



**The Identification and Creation of an  
Economic Intelligence System  
for Plymouth**

**December 2009**

---

## Introduction

ekosgen and Adroit welcome the opportunity to submit a proposal for the Identification and Creation of an Economic Intelligence System for Plymouth. The Terms of Reference sets out objectives for this assignment which are both challenging to deliver and also fundamental to the long term success of the City's economic strategy. It is an area where the study team has a detailed knowledge and builds upon a number of recent assignments for other clients.

The development of city based economic strategies has changed considerably in the past four years, partly a result of a growing recognition of urban centres as major drivers to a knowledge and service based economy. After many years of employment decline in all of the major cities, the long process of de-industrialisation has now led to a new period of re-structuring based on a serviced economy. For many elements of the new economy, the preferred location is at the heart of vibrant urban economies, and this has transformed the prospects of cities such as Sheffield, Newcastle and Liverpool.

While these developments have been positive, many major cities have relatively low levels of productivity, high levels of worklessness, and in some cases, a very poor housing offer unable to compete with outlying suburbs. As a result both economic growth, as distinct for employment growth, and the distribution of benefits have been uneven. This latter issue adds a further challenge to the headline economic objectives of jobs and GVA.

The recently completed Manchester Independent Economic Review (MIER), led by a group of international experts, drew upon primary and existing research to determine the policies to take forward in order to improve productivity, efficiency and living standards. The Review outlined the need to **enhance the benefits of agglomeration** (economies of scale and linkages) and reduce the associated costs, including housing, transport and congestion to increase GDP and begin to close the prosperity gap with the greater South East. The agglomeration benefits which MIER identifies as critical to accelerated growth are captured at the core of the conurbation, where highly skilled individuals and enterprising companies from all sectors of the economy create the critical mass and urban environment which supports growth. Manchester City Region is now developing further plans around this agenda and putting in place an intelligence system to identify the trajectory of change.

## Key Skill Areas

Ekosgen and Adroit are able to offer the core skills required to undertake this assignment successfully. These include:

- **An understanding of local and sub regional economic forecasting:** the study team has undertaken a number of economic forecasting assignments including understanding the trajectory and impact of the recession (for Yorkshire Cities); skills strategy for the economic upturn (for the Joint Economic Commission for the North West), and economic and housing forecasts for Leeds City Region and Pennine Lancashire.
- **An appreciation of recent changes in monitoring and reporting requirements:** both companies are already involved in providing support on the new statutory requirement to provide a Local Economic Assessment, and have been working with a number of City Regions for a number of years. A broader perspective has come from work for the Homes and Communities Agency and in preparing Growth Point submission and housing analysis with regard to Regional Spatial Strategies.
- **Baselines and analysis** ekosgen undertook three Strategic Economic Assessments (West, South and North Yorkshire), and has recently completed and Index of Economic Resilience and examined the potential impact of the recession for nine Yorkshire Towns and Cities and subsequently the three City Regions. Recent evaluation work along with assignments for City Regions has provided the team with a detailed understanding of regional and sub regional economic objectives. Adroit have undertaken various sectoral baselines, including a review of the Highlands and Islands' Key Sector Strategy and of key Sectors in the East Midlands.

Adroit are currently leading a study working with ekosgen to create an economic baseline for the North East to inform key sector and industrial policy.

- **Working with complex partnerships:** ekosgen and Adroit are currently working with the combined Liverpool and Manchester City Region partnerships to develop a new economic strategy, and ekosgen have worked with a group of nine Local Authority Chief Executives in the Yorkshire Cities Group. Other partnerships related assignments include economic strategies for Sedgemoor and Redcar and Cleveland, and cross boundary working looking at economic linkages between Manchester and Sheffield and East Lancashire and Greater Manchester.

The team has developed a considerable number of strategies and actions plans as well as designing monitoring frameworks in a hierarchy of indicators. This work includes Local and Multi Area Agreements as well as economic impact frameworks for outputs through to impacts. Senior staff have a track record of successfully working with partnership groups, securing agreement for strategies and plans, and presenting recommendations to adapt policies in the light of research and evaluation evidence. This includes cross local authority groups, Chief Executives and Council Leaders, and other stakeholders such as Job Centre Plus, Business Link and the LSC.

### Adroit and ekosgen – Adding Value in Evaluation

Adroit and ekosgen work together regularly. This includes a number of high profile assignments, such as the development of a northern supra-city region, based on the combined economies of Liverpool and Manchester City Regions. The majority of joint assignments have focussed on economic analysis and the impact of policies.

Adroit and Ekosgen : Recent and Current Collaboration	
Client	Job
NWDA	Atlantic Gateway: Manchester and Liverpool City regions
One North East	Review of Key Sector and Industrial Policy
South West RDA	EU Cohesion Policy post-2013 in the context of a low carbon economy
Lincolnshire CC	Cadwell Park Technology Park Feasibility Study
Emda	Evaluation of BioCity – a biomedical and science incubation centre
Plymouth Chamber	Next Generation Access and Connectivity in Plymouth
CPR URC	Monitoring and Evaluation of the Strategic Investment Framework

### An Experienced Team

The team proposed for this assignment comprises a mix of skills which takes account of both the technical skills and the need to engage with senior stakeholders with regard to collaboration around economic intelligence. A highly experienced team has been put together comprising:

- **John McCreadie:** a founding Director of ekosgen, who has over twenty years experience of economic development. He leads the company's economic work and has been involved in a number of recession assignments, looking at future trajectories and implications for local strategies; and has worked for Leeds and Sheffield City Regions on economic and housing trajectories. He led the work on the Sheffield City Region Development Programme and the Sheffield Economic Masterplan under-pinning economic analysis. He is currently leading on the Atlantic Gateway study in the North West and advises Manchester City Council on regeneration and housing renewal and links to economic growth. In his role as Technical Advisor to the Manchester Salford Housing Market Renewal Pathfinder he helped oversee the development of the housing and economic forecasting model which now provides economic forecast across the sub region.

