



## **Special Economy and Enterprise Overview and Scrutiny Committee**

**Date**      **Friday 6 October 2023**  
**Time**      **9.30 am**  
**Venue**     **Committee Room 1A , County Hall, Durham**

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### **Business**

#### **Part A**

**Items which are open to the Public and Press  
Members of the public can ask questions with the Chair's agreement,  
and if registered to speak.**

1. Apologies for Absence
2. Substitute Members
3. Declarations of Interest, if any
4. Items from Co-opted Members or Interested Parties, if any
5. Inclusive Economic Strategy Delivery Plan:
  - i) Report of the Corporate Director of Regeneration, Economy and Growth (Pages 3 - 68)
  - ii) Presentation by the Head of Economic Development and the Funding and Programmes Manager (Pages 69 - 98)
6. Such other business as, in the opinion of the Chair of the meeting, is of sufficient urgency to warrant consideration

**Helen Bradley**  
Head of Legal and Democratic Services

County Hall  
Durham  
28 September 2023

To: **The Members of the Economy and Enterprise Overview and Scrutiny Committee:**

Councillor B Moist (Chair)  
Councillor A Surtees (Vice-Chair)

Councillors M Abley, A Batey, G Binney, R Crute, M Currah, D Freeman, P Heaviside, G Hutchinson, A Jackson, C Lines, L Maddison, R Manchester, J Miller, R Ormerod, I Roberts, K Robson, K Shaw, M Stead and A Sterling

**Co-opted Members:**

Mrs R Morris and Mr E Simons

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**Contact: Jo March**

**Tel: 03000 269 709**

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## Economy and Enterprise

### Overview and Scrutiny Committee

6 October 2023

### Inclusive Economic Strategy Delivery Plan



## Report of Amy Harhoff, Corporate Director of Regeneration, Economy and Growth

### Electoral division(s) affected:

Countywide.

### Purpose of the Report

- 1 This report sets out the draft Inclusive Economic Strategy Delivery Plan and performance management framework for consideration and seeks feedback from Economy and Enterprise Overview and Scrutiny Committee (E&E OSC). This feedback will help shape the final Delivery Plan, for consideration by Cabinet in November. The Delivery Plan has been developed through working in partnership and is owned by the County Durham Economic Partnership.

### Executive summary

- 2 In 2022, the county's new Inclusive Economy Strategy was adopted by the council and the County Durham Economic Partnership (CDEP). The strategy set an ambitious vision for the county's economy to 2035, providing a long-term focus which will drive strategic projects that aims to make a transformational improvement to the county's underlying economic conditions.
- 3 This report focuses on the development of the Delivery Plan that aligns with the strategy and sets out how the actions we take over the coming years will support the achievement of our strategic ambitions. The Delivery Plan has been developed between March and September 2023 with strong engagement from CDEP and a wide range of partners, and through direct engagement and workshops with OSC. With support from DCC, the CDEP will oversee the implementation of the Delivery Plan, track outcomes, and oversee the modification of the approaches and actions taken.
- 4 The Delivery Plan is organised around the four core themes of the IES, People, Productivity, Place and Promotion, with the fifth cross-cutting

theme of Planet. The actions in the Delivery Plan are identified using a 'logic chain' approach which ensures the actions relate to an ambition, have a lead, resources, and timescales identified where possible, and show linkages to other actions. We intend to maintain and evolve the Delivery Plan over the coming years to capture more project details and align project outcomes with data from national sources. It will be a live document so that it can adapt to respond to changing economic conditions.

- 5 The Delivery Plan is accompanied by a performance framework which identifies aspects of the county's economy that are below regional and national performance. It will be used to track and report overall changes in these conditions as well as improvements in economic inclusivity. It includes targets for 2035 which align with the overall principal to try to close the gap with national average levels of economic performance, setting out what success of the IES looks like.
- 6 The IES and Delivery Plan are also informing the development of a new Investment Plan which will be used to promote major projects and investment opportunities to prospective public and private sector investors.

### **Recommendation**

- 7 Members of the committee are asked to consider the report and provide feedback on the draft Inclusive Economic Strategy Delivery Plan in Appendix 2.

### **Background**

- 8 In December 2022, the Council's Cabinet adopted the Inclusive Economic Strategy (IES) and agreed to the development of a detailed Delivery Plan and monitoring framework as the next steps in this process. The IES is a bold, ambitious, long-term strategy which focuses on harnessing our strengths and opportunities to make a step-change in our economic performance by 2035. It recognises the challenges and opportunities across the county and aims to ensure that as many as people benefit from growth as possible.
- 9 The ambition of the IES is for '*more and better jobs in an inclusive, green economy*' and has five thematic areas of focus – known as the '5 Ps'. Within this framework, the 'Planet' theme cross-cuts the other thematic areas of People, Productivity, Places, and Promotion. The council cannot deliver the strategy on its own but has a key role in strengthening existing partnerships, developing new partnerships, and facilitating and coordinating activities that will help to achieve the shared ambition.

- 10 The County Durham Economic Partnership (CDEP) is a thematic partnership under the umbrella of the County Durham Partnership and adopted the IES as its principal strategy in December 2023. During 2023, Council officers have worked with CDEP stakeholders, businesses, education providers, and voluntary and community sector organisations to prepare the Delivery Plan, which sets out what the practical steps being taken in the first three years to achieve the IES. The draft Delivery Plan (2023 - 2025) is attached in Appendix 2.

### **Delivery Plan Development**

- 11 The CDEP, wider County Durham Partnership and the E&EOSC have been involved in developing the IES and Delivery Plan. The process has engaged a wide range of partners and resulted in a Delivery Plan that is coordinated, inter-connected, and with a prioritised set of actions. Area Action Partnerships, the Youth Council, and other community organisations have been engaged at key stages to support the process and we have committed to engaging with them up to 2035 as 'critical friends' to help us check whether they are benefitting from the IES and where we need to modify our approaches.
- 12 In March 2023, a CDEP workshop was held to bring partners together to share the final IES, discuss ongoing activities, and begin to identify new activities. Working groups involving a broad range of partners were organised around the IES themes of People, Productivity, Places, and Promotion. Due to the specific complexities of the priority, an additional group was established to consider 'Innovation' activities which sits under the Productivity theme but cuts across the five Ps.
- 13 The working groups met regularly between March and July to:
- Identify and assess current activities
  - Assess gaps in provision
  - Identify collaborative solutions
  - Identify transformative actions
  - Develop a commitment with partners to implement the plans
  - Identified activities that would have positive impacts on the 'Planet' such as reducing energy use and carbon emissions
- 14 More than 40 external (e.g. non-council) partner organisations have been involved from businesses, education providers, and voluntary and community sector organisations. Organisations with specialist knowledge (e.g. Innovate UK) relevant to the IES priorities, and who do

not ordinarily engage with the CDEP, were also engaged in the development of the Delivery Plans. Where relevant and realistic, partners were encouraged to take the lead on actions, and we plan to engage with these and other external partners in the delivery of the IES up to 2035.

- 15 The Economy and Enterprise Scrutiny Overview and Scrutiny Committee have also been directly involved in the development of the Delivery Plan. It received a report in April 2023 on progress and the approach to developing the Delivery Plan and the actions that were emerging at that time. A subsequent workshop was held with E&EOSC in July, this was an interactive session to gain members' views and input to help shape and identify the activities that are needed to achieve the IES. A summary of issues raised at this session and a response is attached within the presentation slides, attached at Appendix 3.
- 16 We need to take a pragmatic approach to the implementation of the IES, whilst maintaining a focus on our long-term ambition. We need to be cognisant of the resources and performance information we have available, as well as the changing political and economic circumstances in which we are operating. We will need to continually learn and adapt our approaches on the journey to our end date of 2035, and ongoing constructive critical challenge will be required throughout. A partnership workshop was held in September as a last opportunity to critique the delivery plan ahead of its adoption.
- 17 The approach we have taken to develop the Delivery Plan follows a logic-chain or theory of change model to ensure that the actions identified and intended impacts from them directly relate to the achievement of the priorities within the IES. The format of the delivery plan follows this format to illustrate the relationship between the opportunities and challenges set out within the IES and the proposed activities and expected impacts, as follows:



- **Ambitions:** A description of what we want to achieve relating to the respective priorities of the IES
- **Actions:** A break-down of steps we will take to achieve the ambition.
- **Lead Partner:** Which organisation will take responsibility for overseeing the delivery of the actions, the resources secured to deliver the action, and the associated delivery timescales.

- **Links to other Priorities:** Identification of projects that contribute to other parts of the IES and Delivery Plan.

- 18 Once we have the Delivery Plan in place we will continually review and report on its implementation and outcome of actions. We expect the Delivery Plan to continue to evolve to include more detail on the implementation and outcomes of actions and integrate the process with existing project, finance, and performance monitoring systems that are already in use. A key challenge is to align project outcomes with economic data (which is often lagged) from government sources to ensure we have a coherent understanding of progress.
- 19 We have worked closely with the council’s low carbon team to consider the potential impacts of actions on the Planet theme of the IES, identify actions/gaps and ensure close alignment with the Climate Emergency Response Plan. A Sustainability Appraisal is also due to be undertaken to assess the social, economic, and environmental impacts of the plan.

### Proposed Delivery Plan

- 20 In line with the framework below, activities are identified under the key themes of People, Productivity, Places, and Promotion and the four priorities that sit within each theme. Activities that will deliver against the ‘Planet’ theme are also identified.



- 21 In some areas we are already delivering the change needed within our communities; in other areas we’ve identified gaps in provision and new activities that addresses this, including new transformative ‘game changing’ actions that will help achieve the ambition within the strategy. This is complemented by a wide range of ‘business as usual’ activities

being undertaken by partners. The Delivery Plan captures existing key programmes of work and new and additional activities that will be delivered within the next two to three years. This includes a broad range of new activities that will be funded by the council, partners, and government departments, as well as devolved regeneration funding that we have secured via the UK Shared Prosperity Fund, Rural England Prosperity Fund, and Levelling Up Funds. We will continue to identify opportunities for external funding in addition to the resources we have already secured and are particularly focused on securing more private investment in the county.

22 A full list of the detailed actions to be delivered in the first three years of the IES is provided in the draft Delivery Plan attached as Appendix 2. A high level summary of key actions under the P's are provided below:

### People

1.1 Increase in-work progression and upskilling	<ul style="list-style-type: none"> <li>• New workplace skills development programme</li> <li>• Skills for Jobs programme</li> <li>• Local Skills Improvement Plan (LSIP) rollout to support skills in growth/emerging sectors</li> </ul>
1.2 Overcome barriers to employment	<ul style="list-style-type: none"> <li>• New Careers Framework and development of all age careers resource</li> <li>• Maximise opportunities through the devolved Adult Education Budget (AEB)</li> <li>• Reaching Out Across Durham (ROAD) project</li> <li>• Durham Help employment support programme</li> </ul>
1.3 Raise Skills level to meet tailored to our employment specialisms and needs of business	<ul style="list-style-type: none"> <li>• New training support programme</li> <li>• Digital Inclusion Skills Strategy</li> <li>• Multiply and Communicate programmes</li> <li>• Skills Bootcamp for green skills</li> </ul>
1.4 Improve personal well-being and life chances	<ul style="list-style-type: none"> <li>• Community Wealth Building project</li> <li>• New employment support programme</li> <li>• Better Health at Work scheme</li> </ul>



## Productivity

2.1 Harness the power of our major employment sectors and accelerate our opportunity sectors	<ul style="list-style-type: none"> <li>• Develop targeted growth plans for opportunity and growth sectors</li> <li>• North East space cluster programme</li> <li>• Develop an approach to join-up support for inward investors</li> </ul>
2.2 Provide excellent support at all stages for our businesses to start up, sustain, thrive and grow	<ul style="list-style-type: none"> <li>• Implement the Enterprising Durham Framework</li> <li>• Productivity and Growth programme</li> <li>• Improve access to growth finance</li> <li>• Establish an annual business conference</li> <li>• InTUNE programme</li> </ul>
2.3 Expand the thriving innovation ecosystem	<ul style="list-style-type: none"> <li>• Research barriers to innovation (COM-B model)</li> <li>• Expand venture capital access</li> <li>• Maximise supply chain opportunities with multinational manufacturers</li> <li>• Deliver the Northern Accelerator programme</li> <li>• Expand VentureFest</li> <li>• Deliver the Accelerating the Circular Economy (ACE) programme</li> </ul>
2.4 Drive good business practices, including improving health in the workplace	<ul style="list-style-type: none"> <li>• Capitalise on the new Procurement Bill</li> <li>• Investigate the potential to promote the BCorp model</li> <li>• Improve engagement with the County Durham Workplace Health Programme</li> <li>• Promote the Durham Living Wage</li> </ul>

## Places

3.1 Build vibrant and diverse towns and villages	<ul style="list-style-type: none"> <li>• Towns and Villages Programme</li> <li>• Placelabs Programme</li> <li>• Programme of masterplans and delivery frameworks</li> <li>• Durham City Vision</li> <li>• Refresh the County Durham Housing Strategy</li> <li>• Major settlement infrastructure improvements, including Horden and Bishop Auckland</li> </ul>
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3.2 Unlock employment land for high quality premises	<ul style="list-style-type: none"> <li>• Develop nationally and regionally significant sites – NETPark and Durham City Innovation District including Aykley Heads</li> <li>• Infrastructure and development of Jade Business Park, Forrest Park and Integra 61</li> <li>• North East Mayoral Combined Authority Investment Zone – Clean Energy and Green Manufacturing</li> <li>• Undertake employment land review</li> </ul>
3.3 Improve physical connectivity between places in the county	<ul style="list-style-type: none"> <li>• Develop a Connectivity Strategy</li> <li>• Deliver a park and pedal scheme</li> <li>• Pilot on-demand bus services</li> <li>• Promote bus real time and ticketing scheme</li> <li>• Implement Local Elective Vehicle Infrastructure Programme</li> </ul>
3.4 Enhance digital infrastructure and connectivity	<ul style="list-style-type: none"> <li>• Digital Durham Programme and Project Gigabit</li> <li>• Develop digital data collaboration model with social housing providers</li> <li>• Digital inclusion steering group</li> <li>• Develop microgrid pilot and digital community infrastructure programme</li> <li>• Drive 5G innovation regions</li> </ul>

### Promotion

4.1 Develop a clear brand and place marketing about County Durham to engage and attract investors, business and visitors	<ul style="list-style-type: none"> <li>• Place Branding</li> <li>• Work with NEMCA to develop a regional brand narrative</li> </ul>
4.2 Attract more inward investment	<ul style="list-style-type: none"> <li>• Foreign direct investment strategy</li> <li>• Develop a regional business events programme</li> <li>• North East Creative Industries Plan</li> </ul>

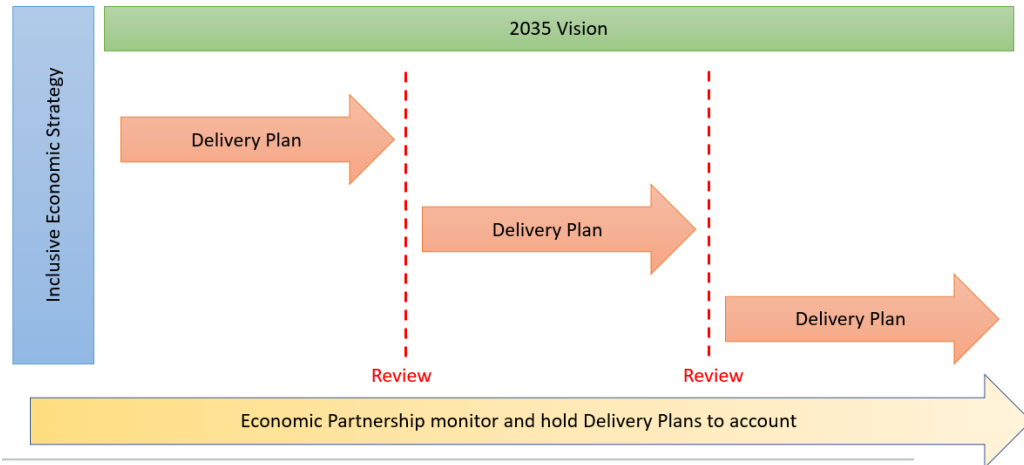
4.3 Grow a year-round visitor economy	<ul style="list-style-type: none"> <li>• Support North East development of the Local Economy Visitor Partnership</li> <li>• Undertake feasibility for a new family attraction in Durham City</li> <li>• Complete major visitor infrastructure projects, including Beamish, Raby Castle, The Story, Stockton to Darlington Heritage Railway</li> <li>• Establish a biannual sci-art festival</li> <li>• Undertake feasibility into tourist transport services within the county</li> <li>• Develop plan for reaching carbon neutrality in the visitor economy</li> </ul>
4.4 Enhance Cultural and Creative Infrastructure	<ul style="list-style-type: none"> <li>• Lead NEMCA Devolution Portfolio for culture and develop an ambitious cultural development framework</li> <li>• Feasibility for a new Culture and Creative Zone</li> <li>• Heritage X project</li> <li>• Delivery of sector specific skills bootcamps and creative tech innovation</li> <li>• Inform the development of a regional Cultural Observatory</li> </ul>

## Planet

- 23 The Planet theme of the IES is embedded throughout the IES and Delivery Plan to ensure all possible activities and partners are working collaboratively to reduce carbon emissions. The performance framework includes an indicator to help us track changes in carbon emissions as well as indicators for the county's green economy which we intend to grow up to 2035 – see below. There are also numerous actions in the Delivery Plan which recognise the need to reduce wider negative environmental impacts on air quality, water quality, habitats, and so on.

