



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Delivering growth in the Market Towns of Cambridgeshire and Peterborough

A PROPOSAL TO THE COMBINED
AUTHORITY FOR THE DEVELOPMENT OF
A MASTERPLAN FOR GROWTH FOR St.
NEOTS

May 2017

Inner Circle Consulting are delighted to provide this proposal to the Cambridgeshire and Peterborough Combined Authority (CA) to provide a masterplan for St Neots that sets out a bold ambition for growth and a clear route map to delivery. Our methodology is deliberately devised to establish a repeatable mechanism that can be used to develop growth plans for all other market towns to maximise their contribution to regional growth, which can form part of any future Devo II deal.

The masterplan for growth will enable the Combined Authority to target investment and coordinate public and private sector activities in the Market Towns to deliver **more local jobs**, enterprise growth, accelerate enhancements to GVA, **homes** and **better outcomes** for the community. We believe we are best placed to deliver this exciting project because:

We know what it takes to deliver: We know what it takes to truly deliver development and economic growth; from infrastructure, land assembly and site enabling works to de-risk sites, through to town centre regeneration, community engagement and practical support for enterprise productivity. We are not just strategists; we have an extensive track record of delivering development. We also know that communities need to see clear benefits quickly so our masterplan will have a strong temporal aspect in a clear delivery route map.

We have a cross-disciplinary team: An economic strategy and or planning framework alone will not deliver growth in St Neots and the other market towns. We need to dynamically fuse the county-wide (macro) and town level (micro) economic platforms, as well as strategic / policy level interventions with practical activities to transform each town. This proposal sets out a methodology to do just that and we have the team to deliver a multi-pronged solution. We have strategic planners, capital delivery experts, change managers, designers, community development professionals and economic analysts all of which are used to working in a team to deliver real change.

We're an award winning organisation: We've recently won the prestigious MCA Awards Strategy Consultant of the Year 2017 and have again been shortlisted for the equally prestigious Planning Consultancy of the Year at the national planning awards. We'll bring all of this insight and expertise to bear on this project.

We have capacity and are ready to hit the ground running: The mayor has included this project within his 100-day plan that concludes in mid-August. We have the expertise and capacity to hit the ground running. We will quickly get up to speed with the existing plans and activities, build on the work established by the CA and its partners, engage with local stakeholders and rapidly produce the masterplan and development templates for growth.

1. YOUR REQUIREMENTS

Cambridge and Peterborough have achieved strong growth in recent years. Cambridge is a particularly clear example of how cities are succeeding in the knowledge economy through the concentration of human capital, space for growing high-tech enterprise, good quality services and strong partnerships between academic institutions, enterprise and city managers. However, Cambridgeshire's market towns have seen more marginal economic growth. There is an opportunity for these market towns to make a much larger contribution to the sub-region's growth. St Neots and other market towns though have less of the underlying economic clustering attributes that give Cambridge and Peterborough their comparative advantage. However, each market town has a unique set of circumstances that can act as opportunities for growth, if identified and released. The Combined Authority can be a powerful catalyst for change, but only if its efforts are combined with local circumstances and actions, and can realise a series of short, medium and long-term change that has a tangible benefit for all.

So how can Cambridgeshire's market towns, and specially St Neots to make a full contribution to the Combined Authority objectives, delivering more jobs and enterprise growth, thereby realising a range of economic and social benefits for local residents?

2. OUR PROPOSED APPROACH

2.1 Summary of our proposal

We propose to start with a clear, diagnostic economic and social analysis of the DNA of St Neots market town. That means rapid 'sequencing' of local opportunities for growth and the barriers that could stop them from being achieved (stage 1). We will then work with local stakeholders to establish a bold vision for growth and change. The analysis and vision will form the foundation for a clear and locally tailored set of interventions brought together in a practical growth plan for St Neots (stage 2).

This will be designed in a way that:

- a) Produces a compelling masterplan for growth for St. Neots, that will galvanise local action and act as the focus for Combined Authority investment, and the coordination of all relevant public expenditure. The clear aim will be to unleash each town and each individuals' full potential.
- b) It will create a template for future growth plans in other towns that can be used in support the any future Devo II growth bid.

2.2 Key Actions & Deliverables

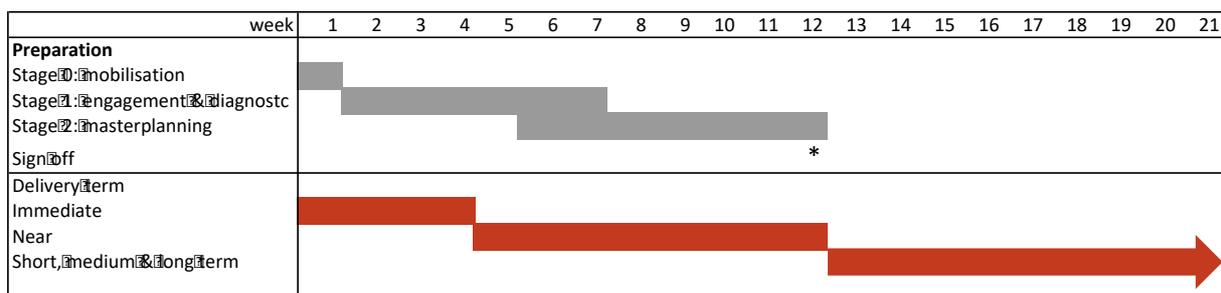
This summarises our phased approach to delivering the masterplan for growth.

