Collaboration Case Studies

AGMA
Birmingham, Coventry and the Black Country City Region (BCBCCCR)
Glasgow-Edinburgh
Humber Economic Partnership
Leeds City Region
Manchester: Knowledge Capital
PUSH
Regional Cities East
Sheffield City Region
Tees Valley City Region
Thames Gateway London Partnership
The Mersey Partnership
Three Cities
West of England Partnership
Collaboration Case Studies

Initiative  Association of Greater Manchester Authorities (AGMA)
Manchester; Greater Manchester

Why?  The Association of Greater Manchester Authorities was formed after the abolition of the Greater Manchester Council in 1986 to coordinate functions that members believed needed to be undertaken at metropolitan level\(^1\).

AGMA consists of a partnership between Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan local authorities. Blackpool, Blackburn with Darwen and Warrington accepted invitations to become associate members. AGMA is not legally constituted and operates via a constitution and binding agreements which tie in the participating authorities\(^2\). AGMA is currently working with central government to formalise the partnership and compel agencies to respond to the city region agenda under a Multi Area Agreement (MAA)\(^3\).

What?  Manchester aims to compete at an international scale with cities like Milan, Munich, Boston, San Francisco and Vancouver. With this aim in mind, the joint *Sharing the Vision*\(^4\) strategy identified the following areas as priorities for new or continuing action:
- Promoting a dynamic economy;
- Enhancing the regional centre;
- Promoting culture, sport and tourism;
- Improving connectivity;
- Raising levels of education and skills;
- Creating sustainable communities;
- Reducing crime;
- Improving health and healthcare.

How?  The AGMA Executive, the Council Leaders of the ten AGMA authorities and the AGMA Council (comprising three councillors from each of the ten AGMA authorities) meet regularly to work together on a range of key strategic and policy issues which impact the Manchester city region. AGMA is not a legal body and operates via a constitution and

\(^1\) [http://www.agma.gov.uk/ccm/navigation/about-agma/](http://www.agma.gov.uk/ccm/navigation/about-agma/)
\(^2\) ibid
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How? binding agreements which tie the authorities in. 12 months notice is required for withdrawal from AGMA.

AGMA funds eleven 'units' created under a mix of statutory regulation and binding partnership agreements[^5]. These units are based across the Greater Manchester region and cover a range of functions (including policy and research, grants, Brussels outreach and transportation) where joint provision benefits the Greater Manchester district authorities. AGMA also lobbies central government departments on issues identified as important to the region, and works closely with the other collaborative organisations including the Chamber of Commerce, Manchester Knowledge Capital, Greater Manchester Investment, Development and Advisory Scheme (MIDAS) and Manchester Enterprises.

The leadership of Sir Howard Bernstein, chief executive of Manchester City Council has been identified as particularly important to the success of collaborative working in Greater Manchester and to the use of both adverse (1996 IRA bomb) and auspicious (2002 Commonwealth Games) as catalysts for positive change[^6].

Outcomes In the years since its inception, AGMA has helped bring about an incredible physical transformation in the Manchester city region and created an exceptionally strong, vibrant and confident Manchester brand at both the national and international level. Domestically, a number of surveys[^7] and politicians[^8] have suggested that Manchester is now viewed as the UK's second city and has a higher international profile than Birmingham. To further raise the city's international profile, The Greater Manchester Brussels Office, which acts as a link between Greater Manchester organisations, European Union institutions and other interest groups, has been established[^9].

Inspired by the tangible successes of the AGMA collaboration, a significant number of public and private sector bodies are now collaborating on a wide range of issues across the Greater Manchester region.

[^7]: [http://news.bbc.co.uk/1/hi/england/manchester/4293814.stm](http://news.bbc.co.uk/1/hi/england/manchester/4293814.stm)
[^8]: [http://www.manchestereveningnews.co.uk/news/s/144/144945_prescott_ranks_manchester_as_second_city.html](http://www.manchestereveningnews.co.uk/news/s/144/144945_prescott_ranks_manchester_as_second_city.html)
[^9]: [http://www.greater-manchester.eu](http://www.greater-manchester.eu)
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Challenges

There are many initiatives happening at the level of Manchester City Region and it can be difficult to identify what AGMA is doing compared to Manchester Enterprises or Manchester Knowledge Capital for example. AGMA also face the challenge associated with all voluntary partnerships that if one partner disagrees with a course of action, this can make it difficult to progress.

Lessons

- Establishing a clear, ‘realistically ambitious’ collective vision for the future is crucial to driving policymaking forwards.
- Strong leadership by determined individuals, a clear sense of purpose and a clear decision making structure can enable a place to use events as catalysts for change.
- A Multi Area Agreement is seen as a means of overcoming the problems of making difficult decisions that have been experienced under the voluntary partnership structure.

Links

http://www.agma.gov.uk
http://www.greater-manchester.eu/
Birmingham, Coventry and the Black Country City Region

Birmingham, Coventry, Dudley, Sandwell, Solihull, Telford, Walsall, Wolverhampton

Why?
The Birmingham, Coventry and the Black Country City Region Growth and Prosperity Board was formed in 2005 in the wake of increasing government focus on the idea of city regions. It comprises the local authority Leaders of Birmingham, Coventry, Dudley, Sandwell, Solihull, Telford, Wrekin, Walsall and Wolverhampton, the West Midlands Regional Assembly, Advantage West Midlands, the regional Learning and Skills Council and the business community. The main purpose of this collaborative partnership is to enable service delivery and local business and community interaction to be undertaken on a larger scale, unhindered by local authority boundaries.

The Birmingham, Coventry and Black Country City Region is a voluntary public-private sector partnership that has no delegated powers or budgets. By aligning money and policy across local government boundaries, it hopes to generate a significantly higher rate of return on public spending to create higher value jobs, a more competitive and attractive urban core and to tackle climate change.

As set out in Birmingham, Coventry and the Black Country’s 2020 Vision, the city region aims to have high levels of personal prosperity, business success and population growth equal to that of the south east of England by 2020, with every individual achieving their full potential and substantial progress being made along the road to carbon neutrality.

More specifically, by 2020 the city region aims to have:

- High levels of investment by existing and new national and international businesses, and increasing number of people in work.
- A workforce with the right skills for individuals and businesses to succeed in the new economy.
- A environmentally sustainable transport systems and services that connect people, businesses, towns and cities.
- A growing population, and to be an attractive and popular place to live, work and relax.

Why?

What?

1 http://www.wmlga.gov.uk/download.asp?id=1394
2 Birmingham, Coventry and the Black Country City Region Strategic Framework for Action Draft, p. 1
3 Murphy, S. 2007. ‘City Region Still going strong’, The Birmingham Post, 31 October
The BCBC Growth & Prosperity Board does not deliver spending and policy. Rather its objectives are to use the strength of its voluntary cooperation to provide leadership and coordination, exercise influence, and lobby on behalf of the West Midlands. The Birmingham, Coventry and the Black Country City Region Strategic Growth Framework was adopted in January 2007, and the Growth & Prosperity Board agreed in principle to the establishment of a formal company structure (limited by guarantee) in June 2007. It was proposed that Birmingham, Coventry and the Black Country City Region Limited would not take delegated authority or spending from its member authorities. Instead, it appears to be a means of strengthening commitment to joint working and improve the BCBC City Region’s ability to bid for and influence the spending of funds.

Successes
There have been some notable achievements. The Department for Work and Pensions approached three of the local authorities based in the city-region, Birmingham, Coventry and Wolverhampton, and invited them to bid against each other and many other local authorities for pilot project status for tackling worklessness. Instead of taking up this opportunity, all three dismissed it, and instead came together with the five other local authorities in the city-region, the Learning and Skills Council, JobCentre Plus and other stakeholders to submit a single bid. As a result of this bid being successful, 55 wards with a population of 400,000 were involved in the scheme. It is estimated that by the summer of 2009, this joined up approach will have benefited 8,500 people, who will have been helped into paid skilled work. An updated City Strategy Business Plan, a de facto Multi Area Agreement designed to address worklessness on a city-regional scale, was published in June 2007, and Birmingham, Coventry and the Black Country was announced as one of the first Multi Area Agreements in November 2007.

Birmingham and Solihull, Telford and Coventry have all been established as New

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[8] ibid
Outcomes

Growth Points. Plans to establish a limited BCBCCR company appeared to be progressing as of December 2007\(^{14}\). Plans to attract fresh inward investment into the West Midlands region were announced in January 2008\(^{15}\), although specifics were notably absent.

Challenges

Nonetheless it is clear that there are mixed views on the achievements of the partnership\(^{16}\). The lack of a central website is unhelpful in this regard, as it creates uncertainty about what is planned and what is happening, and means that concerns and discussion about the role and value of the BCBC collaboration have tended to play out in the local media, often negatively. The initiative has also been the subject of continuous criticism by the West Midlands NO! campaign\(^{17}\).