## Implementation

- 24 The Delivery Plan will be a live document, responsive to changing circumstances, and new activities will be added as opportunities emerge and when bids for new activities are successful. As a council and partnership, we will prepare for and respond to opportunities to secure new external funding for economic activities from government departments, the North East Mayoral Combined Authority (NEMCA), and the private sector.



- 25 It is anticipated that there could be significant changes to the external funding available once NEMCA is established after the election of a mayor in May 2024. The next general election and government spending reviews may also lead to policy and funding changes and new opportunities. We therefore expect to undertake a formal review of the Delivery Plan when new government policies are introduced and once various pieces of regional research to support NEMCA have been completed. We anticipate this review to take place in early 2025 but in the meantime are currently preparing a portfolio of strategic projects which align with NEMCA priorities which we will seek NEMCA support from NEMCA.
- 26 We are also in the process of preparing an Investment Plan which relates directly to the IES Delivery Plan. The aims and objectives of the Investment Plan are to:
- Present a case for investment in Durham which connects work being done on the county’s brand identity, as well as the potential for inclusive and sustainable development that delivers on local as well as national priorities.
  - Articulate a clear and shared view of investment priorities, including desired socio-economic outcomes.
  - Design and undertake a logical, credible process for synthesising potentially investable projects, identifying priorities for investment, and the types of investment suitable to priority projects.
  - Consider new partnership approaches or solutions to delivering major projects with multiple funding sources, and private sector leverage.

- Foster stakeholder support and buy-in to the process and its outputs, within County Durham and beyond.
- 27 Initial scoping work for the Investment Plan was completed primarily in June-July of 2023, with the project expected to run through February 2024. The final Investment Plan will be produced in February 2024, articulating the county's investment proposition well in advance of NEMCA mayoral elections in May 2024, and ahead of investment pitching opportunities at MIPIM (March) and UK REiif (May).

### **Performance Framework**

- 28 The IES made a number of proposals for monitoring economic growth at county level. This was supported by the Economic Review which was completed in late 2021 and the Big Econ-versation which was undertaken and analysed in the first half of 2022. Durham Insight provides a detailed resource and broad range of economic indicators from a wide range of sources. Alongside more regular updates, it has been updated throughout the last year with new data and analysis from the 2021 Census.
- 29 The various sources of data and pieces of analysis will be combined into a comprehensive system for tracking national, regional, countywide and local improvements which will be integrated into the council's [Durham Insight](#) platform. We will also work with colleagues to ensure the new corporate / partnership consultation platform will be maximised to ensure we continue to hold conversations with local people and communities to understand and respond to their needs, ideas, and perceptions of the economy. We will also continue to work closely with Business Durham, Visit County Durham and external partners such as the FSB, North East Chamber of Commerce, and Durham Business Club to understand business conditions as they change over the coming years and ensure the IES is aligned to them.
- 30 The most recent analysis shows that employment rates are relatively high, and unemployment is low compared to regional and national rates despite the challenging economic conditions over the last few years. However, the county is characterised by poor health, lower education and skills levels, lower skilled jobs, and lower wages than regional and national averages. There are pockets of the county in east, north and south Durham where these conditions are most prominent and where conditions changed very little over the last few decades. The challenges in these areas have been compounded in recent years by Covid and the heightened costs of living caused by high inflation and high interest

rates. The Delivery Plan responds to these challenges in a number of ways including a variety of employability and enterprise schemes, town and village regeneration programmes, and actions to improve wages, and encourage businesses to support the welfare of their staff.

- 31 The IES evidence, engagement, priorities, and actions have helped us to identify headline targets for 2035 that align with the strategy's main ambition. These headline targets for 2035 help articulate what success of the IES looks like, as follows:
- **More jobs:** 11,600 more people in employment or self-employment (5% increase)
  - **Better jobs:** 32,900 more people in managerial, professional and associate professional (e.g. 'highest skilled') jobs (35% increase)
  - **Inclusive growth:** Higher levels of employment or self-employment in all parts of the county (particularly in the Bishop Auckland, Easington, Durham City, Sedgefield constituencies)
  - **Green growth:** 400,000 tonnes of CO2 emitted from transport, heat, and electricity (an 80% reduction from 2019 of 2.2m tonnes CO2e)
- 32 We will use the economic data alongside project data to bid for support from regional and national bodies in line with our priorities and ensure we align actions with policies and funding as they change over time. We will continue to ensure we monitor improvements in the sectors where we have strengths such as manufacturing and associated industries such as logistics. We will also capture opportunities to attract support to diversify our sectoral and business base to make the county less prone to economic downturns.
- 33 We will introduce a new reporting system for monitoring changes in local economic performance and use this to prioritise and target projects. We will also use this analysis to inform our dialogue with the proposed NEMCA and government departments to help us target investment and secure private investment in places that have opportunities that have been overlooked by investors.
- 34 We are also developing our understanding of how to define and monitor the 'green economy'. Research that we completed earlier this year gives us a benchmark of 600 businesses and 11,000 jobs that are involved in the green economy. The research suggests our strengths relate closely to the county's expertise in manufacturing and engineering and the integration of local businesses in a range of products and services that are delivered in local, regional, national, and international markets. However, we need to work with partners and experts to better understand the various aspects of green businesses

and green growth and how to best monitor and support them and achieve our climate emergency targets.

- 35 Alongside high-level targets and economic data we will monitor and report the outcomes of projects and work to find solutions for more closely integrating data from national (usually survey-based) and local sources (e.g. projects and consultations).

## **Governance and Implementation**

- 36 The E&EOSC will continue to be integrated into the process for overseeing the implementation and review of the Delivery Plans in the future. The Scrutiny committee plays an important role in representing the voices of local residents and organisations alongside other local consultation and partnership working. Regeneration Economy and Growth (REG) and Economic Development management teams will also continue to oversee the day-to-day management of projects and programmes that DCC, Business Durham, and Visit County Durham are leading.
- 37 The County Durham Economic Partnership (CDEP) will continue to oversee the IES and Delivery Plan and CDEP partners will be encouraged to adopt the Delivery Plan through their formal approval processes. The Delivery Plan identifies which partners are leading the on the delivery of key actions, and this will be given oversight and be held to account by the CDEP board through 6 monthly review meetings. To support partners in the delivery consideration will be given to creating focused sub-groups under each of the 5 Ps within the IES strategy. Individual working groups or task groups will also be set-up to develop ideas into projects, which have well-defined resources, timescales, and outcomes.
- 38 It should be noted that members of CDEP are voluntary representatives, and driving forward the Delivery Plan will largely depend on the ongoing commitment of the council to work with partners, facilitate progress, and maximise outcomes and the resulting economic benefits. Internal resources within the council are currently being reviewed to ensure there is sufficient resource to continue to support the new partnership working that has emerged through the development of the Delivery Plan and drive forward implementation of the IES.

## **Conclusion and Next Steps**

- 39 E&EOSC is asked to consider the contents of this report, the attached draft Delivery Plan and its performance management framework and provide feedback to shape the final Delivery Plan that will be considered by Cabinet in November.

## **Background Papers**

[Inclusive Economy Strategy - Cabinet Paper, December 2022](#)

[EEOSC - April 2023 - IES Delivery Plans.pdf \(durham.gov.uk\)](#)

## **List of appendices**

- Appendix 2: Draft Inclusive Economic Strategy Delivery Plan (2023 - 2025)
- Appendix 3: E&EOSC Presentation Slides

## **Author(s)**

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## **Appendix 1: Implications**

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### **Legal Implications**

The IES Delivery Plan will aid negotiations for the devolution of powers from the Government.

### **Finance**

The IES Delivery Plan will be used to inform decisions on how the UK Shared Prosperity Fund and other national and regional funding is spent. It will also be used to attract private investment to the county.

### **Consultation**

The IES Delivery Plan has been developed in partnership with CDEP partners and DCC colleagues using evidence from the Economic Review and Our Big Econ-versation. The Economy and Enterprise Overview and Scrutiny Committee has provided a local voice during the development of the Delivery Plan. The Delivery Plan identifies the need for further partnership working to develop ideas into projects and consultation with local residents and businesses will help us to evaluate successes and needs.

### **Equality and Diversity / Public Sector Equality Duty**

A full Equalities Impact Assessment was undertaken as part of the development of the IES. There are existing inequalities across our county, for example in health, education, connectivity, skills and employment. This Strategy will focus on removing the barriers that residents face to employment, from skills to transport to health, addressing the inequality experienced between and within some of our places and ensuring that the benefits of growth are shared fairly amongst our people and places.

The IES aims to attract investment, create new and better jobs, and support new enterprise and innovation opportunities across the county whilst having a positive impact on local environments. The impacts of the Delivery Plan will be regularly assessed and reported, and we will have a performance framework in place to identify the economic performance of different areas of the county in order to design suitable projects and actions.

### **Climate Change**

The green economy is a key element of the IES and actions which have impacts on the Planet are identified throughout the Delivery Plan. The Performance Framework mirrors the headline objective in the County Durham

Climate Emergency Response Plan to substantially reduce carbon emissions by 2035.

### **Human Rights**

None.

### **Crime and Disorder**

None.

### **Staffing**

Monitoring the implementation of projects, identifying and starting new projects, monitoring and reporting performance, managing consultations, and managing the CDEP requires significant staff time and resources. To drive forward and implement the Delivery and achieve the IES internal resources within the council are being reviewed.

### **Accommodation**

None.

### **Risk**

None.

### **Procurement**

None



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County Durham Inclusive Economic Strategy  
**Delivery Plan 2023 – 2025**

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Better for everyone

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## Inclusive Economic Strategy – Delivery Plan 2023-2025

This is the first of a series of delivery plans that sets out how we will deliver the Inclusive Economic Strategy for County Durham.

The Inclusive Economic Strategy is an ambitious economic strategy to 2035. It has a clear overarching focus to deliver **more and better jobs in an inclusive, green economy**.

The strategy sets out our vision for a new economic future, creating a strong identity for the county, developing our strengths, addressing inequalities, and better connecting residents to existing and new opportunities. It aims to raise aspirations in our young people and deliver a step-change in our economic growth with all our partners and activity aligned to delivering an agreed future vision.

To make this a reality will require new ways of working, close collaboration with our partners, strengthening existing partnerships and developing new ones and coordinating activities what will help to achieve the shared ambition. We need to leverage as much external investment as possible through bids into relevant funding calls, by attracting private sector investment, and by creating the conditions for local growth and investment.

Our strategy sets out the strategic framework to deliver this through the 5 Ps, of People, Productivity, Places, Promotion and Planet. Reflecting feedback through the process, Planet priorities are embedded into the other Ps, recognising the importance of Planet and net zero in all our activity and future plans.

The Delivery Plan is framed around these Ps and sets out the practical steps partners are taking together in the first three years of the IES period to deliver the strategy. These actions provide a strong foundation to build on and develop future delivery plans. The plan has been co-developed by partners, building commitment from them and it sets out the roles and responsibilities of its delivery, identifying who is leading on the activities and when. The activities within the plan are coordinated to ensure that we maximise the impact of our actions. The Delivery Plan also establishes a performance framework, setting out what success looks like, and the approach being taken to measure impact and achievement of the IES.

This Delivery Plan will be the first of a series within the IES period, enabling us to regularly review and respond to economic changes; allowing priorities to be reassessed and recalibrated and actions refined based on whether outcomes are being achieved. This will ensure the IES and the Delivery Plan remain a relevant and live document throughout its lifespan. It may also lead to reviews of the Inclusive Economic Strategy as circumstances and opportunities change up to 2035. An Investment Plan will be produced to align with this Delivery Plan to identify investment priorities and secure external funding for strategic projects and support regional devolution.





## Strategic Alignment

Our IES sits within a framework of partnership strategies and plans. The over-arching partnership strategy is the County Durham Vision 2035 which has the three ambitions of:

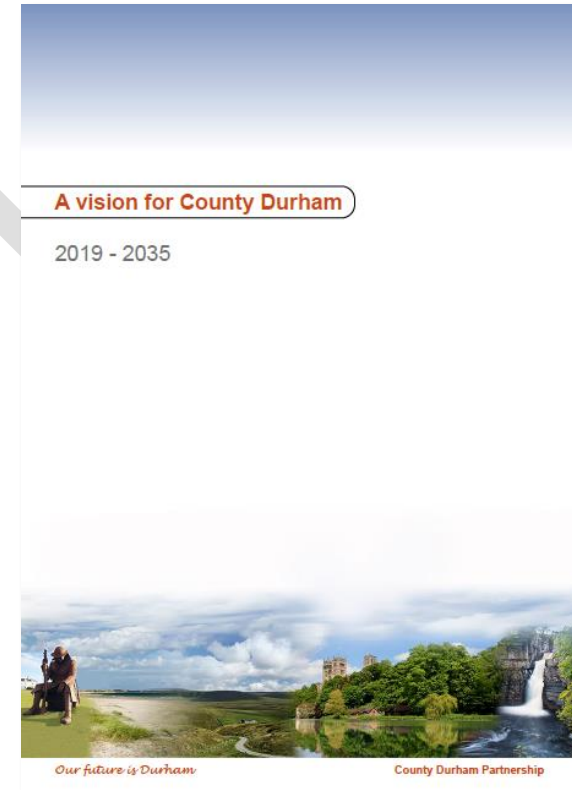
- More and better jobs
- People live long and independent lives
- Connected communities

The more and better jobs ambition is the main focus of the County Durham Economic Partnership (CDEP) and includes six objectives which align with the IES priorities. The IES ambition for 'more and better jobs in an inclusive, green economy' expands the County Durham Vision ambition by balancing the need for more and better jobs with the need to ensure communities across the county benefit from growth. This aligns with the other ambitions of the Vision, other thematic partnerships, and the ambitions of delivery partners. This forms a strategic policy framework that ensures priorities are aligned and activities are coordinated in delivery.

The IES ambition also aims to ensure that growth contributes towards the commitments in the county's [Climate Emergency Response Plan](#) which is overseen by our Environment and Climate Change Partnership. The actions within this Delivery Plan complement activity being undertaken through the CERP as well as other key strategies – including the County Durham Local Plan, Poverty Action Plan, Digital Inclusion Strategy and Housing Strategy. We have not sought to include all of these actions in this Delivery Plan. Instead, our focus is on economic development activities aligned to our shared ambition.

### Devolution

Durham County Council is due to join a new North East Mayoral Combined Authority in 2024 which will lead to some significant changes in the resources and support for strategic economic and regeneration projects. Together the IES and its evidence bases, Delivery Plan and Investment Plan will support County Durham's engagement with the devolution process, our regional partners, and the government. Devolution will lead to the development of new economic analysis and evidence and strategies and may lead to the need for new evidence and updates to our strategies and plans.



## Governance

The County Durham Economic Partnership is one of five thematic partnerships that sit under the umbrella of the County Durham Partnership.



Our Inclusive Economic Strategy has been codeveloped with partners and will be delivered by a wide range of partners - businesses, community groups and key stakeholders, led by the County Durham Economic Partnership. We will also continue to work with our regional and national partners to identify additional actions that will contribute to achieving the strategy's ambition.

CDEP owns the IES and will be responsible for driving forward the implementation of this delivery plan. We have identified where help is needed to create an inclusive economy. Alongside the broad support, there are some people and places who need additional support. In this way we will make this strategy – and the growth and prosperity it generates – inclusive for all. We will review the Delivery Plan regularly to ensure that we are still targeting activity in a way that will achieve maximum impact. We will work with different partners to broaden participation where possible.

