

Prospectus

County Durham Economic Partnership Vision, Priorities & Structure

March 2014



County Durham
Economic Partnership

Contents

Our Vision & Ambition	Page 3
The Partnership	Page 4
Our Measures of Success	Page 5
Continuing our Success	Page 6
Contact Details	Page 7

Appendix 1: Operational Terms of Reference

Our Vision & Ambition

Our ambition underpinning the vision of an ‘Altogether Wealthier’ Durham is to *shape a County Durham where people want to live, work, invest, visit and enable our residents and businesses to achieve their potential*. This ambitious vision to boost economic performance by investing in our places, people and businesses, with the greatest potential for growth requires commitment. As partners we will do this by facilitating a joint endeavour and co-operation between key stakeholders in order to support a step change in the economic performance of County Durham. ***Our aim is to return to a pre-recession (2008) employment rate, increasing confidence in economic performance and reducing economic inequalities in County Durham.***

We will capitalise on our untapped potential to not only benefit our businesses, communities and residents financially, but to help enable social mobility and improve community cohesion. Through the right partnership approach, right levels of investment to provide the right infrastructure, people and support for business, we are confident we can boost recovery and return to a positive cycle of higher economic performance.

We know that the recession following the global financial crisis, with reduced private investment and the subsequent austerity in public finance has had a damaging effect on our local economy. The recession has left too many people without work or with inadequate incomes, depressed levels of investment and growth and too few business opportunities. Therefore, it is more important than ever that Durham takes advantage of its key assets, tackles constraints to growth and as partners, we work together to achieve our ambitions. By utilising market intelligence and having a strategic focus for actions as well as collaborating on key economic issues, we will be in a strong position to exploit opportunities and have a strong influence.

County Durham Regeneration Statement (2012-22) Vision

‘To create sustainable places where people want to live, work, invest and visit whilst enabling our residents and businesses to achieve their potential’ through five ambitions to create:

- Thriving Durham City
- Vibrant and Successful Towns
- Competitive and Successful People
- Sustainable Neighbourhoods and Rural Communities
- Top Location for Business

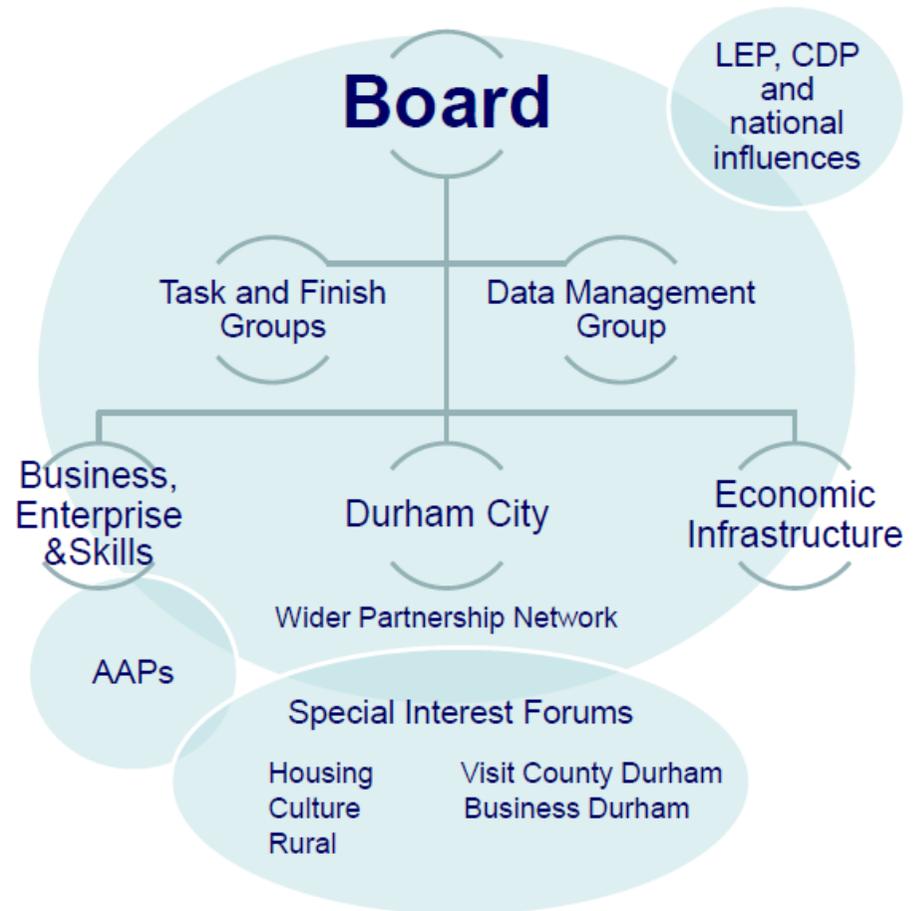
How will we make this happen?

