Potteries. Cheshire East has developed a draft Crewe Hub Area Action Plan (CHAAP) and this outlines the Authority's vision for the development including the creation of 26,000 new jobs².

The council has exerted its influence over the various parties including Network Rail, HS2 Ltd and partner authorities so that they understand that the development of the station and surrounding area is more than a transport project and could potentially act as a major lever for growth.

In October 2019, Cheshire East Council Cabinet approved a new strategic vision for Macclesfield October 2019. The plan significantly recognises the uniqueness of place in Macclesfield and how that can potentially shape the towns regeneration.

It focuses on Macclesfield's strong cultural and economic identity such as the Treacle Market, the biennial Barnaby Festival, its independent shops, heritage assets and an affluent catchment population³.

The Authority is also supporting the development of the Cheshire Science Corridor, which is focused on the strength of the science sector in the region with businesses such as Astra Zeneca, Recipharm, and Waters Corporation and

research and science facilities such as Jodrell Bank linked to the University of Manchester in the region. Activities have centered around Alderley Park and in February 2015, the council's cabinet approved the adoption of the Alderley Park Development Framework⁴, which seeks to guide any future development on the site. Alderley Park was also given Enterprise Zone status in April 2016 supporting its development of new businesses. It is also the base of some of Astra Zeneca operations in the region (also based outside Macclesfield) and currently houses the global Advanced Lead Discovery Centre for cancer research.

The Council has also created in partnership with the Greater Manchester Combined Authority, Cheshire and Warrington LEP, and Manchester Science Partnerships, the Greater Manchester and Cheshire Life Sciences Fund⁵. It is a seed and early stage venture capital fund investing in a range of life science businesses across all stages of development, with contributions from both private and public sector partners. The size of the fund at first close is £30 million and significant additional private sector investment is expected over the next 12 months. Fund Manager, Catapult Ventures, has ambitions to increase the size of the fund to c.£60 million, creating one of the UK's largest early stage life science funds.

In addition, Crewe is one of only six areas in the United Kingdom that have been identified by the British Geological Survey⁶ as having the potential to exploit deep geothermal energy. In July 2014 the Council's Cabinet made the decision to pursue deep geothermal as part of the region's sustainable economic plan and has received funding from DECC to undertake feasibility studies for district heating networks in Crewe Town Centre, Macclesfield Town Centre, and rural-off grid gas areas.

2 https://www.cheshireeast.gov.uk/planning/spatial_planning/cheshire_east_local_plan/area-action-plan-for-crewe/crewe-area-action-plan.aspx
3 <https://www.cheshireeast.gov.uk/pdf/business/major-regeneration-projects/macc-regen/macclesfield-strategic-regeneration-framework-2019.pdf>
4 <https://www.cheshireeast.gov.uk/pdf/planning/alderley-park-dev-brief.pdf>
5 <http://www.gmclifesciencesfund.com/>
6 <http://www.bgs.ac.uk/research/energy/geothermal/>



Barriers

Uncertainty on key national policies is damaging to forward planning and could potentially slow down growth. Ultimately it is reducing confidence in decision making and developing further plans. Infrastructure plans and growth strategies are planned for longer term and uncertainty discourages new investments and confidence. With large scale projects like those centred around HS2, clarity of future plans will drive the growth.

The complexity of funding and the drip feed of new funding has implications for authorities in trying to ensure access to funding for growth. While helpful, small pockets of funding such as the Stronger Towns Fund, do not support large infrastructure projects. The Authority would rather have single conversations with government around a longer-term plan to look at what it would deliver over an extended time frame. Having a single funding pot that growth would support would be beneficial.

Success factors

Partnership and a good team around the Authority. While a unitary approach makes some of the infrastructure planning easier and land development more straightforward, achieving growth across them also requires all stakeholders, partners and government departments to be on the same page of the strategy. Success is when the projects happen and bring employment and prosperity, not just the planning of them. The strategic plan must be in place with a clear vision which all parties can articulate and understand.

Success is also down to aligning growth with the funding strategy of the local authority. Due to large land holdings the council has been able to forward fund and raise capital.





Cornwall

The area in context

Indicator	Cornwall
Total population	565,968
Total dwelling stock	277,370
Total businesses	24,255
Total employees	213,000
GVA per job (£)	51,127
Employment rate (%)	76.7
Mean earnings (£)	23,266
Land mass (Ha)	354,618.7

Source: See footnote¹



Cornwall is a large unitary authority created in 2009 that is defined by its unique geography, heritage and culture which have been shaped by both land and sea.

Cornwall has a strong sense of place with growing numbers of people expressing their national identity as Cornish, which in 2014 was included in the Council of Europe’s Framework Convention for the Protection of National Minorities. The Council plays an important role in shaping Cornwall’s future and embodies the aspiration for Cornwall to have greater levels of devolved governance which reflects its unique offering. In 2015, Cornwall became the first rural area to get a devolution deal, giving it greater power over public sector funding. Cornwall is also an important tourism destination, welcoming over five million visitors each year for their holidays. In the last few years the traditional view of Cornwall has shifted as it increasingly becomes a hotbed of innovation, as illustrated by the pioneering generation of geothermal energy.

The challenge of growth

The rural and dispersed nature of the area presents a challenge to raising productivity and whilst significant progress has been made in relative economic performance, Cornwall remains one of the poorest regions in Northern Europe. For example, whilst employment has been increasing, wages remain low². This is also exacerbating the housing affordability issue which is a big issue that the Council is addressing through direct intervention.

The challenge for Cornwall is attracting evolving investment that can sustain their success. If the UK had remained in the EU, Cornwall would have expected to receive funding as a ‘less developed region’ in the 2021 to 2028 programme period, which would have brought in approximately £500 million of investment³.

1 ONS, Mid-year population estimates (2018); ONS, Dwelling stock (2018); Inter Departmental Business Register (IDBR) (2019); Business Register and Employment Survey (2018); ONS, Regional gross value added (balanced) local authorities by NUTS1 region (2018); Annual Population Survey (Sept 2019); Annual Survey of Hours and Earnings - resident analysis (2019); Census (2011)

2 Cornwall and Isles of Scilly LEP (2017) Vision 2030

3 Cornwall Council (2018) New Frontiers – Economic Growth to 2030



The Council is aware of the inequalities that exist across Cornwall and is focused on creating the conditions for inclusive growth and creating a self-sustaining economy by harnessing its natural assets, including renewable energy sources and lithium deposits. Cornwall is committed to shaping its own destiny, with the Council at the forefront of that approach through effective place leadership.

Priorities and plans

In Cornwall's latest annual report⁴, they set out five core priorities for growth:

- **Healthy Cornwall:** Better health for everyone; protect and improve the lives of vulnerable adults; provide care of hospital leavers, increase the aspirations for our young people; children are kept healthy and safe; fewer children living in poverty.
- **Homes for Cornwall:** Provide 1,000 homes through the Council; raise standards of privately rented; bring empty properties back into use; support land trusts and other providers to deliver homes; lobby to protect residents impacted by welfare reforms; fewer people living in fuel poverty.
- **Green and prosperous Cornwall:** Use council land to create jobs; invest in skills required by current and existing employers; more apprenticeships; pay the Living Wage Foundation; reduce waste by increasing reuse and recycling; support the development of renewable energy and environmental growth; aspiring to a clean Cornwall that residents and visitors are proud of.
- **Connecting Cornwall:** Improve sea, rail, road, air and bus networks; link bus and rail timetables, ferries and the airport; give communities more influence to improve roads; enhance broadband and mobile connectivity.
- **Democratic Cornwall:** Communicate better with our communities; lobby for fair funding; seek further devolution from Whitehall to Cornwall and within Cornwall; make Cornwall Brexit ready; strengthen local democracy, local decision making and local service delivery.

One area of particular focus for the Council is supporting Cornwall's growing space sector and for Cornwall to become internationally renowned for space technology. In September this year, the Council's cabinet voted to invest up to £12 million in development of the Spaceport Cornwall Programme, which (if supported by the full Council later this year) will be used to develop facilities and operational capabilities at Cornwall Airport Newquay that would enable plans by satellite launch company Virgin Orbit to send small satellites into space from Spaceport Cornwall using a modified Boeing 747⁵. Spaceport Cornwall could eventually create 480 jobs and contribute £35 million a year to the local economy⁶.

Given the location and geography of Cornwall, making sure people are digitally connected is a top priority for the Council. Investment in superfast broadband over the last eight to nine years has resulted in an extensive superfast network across the county and has helped to drive new tech clusters. Superfast Cornwall was first set up in 2011 and there have been three separate phases of the programme. The current programme runs from 2018 to 2020 and specifically aims to reach the areas that are 'hardest to reach' in Cornwall⁷, thereby making sure that no area is left behind. Cornwall has also been leading the way in full-fibre connectivity, with 37% of homes connected to fibre-to-the-premises broadband, compared to a national uptake of 8%. The roll-out is now focused on connecting the remaining 63% of premises⁸.

Physical connectivity between places is equally important for the Council, with large investment into an integrated public transport system, supported through the devolution deal. As a result of actions of the Council, there has been a 9% increase in passengers for buses and a 21% increase in mainline use of trains. Through increasing public transport usage, and reducing car reliance, the Council is also supporting green credentials in terms of sustainable growth and has recently committed to becoming carbon neutral by 2030.

⁴ Cornwall Council (2019) Annual Report 2018-2019

⁵ <https://www.cornwall.gov.uk/council-and-democracy/council-news-room/media-releases/news-from-2019/news-from-september-2019/cabinet-agrees-to-support-investment-in-space-port-cornwall/>

⁶ Cornwall Council (2018-2019) Annual Report 2018-2019

⁷ <https://www.superfastcornwall.org/current-programme/>

⁸ <https://www.cornwalllive.com/news/cornwall-news/cornwall-uk-poster-boy-superfast-3391984>



Cornwall is also taking an active role in supporting place-based growth in local communities. One example of a community led initiative supported by the Council was the restoration of the Jubilee Pool in Penzance which had suffered decline over the years and was significantly damaged during storms in 2014. The pool was handed over to a community interest company (Friends of Jubilee Pool) who have crowd funded in order to raise money for the extensive restoration. The refurbishment has included the use of geothermal energy to heat the pool and has attracted world-wide attention featuring in the *New York Times*' 52 Places to Go in 2017⁹.

Delivery mechanisms

The County outlines a number of mechanisms through which place-based growth is delivered including:

Place-based Leadership board

- In 2016, a formal decision was made to establish a Cornwall and Isles of Scilly Leadership Board which brings together the political leadership of Cornwall Council and Isles of Scilly Council, the chairs of the key strategic partnerships (C&IoS Local Enterprise Partnership, C&IoS Local Nature Partnership and Cornwall Health and Wellbeing Board), representation from Cornwall's MPs, Devon and Cornwall Police and Crime Commissioner, Chairman of Kernow Clinical Commissioning Group, President of Cornwall Chamber of Commerce and the Chairman of the Cornwall Association of Local Councils¹⁰. The Board provides collective leadership of Cornwall and the Isles of Scilly, progressing shared ambitions for the area and working together to tackle issues and challenges¹¹. Importantly, it allows the Council to speak with a single unified voice to be able to raise common interests and concerns. The Board has been particularly important in convincing government not to turn off the tap in terms of devolution.