## Economic Performance – What does success look like

Our Inclusive Economic Strategy states that “by 2035 the county will bridge the gap with national performance across key measures around employment, unemployment, higher level skills, and higher-level occupations”. Our overall ambition is to support the creation of more and better jobs across the county. Bridging the performance gap in the employment and unemployment rates will lead to more than 10,000 more residents in work. Supporting residents to achieve higher level skills and occupations will lead to productivity improvements, wage growth, and new business opportunities across the county and more innovation. It will also make the county’s economy more stable and more resistant to future economic recessions. It is proposed that our high level target is to bridge the gap with national performance across the following key measures.

The scorecards below will be used to highlight where the County’s performance is below national rates and where the gaps exist between the performance of local areas and that of the county. This evidence will help us to target actions and opportunities for further research. The scorecards will be updated annually and used alongside performance data for individual projects and actions. This is vital given that some of the data is based on relatively small sample surveys which can be unreliable at county level and more so at smaller geographies such as parliamentary constituencies.

### Headline targets:

In order to match the England average we need to achieve the following targets by 2035, although it will be necessary to regularly review and adjust these targets as conditions change.

- **More jobs: 11,600 more people in employment or self-employment (5% increase)**
- **Better jobs: 32,900 more people in managerial, professional and associate professional occupations (35% increase)**
  - **Close the £6,426 gap with national performance on Gross Value Added Per Filled Job (up to 12% improvement)**
- **Inclusive growth: Higher levels of employment or self-employment in all parts of the county (particularly in the Bishop Auckland, Easington, Durham City, and Sedgefield constituencies)**
- **Green growth: Approximately 400,000 tonnes of CO2 emitted from transport, heat, and electricity (80% reduction)**

## County Durham Scorecard (grey cells highlight poorer performance than England)

Indicator	Employment <i>(more jobs)</i>							Unemployment						Skills <i>(better jobs)</i>					
	Jobs <sup>a</sup>	Economically active residents <sup>b</sup>	Jobs per worker <sup>a/b</sup>	Economically active residents (%)	Employment (%)	Full time employment (%)	Self-employment (%)	Unemployment (%)	Claimant Count (%)	Aged 18 to 24 (%)	Aged 25 to 49 (%)	Aged 50+ (%)	Long-term sickness*	Highest skilled jobs (%)	Lowest skilled jobs (%)	NVQ4+ quals (%)	NVQ3+ quals (%)	No quals (%)	Weekly pay (£)
England	29m	32m	0.9	79	76	68	10	4	4	5	4	3	25	52	15	43	61	6	646
<b>Co. Durham Compared to Eng.</b>	182k	254k	0.7	76	72	65	8	4	3	5	4	2	34	39	19	33	53	8	575
NEMCA	820k	937k	0.9	74	70	66	7	5	4	5	5	3	31	44	19	35	54	9	580

\* Long-term sickness is a proportion of economically inactive residents.

### Additional measures (grey cells highlight poorer performance than England)

Indicator	Gross value added	Gross value added Per Filled job	Number of businesses	Economically inactive but want a job	Workless households	Green jobs	Green businesses
England	£1,365 billion	£52,671	2,408,040	18%	14%	97,800 (UK)	1.7m (UK)
<b>Co. Durham Compared to Eng.</b>	£8.8 billion	£46,245	14,725	22%	18%	11,478**	600**
NEMCA	£46.2 billion	tbc	55,340	20%	19%	49,000	2,500

\*\* Based on the County Durham Green Economy Report, 2023. Further work is planned to define the sector as part of action 2.1.2.

**Inclusive Growth Scorecard** (grey cells highlight poorer performance than England / County Durham)

Indicator	Employment ( <i>more jobs</i> )							Unemployment					Skills ( <i>better jobs</i> )							
	Jobs <sup>a</sup>	Economically active residents <sup>b</sup>	Jobs per Worker <sup>a/b</sup>	Economically active residents (%)	Employment (%)	Full time employment (%)	Self-employment (%)	Unemployment (%)	Claimant Count (%)	Aged 18 to 24 (%)	Aged 25 to 49 (%)	Aged 50+ (%)	Economic inactive: Long termsickness*	Highest skilled jobs (%)	Lowest skilled jobs (%)	NVQ4+ qualifications (%)	NVQ3+ qualifications (%)	No qualifications (%)	Weekly pay (£)	
<b>Co. Durham Compared to Eng.</b>	182k	254k	0.7	76	72	65	8	4	3	5	4	2	34	39	19	33	53	8	575	
<b>Compared to Co. Durham (inclusive growth)</b>	Bishop Auckland	30k	38k	0.8	69	65	67	13	6	4	6	4	2	44	31	20	32	56	7	563
	City of Durham	58k	48k	1.2	77	74	64	6	4	2	1	3	2	24	46	21	44	65	9	574
	Easington	25k	41k	0.6	72	69	68	7	5	4	7	5	3	42	33	24	28	49	11	561
	North Durham	21k	41k	0.5	78	76	67	9	n/a	3	6	4	2	39	34	16	27	47	9	593
	North West Durham	23k	53k	0.4	82	78	65	9	4	3	6	3	2	36	44	26	35	55	5	593
	Sedgefield	35k	43k	0.8	75	71	74	7	5	3	6	4	2	42	43	24	28	43	7	605

To view a map of parliamentary constituencies [click here](#). n/a means data is not available due to small sample survey sizes. \* Long-term sickness is a proportion of economically inactive residents.

# 1. People

## **Support people into education, training, jobs and to excel in their careers**

Ensuring we support the growth of an inclusive economy to ensure everyone has the opportunity to gain the education and skills they need to succeed in the economy. This includes providing access to quality early childhood education, clear opportunities for further and continued learning and job training and access programs.

Skills are one of the main drivers of economic growth. By investing in skills, we expect to see a boost to business productivity, attract more investment and businesses, and provide improved individual life chances, which in turn help create a more inclusive economy. When people have the skills, it helps them to get good jobs, they are more likely to be able to participate in the economy and contribute to their communities. This can help to reduce poverty and inequality.

Historically County Durham's working age population has a lower level of qualifications than the national average. We will focus on addressing this with specific reference to the skills and qualifications required to support our key and growth sectors, improving the information and access to services to help people acquire skills and identify rewarding and productive employment.

Our skills focus won't simply help to prepare for the future of work. As we can see from our productivity and place themes, the world of work is changing rapidly, with new technologies and industries emerging all the time and an increasing focus in many sectors on digital skills. By investing in skills, people can not only prepare for the future of work but also ensure that they are equipped to secure good jobs.



**Summary of Priorities, Activities and Impacts**

Priorities	Activities	Impacts
<p><b>Skills levels:</b> Raise skills levels, including higher and green skills, directly targeted to what employers need</p>	<ul style="list-style-type: none"> <li>• New training support programme through County Durham’s UKSPF programme which will prepare residents for the new opportunities</li> <li>• Develop a Digital Inclusion skills Strategy to ensure residents have the appropriate digital skills to sustain employment and access services</li> <li>• Increase confidence in numeracy and literacy and basic digital skills through the delivery of Multiply and the new Communicate Programme</li> <li>• Develop a range of skills intervention to support the growth of the Low carbon sector</li> <li>• Deliver Skills for modern methods of construction</li> </ul>	<ul style="list-style-type: none"> <li>• Increased numbers of residents with basic skills –numeracy, literacy, digital</li> <li>• Increased number of residents achieving technical qualifications of higher</li> <li>• Reduce the number of residents in vulnerable employment</li> </ul>
<p><b>Barriers to employment:</b> Overcome barriers into employment, including work readiness, skills, improved careers advice and guidance, and addressing poor health</p>	<ul style="list-style-type: none"> <li>• Provide a comprehensive, client centred employment support infrastructure enabling residents to access and progress in work</li> <li>• Develop an all-age careers guidance framework and programme, enabling young people and adults to make informed decisions on careers paths.</li> <li>• Deliver the Reaching Out Across Programme</li> <li>• Develop an apprenticeship brokerage resource enabling employers to maximise the use of apprenticeships and available levy funds</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of residents accessing careers advice / support</li> <li>• Increase the number of apprenticeships starts across all levels</li> </ul>
<p><b>Progression and upskilling:</b> Increase in-work progression and upskilling linked to new opportunities</p>	<ul style="list-style-type: none"> <li>• Deliver a new workplace skills development programme addressing skills gaps for key and emerging sectors</li> <li>• Shape the support the roll out of skills for jobs programme</li> <li>• Embed the findings of the Local Skills Improvement Plan to ensure we can improve the number and relevance of training opportunities which support our key growth sectors</li> <li>• Delivery Skills Bootcamps for Green Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of residents in employment with associated health support programmes</li> </ul>
<p><b>Health and wellbeing:</b> Ensure good health and wellbeing leads to economic inclusion</p>	<ul style="list-style-type: none"> <li>• Deliver the Durham Help employment support programme</li> <li>• Anchor Institutions provide clear routeways supporting the employment of residents through a Community Wealth Building approach</li> <li>• County Durham employers support employee's health and well-being through a recognised Better Health at Work scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the numbers of people employed in the green economy</li> </ul>



Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
<b>1.1 Skills levels:</b> Raise skills levels, including higher and green skills, directly targeted to what employers need				
Address skills gaps and raise skills levels	1.1.1	Commission and deliver a new training support programme through County Durham’s UKSPF programme, including delivery of short courses, bootcamp programmes and the delivery of employment routeways	Durham County Council  £4m of UKSPF secured until the end of March 2025.	<b>Productivity:</b> These actions will support actions to grow opportunity sectors, innovation, business start-ups, and business growth.
Raise skill levels to meet business needs	1.1.2	Ensure residents skills needs are articulated in emerging regional Skills strategies and AEB commissioning programmes for devolved skills funding	Durham County Council and North East Mayoral Combined Authority  [Regional allocation of £64m per annum from 2024/25 academic year	<b>Promotion:</b> These actions will improve our ability to attract inward investors.  <b>Places:</b> These actions will drive the demand for local premises in town and village centres and employment land.  <b>Planet:</b> These actions will increase green skills attainment.
Improve numeracy, literacy, basic, and digital skills	1.1.3	Deliver the <a href="#">Multiply</a> programme for 19+ year olds	Durham County Council  £2.8m secured up to the end of March 2025	<b>Productivity:</b> These actions will be beneficial to local businesses.

	1.1.4	Deliver the Communicate programme to support literacy and basic digital skills	Durham County Council, funded through UKSPF.	<b>Places:</b> These actions will support businesses in town and villages centres and drive demand for better broadband.
<p>Ensure residents are equipped with the skills to access services and progress in work:</p> <ul style="list-style-type: none"> <li>• increase digital literacy</li> <li>• combat digital exclusion</li> </ul>	1.1.5	Develop a 'Digital Inclusion Skills Strategy' for County Durham, to address: Parallel issues such as access to ICT equipment, broadband, and training	Durham County Council	<p><b>Places:</b> These actions will drive demand for better broadband and help to overcome some forms of deprivation related to poor access to training, jobs, and services.</p> <p><b>Productivity:</b> These actions will support local businesses and may lead to the creation of new businesses.</p> <p><b>Planet:</b> These actions will help to reduce the need to travel and reduce transport-based carbon emissions.</p>
	1.1.6	Improve access to online benefits advice		
	1.1.7	Link with Community Hubs initiative to provide better access to ICT equipment and upskilling at a local level		
	1.1.8	Link to the digital elements of the Local Skills Improvement Plan		

<b>1.2 Barriers to employment:</b> Overcome barriers into employment, including work readiness, skills, improved careers advice and guidance, and addressing poor health				
Support people who are economically inactive and long term unemployed overcome barriers to employment and into work	1.2.1	Implement the <a href="#">Reaching Out Across Durham (ROADII)</a> scheme	Groundwork £500,000 of UKSPF secured until the end of March 2024	<p><b>Productivity:</b> This action will support growing businesses with jobs to fill and seeking to have a positive local impact (e.g. good business practices).</p> <p><b>Places:</b> These actions may help people to overcome some of the connectivity barriers related to accessing jobs and training.</p> <p><b>Promotion:</b> These actions will support routes into work in the visitor economy and creative sector.</p> <p><b>Planet:</b> These actions will support the development of skills that will support the green economy.</p>
Engage residents with low / no qualifications in learning and provide opportunities to develop their skills to enhance their life chances	1.2.2	Maximise the take up of the Adult Education Budget provision through <ul style="list-style-type: none"> <li>Improved labour market intelligence driving commissioning and curriculum and curriculum development</li> <li>Ensuring timely referrals to skills provision through employment support programmes</li> <li>Improving resident access to skills courses through online and community-based provision</li> </ul>	Durham County Council and North East Mayoral Combined Authority  Regional allocation of £64m per annum from 2024/25 academic year	
Improve 'soft skills' to enable residents to progress towards paid work	1.2.3	Develop a joint approach, similar to 'passport', with accredited learning	Durham Community Action	
	1.2.4	Work with North East Youth Alliance to ensure a routeway for young people		
Support businesses to increase the number of apprenticeship opportunities	1.2.5	Develop an apprenticeship brokerage resource which will assist SMEs to take on new apprentices	Durham County Council	
	1.2.6	Work with anchor institutions to maximise the utilisation of the Apprenticeship Levy		
Inform residents of all ages, of the employment opportunities, progression routeways and skills requirements for a modern labour market	1.2.7	Commission a new Careers Framework for County Durham.	Durham County Council Commission funded through UKSPF	
	1.2.8	Develop an effective all age careers resource to allow residents to make informed employment and training choices	Durham County Council.	

	1.2.9	Deliver The Workplaces project to Year 10-12 pupils	Durham Learn in partnership with local education establishments and local employers. Funded through the Poverty Action group until March 2025	
Provide specialist support to overcome barriers to residents' labour market participation	1.2.10	Deliver the Durham Help employment support programme, provide advice, guidance and support to job seekers who living with or experiencing mental health or emotional wellbeing issues	DCC – Public Health / Durham Enable	
Promote good workplace health and wellbeing.	1.2.11	Deliver targeted promotion / interventions to enhance small business participation in the Better Health at Work Programme	DCC – Public Health / Durham Enable	<b>Productivity:</b> These actions will support higher levels of productivity through improved workforce health and employee engagement and will Drive good business practices, including improving health in the workplace

<b>1.3 Progression and upskilling:</b> Increase in-work progression and upskilling linked to new opportunities				
Address skills gaps for key and emerging sectors and improve the skills of the workforce	1.3.1	Commission and deliver a new workplace skills development programme	Durham County Council £4m of UKSPF secured until the end of March 2025	<b>Productivity:</b> These actions will support businesses in growth sectors and businesses that are growing supporting new job opportunities.
	1.3.3	Shape and support the roll-out of 'skills for jobs' programmes	Colleges / Independent Learning Providers	
	1.3.4	Embed the findings of the Local Skills Improvement Plan (LSIP) to support key growth sectors identified in the IES	County Durham Economic Partnership	
Provide local people with the technical training needed to secure employment within high demand/growth sectors	1.3.5	Deliver Skills Bootcamps for Green Skills, providing bespoke training solutions to bridge existing skills gaps within high demand sectors	New College Durham	<b>Productivity:</b> These actions will harness the potential of growth our opportunity sectors
	1.3.6	Create industry-standard manufacturing cleanroom lab facilities at East Durham College.	East Durham College	
<b>1.4 Health and wellbeing:</b> Ensure good health and wellbeing leads to economic inclusion				
Improve personal incomes, well-being, and life chances	1.4.1	Develop and deliver a new County Durham Employment Support offer which provides key worker support to vulnerable groups, those excluded from the labour market and those in insecure and low paid employment.	Durham County Council, VCS partners, Housing Providers, JCP, NCS	<b>Place:</b> These actions support community resilience and engagement, development and ownership of places  <b>Productivity:</b> These actions will drive good

	1.4.2	Deliver training programmes about financial literacy to frontline practitioners working with Children Young People and Families.	Durham County Council	business practices, including improving health in the workplace
	1.4.3	Deliver the Durham Help employment support programme, provide advice, guidance and support to job seekers who living with or experiencing mental health or emotional wellbeing issues (as per 1.2.10)	DCC – Public Health / Durham Enable	
	1.4.4	Promote the take up of support through Multiply and Communicate programmes. Include signposting of public health interventions into services supporting residents in poverty	Durham County Council / Delivery Partners	
	1.4.5	Work With Communities to co-produce an approach to wellbeing	Durham County Council / VCS partners / Local cultural organisations	
Improve employee's health and well-being through the expansion of the Better Health at Work approach	1.4.7	Increase the promotion of the BHAW scheme. Explore opportunities to support sole traders / employees of micro businesses (as per 1.2.11)	Durham County Council County Durham Businesses	
Improve the wealth of communities	1.4.8	Through a Community Wealth Building approach, work with County Durham Anchor Organisations to develop and deliver pre-employment programmes for those who are unemployed, economically inactive, or otherwise excluded from the labour market	County Durham Anchor Institutions: <ul style="list-style-type: none"> <li>• Durham County Council</li> <li>• Durham and Darlington NHS Foundation Trust</li> <li>• Durham University</li> <li>• FE Colleges</li> </ul>	

## **2. Productivity**

### **Support business innovation, growth, & higher levels of productivity**

The actions for Productivity relate to the need to support niche sectors that can drive and diversify our economic in new areas, support more higher value jobs in the county, inspire people about the opportunities in the county, and generate broader demand for a range of goods, services, and research in the county. The actions also build on the recognition in the IES and its evidence base that the vast proportion of businesses in the county are small and that we need to support them to grow, employ more people, and integrate with other local businesses. We also intend to support enterprising and innovative people who want to, or have the potential to, start-up businesses and turn their ideas into products and services. We will also do more to understand what specific local barriers prevent people and businesses developing innovations and develop a more supportive ecosystem that encourages wide-scale innovation. In relation to the inclusive nature of the IES, we will also encourage more businesses of all sizes in the county to consider their social and environmental impacts and recognise the commercial and ethical benefits of operating responsibly.