- **Steve Sheppard:** Founder and Managing Director of Adroit Economics, who specialises in technology, innovation, enterprise and infrastructure projects. He has over 20 years experience in the fields of economics, regeneration, development and planning – working in consultancy, real estate and academia. During his career, Steve has undertaken assignments for a range of high-profile clients that include the DTI, most of the English RDAs, universities, research organisations, local partnerships, the European Commission. Steve brings a unique blend of experience – policy and strategy; economics; development and planning; project feasibility; financial and economic appraisal; science and technology; inward investment and marketing; programme evaluation; and organisational structure and change.
- **Tim Livesley:** Senior Consultant at Adroit, has seven years of experiences in regeneration and economic development consultancy. Tim has a wealth of experience in stakeholder engagement, having led various high profile workshops to discuss the maximisation of partnership work. This has involved negotiations with public and private sectors organisations. Tim has also led many of Adroit's regional economic baseline studies and model development exercises.

This senior team is supported by three of our most experienced consultants, **Carys Roberts** of Adroit and **Emma Buckman** and **Carolyn Bell** from ekosgen in Exeter.

### **New Perspectives and Local Knowledge**

This team brings a very detailed understanding of both Plymouth and the South West, and other cities and regions in England. Cornwall and Convergence, including the cross cutting themes, and a new perspective from Adroit, bringing their knowledge from other sub regional and local economies, will complement this local understanding. The practical experience of the study team in others regions, including advising on innovation, low carbon and sustainability, will add further value.

The combined experience of the team, a track record in briefing Boards and senior officers will add credibility to the final consultations of this important assignment.

### **The Proposal**

In line with the requirements of the brief, our tender proposal is structured as follows:

- Section 2: Study Appreciation;
- Section 3: Methodology;
- Section 4: The Study Team;
- Section 5: Financial Proposals
- Section 6: Relevant Previous Experience

## 1 Study Appreciation

### Logic Chains, Theory of Change and Total Place

An Economic Intelligence System should be defined by what we need to know, rather than what is available. Although a pragmatic response is required, a result of budget pressures and data availability, the starting point is an in-depth of understanding of what we want to achieve, and how objectives will be monitored evaluated, reviewed and adapted. This also applies to economic forecasts – what is their purpose and how can they help shape policy.

The Logic Chain approach adopted by the English RDAs is a good starting point, setting out objectives, inputs and a set of intermediary steps through to impacts. Although most often used at a project level linked to financial inputs, the approach can be used for longer term interventions.

Theory of Change is a new approach which CLG has been testing to determine its relevance to service delivery and regeneration. At its simplest, it sets out in the policy issues, the interventions which will address these, the way in which change will manifest itself. It is in effect a similar although much broader model than the logic chain approach and involves a more complex set of linkages and inter-dependencies. It places much more emphasis on understanding the process of change.

Total Place is a pilot initiative now being undertaken by CLG using a number of Local Authorities to test the idea that by focussing on outcomes, not activities, cross departmental and inter-agency working can lead to targets being met and with less resource. The initiative was partly influenced by an ekogen study for Birmingham City Council which identified annual public expenditure of £7bn, with considerable overlap of target groups and a shared interest between agencies in terms of intelligence, analysis, monitoring and evaluation.

### Local Economic Assessments

The Local Democracy, Economic Development and Construction Bill<sup>1</sup> published in January this year takes forward one of the key recommendations of the SNR and places a new duty on county councils and unitary district councils to prepare a Local Economic Assessment (LEA). This followed the earlier publication of the review of economic and strategy activity at the local and sub-regional level in March last year.<sup>2</sup>

The Department of Communities and Local Government have since issued draft statutory guidance, which is currently undergoing consultation, and the Improvement and Development Agency (IDeA) have produced sector led guidance for carrying out the LEAs. Whilst the duty is not expected to come into force until April 2010, IDeA recommends that local authorities start to prepare for the process earlier. ekogen are already involved in two commissions which link directly to the preparation of LEAs as well as recently having been appointed as one of five organisations to the County Durham Economic Assessment Consultancy Framework. The framework involves providing economic intelligence support cross-cutting business, people and place to support the development of the LEA.

ekogen are currently developing an economic baseline for East Lindsey District Council which is designed to feed into the County LEA and another team was recently appointed to support the development of Somerset's economic assessment and, in turn, its Local Development Framework. This understanding of this new process as well as the two company's work in housing and planning will be useful in developing an Economic Intelligence System which meets future as well as current needs.

---

<sup>1</sup> <http://www.communities.gov.uk/publications/citiesandregions/ldedceconomicassessments>

<sup>2</sup> <http://www.communities.gov.uk/publications/citiesandregions/economicassessment>

## Comparators

The Terms of Reference sets out a requirement for six UK and six European comparators. There are a number of points which need to be taken into account and we would strongly recommend that the selection of comparators is a part of the inception and early development phase of the assignment.

ekosgen carried out a fifty year analysis of the English City Regions and Core Cities as part of its development work for the Sheffield Economic Masterplan (resulting in a 120 page report). The striking feature was the marked differences between groups – Liverpool, and Manchester lost several hundred thousand population, while Nottingham and Leeds had stable/growing population; Sheffield and Liverpool held on to their industrial base much longer than Leeds and Manchester, with a result that the latter two cities made much earlier progress to a service based economy (out of necessity). The relationship with the economic hinterland was markedly different – Sheffield is relatively self contained, with a large proportion of its highly skilled workforce living within the City boundary, in marked contrast to Newcastle. Each City was at a different part of the re-structuring cycle – Liverpool seeking to arrest decline and stabilise; Newcastle seeking to move from stabilisation to renewal, and Leeds and Manchester closer to the growth and transformation phase.

For different reasons European comparisons are also challenging. Most European comparisons are essentially a reflection of national economies and policies rather than a comparison between the strengths and attributes of cities themselves. In simple terms, when the UK economy is consistently out-performing other EU countries, UK cities tend to out-perform their peer group. The key question is what is the purpose of the comparison and how, if at all, policy in Plymouth will be influenced. The answer to this question will determine both the selection of cities and the indicators to be monitored. This will be discussed at the inception meeting. Without being negative, this is a strand of work which we have been involved in elsewhere, and which had little influence on policy and was subsequently dropped as a workstream.