Funding

- EU funding has been an important form of direct investment into the area and the Council is focused on ensuring the Shared Prosperity Fund provides a like for like replacement post Brexit. EU funding has supported a wide variety of seminal projects such as The Eden Project, roll out of Superfast Broadband, Cornwall Airport Newquay and the duelling of the A30. Three innovation centres have also been built using funding from the EU Regional Development Fund.
- Camborne, Penzance, St Ives and Truro have been selected by the government as four of the 100 towns to benefit from the new Towns Fund. Once approved, it is hoped that the new Town Deals will help to improve connectivity, provide vital social and cultural infrastructure and boost growth – with communities having a say on how the money is spent¹².
- Cornwall and Isles of Scilly Investment Fund (CIOSIF) is a collaboration between the British Business Bank and the Cornwall and Isles of Scilly LEP, supported by ERDF funding. The £40 million fund aims to support access to finance where barriers exist for SME's and seek to address an equity gap in start-up, early stage and development capital¹³.
- Importantly, when the Council approaches the end of the year, any surplus from funding is invested in an economic match fund which is used to support cash flow initiatives. The Council has a growing £1.2 billion capital and investment programme which is focused on generating place-based growth.

9 https://www.nytimes.com/interactive/2017/travel/places-to-visit.html?_r=0&mtref=undefined&gwh=3849C6ACE9D22773FBF9AE15A287FC69&gwt=pay&assetType=REGIWALL

10 <https://www.cornwall.gov.uk/media/29114913/cornwall-and-isles-of-scilly-leadership-board-open-letter.pdf>

11 <https://www.cornwall.gov.uk/council-and-democracy/working-in-partnership/cornwall-and-isles-of-scilly-leadership-board/>

12 <https://www.cornwall.gov.uk/council-and-democracy/council-news-room/media-releases/news-from-2019/news-from-september-2019/four-cornish-areas-to-benefit-from-new-towns-fund/>

13 <https://www.ciosif.co.uk/>



Pilot schemes

- From May 2020, Cornwall is the first rural area to be given the opportunity to run and fund a pilot scheme to bring down the cost of travelling by bus. This is being achieved through a £23.5 million funding package over the next four years for a 'reduced bus fares' pilot¹⁴. This will help to connect communities to work, education and socialising and is important for tackling climate change.
- In 2015, Cornwall was successful in becoming one of the five regions in the UK to pilot 100% business rates retention and continues to do so. This has meant that around £6 million of additional funding is now retained in Cornwall each year¹⁵.

Community Network Areas

In 2009 the Council established 19 community network areas (CNA) based around groupings of parishes and electoral divisions and supported by senior directors. Each CNA has a community network panel which is a local forum enabling partnerships between Cornwall councillors and representatives from town and parish councils within the CNA¹⁶.

State sized intervention

The Council has developed a reputation for taking responsibility for delivering improvements to national infrastructure. One example of this was the £70 million dualling of 4.5km of single carriageway on the A30 which the Council part-funded and delivered on behalf of Highways England to eradicate severe congestion and delays. The project has delivered wider economic benefits in excess of £134 million to the Cornish economy and removed one of Cornwall's significant physical growth constraints.

Barriers

The impact of Brexit and the loss of EU funding provides a significant challenge and risks Cornwall's economy flat-lining especially if the government fails to provide replacement funding to the same financial level.

As a predominantly rural county, the Council has evidenced that it is frequently 'excluded' from policy initiatives through the government's policy and funding focus on cities, something which they have challenged through their 'Britain's Leading Edge' campaign and network.

Short term shifts in government policy, such as the PWLB being increased by 1%, creates an unstable economic context to work within and undermines approaches.

Success factors

Respect that places have a long history and culture that will long out live any public body. It is therefore important to 'go with the grain' of places and understand their aspirations and stories so that initiatives are truly place-based.

Building trust and ongoing engagement with local communities is key to success, especially in relation to housing growth.

Creating an inclusive and shared ambition with everyone pulling in the same direction to achieve those goals and outcomes.

¹⁴ <https://www.cornwalllive.com/news/cornwall-news/bus-fares-reduce-price-cornwall-3378049>

¹⁵ <https://www.cornwall.gov.uk/community-and-living/communities-and-devolution/devolution/devolution-to-cornwall/business-rates-retention-pilot/>

¹⁶ Cornwall Council (2014) A public guide to Community Network Panels



Durham

The area in context

Indicator	Durham
Total population	526,980
Total dwelling stock	242,010
Total businesses	13,795
Total employees	171,000
GVA per job (£)	51,661
Employment rate (%)	72.5
Mean earnings (£)	27,594
Land mass (Ha)	222,606.26

Source: See footnote¹



County Durham is a large unitary in the North East that was formed in 2009, replacing the previous two-tier system of county council. It is a diverse area with affluent pockets alongside pockets of high deprivation.

Historically County Durham has long been associated with coal mining up to the late 20th century, but since then it has been going through a phase of restructuring and is home to large innovative organisations including Atom Bank, Hitachi Rail and GlaxoSmithKline. The County is also the home of Durham University which is ranked amongst the world's top 100 universities. County Durham also has great environmental and cultural assets including beautiful rural areas, heritage coastlines, thriving market towns and the Durham Castle and Cathedral UNESCO World Heritage Site.

The challenge of growth

Being a diverse area, Durham County Council fully recognises that some areas struggle to attract private investment and therefore part of the challenge of inclusive growth is to enable economic opportunities for all communities. Durham County Council's focus is to attract investment to areas that have a competitive advantage and embed them in the local economy with supply chains and a competitive workforce. A core part of this is ensuring that the infrastructure is in place to link people from other areas to the core competitive centres, such as the city centre which offers strategic advantages with its main transport links and university.

¹ ONS, Mid-year population estimates (2018); ONS, Dwelling stock (2018); Inter Departmental Business Register (IDBR) (2019); Business Register and Employment Survey (2018); ONS, Regional gross value added (balanced) local authorities by NUTS1 region (2018); Annual Population Survey (Sept 2019); Annual Survey of Hours and Earnings - resident analysis (2019); Census (2011)

Priorities and plans

Since becoming a new unitary in 2009, Durham County Council quickly focused its attentions on recognising opportunities with regard to the economy and tourism and how best to leverage these opportunities through working in collaboration with the government, LEP and educational institutions. This has resulted in a £3.8 billion investment programme which is currently underway across the county.

The County Durham Plan presents a vision for potential housing, jobs and the environment until 2035 as well as the transport, schools and healthcare to support it².

The plan aims to:

- continue the economic growth and investment in the county
- secure more and better jobs in Durham
- address the causes of climate change and adapt to its affects
- create and enhance vibrant communities for all of its towns and villages
- provide a wide choice of quality homes to meet everyone's needs and ensure they're built where people want to live, reducing the need to travel
- secure the infrastructure to support new development and to relieve congestion and improve air quality
- protect the natural and historic environment.

The County recognises the central importance that the University can play in supporting the growth of higher value jobs and skilling up the population. Durham County Council has a well-established relationship and working charter with Durham University. This works and has successfully created science hubs to drive forward innovation and enterprise. Most notable perhaps is North East Technology Park (NETPark) which was opened in 2004 and is managed by Business Durham, the economic arm of Durham County Council. NETPark supports innovative high-tech businesses as well as providing cutting edge, state of the art design, development and prototyping facilities. Durham University built the first development at NETPark and remain a key delivery partner. Most recently, Durham University was awarded £1.4 million to develop a University Enterprise Zone will further strengthen the NETPark through the collaboration of researchers and businesses.

Durham County Council is moving its main headquarters from a site on the edge of Durham city centre to the city centre in 2021. This will make the current County Hall site at Aykley Heads available for a new business park development which will build on the County's existing expertise in research and data and growing business services sector. Durham County Council is leading on this development and expect this 20-year plan to support 6,000 jobs in ICT, fintech and professional services and deliver a £400 million boost to the local economy. As well as the jobs supported on Aykley Heads, it is expected that the new city centre headquarters will drive growth in Durham city centre and support the further regeneration of the city's riverside.

Forrest Park (Newton Aycliffe) is set to be one of the largest parks in the North East, following planning permission to develop a 55-hectare site for commercial and manufacturing use which could create up to 3,200 jobs and boost the county's economy by almost half a billion pounds over the next 20 years³.

'Place' is extremely important to Durham and the county has been making greater efforts to promote and celebrate everything that's good about the county. In the last six months Durham launched a campaign called 'Powered by People' which celebrates the success stories of individuals and businesses, demonstrating the areas competitive advantage.

Cultural regeneration is also a core focus area for the county and has helped to attract both tourists and new businesses to the area. Many of the cultural events help to position the county as a great place to live and work. The Lumiere programme is the UK's largest light festival and attracts people from all over the county to Durham. It first took place in 2009 as a one-off event, but following support from the county and other sponsors it has been returning every two years since then.

'Place' is extremely important to Durham and the county has been making greater efforts to promote and celebrate everything that's good about the county.

2 <http://www.durham.gov.uk/article/7440/What-is-the-County-Durham-Plan->

3 <https://www.durham.gov.uk/article/21879/Multi-million-pound-business-park-plans-given-the-green-light>



Delivery mechanisms

Durham County Council outlines a number of mechanisms through which place-based growth is delivered including:

- **Capital programmes:** It is not uncommon for the Council to use its own capital programme to fund opportunities. For example, the Council recently funded a project known as 'Integra 61' which is a vital £4.5 million scheme to improve Junction 61 of the A1 at Bowburn which will lead to the creation of 5,000 new jobs. The improvements are part of a larger project which will see construction of 101 acres of industrial units and 270 homes in the area⁴.
- **Headlease:** Durham County Council will often facilitate projects through taking headlease over a particular project. This is only considered feasible where the financial risks have been thoroughly assessed and there is a return for the Council. A current example of this is at Milburngate in Durham city where Durham County Council are facilitating development through a headlease. This is a mix of office space, leisure and residential properties in the heart of the city.
- **Business Durham:** This is the economic development arm of the county which aims to attract capital and inward investment to the county and develop an innovative economy where businesses are supported to flourish. Businesses in Durham can benefit from significant grant funding towards capital projects through the County Durham Growth Fund which was launched. The ERDF programme, which will be delivered by BE Group on behalf of Business Durham, can provide grant support of up to 40% to SMEs towards capital investment projects of £100,000 or more⁵.
- **Funding through the LEP:** County Durham has been allocated £63 million from the North East Local Enterprise Partnerships Local Growth Fund which has supported a range of projects that have supported economic growth. These include new employment development sites and business parks, highways improvements, innovation programmes, business growth, cultural and tourism projects, and a new railway station.
- **Government funding:** An example of this is the Future High Street Fund which is geared towards reinventing town centres. Bishop Auckland is one of the 50 new shortlisted areas across the country that is now going through the second phase of funding that will help transform the high street. It is hoped that the package of investments will improve accessibility and transport connections as well as the reuse of property on Newgate street⁶.
- **Durham University:** Funding through the University is another route through which innovation can be enhanced in the area. Recently, Durham University was awarded over £1.4 million to support collaboration between university researchers and SME's⁷. This will take the shape of a University Enterprise Zone (UEZ) which will encourage universities and businesses to work together to support local economic growth and will also support the development of business accommodation at the NETPark. Durham University is also undertaking an estate masterplan valued at over £700 million, which will improve, expand and modernise their colleges across Durham City.

⁴ <https://durhammagazine.co.uk/durham-news/work-starts-on-4-5-million-durham-junction-improvement-scheme/025810/>

⁵ <https://www.cliveowen.com/2019/06/cc-growth-fund/>

⁶ <https://www.durham.gov.uk/article/21950/Future-High-Street-Funding>

⁷ <https://www.neechamber.co.uk/our-members/news/durham-university-awarded-14m-to-support-industry-and-academic-collaboration>



Barriers

Lack of funding has sometimes held back the progression of projects, and Durham County Council feels that even if the government could release a small amount it would have the potential to unlock huge opportunities and stimulate growth. Durham County Council feels that perhaps the government could be more alive to these opportunities by being more on the ground and understanding of local opportunities. Where there is a lack of funding, Durham County Council has had to think creatively and work closely with investors, developers and businesses to give them the confidence to invest in the County.