The approaches set-out in this part of the Delivery Plan cross-cut with the people theme which intends to promote enterprise as a route out of unemployment, link to the creative approaches set-out under the Promotion theme, and the approaches to infrastructure development under the Place theme. We need to do more to understand the green economy and the economic opportunities associated with the low carbon and net zero agendas and target support towards businesses that are developing solutions. We also need to develop and support holistic solutions to cutting carbon emissions from energy, transport, and buildings which cross-cut the other IES themes.

**Summary of Priorities, Activities, and Impacts**

Priorities	Activities	Impacts
<p><b>1: Harness the power of our major employment sectors and accelerate our opportunity sectors</b></p>	<ul style="list-style-type: none"> <li>• Harness the potential of opportunity sectors through the development of targeted sector growth plans</li> <li>• Implement the semi-conductor sector action plan</li> <li>• Deliver the North East Space cluster programme and develop proposal for NE Space Hub</li> <li>• Pilot approach targeting Inward Investment in growth sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of jobs</li> <li>• Increased portion of higher-level jobs</li> <li>• Increased number of green jobs</li> </ul>
<p><b>2: Provide excellent support at all stages for our businesses to start up, sustain, thrive and grow</b></p>	<ul style="list-style-type: none"> <li>• Create an integrated partnership to deliver support to enterprises and start-ups. Deliver the UKSPF funded Enterprising Durham Framework Programme</li> <li>• Deliver the integrated Productivity and Growth programme</li> <li>• Improve access to finance for small and growing businesses and venture capital opportunities to support innovation</li> <li>• Establish an annual County Durham business conference</li> </ul>	<ul style="list-style-type: none"> <li>• Improved job density</li> <li>• Increased number of businesses</li> <li>• Increase levels of GVA</li> <li>• Increased levels of GVA per filled job</li> <li>• Increased County Durham Pound spend</li> </ul>
<p><b>3: Expand the thriving innovation ecosystem</b></p>	<ul style="list-style-type: none"> <li>• Deliver the IN-Tune project increasing innovative collaborations between NE universities, CPI and local businesses</li> <li>• Develop a COM-B model identifying barriers constraining innovation</li> <li>• Develop delivery strategy to drive innovation in the opportunity sectors identified in the IES</li> <li>• Promote the circular economy approach to businesses in the county</li> </ul>	<ul style="list-style-type: none"> <li>• Increase level of R&amp;D expenditure</li> <li>• Increase volume of patent applications</li> <li>• Increase the growth of the green economy</li> </ul>
<p><b>4: Drive good business practices, including improving health in the workplace</b></p>	<ul style="list-style-type: none"> <li>• Develop the County Durham Pound programme and OEM model, and embed social, economic, and environmental value within businesses</li> <li>• Promote good business practices and consider creating BCorp model</li> <li>• Ensure that residents can access secure work that pays a living wage</li> <li>• Support businesses to reduce their carbon emissions and other environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce carbon emissions</li> </ul>



Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
<b>2.1 Major employment and opportunity sectors:</b> Harness the power of our major employment sectors and accelerate our opportunity sectors (advanced manufacturing, digital, electrification, life sciences, space).				
Harness the potential of opportunity sectors	2.1.1	Establish an expert group to develop a granular understanding of national and global sector opportunities.	<a href="#">Durham University</a> and <a href="#">RTC North</a> .	<p><b>People:</b> These actions will lead to new employment opportunities for those looking to enter the workplace or advance their careers.</p> <p><b>Places:</b> These actions will drive demand for employment land, better connectivity, and digital infrastructure.</p>
	2.1.2	Develop targeted Growth Plans for each of the opportunity sectors identified for growth in the IES, the plans will provide a definition of the sector and methodology for tracking growth (aligns with priority 2.3).	Resources, lead, and timescales to be identified.	
	2.1.3	Identify and fill gaps for business support in opportunity sectors, mapping networks linked to opportunity sectors and creating new networks to fill gaps.	Resources, lead, and timescales to be identified.	
Grow the semi-conductor sector	2.1.4	Develop and implement a semi-conductor action plan that will develop the cluster, establish the North East as a powerhouse in this sector, and benefit from government support in line with the <a href="#">National Semiconductor Strategy</a> .	<a href="#">Business Durham &amp; North East Advanced Material Electronics</a> .  Resource implications need consideration. March 2024.	<p><b>Promotion:</b> These actions will support inward investment opportunities.</p> <p><b>Planet:</b> These actions will support green businesses and businesses that are becoming greener.</p>
Grow the space sector	2.1.5	Deliver the <a href="#">North East space cluster</a> programme.	<a href="#">Business Durham</a>	
	2.1.6	Develop a proposal for a North East Space Hub.		
Attract Inward Investment in growth sectors	2.1.7	Pilot an approach to better targeting and joined-up support for inward investors.	<a href="#">CPI &amp; Business Durham</a> . Deployment in 2024.	

2.2 Start-ups and business growth: Provide excellent support at all stages for businesses to start-up, sustain, thrive and grow in County Durham				
Create an integrated partnership to support and increase enterprises and start-ups within the county	2.2.1	Establish and grow the Enterprising Durham Partnership model.	<a href="#">Business Durham &amp; NEEAL</a> .  £2.6m secured from UKSPF until the end of March 2025.	<p><b>People:</b> These actions will support employability programmes by promoting enterprise as a route out of unemployment.</p> <p><b>Places:</b> Enterprise hubs will be located in town / village centres or business parks and will lead to demand for new premises and potentially demand for employment land.</p>
	2.2.2	In line with the Enterprising Durham Framework deliver the first phase of enterprise and start-up support.		
	2.2.3	Pilot a hub and spoke model to increase the visibility of enterprising opportunities across the county.		
Enable businesses to be more productive and grow	2.2.4	Deliver the integrated Productivity and Growth Programme, which will deliver business engagement, create workable action plans, productivity support, and business grants investing in growth projects and implement productivity improvements.	<a href="#">Business Durham &amp; UMI</a> & <a href="#">RTC North</a> .  £8.2m of UKSPF and REPF secured until the end of March 2025.	<p><b>Promotion:</b> The business conference will fit with the county’s place branding approach.</p> <p><b>Planet:</b> These actions will ensure that businesses interested in improving their energy efficiency will be supported.</p> <p><b>Planet / Productivity:</b> UKSPF may be used to provide loans and grants for energy efficiency projects.</p> <p><b>Planet:</b> The InTUNE programme may support</p>
	2.2.5	Establish an expert group to investigate and improve <b>access to finance</b> for small and growing businesses.		
	2.2.6	Establish an annual County Durham <b>business conference</b> programme linked to the key themes in the IES.		
	2.2.7	Deliver the <b>InTUNE</b> programme to support the capacity of SMEs to innovate and develop new products and processes (overlaps with action 2.3.5).		
			County Durham Economic Partnership Chair & Barclays Bank. March 2024.  County Durham Economic Partnership. March 2024 / annual.  Durham University in collaboration with 4 other North East universities.  £4.7m of UKSPF secured until March 2025.	

				innovations that have environmental benefits.
<b>2.3 Innovation ecosystem:</b> Expand the thriving innovation ecosystem				
Change the 'mindset' and behaviours of residents and businesses within the county towards innovation, addressing barriers and capturing opportunities to bring more innovation support to the county	2.3.1	Commission research into the mindset of innovators and local barriers constraining innovation in line with the <a href="#">COM-B model</a> . Aligned with effective communication and delivery strategy to maximise reach and inclusion.	Durham University	<p><b>Planet:</b> Actions encourage businesses to minimise their environmental impacts.</p> <p><b>People:</b> Actions encourage businesses to maximise their social value impacts.</p>
	2.3.2	Establish expert group to investigate and identify barriers to innovation and develop delivery strategy.	Business Durham / Durham University	
Improve 'readiness' to innovation	2.3.3	Investigate opportunities to expand venture capital opportunities in County Durham	Business Durham / North East Mayoral Combined Authority March 2025	<p><b>Productivity / Places / Planet:</b> Actions will support projects and further low carbon innovations.</p> <p><b>People / Planet:</b> Actions will support the demand for 'green skills'.</p>
	2.3.4	Further develop the <b>County Durham Pound</b> programme, maximising supplier opportunities and the OEM supply chain access to major contractors and priority sectors	Durham County Council. <a href="#">County Durham Pound</a> / County Durham Economic Partnership	
Increasing the 'capability' of our local businesses to innovate and expand the county and region's innovation ecosystem	2.3.5	Deliver the <a href="#">Northern Accelerator Programme</a> and Arrow initiatives to increase innovative collaborations between North East universities.	Durham University  £2.0m secured from UKSPF until the end of March 2025	<p><b>Planet:</b> Actions will support low carbon and energy efficiency innovations and the growth of the green economy.</p> <p><b>Places:</b> Actions will support demand for employment land and</p>
	2.3.6	Develop targeted Growth Plans for each of the opportunity sectors identified for growth in the IES, the plans will provide a definition of the sector and methodology for tracking growth and changes in sector performance (aligns with priority 2.1.2).	Durham County Council	

	2.3.7	Pilot approach to target inward investment linked to specific growth sectors (aligns with priority 2.1.7).	CPI / Business Durham / North East Mayoral Combined Authority  Resource implications and lead need consideration. Summer 2024.	<p>better digital infrastructure.</p> <p><b>People:</b> Specialist technical skills development programmes linked to the county's opportunity sectors will support the innovation ecosystem, generating more job opportunities. Activities will support graduate and talent retention within the county.</p> <p><b>Promotion</b> aligns and supports inward investment activities, specifically linked to our priority sectors</p> <p><b>Planet:</b> The action will support the repair, recovery, and repurposing of goods.</p>
	2.3.8	Develop an internship programme for graduates within local businesses supporting enterprise, graduate retention and business innovation	Durham University	
	2.3.9	Explore opportunities for a Sector-led Innovation Challenge programme	tbc	
	2.3.10	Investigate opportunities to expand <a href="#">VentureFest</a> to develop peer-to-peer networks	Business Durham / Innovation Supernetworks  Resource implications need consideration. March 2023.	
Promote the circular economy approach to businesses in the county	2.3.11	Deliver the <a href="#">Accelerating the Circular Economy</a> (ACE) Programme	University of Durham & CPI	

<b>2.4: GOOD BUSINESS PRACTICE: Drive good business practices, including improving health in the workplace</b>				
Use the collective strength of partners to maximise social, economic, and environmental value of day-to-day activities	2.4.1	Capitalise on the new opportunities of the <b>Procurement Bill</b> (e.g. training on new procurement rules) and develop the County Durham Pound programme to embed social value within businesses (aligned to 2.3.4)	<a href="#">North East Purchasing Organisation</a> & Durham County Council	<p><b>Productivity:</b> This action will support businesses to win more contracts.</p> <p><b>People:</b> This ambition will support social sustainability.</p> <p><b>Planet:</b> This ambition supports environmental sustainability.</p>
Promote good business practices	2.4.3	Establish an expert group to consider the value of creating a <a href="#">BCorp model</a>	County Durham Economic Partnership	<b>People, Places, Planet:</b> Actions will encourage businesses to achieve high social and environmental standards.
Improve good workplace health and wellbeing to support productivity, addressing issues are key determinants of health such as mental health, smoking, drugs and alcohol use	2.4.4	Encourage organisations to engage with County Durham Workplace Health Programme and become signatories to Better Health At Work Awards	Public Health / Business Durham	<b>People</b> – directly support people’s health and wellbeing
Ensure that residents can access secure work that pays a living wage	2.4.5	Explore opportunities to promote the <a href="#">Durham Living Wage</a> or alternative scheme to businesses and partner organisations across the county.	County Durham Economic Partnership	<b>People:</b> Actions will help to increase the proportion of residents in secure work that pays a living wage.
Support businesses to reduce their carbon emissions and other environmental impacts	2.4.6	Aligned with the Productivity and Growth programme deliver an integrated service which supports businesses to save energy	Business Durham / Low Carbon Team Durham County Council	<b>Planet:</b> These actions will support the growth of the green economy.

		and reduce their carbon emissions and other environmental impacts.		
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### **3. Places**

**Improve places and plan infrastructure so people and businesses can access opportunities**

Intro – text to be added

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**Summary of Priorities, Activities and Impacts**

<b>Priorities</b>	<b>Actions</b>	<b>Impacts</b>
<b>3.1 Build vibrant and diverse towns and villages</b>	<ul style="list-style-type: none"> <li>• Towns and Villages Programme</li> <li>• Masterplan development programme</li> <li>• Levelling Up interventions and regeneration schemes</li> <li>• Deliver programme of Place Labs</li> <li>• Creation of a new vision and delivery framework for Durham City</li> <li>• Refresh of the County Durham Housing Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of jobs</li> <li>• Improved and developed employed land</li> <li>• Increased businesses supported</li> </ul>
<b>3.2 Unlock employment land for high quality premises</b>	<ul style="list-style-type: none"> <li>• Development of nationally and regionally significant sites – NETPark and Durham City Innovation District including Aykley Heads</li> <li>• Infrastructure and development of Jade Business Park, Forrest Park and Integra 61</li> <li>• North East Mayoral Combined Authority Investment Zone – Clean Energy and Green Manufacturing</li> <li>• Undertake employment land review</li> </ul>	<ul style="list-style-type: none"> <li>• Increase levels of GVA</li> <li>• Increased levels of GVA per filled job</li> <li>• Increased County Durham Pound spend</li> <li>• Reduced vacant shops in town centres</li> </ul>
<b>3.3 Improve physical connectivity between places in the county</b>	<ul style="list-style-type: none"> <li>• Develop connectivity Strategy for County Durham County Council</li> <li>• Deliver park and pedal scheme</li> <li>• Pilot on demand business services</li> <li>• Promote bus REALtime and ticketing scheme</li> <li>• Implement Local Elective Vehicle Infrastructure (LEVI) Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced problem and empty buildings in council ownership</li> <li>• Redeveloped brownfield land</li> </ul>
<b>3.4 Enhance digital infrastructure and connectivity</b>	<ul style="list-style-type: none"> <li>• Delivery Digital Durham Programme and Project Gigabit</li> <li>• Develop digital data collaboration model with social housing providers</li> <li>• Establish Digital Inclusion Steering group and develop programme</li> <li>• Develop Microgrid pilot and digital community hubs programme</li> <li>• Drive 5G innovation regions</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>



Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
<b>3.1 Towns and villages:</b> Build vibrant and diverse towns and villages				
Support business, retail, community resilience, and enhance the environment in our most disadvantaged settlements	3.1.1	Deliver established <b>Towns and Villages</b> Delivery Programme	Durham County Council – Economic Development Team  2023 – 2026	<b>Productivity / People:</b> The programme will lead to more opportunities for businesses and local people  <b>Planet:</b> Projects to be developed in line with Sustainability Appraisals as required/scale
Diversification and the creation of vibrant places/town centres	3.1.2	<b>Masterplan</b> development programme and <b>delivery frameworks</b> . Agree prioritisation and scheduling (2023)	Durham County Council	<b>Productivity:</b> identification of new opportunities to support business growth in town centres  <b>Planet:</b> Explore opportunities to enable sustainable growth, reduce carbon emissions and broader approach to bio diversity through new developments
	3.1.3	Explore opportunities for health on the high street/one public estate interventions	Durham County Council / NHS 2023 – 2024	
Deliver Levelling Up priorities and maximise the access to funding to support regeneration in some of our most disadvantaged communities	3.1.4	Deliver <b>Levelling Up Fund Round 1</b> Rural Connectivity and Cultural Programme in Bishop Auckland Constituency – Whorlton Bridge, A68 by pass, Stockton and Darlington Railway walking and cycling route and Locomotion in Shildon improvements	Durham County Council 2025	<b>Promotion:</b> improved cultural assets and supporting visitor economy  <b>Productivity:</b> businesses supported

Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
	3.1.5	Deliver <b>Stronger Towns and Future High Streets</b> in Bishop Auckland £53m Programme	Durham County Council/Brighter Bishop Auckland Partnership 2024	
	3.1.6	Consider outcome of <b>Levelling Up Fund</b> Round 2 bids and develop proposals to access <b>Round 3</b> funding	2023-2024	
Regenerate Horden to create greater diversity of housing and higher quality of built and natural environment	3.1.7	<b>Horden Masterplan</b> Delivery	Durham County Council 2023 - 2033	<b>Planet:</b> Retro fitting of homes, delivery of new efficient homes and consider opportunities for renewable energy infrastructure
	3.1.8	Support <b>Horden Together</b> to champion community-led public sector collaboration	Horden Together Partnership 2023+	<b>Planet:</b> Local environmental improvements
	3.1.9	Review and embed the economic impacts of Horden station	Durham County Council 2024-2026	<b>Productivity:</b> consider connectivity and employment growth
Regenerate Stanley town centre to tackle problem buildings such as the former Board School and support diversification within the town centre	3.1.10	Stakeholder engagement and asset mapping Deliver <b>Board School</b> Scheme. Roll out of Place Lab in 2024/25	Karbon Homes / Durham County Council 2023	<b>People / Productivity:</b> The activities should lead to more opportunities for local businesses and residents  <b>Planet:</b> The activities will have a positive impact on the local environment
Support community resilience and engagement, development and ownership of places	3.1.11	Pilot <b>Place Labs</b> Programme in Peterlee, Teesdale and Durham City	Durham County Council 2023 – 2025	<b>People:</b> Community engagement and opportunity for skills development
	3.1.12	Identify and roll out programme	Durham County Council 2025+	

Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
through culture-led regeneration				<b>Planet:</b> opportunities to tackle climate change and carbon reduction at a local level
Establish a collaborative approach between social housing providers to support local place making	3.1.13	Establish a new <b>place-making group</b> which will join-up delivery	Livin 2023	<b>People:</b> community engagement.
	3.1.14	Pilot home working initiatives	2024	<b>Planet:</b> The action will accelerate progress towards the take-up of lower carbon technologies and the achievement of net zero
Durham City to punch its weight and drive economic growth	3.1.15	Develop a new <b>Durham City Vision</b> and Delivery Strategy / Framework	Durham County Council 2024	<b>Planet:</b> Clean Air and Green Infrastructure Strategy – Air Quality management plan – options for green infrastructure
Sufficient and suitable housing land to support economic growth and provide quality housing for the residents of the county	3.1.16	Complete the review and update of County Durham <b>Housing Strategy</b>	Durham County Council 2023+	<b>Planet:</b> Explore opportunities to enable sustainable growth, reduce carbon emissions and broader approach to bio diversity through new developments
	3.1.17	Support the delivery of strategic housing sites within the County Durham Plan	Durham County Council and partners 2023+	
	3.1.18	Identification and management of <b>brownfield sites programme</b> . Including bids into NEMCA Brownfield Housing Fund	Durham County Council, Registered Housing Providers and Homes England 2023-2025	
<b>3.2 Employment land: Unlock employment land for high quality premises</b>				
	3.2.1	Complete <b>NETPARK Phase 3</b> , Sedgefield	Business Durham	

Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
<p>Nationally and regionally recognised strategic sites that have high quality infrastructure and premises to support science and technology innovation, opportunity sectors, advanced manufacturing and capitalise inward investment – developing allocated land within the County Durham Plan</p>			2023 - 2025	<p><b>Planet:</b> Potential for EV charging infrastructure and renewable energy generation will be considered through individual schemes</p>
	3.2.2	Develop <b>Durham City Innovation District Masterplan</b> and secure a <b>development partner</b>	Durham County Council / Durham University 2024 - 2026	
	3.2.3	Deliver <b>Devolution Regeneration Funding</b> programme at Aykley Heads, Durham - creation of a connectivity corridor through the site	March 2025	<p><b>Productivity:</b> Provision of innovation ecosystems and enabling infrastructure that supports business growth</p>
	3.2.4	Develop <b>Jade Business Park Phase 2</b> , Murton	Business Durham 2023 – 2026	
	3.2.5	Promote, secure investment and develop phases at <b>Forrest Park</b> , Newton Aycliffe	Business Durham County Council 2023+	<p><b>People:</b> Future business skills needs and opportunities – working with University and FE Colleges</p>
	3.2.6	Explore infrastructure and funding options to unlock phase 2 of <b>Integra 61</b>	Durham County Council	
	3.2.7	Work with the private sector to redevelop or bring back into use under utilised premises and land at <b>Peterlee Business Parks</b> (including North West, South West, Whitehouse and Brackhill) and <b>Newton Aycliffe Business Park?</b>	Business Durham Newton Aycliffe/Peterlee Business Forums? 2024+	<p><b>Promotion:</b> Core part of the county’s offer to attract inward investment and job creation</p>
<p>Supporting sustainable growth and development of natural assets that enables infrastructure development across the county</p>	3.2.8	Develop a <b>Local Nature Delivery Strategy</b> that supports appropriate mitigation measures and offsetting to enable inclusive growth	DEFRA and Durham County Council	<p><b>Planet:</b> Directly helping to deliver Climate Response Plan objectives</p>
	3.2.9	Assess the potential to use council land assets for renewable energy generation, biodiversity net gain, and nutrient neutrality.	Durham County Council	<p><b>Planet:</b> Directly helping to deliver Climate Response Plan objectives</p>
<p>Ensure there is sufficient and suitable employment</p>	3.2.10	<b>Employment Land Review</b> to assess the demand, need, and opportunities for new	Durham County Council	<p><b>Productivity:</b> Facilitating business growth, clusters</p>

Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
land to capture new investments and business growth		employment land allocations and business space	2024-2025	and inward investment – understanding market needs and gaps  <b>Planet:</b> These actions will support green growth and low carbon research and technologies
	3.2.11	Investigate the potential for a new low carbon business park		
Development of the North East Mayoral Combined Authority Investment Zone – Clean Energy and Green Manufacturing that harnesses investment and business growth opportunities	3.2.12	Evaluate <b>tax sites and business rate retention</b> potential benefits and impacts for NETPark and Durham City Innovation District	Durham County Council 2023	<b>Productivity:</b> opportunity for investment and recognition for businesses within the clean energy and green manufacturing sectors - innovation ecosystem development  <b>Promotion:</b> County Durham within the North East Investment Zone provides additional place promotion opportunities  <b>People:</b> future business skills needs and opportunities linked to these sectors
	3.2.13	Seek capital investment through <b>NEMCA Investment Fund</b> to grow the county’s business space and infrastructure	Business Durham County Council 2024+	
	3.2.14	Promote supply chain benefits and seek inward investment opportunities for County Durham as part of the <b>North East Investment Zone</b>	Business Durham County Council 2024+	
Understand the electricity demand and capacity of key employment sites to ensure there is the	3.2.15	Undertake an <b>assessment of power connections and capacity requirements</b> for major employment sites including opportunities to provide renewable energy and secure further investment	Business Durham, NPG 2023 - 2024	<b>Productivity:</b> supporting sectoral growth  <b>Planet:</b> Explore renewable energy

Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
capability to support new developments	3.2.16	Influence and inform the development of a regional approach to understanding energy supply needs that are impeding or constraining development	NEMCA, NPG, Renewable providers 2024-2026	generation options to understand and deliver capacity demands. Mitigating the impacts of developments – options in consideration
<b>3.3 Physical connectivity:</b> Improve physical connectivity between places in the county				
Champion and understand County Durham connectivity needs – to enhance connectivity for residents, business and visitors	3.3.1	Develop a <b>baseline of evidence of travel patterns</b> to employment sites	Durham County Council 2023	<p><b>People and Productivity:</b> Understanding business travel and education travel plans</p> <p><b>Planet:</b> This action will help us to understand travel patterns, inform public transport decisions, address air quality challenges and tackle <a href="#">scope 3</a> carbon emissions</p>
	3.3.2	Undertake an <b>assessment of sustainable travel routes</b> and <b>public transport connectivity</b> between the county’s main settlements and employment sites – Durham City Innovation District and NETPark	Durham County Council 2023 – 2024	<p><b>People / Productivity Planet:</b> Supporting connectivity and more sustainable travel options for residents, business and visitors and enhancing health and wellbeing for residents and visitors.</p> <p><b>Planet:</b> helping to meet and test Climate</p>
	3.3.3	Undertake a feasibility study for a <b>park and pedal scheme</b> in the county	Durham County Council 2023 – 2024	

Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
				Emergency Response Plan objectives
Support the development of the North East Mayoral Combined Authority's transport and connectivity plans	3.3.4	Consider opportunities and secure investment for a <b>new and enhanced transport hubs</b> in Newton Aycliffe and Stanley to support levelling up/connectivity	Durham County Council and major town centre land and property owners 2025-2026	<b>People and Productivity:</b> supporting sustainable options for travel <b>Planet:</b> helping to meet and test Climate Emergency Response Plan objectives
	3.3.5	Develop a <b>connectivity statement/strategy</b> for county to shape the refresh of the Transport Plan for the North East	Durham County Council 2023 - 2024	<b>People and Productivity:</b> supporting access to employment and business growth
	3.3.6	Assess the suitability of current bus fares for younger people accessing work	Transport North East / North East Mayoral Combined Authority	<b>People and Productivity:</b> supporting sustainable options for travel
	3.3.7	Secure investment to develop business cases for <b>transport capital investment pipeline</b>	Durham County Council, NEMCA	<b>People and Productivity:</b> scheme development that will support employment and business growth
	3.3.8	Establish a new <b>North East and National Highways Collaboration Board</b> to influence National Highways investment in major road infrastructure including A1(M), A66, and A19	Durham County Council, Transport North East 2023	<b>People and Productivity:</b> supporting connectivity and investment in national infrastructure
3.3.8	Inform development of the regional <b>Bus Service Improvement Plan (BSIP)</b> to support access to employment and improving connectivity across the county	Durham County Council, Transport North East 2023	<b>People and Productivity:</b> supporting sustainable options for travel	



Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
	3.3.9	Pilot an <b>'on-demand' bus</b> service to Newton Aycliffe Business Park	Durham County Council 2023	<b>People and Productivity:</b> supporting sustainable options for travel
	3.3.10	Promote <b>REALtime and ticketing</b> for bus travel across the county and region	Durham County Council, Transport North East 2023-24	<b>Promotion and People:</b> raising awareness across the county and to establish campaigns to support employment opportunities
Enhance the county's electric vehicle charging infrastructure	3.3.11	Implement the <b>Local Electric Vehicle Infrastructure (LEVI)</b> Programme	Durham County Council 2023 – 2025 £1.25m secured	<b>Planet:</b> helping to meet and test Climate Emergency Response Plan objectives
Enhance active travel and road infrastructure to improve connectivity and support employment growth	3.3.12	Secure <b>Active Travel funds and deliver new programmes</b> to provide new connectivity –	Durham County Council 2023-2026  LCWIPs and Transforming Cities Fund	<b>People / Productivity Planet:</b> Supporting connectivity and more sustainable travel options for residents, business and visitors <b>Promotion:</b> sustainable travel options promoted across the county
	3.3.13	Secure funds and deliver schemes to expand the <b>Durham City Park and Ride</b> network	Durham County Council	<b>People / Productivity Planet:</b> Supporting connectivity and more sustainable travel options for residents, business and visitors



Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
				<b>Promotion:</b> sustainable travel options promoted across the city and with visitors to support cultural attractions/visitor offer
	3.3.14	Secure funding and deliver improved road infrastructure to enable <b>phase 3 of Integra 61</b> as a strategic employment site	Durham County Council 2024 - 2026	<b>People and Productivity:</b> supporting access to employment and business growth
Deliver on our carbon emission targets by reducing the volume of freight on the road by expanding the rail infrastructure within the county and access to new stations	3.3.15	Develop Full Business Cases and secure funding for <b>new railway stations</b> at <b>Sedgefield</b> and <b>Ferryhill</b> on the Stillington Line to connect more towns together	Durham County Council 2024 – 2026  Timescales tbc	<b>People and Productivity:</b> supporting access to employment and business growth
	3.3.16	Develop a business case for the re-opening of the <b>Leamside Line</b>	Durham County Council / North East Mayoral Combined Authority/Transport North East 2024+	<b>People and Productivity:</b> supporting employment and business growth
Improve the resilience and capacity of local energy networks	3.3.17	Develop local area energy masterplans to support investment in local energy networks	Durham County Council	<b>Places:</b> This action will support the supply, resilience and capacity of local energy networks.  <b>Productivity:</b> This action will support the energy needs of businesses.
	3.3.18	Identify opportunities for community owned and developed energy networks		
	3.3.19	Develop renewable energy infrastructure across the county for energy generation and vehicle charging		

Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
				<p><b>People:</b> This action will drive the demand for skilled workers.</p> <p><b>Planet:</b> This action will support green growth.</p> <p><b>Promotion:</b> County Durham could become a leader in local energy networks.</p>
<b>3.4 Digital infrastructure:</b> Enhance digital infrastructure and connectivity				
<p>Supporting hard to reach communities gain access to gigabit capable broadband. Government UK targets are:</p> <ul style="list-style-type: none"> <li>• Min 85% coverage by 2025 (currently 57% coverage in the county)</li> <li>• As close to 100% of properties to have gigabit capable coverage by end of 2030</li> </ul>	3.4.1	<p>Implement the <b>Digital Durham Programme</b> including <b>Project Gigabit</b> and identify opportunities to secure commercial investment in fast and resilient networks -Includes £6.6m in Teesdale Programme</p>	Digital Durham, Project Gigabit BDUK Team, Providers 2023 - 2030	<p><b>People and Productivity:</b> supporting employment and business growth</p> <p><b>Planet:</b> This action will reduce the need for people to travel and reduce transport-based carbon emissions</p>
Reduce digital exclusion of those living in social housing and in rural communities	3.4.2	Develop a <b>digital and data collaboration model</b> with social housing providers – connect suppliers, share understanding of needs, improve delivery, and deliver social tariffs, social value	Digital Durham and social housing providers 2023	<b>Productivity:</b> supporting development of infrastructure to support service provision

Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
	3.4.3	Establish <b>Digital Inclusion Steering Group</b> through the County Durham Together Partnership	County Durham Together 2023	<b>People and Productivity:</b> supporting employment and business growth
	3.4.5	Identify infrastructure improvements and negotiating rates/agreements with providers to enable more residents to work from home	Housing providers, Suppliers 2023-24	<b>Productivity:</b> supporting development of infrastructure to support service provision
	3.4.6	Identify relevant assets, sites, and hubs, and consider the potential to integrate a <b>microgrid pilot</b>	Durham County Council / Northern Powergrid 2024	
Deliver Durham County Council Digital Strategy	3.4.7	Prioritise investment and develop investment pipeline – specific actions to be developed	Durham County Council 2024 – 2027	<b>Promotion:</b> Opportunity to showcase and develop smart places campaign/benefits for the county  <b>People and Productivity:</b> supporting employment and business growth
	3.4.8	Develop a concept of smart places for County Durham and communications/marketing campaign		
Maximise the impact of Service Direct NEWCO Ltd Telco to improve digital infrastructure	3.4.9	Provision of telecommunication services to public sector organisations including employment sites – consider options for Durham City Innovation District	Service Direct NEWCO Ltd Telco 2023+	<b>Productivity:</b> supporting development of infrastructure to support service provision
Improved 5G coverage across the county – 5G Innovation Regions	3.4.10	Collaboration with Department for Science Innovation and Technology to drive forward innovation and unlock opportunities for digital infrastructure with the county	DSIT Durham County Council	<b>People and Productivity:</b> supporting employment and business growth
	3.4.11	Inform and influence the development of 5G ambitions for the North East as part of the emerging NE Devolution Deal and <b>5G Innovation Regions</b>	NEMCA 5G Innovation Regions - £40m Fund Durham County Council	<b>People and Productivity:</b> supporting employment and business growth

Ambitions	Action No.	Actions	Lead Partner	Links to other Priorities
	3.4.12	Develop project proposals for the county and 5G innovation <b>proposition for NETPark (2023) and deliver future project (2024-25)</b>	Durham County Council 2023	<b>Promotion and Productivity:</b> part of the offer for supporting further investment and business growth

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## **4. Promotion**

### **Promote our county, assets and opportunities to businesses, investors, visitors, developers, and residents**

The actions for Promotion will focus on supporting and growing our year-round visitor economy and responding to the opportunity to develop and strengthen the role of cultural enterprise and creative industries. We will work to develop a clear brand and place marketing which will engage and attract investors, business and visitors, recognising this will play an important role in ensuring that actions and investment are coordinated. We will take action to understand perceptions, deliver brand activation and support the cultural amplification of County Durham, regionally, nationally and internationally working with NEMCA to develop a regional brand narrative our approach will also support North East development of the Local Economy Visitor Partnership Status.

