

KEY
CITIES
UNLOCKING
POTENTIAL



CITIES IN ACTION



The Key Cities Group was formed in 2013, comprising 24 of the UK's cities which play a key role in their regional economy.

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www.nlgn.org.uk

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THE KEY CITIES



FOREWORD

Key Cities have long and proud histories of rolling up our sleeves and working with partners to get on with the job. We know that our cities and our country face unprecedented economic, social and environmental challenges in the coming decades. To address these challenges, we in the Key Cities believe that actions speak louder than words. We want our people and places to be at the forefront of creating and implementing the solutions.

The Key Cities are already grasping the initiative and taking significant steps to deliver greater productivity and social mobility with the policy and fiscal levers at our disposal. As a group we know we can, want to, and must do more, but the change we need cannot be delivered in isolation. Key Cities are working together and with partners to develop local solutions to local and national challenges, but we do not have all the tools that we need to finish the job.

We want to work more closely with the UK government and devolved

administrations to take our existing progress and potential to the next level. If our current 24 member cities receive additional levers and support to help us increase our productivity levels to the England average, we will be in a position to contribute an extra £258 billion to the UK economy over the next decade.

Our compact size, cross-country locations and close connections with local stakeholders make us the perfect partners for national governments, businesses and other key organisations to pilot new and innovative ideas that can be rolled out across the rest of the country to unlock further benefits for society and UK plc.

Let us make this the start of a more collaborative, productive and inclusive relationship between the UK and devolved governments and their Key Cities.

Cllr. Peter Box CBE
*Chair of the Key Cities Group
and Leader, Wakefield Council*

INTRODUCTION

Key Cities is the UK's fast-growing city leadership network. With a current membership of 24 cities spanning the length and breadth of England and Wales and a collective population of 6.38 million, Key Cities is the recognised democratic and authentic voice of urban Britain.

The *Key Cities: Ready to Meet the UK's Biggest Challenges* vision, which launched in June 2018, underlined that it is essential for UK and devolved governments to work more closely with the Key Cities to achieve a united country, enhanced productivity, and a more inclusive and rebalanced economy

across the UK. With some of the fastest-growing local economies in the UK and a collective contribution of around £130.5 billion to the economy per annum, Key Cities have the potential, ingenuity and dynamism to lead the UK's advance into a new era of strong and sustainable growth and prosperity.¹

Key Cities: Cities in Action builds on this vision by setting out how Key Cities intend to work more closely with the UK and devolved governments to fulfil three shared ambitions: that Key Cities are the best places in the UK for people to get on, live and grow up.

KEY CITIES
CITIES IN ACTION

Cities are engines of economic growth. But, in the same way that engines cannot run without power, cities cannot generate growth without people.

It is the everyday interactions, movements and entrepreneurialism of people that put the spark into cities and transform them into bustling and vibrant hubs of innovation. Facilitating the everyday lives of people is what makes the most successful cities thrive.

Key Cities are committed to pioneering a new grassroots approach to growth and building wealth across all our communities. We are cultivating an environment that seeks to empower all our people to fulfil their potential and create wealth in and for their own communities. It is this grassroots and inclusive approach to growth that Key Cities believe will help to nurture a more productive and resilient economy and a more aspirational and cohesive society for future generations.

The 24 Key Cities include some of the most inventive and dynamic parts of the UK, but are also home to some of the poorest and most disadvantaged communities. By working together and with local and national partners, Key Cities are already developing and delivering projects to assist their populations to build and benefit from economic growth.

This proactive approach to fostering grassroots growth has already brought significant economic progress for the Key Cities. But the Key Cities have never been the types of places to rest on their laurels.

Key Cities are the UK's Cities in Action.

Key Cities have the drive, ambition and energy to use existing progress as a platform for further progress, with strong potential to spearhead the UK's push for a more productive and rebalanced national economy in the years to come.

For this potential to be realised, Key Cities are seeking closer policy collaboration with the UK and devolved governments and want to be the springboard and testbed for new approaches in both economic and social policy. We are already using our policy and fiscal levers to enhance productivity and put measures in place to ensure that productivity gains translate into reduced poverty in all parts of our cities. Closer collaboration with the UK and devolved governments would help all Key Cities, and other places across the UK, to build on their current progress to generate grassroots growth, achieve the same outcomes as the national average and provide a considerable boost to the UK's economic and social well-being.