Lessons

- Central government initiatives are not always in alignment with the aims of city-regional collaboration and thinking outside the box can often be necessary to ensure the local region works together rather than in competition.
- Branding and identity remain challenging and resulted in the lengthy name for this collaborative partnership and perhaps the loss of the higher domestic and international profile of Birmingham, the UK’s second city. It has also been suggested that a central website could help with promoting the area.
- Collaboration at a strategic level is vital and most commonly the area where local authorities can communicate. Turning this into more effective delivery is very important and going forward is likely to be the biggest test for city-regions.

Links

http://bcbclimited.blogspot.com/

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\(^{16}\) Ducker, J. 2007. AWM gaining power as a regional dictatorship, *The Birmingham Post*, 16 October, [http://icbirmingham.icnetwork.co.uk/birminghampost/business/tm_method=full%26objectid=19959571%26siteid=50002-name_page.html](http://icbirmingham.icnetwork.co.uk/birminghampost/business/tm_method=full%26objectid=19959571%26siteid=50002-name_page.html)

\(^{17}\) [http://www.westmidlandsno.org.uk/](http://www.westmidlandsno.org.uk/)
Glasgow Edinburgh Collaboration
Glasgow; Edinburgh 75km apart

Why?
Just 75km apart, Glasgow and Edinburgh are the powerhouses of Scotland’s economy. The stated aims of the Glasgow-Edinburgh Collaboration initiative (motto: ‘collaboration to compete’) are threefold:

1. To close the gap with cities that currently boast superior economic performance;
2. To make a disproportionate contribution to improving Scotland’s economic performance;
3. To keep pace with other cities already collaborating to compete.

What?
Recognising that Glasgow and Edinburgh will continue to compete in a number of areas, four criteria are used to identify areas that are suitable for collaboration:

1. Additionality – where collaboration helps achieve objectives that either city alone could not achieve;
2. Appropriateness – where actions are most appropriate to a city/urban focus;
3. Importance – capable of making a real difference to the competitiveness of the cities as a whole;

On the basis of these criteria, the 2006 ‘Prospectus for Action’, a partnership between the city councils, Scottish Enterprise Edinburgh & Lothian and Scottish Enterprise Glasgow, identifies three major areas for collaborative action. Proposals under the three headings comprise a mixture of actions for the short, medium and long-term.

1. Connectivity (transport and communications) – faster rail connections between Glasgow and Edinburgh (current journey time is 46 minutes), improved digital connections between the two and improved connections between the cities and the wider world.
2. Key sectors (tourism, financial services and creative industries) – joint hosting of cultural events and lobbying Westminster to relocate key functions to the region.
3. International openness and talent attraction – action to attract more people to Glasgow and Edinburgh to invest, live, work and study in the region.

How?
Recognising the crucial role of Glasgow and Edinburgh in the Scottish economy, the dominance of London and the significance of size in the knowledge economy, the Scottish Executive’s Cities Growth Fund is funding the ‘Glasgow-Edinburgh Collaboration
Collaboration Case Studies

How?

Initiative’ for an initial two year period from 2006¹. A total of £800,000 has been made available, with £300,000 to be spent in 2006/07 and a further £500,000 in 2007/08².

A dedicated post of Collaboration Director was created in mid 2006 to oversee delivery of the Prospectus for Action and to promote the value of collaboration more widely amongst public and private sector organisations³.

Outcomes

Successes

A Glasgow-Edinburgh Collaboration website has been set up (http://www.glasgow-edinburgh.co.uk/) to promote the concept of collaboration to the populations of these historically competitive cities and to embed the notion of collaboration in the processes and cultures of participating organisations. The website has also been used to jointly promote the two cities at international events such as ‘Tartan Week’ in New York⁴. VisitScotland’s joint Glasgow-Edinburgh marketing campaign, development of a twin-city tour and joint City Cultural Breaks has been credited with bringing in £11 million in extra revenue to the two cities⁵.

Plans to increase rail connections to up to 15 an hour, for non-stop services which will take just 30 minutes to travel between the two cities, and improvements to the city region rail networks were announced in September 2007, but the £650 million Edinburgh Airport Rail Link scheme has been scrapped. Scotland was second only to London and the South East in terms of inward investment performance in 2006, with high value financial and business services being the most common form of investment⁶. This suggests the cities have a strong economic base and international brand to build on in the future.

Perhaps the best indication of success is that the City of Edinburgh Council earmarked a £100,000 allocation to the Glasgow-Edinburgh Collaboration for 2008/09⁷. It was also reported that Glasgow City Council and Scottish Enterprise were earmarking mainstream

² http://www.glasgow.gov.uk/en/News/Archives/2006/July/CityCollaborationDirector.htm
³ http://www.glasgow.gov.uk/en/News/Archives/2006/July/CityCollaborationDirector.htm
⁶ http://www.glasgow-edinburgh.co.uk/news/date/2007/06
⁷ http://www.edinburgh.gov.uk/internet/council/council_tax_and_finance/CEC_council_budget_2
Collaboration Case Studies

Outcomes

funding for the collaboration initiative in February 2008 to ensure the continuation of the project beyond the initial funded period.

Challenges

The Glasgow-Edinburgh Collaboration Initiative overcame a political challenge in May 2007 with the election of a new Liberal Democrat led city council in Edinburgh; the new council leader publically questioned the relative benefits of collaboration for Edinburgh in comparison to Glasgow. These statements were later retracted, collaboration between Glasgow and Edinburgh was enthusiastically promoted at the Edinburgh City Region conference in June 2007 with the announcement of Glasgow’s successful bid for the 2014 Commonwealth Games, and with the City of Edinburgh Council earmarking funding for the collaboration project in 2008/09. Nonetheless this occurrence provides a useful lesson in that it highlights how politically sensitive collaboration can be and the challenges that can arise if there are concerns about the benefits of collaboration being greater for one party than another.

Lessons

• A national outlook and the provision of funding can provide useful incentives for collaboration between cities with strong historic rivalries.
• The economic dominance of London can also provide a significant incentive for collaboration, particularly when the cities in question are relatively proximate.
• There is a need to involve all political parties in collaboration initiatives to prevent changes in political leadership from hindering collaboration projects and to limit the likelihood of non-participation forming part of an election platform.

Links

http://www.glasgow-edinburgh.co.uk/
http://www.glasgow.gov.uk/
http://www.edinburgh.gov.uk/
http://www.scotland.gov.uk/

http://www.glasgow-edinburgh.co.uk/news/date/2008/02
Ferguson, B. 2007. Dawe ready to wield axe on flagship plans, 23 May, Edinburgh Evening News
http://www.capitalreview.co.uk/city_region_conference.html
http://www.glasgow-edinburgh.co.uk/news/141
Collaboration Case Studies

Initiative | Humber Economic Partnership  
Hull and Humber Ports City Region: Hull, East Riding of Yorkshire, North East Lincolnshire, North Lincolnshire

Why? | Although both productivity and employment rates in the component areas of the Hull and Humber Ports city region have increased since 1996, they have done so more slowly than regional and national rates of growth. As such, the gap between the city region and elsewhere has increased\(^1\). The city region also has a static and aging population and a low skills base. Hull and Humber Ports City Region is one of the eight Northern Way city regions. In combination, they are designed to close the £30 billion productivity gap between the north and the rest of the UK.

What? | The Humber Forum was set up in 1993 to assist, promote and encourage the physical economic development and regeneration and act in a consultative and advisory capacity to the relevant local authorities. In light of the rapid development of the government and regional agenda for City Regions, the beginning of the end of funding streams from the European Structural funds and the Single Regeneration Budget, and the success of private sector engagement via the Humber Trade Zone/Global Gateway initiative, the Humber Forum became the Humber Economic Partnership in 2006\(^2\).

Humber Economic Partnership is the strategic partnership between the unitary authorities of Hull, East Riding, North Lincolnshire and North East Lincolnshire and the private and voluntary sectors. It is responsible for sustainable economic development in the Hull and Humber Ports City Region and leads on issues deemed to be most effectively dealt with at a city-region level. The Regional Economic Strategy for Yorkshire and the Humber acts as the single overarching economic strategy for the HEP.