We will support and deliver a number of major visitor infrastructure projects, including Beamish, Raby Castle, The Story, and Stockton to Darlington Heritage Railway during the delivery plan. Our actions will focus on enhancing our Cultural and Creative Infrastructure powered by deeper collaboration to create an framework of opportunity. We will take the lead for NEMCA Devolution Portfolio for Culture, develop an ambitious cultural development framework, carry out feasibility for a new Culture and Creative Zone, develop plans for a UK first through the Heritage X project, support the delivery and cultivation of sector specific skills and creative tech innovation, and inform the development of a Regional Cultural Observatory closing the gap between national and local creative economy performance.

We will also actively seek to attract inward investment in the sectors and places it makes sense, developing key strategies for FDI, regional business and the NE Creative Industries Plan.

**Summary of Priorities, Activities and Impacts**

Priorities	Actions	Impacts
4.1 Develop a clear brand and place marketing	<ul style="list-style-type: none"> <li>• Develop County Durham place branding and deliver amplification programme</li> <li>• Inform North East place branding</li> </ul>	<ul style="list-style-type: none"> <li>• Increased visitor numbers</li> <li>• Increased visitor spend</li> </ul>
4.2 Attract more inward investment in the sectors and places it makes sense	<ul style="list-style-type: none"> <li>• Develop FDI International Strategy</li> <li>• Develop Regional Business Events Programme</li> <li>• Support the feasibility of a North East Events and Festival Unit and proposition for the North East designation as the first UK Region of Sport</li> <li>• Raise the profile of County Durham events programme</li> <li>• Shape and influence the NE Creative Industries Plan and promotion of the UK Create Growth Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Increased overnight stays</li> <li>• Increased number of jobs</li> <li>• Increased number of businesses</li> <li>• Increase levels of GVA</li> </ul>
4.3 Grow a year-round visitor economy	<ul style="list-style-type: none"> <li>• Support North East development of the Local Economy Visitor Partnership Status</li> <li>• Undertake feasibility for a new family attraction in the county</li> <li>• Establish a biannual Sci-Art Festival</li> <li>• Deliver REPF Rural Tourism Infrastructure Fund</li> <li>• Undertake feasibility into tourist transport services within the county</li> <li>• Deliver carbon exchange pilot project for Lumiere</li> <li>• Develop a plan for reaching carbon neutrality in the visitor economy</li> </ul>	<ul style="list-style-type: none"> <li>• Increased County Durham Pound spend</li> <li>• Decrease average carbon emissions per visitor</li> </ul>
4.4 Enhance cultural and creative infrastructure	<ul style="list-style-type: none"> <li>• Lead the NEMCA Devolution Portfolio for Culture, Creative, Tourism and Sport</li> <li>• Work with NEMCA to develop an ambitious cultural development framework</li> <li>• Identify and undertake feasibility for a new Culture and Creative Zone</li> <li>• Complete major visitor infrastructure projects</li> <li>• Develop and deliver the Heritage X project</li> <li>• Development of a network of Place Labs</li> <li>• Delivery of sector specific skills bootcamps and creative tech innovation</li> <li>• Inform the development of a regional Cultural Observatory</li> </ul>	

Ambitions	Action no.	Actions	Lead Partner	Links to other Priorities
<b>4.1 Brand and place marketing:</b> Develop a clear brand and place marketing				
Develop a place brand to promote a compelling and authentic narrative about County Durham to engage and attract investors, business and visitors	4.1.1	Commission a <b>perceptions survey</b> and develop <b>place brand options</b>	Durham County Council 2023	<b>Productivity and Place:</b> These actions will support inward investment and growth sectors in various parts of the county
	4.1.2	Deliver brand <b>activation programme, sectoral and cultural amplification programme and campaigns</b>	Durham County Council, Visit County Durham and sector partners 2023+	
	4.1.3	Evaluate the impact of brand through take up, recognition and economic returns	tbc	
Maximise regional place branding for the benefit of County Durham	4.1.4	Work with NEMCA to develop a <b>regional brand narrative</b> , identifying coherence and distinctiveness in strategic application	Durham County Council, NEMCA 2023-2024	<b>Productivity, Place and People:</b> This action will support improved pride of place and champion opportunities across the county
<b>4.2 Inward investment:</b> Attract more inward investment in the sectors and places it makes sense				
Increase foreign direct investment through the creation of an International Strategy	4.2.1	Develop an <b>FDI International Strategy</b> to maximise engagement with national and internal networks and trade propositions including MPIM, UKREIFF and Host City	Business Durham	<b>Productivity:</b> This action will lead to additional investment, businesses, and jobs
Attract more events and conferences to County Durham	4.2.2	Develop a <b>Regional Business Events programme</b> . Work with DDP to identify key markets to increasing the number of events and conferences in the county	NEMCA, Durham County Council 2024-2026	
	4.2.3	Work with NEMCA to test the feasibility and scope for a <b>North East Events and Festival Unit</b>	NEMCA and Durham County Council 2025-2026	
	4.2.4	Develop a conferencing offer in Durham City.	Visit County Durham Durham University?	<b>Place:</b> This action will support the vision for Durham City

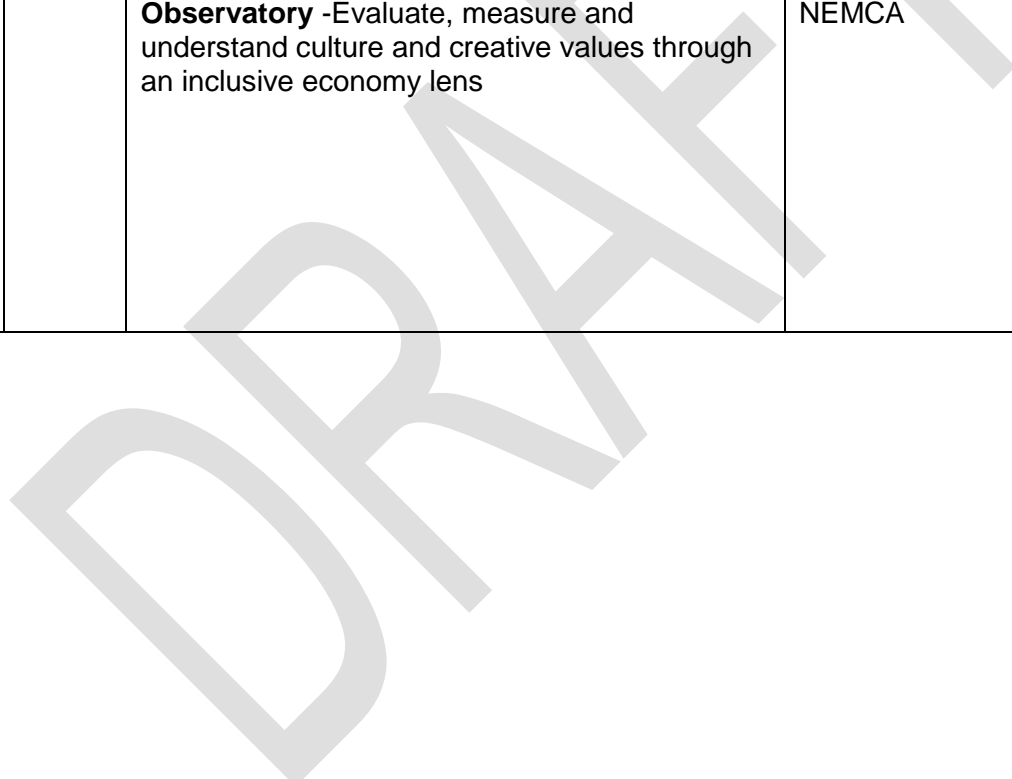
Ambitions	Action no.	Actions	Lead Partner	Links to other Priorities
	4.2.5	Develop the proposition for the North East designation of the <b>UK Region of Sport</b> – supporting and attracting more high-profile sporting events	NEMCA	<p><b>People:</b> This action will support skills development and the health and wellbeing of local people</p> <p><b>Place:</b> This action will support improved pride of place and sports clusters / assets in towns</p>
	4.2.6	Raise the national profile of Durham’s existing events and festivals programme – <b>National significance/reach of Lumiere</b>	Durham County Council	<p><b>Productivity:</b> This action will support the growth of the visitor economy</p> <p><b>Place:</b> This action will support improvements in pride of place</p>
Develop, expand and secure investment in the creative industries sector	4.2.7	Shape and influence the NE <b>Creative Industries Plan</b> and promotion of the <b>UK Create Growth Programme</b> to maximise investment opportunities for Durham businesses	North of Tyne CA, NEMCA, Create UK 2023 - 2025	<b>Productivity:</b> This action will support growth in the creative sector.
<b>4.3 Year-round visitor economy: Grow a year-round visitor economy</b>				
Increase the tourism offer of County Durham	4.3.1	Work with NEMCA to achieve <b>Local Economy Visitor Partnership Status</b> as part of the Trailblazer development the North East Devolution Deal	Durham County Council and NEMCA 2025-26	<p><b>People / Productivity:</b> These actions will support growth of the tourism sector and new job opportunities</p> <p><b>Place:</b> These actions will encourage visitors to major place-based attractions in the county</p>
	4.3.2	Undertake feasibility and options analysis to identify potential partner to deliver <b>large scale family attraction</b>	Durham County Council 2023-24	
	4.3.3	Establish a biannual <b>Sci-Art Festival</b> which links our space science, history and innovation	Partnership between University of Durham and DCC	



Ambitions	Action no.	Actions	Lead Partner	Links to other Priorities
		ambitions and take advantage of a gap in the national market		
Create a carbon neutral visitor economy	4.3.4	Deliver <b>REPF Rural Tourism Infrastructure Fund</b> £600k programme – to enhance the tourism offer and visitor attractions	Partners 2024 - 2025	<b>Planet and Place:</b> These actions will improve public transport to the county’s heritage and tourism infrastructure, reducing vehicle based emissions and improving air quality
	4.3.6	Undertake feasibility into dedicated ‘red bus’ or ‘on demand’ tourist transport services within the county	Durham County Council 2024-2025	
	4.3.7	Consider investment options and develop active travel transport connectivity improvements between key sites and attractions	Durham County Council 2025-2026+	
	4.3.8	Deliver <b>carbon exchange pilot</b> project for Lumiere	DCC, Artichoke 2023-2024	
	4.3.9	Develop a plan for reaching carbon neutrality in the visitor economy including events programme with County Durham	NEMCA and Durham County Council 2025+	
<b>4.4 Cultural and creative infrastructure: Enhance cultural and creative infrastructure</b>				
Harness the potential of the cultural and creative sector with improved direction and infrastructure development	4.4.1	Lead the NEMCA <b>Devolution Portfolio for Culture, Creative, Tourism and Sport</b>	Durham County Council 2023-2025	<b>People:</b> These actions will support skills development and creative / tourism careers, creating higher value jobs and more attractive visitor economy  <b>Place:</b> These actions will support culture-led regeneration and more
	4.4.2	Work with NEMCA to develop an ambitious <b>cultural development framework</b> and partnership to enhance infrastructure and access to investment for the whole region	Durham County Council, NEMCA 2023-2025	
	4.4.3	Secure <b>NEMCA devolution funding</b> to develop a programme of cultural infrastructure investments and deliver new cultural assets for County Durham	Durham County Council and partners 2025+	

Ambitions	Action no.	Actions	Lead Partner	Links to other Priorities
				attractive places to live and visit
Support and develop cultural and creative industries sector	4.4.4	Support the development of the <b>NE Screen Industries Partnership</b> - working with emerging creative industries focusing on screen industry development on locations, location services and screen writing – Specific actions to be added?	Durham County, NE Screen Industries Partnership	<b>People / Productivity:</b> These actions will support more job and business opportunities
	4.4.5	Identify and undertake feasibility for a new <b>Culture and Creative Zone</b> within County Durham – to form part of a network of Zones across NEMCA	Durham County Council 2024	
Increase and enhance the cultural infrastructure and offer in County Durham	4.4.6	Complete major visitor infrastructure projects including: <ul style="list-style-type: none"> <li>• The Light (DLIMAG),</li> <li>• The Story</li> <li>• Stockton to Darlington 2025</li> <li>• The Faith Museum and Bishop Auckland tourist attractions</li> <li>• Locomotion New Hall</li> <li>• Raby Castle</li> <li>• Remaking Beamish</li> <li>• Durham County Cricket Club</li> <li>• World Heritage Site</li> </ul>	DCC. Raby Estates, Durham County Cricket Club, Beamish Museum, The Auckland Project	<b>Place:</b> These actions will support culture-led regeneration and place shaping to improve vibrancy and pride of place  <b>Productivity:</b> These actions will support heritage sector growth and innovation
	4.4.7	Develop and deliver the <b>Heritage X</b> project – feasibility and explore investment/location requirements	Durham University and NE Universities 2024 - 2028	
Increase access to creative careers and	4.4.8	Create a network of <b>Place Labs</b> and establish a programme that supports creative business start-ups for residents from all backgrounds	Durham County Council	<b>People:</b> These actions will support skills development, the

Ambitions	Action no.	Actions	Lead Partner	Links to other Priorities
creative business start-ups	4.4.9	Inform and influence the development of the North East as an International Hub for <b>creative tech innovation</b> – specialism in e-sports, light art and immersive technologies	NEMCA	<p>promotion of the sector as a career, address skills gaps, and support new enterprise opportunities</p> <p><b>Productivity:</b> These actions overlap with the Enterprising Durham Framework and will support growth and innovation in the creative sector</p> <p><b>Place:</b> These actions will support the economic diversification of towns across the county</p>
	4.4.10	Deliver sector growth and <b>skills bootcamps</b> and establish work based learning opportunities – screen industries, CCI, Tourism and sport	tbc	
	4.4.11	Inform the development of a regional <b>Cultural Observatory</b> -Evaluate, measure and understand culture and creative values through an inclusive economy lens	Durham University and NEMCA	



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# Inclusive Economic Strategy Draft Delivery Plan