KEY ACTIVITIES	DELIVERABLES
STAGE 0: Mobilisation & information gathering	
Desk-top review: document and data review; economic indicators planning policy, land availability assessment, Neighbourhood plan & evidence, service investment plans, infrastructure delivery plans etc. Identify information shortfall	Gap analysis for further info request
Agree stakeholder contact list: community groups / business / service Providers	Stakeholder contact list
Confirm delivery team: identify who in the various authorities will be responsible for delivering growth project and engage them from an early stage	
Develop 'diagnostic tool: a tool to systematically analyse the 'Place DNA' as a consistent basis for consider wider opportunities and barriers to optimising growth in the market town	Town growth diagnostic toolkit
Set date(s) for workshops and public meetings	

STAGE 1: Preparation, outreach and diagnostic	
Town / site visits to review health of the town, understand the place.	
Review place quality and any barrier / opportunities to growth	
Identify 'Shovel Ready' project(s): establish long list of agreed projects or known potential project review deliverability, including funding gaps	
Assess Local Plan and set out response to summer 2017 consultation in spatial planning position statement	
Review all live or unimplemented planning applications: to identify reasons for stalling and potential for development and growth	
Survey of industry, business and commercial activities in the Town and produce an employment atlas and commercial diversity index.	
Liase with statutory partners: SNTC, CCC, HDC and GCGP EP and NHS/CCG to understand their plans and establish people resources and capital investment project pipelines	
Establish fitness for purpose of policy / technical tools and teams that are necessary to support growth i.e. capacity for CPO, capacity for timely infrastructure delivery, Special Purpose Delivery Vehicles and other tools necessary to accelerate growth and change. This will be undertaken through stakeholder interviews and desk analysis.	
Review infrastructure capacity and fitness for purpose: Identify the location of planned development and corresponding infrastructure from existing Infrastructure plans / providers	
Analysis of St Neots' regional growth role Comparative strengths and unique position / contribution towards sub-regional growth	
Draft Place DNA analysis. To establish working view of economic and social issues, opportunities, barriers and means to overcome barriers to deliver growth	
Dedicated public meeting with Town Council / St Neots community to facilitate a Neighbourhood Opportunities Workshop. Establish bold vision & priorities.	Public Workshop
Completed Place DNA analysis. Fill any knowledge gaps based on community meeting to finalise this baseline analysis of town DNA and capture a definitive picture of economic and social opportunities and potential barriers.	DNA analysis of St Neots as the basis for the new masterplan (including delivery route map)

STAGE 2: Growth plan production including investment & intervention recommendations	
Draft growth plan: first stage is to agree the template which will include: Vision, spatial plan for economic growth, agreed objectives / metrics, implementation road map. This will be quickly followed by a production of a full draft including delivery route map	Template for future market town growth masterplan Draft St Neots Growth Masterplan including Project implementation plan / route map & impact forecast
Prepare initial portfolio of intervention projects: We will need sign-off of these projects as they will form a basis for growth impact / benefits forecasting	
Forecast economic and social benefits: we will measure the impact of the list of interventions over the short, medium and long term. We will use our tried and tested mechanisms for measuring economic and social impact from growth. This tool can measure multiple growth scenarios and is a vital tool for ensuring community stakeholders can understand the benefits of growth in the short and long term. Further details are contained in Appendix A .	
Hold update meeting with community group: Prepare and enter consultation with a draft St. Neots masterplan for growth that aligns near, short, medium and long-term interventions with the spread of planned development and corresponding infrastructure.	
Follow-up face to face debrief with project sponsor	
Present the St. Neots masterplan for growth to CA	Presentation & handover final St Neots Growth Masterplan

The following Gantt chart summarises the three-month period for producing the masterplan. Activities. We understand that the masterplan needs to be delivered within the first 100 days of the mayors' term and can confirm we have the capacity to meet those timescales.



2.3 Underlying principles to our approach

We realise that each of the client authorities we work with have a unique set of circumstances, albeit with some common themes. We aim to tailor every proposal we develop and we like to create a set of underlying principles that can guide our actions and work programme (as above). In this instance, we feel the following principles are important to developing a compelling and repeatable masterplan for growth:

- To follow **rigorous, repeatable methodology** (adapted from the principles of the ‘Treasury Green Book’) that stands up to challenge and can be used for future growth masterplans.
- To start with an **understanding of the DNA of the Town to ensure masterplans** are tailored to local economic and social opportunities.
- A **relentless focus on delivery / deliverability** that is pragmatic in so far as it rapidly **produces visible benefits for local communities** and works with the local grain.
- To **operate across traditional professional boundaries** by focusing on what works and bringing together economics, business, planning, architecture, public services.
- To exemplify the spirit of the Combined Authority by **working collaboratively at every stage** which means rapidly building positive relationships with all stakeholders and using techniques that mean the ownership of the final set of **actions within each Masterplan sit with those communities that have the power and the passion to deliver.**
- To Identify existing and future **local public and private investment** opportunities to support the ambitions of the wider economy.

2.4 Place DNA sequencing of each market town (Stage 1)

Each of us has the same DNA structure, but each of us have unique characteristics, some of which enable us to achieve our goals and live a full and healthy life, whilst others hold us back.