The selection of comparators often becomes confused with who we would like to be, our perception of status, and the purpose to which the comparison will be put. This requires an early discussion on the role of this strand of work over the next few years and how it adds value to the intelligence system. The most relevant point in the use of comparators is that it allows us to compare like with like. In the case of many city economies, particularly those distant from London, is that comparisons with national averages and trends are so heavily influenced by London and the South East.

An alternative to the six city approach is to take a much larger group (the Index of Economic Resilience developed by ekosgen has sixty towns and cities) in order to have a broader view of urban economic performance. Again, this would be the subject of discussion at an early stage.

## Building On Strengths

Ekosgen and Adroit propose to work very closely with leading members of the intelligence community. This would include those involved with the Socio-economic Research and Intelligence Observatory (SERIO), Plymouth Analysts Network (PAN), Local Intelligence Network (LIN), and SW Regional Observatory.

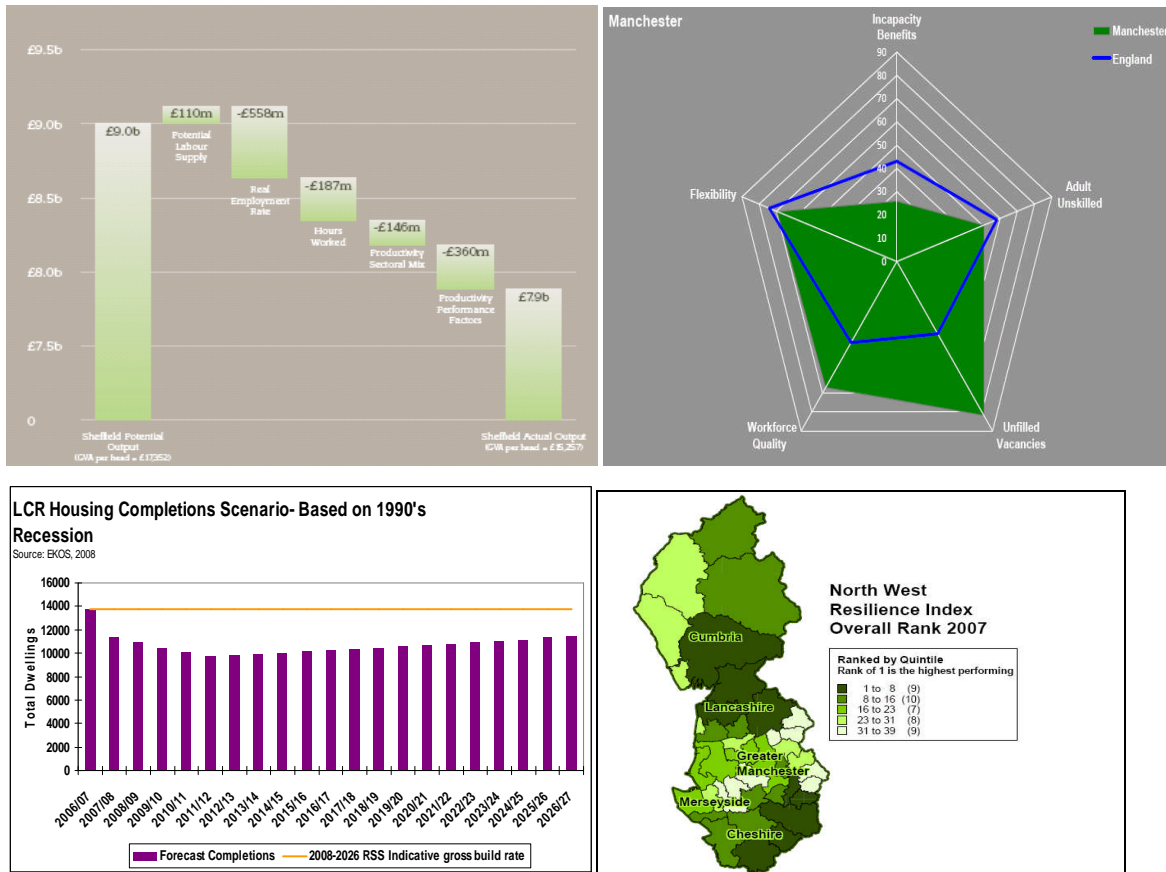
The team has carried out a number of assignments in Plymouth and is familiar with those involved and as part of the recent Refresh of the South West ESF Framework drew upon the research and data held by the Observatory. There is considerable expertise available locally and regionally, and we would hope to successfully engage with interested parties at a very early stage.

PCDC has a key role to play in securing the support of the intelligence community. The appointment of external consultants, even those based in Exeter, can often be seen as a snub, and it will be important to secure the active involvement of a number of groups. As a known quantity, we believe that ekosgen and Adroit will be able to successfully work with all parties, although the introduction by PCDC will be of considerable value in stressing the importance of the work.

## Making Complex Information Understandable

Both ekosgen and Adroit have an excellent track record in presenting analysis in an informative, jargon free manner. This also includes developing indices and score-cards which allow large amounts of data to be expressed in an easy to understand manner. Recent examples include the development of an Index of Economic Resilience, housing completion scenarios for Leeds City Region, the breakdown of the prosperity gap in Sheffield and the factors which explain it (too few people economically active, too few jobs, the sectoral mix and other productivity factors) and a skills performance assessment tool for North west Authorities.

Examples of how these have been presented include:



We consider it crucial that the full version of the various reports and the executive summaries should present a set of fresh and insightful conclusions in a way that will give the key messages the necessary impact. We would discuss the appropriate presentation style and the use of graphics within both at the study inception.