How? | Under the HEP Funding Agreement, the four Unitary Authorities fund HEP up to a maximum sum of £400,000 per annum for a five year period. This is based on £40,000 per annum from each authority, and the balance of up to £240,000 being calculated according to the proportion of the sub-regional population in each authority\(^3\). The HEP is led by a Board of Directors who take advice from the HEP Council of Members, a body

\(^1\) Humber Economic Partnership 2006. Global Gateway UK: Hull and Humber Ports City Region Development Programme II
\(^2\) https://web5.hullcc.gov.uk/akshull/images/att795.doc
\(^3\) https://web5.hullcc.gov.uk/akshull/images/att795.doc
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**How?**

comprising more than 100 senior members of public, private and voluntary organisations which holds the Partnership accountable to the wider community. The HEP Executive Team executes the Board’s decisions.

Since its creation in 2006, the HEP Strategy Team has been responsible for creating the City Region’s strategic agenda and driving forwards the delivery of the City Region Development Programme, (the CRDP is a government requirement for the delivery of the 2004 Northern Way Growth strategy). It comprises the Heads of Economic Development of the four unitary authorities, the Head of Yorkshire Forward’s Humber Office, the Pro Vice Chancellor for Research and Enterprise at the University of Hull and the HEP Executive Team Leader.

The activities of HEP are currently framed by the Strategic Plan 2006-2009, and implemented via an initial Operation Plan which covers the period summer 2006 to March 2008.

**Outcomes**

The idea and practice of collaboration appear to be deeply embedded in the Hull and Humber Ports City Region and the results have been a mix of challenges but also real successes. In terms of challenges, city region collaboration under the Humber Forum (established in 1993) could not prevent the gap between productivity and employment rates in Hull and Humber and regional and national rates from expanding in the period 1996-2006. A scrutiny report on the Humber Forum by North Lincolnshire and North East Lincolnshire unitary authorities highlights a number of additional issues. It suggests that there was insufficient clarity of aims, a lack of communication between the HF Board and its officers and a bias towards the ‘north bank’ (i.e. away from North and North East Lincolnshire). It also states that working relationships between the Humber Forum and Yorkshire Forward were ‘poor at most levels’ and that there was a ‘blame culture’ in both organisations against the other.

However the scrutiny report acknowledges the role of the Humber Forum in providing access to European Commission funding schemes and lobbying for business investment in the sub-region. It ultimately concluded that collaboration was necessary because the

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*4 http://www.humberep.co.uk/featuresItem.php?root=1&category=1&item=6
5 http://www.humberep.co.uk/featuresItem.php?root=1&category=1&item=6
7 ibid, p21*
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Outcomes

A sub-region body provides a strong and influential voice for a sub-region that is already disadvantaged when bidding for funding at the regional level as it ‘competes against larger economies of scale and qualities of population, industry and infrastructure’.

In 2006/7, the HEP invested £637,000 of partnership funding in delivering its activities, facilitating partnership activity that resulted in £20.3m grant funding for capital build projects across the city region and £61m of investment in the Humber Rail Network to increase freight capacity. Hull and Humber Ports was announced as one of the first raft of Multi Area Agreements in November 2007, with a focus on skills and skills development. Additionally a Hull & Humber City Region Observatory (HHCRO) has also been established in the Department of Geography at the University of Hull to undertake research and policy-related work on the competitiveness of the Hull and Humber City Region and to foster work between the university and local stakeholders. The Observatory is funded through HEFCE’s Higher Education Innovation Fund (HEIF3), and university involvement in the city-region collaboration should undoubtedly be seen as positive.

Lessons

• As a successful public-private collaboration, Hull and Humber Ports demonstrates that collaboration between local authorities need not only involve local authorities and other public sector bodies.
• It also demonstrates the importance of long-term agreed funding and good working relationships with regional development agencies.

Links

http://www.humberep.co.uk/
http://www.hull.ac.uk/hhcro/

8 ibid, p19
11 http://www.hull.ac.uk/hhcro/
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Initiative  **Leeds City Region**
Leeds, Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Selby, Wakefield, York

**Why?**
The 2004 Northern Way Growth Strategy, a collaborative endeavour between the three northern regional development agencies, set out an ambitious vision for closing the £30 billion productivity gap with the south of England. The Strategy recognised Leeds and seven other city regions as driving economic growth in the North. On the basis that achieving a stronger and more competitive northern economy and realising the full economic potential of each city region would require co-ordinated and complementary action across governmental boundaries, central government and the RDAs announced a three year, £100m Northern Way Growth Fund to fund the creation of development programmes for the eight recognised northern city-regions.

**What?**
Leeds City Region comprises the 10 local authority districts of Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield, and York, which reflects the true functional economic area of Leeds and the other cities, towns and rural areas in the city region. Set up in 2004, the City Region Partnership comprised the councils of each of the 10 districts and North Yorkshire County Council (which has strategic responsibilities in three of the districts). The purpose of collaborative working was to improve economic growth and competitiveness through improving policy and delivery at this broad area level.

On 1 April 2007 the Partnership became the City Region Leaders' Board, comprising the leaders of each of the eleven constituent authorities. The Board is legally constituted as a Joint Committee under sections 101 and 102 of the 1972 Local Government Act and is designed to provide political accountability and act as the ‘voice’ of the City Region, under its remit of promoting the economic wellbeing of the Leeds City Region. Decisions on city region positions are taken on a ‘one voice, one vote’ basis, and the Board is supported by a number of theme based panels.

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1 See [http://www.thenorthernway.co.uk/page.asp?id=184](http://www.thenorthernway.co.uk/page.asp?id=184)
4 ibid
5 ibid
Prepared and agreed by the eleven councils, the first City Region Development Programme (CRDP) focused on areas where the collaboration could add value and essentially acted as the economic plan for the city region\textsuperscript{6}. The second iteration of the CRDP (published in November 2006) provides a more robust and evidence-based programme for prioritising policy and programmes that will accelerate economic growth in the Leeds City Region\textsuperscript{7}. The overall aim of both plans has been to deliver the collectively agreed Vision ‘to develop an internationally recognised city region; to raise our economic performance; to spread prosperity across the whole of our city region, and to promote a better quality of life for all of those who live and work here.’

Under the 2006 CRDP, a series of specific actions are planned to:

- Enhance the prospects of a number of high growth and high value added sectors and clusters, particularly the financial and business services sector.
- Improve city regional transport infrastructure (on the basis that future economic growth will not solely be driven by Leeds city) and pan-regional and international connectivity.
- Encourage and support the development of higher and more relevant skills amongst the workforce.
- Encourage a culture of innovation in both individuals and businesses and develop the city region’s science base.
- Accelerate the development of a world class infrastructure within which all businesses can thrive.
- Develop a quality residential offer and create sustainable communities.
- Enhance and promote the city region as a place to live, work and visit.

The CRDP puts forward a growth scenario to achieve 4\% per annum growth in GVA per capita across the city region over the coming ten years. This growth rate would be sufficient to close the productivity gap with the England average over the same time period and contribute to the Northern Way’s aim to close the £30 billion gap in the North. This would theoretically create around 150,000 net new jobs and result in a £21 billion increase in GVA across the city region by 2016\textsuperscript{8}. The Leaders’ Board has undertaken to enter into discussion with central government to enable the delivery of CRDP proposals.

\textsuperscript{6} \text{http://www.thenorthernway.co.uk/downloaddoc.asp?id=17&page=179&skin=0}
\textsuperscript{7} \text{http://www.leeds.gov.uk/leedscityregion/docs/Leeds_CRDP_Nov_2006.pdf}
\textsuperscript{8} ibid
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**Outcomes**
Leeds City Region is a relatively recent collaborative venture, with the 2006 CRDP representing the first real set of specific planned actions to achieve the overall goals. As of November 2007, no progress report had been published, meaning that it is difficult to establish what has been achieved so far.

**Successes**
Members of the public are able to attend City Region Leaders' Board meetings and meeting minutes are made publicly available on the CRLB website, thereby increasing accountability and public understanding of the project. In October 2007 the City Region Leaders' Board agreed to develop a proposal for a Leeds City Region Multi Area Agreement covering transport and skills. This proposal was accepted by central government and Leeds City Region was announced as one of the thirteen initial MAAs set for implementation in June 2008.

**Challenges**
Counsell and Haughton (2006) suggest that the inconsistency between the spatial approaches of the sub-regional Northern Way and Leeds City Region poses problems for policy implementation. More pragmatically, minutes from the October and December 2007 meeting of the City Region Leaders' Board suggest that Wakefield MDC was less than fully committed to the project at this time, although subsequent meeting minutes suggest a renewal of commitment. Additionally, whilst Leeds City Region recognised the potential of Science City York to generate opportunities across the city region in the 2006 CRDP, as of April 2008, Leeds City Region does not appear on the list of organisations with which Science City York is currently working.