‘Our aim to return to a pre-recession (2008) employment rate, increasing confidence in economic performance and reducing economic inequalities in County Durham’

The Partnership

The CDEP incorporates a range of partners who have a desire to improve the economy of County Durham. Established in 1994, we want to continue to build on this history to drive forward partnership working. Bringing together partners from Business, Non/Statutory Agencies, the Voluntary and Community Sector, and elected representatives, this business led partnership, with its Chair and Vice Chair from private enterprise, delivers added value by following our principal ways of working:

- **Commitment** to the gathering and sharing of relevant Information and Market Intelligence
- **Ensuring collaboration** on key issues through shared strategy setting and action planning
- **Delivery and promotion** of all opportunities across the partnership to succeed in supporting growth
- **Influence** how we work together at all levels of partnership working to ensure the best results for growth in the County
- **Manage** all resources to maximise impact in the local economy aligned to our ambitions for growth



Our partnership structure was reviewed in 2013 with the objective of ensuring partners focus efforts through collaborative working but also allowing for a wide a network of supporting information flows to ensure we remain intelligence led. Maintaining the Board’s leadership role is essential, strengthening its management and performance and relationships with its three ‘core’ working groups. These working groups take the lead in understanding our core economic areas and issues to provide a collective approach to intelligence, promoting opportunities and influencing the areas of work that allow us to improve the local economy. Recognising the wider networks that are essential to our continued success, the structure highlights the links with our Specialist Interest Forums, the North East Local Enterprise Partnership and the wider local strategic links with the County Durham Partnership and the Area Action Partnerships. Please refer to the attached Terms of Reference in appendix 1 for further detail on our structure, purpose and operations.

Our Measures of Success

Our growth led approach to economic development is set out within the County Durham Regeneration Statement, clearly emphasising the need to capitalise on opportunities. Identifying and understanding our longer term measures of success for the next 20 years is essential to this.

We have five long terms measures and the CDEP has agreed that the top priority is to improve our [employment rate](#). Taking into account demographic change, it has been quantified that in order to achieve the pre-recession employment rate an additional 30,000 residents of County Durham need to be in employment by 2030. This will come from a mix of:

- Additional employment and self-employment opportunities located in the county
- More residents being able to access employment within a broad travel to work area
- Additional numbers of employed people becoming resident in County Durham

Through partnership driven activity and investment we expect to make significant progress towards the achievement of these 5 outcomes with notable impact upon the employment rate, the number of businesses supported to grow and the increased social inclusion of our residents through the access of tailored support to improve skills development and employability prospects. These measures support the North East Local Enterprise Partnership's Strategic Economic Plan aspiration of more and better Jobs. For further detail and analysis please refer to our Measures of Success document that can be found at: <http://www.countydurhampartnership.co.uk/article/8503/Plans-and-Strategies>

Longer Term Measures of Success (up to 2030)