THE KEY CITIES OFFER

As upwardly mobile and outward-looking Cities in Action, Key Cities possess the following qualities:



COLLABORATIVE: Key Cities have a strong willingness to work together and with national stakeholders to achieve common goals, regardless of administrative boundaries and party-political affiliations.



COMPACT AND AGILE: Key Cities' size and scale enable them to convene partners across their respective cities easily, respond quickly to new opportunities as they emerge, and offer strong returns on public investment to boost local and national productivity.



GEOGRAPHICALLY DIVERSE: Working more closely with Key Cities presents national government with an unrivalled opportunity to pilot policies and evaluate their impact on similar-sized locations throughout England and Wales, whether north or south, inland or coastal.



ECONOMICALLY DIVERSE AND PROACTIVE: Key Cities host a mix of traditional, manufacturing and high-tech sectors supported by ambitious local economic strategies designed to complement and enhance place-based and heritage-based strengths.



COMMITTED TO ENSURING THAT ALL RESIDENTS AND COMMUNITIES CAN LEAD AND BENEFIT FROM GROWTH:

Key Cities recognise that cities are only as dynamic and productive as the people who live and work there. They do not leave it to chance that the benefits of growth will automatically trickle down to all parts of the city. A grassroots approach to delivering sustainable growth is a core underlying principle of all Key Cities' decision-making.

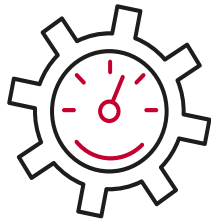


LIVEABLE: Quality of life is of great importance to all generations. Key Cities prioritise quality of experience in policy areas such as education and housing, and are leading the way in developing culture and leisure activities to facilitate interaction between communities and give residents and visitors ample opportunity to enjoy their free time.

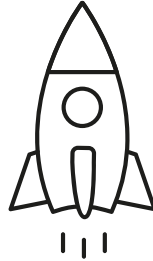


AUTHENTIC VOICE OF URBAN BRITAIN: Key Cities can provide a platform for national governments to reach out to urban communities to design, test and implement policy that responds to their concerns and aspirations and helps to facilitate the conditions for a more resilient and cohesive society.

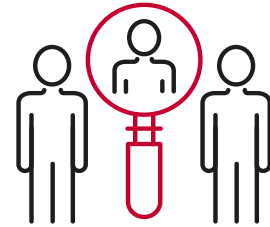
THROUGH PARTNERSHIP WITH UK AND DEVOLVED GOVERNMENTS, BUSINESS AND WITH EACH OTHER, THE KEY CITIES WILL DELIVER:



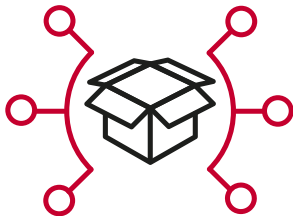
Higher productivity



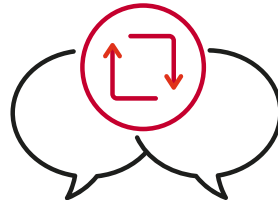
Stronger growth



Higher employment in better paid, more secure jobs



A more inclusive economy



More meaningful dialogue with urban communities, including those who feel economically and politically excluded



Regenerated, sustainable and liveable cities with affordable housing

Key Cities have three collective ambitions that underpin their work to deliver greater economic and social prosperity for their residents and cities. Key Cities intend to work with local and national partners to realise these ambitions.



