

Inclusive Economic Strategy Draft Delivery Plan

6 October 2023

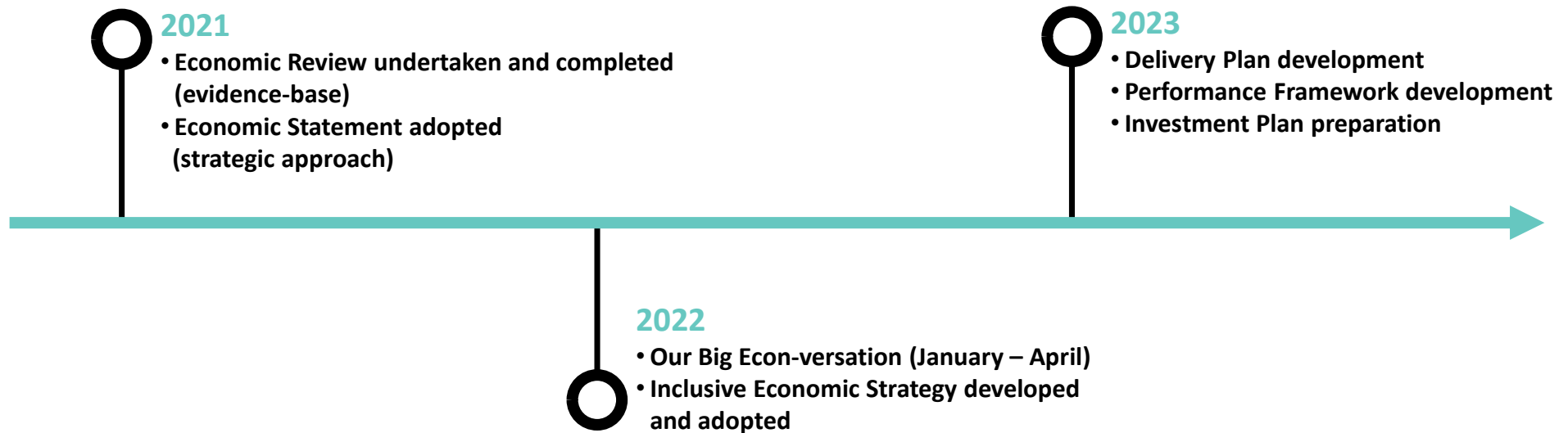
Economy and Enterprise Overview and Scrutiny Committee