## Key Challenges

There are a considerable number of challenges in delivering this assignment and many issues will only be resolved at the work proceeds. These include:

- The danger of specifying a forecasting model which is incompatible with other models and which does not provide appropriate sub regional forecast (the Plymouth economy is closely linked to its broader economic hinterland);
- The risk of developing a system which is unaffordable and/or over-specified (the Greater Manchester Forecasting Model is paid for by 10 Local Authorities);
- The need to determine a series of geographies which will be used over the next five to ten years; and

- Developing a set of performance assessment mechanisms which are credible and useful to policy e.g. we are not sure that a comparison to some centres, such as Darlington, is relevant. More innovative approaches are required.

**This assignment does however present Plymouth with the opportunity to set a new standard for economic intelligence and to play a leading role regionally and nationally in the use of intelligence to understand the changing economy and influence policy.**

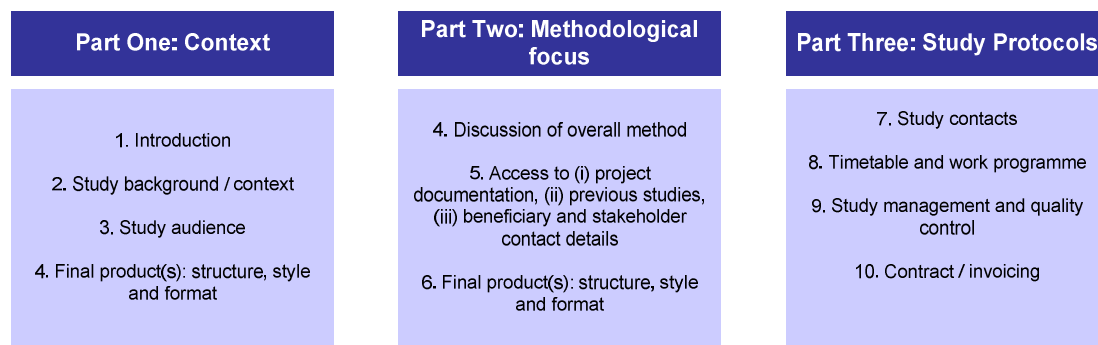
### 3 Method

The Chapter set out the Method Statement for all stages of the assignment, and these are set out in summary form in the following pages. It is likely that the final Method for later stages will take account of emerging issues.

#### Stage 1 Inception

The initial inception meeting will be an important part of the study and there are a number of early decisions required in order for the study to proceed in a timely manner.

Figure 3.1 Inception Agenda



The Inception meeting will also cover a number of specific matters such as the role of both UK and European comparators. It will also finalise the set of strategies, targets and future requirements which the new approach will support.

2 days of consultancy time have been allocated to the Inception Phase

#### Stage 2 Foundation

**(a) Development of Logic Chain/Theory of change for the economy:** this strand of work will consist of a series of meetings with key personnel to understand and review the (possibly implicit) logic model behind the economic strategy and interventions of key agencies. This will be based on an analysis of logic chains from objectives - resources inputs – outputs – results – impact for the broad strategy and the main areas of intervention. It will provide a critical change between the selection of targets and indicators and economic change e.g. how good an indicator is patent applications of employment and company growth?

**(b) Assess the robustness of statistics and intelligence available:** this strand will review all of the data source available for analysis, their timeliness and robustness, and the extent to which these provide a reliable analysis of the City economy. This work will include a review of the economic forecasting models, the extent to which they vary, and a comparator exercise with leading City forecast models such as the Greater Manchester Economic Forecasting Model (which also has a population and housing element)

**(c) Review the purpose of economic intelligence:** the purpose of economic intelligence has changed considerably, and new organisations such as the HCA are keen to understand economic projections and how these will affect the housing market. A series of face to face interviews will be held with senior stakeholders to gain a clear understanding of current and future uses of economic intelligence. This will include consideration of the need for neighbourhood level data and sub regional data. Consultees will include economic, planning and housing functions of the City Council, LSC, HCA and the South West RDA.

**(d) Foundation Analysis and Report:** all of the strands will feed into a Foundation report which sets out a framework for the development of an Economic Intelligence System which takes account of the needs of various stakeholders for a authoritative and robust system which can inform policy. This will be discussed with stakeholders and PCDC.

This stage of the assignment will involve the close cooperation of local and regional stakeholders responsible for policy and implementation and members of the intelligence community working with existing data, models and forecasts. This will include Socio-economic Research and Intelligence Observatory (SERIO), Plymouth Analysts Network (PAN), Local Intelligence Network (LIN), SW Regional Observatory and those which may have an interest in future, such as neighbouring Authorities.

12 days of consultancy time have been allocated to this Phase

### Stage 3: Development of an Economic Intelligence System

**(a) Detailed Scoping of Sources, Coverage and Content** the study team will use the results of Stage 2 to develop a definitive approach to economic intelligence, including the need to commission a forecasting model or to make use of existing models. This will include the facility to run scenarios. The coverage will take account of the timelines of data, its reliability in a Plymouth context and the approaches to interpretation. This stage will also set out a set of geographies which should be applied to economic intelligence. The coverage will be related back to the relevant key targets set by the Council, PCDC and local partnership bodies, including the Wealthy Theme Group.

**(b) Development Of Indices, Scorecards and Assessment Mechanisms:** this strand will develop a set of indices and performance metrics which will provide all stakeholders, including elected members and non-professionals, with a balanced view of both economic performance and future challenges based on robust economic forecasts. The study team will undertake further work to link data sources, provide a more insightful analysis and develop mechanism to express these in a concise manner. This will review best practice from elsewhere, including the use of maps, diagrams, and charts. New mechanisms will be specifically related to some of the key groups of targets set out in strategic documents and be directly related to the Local Economic Assessment.

**(c) Alignment With Current Research Arrangements:** a number of workshops will be held to review in detail how economic intelligence is gathered, analysed and disseminated at all relevant geographical levels, and to explore approaches to greater alignment, shared costs and new ways of working. These discussions will help both the content of future reports and the management and potential delivery arrangements for a new approach. These workshops will also seek to examine the resources available at regional and sub regional level, and the degree of commissioning by stakeholders.