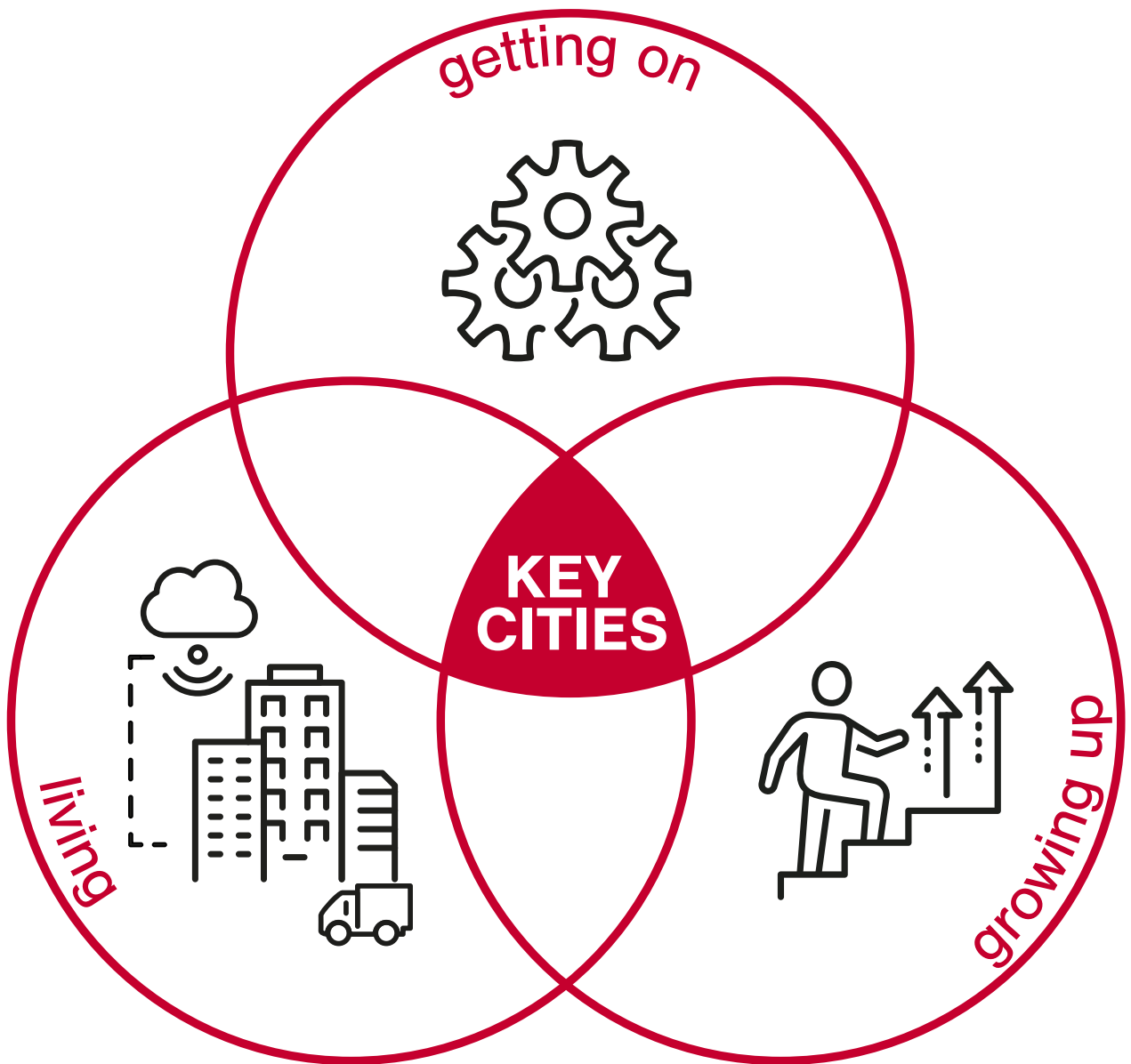
KEY CITIES ARE GREAT PLACES TO GET ON: Places where local skills and employment infrastructure supports people to get on in life, giving everyone the opportunity to access jobs that suit their interests and talents and help them achieve their potential while reaping the benefits of a booming and productive economy.



KEY CITIES ARE GREAT PLACES TO LIVE: Places where people enjoy living, with vibrant town centres and cultural opportunities and access to quality housing, broadband and transport links.