**Lessons**
- Regular progress reports are essential for both internal and external assessment of the progress of a collaborative initiative

**Links**
- [http://www.thenorthernway.co.uk/page.asp?id=56](http://www.thenorthernway.co.uk/page.asp?id=56)
- [http://www.sciencecityyork.org.uk/](http://www.sciencecityyork.org.uk/)

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11 [http://www.leeds.gov.uk/leedscityregion/docs/minutes_dec_07.pdf](http://www.leeds.gov.uk/leedscityregion/docs/minutes_dec_07.pdf)
12 [http://www.leeds.gov.uk/leedscityregion/docs/minutes_7_4_08.pdf](http://www.leeds.gov.uk/leedscityregion/docs/minutes_7_4_08.pdf)
13 [http://www.sciencecityyork.org.uk/about/working.html](http://www.sciencecityyork.org.uk/about/working.html)
**Manchester: Knowledge Capital**
Manchester

**Why?**
Set up in 2002, **Manchester: Knowledge Capital** is a partnership between the ten Greater Manchester authorities (who have cooperated under AGMA since 1986), four universities (Bolton, Manchester, Manchester Metropolitan and Salford), the strategic health authority, other key public agencies (the Government Office, RDA, LSC and strategic health authority, MIDAS investment agency and Manchester Enterprises) and leading businesses, including Manchester Science Park. Its stated aim is to build on the existing, highly competitive knowledge assets of the Manchester city region to act as a dynamic force for innovation and economic transformation. The overall intention is to secure substantial and sustainable growth which benefits all the people of Manchester and makes a major contribution to the prosperity of the Northwest, the North of England and the UK.

**What?**
Manchester: Knowledge Capital has identified four areas as key priorities for action:
1. Stimulating and supporting increased business innovation from research, science and knowledge.
2. Engaging with the people of Manchester in securing this future, through dialogue, debate, education and employment.
3. Supporting the growth of a city-region environment which facilitates business success, provides an outstanding quality of life and is open to all.
4. Championing and trying new ideas and new ways of living and working.

**How?**
Manchester: Knowledge Capital has a small Executive Team which leads the implementation of the various programmes of activity. The Executive Team reports directly to the Manchester: Knowledge Capital Board, a high-level, predominantly private sector grouping that also includes representatives of the AGMA authorities, NWDA and Manchester’s high education sector. The Board meets quarterly to steer strategy.

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2 ibid
3 ibid
How? Current programmes of activity and innovation include:

- Manchester Science City – establishing Innovation Partnerships, encouraging public engagement with science and technology and developing an innovation ecosystem that nurtures growing businesses in order to increase levels of business R&D, make companies more innovative and competitive and ultimately grow the knowledge economy.

- Manchester Is My Planet – partnership between the AGMA authorities and Sustainability Northwest to convince large organisations, businesses and households to radically reduce emissions, move along the path to a low-carbon economy and make Manchester ‘Britain’s Greenest City’, whilst also securing economic benefit for the city region from the innovation required to achieve this.

- Innovation in Investment Fund – the founding investors, NESTA, the NWDA, Manchester City Council and Manchester: Knowledge Partnership, aim to catalyse innovation across the Manchester city region and make Manchester one of the most innovative cities in Europe. The Fund aspires to invest a minimum of £9 million over three years in projects that focus on five themes around innovation. The current focus is on the ‘Ideas to Investment’ theme (early stage support for entrepreneurs and new business, addressing issues that SMEs encounter in later stages eg access to venture capital) and the Communities of Innovators theme (attracting knowledge workers, raising the aspirations of local young people, facilitating greater interaction between knowledge based businesses).

Outcomes The Manchester Science City programme has made significant progress in the past two years.

- Innovation Partnerships, chaired by leading academics and chief executives, have been set up in key areas including Clean Aviation, Design for Sustainability, and Shaping the Future of Healthcare.

- The first Manchester Science Festival, was held in October 2007, with more than 100 events designed to boost interest and participation in science amongst local young people.

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6 See http://www.manchesterknowledge.com/page.asp?id=2650
7 http://www.manchesterismyplanet.com/
9 http://www.manchesterknowledge.com/page.asp?page=1&pagesize=5&confirmed=1&id=2705
10 http://www.manchesterknowledge.com/page.asp?id=2650
11 http://www.manchestersciencefestival.com/
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Outcomes

- Manchester was secured as the site for the new NHS National Technology Adoption Hub\(^\text{12}\).
- Financial support allowed the launch of the ALFA project, providing UK/European businesses with unique facilities to study the impact of aviation on the environment\(^\text{13}\).
- Finance was secured to equip translational research laboratories in the Manchester Cancer Research Centre\(^\text{14}\).

After a major stakeholder event in autumn 2005, Manchester Is My Planet launched a series of projects entitled Sustainable Energy Supply, Built Environment, How We Live, How We Work and Energy & Transport. Manchester Is My Planet also involves a public-facing pledge campaign for residents and workers in the region to encourage them to pledge to cut their CO\(_2\) emissions by 20 per cent before 2010, in line with the Government’s international commitment. As of 25 April 2008, 19,106 pledges had been made since August 2005\(^\text{15}\). More than 70 people attended the first mock ‘Carbon Trading’ event in the UK in September 2007\(^\text{16}\).

Lessons

- There is a long history of successful collaboration in Manchester, to the extent that collaboration appears to have become the norm across sectors and the city region. This has undoubtedly helped secure the very high level buy-in from the public (local authorities, public agencies and higher education institutions) and private sectors that Manchester: Knowledge Capital benefits greatly from.
- The norm of collaboration also enables Manchester: Knowledge Capital and other collaborative bodies to respond quickly and effectively to innovation opportunities as they arise, and to take calculated investment risks in setting up and distributing funds from the multimillion pound Innovation Investment Fund.
- The initiative has capitalised on popular issues such as climate change to engage the local population in its science and innovation agenda.

Links

http://www.manchesterknowledge.com/
http://www.manchesterismyplanet.com/
http://www.mspl.co.uk/

\(^{12}\) http://www.technologyadoptionhub.nhs.uk/
\(^{13}\) http://www.omega.mmu.ac.uk/alfa-and-aircraft-emissions.htm?sksearchtext=plume%20analysis%20facility
\(^{14}\) http://www.mcrc.manchester.ac.uk/
\(^{15}\) http://www.manchesterismyplanet.com/
Collaboration Case Studies

**Initiative**  
**PUSH (Partnership for Urban South Hampshire)**  
Portsmouth, Southampton, Winchester and other urban areas within South Hampshire

**Why?**  
After London, South Hampshire is the largest urbanised area in the south of England. However, its economic growth rate has been consistently lower than that of the South East over the past two decades; whilst urban boroughs and the rural fringe have performed well, the sub-region’s cities have lagged behind.

The Partnership for Urban South Hampshire (PUSH) comprises a partnership between the Portsmouth, Southampton and Winchester city councils, the surrounding borough and district councils, and Hampshire County Council. It aims to improve growth in the sub-region by collectively addressing the economic and infrastructural challenges facing the area. PUSH was formalised in 2004 when the South East England Regional Assembly (SEERA) commissioned the County and City Councils to provide advice on sub-regional aspects of the draft South East Development Plan.

**What?**  
The key areas of focus for PUSH are:

- Promoting a buoyant and diverse economy;
- Securing sustainable communities;
- Safeguarding a quality environment;
- Reducing inequalities and developing skills;
- Providing quality housing;
- Improving transport infrastructure;
- Improving recreational and leisure facilities;
- Improving health;
- Preventing urban sprawl.

More specific targets within these areas have been collectively agreed. Between 2006 and 2026, PUSH aims to:

- Raise annual GVA from around 2.7% to 3.5% by 2026 and raise the annual GVA increase per employee to 2.7%;
- Create 59,000 new jobs, notably in business services, advanced manufacturing, logistics and distribution;

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1. [http://www.push.gov.uk/about_push/The_Place/intro.aspx](http://www.push.gov.uk/about_push/The_Place/intro.aspx)
3. [http://www.push.gov.uk/about_push/The_Place/intro.aspx](http://www.push.gov.uk/about_push/The_Place/intro.aspx)
Collaboration Case Studies

What?
- Create nearly two million square metres of additional employment space;
- Increase the number of people achieving NVQ levels 2 to 4 or higher by 1.5% per annum;
- Increase economic activity in the working age population;
- Build an average of 4,000 environmentally sustainable new homes per year (80,000 by 2026), 60% on brownfield land and at least 30% affordable housing;
- Secure decent standards of accommodation across all tenures;
- Reduce the carbon footprint of South Hampshire;
- Ensure that new development is located and designed so as to prevent the risk of flooding and to reduce overall flood risk;
- Minimise waste and water usage and ensure the maximum reuse of materials in new development.

How?
The Leaders’ and Chief Executives’ Panel, the governing body of PUSH, meets bi-monthly with representatives from the Government Office for the South East (GOSE), South East England Regional Assembly (SEERA) and South East England development Agency (SEEDA) who act as observers.