- The County Durham **employment rate** to converge to and be maintained at pre-recession levels (73% of the working age population) within the period 2010-2030 leading to 30,000 additional people in employment for County Durham residents
- The **number of businesses** in the County to increase by 4,300 by 2030 contributing towards the rise in the employment rate
- Gross **household disposable income** to rise within the next 20 years to 103% of the regions values (or 87.4% of the national figure)
- The County's per capita **GVA** figure to rise to 87% of the regional value (or 68% of the UK figures) by 2030
- The number of Lower Super Output Areas in the County which are ranked nationally in the top 20% of the Index of **Deprivation's** employment domain to reduce from the current number of 174 to 64

Continuing Our Success

Success for the Economic Partnership is witnessed through the benefits we collectively deliver. Working together we have directly funded, been the catalyst for and added value to a number of significant areas of delivery. Below we have outlined some examples the partnership is proud to have supported.

Strategic Planning

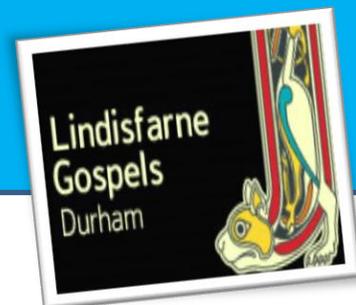
The **County Durham Plan** represents a milestone in how we collectively plan and enable economic growth in the County. The County Durham Plan sets out information about what types of new development are planned in the County, where it will take place and how it will be managed.

- The Plan represents a key pillar in exactly how the partnership will realise our ambitions
- To create 23,000 new jobs in County Durham and increase the proportion of our workforce that is in work to 73% (currently 66%).

Partnership Delivery

The **County Durham Economic Partnership** secured partner support to help implement one of the great successes of the cultural calendar in 2013. The Durham University exhibition gave people a rare opportunity to see the 1,300-year-old gospels outside London. The exhibition, which opened on 1 July 2013, attracted 97,208 visitors (1,200 per day) from as far as Canada, New Zealand and Asia.

- Alongside the clear benefits to the visitor economy the partnership supported a programme of business engagement and supply chain enhancement opportunities
- Planning is ongoing to support a future cultural programme of events
- The CDEP also commissioned the Creative Durham programme which continues to be a success and has seen to date over 43 new business starts and 49 jobs created.



Strategic Investments

National EU funding allocation to the North East Local Enterprise Partnership (NELEP) for the 2014-2020 programme (£473m) is greater than had been expected. Durham has additional allocated EU Transition monies of €157million. Investment planning processes are underway within NELEP and locally in Durham with partners through the County Durham Economic Partnership. Durham EU workstreams have been established and a Durham Investment Plan agreed by the CDEP Board.

- £134m for Durham in European Regional Development Fund (ERDF)/European Social Fund (ESF) 2014-2020 - £86m ERDF and £48m ESF
- Additional £7.7m for Youth Employment Initiative

County Durham Economic Partnership Contact Details

Professor Brian Tanner , CDEP Chair	Sue Parkinson , CDEP Vice Chair
Strategy and Partnerships Team Tel: 03000 264715/264712 Email: economicpartnership@durham.gov.uk Website: http://www.countydurhampartnership.co.uk/article/8484/Economic-Partnership	



Appendix 1: Operational Terms of Reference

County Durham Economic Partnership Roles, Structure and Operations

Role of the Partnership

The CDEP brings together a range of stakeholders from Business, Statutory Agencies, the Voluntary Sector and elected representatives of the people of the County, in order to improve the economy of County Durham. The partnership is business led, with its Chair and Vice Chair coming from private enterprise. The Vice Chair of the CDEP is also the Chair of the Business Enterprise and Skills Working Group, a business orientated sub group of the CDEP. The Partnership will work to stimulate investment in our business base, economic infrastructure and the skills of our people.

The partnership is part of a broader framework of the County Durham Partnership, with responsibility for the “Altogether Wealthier” Theme of the Community Strategy and is also the direct link into the North East Local Enterprise Partnership.

It is integral to the Strategic Planning of a range of agencies in the County, setting the strategic context for their performance frameworks, priority actions and investment plans.