We believe that understanding the DNA of every place provides a consistent way to diagnose which interventions are required, and what the likely benefit of an intervention will be in economic and social well-being terms. Each component represents a general category, which can be broken down further into distinct elements. Pulling apart the Place DNA, examining the components in detail, and creating a shared view of opportunities and priorities will create a platform for the growth masterplan.

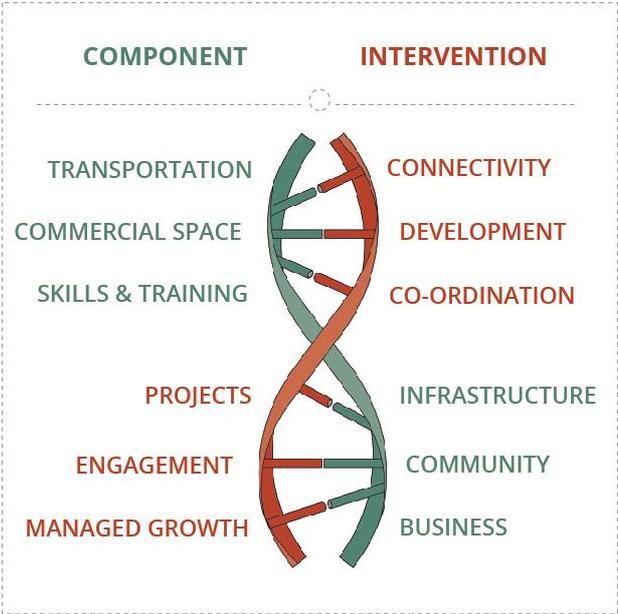


Figure 1 – Place DNA sequencing

The Place DNA analysis tool is used to deconstruct and untangle the economic and social genes that make up a place. The tool has been used in conjunction with ICC's Community Impact Model (CiM) in Harrow and the Isle of Wight to successfully target and shape economic regeneration strategy and programmes. The DNA Analysis will look at the following indicators in respect of St. Neots:

- Business Growth
 - Business Churn Rates – What is the survival rate of local business?
 - Business Start Ups – Is the environment suitable for business creation?
 - Location Quotients – Are there enough workers in the correct sectors?
 - Innovation – Is there progressive thought?
 - Business Stock and Type – Do businesses meet market demand?
 - Agri-Tech – Is the new agricultural sector adequately supported?
 - GVA – Gross value added to the economy
- Digital Infrastructure
 - Customer Interface – How easily do customers access Council services online?
 - Asset Mapping – Does the LA have a digital asset mapping system?
 - Wi-Fi Coverage – Extent of free Wi-Fi in commercial/retail areas
 - Digital Wi-Fi Deployment Mechanism – How is Wi-Fi deployed and managed?
 - Broadband Coverage and Speed – Analysis of broadband availability
- Commercial Space
 - Vacancy Rates – Proportion of vacant property by sector
 - Rental/Lease Values – Breakdown of lease values by sector
 - Space Diversity – Is there a suitable range of commercial/industrial and retail?
 - Market Capacity – Is there market capacity?
- Skills and Training
 - High Level Skills - Knowledge-intensive business service (KIBS) jobs
 - Education Attainment - Working age population with high level qualifications
 - School Standards – Are good GCSE or equivalent qualifications being achieved?
 - Apprenticeships – How many students are in apprenticeships?
- Transportation
 - Project Pipeline and Funding – Is there a 5-year local project plan?
 - Traffic Flow – Identification of peak traffic flow issues and locations
 - Connectivity – Does the infrastructure support walking, biking, bus, rail and car?
 - Origin / Destination – Do workers inflow or outflow?
 - Parking – Is there a strategy overview?
- Housing
 - Delivery – Does the Planning system support market implementation?
 - Affordability – Is local property available to low earning local workers/families?
 - Price Comparison – How do local prices compare to wider area?
 - Older and Vulnerable People – Is appropriate accommodation available?

The multiple outputs of the Place DNA analysis will highlight action areas and future opportunities. These outputs will then be used to inform the content and policy direction of the St. Neots Growth Plan.

2.5 Linking Combined Authority powers with local action (STAGE 2)

It is our understanding that there are six key public sector organisations that would need to be brought together around the market town growth plan. Collectively they set the spatial, infrastructure, housing, social care, health and economic strategies for the area.