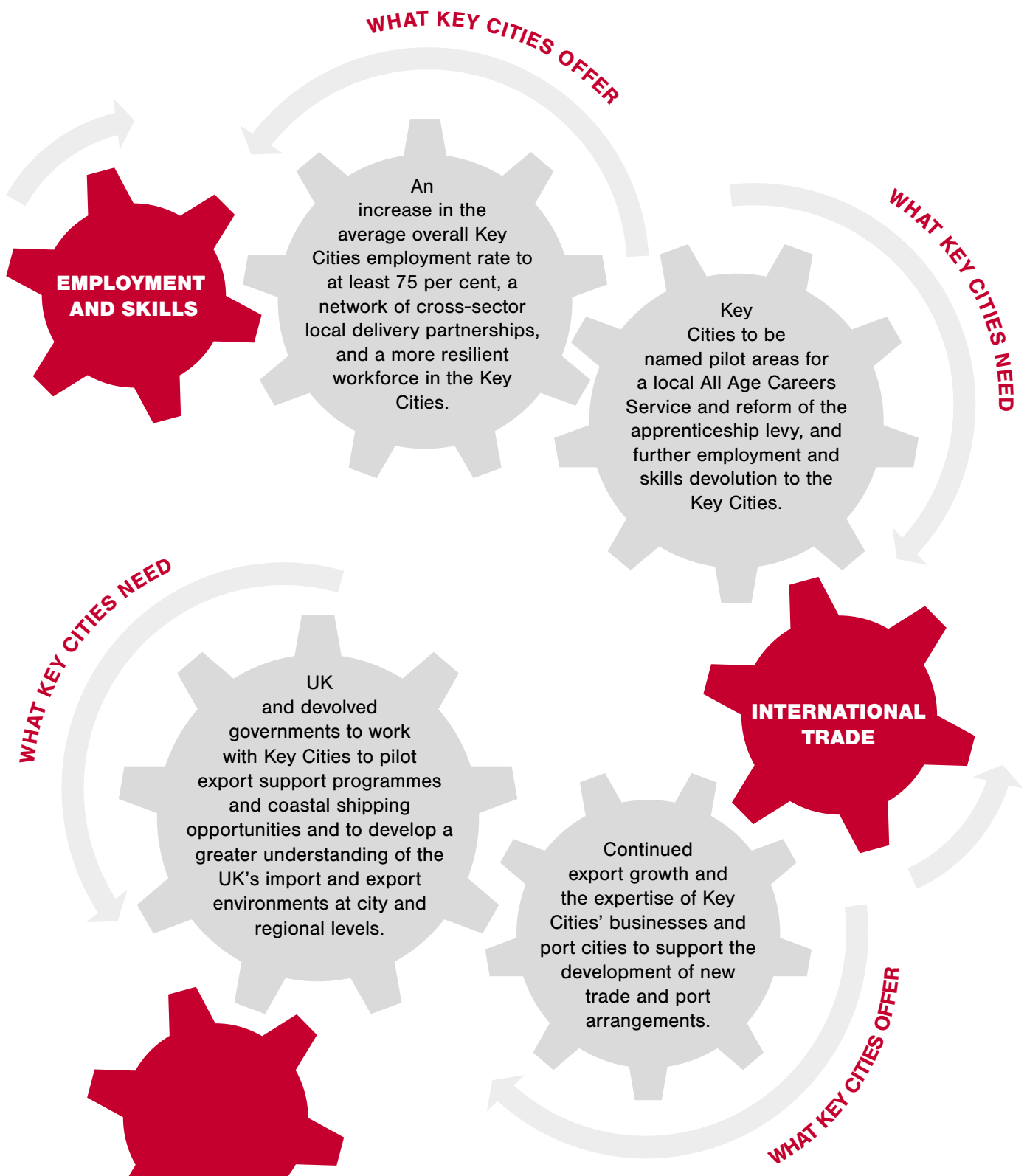
KEY CITIES ARE GREAT PLACES TO GROW UP: Places where children can grow up healthy and happy, with public, private and third sectors working together to give all children the support, information and opportunities they individually need to help them succeed for the rest of their lives.