Aim, Objectives, Function and Performance Measures

Aim

The aim of the County Durham Economic Partnership is to: *to return to a pre-recession (2008) employment rate, increasing confidence in economic performance and reducing economic inequalities in County Durham.*

Objectives

The Partnership has five objectives. These are:

- A Thriving Durham City
- Vibrant and Successful Towns
- Sustainable Neighbourhoods and Rural Communities
- Competitive and Successful Communities
- A Top Location for Business.

Function

Key principal ways of working and therefore the partnership’s core function is to provide a forum for:

- Information and market intelligence

- Setting the strategy and strategic focus for actions
- Collaboration on key economic issues
- Promoting opportunities
- Influencing

Performance Measures of Success

The Partnership has agreed five key measures of success and a set of additional measures for each objective. The measures of success are economic indicators which are monitored in order to set strategic priorities for action as well as the context for outputs of partnership led initiatives and service targets for the constituent agencies of the CDEP.

The Current Measures of Success for the Partnership are:

- The County Durham employment rate will converge to and be maintained at 73% of the working age population within the period 2010-30.
- By 2030, to have increased the stock of businesses in the County by 6,340.
- That GHDl will rise within the next 20 years to a position that is 103% of the regional value (or 87.4% of the national figure)
- The County's per capita GVA figure will rise to 87% of the regional value (or 68% of the UK figure) by 2030 as a consequence of the improving employment rate.
- To reduce the number of LSOAS in the County which are ranked nationally in the top 20% of the Index of Deprivation's employment domain from the current number of 174 to 64.

The five key measures are presented to the Board as a standing item. The full set of measures is set out in the related "CDEP Measuring our Success" document. The measures of success for each objective are presented to each relevant working group as a standing item on their agendas. *The measures relating to the objectives of the CDEP and reported to the Core Working Groups are due to be reviewed.*

Organisation Framework

The CDEP is organised to facilitate joint working between stakeholders in the County around the themes of competitive places, competitive people and competitive business, to add value to their work and generate a sense of agreed common purpose.

The Partnership is constituted as a Board, a series of 3 Core Working Groups and an annual Economic Forum. In addition there are a number of Special Interest Forums/Groups and time limited task groups.

Task Groups can be established by Working Groups for a specific purpose relevant to that group. Task Groups can take members from any of the constituent parts of the CDEP. Working Groups are also free to set up their own customer relation boards as they see fit.