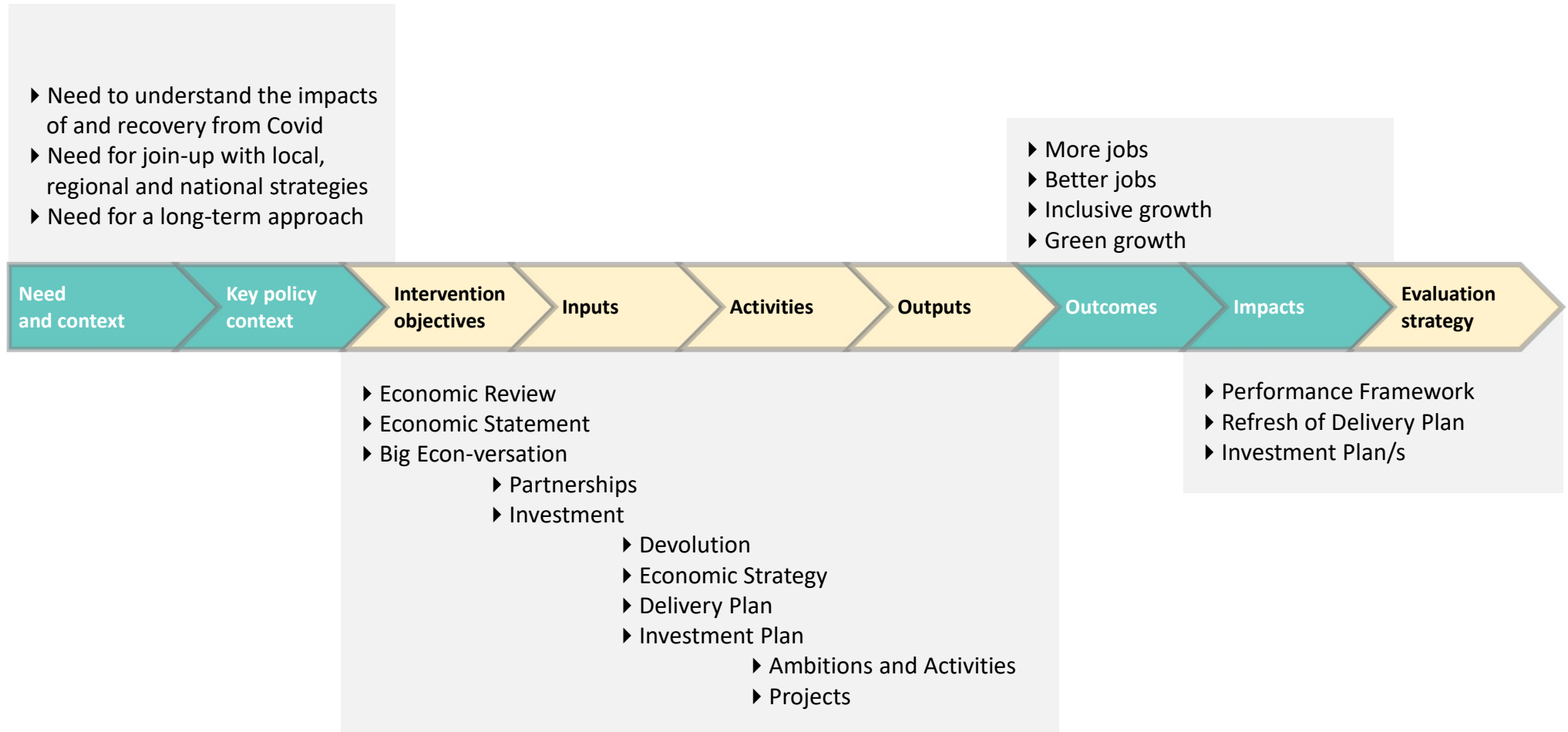
Delivery Plan Development



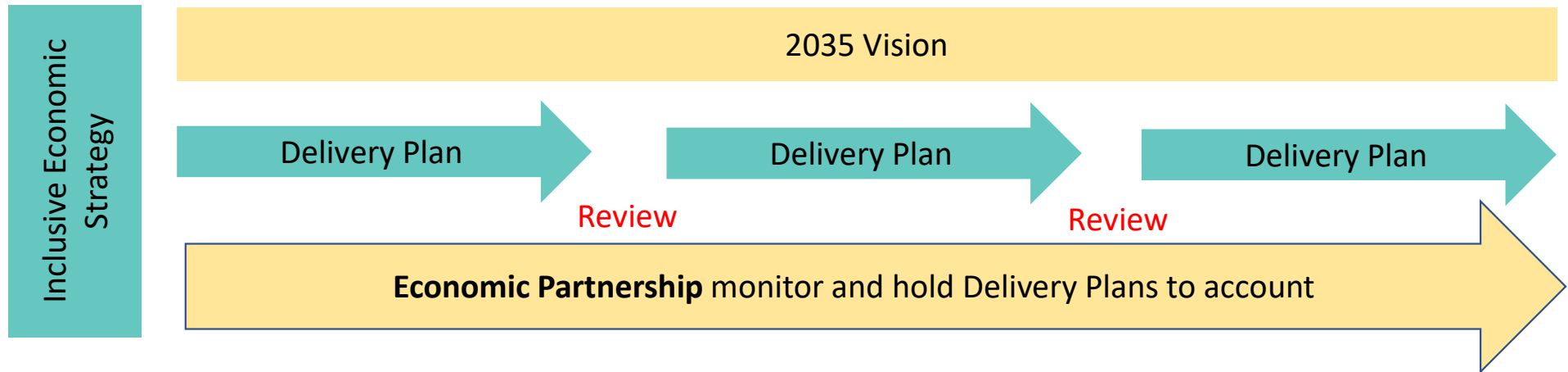
Development, Adoption & Implementation



IES Logic Chain



Delivery and Review