Brexit is also seen as a barrier as it has created such uncertainty which results in things having to be put on hold. Under recent European investment programmes, County Durham has ranked amongst the highest areas of need in the EU. Durham County Council and the County Durham Economic Partnership have been lobbying the Government directly and through national partnerships to raise awareness of the needs of the county in advance of the launch of the Shared Prosperity Fund. This investment is vital in order to overcome some of the socio-economic problems that have been constraining economic growth for several decades.

Durham County Council fully recognise that in order to support growth across the whole county it has to be focused on their areas of competitive advantage and then grown outwards through supply chains.

Success factors

Having ambition and clear strategy that is realistic and deliverable and developed with partners is seen to be a recipe for success.

Working collaboratively has been a key feature of Durham County Council's plans and has helped them to leverage the competitive advantage of Durham city. Partnerships are particularly strong in Durham and this has helped to create a real sense of community and pride in belonging.

When Durham County Council became a unitary, there was a real drive and passion to focus on identifying what the areas competitive advantages are and how further opportunities can be leveraged from these. The new focus is how that success can be built upon which will require further forward planning over the next 15-20 years.

Durham County Council feels that the benefits of being a unitary authority is that they have control on decision making and strategy in addition to increased capacity due to their scale of being a large organisation which gives them flexibility. Previously it could have been necessary for up to eight organisations to have to agree to move a project forward. Now one strategy is developed and then agreed before being delivered. Decision making is much simpler as is the coordination and use of services to support the overall county-wide vision.

Durham County Council also feels that some of their success in driving growth is down to their positive and proactive approach to facilitating growth. They pride themselves in being open to ideas, approachable and supportive.



Essex

The area in context

Indicator	Essex
Total population	1,477,764
Total dwelling stock	635,010
Total businesses	65,540
Total employees	589,000
GVA per job (£)	60,397
Employment rate (%)	78.1
Mean earnings (£)	33,405
Land mass (Ha)	346,438.95

Source: See footnote¹



Essex is a county of coastline and countryside, with historic market towns, post war New Towns and – in Chelmsford – one of the UK’s newest cities.

Essex is a vibrant and diverse County with some of the wealthiest areas in the country like Uttlesford, and some of those most in need such as parts of Tendring.

There is diversity in the business sector with the community made up of 98% SME. With engineering experience in the South, financial companies based in Chelmsford and strong connections to the Silicon Fen and the Cambridge digital sector. There is an entrepreneurial success rate in the County with an average of 235 start-ups for each £1 billion of gross value added (GVA) – a rate that is higher than London. However, the region has a growth rate of 0.9% a year over the last decade and while good this currently sits below the UK average².

It is well connected to the major cities that surround it, such as Cambridge, Ipswich and London and has excellent transport links to the rest of the country and the world, with airports at Stansted and Southend.

The challenge to growth

The County does have a significant division between rich and poor with places like Clacton, one of the most deprived in the UK, and Uttlesford one of the wealthiest, with a life expectancy 18 years apart. This brings challenges supporting those most in need economically and enabling better health outcomes to reduce health inequalities. In addition, people living in the periphery of coastal areas face the challenge of being less well connected to economic hubs than those living in more central areas.

1 ONS, Mid-year population estimates (2018); ONS, Dwelling stock (2018); Inter Departmental Business Register (IDBR) (2019); Business Register and Employment Survey (2018); ONS, Regional gross value added (balanced) local authorities by NUTS1 region (2018); Annual Population Survey (Sept 2019); Annual Survey of Hours and Earnings - resident analysis (2019); Census (2011)
2 https://assets.ctfassets.net/knkzaf64jx5x/1ELIBOBH1qfrP4DoNp9+wt/666ca3ba06a9cfd85b77536dcccfd595f/ESSEX_ORGANISATION_STRATEGY.pdf

The proximity to major places of employment such as Cambridge and London have significant consequences for the region. The County has stated that while benefiting from these sources of employment is important, they also wish to encourage the county's residents to live and work in the county. Retaining and attracting young people and families to work and live in the region is therefore a core focus.

The county also wishes to focus on upskilling the population across the age range. While Essex has highly skilled and professional residents, significant parts of the county are less skilled and can therefore face other barriers to economic inclusion. There is also a mismatch between skills offered and those which employers may need in the future. Combined with the quality of further education provision and fewer people in Essex having level 4 qualifications than in the rest of the UK, there is a shortage of digital skills and other STEM subject professions.

Businesses would like to see more facilities and available land in the right places and of the right types to grow or move to the region. In addition, the fact that Essex's business community is dominated by SMEs and smaller micro businesses is a challenge for increasing productivity as their scale can mean they can find it difficult to commercialise new ideas, access development finances, explore new markets (including export markets) and attract investment.

The two New Towns are now entering their fourth generation and consequently the demography has changed since they were created. Many workers have been left behind and few have the skills needed to help cutting edge businesses to succeed. Too few residents benefit from high value jobs, which are not on the radar of local young people and adults.

There is also a mismatch between the national image of the county and the local reality: the Essex brand does not fit the real opportunity presented to people, communities and businesses.

Priorities and plans

Essex County Council set out its priority to enable inclusive economic growth in the Organisation Strategy 2017-2021. It aims to help people in Essex prosper by increasing their skills, enable Essex to attract and grow large firms in high growth industries and target economic development to areas of opportunity.

Essex will publish its new Industrial Strategy shortly. The emerging themes to be set out by the South Essex Local Enterprise Partnership are building communities for the future, modelling future connectivity, accelerating business and productivity growth and maximising natural assets.

To this end growing new communities, investing in infrastructure and upskilling of their population are significant priorities for the County to encourage and develop the workforce and ensure that the County continues to be a great place.

Essex has focused on the development of garden communities. There are plans for garden communities across the county, including sites in North Uttlesford and Easton Park in Uttlesford district, Chelmsford Garden Village, Harlow Gilston Garden Town and Dunton Hills Garden Community in Brentwood. In addition, North Essex Garden Communities Ltd (NEGC) was set up in 2017 by the Councils to take forward proposals put forward by the local authorities for a further three new garden communities. The three communities could deliver up to 43,000 new homes to garden community principles, providing significant employment opportunities and accompanying infrastructure³.

The Council is actively involved in every stage of the process, from shaping and informing the District Local Plans, master planning and actively engaging with the operational delivery groups member delivery boards. A key part of the design principles of these garden communities is health and wellbeing, digital and smart technology, striving to achieve the Town and Country Planning Association Garden City principles. Essex County has been actively involved in the design stage to ensure that they deliver sustainable, attractive and healthy places for people to live, work and play⁴.

³ <https://www.ne-gc.co.uk/about/>

⁴ Essex County Council (July 2019) Health and wellbeing board- Garden Communities in Essex



Aside from the eight garden communities, there are several further large infrastructure projects planned over the coming years which will support rapid growth in Essex. One of these is the Lower Thames Crossing which will provide an important physical connection between Kent, Thurrock and Essex through the development of a new motorway connecting to the crossing. Essex Council provided backing for the option in 2018 with the hope that it will provide a safe and reliable route that will link with the wider economy and bring greater regional growth.

All these priorities are done with the ultimate aim of improving the quality of life, work and prosperity of its residents across the whole of the county.

Delivery mechanisms

The County, supported by Chelmsford, Colchester, Tendring and Braintree councils, applied to the Housing Infrastructure Fund (HIF) for support for the main infrastructure projects – covering £218 million for a new railway station and bypass in Chelmsford, and the £99.9 million for the A120/A133 link road in Tendring/Colchester⁵. The funding will also support development of the first stage of a rapid transport system linking the new Colchester/Tendring borders development and Essex University with Colchester Town Centre and the Colchester North rail station. The network, which would grow alongside North Essex aims to reduce congestion, improve air quality and provide quick and easy access into and out of Colchester and Braintree, linking into other public transport hubs⁶.

There are some significant projects where businesses and the County have worked together, such as the Aero Engineering Training centre at Stansted (MAG provide the capital for the land, and Stansted Airport have provided £5 million) and the County is supporting those centres of excellence by providing £3.5 million grants.

The County has worked with SELEP on a number of other projects and supported a £1 million innovation warehouse in Harlow which has encouraged a number of companies to come or remain in Essex.

It has also made strides to harness new technology and data analytics skills and has actively sought partnerships with the county's universities and colleges. For example, University of Essex has established the Essex Centre for Data Analytics (ECDA). The ECDA is at the core of the 'Essex Innovates' programme, a data science and AI partnership between Essex County Council, Essex Police and Essex University (University of Essex is home to the Institute for Analytics and Data Science).

Additionally, the Catalyst Project is a local partnership between the University of Essex, Suffolk County Council and Essex County Council working to improve community services for vulnerable people using the University's expertise in data analytics. The work will help Suffolk County Council and Essex County Council target public service initiatives where they are most needed, improve outcomes through earlier intervention, and introduce new evidence based evaluation techniques to determine their full impact. The project was awarded £2.2 million from the Catalyst 'universities as anchors' funding initiative by the Higher Education Funding Council for England (HEFCE).

Structurally, the Council has looked to established specific governance for their growth programs, establishing skills, business, and economic groups and boards to manage and assess the development of these key plans.

The Council is currently exploring the feasibility of setting up an innovative locally led development corporation to deliver the three North Essex garden communities. This would give Councils direct control over the delivery of future housing growth and the land acquisition process. In addition, it would be able to borrow directly from government and private funders to ensure key infrastructure is delivered early within each garden community⁷.

⁵ <https://www.southeastlep.com/essex-secures-more-than-300m-from-government-for-infrastructure-and-housing-growth/>

⁶ <https://www.tendringdc.gov.uk/council/news-pr/news-listing/transit-system-better-connect-north-essex>

⁷ <https://www.ne-gc.co.uk/north-essex-development-corporation-moves-a-step-closer/>



In 2018 the Council restructured the Planning and Development Service to bring together existing planning and development resources into one service and provide capacity to focus on the strategic growth proposals. This includes the different town planning phases required to deliver garden communities, a new power station at Bradwell, and strategic employment proposals including the expansion of Stansted Airport and the relocation of Public Health England to Harlow. This new capability of providing strong engagement and a corporate response on strategic developments has been well received by the district councils.

The Essex Planning Officer Association (EPOA) has provided a shared space to come together to discuss planning issues that affect the whole of Essex and produce planning guidance documents. An important and influential publication commissioned by the EPOA was the Essex Design Guide which is used as a reference guide to help create high quality places with an identity specific to its Essex context⁸. This year the EPOA launched a design review panel, consisting of over 40 local specialists, to help local authorities in the county assess the quality of applications.

Barriers

A number of barriers were identified to delivering place-based growth, including:

- recognition that building productive relationships between partners takes time, with the need to create and then work towards a common vision
- district to district relations can sometimes come under strain when there is a duty to co-operate
- private sector funding is also not where it should be and currently too much of the increase in land value once planning permission for development is granted is taken by land owners, land agents and speculative site promoters. The lack of proper management over land value has resulted in an infrastructure deficit, which places a huge burden on the public sector to retrofit.

Success factors

Place-based growth requires significant amount of consultation, communication with existing communities and those who the County would want to move here. It cannot be achieved in isolation and the County must be adept at bringing all the stakeholders, population, businesses, and authorities together at the beginning of any growth-based programme. As part of this, having a shared vision from the outset is critical.

Having individuals with the right skills and collaborative relationships has also enabled the Council to create strong partnerships with central government, as well as across districts and communities.

Enabling people across and beyond the county to recognise an image of Essex that fits with the reality of the place, not a national stereotype.

Financial support and innovation must be prioritised in order to ensure the County operates at the right pace to match the regions needs in the future.