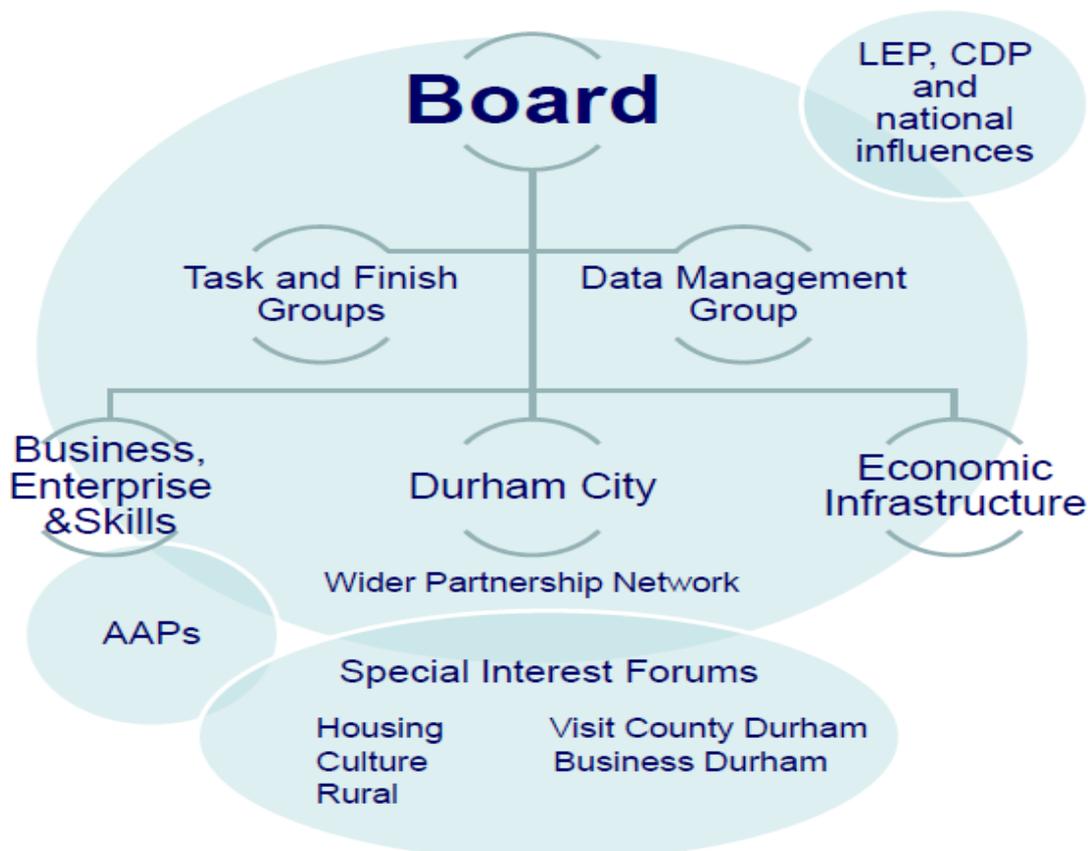
The Board, Working Groups and Forums are chaired by stakeholders or lead officers from private enterprise, the voluntary and community sectors or recognised lead agencies.

Principal ways of working for the Partnership and Board

As a Partnership and Board it is important that we continue to consider that *'we are doing the right things, in the right places and in the right ways.'* In order to maintain an effective and quality approach to partnership working it is important that we invest in opportunities, capitalise on our strengths and maintain an integrated approach. To support this the partnership has adopted the following principal ways of working:

1. **Information forum and market intelligence:** is to ensure that as partners we make informed decisions, analyse evidence and learn from our experiences. This may be from data, but also local anecdotal information to provide a better picture, helping to provide an improved spectrum of opportunities and ensure that partners are well informed.
2. **Collaborative working and exploiting opportunities:** will follow on from our informed intelligence and through partnership working will make the most of opportunities presented. By taking collective action we will deliver our priorities to exploit available opportunities.
3. **Influencing:** is about working effectively with others, influencing and helping to shape policy development, opportunities and delivery for the benefit of the County and the North East. Through the promotion of Durham and its key priorities showcasing its strength through a collective voice, the partnership will improve its influence. This persuasion and negotiation will be done by all partners, at a variety of levels and with a range of audiences, to help deliver additional opportunities for County Durham.

CDEP Structure



The County Durham Economic Partnership Board

Purpose

The Board has the responsibility of setting the overall strategy for economic development and regeneration activity in County Durham. It is the main conduit between the County Durham Economic Partnership and the North East Local Enterprise Partnership. Its roles include:

- Providing a Voice for County Durham in international, national and regional forums.
- Developing a coherent Vision and Narrative for Economic Regeneration in County Durham.
- Setting a performance framework for Economic Development and Regeneration in County Durham.
- Setting the spatial policy framework for regeneration and economic development.
- Setting thematic priorities for investment to stimulate economic activity.
- Setting a coherent Investment and Delivery Plan for Economic Development and Regeneration activity.
- Providing Leadership in respect of the Durham European Transitional programme.
- Identifying key risks to the economy of the County and identifying mitigating initiatives.
- Facilitating stakeholder relations to improve economic performance.

The Board is responsible for the overall aim of the CDEP and will receive regular reports relating to the five key measures of success.