The PUSH work programme is led by a Working Group which is chaired by the Chief Executive of Southampton City Council and made up of representatives from the principle authorities. There are also several others ‘theme groups’ working on various areas of the work programme, including economic development, planning, transport, housing and sustainability. Officer theme and working groups are overseen by Member Panels. Connectivity and transport issues are dealt with by Transport for South Hampshire, which is a joint committee of the three strategic highways authorities and has a close relationship with PUSH.

Outcomes
PUSH has faced some significant challenges, particularly the difficulty of agreeing common approaches across a diverse geography of rural and urban areas and capacity issues amongst district councils. However that it was formalised as a Joint Committee.

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6 ibid
7 ibid
8 ibid
9 ibid
9 Longman, R. 2007 The Future of Sub-Regional Partnerships, Local Government Information Unit Seminar, 30 November
Collaboration Case Studies

Outcomes

under the Local Government Act in November 2007 suggests that it has achieved a high degree of buy-in amongst participating authorities. This more formal structure is intended to strengthen PUSH’s democratic accountability and transparency and to facilitate the engagement of the private and other sectors as partners in delivery10.

The adoption of the PUSH acronym has helped create a memorable tag for the project. Close associations with SEERA have also raised the profile of the project. One of the sub-regional partnership’s most significant achievements is the successful bid to be designated a New Growth Point Area11. PUSH was awarded £3.65m funding in 2007/8 for 14 projects to support housing and infrastructure improvements and the delivery of growth in South Hampshire12. Some of this was used to research areas including strategic flood risk assessment, green infrastructure strategy and integrated water management13.

Lessons

- The adoption of an easily remembered acronym and the use of a good website help disseminate information about what is being done.
- Achieving cross-party political consensus is vital for success.
- More formal governance structures may develop over time if the collaboration is sufficiently successful.

Links

http://www.push.gov.uk/
Collaboration Case Studies

Initiative  Regional Cities East
Peterborough, Luton, Ipswich, Norwich, Colchester and Southend-on-Sea

Why?  The East of England is the third most productive economy in the UK but has no core city. Instead, growth is driven by the collective performance of a number of smaller urban areas, namely Cambridge, Peterborough, Luton, Ipswich, Norwich, Colchester, Southend and Watford.

Regional Cities East (RCE) is a polycentric alliance between the medium-sized cities of Peterborough, Luton, Ipswich, Norwich, Colchester and Southend-on-Sea in the East of England, supported by the East of England Regional Development Agency (EEDA) and the Government Office for the East of England (GO East). The economic performance of the cities is relatively poor and the East of England is falling in world competitiveness rankings. The cities share a common need to improve infrastructure and skill levels and a desire for sustainable economic growth. The RCE alliance is based on the belief that through collaborating on joint ventures and setting clear priorities, the cities can create more jobs and affordable homes than they could by working alone.

What?  Regional Cities East intend to achieve five specific goals by 2021:

1. To add £10 billion per year to the UK economy by integrating public and private sector investment;
2. To create 150,000 new jobs;
3. To be recognised across Europe as a centre for innovation and creativity;
4. To build 160,000 new homes, with 80-90% being on brownfield land;
5. To deliver a 60% reduction in the annual carbon emissions of the East of England and a 3% reduction in the annual carbon emissions of the UK.

RCE also intends to establish the first formal framework for cross boundary cooperation between local authorities without common geographical boundaries, and to encourage other groups of smaller cities to establish partnerships of their own.

1 http://www.rce.org.uk/
Collaboration Case Studies

How?

The 2007 Business Case outlines the various methods RCE intends to use to achieve its goals. These are:

- Partnership between RCE and surrounding district and county partners responsible for transport, education and healthcare;
- Partnership between RCE and regional bodies including the east of England Regional Assembly, Arts Council East and Renewables East;
- Partnership between the cities themselves to promote collaboration rather than competition;
- Partnership between RCE and central government to enable the challenging targets to be met.

Collaboration will entail joint research and lobbying, sharing best practice, pooling resources, creating additional capacity, devising new support tools and exploring the possibility of new powers from central government.

RCE members commit to make an annual contribution to the running of the network and the commissioning of relevant work, whilst EEDA matches RCE member contributions. In terms of governance structures, RCE has appointed a part-time Director and a full-time Manager and Coordinator to ensure optimum outcome. There is also a RCE Board comprising elected leaders or the regeneration Portfolio Holder of each RCE local authority, all Chief Executives, the Regional Director of GO East and the Chief Executive of EEDA, a Chief Executive Group which includes members of County Councils and key regional agencies and is designed to ensure full regional involvement, and an officer level Working Group to coordinate the work of delivery teams.

Outcomes

Successes

Regional Cities East is a relatively recent venture, and at this early stage it is difficult to point to concrete achievements beyond the fact that six different and geographically dispersed cities have come together and agreed both that they should collaborate and how they should go about doing so. This, in itself, is a significant achievement. Whilst success will ultimately be judged by the ability of RCE to deliver on the ambitious targets it has set itself, the commendably thorough nature of the research which forms the basis of the business plan bodes well for the success of the venture.

5 ibid, p40
Outcomes
RCE lists some of its other achievements so far as:

- Securing central government engagement and strong ministerial endorsement;
- Establishing a single urban voice for the region;
- Helping to develop national policy thinking around city growth and cross-boundary collaboration;
- An audit of the Egan skills available within the six cities;
- New relationships between regional agencies, the cities and functional urban areas;
- Cross boundary partnerships in all six functional urban areas;
- Advising local authorities on low carbon development.

Challenges
The involvement of Cambridge, the city with the greatest reputation and the strongest economic performance in the East of England, would further bolster the work of the RCE and potentially the productivity of the wider region. Although Cambridge was party to initial discussions about RCE, the city chose to focus its attention primarily on the Greater Cambridge sub-region, and is currently working in a parallel but complementary partnership with RCE.

Lessons
- Collaborative activity is not solely limited to geographically proximate places; it is possible for dispersed places with similar characteristics to come together and agree joint strategy, particularly with the support of central government and regional agencies.
- The importance of thorough research and data analysis in producing plans of action, both as a means of devising strategy and monitoring progress.

Links
http://www.rce.org.uk/
Collaboration Case Studies

Initiative  
**Sheffield City Region**
South Yorkshire, parts of Derbyshire (Chesterfield, North East Derbyshire, Bolsover, Derby Dales) and Nottinghamshire (Bassetlaw)

**Why?**
Sheffield City Region is one of the eight city regions defined by the 2004 Northern Way Growth Strategy, a collaborative endeavour between the three northern regional development agencies, which set out an ambitious vision for closing the £30 billion productivity gap with the south of England. Whilst places within the city region have experienced positive economic growth in recent years, it recognises that there is significant untapped potential, given the city region’s pivotal location and assets. Leadership and collaboration at the city region level are thought to be the best means of doing so.

**What?**
Sheffield City Region comprises the nine local authority areas of Sheffield, Rotherham, Doncaster, Barnsley, Chesterfield, Bolsover, Derbyshire Dales, North East Derbyshire and Bassetlaw. These represent the functional economic geography of the area. Nottinghamshire and Derbyshire County Councils and the Peak District National Park Authority have also been heavily involved in developing proposals for the city region. Sheffield City Region is the only one of the eight Northern Way City Regions that spans two separate Government Office Regions: Yorkshire and Humber and the East Midlands.

The Sheffield City Region Development Programme (CRDP) was produced in collaboration with Yorkshire Forward, East Midlands Development Agency, Government Office Yorkshire & Humber and Government Office East Midlands. It set out the vision for the city region by 2025 as: ‘A pivotal international business location, closely connected to the major economic hubs of Leeds, Manchester and the South, recognised as one of the most successful city regions in Europe, sustained through the strengths of its distinctive urban and rural economies’, and suggests that collaboration at city region level could add 12.2% to total output and contribute £3.8 billion to the overall £30 billion northern output gap.

Collaboration initially took place via the South Yorkshire Partnership which brought together a range of partners across the sub region. As a Local Strategic Partnership, its aims were to set economic strategy and economic transformation, and to co-ordinate

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1 [http://www.thenorthernway.co.uk/page.asp?id=184](http://www.thenorthernway.co.uk/page.asp?id=184)
2 Sheffield City Region. 2006. Sheffield City Region Development Programme – Second Iteration. [http://www.thenorthernway.co.uk/downloaddoc.asp?id=277](http://www.thenorthernway.co.uk/downloaddoc.asp?id=277)
Collaboration Case Studies

What? partnership working across the four districts. Following the endorsement of the CRDP in November 2006, the SYP dissolved itself in May 2007 in order to allow the new City Region Forum to undertake its economic role at the level of the city-region, as set out in the CRDP.