**(d) Structuring Economic Intelligence:** all of the strands will feed into a report which sets out a framework for the coverage, content and presentation of economic intelligence which will then be discussed with stakeholders and PCDC. A final workshop will be held with practitioners to validate the conclusions and help identify roles and resource implications.

18 days of consultancy time have been allocated to this Phase

### Stage 4 The City Report

The City Report will be based on the approach to economic intelligence agreed in Stage 3. It will include the key objectives of the LES and provide data and an analysis relevant to the LEA process.

**(a) Economic Analysis** the study team will prepare a detailed economic analysis drawing on the data source reviewed as part of the earlier stages. The objective is to produce an up to date and authoritative analysis covering all of the key areas including productivity, sectoral performance, employment, enterprise, skills and learning and worklessness. It will also include a recession assessment and long term scenarios.

**(b) Presenting the Indices, Scorecards and Assessment Mechanisms:** the study team will prepare a set of indices and scorecards, including appropriate comparators, linked to key objectives and themes. These will be based on best practice and take account of the specific issues involved.

**(c) Editorial Review:** The study team will convene a task and finish editorial group to review the City report and refine the final document. This will include content, analysis and conclusions and presentation.

**(d) Testing the Product:** The final Report will be circulated to a wide range of stakeholders and the study team will follow up with a telephone survey to determine the usefulness of the approach. The results of the survey will be formally reported to the client, along with suggestions for changes. The structured questionnaire to direct the survey will be agreed with the client in advance.

14 days of consultancy time have been allocated to this Phase

### Stage 5 Management For the Whole System Approach

The Final Stage of the assignment will provide a series of recommendations for the “whole system” approach to knowledge procurement and management of economic intelligence.

**(a) Management and Procurement:** this strand will set out management arrangements for the new approach, including lead (Accountable Body) responsibility, core stakeholders involved in governance, operational management arrangements, and funding contributions (where appropriate). It will clearly state both the strategic client and PCDC’s role in the process. Consideration will be given as to the implications of the day to day management, particularly where the system has a wider role than the remit of any single agency, for example the Council’s requirement on the LEA. It will also set out how it should engage with parallel initiatives such as the joint Naval Base study by Warwick University.

**(b) Collaboration, Cooperation and Interface:** the study team will present a series of recommendations for collaboration and cooperation and communication with strategic stakeholders and the wider economic intelligence research community. This is likely to include a Reference or Expert Group including organisations such as SERIO, the South West Observatory, the City Council, the LSC and RDA. The recommendations will also include the definition of responsibility for liaising with other interested parties and national bodies, such as DWP research function.

**(c) Bi Annual Economic Intelligence Delivery Plan:** the study team will develop a concise Business Plan for the system, which will set out roles, responsibilities, objectives, key actions, timetable and milestones, costs and funding contributions.

**(d) Dissemination and Policy Development:** key findings from the City Report along with the proposed Intelligence System, management and collaboration procedures will be disseminated through a workshop with key stakeholders and partners.

8 days of consultancy time have been allocated to this Phase

## 4 Team

ekosgen and Adroit have pulled together an experienced team comprising of:

The Study Team		
4.1 Name	Title	Years Experience
John McCreadie	Director	25
Steve Sheppard	Director	20
Tim Livesley	Senior Consultant	7
Carys Roberts	Consultant	7
Emma Buckman	Consultant	5
Carolyn Bell	Consultant	5

### John McCreadie, Director, ekosgen

**John McCreadie** is the co-founder and Chairman of *ekosgen*, with over twenty years experience of economic development and regeneration consultancy. He is an economic development specialist with experience of strategic planning and development, policy review and programme evaluation. His early career had an emphasis on labour market analysis and project and programme evaluation. From the early 1990s he specialised in the evaluation and implementation of European Structural Funds.

For the last five years John has been a leading figure in the development and delivery of regeneration programmes at the local and sub-regional level, including the Sheffield Economic Masterplan and City Region Development Plan, the Strategic Economic Assessments for three of the Yorkshire sub regions, as well as the Strengthening Local Economies work for Yorkshire Cities. The Strategic Economic Assessment work and the Strengthening Local Economies work included the facilitation of a number of Local Authority workshops and John is familiar with the economic strategies of the Yorkshire Cities group. He also led the Evaluation of the Renaissance Towns and Cities Programme (for Yorkshire Forward) which included a number of the major towns in the region.

John's recent and current assignments include a high level briefing paper on Skills for the Economic Upturn for the North West Joint Economic Commission, the updating of two Regional ESF Frameworks (including addressing the response to the recession, working with LSC and JobCentre Plus) and leading a multi disciplinary team on the Atlantic Gateway, a new spatio-economic framework for the Manchester and Liverpool City Regions. He recently completed an analysis of the Index of Deprivation results for Blackburn to identify the factors behind a marked deterioration in its relative rankings, following on from an earlier assignment reviewing Pennine Lancashire's transformational economic agenda.

John led the company's work on mapping public expenditure in Birmingham and is now involved in advising the City Council as one of the pilot areas for Total Place. This built on the previous experience reviewing the resource allocated to the Manchester Local Area Agreement.

### Steve Sheppard, Managing Director of Adroit Economics

**Dr Steve Sheppard** is the Managing Director and founder of Adroit Economics. Steve has a PhD from the University of Cambridge in Economic Development and Planning and is a specialist regeneration economist with over 20 years experience in the fields of economics, regeneration, development and planning – working in consultancy, real estate and academia. He specialises in technology, innovation, enterprise and infrastructure projects.

During his career, Steve has undertaken assignments for a range of high-profile clients including Central Government, most of the English RDAs, universities, research organisations, local partnerships, the European Commission, and the World Bank. Steve also has extensive knowledge of the region, having undertaken a number of assignments for SWRDA and its sub-regional partners. Steve has specific sector expertise in health,

pharmaceuticals, chemicals, automotives, knowledge intensive business services, micro electronics and digital industries.