Objectives

- Thriving Durham City
- Vibrant and Successful Towns
- Sustainable Neighbourhoods and Rural Communities
- Competitive and Successful People
- A Top Location for Business

Membership

The Membership of the Board is made up of:

- Chair of the Board – Independent (x1)
- Chairs of the Working Groups (x3)
- Chairs of the Special Interest Forums/Groups (x3)
- Representative of the Chamber of Commerce (x1)
- Representative of the Federation of Small Business (x1)
- Representative from Durham University (x1)
- Representative from the North Eastern Local Enterprise Partnership (x1)
- Representative from Visit County Durham (x1)
- Representative from Business Durham (x1)
- The Cabinet Member for Regeneration and Economic Development, Durham County Council
- The Director of Regeneration and Economic Development Durham County Council
- Representative of the Voluntary & Community Sector (x1)
- Representative of the Social Housing Sector (x1)

Named substitutes are allowed; with respect of the chairs of working groups and forums, substitutes should be the vice chairs. The above membership outline is in no way a prescriptive list and should be seen as supporting flexibility in delivering against agreed work programmes. Membership will be driven by the Chair of the Board.

The Board will meet quarterly. The Board will establish permanent sub groups and task groups as appropriate to forward work programme;

- Data Management Group, which prepares comprehensive performance information for the Board and Core Working Groups using the combined data sources from the range of partners.
- Working Group Chairs, which will coordinate the work programme of the partnership and ensure key actions and opportunities, are delivered in support of the board agenda.

The Core Working Groups

Purpose

The Working Groups take on the practical role of co-ordination of activity to gain maximum effectiveness and increase economic performance. Working Groups meet at the discretion of the Chair and members of the group. Working Groups can establish task and finish groups for specific purposes as required.

Working Groups have the following generic roles

- support policy and strategy development within their sphere of influence,
- the development of investment priorities, and funding bids
- the coordination of activity,
- the development of joint initiatives or projects where more than one partner needs to be involved
- improve and co-ordinate stakeholder relations

Working Groups also ensure that:

- the range of partners and stakeholders are more informed of opportunities available to them to help improve performance
- all partners are advocates of the County and the opportunities for further investment in the economy.
- they adhere to the core function of the partnership as described above

The Three Core Groups:

There are six Working Groups which are constituted around the themes of Business, People and Place. The Working Groups are:

- **Business, Enterprise and Skills**
- **Economic Infrastructure (To be Established)**
- **The Thriving Durham City Board**

Business Enterprise and Skills (BES)

The Business Enterprise and Skills group is charged with improving the business stock in County Durham, the growth of business and the associated yield of jobs, and the improvement of the infrastructure for business. The BES has a related role in helping to ensure that educational establishments deliver courses and opportunities that provide the right skilled people for our labour market.

Objectives

- A top Location for Business
- Competitive and Successful People

Current Measures of Success

- The County Durham employment rate will converge to and be maintained at 73% of the working age population within the period 2010-30.

- By 2030, to have increased the stock of businesses in the County by 6,340.
- Enterprise start-up enquiries
- New enterprise start ups
- Business registration rate – *data lag – annual*

Membership

- Chair – (Private Sector)
- Business Durham
- Skills Funding Agency
- Work Based Learning Providers’ Network
- County Durham Enterprise Agencies
- Acumen Trust
- Princes Trust
- Economic Development – DCC
- Business and Enterprise Group
- NECC
- FSB
- County Durham Engineering Forum
- FE College representative
- Durham University
- Children and Adult Services – DCC
- Job Centre Plus
- Durham BID
- Visit County Durham
- Individual business representation

Economic Infrastructure (To be Established & Subject to Change)

Its key remit is to support spatial policy development and the prioritisation of sites for housing and mixed use development. It aims to work with developers and key statutory agencies in order to develop a greater level of confidence in County Durham as a place to develop and invest. The Economic Infrastructure working group oversees the development of spatial regeneration plans and priorities for capital investment in infrastructure.

The group will continue to strengthen and link with the wider Housing Partnership for example, the Housing Developer Forum to aid with policy formation and site prioritisation.