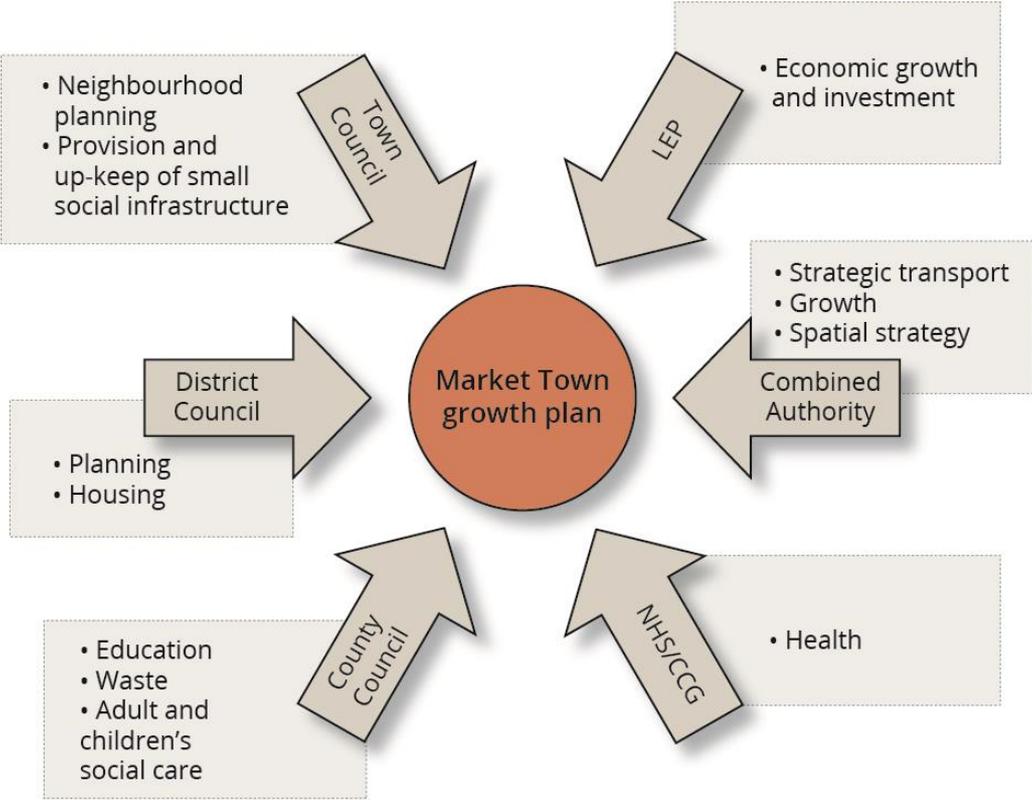


Figure 2 – Public sector organisations

Using St Neots as the example, the strategic **spatial framework** is primarily determined by the Huntingdon Local Plan that is due for consultation in summer 2017. The St Neots Neighbourhood Plan provides greater detail at a local level and the combined authority will put in place a local statutory spatial framework. This means St. Neots has momentum, but the impact of the strategic plans will be limited without the alignment of resources. The growth masterplan will align these.

The approach on strategic **infrastructure** investment is determined by the Combined Authority. Cambridge County Council, Huntingdon District Council and Greater Cambridge Greater Peterborough Economic Partnership also will continue to have capital programmes, the Clinical Commission Group (CCG) will commission health facilities and St. Neots Town Council can use CIL receipts for smaller scale investment. Capital investment in St Neots will be aligned through the growth masterplan and associated implementation route map.

Housing strategy and investment is principally held at Huntingdon District Council in the role of planning and housing authority. Cambridge County Council will have a role in promoting specialist accommodation for older people and adults with disabilities. The CA will influence strategic investment on the basis of supporting growth. The approach to **Social** investment principally rests with Cambridgeshire County Council through its responsibility for education, adult social care and children’s social care. This is linked closely to **health** investment that principally rests with the CCG and LCG. Where this is linked to growth investment will be aligned through the masterplan.

The approach to **economic** growth and investment is set by the LEP and captured in the Strategic Economic Plan. The masterplan will translate the high-level plan into local actions tailored to the needs of St Neots.



Figure 3 –Interface with the LEP Economic Plan

The growth plan will capture all planned actions and design a suite of additional interventions that takes account of the immediate, near, short, medium and long term ensuring actions by public and quasi-public services are aligned and the benefits are visible. The impact of these interventions will be forecast in terms of a range of metrics (new jobs created, homes delivered, social care cost reductions – others to be agreed) over time. These will form the basis of reporting on progress to delivering against the CA and other public sector organisation objectives. This information will be captured on a growth dashboard for each Market Town and visually through a map of the CA area.

2.6 The growth masterplan product

We envisage the masterplan for growth will be a long way from a traditional, inflexible, planning dominated masterplan. We propose to co-design a masterplan template part way through the commission with the various stakeholders, so it suits local needs and engenders ownership by all parties. Without prompting the result, we assume it will contain:

- a clear and compelling vision
- a set of principles to guide future economic activities and investments that will have an interlinked spatial and thematic basis
- a clear implementation plan with well-defined projects set out over time

The masterplan will examine how the micro (town) economy will contribute to the Greater Cambridgeshire Greater Peterborough Economic Partnerships’ strategic economic plan. Specific

emphasis will be placed on identifying existing **local companies and businesses** that will benefit and/or contribute to the expansion of **digital infrastructure**. The masterplan for growth will also piece together **transportation** infrastructure needs into co-ordinated, scalable projects. **Local skills** requirements and training needs will be discovered through involvement of the local skills teams. Policies that promote the development of **commercial space** will be identified and synchronised with viable development options. Land with existing planning permission for **housing** will be identified and the reasons for not moving forward to development will be examined and addressed. Each of these actions will be identified and prioritise based on sound existing strategies and the DNA sequencing exercise.