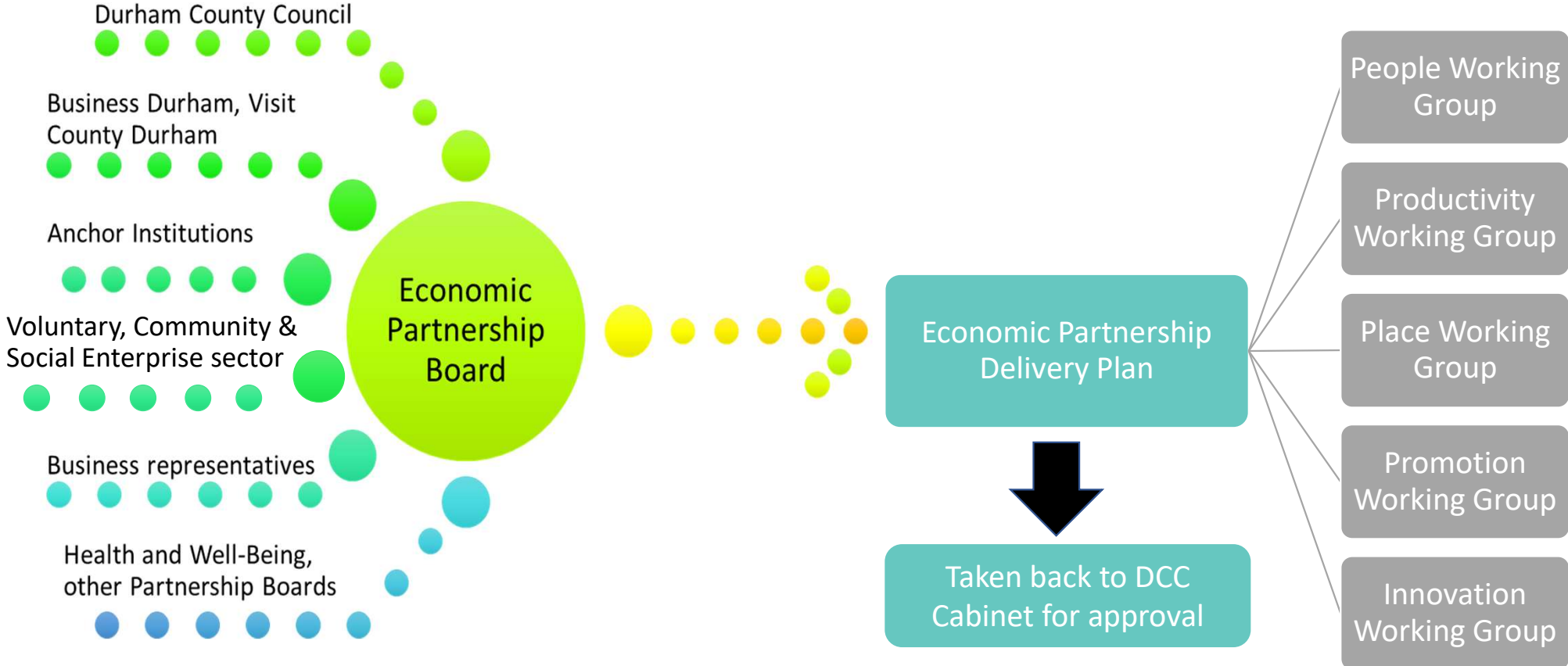


Principles

- 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



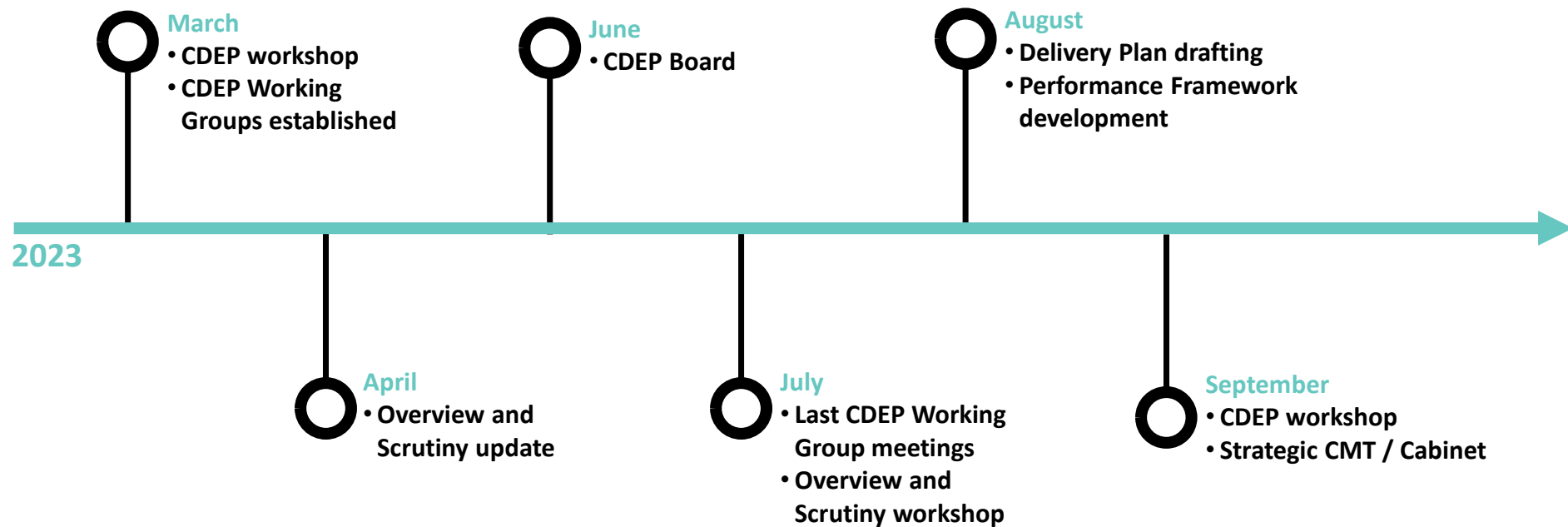
Thematic Working Groups

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.