How? The Sheffield City Region Forum is responsible for setting the strategic direction for the City Region and over-seeing the development and delivery of the CRDP. It comprises the Leaders and Mayors of the local authorities and key stakeholders from the Government Offices for the East Midland and Yorkshire & Humberside and the two RDAs. Its funding is split between all 11 councils involved, plus Yorkshire Forward and East Midlands RDAs, and it meets every two months. In light of support for the idea of an independent chair with strong local credibility and the skills and experience needed to work with senior politicians, officers and key organisations, the Forum has appointed one for an initial two year period.

Four Joint Issue Boards, which cover transport, the residential offer (housing supply and demand), destination management (tourism and inward investment) and the knowledge economy and innovation, have been set up. For each one a Chief Executive Technical Lead has been appointed to serve as a link between the Joint Issue Board and the Forum. It is recognised that engaging other partners in the city region is crucial for the delivery of the CRDP and also to provide an additional layer of scrutiny to decisions made by the Forum. A number of means (eg including partners on the JIBS and establishing a City Region Business group) have been agreed to achieve this.

Successes
The City Region forum has only been in existence for just over a year. But given the history of working within the South Yorkshire sub-region, the number of local authorities involved and the fact that Sheffield City Region spans two GORs, perhaps the greatest success of the City Region Forum is that it exists at all.

Outcomes

5 ibid
Collaboration Case Studies

Outcomes

Also noteworthy is the fact that the City Region Forum has agreed a proportional means of decision making based on population size. Under this system, decisions that cannot be made through consensus will be made by vote, with Barnsley, Doncaster, Rotherham and Sheffield having two votes and the remaining authorities having one. It has also been agreed that the remuneration cost of the City Region Chair will be paid by Forum members on the basis of voting rights. Governance structures for Sheffield City Region are clearly quite advanced.

Challenges

Sheffield City Region must address a number of challenging issues in order to achieve the aims set out in the CRDP. Ultimately its success will be judged publicly by its progress on economic growth.

In January 2008 the leader of Sheffield Council’s Liberal Democrat group queried the efficiency and cost of the city region, and pledged to undertake a review of the amount the council spends on partnership organisations if his party take control in the May 2008 local elections. Clearly collaborative working has yet to achieve cross-party political support in the City Region.

Lessons

- Sheffield City Region shows that it is possible – but challenging – for places to collaborate across regional as well as local government boundaries.
- It also offers some interesting lessons about governance structures for other collaborating places. The city region has taken an incremental approach, gradually strengthening and formalising governance arrangements and decision making processes over time.
- Achieving cross-party political consensus on the merits of collaboration remains difficult but important.

Links

http://www.sheffieldcityregion.org.uk/
http://www.thenorthernway.co.uk/page.asp?id=55

Notes:

8 Jones et al. 2007. Priorities for Sheffield City Region in the knowledge Economy
9 Mardsen, R. 2008. £3.8 billion bid to create 30,000 jobs, The South Yorkshire Star, 19 January,
http://www.thestar.co.uk/news/38bn-bid--to-create.3689158.jp
Collaboration Case Studies

**Initiative**  
**Tees Valley City Region**  
Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland, Stockton on Tees

**Why?**  
Economic growth in the Tees Valley has been slower than both UK and European Union trends, leading to an increase in economic disparities\(^1\). Stakeholders recognise that the component areas of the Tees Valley face a real challenge if they are to share in the vision of prosperity and inclusion set out in the Regional Economic Strategy and the Northern Way Growth Strategy. It is thought that these challenges are best addressed at the level of the recognised Tees Valley City Region and through locally led and joined-up delivery on all fronts.

**What?**  
The Tees Valley Joint Strategy Unit was set up in 1996 to carry out the following functions on behalf of Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton on Tees Borough Councils:

- strategic planning, particularly the Tees Valley Structure Plan;
- sub-regional economic development strategy;
- strategic transport planning and technical support;
- information and forecasting service;
- the management and administration of European programmes.\(^2\)

The JSU comprises five councillors from each of the five local authorities.

The Tees Valley Partnership was established in 2000 to:

- Act as the strategic body for the economic development and regeneration of the Tees Valley and co-ordinate the activities of the main agencies involved to ensure a ‘joined-up’ approach to development.
- Monitor and implement the Tees Valley Partnership Sub Regional Programme.
- Act as a lobby and work with One NorthEast, Government Office North East and the North East Regional Assembly to ensure that the Tees Valley’s needs are properly recognised in their activities.
- Act as the principal delivery agent for One NorthEast in respect of both the Regional Economic Strategy and in the allocation and monitoring of their delegated resource\(^3\).

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\(^2\) [http://www.teesvalley-jsu.gov.uk/home.html](http://www.teesvalley-jsu.gov.uk/home.html)

\(^3\) [http://www.teesvalleypartnership.co.uk/](http://www.teesvalleypartnership.co.uk/)
The Tees Valley Partnership brings together the private sector with the five local authorities, the Local Strategic Partnerships, the Chairs of the Learning and Skills Council, Business Link Tees Valley, representatives from Tees Valley Tomorrow (the Chamber of Commerce), the health sector, trade unions, the voluntary and community sector, colleges of Further Education, Jobcentre Plus, the police and the local universities. It aims to integrate efforts to regenerate the Tees Valley in order to enhance their effect. The Partnership also works closely with English Partnerships, One NorthEast, Government Office for the North East, the North East Assembly and other regional agencies.

Projects were initially guided by the Tees Valley Vision, a strategic framework commissioned by the five unitary authorities, English Partnerships and One NorthEast.”

Most recently, the first version of the Tees Valley City Region Development Programme (CRDP) was prepared in May 2005 in response to the 2004 Northern Way Growth Strategy and its aim of closing the £30 billion productivity gap with the rest of the UK, using funding from the Northern Way Growth Fund. The Tees Valley sub-region was asked to develop a Business Case to complement the CRDP in May 2006. Produced with the full cooperation and endorsement of the five local authorities, Durham and North Yorkshire county councils, Sedgefield Borough Council, Business Link Tees Valley, Tees Valley LSC, Tees Valley Regeneration, Tees Valley Partnership, One North East, Government Office North East and the North East Chamber of Commerce, the document now acts as the Tees Valley City Region Development Programme. The Business Case focuses on wealth creation through capital investment in the economic assets of the sub-region, on the basis that this is the best way of improving economic performance and creating jobs (the target is 30,000 new jobs by 2016) and wealth in the long-term. It also sets out new City Region governance arrangements which are intended to facilitate better planning, coordination and delivery of the programme.

4 http://www.teesvalleypartnership.co.uk/
The large number of collaborative bodies in the Tees Valley (the Joint Strategy Unit, Tees Valley Partnership, Regeneration, Housing Board, Tourism Board etc) suggests that collaboration has generally been successful in the sub-region. This impression is furthered by the impressively long list of Tees Valley Partnership projects (complete with details of the project leader, start and end dates, projects costs, the amount of Single Programme Funding and the project aims) that is available from http://www.teesvalleypartnership.co.uk/projects.php.

Recognising the complexity and inefficiency of existing governance arrangements, the 2006 Business Case proposed the creation of a Tees Valley Metropolitan Economic Partnership, to be known as Tees Valley Unlimited. The idea was to provide stronger, streamlined leadership whilst facilitating public, private and voluntary engagement in the Tees Valley. Tees Valley Unlimited, a partnership of public, private and voluntary bodies was created in 2007 to coordinate city region activities that are designed to improve the economic performance of the Tees Valley. The publication of Leadership Board minutes on the TVU website undoubtedly aids accountability and public understanding of the Tees Valley City Region.

- Cultivating relations with central government at an early stage can help cement local, regional and national commitment (including financial commitment) to a collaborative venture.
- Robust data and evidence gathering is essential for successful strategic planning and collaboration, but it requires considerable time and effort. The provision of funding by a regional body (in this case the Northern Way) undoubtedly aided the process in the Tees Valley.
- There is a need to balance participation with efficient decision making processes.
Collaboration Case Studies

Initiative  Thames Gateway London Partnership
East London

Why?  London drives the economic success of the Greater South East which in turn acts as the powerhouse of the UK’s economy. However the continued success of London is not inevitable and major infrastructural investment is required to maintain the city’s attractiveness to inward investors. The Thames Gateway area is the only part of London that is able to sustain the scale of growth in housing and jobs thought to be required for the city to retain its global position.