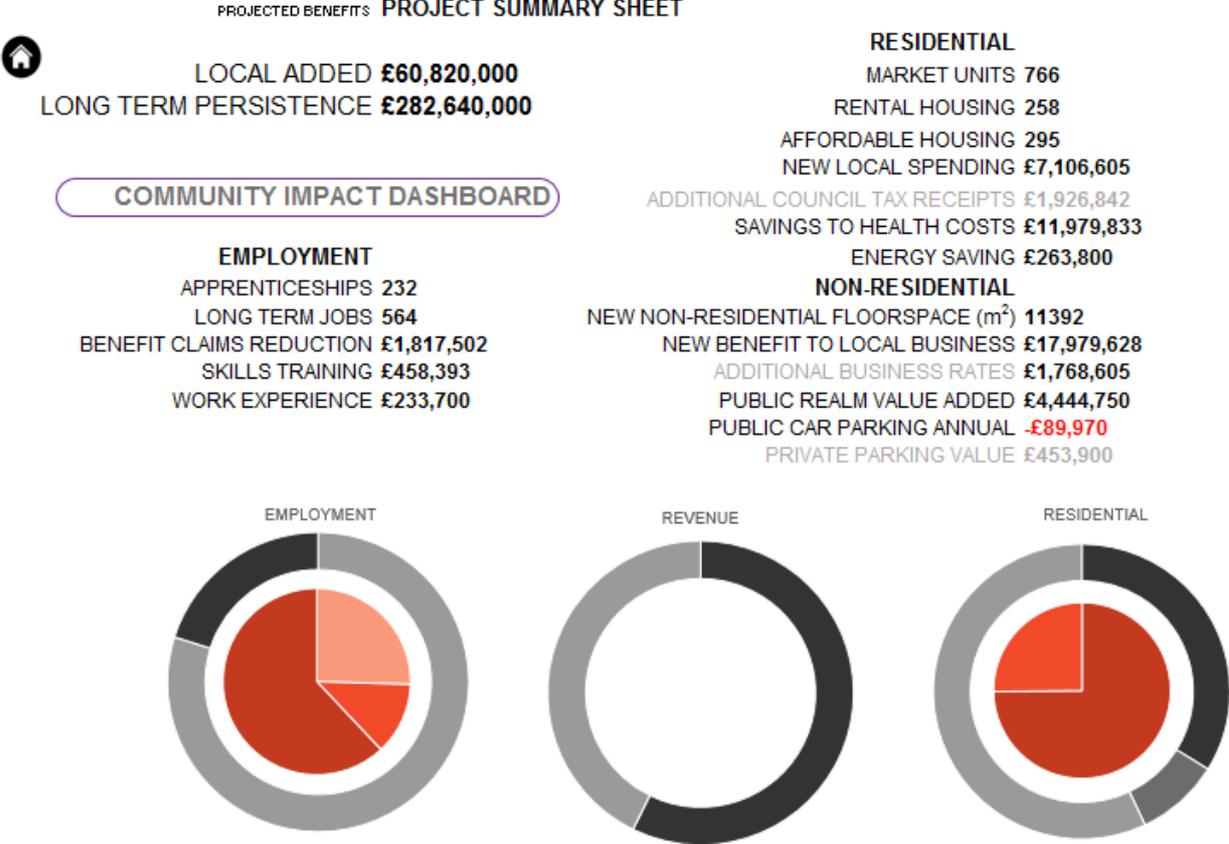


Figure 4 – Growth and community impact model output report

2.7 Community engagement and enabling local action and to drive growth

Crucial to rapid delivery will be accessing the established county-wide partnership, engaged stakeholders and a community that have been active in the neighbourhood plan making process. The continuous involvement of the community will become the foundation for accelerating the masterplan for growth. This will be achieved by incremental outreach and engagement activities with the community. The community involvement and trust in the process will be cemented by a demonstration of action, with the rapid programming and implementation of supported projects. The key public sector

stakeholders will be engaged and asked to contribute and cooperate in the co-ordination of project implementation, programming and funding. We have community engagement experts that will facilitate this process, but success within the timeframe will also rely on positive engagement from all stakeholders.

We propose that it is important to move beyond well-planned community engagement. Firstly, the strategic alignment of public activity should enable (not stifle) local ideas, enthusiasm, skills and human capital. Moreover, we propose that the CA consider creating funding mechanism to directly commission or support local-scale investment projects, which engender local ownership of the investments, encourage (positive) disruptive thinking, and facilitate visible change. This could augment local CIL mechanism around the Neighbourhood Plan or some other local funding arrangements.

Examples exist throughout the country of initiatives that focused on securing prosperity and reversing decline through giving direct financial boost or other support to communities.

- Central Bedfordshire – £4m capital fund aimed at supporting 11 town councils experiencing significant growth and focussed on reinvigorating the market towns. Programme is underway
- Dawlish – Devon small town with a population of 13,000. A regeneration strategy identified 39 projects over a 20-year period delivered through a local fund.

3. THE INNER CIRCLE DELIVERY TEAM

Inner Circle Consulting is a project and management consultancy. We prepare organisations for change and help them deliver it. We turn a strategy into a programme and programme into projects and then help them deliver the deliverable projects. In the context of property, we help organisations prepare for regeneration and development programmes by supporting strategic thinking and defining business requirements. We develop business cases and help find optimal delivery methods, build partnership to meet client's objectives and reduce exposure to risk.

For this project, we are proposing our core team is led by me, Jamie Ounan. I am a Director of Inner Circle Consulting with more than 16 years' direct industry and consulting experience and have lead numerous growth, planning and regeneration, economic development, capital build projects, life science, and corporate change commissions. I will manage the relationship with you and ensure we deliver on time and with outstanding quality.

I propose that day-to-day project management will be undertaken by our Senior Consultant Kevin Freeman Dip. URP. Kevin has 25 years of town planning and director level experience leading community regeneration, infrastructure planning and economic development through community outreach. Kevin has specific experience in working with Counties in partnership with their towns to establish locally centred community regeneration and growth plans and brings direct experience of community engagement for growth from his previous role of Director of Community Development at Martin County, Florida.