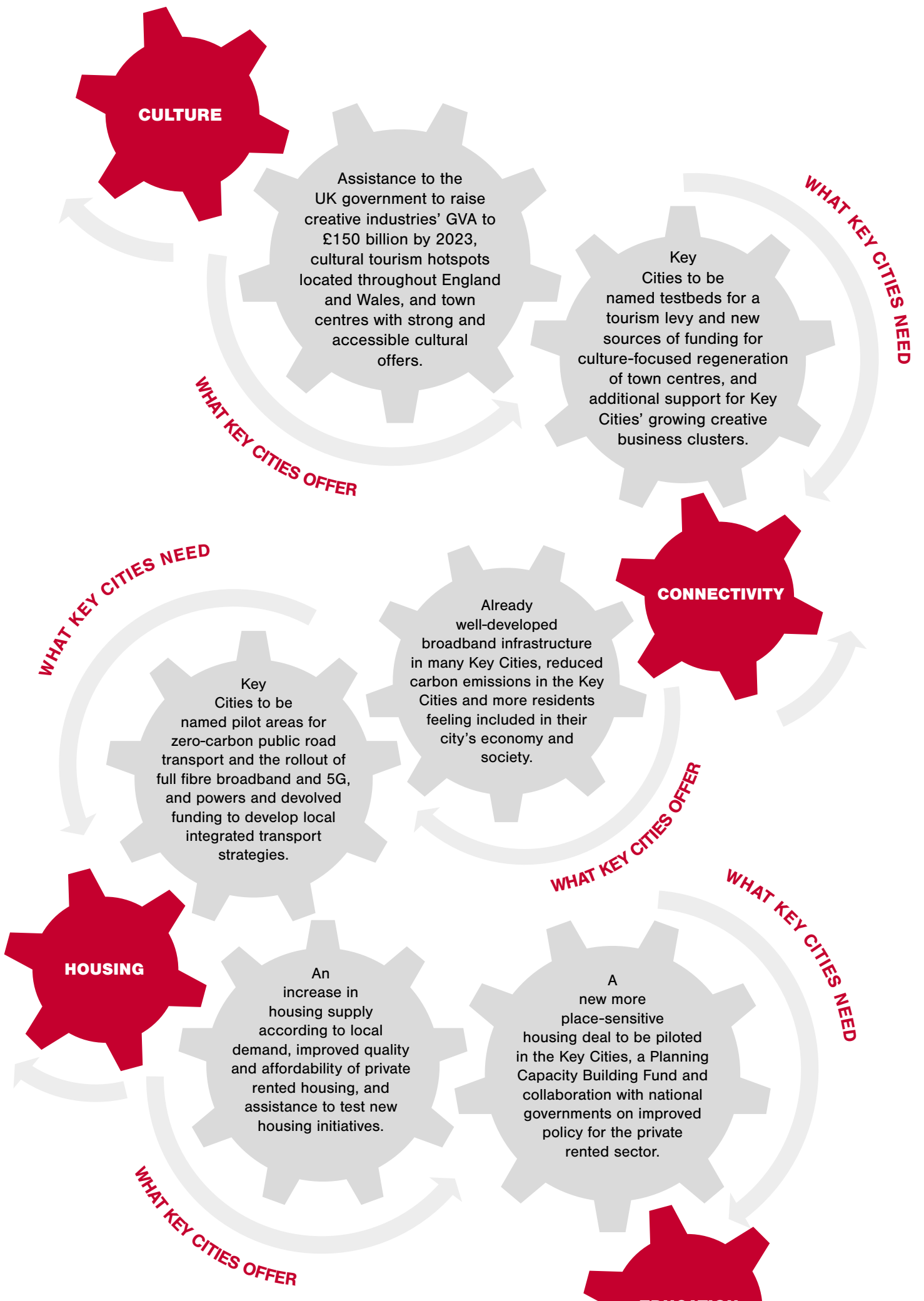


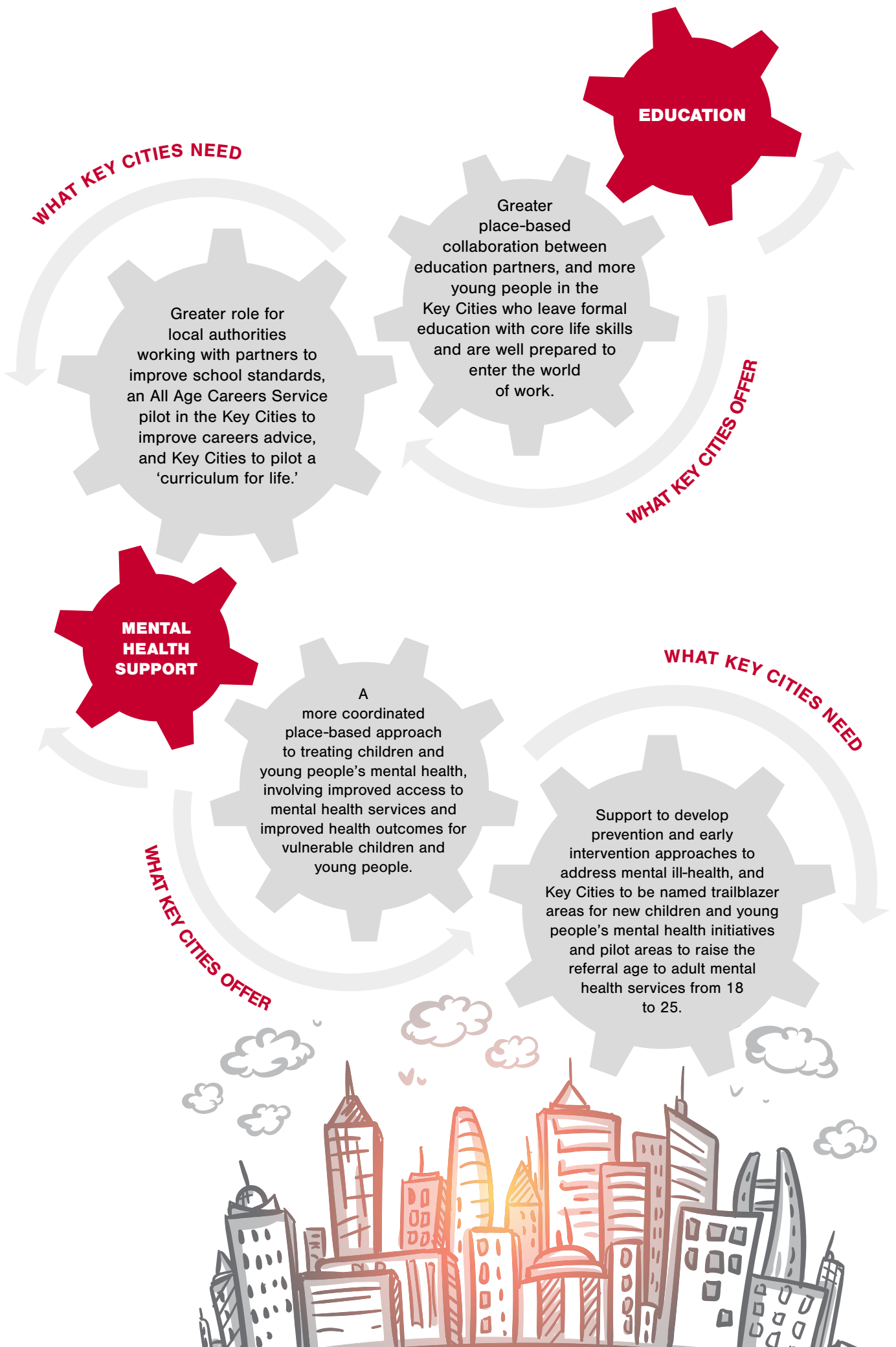
EXECUTIVE SUMMARY

By working more closely with the UK and devolved governments to unlock further freedoms, powers and resources to support existing local delivery, Key Cities have the potential to contribute an additional £258 billion to the UK

economy over the next decade.² Key Cities' overall offer to the UK and the freedoms, powers and resources we believe will be necessary to take our existing progress to the next level are outlined below.







AMBITION 1
**KEY CITIES ARE
GREAT PLACES
TO GET ON**



Key Cities collectively contribute around £130.5 billion to the UK economy per annum.³ There is potential to increase Key Cities' contribution by £258 billion over the next ten years with the right investment in projects, places and people.

The 21st century economy is changing at a rapid pace. The digital skills being taught to young people in schools now will seem outdated to the next generation. Automation will make traditional sectors more efficient and productive, but will change the nature of the tasks and skillsets that employers will require from their human workforce. Skills training and welfare systems will need to match the pace of change.

Key Cities are preparing for this future now. By working closely with

local and national partners in this shared endeavour, Key Cities intend to prioritise enhancing the resilience of workers, businesses and places to ensure that they will have the skills needed to adapt effectively to changing working environments and act quickly to position the UK at the forefront of new global innovation opportunities.

In order to complement Key Cities' offers to the UK outlined under this Ambition, the Key Cities will set up a Grassroots Growth Commission. The Commission will identify and trial the most innovative international best practice that can help deliver more productive and grassroots economic growth in the Key Cities.