What?  The Thames Gateway London Partnership (TGLP) covers the entirety of the Thames Gateway London area from the Square Mile on both sides of the Thames, to the London boroughs of Hackney, Tower Hamlets, Newham, Waltham Forest, Barking & Dagenham, Havering, Redbridge, Bexley, Greenwich and Lewisham. It was originally set up in 1995 to champion the physical, social and economic regeneration of the Thames Gateway and is now the de facto (non-statutory) sub-regional partnership for East London1. As a public-private partnership between the twelve local authorities, eight higher education institutions, the local LSC and London NHS, it works closely with the private sector2.

The principal objective of TGLP is set out in the Mission Statement as: ‘To provide a strong and effective partnership to bring about high quality sustainable economic regeneration of the whole Thames Gateway London area – to promote economic and social investment and equality of opportunity and create employment, community and environmental benefits for people, businesses and employees reflecting their needs and aspirations3. It is not a delivery body but rather a strategic and lobbying organisation which takes the lead on issues best coordinated at sub-regional level and articulates the needs and opportunities of the Thames Gateway London area at both regional and national level.

How?  There is a 16 member Board comprising representatives of the subscribing organisations. The Board has direct control over TGLP’s financial and operating policies and is also responsible for monitoring performance and ensuring the organisation achieves targets.

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1  http://www.cityoflondon.gov.uk/Corporation/urban_regeneration/regeneration_partnerships/thames_gateway.htm
2  http://www.thames-gateway.org.uk/about-content.asp?id=2
Collaboration Case Studies

How?

as set out and agreed by the Board. The Chief Executive is responsible for the day to day management of TGLP and reporting to the Board at regular intervals.

In 2006/07, TGLP had income of £2,854,714 and spent £2,851,742. During 2006/07 funding to the value of £541,984 was made available by the Partnership to member organisations represented by Board members5.

TGLP manages and services task groups on transport, culture and creative industries, economic development, health, higher education and planning. These task groups perform three distinct functions:

- Strategy – bringing together key partners to create a TGLP area-specific overview and identify the actions necessary to enable successful development in the context of the London Plan;
- Discussion – sharing information and ensuring effective networking between partners;
- Action – overseeing the implementation of financed programmes.

Outcomes

Whilst TGLP has been labelled an ‘unelected quango’ in some media reports6, it generally appears to be a strong and defective partnership that is helping to bring about high quality sustainable economic regeneration in the whole Thames Gateway London area. A full list of TGLP supported projects and task group activities is available at http://www.thames-gateway.org.uk/projects.asp?id=147. TGLP has also aided the dissemination of best practice through staging The Practioners Forum, a free quarterly event on a particular theme which is aimed at regeneration practioners and interested officers from partner organisations.

Although its impact is difficult to quantify, the Partnership has undoubtedly helped raise the profile of East London as an area worthy of government investment in transport, housing, education and health. TGLP campaigned vociferously in favour of Crossrail, for instance. Through its participation in Gateway to London6, East London’s business retention and inward investment agency, it has also engaged with the private sector to promote the area to potential inward investors.

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4 ibid
5 Eg http://www.thisisloclondon.co.uk/misc/print.php?artid=1006186
6 http://www.gtlon.co.uk/
Collaboration Case Studies

Lessons

• TGLP demonstrates the importance of cultivating strong and close relationships with regional and central government as well as with the private sector to achieve optimum outcomes.

Links

http://www.thames-gateway.org.uk/
http://www.gtlon.co.uk/
Collaboration Case Studies

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**Why?**
The strategic goal of The Mersey Partnership is to encourage economic growth through building a positive image of the Liverpool City Region that will both attract more visitors to the area and build confidence among those already living, working and investing in the region.

**What?**
The public, private and third sector Mersey Partnership (TMP) has been campaigning for the Liverpool City Region, made up of Liverpool, Halton, Knowsley, Sefton, St Helens and the Wirral, as a place to live, work, invest and visit since 1993. It formally adopted responsibility for the economic development and regeneration of the Merseyside region in August 2005.

As Merseyside’s Sub Regional Partnership, TMP has extended its original strategic responsibilities in economic development, inward investment and tourism across the six local authority areas.

- **Economic development** – TMP is responsible for coordinating Merseyside’s economic development activity through the Liverpool City Region Development Plan, building a comprehensive evidence base through the annual Merseyside Economic Review publication and delivering the Mersey Waterfront Regional Park Succession Programme (2007-10).
- **Investment** – this involves bringing new business investment into Merseyside and encouraging growth in existing businesses.
- **Tourism** – as the Regional Tourist Board for Merseyside, TMP is responsible for marketing and promoting Merseyside’s tourism assets in order to increase visitor numbers and grow the economic benefit to the area.

The 2005 Memorandum of Understanding between The Mersey Partnership and the Northwest Regional Development Agency provides the overarching framework for the engagement of TMP in the development and delivery of strategic objectives and priorities within the Regional Economic Strategy.

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2 ibid
NWDA provides 60% of The Mersey Partnership’s funding. It is not immediately clear where the remaining 40% comes from, but the c. 500 member businesses and organisations pay a membership fee. Members include the six local authorities, government agencies, universities, manufacturing and trading companies, media organisations, professional agencies and tourism related businesses.

Strategic direction for the Partnership across all areas of its activities is provided by an executive Board. The twenty member board comprises representatives from the six local authorities and key figures from other public and private sector organisations in the Liverpool City Region. There is also a Chairman, Chef Executive and a series of Directors who head the Communications, Economic, Finance, Investment and Tourism departments.

TMP oversaw the development of the 2006 City Region Development Programme (CRDP) by an operational group which was chaired by Liverpool City Council and comprised the local authorities of Wirral, St.Helens, Knowsley, Sefton and Halton, Merseytravel, GM Learning and Skills Council, The Mersey Partnership and Merseyside Policy Unit.

**Outcomes**

**Successes**

Whilst difficult to quantify, TMP’s relentlessly positive representation of the Merseyside region via the media and its impressive websites can also be seen to have contributed to Liverpool's successful bid for the 2008 European Capital of Culture. More specifically, the Mersey Partnership hosts the Mersey Waterfront development programme which aims to regenerate the Liverpool City Region’s 135km coastline to create an internationally acclaimed waterfront. Mersey Waterfront is funded through the NWDA and the European Regional Development Fund (ERDF), and forty Mersey Waterfront regeneration projects have either been completed or are in progress. £40m of NWDA and European Objective One funding has also been obtained and used for the Merseyside Sector Development:

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Outcomes

Programme. Funding is used for cluster initiatives, networking, profile raising initiatives, inward investment drives and strategic marketing, as well as for specific projects for the nine designated sectors. Perhaps the most telling sign of success is the fact that 15 years on, the Mersey Partnership is still in existence.

Challenges

Whilst Merseyside had a higher than average rate of growth between 2000 and 2004, its economic growth rate fell below the national average in 2005. The exception to this negative trend was the city of Liverpool.

Details of financial mismanagement at The Mersey Partnership emerged in the local media in January 2008; it was reported that TMP narrowly avoided financial insolvency towards the end of 2007 after the NWDA stepped in to rescue it with a six figure sum (although later reports suggested the NWDA's offer of credit has not been taken up). A number of TMP Board members resigned in the wake of the financial difficulties and there were accusations of incompetence, a lack of accountability and that overheads absorb nearly half of TMP's income in the local media. Recovering from this negative publicity will inevitably be challenging.

The formation of a new organisation with the working name of Liverpool PLC, the result of merger between Liverpool Vision, BusinessLiverpool and Liverpool Land Development Company, represents (or is symptomatic of) a different challenge for The Mersey Partnership. The intention is that TMP and Liverpool PLC will work in partnership and according to agreed protocols on the issues of inward investment, but the formation of a new body to carry out functions currently undertaken by TMP indicates that there is a significant degree of tension between the city and a comparatively poorly performing

10 http://www.merseyside.org.uk/displaypage.asp?page=43
14 Ibid
Collaboration Case Studies

Outcomes

region. This tension is most obviously seen in the continued use of the ‘Merseyside’ name which is much less recognised than that of Liverpool, both domestically and internationally.

Lessons

• Involving the private sector at board level can be a very effective means of securing private sector engagement in collaboration.
• In addition to increasing the likelihood of internal politicking, plethoras of quangos create confusion for external parties about which agency should first be approached.
• The media is not the most effective means of resolving internal conflict and dispute.

Links

http://www.merseyside.org.uk/
http://www.investmerseyside.com/
http://www.visitliverpool.com/
http://www.merseywaterfront.com/
Collaboration Case Studies

Initiative  The Three Cities
Nottingham; Derby; Leicester

Why? Within 30 miles of each other and with overlapping travel-to-work areas, retail and housing markets, Nottingham, Derby and Leicester comprise a geographically disparate functional economic area. Following a wide consultation and a successful collaborative arts initiative in 2004, the East Midlands Development Agency (emda) established the ‘Three Cities’ sub-region to facilitate collaboration on infrastructure and policy objectives, cultural events and on the establishment of a coherent sub-regional image. As areas facing similar issues, in particular the juxtaposition of wealth and extreme pockets of deprivation, it was felt that a joint strategy best served the needs of the area. It was thought that marketing as a single region would also reduce unnecessary competition between the cities.