Kevin will be supported by Francis Moss (Consultant) and Jena Batmanova. (Analyst). Francis is an architect and urban designer with extensive experience of data analysis and interpretation in the fields of economic and urban strategy. Francis previously worked for London School of Economics and is currently working on the London Cancer Hub and Isle of Wight growth and regeneration programmes.

Jena is architect and project manager with extensive experience in the fields planning and regeneration. Jena is currently working on the programme for revitalising the town centres of Barnet, the London Cancer Hub and the Independent Living for Older People for Essex County Council.

4. RESOURCING PROPOSAL

Fixed fee

The proposed fixed for delivering this commission is **£53,429**. A full breakdown of the resources can be provided if required.

Day rates

The ICC team day rates, inclusive of reasonable expenses and exclusive of VAT are as follows:

Based on 7-hour day

Chris Twigg (Director)	£750
Kev Freeman (Senior Consultant)	£650
Francis Moss (Consultant)	£550
Evgenia Batmanova (Analyst)	£350

OUR TRACK RECORD

We selected several projects from our portfolio that are applicable to the delivery of the growth plan for St Neots.

ISLE OF WIGHT - DEVELOPMENT AND GROWTH PROGRAMME

Client Objectives:

In April 2016 Isle of Wight Council determined that it could not reduce costs any further to meet falling revenue funding and took the decision to embark on a programme of growth and regeneration to increase the tax revenues of the Council.

Inner Circle were contacted by the Local Government Association and asked to undertake an initial study of the growth prospects of the island and identify projects that could be funded by the LEP.

Our Impact:

Over a focussed 8-week period we reviewed all the available technical information and pulled together a portfolio of possible projects and interventions that would drive growth. The Place DNA and the Community Impact Model were used to generate specific project based economic and social outcomes to support applications for grant funding. This was summarised into a growth strategy for the island that received member approval. Concurrently with producing the strategy we prepared and applied for one public estate funding that secured £50,000 of government funding to produce a more detailed proposal which was submitted to government late in 2016. In January 2017, government confirmed that IOW had been awarded a further £250,000 of funding to deliver the One Public Estate programme.

HAYES TOWN CENTRE HOUSING ZONE DEVELOPMENT INFRASTRUCTURE FINANCE STRATEGY, GLA AND LONDON BOROUGH OF HILLINGDON

Client objectives

The GLA and LB Hillingdon commissioned Inner Circle Consulting to produce a Development Infrastructure Funding Model and Strategy that the that will:

- Ensure that the infrastructure requirements for an area of increased growth in the identified Opportunity Area will be supported by infrastructure & provide a strategy as to how the infrastructure will be delivered and funded
- Provide an evidence base for and any subsequent Opportunity Area Planning Framework and / or planning applications
- Ensuring that all the above are clearly and effectively communicated to stakeholders and the public.

Our impact

The Heathrow Opportunity Area, which includes Hayes, was identified in the London Plan as having the potential to provide a minimum of 9,000 homes and 12,00 jobs. Hayes Town Centre

has also been identified as a Housing Zone in order to realise its potential as a development area.

Inner Circle Consulting, in association with Artelia, developed both a model which identified the scale, timing and cost of the infrastructure required to support growth; as well as what income can be expected to fund this. The strategy identified several policy and delivery recommendations to bridge this gap. The approach adopted used both robust development and financial data and meaningful stakeholder engagement which will help Hillingdon Council and its partner organisations to:

- Reduce risks related to uncertainty over future growth through a series of calculations for different growth scenarios tested and agreed with relevant stakeholders
- Reduce risks related to uncertainties over infrastructure delivery by setting out a detailed phasing, costing and funding analysis
- Narrow the funding gap by identifying all potential funding sources
- Prioritise infrastructure projects to support growth in Hayes in the most efficient way possible.

GROWTH AND CIL ADVISORY SERVICE, PLANNING ADVISORY SERVICE

Client Objectives:

The Planning Advisory Service provide support and guidance to enable Councils to become more efficient and effective planning authorities. Inner Circle were their retained advisors on the Community Infrastructure Levy and proposed that Councils would benefit from more comprehensive support on understanding the direct financial and indirect economic benefits of growth. PAS commissioned Inner Circle and design and deliver the programme nationwide.

Our Impact:

Since 2011 we have directly supported over 40 councils to implement CIL and devise growth strategies for their area. We have delivered conferences and training sessions to over 500 officers and councillors on CIL and the direct and non-direct financial implications of growth.

INDEPENDENT LIVING FOR OLDER PEOPLE, ESSEX COUNTY COUNCIL

Client objectives:

In the summer of 2014 ECC identified a 2500-unit shortfall of accommodation for older people with a care need, known as Independent Living or extra care. Without sufficient extra care housing, older people were being inappropriately placed into expensive residential care leading to a loss of independence and growing social care costs. ECC wanted to increase the pace, quantity and quality of extra care and appointed Inner Circle to lead the process

Our impact

We submersed ourselves in all facets of the challenge including adult social care, planning policy, finance, legal, commercial and operations. We identified six barriers to increasing the pace and quantity of independent living units coming to market. Two of these were linked to the inconsistency of policy and communication between various departments within ECC and the districts and market. We

therefore embarked on a process of managing organisational and cultural change alongside designing the technical solution.