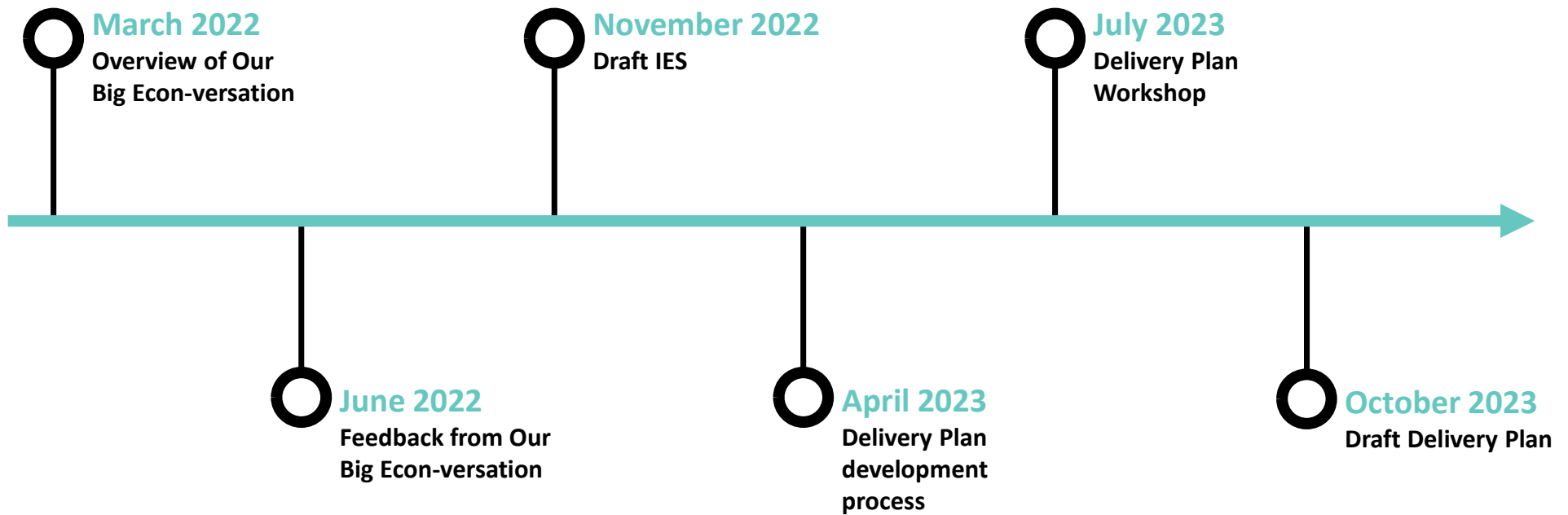
Development Timescales



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

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



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



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



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

Headline Targets

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

County Durham Snapshot

Indicator	Employment (<i>more jobs</i>)							Unemployment						Skills (<i>better jobs</i>)					
	Jobs ^a	Economically active residents ^b	Jobs per worker ^{a/b}	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
Co. Durham Compared to Eng.	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

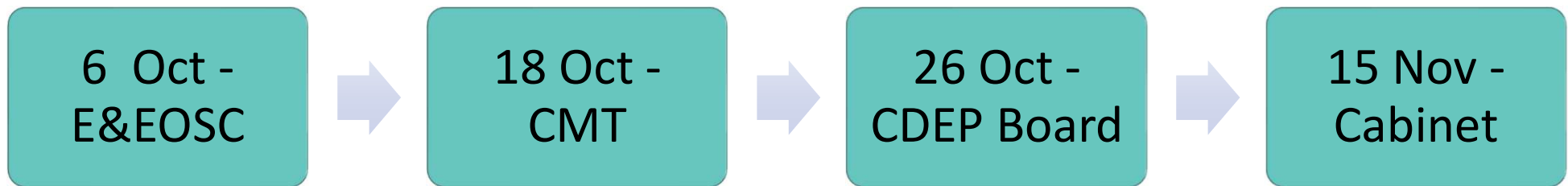
Inclusive Growth Snapshot

Indicator	Employment (<i>more jobs</i>)							Unemployment						Skills (<i>better jobs</i>)						
	Jobs ^a	Economically active residents ^b	Jobs per Worker ^{a/b}	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 (£)	
Co. Durham Compared to Eng.	182k	254k	0.7	76	72	65	8	4	3	5	4	2	34	39	19	33	53	8	575	
Compared to Co. Durham (inclusive growth)	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