6 October 2023

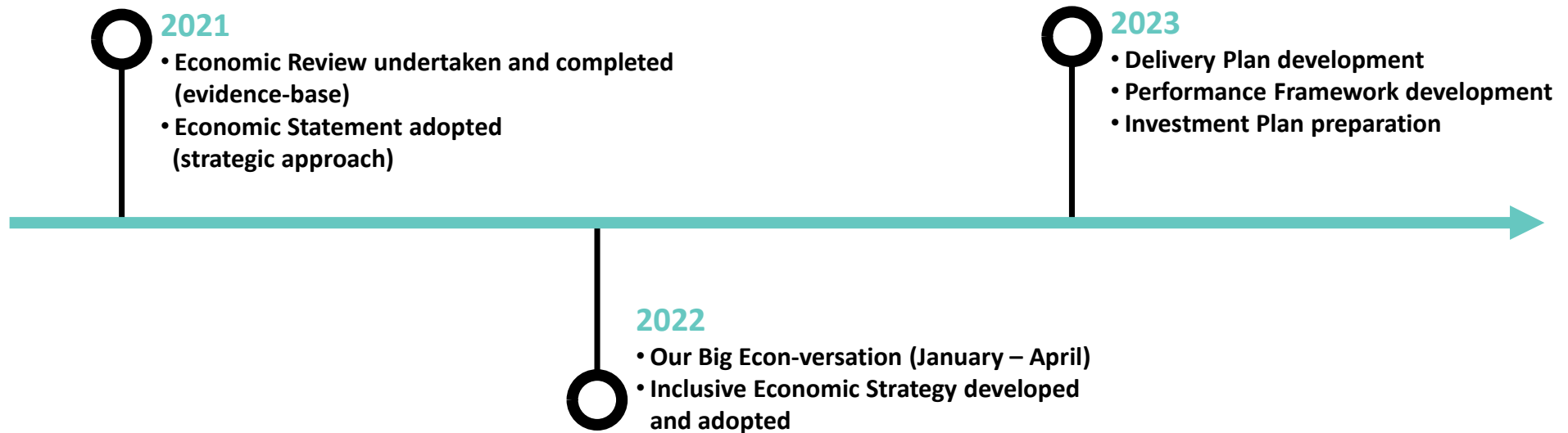
Economy and Enterprise Overview and Scrutiny Committee



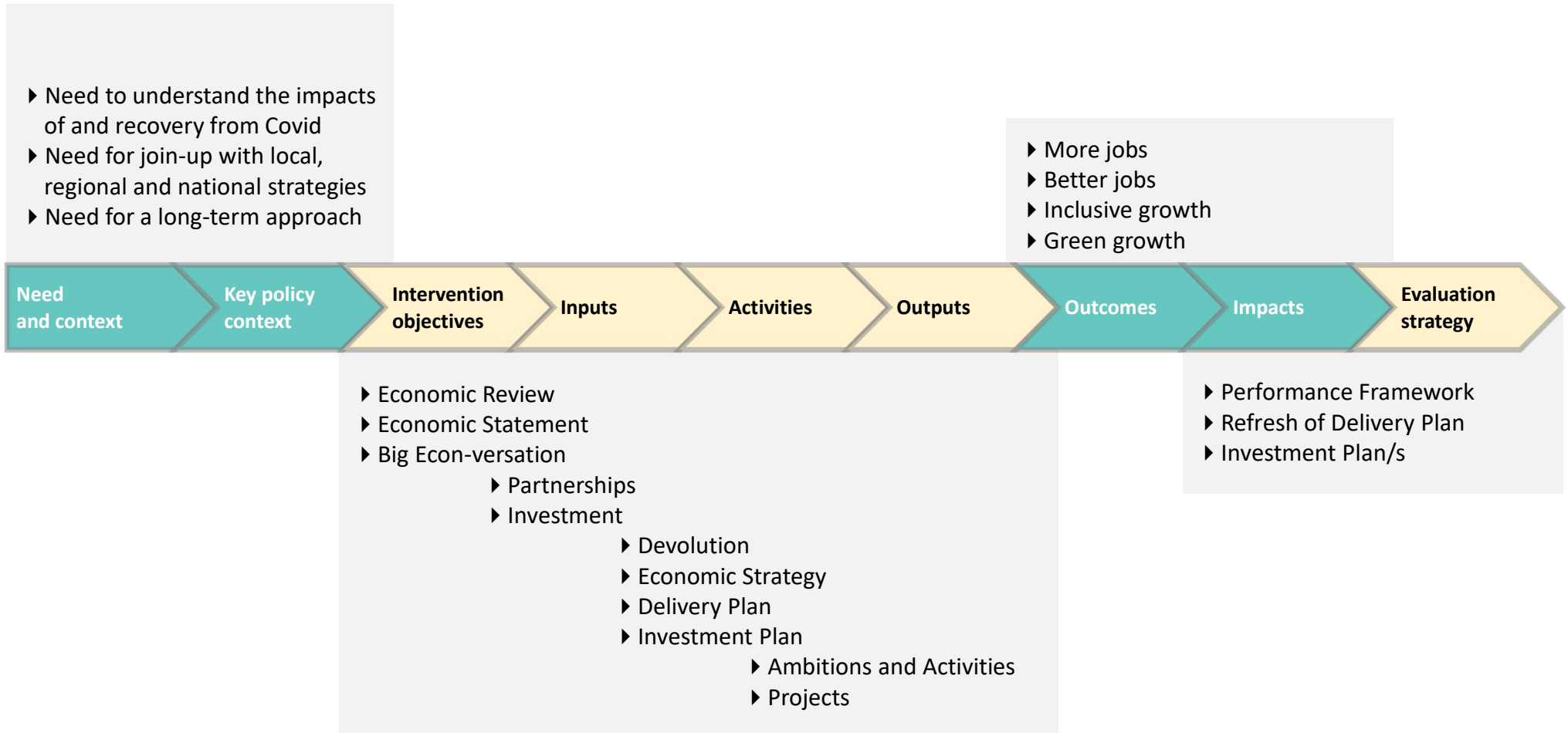
# Delivery Plan Development



# Development, Adoption & Implementation

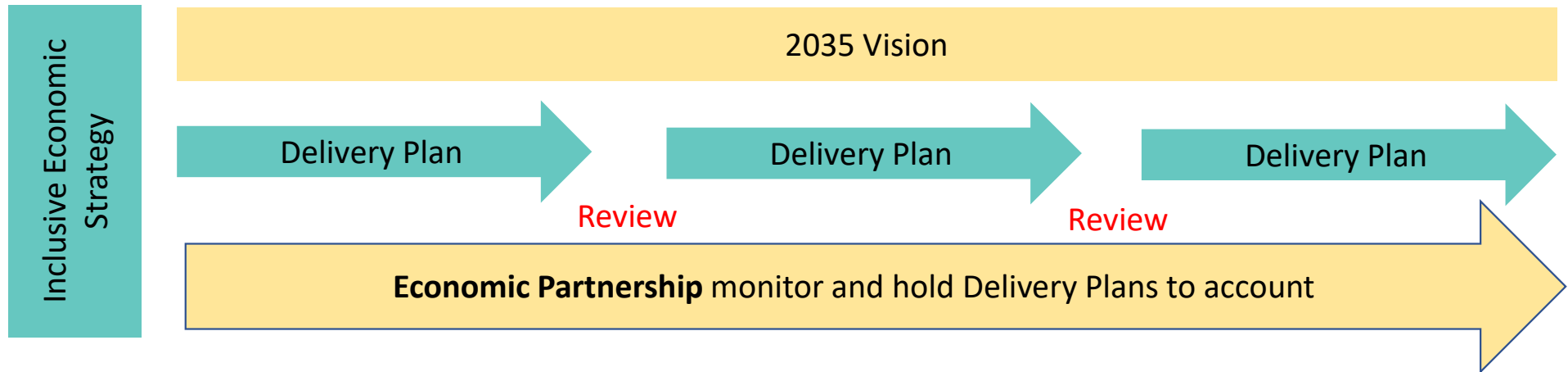


# IES Logic Chain





# Delivery and Review

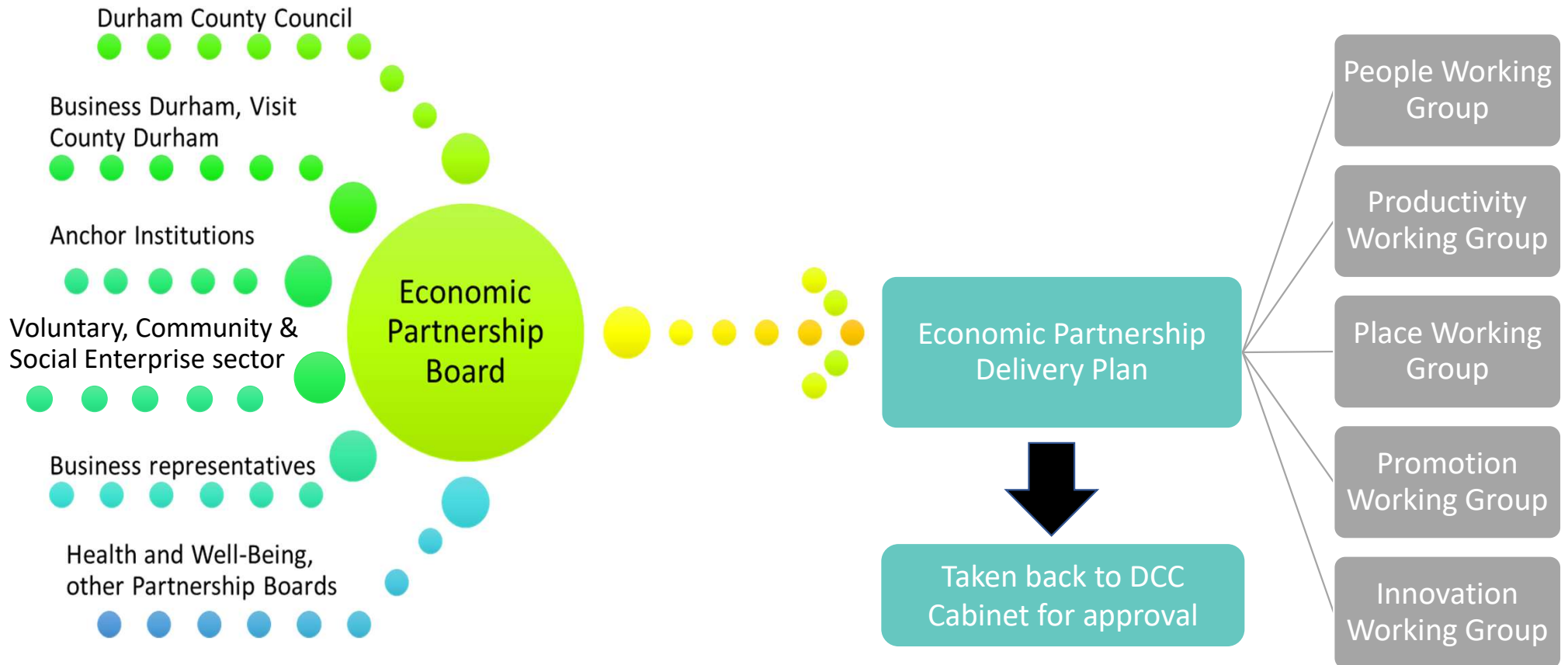


## Principles

- Live document that will be updated and responsive to change
- Captures the big items that we are delivering over the next 2-3 years, including:
  - significant projects currently in delivery or development
  - new activities that fill a gap and leads to transformative action
- Collective strategy - in both development and delivery

# Delivery Plan Development

Economic Partnership



# Thematic Working Groups

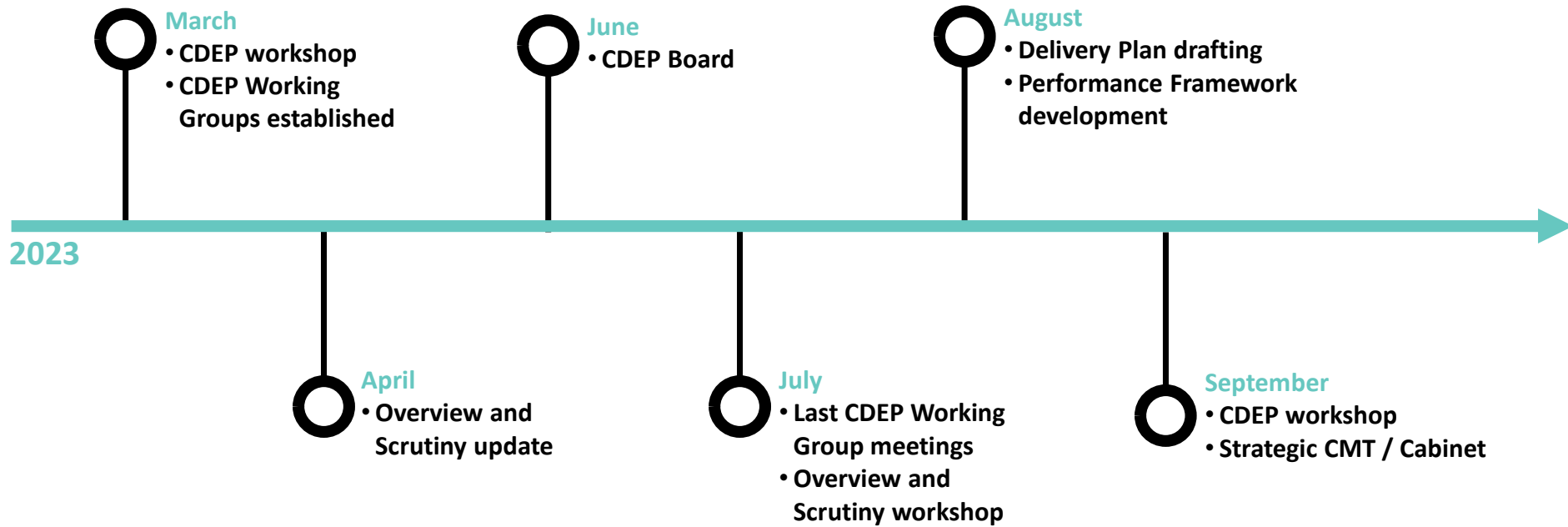
Working groups met regularly between March and July to:

- Identify and assess current activities
- Assess gaps in provision
- Identify collaborative solutions
- Identify transformative actions
- Develop a commitment with partners to implement the plans
- Identified activities that would have positive impacts on the 'Planet' such as reducing energy use and carbon emissions

More than 40 external partners have been involved from businesses, education providers, and voluntary and community sector organisations.



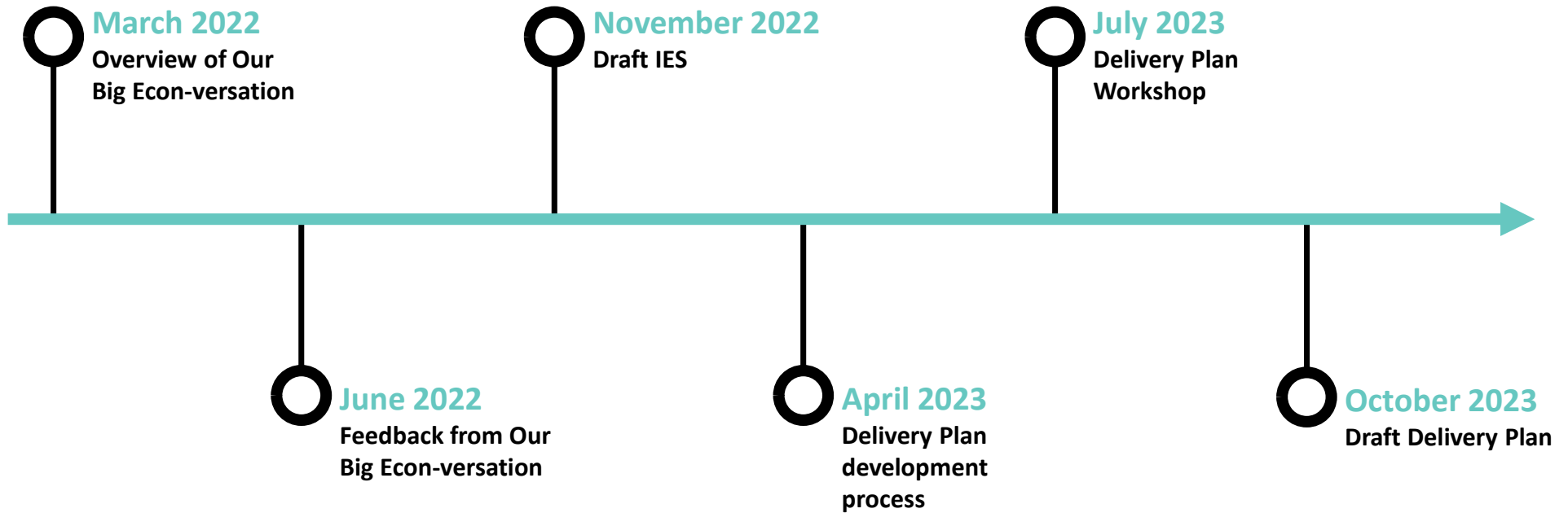
# Development Timescales



# Scrutiny Engagement



# Scrutiny Engagement



### Scrutiny Comments / Asks

### Related Delivery Plan Activities

#### People and Productivity

- Recognise the importance of apprenticeships and work-based training and the need to support SMEs to offer these
- Need to improve careers advice and align education / training to current / future employer needs
- Ensure a wide range of job opportunities and training
- Attract and retain more graduates
- Replicate the UTC model across the county

- Develop and Implement a new careers framework to offer all age careers advice and guidance
- New 'workplace' careers project
- Targeted Growth Plans to be developed for opportunity sectors
- Closer engagement with Durham University on strategic developments e.g. NETPark, Innovation District, Seaham Garden Village
- Sector plans will identify needs for specialist training

- Support the development of life skills
- Support people in poverty and with specific needs / barriers (e.g. disabilities, mental health, transport)
- Ensure support for young people not in education, employment or training (NEET)
- Address specific gaps in provision

- Roll-out of Government Multiply programme and implement Communicate, a literacy and basic digital skills programme
- Range of Digital skills / inclusion projects identified in Delivery Plan
- Employment Support Programme targeting economically inactive people and NEETS providing basic / life / career skills, tailored access to courses
- Influence and align North East Mayoral Combined Authority Adult Education Budget and Local Skills Improvement Plans
- IES process has identified gaps in provision. UKSPF has been targeted to address gaps.