The proposals put forward under Ambition 1 address employment & skills and international trade.

Predicted added value to UK economy by Key Cities





EMPLOYMENT & SKILLS

CONTEXT

Key Cities are determined to place employment and skills development at the heart of our response to the UK's productivity challenge and our strategy to promote grassroots growth within our communities. We will achieve this by facilitating the creation of more well-paid and high-skilled jobs and giving residents of all ages the opportunities and support to train in the skills needed to succeed in those jobs.

The Industrial Strategy advocates building on the distinctive strengths of cities, towns and rural areas in all parts of the UK as a means of reducing disparities in regional productivity. For this to happen, "different policies will be needed for different places [...] policies should therefore match local needs."⁴ With members located throughout England and Wales, Key Cities endorse the principle that employment and skills initiatives are best designed and managed at the local level in order to complement the delivery of local strategic

economic plans or Local Industrial Strategies.

There have been plenty of reforms to the employment and skills national frameworks in recent years. But some reforms are set at the national level (e.g. the introduction of the apprenticeship levy), some are currently being rolled out and have therefore not yet reached all parts of the UK (e.g. the preparation of Local Industrial Strategies) and others are only available to the Mayor of London and mayoral combined authorities (e.g. the devolution of the Adult Education Budget from August 2019). This has resulted in a piecemeal approach to designing and implementing employment and skills policies in the UK, which risks holding some places back in their efforts to boost productivity in their local economy.