Objectives

- Sustainable Neighbourhoods and Rural Communities
- Vibrant and Successful Towns

Current Measures of Success

- Agreed development framework for each centre (action rather than measure)
- Retail Vacancy rates (annual)
- High quality executive homes completed
- All homes completed in and near all major settlements (final definition to be advised)
- Affordable homes provided as a proportion of the total net homes completed
- % properties in band D (Council Tax)
- Number of private rented sector properties improved as a direct consequence of local authority intervention – to be finalised

Membership

- Chair – Private Sector
- Economic Development & Housing – DCC
- Planning & Assets – DCC
- Transport / Contract Services – DCC
- Representative from the Social Housing
- Representative from other working groups as required
- NELEP representative
- Private Sector House Builders
- Developers
- Northumbrian Water

The agenda for this group will be diverse. Membership will be flexible and be agenda specific.

Thriving Durham City Board

Durham City presents a unique opportunity in County Durham to stimulate additional investment and raise economic performance. It is a City of regional, national and international significance and has previously untapped growth potential. To realise growth requires a co-ordinated growth led policy framework and a plan of activity to support tourism, housing development, transport infrastructure, public realm, office and retail development. The Thriving Durham City Board will act as a programme board to provide governance and leadership to the series of interrelated strategic initiatives and opportunities in the City.

Objective

- Thriving Durham City

Measures of Success

- The number of passenger journeys recorded by the operator of the 3 Durham City Park and Ride sites.
- % annual change in the traffic flow through Durham City
- Number of all new homes completed in Durham City
- Occupancy rates – retail units in town centres – Durham City

Membership

- Chair (Independent)
- Private Sector Development Representatives
- Private Sector Retail Representatives
- Durham County Council
 - Cabinet Portfolio Member for Economic Development & Regeneration
 - Service Area representatives
- Durham University
- Durham Cathedral
- Homes and Communities Agency
- Federation of Small Business
- Durham City Member of Parliament

Special Interest Forums

The Special Interest Forums are groups that have a specific common interest which has an impact on the economy of County Durham and are therefore part of the CDEP information flow. They have a looser association with the CDEP Board in that they are not responsible for specific objectives of the partnership and are not tied into the Performance Management Framework of the CDEP.

Special Interest Forums are:

- [Housing Forum](#)
- [Cultural Partnership](#)
- [Rural](#)

Each of the Special Interest Forums has its own corporate terms of reference specific to its area of interest; however they have the following generic roles:

- support policy and strategy development within their sphere of influence,
- sharing best practice of common interest,
- the development of initiatives or projects and related funding bids,
- co-ordinate customer or stakeholder relations,
- scrutinising relevant policies and strategies.

The Special Interest Forums also ensure that:

- the range of partners and stakeholders are more informed of opportunities available to them to help improve performance,
- partners are advocates of the County and the opportunities for further investment in the economy.

Housing

To act as the strategic partnership within County Durham for the consideration of housing and related policy issues; to assist the development of more sustainable communities and to support the wellbeing of County Durham. In undertaking this the Forum will, maintain an appropriate strategic housing policy framework to guide the direction of the Forum's work and programmes as well as those of individual members and other stakeholders.

Objective

- Sustainable Neighbourhoods and Rural Communities

Membership

- County Durham Strategic Housing Authority. (Chair)
- Adult Social Care Authority for County Durham.
- County Durham Primary Care Trust.
- County Durham Supporting People Partnership.
- Social Housing providers operating in the County drawn from the Registered Social Landlord sector, Arm's Length Management Organisations and local authorities with a maintained housing stock.
- Homes and Communities Agency
- Residents and/or tenants representative.

Housing Forum Sub Groups

- Social Housing Management Group
- Social Housing Development Group
- Energy & Fuel Poverty

- Gypsy Roma Traveller Group
- Older Person Housing Group
- Learning Disabilities Group
- Homelessness Action Partnership

Cultural Partnership

Culture in County Durham is about improving the quality of life for all, allowing people both to derive pleasure and to fulfill their own potential and broaden their horizons. Equally cultural services play a crucial role tackling social exclusion, contributing to regeneration, to promoting safer communities, encouraging healthier lifestyles, providing opportunities for voluntary and community activity and stimulating lifelong learning.