- Support for businesses to train staff
- Encourage businesses to offer flexibility of shifts
- Encourage businesses to employ local people

- Promoting good business practices and social responsibility, including Better Health at Work
- Deliver new Skills support programme
- expansion of a 'Community Wealth Building' approach, working with a developing County Durham Anchor Organisation network

- Promote enterprise as a route into employment for people of all ages and support people to start businesses

- Deliver new Enterprising Durham Framework

Scrutiny Comments / Asks	Related Delivery Plan Activities
<b>Places and Promotion</b>	
<ul style="list-style-type: none"> <li>• Address the costs / availability of public transport</li> <li>• Promote alternative transport options</li> </ul>	<ul style="list-style-type: none"> <li>• Proposed new connectivity strategy. Develop a baseline of evidence of travel patterns to employment sites.</li> <li>• Pilot an 'on-demand' bus service to Newton Aycliffe Business Park</li> <li>• Park and pedal scheme and promote REAL time and ticketing for bus travel across the county and region</li> <li>• Inform development of the regional Bus Service Improvement Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Promote the county as a good location to potential entrepreneurs and inward investors</li> <li>• Promote broader opportunities in the county (e.g. housing, culture, heritage and leisure offer)</li> </ul>	<ul style="list-style-type: none"> <li>• New Place Branding to be developed</li> <li>• Develop FDI International Strategy to maximise engagement with national and internal networks and trade propositions</li> <li>• Enterprising Durham Framework to be implemented</li> <li>• Develop a Regional Business Events programme</li> <li>• Raise the national profile of Durham's existing events and festivals. Work with NEMCA to achieve Local Economy Visitor Partnership Status as part of the Devolution Trailblazer development</li> </ul>
<ul style="list-style-type: none"> <li>• Identify more local visitor attractions</li> <li>• Balance visitor economy growth with retaining habitats</li> </ul>	<ul style="list-style-type: none"> <li>• Complete major visitor infrastructure projects, including Beamish, Raby Castle, The Story, Stockton to Darlington Heritage Railway</li> <li>• REPF Tourism Infrastructure Programme</li> <li>• Undertake feasibility for a new family attraction</li> <li>• Develop a Local Nature Delivery Strategy and develop a plan for reaching carbon neutrality in the visitor economy</li> </ul>
<ul style="list-style-type: none"> <li>• Identify where new employment opportunities will be</li> <li>• Ensure new opportunities are accessible</li> <li>• Ensure all communities have good broadband, the necessary equipment to get online, and homeworking opportunities</li> <li>• Ensure all parts of the county have access to employment, enterprise, and technology hubs</li> <li>• Ensure investment is targeted at tackling inequalities</li> </ul>	<ul style="list-style-type: none"> <li>• Refresh of the County Durham Plan and Employment Land Review</li> <li>• Deliver of the Towns and Villages programme</li> <li>• Digital strategy to be implemented and continued rollout of Digital Durham Programme and Project Gigabit</li> <li>• Masterplans to be reviewed, broadened, and updated</li> </ul>



# Draft Delivery Plan



# Delivery Framework: The 5 P's



# Delivery Plan Approach



- **Ambitions:** A description of what we want to achieve relating to the respective priorities of the IES
- **Actions:** A break-down of steps we will take to achieve the ambition.
- **Lead Partner:** Which organisation will take responsibility for overseeing the delivery of the actions, the resources secured to deliver the action, and the associated delivery timescales.
- **Links to other Priorities:** Identification of projects that contribute to other parts of the IES and Delivery Plan.

# IES Delivery Plan | People



## **Increase in-work progression and upskilling**

- New Workplace Skills Development Programme
- Skills for Jobs Programme
- LSIP rollout to support skills in growth/emerging sectors



## **Raise Skills level to meet tailored to our employment specialisms and needs of business**

- New Training Support Programme
- Digital Inclusion Skills Strategy
- Multiply and Communicate Programmes
- Low Carbon Skills – Skills Bootcamp for Green Skills



## **Overcome barriers to employment**

- New Careers Framework and development of all age careers resource
- Devolved AEB
- ROAD
- Durham Help employment support programme



## **Improve personal well-being and life chances**

- Community Wealth Building
- New Employment Support programme
- Better Health at Work scheme

# IES Delivery Plan | Productivity



## **Harness the power of our major employment sectors and accelerate our opportunity sectors**

- Develop targeted growth plans for opportunity and growth sectors
- Implement a semi-conductor sector action plan
- Deliver the North East space cluster programme
- Develop an approach to join-up support for inward investors



## **Provide excellent support at all stages for our businesses to start up, sustain, thrive and grow**

- Implement the Enterprising Durham Framework
- Pilot a hub & spoke model for enterprise support
- Productivity and Growth programme
- Improve access to growth finance
- Establish an annual business conference programme
- InTUNE programme



## **Expand the thriving innovation ecosystem**

- Research barriers to innovation (COM-B model)
- Expand venture capital access
- Maximise supply chain opportunities with multinational manufacturers
- Deliver the Northern Accelerator programme
- Expand VentureFest
- Deliver the Accelerating the Circular Economy (ACE) programme



## **Drive good business practices, including improving health in the workplace**

- Capitalise on the new Procurement Bill
- Investigate the potential to promote the BCorp model
- Improve engagement with the County Durham Workplace Health Programme
- Promote the Durham Living Wage

# IES Delivery Plan | Place



## Build vibrant and diverse towns and villages

- Towns and Villages Programme
- Place Labs Programme
- Programme of Masterplans and delivery frameworks
- Durham City Vision
- Refresh of the County Durham Housing Strategy
- Major settlement infrastructure improvements, including Horden, Bishop Auckland



## Improve physical connectivity between places in the county

- Develop Connectivity Strategy
- Deliver park and pedal scheme
- Pilot on demand bus services
- Promote bus REALtime and ticketing scheme
- Implement Local Elective Vehicle Infrastructure (LEVI) Programme



## Unlock employment land for high quality premises

- Develop nationally and regionally significant sites – NETPark and Durham City Innovation District including Aykley Heads
- Infrastructure and development of Jade Business Park, Forrest Park and Integra 61
- NEMCA Investment Zone – Clean Energy and Green Manufacturing
- Undertake employment land review



## Enhance digital infrastructure and connectivity

- Digital Durham Programme and Project Gigabit
- Develop digital data collaboration model with social housing providers
- Digital Inclusion Steering group
- Develop Microgrid pilot and digital community hubs programme
- Drive 5G innovation regions

# IES Delivery Plan | Promotion



## **Develop a clear brand and place marketing about County Durham to engage and attract investors, business and visitors**

- Place Branding – undertake perceptions survey, deliver brand activation programme & cultural amplification for County Durham
- Work with NEMCA to develop a regional brand narrative

## **Enhance Cultural and Creative Infrastructure**

- Lead NEMCA Devolution Portfolio for Culture, develop ambitious cultural development framework
- Feasibility for a new Culture and Creative Zone
- Heritage X project
- Delivery of sector specific skills bootcamps and creative tech innovation
- Inform the development of a regional Cultural Observatory



## **Grow a year round visitor economy**

- Support North East development of the Local Economy Visitor Partnership Status
- Undertake feasibility for a new family attraction
- Complete major visitor infrastructure projects, including Beamish, Raby Castle, The Story, Stockton to Darlington Heritage Railway
- Establish a biannual Sci-Art Festival
- Undertake feasibility into tourist transport services within the county
- Deliver carbon exchange pilot project for Lumiere
- Develop plan for reaching carbon neutrality in the visitor economy



## **Attract more inward investment**

- FDI International Strategy
- Develop Regional Business Events Programme
- NE Creative Industries Plan

# Investment Plan

The aims and objectives of the Investment Plan are to:

- Present a case for investment in Durham which connects work being done on the county's brand identity, as well as the potential for inclusive and sustainable development that delivers on local as well as national priorities
- Articulate a clear and shared view of investment priorities, including desired socioeconomic outcomes
- Design and undertake a logical, credible process for synthesising potentially investable projects, identifying priorities for investment, and the types of investment suitable to priority projects
- Consider new partnership approaches or solutions to delivering major projects with multivariate funding sources, and private sector leverage
- Foster stakeholder support and buy-in to the process and its outputs, within County Durham and beyond

The Investment Plan is due for publication in February 2024.



# Performance Management Framework



# Opportunities

## A large county...

**£9 billion Gross Value Added**

**521,300 residents**

**250,000+ workforce**

**182,000 jobs in the county**

**95,000 people in highly skilled jobs**

**15,000 businesses**

## Major employment sectors

- Advanced manufacturing
- Health and social care
- Visitor economy

## Major businesses

- Hitachi Rail, Caterpillar, and GlaxoSmithKline
- Knowledge & high-tech: Atom Bank, Waterstons

## Opportunity sectors for future growth

- Green jobs
- Electronics
- Digital and creative
- Fintech
- Life sciences
- Satellite applications

# Indicators Proposed in IES

People	Productivity	Places	Promotion	Planet
<ul style="list-style-type: none"> <li>Residents with high level skills</li> <li>Residents who are economically inactive but want a job</li> <li>Residents in employment</li> <li>18-24 year old residents in employment</li> <li>Disabled residents in employment</li> <li>Healthy life expectancy of residents</li> <li>GVA per capita</li> <li>Employee jobs earning Real Living Wage or higher</li> </ul>	<ul style="list-style-type: none"> <li>Number of jobs</li> <li>Proportion of higher-level jobs</li> <li>Number of green jobs</li> <li>Job density</li> <li>Number of businesses</li> <li>GVA</li> <li>GVA per filled job</li> <li>County Durham Procurement Family budget spend in the county</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of neighbourhoods in the most 10% most deprived nationally</li> <li>Town centre vacancy rate</li> <li>Public transport connectivity</li> <li>Employment land take up</li> <li>Occupancy rate of council business premises</li> <li>Properties with gigabit-capable broadband</li> </ul>	<ul style="list-style-type: none"> <li>Visitor expenditure</li> <li>Number of visitors</li> <li>Number of inward investment projects secured and value</li> </ul>	<ul style="list-style-type: none"> <li>Metrics included in the Climate Emergency Plan</li> </ul>

# Headline Targets

Objective	Latest data	Headline Targets
<b>More jobs</b>	182,000	<ul style="list-style-type: none"> <li>• 11,600 more people in employment or self-employment (5% increase)</li> </ul>
<b>Better jobs</b>	<ul style="list-style-type: none"> <li>• 93,100 in Higher level occupations</li> <li>• £46,245 GVA Per Filled Job</li> </ul>	<ul style="list-style-type: none"> <li>• 32,900 more people in managerial, professional and associate professional occupations (35% increase)</li> <li>• Close the £6,426 gap with national performance on Gross Value Added Per Filled Job (12% improvement)</li> </ul>
<b>Inclusive economy</b>	<ul style="list-style-type: none"> <li>• Higher levels of unemployment in south and east Durham</li> </ul>	<ul style="list-style-type: none"> <li>• Higher levels of employment or self-employment in all parts of the county (particularly in the Bishop Auckland, Easington, Durham City, Sedgefield constituencies)</li> </ul>
<b>Green economy</b>	<ul style="list-style-type: none"> <li>• £1.7bn GVA, 600 businesses, 11,000 jobs</li> <li>• 1,632,080 tonnes of CO2 emitted</li> </ul>	<ul style="list-style-type: none"> <li>• Approximately 400,000 tonnes of CO2 emitted from transport, heat, and electricity (75% reduction)</li> </ul>

# County Durham Snapshot

Indicator	Employment ( <i>more jobs</i> )							Unemployment						Skills ( <i>better jobs</i> )					
	Jobs <sup>a</sup>	Economically active residents <sup>b</sup>	Jobs per worker <sup>a/b</sup>	Economically active residents (%)	Employment (%)	Full-time employment (%)	Self-employment (%)	Unemployment (%)	Claimant Count (%)	Aged 18 to 24 (%)	Aged 25 to 49 (%)	Aged 50+ (%)	Long term sickness	Highest skilled jobs (%)	Lowest skilled jobs (%)	NVQ4+ quals (%)	NVQ3+ quals (%)	No quals (%)	Weekly pay (£)
England	29m	32m	0.9	79	76	68	10	4	4	5	4	3	25	52	15	43	61	6	646
<b>Co. Durham Compared to Eng.</b>	182k	254k	0.7	76	72	65	8	4	3	5	4	2	34	39	19	33	53	8	575
NEMCA	820k	937k	0.9	74	70	66	7	5	4	5	5	3	31	44	19	35	54	9	580

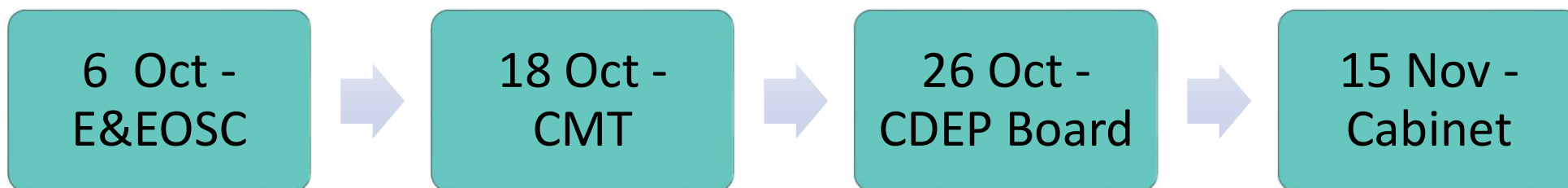
# Inclusive Growth Snapshot

Indicator	Employment ( <i>more jobs</i> )							Unemployment						Skills ( <i>better jobs</i> )						
	Jobs <sup>a</sup>	Economically active residents <sup>b</sup>	Jobs per Worker <sup>a/b</sup>	Economically active residents (%)	Employment (%)	Full time employment (%)	Self-employment (%)	Unemployment (%)	Claimant Count (%)	Aged 18 to 24 (%)	Aged 25 to 49 (%)	Aged 50+ (%)	Long term sickness	Highest skilled jobs (%)	Lowest skilled jobs (%)	NVO4+ qualifications (%)	NVO3+ qualifications (%)	No qualifications (%)	Weekly pay (£)	
<b>Co. Durham Compared to Eng.</b>	182k	254k	0.7	76	72	65	8	4	3	5	4	2	34	39	19	33	53	8	575	
<b>Compared to Co. Durham (inclusive growth)</b>	Bishop Auckland	30k	38k	0.8	69	65	67	13	6	4	6	4	2	44	31	20	32	56	7	563
	City of Durham	58k	48k	1.2	77	74	64	6	4	2	1	3	2	n/a*	46	21	44	65	9	574
	Easington	25k	41k	0.6	72	69	68	7	5	4	7	5	3	42	33	24	28	49	11	561
	North Durham	21k	41k	0.5	78	76	67	9	n/a*	3	6	4	2	39	34	16	27	47	9	593
	North West Durham	23k	53k	0.4	82	78	65	9	4	3	6	3	2	36	44	26	35	55	5	593
	Sedgefield	35k	43k	0.8	75	71	74	7	5	3	6	4	2	42	43	24	28	43	7	605

# Governance and Implementation



# Adoption





# Next steps

## 2023

- October: Adoption by County Durham Economic Partnership
- November: Adoption by Durham County Council

## 2024

- Delivery of actions
- Performance management updates
- Establishment of a new post to manage the delivery of the IES
- Completion of the Investment Plan
- Live updates to Delivery Plan

## 2025/26

- Formal review and update of Delivery Plan

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