The ability to design, deliver and coordinate more employment and skills policies at the local level will not just assist Key Cities' plans to spearhead the UK's drive for greater productivity and regional growth. It will also help us to give our people and places the tools they need to adapt quickly to and capitalise on opportunities posed by future innovation and changing working environments.

One such potential opportunity is the increasing use of automated technologies and AI in the workplace. Key Cities are already leading the UK's push to become a global leader in developing cutting-edge next generation technologies and develop sustainable solutions to the Grand Challenges outlined in the Industrial Strategy.

Nonetheless, Key Cities recognise that the increasing automation of certain tasks will result in changes to our economies' future skills requirements.

Recent reports suggest that lower-skilled jobs have the greatest potential to be replaced by automation,⁵ and it is estimated that jobs in the UK paying less than £30,000 are five times more susceptible to being automated than jobs paid over £100,000.⁶ Only 5 out of 28 Key City local authorities have median pay above the UK average,⁷ which suggests that Key Cities' current overall workforce would benefit from more targeted support to enable them to adapt to a future technology-assisted working environment.

5 out of 28 Key Cities local authorities have median pay above the UK average.



By working more closely with all levels of government and national and local partners, Key Cities intend to pioneer a more place-based integrated employment and skills system that supports our residents at all stages of their lives and careers.

WHAT KEY CITIES CAN OFFER TO THE UK



An increase in the average overall Key Cities employment rate from 71.6 per cent to at least the UK average of 75 per cent.⁸

Employment rates across the 24 Key Cities are mixed. Gloucester and Norwich are among the ten UK cities with the highest employment rates, whereas Sunderland, Swansea, Middlesbrough and Bradford were found to be among the ten UK cities with the lowest employment rates.⁹ By working with employers, LEPs and national governments, Key Cities will raise our overall average employment rate to at least 75 per cent, helping an additional 100,000 people into work.

We will target support not just at people who are unemployed, but also people who are economically inactive, have disabilities and come from ethnic minority communities. The average rate of employment

of people from ethnic minority communities in the Key Cities is 59 per cent, 12 per cent lower than the average employment rate across the Key Cities,¹⁰ and we intend to close that gap as part of our efforts to make employment more inclusive in the Key Cities.



A network of delivery partnerships between local employment and skills providers, local health and care providers, and the UK and devolved governments.

These new delivery partnerships will learn from and build on the experience of existing local boards, assist contractors of the Work & Health Programme and hold them to account, and provide capacity and a point of accountability for new employment and skills powers and resources to be devolved to the Key Cities.



Greater resilience in Key Cities' current and future workforce.

In collaboration with partners and the UK and devolved governments, the Key Cities will develop more integrated local employment and skills systems that will equip our current and future workforce with the tools they need to thrive in a changing technology-assisted working environment.

WHAT KEY CITIES NEED TO MAKE THIS HAPPEN



Pilot a local All Age Careers Service in the Key Cities. This will involve bringing existing resources and stakeholders together to develop a more joined-up and consistent careers advice service for people of all ages, from school to retirement. As part of the pilot, Key Cities will seek to work with national careers advice bodies, such as the Careers and Enterprise Company, Careers Wales and Jobcentre Plus, to devolve or co-manage resources into the integrated local All Age Careers Service. The pilot will also see Key Cities working closely with LEPs, business groups and employers in order to make local labour market intelligence and careers guidance more widely accessible and create high quality work experience and community placements for people of all ages. The pilot will build on the Gatsby benchmarks and provide a testbed for how they can be applied to provision for adults and the development of a careers curriculum.¹¹



Pilot reform, and eventually full devolution, of the apprenticeship levy in the Key Cities. In order for Key Cities to work with local training providers and employers to create more and improve access to apprenticeships, some reforms can be introduced and piloted in the short term. These include ensuring that all levy underspend returns to the areas

where it is raised, allowing the use of levy funds to develop pre-apprenticeship training courses to encourage take-up among harder-to-reach communities, and enabling the local pooling of funds and expertise to encourage SMEs to recruit apprentices. In the long term, Key Cities will work with the UK and Welsh Governments to explore full devolution of the apprenticeships system to the local level as part of our efforts to develop a more integrated employment and skills system.