8 <https://www.essexdesignguide.co.uk/>



Hertfordshire

The area in context

Indicator	Hertfordshire
Total population	1,184,365
Total dwelling stock	491,120
Total businesses	65,640
Total employees	649,000
GVA per job (£)	62,783
Employment rate (%)	78.1
Mean earnings (£)	37,616
Land mass (Ha)	164,307

Source: See footnote¹



Hertfordshire County Council is a two-tier local authority with a large population of round 1.2 million. It is a polycentric region with a number of small market towns and larger conurbations like Hatfield, Welwyn, Letchworth and Stevenage.

Hertfordshire is a region with a long tradition in pioneering town planning and regeneration. The County is home to major life sciences businesses and research capabilities and is well placed right at the heart of the ‘golden research triangle’ that links Oxford, London and Cambridge. Other sector specialisms in the region include film and media and advanced manufacturing with companies like Airbus as a major employer. There are opportunities for spatial growth along the radial M1/A1/ M11 North South corridors but the East/West connectivity needs improvement and investment. It has low unemployment, good schools and higher education facilities, low levels of crime and most of its residents are healthy and well.

The challenge to growth

Like other counties with a close proximity to London, the region is expected to face significant population and housing growth over the next 25 years and it is anticipated that the population will grow by 175,000 by 2031. This population is aging and increasingly experiencing long term complex health conditions which will undoubtedly generate demands on services and infrastructure.

Over the last decade, productivity in Hertfordshire has declined compared to the national average with the County facing challenges by being located on the edge of London. The outflow of commuters to London compared to the inflow is a major consideration for the County and a focus for the council to ensure sustainable employment opportunities for all of its workforce.

There is pressure on local transport infrastructure, a shortage of housing that people can afford, a loss of employment land, and challenges surrounding the support of the evident decline of the post-war New Towns and high streets.

¹ ONS, Mid-year population estimates (2018); ONS, Dwelling stock (2018); Inter Departmental Business Register (IDBR) (2019); Business Register and Employment Survey (2018); ONS, Regional gross value added (balanced) local authorities by NUTS1 region (2018); Annual Population Survey (Sept 2019); Annual Survey of Hours and Earnings - resident analysis (2019); Census (2011)

Priorities and plans

In July 2019 the Council published its priorities for Hertfordshire in a new corporate plan². It outlines four ambitions:

- For everyone to have the opportunity to live in active, vibrant communities.
- Hertfordshire's strong economy to continue to grow, with resilient and successful businesses that offer good employment opportunities and help maintain a high quality of life for all.
- For everyone to have the opportunity to enjoy a happy, fulfilling and independent life.
- For everyone to have the opportunity to live healthy lives for as long as possible and to live safely in their communities.

The Council's priorities are therefore the delivery of at least 100,000 new homes by 2031, the regeneration of town centres including Stevenage, Hatfield and Watford Riverwell, improvements of Hertfordshire's strategic road and rail network and the development of the County's key high value and high skill sectors, such as the global excellence in life sciences, advanced manufacturing and creative media.

In support of the delivery of these new homes and communities, a study commissioned by the Hertfordshire Infrastructure and Planning Partnership (HIPP), which consists of Hertfordshire County Council, the 10 district councils and Hertfordshire LEP, assessed the likely cost of the infrastructure that the County will need – such as transport, schools and healthcare facilities. The projected total infrastructure bill is nearly £6 billion, of which £1.4 billion has already been identified or is being raised through funded schemes. The study reviewed the potential costs of delivery alongside currently identified secured funding, potential funding from public, private and developer contributions highlighting a remaining funding gap estimate of over £3.59 billion at 2018 prices³.

² <https://www.hertfordshire.gov.uk/media-library/documents/about-the-council/data-and-information/corporate-plan-2019-25.pdf>

³ <https://www.hertfordshirelep.com/news-events/news/hertfordshire-councils-gear-up-for-growth/>





Delivery mechanisms

Growth Board

Hertfordshire's 11 local authorities and LEP have set up a Growth Board to work together to support the delivery of good, sustainable growth in the County. It also aims to align strategic planning across the County, with an agreed pipeline of infrastructure projects to support the County's priorities.

The Board has a clear ambition of a different relationship with the government and hopefully more devolution. The County applied to be a part of the Business Rates Retention Pilot area in 2018. As a result of the successful application, Hertfordshire's local authorities will now keep 75% of growth of local business rates, estimated to be worth £11.3 million⁴.

The County has established two joint planning groups each with their own strategic plan, covering the North West Central and South West regions. The County is supporting these groups alongside the LEP.

The Sustainable Travel Town (STT) programme

STTs are an innovative approach to reshaping the local highway network and places as a whole, in line with the sustainable transport objective. The Council has asked local organisations to submit proposals in 2018 and will be reviewing these in due course⁵.

Local authority housing companies

Several Hertfordshire Councils have set up property companies to generate revenue and address housing needs, an approach pioneered locally by Broxbourne Borough Council with Badger BC Investments Ltd. As part of this, Hertfordshire County Council has established a property company, Herts Living Ltd., which will deliver over 6,000 homes over the next 15 years. Its future pipeline includes some 40 sites, ranging from smaller sites to large urban extensions, with a total gross development value of up to £2 billion⁶.

Hertfordshire skills strategy

In partnership with Hertfordshire LEP and the Department for Work and Pensions, the Council has produced a detailed skills strategy to ensure that the County's workforce and future labour market are best equipped to meet employers' needs⁷.

Garden villages and towns

East Herts, Epping Forest and Harlow district councils, along with Essex and Hertfordshire County Councils, are working together on the Harlow and Gilston Garden Town. This is supported by £6 million government funding over two years to help deliver the projects, with a further £1.4 million of funding being provided for the delivery of the new towns. Plans are being developed for new neighbourhoods to the east, west and south of Harlow, along with seven new villages to the north, with major investment in transport, jobs and community infrastructure to support new and existing residents in the Harlow area⁸.

The County is also supporting businesses harnessing technological advantage, and the region is home to a group of businesses, such as Ocado and Tesco Labs, which are using data to transform the future of logistics.

⁴ <https://www.hertfordshire.gov.uk/about-the-council/news/press-releases/hertfordshire-to-get-11m-boost-from-business-rates.aspx>

⁵ https://www.hertfordshire.gov.uk/services/recycling-waste-and-environment/planning-in-hertfordshire/transport-planning/sustainable-travel-town-programme.aspx#DynamicJumpMenuManager_1_Anchor_7

⁶ <https://www.hertfordshire.gov.uk/media-library/documents/environment-and-planning/planning/hertfordshire-fit-for-the-future.pdf>

⁷ <https://www.hertfordshirelep.com/what-we-do/priorities/skills-employment/skills-strategy/>

⁸ <https://www.bbc.co.uk/news/uk-38486907>



Barriers

Barriers to delivering place-based growth include the large number of stakeholders involved, and often those organisations are heading in slightly different directions. Keeping everyone on track and moving in the same direction can be challenging and requires trust in relationships and building the mutual understanding of working together towards a set of shared goals at pace. While strategic plans help, and the Growth Board will go some way to bring the right people together on growth, conflicts and complexities still arise.

The region benefits from a supportive LEP which matches the boundaries and ambitions of the county. This has helped the County articulate its strategic growth plans clearly and is not a barrier to their growth plans.

Success factors

Hertfordshire's success will be delivering on the County's ambitions and ensuring the County is adequately prepared for the future growth of the region. Building houses alone is not enough but securing the future prosperity and health of its citizens successfully will be the measure of current growth plans.

The setting up the Growth Board has helped to mobilise the Council for growth.



North Yorkshire

The area in context

Indicator	North Yorkshire
Total population	614,505
Total dwelling stock	291,190
Total businesses	32,735
Total employees	271,000
GVA per job (£)	53,007
Employment rate (%)	79.4
Mean earnings (£)	29,116
Land mass (Ha)	803,761.29

Source: See footnote¹



North Yorkshire is England’s largest county stretching from the east coast towns of Scarborough, Whitby and Filey to within almost 10 miles of the country’s west coast.

The County is sparsely populated with its two largest towns, Harrogate and Scarborough, acting as the main focus of business-led growth and cultural development. The County has significant natural capital, including the majority of the Yorkshire Dales and the North York Moors within its boundaries. Around 40% of the County is covered by national parks. Businesses in the County are spread across a variety of sectors and around 90% are SMEs making it resilient to significant economic shocks. North Yorkshire is a productive County, generating over £13.5 billion of GVA per annum. The York and North Yorkshire sub-region generates £23,023 GVA per head of population which is higher than that of either Greater Manchester (£21,626) or West Yorkshire (£21,457)².

The challenge of growth

The County has an ageing population and many younger people leave the area following secondary and further education in order to pursue careers and cultural experiences in the country’s major cities. The County also has many people who come to the region to retire which adds to the costs associated with an ageing population and increases the demographic who have come to the end of their working life. People who are 65 years old and over make up 23.9% of the County’s population, compared to 18% in the population of England as a whole³. In addition, a significant proportion of the County’s well educated and prosperous population work in the major cities that border the region such as Leeds and Manchester. Retaining high-net worth individuals and younger demographics is therefore a key priority for the County.

1 ONS, Mid-year population estimates (2018); ONS, Dwelling stock (2018); Inter Departmental Business Register (IDBR) (2019); Business Register and Employment Survey (2018); ONS, Regional gross value added (balanced) local authorities by NUTS1 region (2018); Annual Population Survey (Sept 2019); Annual Survey of Hours and Earnings - resident analysis (2019); Census (2011)
 2 <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/overviewoftheukpopulation/november2018>
 3 <http://www.theseearchpartnership.co.uk/2019/05/13/north-yorkshire-house-price-index-reveals-a-five-year-high-for-harrogate-2/>

The scale of the region also means there is complexity and costs in connecting the population and ensuring rural citizens are supported in the same ways as those living in the major towns.

Affordable housing is an issue as housing costs are relatively high when compared to wages. For example, Harrogate is extremely prosperous and has some of the highest property prices in England, while Ryedale District has among the highest wage to house price ratios in the North of England⁴.

Low wages and high house prices mean that a relatively well educated affluent resident population are more likely to be employed out of the County and in some cases out of the region, while lower paid jobs in retail, social care and hospitality are filled by workers from surrounding cities and towns. The issues are most keenly felt in the more remote parts of the County, particularly on the coast and in the more rural areas of Ryedale District where wages are significantly lower than other parts of the County. Harrogate and Selby has the highest average wages by residence in Yorkshire and Humberside, while Scarborough and Ryedale has the second and third lowest.

Priorities and plans

The County Council developed a growth strategy in 2017 which forms part of the council's wider plan to make North Yorkshire a place with a strong economy, with a commitment to sustainable growth that enables its citizens to fulfil their ambitions and aspirations⁵.

The strategy outlines the Council's role in supporting and developing growth and innovation in partnership with a number of key enablers and highlights the following as its key priorities:

- the provision of an efficient transport system
- improvements in skills and education to support the needs of local businesses
- enhanced and high quality mobile, digital communications infrastructure
- ensuring the population is healthy, happy and safe
- promoting the provision of high quality housing and attractive places to live
- development of business growth with a focus on a greener economy
- supporting businesses with improved infrastructure and responsive upper tier services particularly trading standards.

As part of its key role in developing a plan for economic growth, North Yorkshire County Council also emphasises its role in managing and supporting the various stakeholders in the development of a shared delivery of growth including the County's district councils, York, North Yorkshire and East Riding Enterprise Partnership Local Enterprise Partnership, national parks, local nature partnership and the unitary authorities within the wider region.