Steve is currently leading the Adroit and ekosgen team for the Key Sector and Industrial Policy Review, which involves creating a baseline through the mapping and analysis of quantitative data as well as the creation of a substantial database that captures qualitative intelligence from ONE North East's vast library of consultancy reports. The intelligence database allows rapid analysis of a wide range of types of intelligence and when combined with the data analysis, provides a powerful analytical combination. This complements Steve's extensive experience in sector profiling and baselining, which includes mapping key economic indicators for NWDA at regional and sub regional level. Steve was seconded to the NWDA sector team to help review the alternative compilations of key sectors for the second RES. This involved constructing several models that enable testing of a wide variety of sector groupings and growth scenarios. This model was then left with the Agency for future use. Steve has since used a similar model to explore the health and wellbeing cluster in Lancashire.

Other relevant modelling studies which Steve has been involved in include the creation of a model to help consider investment opportunities, growth scenarios and impacts of the North East's principal innovation infrastructure, and the development of a model to estimate the need/demand for rural workspace.

#### Tim Livesley, Senior Consultant, Adroit

Tim Livesley is a Senior Consultant at Adroit with seven years of experience in regeneration and economic development consultancy. Tim has a wealth of experience in stakeholder engagement, having led various high profile workshops to discuss the maximisation of partnership work. This has involved negotiations with public and private sectors organisations. Assignments Tim has worked on which have involved large and often complex client and stakeholder groups include; ONE Northeast workspace study, ONE Northeast innovation infrastructure investment framework, ONE Northeast key sector and industrial policy study; Highlands & Islands Innovation Review; West Midlands ICT Strategy, East of England ICT Strategy; South West low carbon cohesion policy study; Nottingham Science City Delivery Plan and Nottingham Medipark business case.

Tim has also worked closely with Steve on many of Adroit's regional economic baseline studies and model development exercises, including the creation of a model to help consider investment opportunities, growth scenarios and impacts of the North East's principal innovation infrastructure, and the development of a model to estimate the need/demand for rural workspace in the North East. The model tested a variety of demand and impact scenarios and helped in prioritisation of future investment. This work was replicated for Yorkshire Forward and NWDA.

Tim is currently playing a key role in the Key Sector and Industrial Policy Review for ONE North East, and is involved in creating a baseline through the mapping and analysis of quantitative data as well as the creation of a substantial database that captures qualitative intelligence from ONE North East's vast library of consultancy reports. Tim has also been involved in sectoral baselining as part of the Critical Review of the Highlands and Islands Key Sectors Strategy and the development of a baseline and strategy for East Midlands Key Sectors for *emda*.

#### Carys Roberts, Consultant, Adroit

**Carys Robert** is a consultant at Adroit with a degree in Business and IT. Since joining Adroit, Carys has been involved in a wide range of economic development and regeneration assignments, including but not limited to; One North East Innovation Infrastructure, Nottingham BioCity Evaluation, LDA ESF and Non ESF Evaluation, Evaluation of NYNET for Yorkshire Forward. These projects all involved a large number of consultations and subsequent analysis and have led to the development of key strengths including; desk-based and telephone research, end-user profiling, analysis and reporting, presentations and workshops and stakeholder consultations both telephone and face to face.

Carys has provided key research support on a number of Adroit's sectoral baseline and modelling studies including currently being involved in the development of the baseline for the One North East Key Sector and Industrial Policy Review. Carys has also been involved in developing baselines for the Critical Review of the Highlands and Islands Key Sectors Strategy and the key sector review in the East Midlands. Carys also supported the development and interpretation of the model to estimate the need/demand for rural workspace in the North East.

**Emma Buckman, Consultant, ekosgen**

**Emma Buckman** joined ekosgen in July 2002, from the Building Research Establishment where she specialised in evaluating Government Energy and Construction Programmes. Since joining *ekosgen* she has built on these foundations with a wide portfolio of economic development projects covering research, feasibility studies, policy development, evaluation and all aspects of appraisal. She has undertaken work for a wide range of clients including the RDAs, the LSCs, Business Link, Local Authorities and a wide range of sub-regional and community led organisations.

Emma has an excellent understanding of the South West economy through her work across the South West over the last 7 years. She has worked on a number of strategic projects including the South West Competitiveness and Convergence Operational Programmes, where she developed economic baselines, supported task and finish groups and managed the consultation process. She also supported the development of the South West Regional Skills Partnership proposal to government where Emma prepared baselines information and worked with partners to identify options for development.

Within Plymouth, Emma project managed the development of the Strategic Investment Framework (in conjunction with SERIO) which included working with SERIO on baseline information, working with partners to identify key issues and strands of activity and modelling outputs and finances.

Her capabilities include the development of robust baseline information, logical models and frameworks and templates to obtain information. She has an inclusive approach to working with people and a patient yet determined approach to obtaining difficult data or information. Emma has a degree in Environmental Science from the University of East Anglia.

**Carolyn Bell, Consultant, ekosgen**

**Carolyn Bell** is a Consultant at ekosgen and has been involved in many economic and regeneration projects since joining the company in 2007. Carolyn was heavily involved in the development, interpretation and dissemination of the Index of Economic Resilience assessing the resilience of 60 urban areas in relation to sectoral mix, workforce, labour market, enterprise, assets and infrastructure and scale and proximity. Carolyn prepared detailed supporting annexes and compiled presentations for Local Authorities and City Regions.

Carolyn is currently reviewing a range of economic indicators to determine socio-economic change in the Bridging NewcastleGateshead HMR Pathfinder Area. This includes the development of an Impact Model which maps investment by the Pathfinder against changes in neighbourhood conditions. This is a complex and demanding assignment and the early results have been shared with the senior management team at Bridging NewcastleGateshead. Carolyn recently prepared the baseline for the North Derbyshire Growth Zone, presenting a comprehensive range of indicators to establish the strengths and challenges of the area and is currently working on the development of an Economic Baseline for East Lindsey which will feed into the County's Local Economic Assessment. Carolyn is focussing on comparator analysis and the development of economic growth projections.