What? The priorities for collaboration, as identified in the 2006 Regional Economic Strategy¹, were:
- innovation;
- transport and logistics;
- land and development;
- enterprise and business support;
- employment, learning and skills.

The creation of a joint cultural identity and coherent image was also identified as an important overarching aim for the Create and Connect initiative².

How? The ‘Create and Connect’ project, the Three Cities arts initiative, was led by Derby, Leicester and Nottingham City Councils, Arts Council England, East Midlands and the East Midlands Development Agency (emda). It received £800,000 of funding from the Millennium Commission and Arts Council England through the Urban Cultural Programme, and one of its projects, the Three Beacons project, worked with community groups in late 2005 to identify a joint cultural identity for the three cities. The city and county councils, emda and East Midlands Airport also appointed a project coordinator to oversee the economic strategy for the area³.

² http://www.threecitiescreate.org.uk/
Early infrastructural projects included lobbying for a government department to be moved to the region, and for more frequent rail services to London to maximise the potential of increased connectivity to both the capital and Europe via the new Channel Tunnel rail link at St Pancras.

‘Three Thinking’, the joint inward investment project and ‘Three Thinking: Create and Connect’ arts project have both now ended, with no new activity proposed in the foreseeable future⁴. The demise of the projects appears to coincide with the end of European Union funding.

However the original Three Cities initiative has given rise to the Three Cities and Three Counties Partnership, a sub-regional partnership between the three city councils and the county councils of Derbyshire, Leicestershire and Nottinghamshire which is also known as the ‘6Cs’. This partnership is collaborating on key sub-regional issues including housing and infrastructure provision and transport innovation⁵. It is not clear whether the Three Cities are still working together on any other economic development issues, although the implication is that they are not.

The Three Cities & Three Counties successfully tendered to be designated one of the government’s key growth points⁶. As part of this status, it is proposed that 81,500 new homes will be built in the area by 2016 and the sub-region will receive government funding and support to improve connectivity and public transport between the three cities and between each city and the newly re-named East Midlands airport⁷. It was announced in December 2007 that 14% of the £89 million total fund for the 29 Growth Point would go to the Three Cities & Three Counties Growth Point, with £13 million being distributed in 2008/9 and a further £24 million earmarked for the subsequent two years⁸. The way in which the planned infrastructural changes are carried out will be the key test of the project.

Whilst external funding can help initiate collaborative working, there is no guarantee that it will continue once the funding stream ends.

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⁴ http://www.threecitiescreate.org.uk/News/Three_Cities_latest_news/
⁵ http://www.leicestershiretogether.org/scs_glossary.pdf
⁷ http://www.guardian.co.uk/travel/2006/dec/08/travelnews.nema.namechange
⁸ http://www.leics.gov.uk/pressrelease.htm?id=116840
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Lessons

• Branding and image can play an important part in creating a vision that can be sold to government, the local population and other stakeholders, but this is circumstantial if the collaboration peters out.

Links

http://www.three-thinking.co.uk/
http://www.threecitiescreate.org.uk/
http://www.emda.org.uk/
http://www.nottinghamcity.gov.uk/
http://www.derby.gov.uk/
http://www.leicester.gov.uk
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Initiative  West of England Partnership
Bath & North East Somerset, Bristol, North Somerset and South Gloucestershire
(including the urban centres of Bristol, Bath and Weston-super-Mare)

Why?  Although the area is relatively prosperous and has a reasonable domestic and international profile, rapid population growth has led to infrastructural pressures in the West of England sub-region. The benefits of growth have also not been evenly distributed. The West of England Partnership was formed in response to these ‘opportunities and challenges’.

What?  The West of England Partnership is a partnership between the four unitary authorities of Bath & North East Somerset, Bristol, North Somerset and South Gloucestershire and a number of social, economic and environmental bodies.

As set out in the organisation’s Constitution, The West of England Partnership aims to:
1. Realise the potential of the West of England and improvements in its economy, public infrastructure, environment and quality of life for all its residents.
2. Set clear long term direction to support the development and delivery of key strategies for the West of England.
3. Promote the interests of the West of England regionally, nationally and in Europe.
4. Add to the confidence that attracts and retains public and private investment.
5. Work holistically involving local authorities, public agencies and social, economic and environmental partners.
6. Provide the leadership and strategic capacity to secure the well-being of the West of England.

Following extensive consultation, the Partnership agreed Vision 2026 in 2005, a twenty year strategy for the sub-region which also sets out delivery priorities.

The West of England Partnership is not legally constituted, hence the decisions it makes are not binding for the four unitary authorities.

1  http://www.westofengland.org/site/Aboutthepartnership_2626.aspx
2  http://www.westofengland.org/downloads/Constitution.doc
The West of England Partnership consists of three elected members from each of the four unitary authorities, nominated (by the authorities) annually in May. Seven partners from social, economic and environmental bodies are elected according to criteria set out in the Constitution, and their nominations are reviewed annually by the Partnership. One observer is nominated annually in May by each of the South West Regional Assembly, the Government Office for the South West, the South West Regional Development Agency, Gloucestershire, Somerset and Wiltshire County Councils.

The Partnership is supported by a number of Specialist Groups:
- Planning, transport and environment;
- Housing;
- Economy and skills;
- Culture, leisure and tourism.

The Partnership, the Specialist Groups and Sub Groups are advised and supported by the Chief Officer who leads a ‘core’ policy, support and research team. In terms of financing and legal issues, one unitary authority takes the role of ‘lead’ authority and provides legal, financial and specialist services to the partnership. The costs of the ‘core’ team and the services provided by the ‘lead’ authority are recharged in equal parts of the four unitary authorities, based on an annual service plan and budget agreed by the Partnership in advance of the financial year.

The work of the Partnership is supported by the West of England Initiative. Established by Business West, the West of England Initiative comprises a range of business, public, private and voluntary and community organisations. It supports the Partnership by debating significant current and future issues of the sub-region, facilitating information sharing and networking, and promoting the sub-region.

As a fairly recent venture, it is perhaps unsurprising that the West of England Partnership appears to be in the process of translating strategy into delivery.

Successes
The West of England successfully tendered to be one of the 29 New Growth Points that were announced in October 2006. As part of the overall aim of building 46,250 new

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http://www.westofengland.org/downloads/Constitution.doc
http://www.communities.gov.uk/housing/housingsupply/growthareas/newgrowthpoints/
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Outcomes

homes in the sub-region by 2016, £1.25m of funding was made available in 2007/8 for land banking for social housing, the development of a Green Infrastructure Toolkit and the development of a Sub Regional Development Plan (SRDP). The SRDP is intended to cover all major development proposals and essential infrastructure requirements to 2026 (including phasing, funding and costs), consideration of the delivery capacity and skills required to implement the growth agenda and consider the governance and delivery arrangements to support the implementation of the SRDP at a strategic, programme management and local level.

The sub-region’s Joint Local Transport Plan was rated ‘good’ and awarded a 3% funding increase to support the development of integrated transport schemes in 2007/8. The West of England was announced as one of the first Multi Area Agreements in November 2007 and is currently in the process of negotiating the content of its MAA with regional agencies and central government. The sub-region secured a £675,000 grant from the Department of Transport in January 2008 to develop plans to improve public transport and tackle traffic congestion and allow WEP to prepare the detailed business case required to bid for a share of the government’s £1.4 billion Transport Innovation Fund. The WEP’s success in securing government grants is perhaps indicative of the perceived success of the Partnership.

Challenges

The WEP received a small amount of negative publicity in January 2008 over plans to turn part of a Sustrans cycle path into a bus route. Criticism was accompanied by claims that the Partnership is an unelected and unaccountable body.

Lessons

- The involvement of three regional bodies (the South West Regional Assembly, the Government Office for the South West, the South West Regional Development Agency) can be seen to have helped the West of England sub-region secure local and national legitimacy.

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10 http://www.westofengland.org/site/JointLocalTransportPlanHowwehid_2885.asp
13 http://www.bristolpartnership.org/news/News1907
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Lessons

- Investing time and local money (and putting together joint bids for central funding) to develop strategy helps cement commitment to collaboration and to develop effective ways of working collaboratively. Ultimately however, success is judged by delivery on the ground.

Links

http://www.westofengland.org/
http://www.southwestrda.org.uk/
http://www.gos.gov.uk/gosw/