With a rural and smaller urban population, connecting the region is a major priority with digital and infrastructure connectivity a major focus. The Superfast North Yorkshire project is built around a partnership between North Yorkshire County Council and BT to deliver next generation superfast broadband to the County, and also brings together other initiatives to address rural access to better broadband. It has seen the region grow from 64% up to 90% connectivity over the last five years and the County has the aspiration to achieve 92/94% connectivity in the next two. This focus will ensure better prosperity and opportunity for those living outside the urban centres and improve the connectivity of the County to the rest of the country⁶.

The Council is also focused on developing a modern integrated transport system connecting North Yorkshire to the rest of the North and the UK. The Strategic Transport Plan outlines how a £70 billion pipeline of investment would transform connectivity across the North and unlock £100 billion additional GVA and support the creation of up to 850,000 new jobs by 2050⁷.

The Investment Programme, which accompanies the Strategic Transport Plan, contains transport interventions that would transform connectivity across Yorkshire and the rest of the North. Specific projects include transformational change on Leeds – Harrogate – York Railway line, new A59 bypass of Harrogate and new rail infrastructure to enable Leeds to Newcastle in 60 minutes with phase one allowing Leeds to Harrogate in 15 minutes.

The council is also focused on increasing housing quality and affordability and has worked with the LEP, other bodies and developers to ensure completion of 1,830 new homes by 2017 and plan to build more. Part of these plans include the creation of Brierley Homes, a private company founded and owned by North Yorkshire County Council set up in 2016 which recently built its first houses in the village of Thorpe Willoughby near Selby. The developments are used to make profit which can be used to pay for the increasing cost of adult social care and children's services at the Council⁸.

⁴ <https://www.northyorks.gov.uk/sites/default/files/fileroot/About%20the%20council/Strategies,%20plans%20and%20policies/A%20Plan%20for%20Economic%20Growth%202017.pdf>

⁵ superfastnorthyorkshire.com/#home

⁶ <https://www.northyorks.gov.uk/strategic-transport-prospectus>

⁷ <http://brierleyhomes.co.uk/>

⁸ <http://www.richmondshiretoday.co.uk/profits-from-county-councils-property-firm-could-be-spent-on-social-housing/>

Delivery mechanisms

North Yorkshire together with West Yorkshire Combined Authority were successful in a bidding to become part of the trials of the retention and pooling of business rate growth. The County Council together with the county's district councils, the City of York and West Yorkshire authorities, bid together for the scheme and is piloting 75% business rates retention until 2021. This is expected to bring in nearly £23 million for the expanded membership of which half will go towards fostering regional and economic growth and half to support the financial stability of member authorities. The pool is made up of 14 local authorities and is administered by Leeds City Council⁹.

The York, North Yorkshire, East Riding and Hull Directors of Development Group has developed a Joint Housing Investment Plan with support and engagement from Homes England. The Joint Housing Investment Plan addresses long standing barriers to accelerated new housing development and aims to deliver 6,000 new homes per year over the next 20 years.

£15.1 million funding for the next stage of the digital connectivity projects has been financed by North Yorkshire's successful bid, along with its wholly owned connectivity provider NYNet and the County's seven district councils, to the Department of Digital, Culture, Media and Sport's Local Full Fibre Networks Challenge Fund. It will support the next phase of the County's digital expansion and will involve the provision of 180km of new fibre to 370 public sector sites in several towns including Harrogate, Scarborough, Skipton, Whitby and Settle by 2021¹⁰.

Within the County, district councils have been successful in bidding for funding to support town centre regeneration and mitigate the effects of the loss of high street retail. This includes successful future high street funding for Scarborough, and Northallerton; Heritage Action Zone Funds for Selby, Scarborough, Skipton and Northallerton; town deals for Scarborough and Whitby.

The York, North Yorkshire and East Riding Local Growth Fund (LGF), managed by the York, North Yorkshire and East Riding Local Enterprise Partnership (LEP), has provided funding to a broad range of the County Council work. This includes highway improvements and flood alleviation work, skills capital schemes at North Yorkshire FE colleges and road schemes at Dalton Bridge and J47 of the A1(M) amongst others¹¹.

In support of the Council's aim to improve the environmental impact of its population, the LEP has also supported the development of the Allerton Waste Recovery Park project. In October 2014, the council started a contract with Amey to create the Allerton facility. From September 2018 it is fully operational and will process up to 320,000 tonnes of waste per year from York and North Yorkshire councils. It is developing new technologies to recover waste for commercial applications such as an anaerobic digestion plant which produces a biogas which generates renewable electricity and an energy from waste plant which burns the waste and uses the steam generated to feed an electricity generating turbine that produces enough electricity to supply about 40,000 homes¹².

⁹ <https://www.leeds.gov.uk/your-council/performance-and-spending/business-rates-pool>

¹⁰ <https://www.northyorks.gov.uk/news/article/ps151m-boost-fibre-broadband-infrastructure>

¹¹ <https://www.businessinspiredgrowth.com/wp-content/uploads/2019/07/LEP-Annual-report-2019-Low-Res-digital.pdf>

¹² <https://www.northyorks.gov.uk/allerton-waste-recovery-park>

In 2018, York, North Yorkshire and East Riding Infrastructure Board, of which the County Council is a board member, signed off a £700,000 ERDF contribution enabling the installation of three rapid electric charging points, 'Hyper Hubs', are to be sited strategically across the city of York. Two of these Hyper Hubs, sited at Poppleton Bar and Monks Cross Park and Ride sites, will service commuter routes supporting commuters who wish to live and work in the region with green energy options¹³.

A concerted effort has been made to build capacity across North Yorkshire's District Councils in order to ensure that strategic growth projects can be developed to the point where opportunities for delivery can be exploited and projects delivered in a timely and professional manner. Work has been undertaken to identify a pipeline of potential development projects and to begin appropriate feasibility and project planning work so that they can be successfully progressed should the opportunity or the imperative arise. In this way the County hopes to access funding and investment which is otherwise lost to other areas and regions. This is being achieved through the combined working of directors of development to develop a shared set of priorities and resources for delivery.



¹³ <https://www.businessinspiredgrowth.com/wp-content/uploads/2019/07/LEP-Annual-report-2019-Low-Res-digital.pdf>



Barriers

The biggest barrier to the County's growth is the failure to grasp the size and scale of the County and successful distribution of the prosperity of major cities and market towns across the region. The relative mismatch between jobs and skills and housing as well as addressing transport needs means that the required interventions of increased house building, delivering better paid jobs and a more efficient transport system are structural and subject to the limitations of the planning system and the capacity of the construction industry to deliver new homes. To address this, partners across the County have developed a long term spatial framework for the whole of North Yorkshire looking ahead up to 30 years or two local plan periods.

There are 10 separate planning authorities in North Yorkshire and consequently there are multiple decision makers, meaning that long term planning for infrastructure investment such as new settlements is difficult. In planning terms there is often a direct tension between the requirement on local planning authorities to achieve targets to build new homes and the statutory responsibilities of the upper tier authority to deliver highways, education and social care for a growing and ageing population. These issues can exacerbate the needs of nearby conurbations which share issues connected to housing availability and skills but are not part of a regional approach to long term planning.

Success factors

Effective communication and broad stakeholder involvement, including the local people, is essential to ensure the success of place-based strategies.

In 2017 North Yorkshire County Council launched a new plan for economic growth, which focused on the Council's role in delivering economic growth in England's largest rural County. To ensure the successful delivery of the plan, the Council created a corporate working group focused on delivering the key aims and aspirations of the plan, increased wages, improving the quality of employment and ensuring opportunity for all of the County's residents. This new internal structure included the creation of the Infrastructure Delivery Group with a specific focus on ensuring that S106 (legal agreements between Local Authorities and developers) and Community Infrastructure Levy contributions from new developments make appropriate provision for education and transport needs. There remains work to do to resolve the pressures that exist between the aspirations to build new homes, deliver affordable homes and provide for schools and roads without impacting development viability and North Yorkshire County Council is taking a positive pro-active approach to this problem.

Devolution at York and North Yorks level allows for more control over funding and decision making. Streamlining key local government functions in relation to economic and housing growth can help to unlock opportunity at the scale of the York and North Yorkshire sub-region. Strategic long term spatial planning, aligned to strategic delivery of skills provision and business support can help to unlock opportunities to build on existing high value sectors such as advanced manufacturing and food manufacturing, and can also improve large scale but low value sectors such as the visitor economy and agriculture with a view to delivering higher levels of productivity. In addition a greater focus on transport planning and the delivery of improved universal digital communications alongside the creation of new low carbon, more efficient transport networks can deliver benefits of agglomeration and allow the wider rural York and North Yorkshire sub region to compete with larger urban conurbations as part of the northern powerhouse.



Directors of development across York and North Yorkshire have been instrumental in delivering the first phase of strategic planning and shared resources. This work enables longer term infrastructure developments to be better planned and delivered and has the potential to create efficiencies and co-ordination in terms of local plan development and in unlocking housing growth, through the development of a joint housing investment plan, developed with Homes England. This approach supports the aspiration to combine resources in a more formal way, through a devolved combined authority and to streamline the political decision making functions to ensure a focus on wider strategic goals which can address long term issues of population change and low productivity.

Delivery of the spatial framework represents a view of development opportunities beyond current local plan periods and in doing so enables a more ambitious and proactive approach to future growth in which infrastructure planning and the creation of new or expanded communities can be successfully planned and delivered. This approach both harks back to regional spatial strategies and a planning hierarchy but also provides a new approach to long term development which has at its heart the recognition that future development will need to be significantly different in terms of volume and quality. Providing the homes which are needed for a growing and ageing population while also providing housing which is accessible for a wide range of purchasers and which enables better integration of employment and workforce needs, meeting the needs of businesses and also improving opportunities for all of the sub-regions residents.





Nottinghamshire

The area in context

Indicator	Nottinghamshire
Total population	823,126
Total dwelling stock	362,620
Total businesses	26,840
Total employees	302,000
GVA per job (£)	52,176
Employment rate (%)	77.2
Mean earnings (£)	29,067
Land mass (Ha)	208,477.38

Source: See footnote¹



Nottinghamshire is located in the East Midlands and is a diverse area encompassing rural settlements, large towns such as Mansfield and Worksop and smaller market towns; the county surrounds the City of Nottingham.

Nottinghamshire's economy has historically been dominated by traditional industries and has gone through a period of restructuring and diversification. The county has disparities in wealth and productivity, which broadly splits the county into two parts – more prosperous areas in the East and South compared to those in the West and North which has a history of mining and traditional industries. The county is well connected to other parts of the country via the East Coast Mainline and the Midland Mainline and by major road routes, including the M1, A1 and A46. East Midlands Airport is also in close proximity providing international connections. Nottinghamshire is particularly proud of its investment in broadband and is currently the best connected county in the East Midlands and one of the best in the country [Nottinghamshire County Council, Dec 2018].

The challenge of growth

Productivity is a major challenge which is also reflective of the wider region that generally suffers from a productivity gap. Whilst Nottinghamshire children and young people achieve high levels of educational attainment across the county, there are parts of the county where the adult population currently lacks higher level skills.

There are also significant disparities in income levels across the county, and whilst employment rates are generally good, there are parts of the county where employment tends to be lower grade employment.

¹ ONS, Mid-year population estimates (2018); ONS, Dwelling stock (2018); Inter Departmental Business Register (IDBR) (2019); Business Register and Employment Survey (2018); ONS, Regional gross value added (balanced) local authorities by NUTS1 region (2018); Annual Population Survey (Sept 2019); Annual Survey of Hours and Earnings - resident analysis (2019); Census (2011)

Priorities and plans

Nottinghamshire Council Plan (2017-2021) outlines four key priorities for the county. Nottinghamshire will be:

- a great place to bring up your family
- a great place to fulfil your ambition
- a great place to enjoy your later life
- a great place to start and grow your business.