Carolyn has particular strengths in both primary and secondary research and quantitative analysis. Since the recession began, Carolyn has been involved in developing a range of modelled scenarios which look at the potential impact of the recession on a range of indicators, such as employment and housing completions for various different areas, including local authorities and regions. She has also been in a range of evaluation studies, many of which have involved conducting detailed desk research and analysing core data sets. These include a study assessing the economic impact the Yorkshire universities have on the region, an evaluation of the Targeted Export Support Service for Yorkshire Forward and a review of the AWM Cluster Programme.

Carolyn worked on an evaluation of the Yorkshire Renaissance Towns and Cities Programme for Yorkshire Forward. This involved extensive research into the local area and consulting with key stakeholders to determine the impact the Programme has had on the region. Carolyn has led on the evaluation of activity in Wakefield and Selby, and has been responsible for the overall aggregation of programme expenditure and outputs and estimate of net economic impact.

## 4 Financial Proposals

The costs for delivering this commission are broken down by team member in the following table. The total cost for the study would be £44,014.

	JMC	SS	TL	CR	EH	CB	Total
Inception	1	1					2
Foundation	2	3	2	3		2	12
Development	3	3	3	3	3	3	18
The City Report	2	1	1	2	4	4	14
Management	2	2	1	1	2		8
<b>Total</b>	<b>10</b>	<b>10</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>54</b>
Day Rate	800	850	650	525	550	550	-
Fees	8000	8500	4550	4725	4950	4950	35675
Expenses @ 5%							1783.75
Sub Total							37458.75
VAT at 17.5%							6555.281
<b>Total</b>							<b>44014.03</b>

## Track

### Economic Baselines

Economic baselines are a core product within the ekogen and Adroit offer and form an essential part of many recent commissions. ekogen have compiled various economic baselines, which profile local trends against those regionally and nationally, to be used in a variety of contexts, from masterplanning and strategy development through to programme development and monitoring. Relevant commissions include the Redcar and Cleveland Masterplan, the Sheffield City Region Development Programme, Sheffield Economic Masterplan, Doncaster Economic Strategy, East Lindsey Economic Baseline, Atlantic Gateway Economic and Spatio Masterplan (with Adroit), North Derbyshire Growth Zone Economic Framework.

Adroit have specific experience of developing sectoral baselines including creating a baseline and strategy for the East Midlands Key Sectors, their current review of the Highlands and Islands key Sector Strategy and their work with ekogen to map bio-sciences as part of an evaluation of BioCity for *emda*. They also identified the five most important key sectors for the Atlantic Gateway through baseline activity as part of their work with ekogen on the Economic and Spatio Masterplan. The two teams are currently working together on a study examining key sectors and industrial policy in the North East. This study involves providing a rich knowledge and data source through mapping the extent, nature, dynamics and drivers of existing and potential additional key sectors (and their sub sectors) to understand their true potential for the region.

- **Plymouth Urban Strategic Investment Framework (SIF), Plymouth City Council:** recently worked with SERIO to develop a SIF outlining a programme of activities to address enterprise in the city's most deprived areas and how the Competitiveness funding should be spent in Plymouth. This involved a thorough review of the evidence base as well as working with partners to develop priorities and activities that fit within the wider provision in the area.
- **Somerset Economic Assessment, Somerset County Council:** recently been appointed to support the development of the county's strategic economic assessment and, in turn, its Local Development Framework. This involves undertaking a thorough socio-economic baseline of the county, which will be tested through various themed workshops with local stakeholders and businesses. ekogen will also be undertaking a detailed assessment of the resilience of Somerset's economy and its constituent districts.
- **West Somerset Economic Strategy, West Somerset District Council:** the overarching Economic Strategy, developed for this commission, has supported the Economic Task Force and wider partners in West Somerset to identify how the socio-economic priorities the District should sit within its wider Somerset and regional context and to outline a strategy for the sustainable economic development of West Somerset.
- **Sedgemoor Economic Development Strategy, Sedgemoor District Council:** prepared the high profile economic development strategy for Sedgemoor. This assignment involved establishing a comprehensive socio-economic baseline, identifying key issues and ten commitments - transformational actions that would deliver sustainable economic growth in the district and achieve inward investment objectives. The Team has recently been re-appointed to update the evidence base in the Strategy.
- **Sheffield Economic Masterplan:** prepared an economic masterplan for Sheffield, including an extensive baseline. The final plan established proposals to be implemented over a 10 to 15 year period to facilitate both the economic and physical regeneration of the city.
- **Key Sector and Industrial Policy, One North East:** reviewing the region's approach to sectors and industrial policy to inform investment plans and priorities for One North East and build strategic understanding for the integrated regional strategy. Through the sector mapping and baseline task, the potential impact and factors blocking growth will be identified.

Yorkshire Forward has recently commissioned an ekogen team to undertake an Evaluation of the Agency's Recession Response. The study involves a detailed baseline exercise to determine the current regional picture along with the development of a counterfactual baseline to assess the additionality of the Agency's intervention. This builds on ekogen's experience of developing the extensive West, South and North Yorkshire Economic Assessments as well as scenario planning skills which have been developed through commissions outlined below.

## Modelling and Scenario Testing

A range of the team's recent commissions have involved economic modelling and the generation of scenarios. The latter has commonly been used in many of our masterplanning and strategy development commissions to illustrate potential growth and future outcomes and outputs, such as the Sheffield City Region Development Programme and the Somerset Economic Assessment. ekosgen have also worked on projects that have focused on the development of a model for different purposes including; ongoing scenario and trajectory testing and the bringing together of diverse data sources. The latter has required ongoing dialogue and negotiations with a range of partners to ensure that accurate and robust data is obtained in a timely and effective way.