Objectives

- Vibrant and Successful Towns
- Sustainable Neighbourhoods and Rural Communities

Membership

- An independent chair
- Chief Executive, National Railway Museum
- Director, Beamish Museum
- Chief Executive, Durham County Cricket Club
- Director, The Bowes Museum
- Treasurer, Durham University
- Head of Marketing & Events, Durham Cathedral
- Chief Executive, Visit County Durham
- Corporate Director, Durham County Council
- Programme Director, Tin Arts

Rural

The rural towns and settlements of County Durham need to be able to grow to sustain themselves. Providing balanced growth opportunities will enable people to live and work in their own rural town or villages. The support of local services is a crucial factor to sustainable rural communities.

The Rural Working Group aims to be the voice of rural matters and focal point for tackling rural issues in a manner that helps promote the economic wellbeing of the County.

Objective

- Sustainable Neighbourhoods and Rural Communities

Membership

- Chair
- Durham County Council – Spatial Policy
- Country Land & Business Association
- Durham Rural Community Council
- National Farmers Union
- Representative for the rural Area Action Partnership
- Durham County Council
- Area of Outstanding Natural Beauty

- Centre for Rural Economy, Newcastle University

The CDEP Economic Stakeholder Forum

The Stakeholder Forum is the annual conference of the CDEP and the main economic policy setting forum for the key range of stakeholders in the County. It allows a full range of partners and interested bodies the opportunity to review the previous year and set the priorities for action in the year to come.

The Forum meets as a single half day event, in place of one of the quarterly Board meetings.

Membership Includes:

- All Members of the CDEP
- NELEP Chair and Vice Chair and Chief Officer
- Chair and lead officer of CDP
- Chairs and Co-ordinators of AAPs
- Chairs of AAP economic sub groups
- Chief Officers of Enterprise Agencies
- Chief Officers of Community Partnerships
- Trade Unions
- Businesses
- Chief Officers of Voluntary Sector Agencies
- Council Members

Operations

The CDEP is a large partnership arrangement when compared to those of many other administrative areas, due to the size, complexity and local governance arrangement in our County. It is imperative that the CDEP operates in a way that facilitates common purpose and understanding, however does so in a way that is flexible, non-bureaucratic and responsive.

To this end meetings of the CDEP are kept to a “need to meet” basis at the discretion of the Chair and members of the groups and forum. Whilst members of the partnership are working within a Strategic Planning Framework, and will receive contextual performance information, there are no performance targets placed on individual agencies as a result of participation.

Meeting Frequency

- CDEP Board – 4 times a year plus an Economic Stakeholder Forum
- Working Groups – as required and agreed by working group chairs
- Special Interest Forums – depending on own corporate responsibilities

Quorate

To be quorate meetings should be attended by 1/3 of their membership. If attendance falls below this level, it will be at the discretion of the Chair of the group whether to go ahead with the meeting or not.

Secretariat

The CDEP has a small secretariat team that supports the policy formation and administration of the partnership. Its key functions are:

- The development of the Regeneration Statement, the vision for regeneration and economic development in County Durham.
- To produce the performance management framework for the partnership
- To produce the action plan and investment strategy for the partnership and working groups
- To develop and maintain the CDEP internet site
- To produce performance reports for the Board and each of the working groups
- To produce progress reports from the working groups to the Board
- To support the development of strategies as determined by the relevant working groups working with the lead officer
- To arrange meetings of the Board, Stakeholder Forum, Working Groups and Special Interest Forums in liaison with the chair
- To take minutes and action points of the Board, Stakeholder Forum, Working Groups and Special Interest Forums in liaison with the Chair
- To support the co-ordination and follow up of actions points from relevant meetings