Infrastructure led growth is a key way in which Nottinghamshire is looking to attract investment, increase productivity and prosperity. Nottinghamshire is well placed to do this because of its central location within the country and it's natural growth corridors. Considerable investment is currently being placed on improving the A46 corridor which aims to unlock significant development opportunities, connect goods to market, improve journey times and provide better employment opportunities for residents. Following partnership work with Midlands Connect and neighbouring counties, in September this year the Government committed to make the necessary investment to dual the A46 from Farndon to Winthorpe and upgrade the roundabouts at Cattle Market and Winthorpe, tackling significant congestion and investing in the A46 corridor.

The proposed HS2 station at Toton is a significant growth opportunity which is of regional and national significance. The development will not only attract new businesses but also to deliver socio-economic benefits to local and regional communities. The development of the hub station and neighbouring sites could result in the creation of over 5,000 new homes and up to 10,000 additional jobs².

The County Council has, over the last three years, driven forward the implementation of a regional growth strategy to capture the growth benefits of HS2 in partnership with neighbouring County and City Councils and District and Borough partners. As a result of this work, in 2018 the Government invited the County Council as part of the Midlands Engine to bring forward a new model locally led Development Corporation. This new body will not only deliver the development at Toton, but also integrate the opportunities with those at the soon to be decommissioned Ratcliffe on Soar power station and the neighbouring East Midlands Airport in Leicestershire. The Secretary of State announced in October 2019 an intention to approve the incorporation of this new delivery vehicle.

The Council itself is also increasingly using its own land for development as a stimulus for growth particularly through a series of growth corridors. The Council's strategy is to use land to shape place, creating new jobs and housing, but also improving the environment and outcomes for communities. This goes beyond a simple strategy of disposing of land for capital receipts, to working with partner delivery agencies to masterplan and bring forward early investment in infrastructure. There are a number of examples of this, including at Berry Hill (the Lindhurst Development) in Mansfield and at Top Wighay in Gedling. These two developments see over 2,000 houses, new schools, new road infrastructure and green public space as well as over 1,500 jobs for local communities in some of the less prosperous parts of the county.



² <https://www.nottinghamshire.gov.uk/jobs-and-working/working-for-us/place-department/high-speed-2>



Delivery mechanisms

The County outlines a number of mechanisms through which place-based growth is delivered.

Central Government bids

Nottinghamshire has increasingly invested its own revenue to develop a pipeline of projects and major schemes to bid for government funding, particularly in relation to housing, infrastructure and major roads.

Regional agencies

The Midlands Engine and Midlands Connect, have been hugely supportive and influential in securing funding. For example, the county worked closely with Midlands Engine to put in a direct bid to DfT for the HS2 development at Toton. The recent commitment of roads investment to upgrade the A46 network was the result of a five-year campaign led by local MP Robert Jenrick, Midlands Connect, Transport for the East Midlands and the County Council.

Whilst the LEP has served a purpose of injecting funding into areas, they have now depleted funding sources and their future remains uncertain until more clarity is provided on the Shared Prosperity Fund.

Private-sector partnerships

Nottinghamshire has also partnered with BT Openreach and BDUK to deliver the 'Better Broadband for Nottinghamshire' (BBfN) with the aim of pushing Nottinghamshire towards 100% broadband coverage. In 2018, the County Council secured an extra £1 million to extend its roll-out of digital infrastructure, which means that over 98% of residential and business premises across the county can access superfast broadband speeds³.

Capital programme

The County Council has become more interventionist with its own capital programme which is helping to unlock potential across the county.

Spatial framework

Nottinghamshire County Council have also set up a non-statutory 'Spatial Planning and Health Framework 2019-2022' which provides a more holistic overview of health and planning across Nottinghamshire. This aims to ensure that health/social care infrastructure requirements are considered to meet the growth requirements of the population of Nottinghamshire⁴.

Development corporation

Plans are currently underway to establish an East Midlands Development Corporation which is being funded by the government. The focus will be on maximising and accelerating development opportunities and strategic transport connectivity across the East Midlands, and particularly around the HS2 station at Toton, East Midlands airport, SERGO Logistics Park, Chetwynd Barracks and Ratcliffe-on-Soar power station⁵.

³ <https://www.nottinghamshire.gov.uk/newsroom/news/rural-communities-to-get-further-broadband-boost>

⁴ <https://www.nottinghamshire.gov.uk/media/1740041/notts-spatial-planning-health-framework.pdf>

⁵ <https://www.nottinghamshire.gov.uk/newsroom/news/once-in-a-generation-east-midlands-development-cor>



Barriers

A number of barriers were identified to delivering place-based growth. Whilst the county acknowledges that they have a good working relationship with districts, having two-tier local government structures with a split responsibility in delivering planning and development in place can be a constraint in securing strategic county-wide place-based growth.

The council recognises the wider barriers to particular growth sectors, in which the county (and Derbyshire) have a number of growth companies. One example of this is in the construction sector which is trialling new innovative and sustainable forms of construction, such as offsite manufacturing of housing. The barriers to growth of this sector are around the planning system, funding and lending and mortgage-ability (NHBC report).

Success factors

The county feels that building confidence and internal capacity will help them earn trust from districts and will ultimately enable greater collaboration.

Strong political (and managerial) leadership

A strong ambitious programme of investment building confidence and giving certainty to developers that the council will work 'with' the industry to secure investment and growth.

Strategic relationships with key partners and agencies

The voice and strength of the Midlands Engine and Midlands Connect is powerful in driving growth across the region and through strong support and engagement, the County Council has secured benefits for local residents and businesses. The County Council also benefits from having two universities on their doorstep – University of Nottingham and Nottingham Trent University – with whom they work very closely.

Innovative delivery partnerships

The county council chose not to go down the path of creating a housing company, instead has created a design/build partnership (Arc Partnership) and a highways company (Via East Midlands) which bring capacity and capability in designing and delivery of infrastructure, masterplanning, procurement and delivery of development.

Strong stewardship of finances means that even after sustained period of financial constraint, the county council continues to invest in growth.



Oxfordshire

The area in context

Indicator	Oxfordshire
Total population	687,524
Total dwelling stock	290,350
Total businesses	31,670
Total employees	365,000
GVA per job (£)	58,000
Employment rate (%)	82.7
Mean earnings (£)	33,996
Land mass (Ha)	260,491.51

Source: See footnote¹



Oxfordshire is characterised by a mixture of rural and urban populations which centre around the City of Oxford and its university and knowledge community.

The County is marked by historic market towns such as Wantage and Chipping Norton and rural areas like the Chilterns and Cotswolds, all areas of outstanding natural beauty. The strong economy is diverse across the region, with particular sectors – such as automotive, life sciences, space technologies and electronics, all focused around the “knowledge spine” of the County. Oxford benefits from its position within the “Cambridge, Milton Keynes and Oxford Arc”² which is home to globally significant centres of research expertise, educational institutions and some of the greatest concentrations of knowledge-based employment. The university is a world leading centre of research and innovation and also a centre for transformative technologies such as digital health, data analytics and autonomous vehicles. It has a thriving visitor’s economy with the County welcoming nearly 30 million visitors a year which accounts for around 10% of all employment³. It does, however, remain a largely agricultural County by land use, with agriculture covering 74% of land use, with a lower population than neighbouring Berkshire and Buckinghamshire.

The challenge of growth

The division and split between urban and rural populations in the County means the challenges differ greatly from place to place. Much of the county is affluent and prosperous but pockets of deprivation remain around the City of Oxford and Banbury with 15 local areas in the 20% most deprived in the country⁴. Connectivity is centred around the economic centre of Oxford and some rural areas struggle with transport and digital connectivity. The National Infrastructure Commission (NIC) report “Partnering for Prosperity: a new deal for the Cambridge Milton Keynes-Oxford Arc”⁵ identifies that the economic success of the corridor is threatened by poor east-west connectivity.

1 ONS, Mid-year population estimates (2018); ONS, Dwelling stock (2018); Inter Departmental Business Register (IDBR) (2019); Business Register and Employment Survey (2018); ONS, Regional gross value added (balanced) local authorities by NUTS1 region (2018); Annual Population Survey (Sept 2019); Annual Survey of Hours and Earnings - resident analysis (2019); Census (2011)

2 <https://www.nic.org.uk/our-work/growth-arc/>

3 <https://www.experienceoxfordshire.org/visitor-spend-target-exceeded/>

4 <https://www.oxfordshire.gov.uk/sites/default/files/file/about-council/CorporatePlan.pdf>

5 <https://www.nic.org.uk/publications/partnering-prosperity-new-deal-cambridge-milton-keynes-oxford-arc/>

As with other counties, its population is ageing with the number of people aged 85 and over increasing by 55% by 2031. The population is set to grow by 27% by 2030⁶.

Over one third of Oxfordshire's employment is in Oxford which indicates the city's strategic importance to the County and wider regional economy. The future economic prosperity of Oxford and the prosperity of the County as a whole are therefore very closely linked and this reliance encourages some disparity across the County. Private investment is centred around the city and the "knowledge spine" of Harwell, Banbury Bicester and the Council must extend prosperity throughout the County.

Oxford's research businesses and universities are competing in a much more global environment where the workforce, academics and students are internationally mobile. Its offerings must compete with other global research centres like Cambridge and Palo Alto to attract and retain its status and prosperity against this competition.

Average house prices in Oxfordshire are over 10 times median earnings and up to 17 times median earnings in the City of Oxford⁷. The city's prosperity means that majority of the population in the County and its key workers cannot afford to live in the city.

Priorities and plans

The corporate plan sets out the Council's strategic direction for four years until 2022. Its main priorities are:

- to give every child a good start in life and protect everyone from abuse and neglect
- enable older and disabled people to live independently
- support a thriving local economy by improving transport links to create jobs and homes for the future.

The plans for infrastructure investment and economic development centre around the Oxfordshire Growth Board. The Board is a joint committee of the six councils of Oxfordshire together with key partners including the University of Oxford, NHS Oxfordshire CCG, Homes England, Environment Agency and Oxfordshire Local Enterprise Partnership (OxLEP). It has been set up to facilitate and enable joint working on economic development, strategic planning and growth, overseeing all the projects agreed in the Oxfordshire Housing and Growth Deal and Oxford City Deal alongside the OxLEP.

In addition to the goals of building new homes and infrastructure across the county, its main priorities include:

- developing the Oxfordshire Growth Hub (with continued government funding) to deliver quality driven targeted support, sector advice to increase SME market penetration and to accelerate scale-up of high growth companies
- identifying Oxfordshire's specific skills needs and encouraging local providers to align their provision to address these needs
- building on Oxfordshire's strong international profile and world-leading science and technology clusters to investigate measures to boost inward investment and exports.

The Oxfordshire Infrastructure Strategy (OxIS)⁸ is an Oxfordshire Growth Board project involving the Council's six local authorities and OxLEP, with the purpose of prioritising the Council's infrastructure requirements to 2040 and beyond.

The Oxfordshire Plan 2050 is one of the commitments made by the six Oxfordshire authorities as part of the £215 million Housing and Growth Deal, which recently finished public consultation. The Oxfordshire Plan builds on the foundations set by the current Local Plans and aims to look at the strategic planning issues for the period up to 2050. The team requested public views on which broad locations should be considered for large-scale housing or employment, infrastructure projects, or for strategic environmental designations. Its contents are due for publication soon.

Over one third of Oxfordshire's employment is in Oxford which indicates the city's strategic importance to the County and wider regional economy.

⁶ <https://www.oxfordshire.gov.uk/sites/default/files/file/about-council/CorporatePlan.pdf>

⁷ <https://www.oxfordshiregrowthboard.org/housing-and-growth-deal-home/>

⁸ https://www.oxfordshiregrowthboard.org/wp-content/uploads/2018/04/oxis_stage2.pdf



Delivery mechanisms

The Oxfordshire Growth Board has secured £215 million of government investment for new homes and infrastructure across Oxfordshire.