- **Bridging Newcastle Gateshead (BNG) Impact Assessment, Gateshead Council:** ongoing evaluation focussed on assessing the impact to date of BNG's interventions involves the development of an housing impact model, which comprises a wide range of management information and housing and socio-economic data held by the Pathfinder, the two local authorities and a comparator local authority. The model enables BNG to assess and attribute housing and neighbourhood change to HMR and will help to inform recommendations for the future strategy. Upon completion of the evaluation, the model will be retained and updated by BNG as part of their programme management and monitoring activities.
- **MAA impact assessments, Blackburn Council and Blackpool Council:** assessed the economic impacts to be realised through delivery of the MAA asks in both Pennine Lancashire and the Fylde Coast. Both commissions involved development of an Excel based model to allow the potential impact of interventions to be modelled over time. Proposed schemes ranged from physical investment in road and rail infrastructure, development of key development sites and skills interventions to improve the area's economic performance. The model allowed information regarding the investment proposals to be translated into impact projections relating the employment and skills levels as well as GVA impact and fiscal benefits. The commissions helped the councils to prioritise investments and informed MAA negotiations.
- **Review of Key Sectors and Industrial Policy, One North East:** development of an economic baseline for the North East to help inform future key sector and industrial policy. The baseline comprises mapping and analysis of quantitative data as well as the creation of a substantial database that captures qualitative intelligence from One North East's vast library of consultancy report. The intelligence system allows rapid analysis of a wide range of intelligence and when combined with the data analysis, provides a powerful analytical combination.
- **Implications of the Recession on Leeds City Region Housing Delivery, Leeds City Region:** considered the impact of the economic recession on housing completions and therefore the realisation of RSS targets. It assessed the assumptions underpinning household projections and advised how these may require amendment. As part of the study two recession impact scenarios were developed to understand future implications for the realisation of both RSS and Growth targets.
- **Strengthening Local Economies (Yorkshire Cities)** ekosgen worked with EDAW to assess the resilience of local economies in Yorkshire and assess the impacts and policy implications of the economic downturn based on three recessionary scenarios. The team developed an Index of Economic Resilience which provides an indication of the strengths and diversity of sixty urban areas across England.

Much of the modelling and scenario planning requires the use of plain English supported with easy to understand diagrams to allow the work to be easily interpreted. This has been a key feature of all of the studies listed above, additional examples include:

**Strategic Rural Firms (AWM):** an influential review of the vulnerability of 51 market towns to large firm redundancies during the downturn. The work which involved the development of a bespoke vulnerability index based on 9 indicators and 3 domains is informing the Agency's Task Force expenditure for rural areas.

**IMD AnalysisClient: Blackburn with Darwen Council:** a statistical research study to identify the reasons for Blackburn's falling rankings on the index of multiple deprivation between 2004 and 2007. This involved a sub-domain analysis of performance to understand the primary causes of declining performance. The objectives of this study were to analyse the level of change that occurred against each individual indicator; comment on whether the absolute position fell, or whether it was merely the result of improvements elsewhere, and examine the policy consequences of the changes.

## Stakeholder and Partner Engagement

Stakeholder and partner engagement forms an essential part of the majority of research and evaluation studies undertaken by ekosgen and Adroit. Relevant to this commission the team has carried out a number of assignments in Plymouth and is familiar with key partners that will need to be involved in the development of the Intelligence System. The Team are also experienced in facilitating workshops and presenting proposals, concepts and economic models to large and often complex stakeholder groups to encourage engagement and generate support. Key examples are outlined below.

- **Sheffield City Region Development Programme, Sheffield City Council:** involved extensive stakeholder engagement in order to provide expert advice on and gain support for the strategic direction that the City Region should adopt going forward. The study outlined clear achievable actions for the City Region Partnership as well as areas where the government and regional agencies could provide support. A key success factor of the study was securing agreement to the Development Plan from 15 Local Authority Leaders,
- **Atlantic Gateway Economic and Spatio Masterplan, NWDA:** The study incorporates the combined area of the Manchester and Liverpool city regions including Warrington and the northern parts of East and West Cheshire. The work sets out a framework for collaboration, policy development, investment and economic growth. As part of this, ekosgen and Adroit have engaged with major stakeholders in the region including the chief executives of all the relevant local authorities and key players in the fields of planning, transportation, economics and development. The commission is supported by the Area's leaders and the Regional Joint Economic Council, and ekosgen have made regular presentations to both groups.
- **Review of Public Investment and Expenditure in Birmingham, Be Birmingham:** the largest and most comprehensive mapping of expenditure and investment into the city of Birmingham. The aim of the study was to understand how much is being spent on what, by whom and for what purpose and, as a consequence, to know where and how expenditure can be better aligned to achieve collective goals for the city. The study involved working extensively with 50 partners across Birmingham to secure information specifically seeking to isolate 2008/9 spend and only that relating to the city of Birmingham local authority area.
- **Plymouth Urban Stategic Investment Framework, Plymouth City Council:** involved working with partners to develop priorities and activities that fit within the wider provision in the area. On completion, the framework was held up as good practice exemplar by the South West RDA and was successful in attracting £7 million of ERDF to address enterprise issues in Plymouth's deprived communities.
- **Manchester Sheffield Economic Linkages, Sheffield City Council:** a study to examine the economic linkages between Manchester and Sheffield. The study considered commuting patterns and existing business and trade links, examining the potential for increased partnerships and joint working between the two cities. A key element of the study was talking to key partners and stakeholders in both cities and presenting the findings to the two Chief Executives.
- **Research into Enterprise in Disadvantaged Areas (GOWM).** Highly influential study for GONW just prior to the publication of CLG regeneration framework and BERR's Unlocking the UK's Talent. The study explored the challenges facing enterprise 'cold spots' in the North West and looked at approaches taken in diverse areas facing similar enterprise challenges. The launch of the study at Knowsley Hall by the Chief Executive was designed to inform these debates. The event was attended by GONW, several Local Authorities, and BERR and CLG (who presented the unfolding policy landscape).
- **2007-2013 Programmes for Competitiveness in the South West and Convergence in Cornwall, GOSW and SWRDA.** These documents required an extensive knowledge and understanding of the regional and sub-regional economies as well as extensive partner engagement. ekosgen developed a robust evidence base, facilitated a number of Task and Finish groups and broader workshops and drafted the Programme documents themselves. ekosgen was then retained by the RDA to provide further expert advice during the negotiation phase and in the development of the operational framework, including commissioning.