The solution was multifaceted and focused on the systematic removal and mitigation of all the barriers to delivery. Primarily we wanted the solution to be sustainable for ECC and therefore embedded as much as possible within existing teams and processes. We also wanted to create optimum conditions for the market to quickly accelerate the delivery of Independent Living.

The solution is working. In its first months of implementation the programme saw an acceleration of the number of proposed housing units from 200 to over 1500 in the development pipeline. The first two new independent living schemes will open this shortly, providing affordable rent accommodation for 140 older people with a care need and at the same time releasing much needed family homes back into the system. Essex County Council will save £630,000 in residential care costs for these two schemes alone. Total savings from the programme will contribute 15% of the County's funding shortfall, generate construction activity worth £400 million and a gross development value of £700 million.

INDEPENDENT LIVING FOR ADULTS WITH DISABILITIES, ESSEX COUNTY COUNCIL

Client objectives:

Following the success of our work delivering Independent Living for Older People ECC appointed Inner Circle undertake a similar project on adults with disabilities. Appropriate accommodation for adults with disabilities enables them to retain and improve their independence; without it they will inappropriately enter expensive residential care. Initial work identified a shortfall of 900 units; Inner Circle were tasked with increasing the pace, quantity and quality of units.

Our impact

We submersed ourselves in all facets of the challenge including adult social care, planning policy, finance, legal, commercial and operations. We worked with the in-house specialists to identify the barriers to delivery and design solutions to overcome them. We determined that the annual net saving to ECC for each occupied unit was around £20,000 leading to total annual savings of £18m. On that basis, we secured from ECC £15m capital and £1m revenue investment to roll out the programme.

Our work concluded in January 2017; in that month alone ECC had received six applications from developers for a total of 90 units.

HARROW REGENERATION PROGRAMME

Client objectives:

Harrow Council had embarked on the process of developing a regeneration strategy and appointed a Director of Planning and Regeneration to lead the delivery. The Council were seeking to secure capital receipts from its assets to reduce the impact of the £70m revenue cuts they were facing. Inner Circle were appointed to finalise and implement the strategy.

Our impact

We deployed a small, specialist team to work side by side with the Director of Regeneration to rapidly progress two parallel work-streams: the overall delivery strategy and a strategic business case for moving the Civic Centre that would unlock growth. For the overarching delivery strategy, we turned conventional thinking on its head. It is normal for councils to sell land for development to raise capital receipts. However, with new legislative powers the council is able to directly develop, thereby securing a long-term income from an asset; a much more sustainable financial strategy. The strategy also sought to find ways to deliver a balance of financial value and other types of value: social and economic benefit. We called this a modern version of the London Great Estates.

In parallel we directly took on the business case for moving the Civic Centre which would unlock development potential and facilitate the wider development strategy. We utilised output from the Place DNA analysis to inform inputs to the Community Impact Model, these in turn were used to produce background data to support the strategy. Rather than impose a technical solution we worked closely with Elected Members to undertake an options appraisal. We jointly established success criteria, orchestrated a design process and financial appraisal. Within three months we secured a decision to move to a new site, overcoming 10 years of indecision and failed attempts by other consultants. On gaining the decision we didn't stop, but rather immediately developed a 100-day plan to define the transformation plan that continues to underpin the Civic Centre move and change strategy. This approach epitomizes the Inner Circle Way and our values.

The overall impact is:

- release a £600 million development programme
- annual income c. £18 million
- £2 billion increase in capital value over 30-year investment period
- 2000 new homes
- a new school
- a new civic centre moved to poorly performing town centre, thereby increasing local expenditure and stimulating economic growth

CASE STUDY, MARTIN COUNTY, FLORIDA.

Client objectives:

Martin County, Florida, USA set out to develop and implement a Countywide Growth Strategy for seven towns. The towns ranged in size from 23,000 to 10,000 in population and encompassed a diverse scope in their respective growth needs.

The Seven distinct town areas in Martin County considered themselves as individual and separate communities and wanted to retain their own character. The Towns felt isolated and ignored by local government. Actions to energise the community to get behind a economic growth strategy were

needed. The towns had policies and ideas in place and funding was available but not yet released. Some projects had even been designed. The communities had been engaged over time and were eager to participate in the process. However, the existing long term plans had fallen stagnant. Worse, the projects that had been identified and designed had not been prioritised for action. Infrastructure issues were not being dealt with, the community and stakeholders had become disenfranchised with County and local government. The issue was that local government and the development community were working towards different priorities.

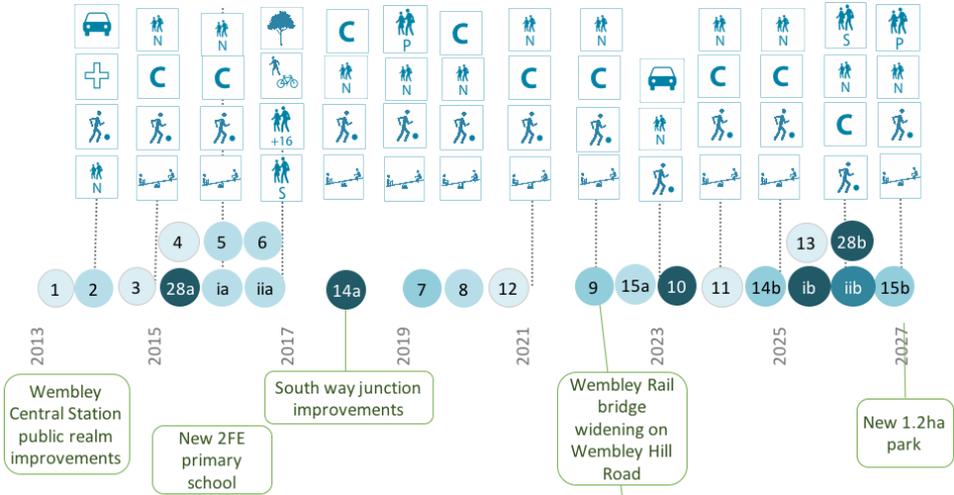
Inner Circle Consultant, Kevin Freeman, was appointed by the County as the Director of Community Development to lead the economic growth strategy.