The Oxfordshire Housing and Growth Deal provides £60 million for affordable housing and £150 million for infrastructure improvements, including road and rail. This will accelerate the agreed ambition of building 100,000 new homes across Oxfordshire by 2031 to address the county's housing shortage and expected growth. This deal is supported by the development of an Oxfordshire Joint Statutory Spatial Plan (JSSP), building on the existing Local Plans, the Oxfordshire Infrastructure Strategy and Oxfordshire Local Transport Plan Delivery that is centred around the major investment projects outlined through the OxIS strategy which include:

- East – West connectivity
 - Improvements to the A34 and A40 and rapid bus routes linking key locations
 - East-West rail connecting Oxford to Cambridge
 - Redevelopment of Oxford train station
- Housing growth and quality of settlements
 - A new garden town for Didcot, West Oxfordshire Garden Village
 - Major developments in the county including the Northern Development Arc
 - Continued investment and support of the key areas already experiencing growth such as Banbury and Bicester
- Support for business and incentives to attract private investment
 - Incentives to encourage businesses to locate and expand within the Science Vale UK
 - Extension and support for enterprise zones across the county

This is shaped within the context of key corridors in which the local infrastructure projects focuses:

- Knowledge Spine North
- Knowledge Spine South
- A44 Corridor
- A4074 Corridor
- A40 Corridor
- A420 Corridor
- A4260 Corridor
- Oxford
- M40 Corridor Eastern⁹

Oxford is also one of 19 cities to have won the government's City Deal contest. It was chosen for the huge growth potential of its knowledge-based economy, centred on its enterprise and innovation zones, and for its contribution to the wider national economy.

⁹ https://www.oxfordshiregrowthboard.org/wp-content/uploads/2018/04/oxis_stage2.pdf



Barriers

Uncertainty around the political leadership, both locally and nationally, has affected the County's ability to implement their plans and plan future funding. Changes in political leadership at local level have the potential to change the focus of growth plans.

Too many counties and regions chasing too many different pots of many different sources of funding.

The current short term funding agreements are not conducive to successful infrastructure delivery and longer term planning of funding to match the growth plans would enable better growth. In addition, pinning funding against housing is understandable but as this is only within the current plan period then it forces short termism. There is also rarely enough revenue support to go with the capital funding, creating a pressure within local authorities that successfully bid for the capital.

There is additionally a significant funding gap between the cost of the infrastructure Oxfordshire is likely to need by 2040 and the funding available to deliver it. Oxfordshire County Authorities commissioned research to identify the infrastructure funding gap which is currently calculated to be £7.14 billion¹⁰. It is one of the highest in the County authorities reviewed.

There is current tension between the desire for climate action and increased growth – without a national response to this then the tension gets played out locally.

Success factors

The certainty of funding and clarity of the funding pots for growth would be beneficial. Clearer infrastructure investment funds supported by private investment will drive growth. In line with this, a strategic national view of infrastructure planning where the local picture is central should be implemented. Regional/national infrastructure plans would be useful so that everything connects up.

Other key infrastructure providers need to be more part of the picture, such as Highways England, National Rail, Energy providers etc – these often become a constraint to delivering in a timely way.

¹⁰ https://www.oxfordshiregrowthboard.org/wp-content/uploads/2018/04/oxis_stage2.pdf



Staffordshire

The area in context

Indicator	Staffordshire
Total population	875,219
Total dwelling stock	383,090
Total businesses	33,020
Total employees	349,000
GVA per job (£)	51,519
Employment rate (%)	79.2
Mean earnings (£)	28,240
Land mass (Ha)	262,027.95

Source: See footnote¹



Staffordshire is a two-tier authority area within the heart of the West Midlands and whilst over 80% of the County is rural, the majority of the population live in urban areas.

The regions' major towns include Lichfield, which has city status, Stafford, the county town, Burton upon Trent, Cannock, Newcastle-under-Lyme, Leek, and Tamworth. The county covers an area of over 1,000 square miles and is the largest county in the Midlands by population. It is a region of wild landscapes with the Peak District National Park in the far north and Cannock Chase, an area of outstanding natural beauty in the south. The County was historically a major centre of coal mining in the UK but has now refocused its economy around its strategic position in the centre of England with logistics and manufacturing companies now based there. It has excellent connections to the rest of the UK and is a major transport hub for the UK economy. Staffordshire has a low crime rate and therefore one of the safest places to grow up in the country. The schools are some of the top performing in the Midlands with nearly 90% of Staffordshire schools rated 'good' or 'outstanding' by Ofsted.

The challenge of growth

While employment is high and unemployment low in the County, the major challenge is productivity which is relatively low. Mean incomes are therefore lower than many other counties so enabling people to get better paid jobs is a major focus to improve the living standards of its population.

Whilst business survival rates are very good in Staffordshire, the area suffers from a low business start-up rate.

¹ ONS, Mid-year population estimates (2018); ONS, Dwelling stock (2018); Inter Departmental Business Register (IDBR) (2019); Business Register and Employment Survey (2018); ONS, Regional gross value added (balanced) local authorities by NUTS1 region (2018); Annual Population Survey (Sept 2019); Annual Survey of Hours and Earnings - resident analysis (2019); Census (2011)

Levels of house building in parts of Staffordshire, like many other areas across the county, are failing to keep up with the needs and demands of the growing population. Not enough new homes or the right variety of homes are being built, and the costs are continuing to rise faster than incomes. Housing for key workers, young people and the elderly are all needed to ensure the population can access a good quality of accommodation.

Staffordshire has identity but does not yet have a strong identity like some other country authorities and in order to attract investment and people to the region to live and work, this identity and the benefits of living in the county need to be articulated better.

Priorities and plans

Connecting Staffordshire is the County Council's Strategic Plan which sets its priorities for the next five years. Its vision for Staffordshire to be "a county where big ambitions, great connections and greener living give everyone the opportunity to prosper, be healthy and happy."²

It aims to ensure the people of Staffordshire will:

- have access to more good jobs and share the benefits of economic growth
- be healthier and more independent
- feel safer, happier and more supported in and their community.

The county will achieve this through:

- **Infrastructure:** Supporting the construction of more housing to meet the growing needs of families and people young and old. Staffordshire authorities are required to accommodate housing and economic growth, delivering on average 4,339 dwellings per annum, or 86,772 dwellings over the next 20-year period.
- **Economic growth:** Creating the right conditions for economic growth across the whole of Staffordshire that produces more, better paid jobs for residents, including connectivity and digital infrastructure.
- **Skills:** Improving education and skills provision.
- **Health, care and wellness:** Having a joined up approach to health, care and wellness that encourages people to take responsibility for their own health and plan for their future, so that we can support those who really need it.
- **Children and families:** Having a network of support to help people manage their own problems and stay safe and well.

A longer-term plan to coordinate future development and economic growth opportunities across Staffordshire has been approved by the County Council's Cabinet in October 2019. The Council, working with the district and borough councils, Stoke-on-Trent City Council and infrastructure providers, have commissioned a Strategic Infrastructure Plan (SIP) to support the planned construction of new homes and improve job opportunities through the delivery of high-quality infrastructure including transport, schools, health facilities, green spaces, leisure facilities and digital connections³.

The plan is to support the county's vision for a more joined up approach to infrastructure planning and to understand the sub-regions longer term needs to support growth of the population and business base. It aims to better understand and quantify the type and level of infrastructure investment required to be able to deliver upon the levels of growth planned for the County.

Delivery mechanisms

Delivery of growth in the County in recent years has focused on areas where appropriate infrastructure capacity exists (or can be expanded to accommodate growth) and can support housing development to ensure the growing population has good accommodation alongside sources of employment.

Areas which are already seeing large scale development include Stafford town, Liberty Park in Lichfield, Keele Science and Innovation Park in Newcastle-under-Lyme, Rugeley power station in Cannock Chase, Branston Locks in East Staffordshire and Blythe Vale in Staffordshire Moorlands. The County Council has supported many of these, and other developments throughout the county in recent years through the provision of land and/or strategic infrastructure improvements.

There continues to be a focus on significant development around the Stafford town region and this regeneration is supporting the council's aim of rebalancing the Staffordshire economy with higher paid jobs across a wider range of sectors. The Council in partnership with Stafford Borough Council are managing the Stafford Station Gateway Masterplan which will unlock land around Stafford rail station and includes 75,000 sqm of offices, 800 new homes, 120 bed hotel/conference facilities, 2,000 sqm of retail/leisure, 3,000 sqm of industrial, 1,500 multi-storey parking spaces, and railway station upgrades together with 6.5 hectares of urban green and civic space. The Council has also provided £15.5 million to support the construction of the 1.2km Stafford Western Access Route (SWAR), which will run through the west side of Stafford town centre and support housing and employment growth throughout the town⁴.

² <https://www.staffordshire.gov.uk/Your-council-and-democracy/Documents/FINAL-Strategic-Plan-2018-to-2022.pdf>

³ <http://modern.gov.staffordshire.gov.uk/documents/s130098/Appendix%201%20-%20Draft%20Strategic%20Infrastructure%20Plan.pdf>

⁴ https://www.midlandsengine.org/wp-content/uploads/CCS151_CCS0119406380-002_CIP_Midlands_Inserts_Stafford-Gateway-North.pdf



The County Council is currently driving the progress of an extension to generate an additional 100 acres of fully serviced employment land alongside i54 South Staffordshire. This is a hugely successful and nationally significant 97-hectare (240 acre) employment site in the centre of the UK, which Staffordshire County Council has been central to the delivery of and has worked in partnership with Wolverhampton City Council, South Staffordshire District Council and the Stoke-on-Trent and Staffordshire and Black Country Local Enterprise Partnerships to develop. The project has included the delivery of a new motorway junction onto the M54 to provide improved access to the site and is now home to a Jaguar Land Rover engine plant and high value employers in various sectors including aerospace, security printing and scientific food testing. The scheme represented a step change and transformation in the regional economy to higher value employment opportunities. There are already over 2,000 people employed at i54, which will rise to more than 4,000 when the existing site is fully built out, whilst the extension will create the opportunity for the private sector to deliver up to 1.8 million square feet of employment space, generating £600 million of private sector investment and creating up to 2,700 more jobs in the area.

The Council has also supported the development of Liberty Park, Lichfield, adjacent to Lichfield Trent Valley Railway Station, a £38 million development of 441,000 sqft of industrial and warehouse units that plans to create hundreds of jobs. In order to develop the Liberty Park site, access improvements were required which involved replacing the existing bridge over the West Coast Mainline and new roads providing the access to the site. The work was carried out by the county council and cost £4 million funded by the Stoke-on-Trent and Staffordshire Enterprise Partnership's Growth Deal, with additional financial contributions from a private developer called Liberty Property Trust⁵.

An additional example of a site developed with County Council investment is the Innovation Centre, IC5, at Keele Science and Innovation Park. The site is adjacent to Keele University and continues to expand, providing high-value, high-wage jobs within the area⁶.

The growth strategies that the county council have agreed with a number of district and borough councils set out the priorities and actions the authorities will jointly take to support growth within the area. For example, within the Staffordshire Moorlands, the councils are supporting the regeneration of Cheadle town centre including a redesign of local health services, whilst the development of plans for Leek's Mill Quarter and the Wharf Road area of Biddulph are currently underway.

Clearly an important aspect of supporting economic growth within the County is ensuring that residents have the right skills to be able to take advantage of job opportunities that are created. The County Council has been integral in establishing a skills partnership with key providers and stakeholders across the region. The Education and Skills Strategy: Partnership Framework, which met in the Summer 2019 for the first time, is a wide range of providers, partners and stakeholders from across the education and skills landscape with the aim of understanding and improving the provision of skills-based education in the County. Through the partnership approach it is hoped the County will build new, collaborative ways of working to deliver a skills programme not in isolation⁷.

The County Council also helps to support skills programmes and schemes for individual employment and housing developments, including supporting district/borough councils in securing employment and skills plans from developers to ensure local businesses and residents can benefit from developments within their area.

5 <https://www.libertyparklichfield.com/>

6 <https://www.keele.ac.uk/business/scienceandinnovationpark/>

7 <https://www.staffordshire.gov.uk/Education/Education-and-Skills-Strategy.aspx>



Barriers

Within the County, infrastructure planning has generally progressed on a theme-by-theme and area-by-area basis and has therefore been somewhat disjointed and has not provided a holistic view of infrastructure requirements across the county. To help to address this, the County Council has commissioned the creation of the SIP to assess the current infrastructure capacity within the County, set out expected level of housing and employment growth over the next 20 years and identified the likely required investment in infrastructure that will be required to support this growth.

With regards to the funding of infrastructure, the SIP identifies a gap in funding which has yet to be matched and addressing this gap will be a barrier to overcome. In addition, a number of national policies and initiatives have been designed for problems that are specific to the South East property market where values are high and therefore do not translate to rest of England. For example, the Community Infrastructure Levy has proven far less likely to generate the required investment in infrastructure in areas where land values are lower and viability of schemes is more of an issue. The County Council argues that funding should therefore be more regionally applied to understand the challenges of growth locally.

The governance of regional and sub-regional organisations also remains confusing, including overlapping LEP areas, adding a layer of complication which should not be there.

Success factors

By their nature, two-tier authorities have a strong political will to work together and must have a clear vision of their strategy. It is an advantage that they are proficient in partnership working and operate in a two-tier environment to influence the various stakeholders. Creating an environment of trust has helped to strengthen these partnerships and is critical to success.

Attracting significant private investment is also clearly necessary to ensure success and the ability to clearly articulate a vision and economic plan makes this process easier. Clear messages from all the partners across the County region make private investment more likely.



Surrey

The area in context

Indicator	Surrey
Total population	1,189,934
Total dwelling stock	493,880
Total businesses	65,025
Total employees	564,000
GVA per job (£)	77,027
Employment rate (%)	81.8
Mean earnings (£)	43,020
Land mass (Ha)	166,249.81

Source: See footnote¹



Surrey benefits from its proximity to London and is the second wealthiest place in the UK.

It is home to 381 European companies, has a highly skilled workforce and, for the most part, the quality of life is high with easy access to the coast, countryside and two of the UK's busiest airports. As a result of this prosperity, Surrey is also one of the most densely populated shire counties in England, with a population of 1.2 million. By 2031, the county's population is forecast to grow by another 106,000 people, making an increase of 9%². Alongside this growth in population, it is also a county where the population is ageing; one in five people are currently aged 65 and over, with an expectation that this will grow by 100,000 by 2040.

The challenge of growth

A growing and ageing population places significant challenges on local authority provisions, especially in relation to health, wellbeing and connectivity.

Compounding some of these issues is Surrey's geography. Although 87% of the county is within urban areas, 74% of its land is covered by national and international protection designations such as Green Belt and Areas of Outstanding Natural Beauty. This places significant restrictions on development and may create challenges as Surrey's population grows and demand for housing increases. Adding to these challenges will be pressure on Surrey's infrastructure arising from London which is also set to deliver a large number of new homes each year to meet ambitious housing targets.

1 ONS, Mid-year population estimates (2018); ONS, Dwelling stock (2018); Inter Departmental Business Register (IDBR) (2019); Business Register and Employment Survey (2018); ONS, Regional gross value added (balanced) local authorities by NUTS1 region (2018); Annual Population Survey (Sept 2019); Annual Survey of Hours and Earnings - resident analysis (2019); Census (2011)
2 Surrey County Council (2019) Surrey Place Ambition

Surrey is a ‘polycentric’ county with no single large and/or dominant town or city. Consequently, this may have implications for its growth. Although there are good infrastructure connections into London, there are also significant problems with congestion of roads, which is estimated to cost the local economy £550 million each year, and there is comparatively little infrastructure to support East-West journeys across the county. The county has three distinct geographic regions: suburbia, market towns and rural villages, which have their own unique issues. Ensuring that things like access to 5G internet are achievable and consistent across all three regions is difficult, but one which the county recognises is important and is putting plans and provisions in place to make it a reality.

Despite its comparative economic strengths, the pace of growth within Surrey is slowing and so there is an element of futureproofing the county, by identifying growth areas and industries and adapting accordingly. This includes an understanding that the future of economic growth is likely to be more localised as the UK moves from an industrialised economy to a knowledge economy. This economic shift is likely to include a move away from big businesses and towards more socially-based enterprises, smaller businesses and local supply chains and is something that the County Council is keen to be at the forefront of supporting and enabling.

Priorities and plans

There are a number of strategies, plans, programmes of activity and initiatives aimed at securing the future prosperity of Surrey. The Community Vision for Surrey – 2030, was developed in conjunction with local residents and a wide range of partners and is focused on enabling people to live healthy and fulfilled lives. These ambitions include:

- residents living in clean, safe and green communities, where people and organisations embrace their environmental responsibilities
- journeys across the county are made easier, more predictable and safer
- everyone having a place they can call home, with appropriate housing for all
- businesses in Surrey thriving
- well-connected communities, with effective infrastructure, that grow sustainably.

In July 2019, the Surrey 2050 Place Ambition was launched – a bold plan that combines the aspirations of boroughs and districts, the county council and the two Local Enterprise Partnerships (LEP), whose jurisdictions Surrey falls in, with a focus on ‘good growth’³.

Good growth is defined as:

- proportionate and sustainable, focusing on the places where people both live and work
- supporting overall improvements to the health and well-being of our residents
- supported by the necessary infrastructure investment - including green infrastructure
- delivering high quality design in buildings and public realm
- increasing resilience and flexibility in the local economy
- building resilience to the impacts of climate change and flooding
- planning and delivering at a local level while recognising that this will inevitably extend at times across administrative boundaries.

A fundamental priority of good growth is to ensure that no-one is left behind. There is recognition that people and place are inherently linked and although Surrey enjoys a high quality of life, it is a region not immune to health and wellbeing challenges in relation to factors such as mental health. Within Surrey, it is estimated that 10,600 children aged 5 to 15 have a mental health disorder and so in aiming to address these issues through things like greater community engagement, the county council is not only addressing an immediate need, but also creating sustainable workforces and communities for the future. An example of no-one being left behind can be found in the gaming sector in Woking. This is a global industry that has developed within the county and has a focus on recruiting a high-functioning, neuro-diverse workforce to further strengthen and develop the industry.

Community hubs are also a key way in which Surrey is trying to empower people to help themselves. The purpose of the hubs is to provide information and support to help people stay independent. They also offer valuable peer to peer support and a venue for people to access specialist clinics and sessions⁴.

³ https://www.surreycc.gov.uk/__data/assets/pdf_file/0004/201874/Surrey-Place-Ambition-Version-1-July-2019.pdf

⁴ <http://www.thesurreyhubs.org.uk/about-the-surrey-hubs/>



The three strategic priorities for Surrey 2050 are:

- **Improve connectivity both within Surrey and between strategically important hubs:** This is particularly important given the decline in public sector funding for infrastructure projects. The county recognises the need to develop a series of shared strategic infrastructure priorities with a focus on both physical and digital infrastructure.
- **Enhance the place offer of Surrey's towns:** The majority of homes, services and jobs within the county are in urban areas. However, Surrey's proximity to London means that its options for delivering sustainable development and large new settlements are limited compared to other parts of the country. As a result, the focus is on maximising the potential of existing urban areas, as well as developing four new communities in: Dunsfold, Longcross, South Godstone, Wisley.
- **Maximise the potential of strategic economic assets:** The county believes that the greatest potential for 'good growth' is to invest in areas that offer opportunities to boost productivity and maximise the value of its strategic assets (for example, universities, transport hubs and strategic employment sites). Of particular focus will be the Strategic Opportunity Areas (SOAs) that can support the county's priority industrial sectors of professional and business services, life sciences, ICT, aerospace and defence, 5G, satellite and cyber security. The SOAs are:
 - SOA 1: Longcross-Staines-Heathrow Corridor
 - SOA 2: Woking Hub
 - SOA 3: Guildford Hub
 - SOA 4: Blackwater Valley Corridor
 - SOA 5: Cranleigh-Dunsfold Corridor
 - SOA 6: Epsom-Leatherhead Corridor
 - SOA 7: M23- Gatwick Corridor
 - SOA 8: South Godstone

More recently, the County Council has declared a climate emergency and put in place programmes, including extensive public engagement and 'challenges' to address the matter. Alongside this, the county has appointed Arup to prepare an infrastructure investment study and associated economic development strategy.

Delivery mechanisms

The County Council receives very little in the way of government funding and so a number of projects within the county are funded by the council's own capital programmes.

Two towns within the county have received some funding from the Housing Infrastructure Fund. In July 2019, it was announced that Woking had been granted £95 million for development of the town centre, including highway and railway infrastructure improvement that will lead to the development of 13 housing development sites with a total of 4,555 homes. The successful bid for funding was a partnership between Surrey County Council and Woking Borough Council⁵.

Similarly, Guildford received £10 million in Housing Infrastructure funding, which is to be used a new bridge in Ash. The construction of the bridge will not only ease congestion in the borough but will also unlock potential for over 1,700 homes⁶.

With regards to LEP funding, Surrey County Council falls under two LEPs; Enterprise M3 and Coast to Capital and although relationships with the LEPs are really positive the routes to funding are less clear on account of this.

⁵ Surrey County Council, Cabinet minutes – 16 July 2019

⁶ Inside Housing, 1 February 2018



Barriers

There is a mix of economic wealth within the county and some social deprivation, which leads to disparity in life expectancy and health and wellbeing outcomes. A consequence of the county's wealth means that when it comes to funding to try and address these social and wellbeing issues, it is often overlooked, and it is a challenge to be granted a fair hearing for funding. Within Surrey, there are over 23,000 children living in poverty. There is also a significant rise in foodbank usage, with 111% increase in three-day supplies distributed between 2014 and 2017⁷.

Although there are significant benefits to quality of life for Surrey's residents on account of its rurality and easy access to green space, there is a sense that conservative land use may hinder the further development of the county.

Within Surrey, there are 11 districts all of which work collaboratively on initiatives, but all are different and have different challenges.

Public bodies across Surrey, such as NHS, probation services and police have different commissioning and accountability structures in place for the services they provide and outcomes they seek to secure. This can hinder effective collaboration, making it more difficult, time-consuming and/or costly. More effective collaboration would be possible if there were a single accountable body for all local public services. The role of such a body would be to co-ordinate public services but also to liaise with charities and businesses in the region to build and strengthen relationships and create a co-ordinated approach to the development of the county.

Success factors

There are three ways in which the County Council can engender further success in place-based growth:

- **Act as a convener:** Taking the lead in gathering people together, having discussions and agreeing priority actions in relation to place-based growth priorities, securing the alignment or pooling of resources against agreed priorities.
- **Delivering placed-based leadership:** This leadership should be based on the quality of relationships with key individuals across the system. The rationale being that if you have the right people, with the right place-based mindset, acting in the best interests of everyone, it will be a powerful driver of change.
- **Putting in place robust mechanisms and measures:** To assess the progress being made against given objectives concerning social and economic progress and using them to stay on track and drive remedial action and improvement activity.

7 https://www.surreycc.gov.uk/__data/assets/pdf_file/0009/193905/Item-11-Annex-A-Vision-2030-Evidence-base.pdf



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