Our Impact: To reignite engagement and optimism Kevin organised and delivered a series of progressive and escalating actions. Small project implementation was followed by large infrastructure projects and private investment. Each intervention was co-ordinated to form a long-term economic regeneration action plan. Actions were prioritised and supported by the community. This way the communities became the drivers and owners of the growth and progression of their own towns. Over the course of several months Kevin built a reputation for delivering on the ground progress that caught the imagination of the community and enabled more than £10m of capital investment to be delivered and £500,000 of increased tax revenue secured per annum.

STRATEGIC INFRASTRUCTURE INVESTMENT PLAN, BRENT COUNCIL

Client Objectives: To produce a strategic infrastructure plan to drive growth within the borough.

Our Impact: We led a multidisciplinary team to embed a methodology for prioritising infrastructure investment to drive growth across the borough. We used our growth model to project the overall income from development, identified enabling infrastructure, developed and implemented a regenerative benefits assessment tool and prioritised over 250 items of infrastructure across five-year time horizons. The Council adopted the SIP in 2015.



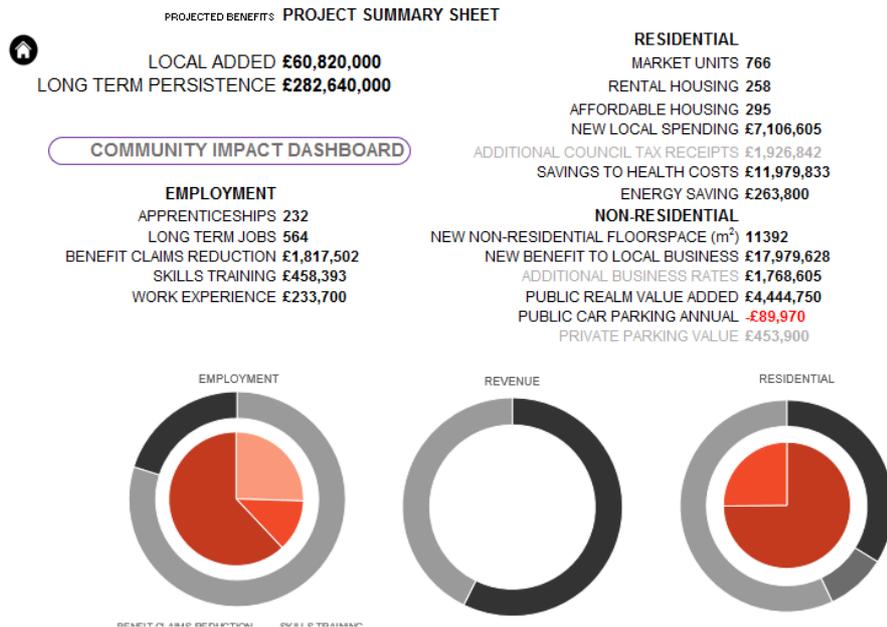
OFFICE MARKET STUDY, CROYDON

Client Objectives: To determine the causes of blight in the town centre and the tools at the council's disposal to overcome them.

Our Impact: Inner Circle were commissioned to investigate the causes of the endemic blight of the main business district in Croydon caused by old and vacant commercial properties in prime locations. Inner Circle created an analytical framework that included development viability, office market demand and quality of environment and assessed each site/ building individually and the town centre area as a whole. Inner Circle also modelled the income that the council would receive from CIL, New Homes Bonus and Business Rates if the blighted sites were to be developed. The analysis founded a strategy for economic development of the town centre that led to changes to the Council's approach to commercial development.

APPENDIX A – GROWTH AND SOCIAL BENEFIT MODEL (SPECIFICATION)

Our growth model and community impact model is a very powerful tool to help Councils and communities take informed decisions regarding infrastructure investment and development priorities in the area.



The model projects the direct financial and non-direct financial benefits generated from development and infrastructure investment. Included within the funding streams projected by the model are:

- Business Rate Retention
- New Homes Bonus
- Community Infrastructure Levy
- Council Tax

Some of the key elements that can be tested for sensitivity by the growth model are:

- Development programme
- Infrastructure programme
- Infrastructure cost
- Business rates

The models can provide the following key outputs:

- Business rate income by development
- CIL income by development
- NHB income by development
- Cash flow by development
- All the above by strategic site
- Indication of impact of infrastructure delivery on financial return

- Figures that can used in an investment case for infrastructure projects
- Health Benefits
- Reductions in Benefit claims
- Apprentice recruitment
- Job Creation
- Local Spending
- Local GVA and long term fiscal benefit

For this commission, the growth model will be used to build the case for investment in enabling infrastructure and the community impact model will demonstrate the effect on the local economy.