Further employment and skills devolution to the Key Cities. This will help us to deliver more integrated local employment and skills support through our delivery partnership networks. It will also bring about a more consistent and ambitious employment and skills offering across the Key Cities, regardless of whether a Key City is based in a mayoral combined authority or not. Further employment and skills devolution that Key Cities need in order to realise our ambitions and potential include:

- The devolution of the commissioning of Jobcentre Plus Services to Key Cities. More joined-up welfare programmes that take a more holistic approach to addressing the wider issues behind worklessness will help to reduce the claimant count of unemployment-related benefits in the Key Cities to the UK average, generating an estimated £112 million in annual savings for HM Treasury.¹²

- The devolution of UK Shared Prosperity Fund (UKSPF) allocations to Key Cities. Key Cities believe that the value of UKSPF should be at least equivalent to the value of the current EU and domestic funding streams that will be subsumed into UKSPF. Key Cities also request that UKSPF will adopt the objectives of the European Social Fund to “improve employment opportunities, strengthen social inclusion, fight poverty, promote education, skills and lifelong learning, and develop active, comprehensive and sustainable inclusion policies” in all parts of the UK.¹³ We stand ready to assist the UK Government with designing and piloting a UKSPF that can be successfully rolled out across the country from 2020.
- The devolution of the Adult Education Budget (for Key Cities not currently located in mayoral combined authorities) as well as other post-16 education and retraining budgets to the Key Cities.
- Pilots of the Welsh Government’s proposed individual learning account programme in Newport and Swansea.¹⁴



INTERNATIONAL TRADE

CONTEXT

In a future outside EU membership, the UK will prioritise forging new international trade links and routes to markets, and the Key Cities are eager to play an active role to support the UK and devolved governments in this endeavour.

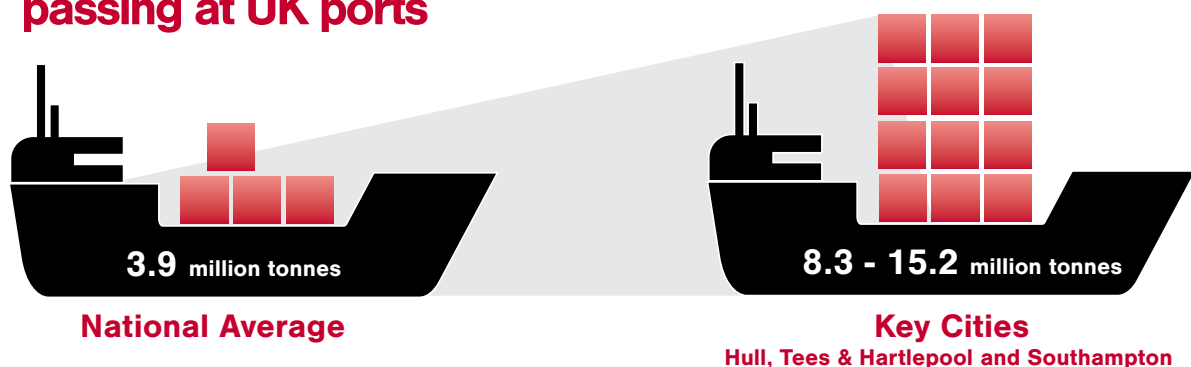
Key Cities are among the UK cities with the highest exports per job. Recent figures show that Sunderland has the highest exports per job at £40,650, surpassing London which has only £23,470 per job.¹⁵ Coventry, Derby and Sunderland are among Key City local authorities that have total export values above the national average of £1.48 billion.¹⁶

New requirements and opportunities resulting from future trading arrangements will not just have an

impact on traditional exporting sectors such as manufacturing. Supply chains, particularly logistics firms, will also be affected, as will ports and airports that enable businesses from the Key Cities and elsewhere to send their goods out to market. Key Cities ports already act as key gateways for UK-EU trades: Hull, Tees & Hartlepool and Southampton are three Key Cities with a higher volume of EU freight passing through their ports when compared to the national average, ranging from 8.3 to 15.2 million tonnes.¹⁷ In terms of international trade, Medway, Hull, Tees & Hartlepool and Southampton have a higher volume of international freight passing through their ports than the national average, ranging from 7.4 to 30.7 million tonnes.¹⁸

Key Cities' port cities provide the logistical infrastructure vital to send British goods out to global markets. They need to be kept informed of changing requirements and supported to manage new customs changes and maintain connectivity with overseas ports, for the good of the whole country.

Volume of EU Freight passing at UK ports



WHAT KEY CITIES CAN OFFER TO THE UK



The experience and expertise of Key Cities' businesses that already engage in international trade to work with the Department for International Trade's (DIT's) International Trade Advisers, Business Wales and other partners to develop new post-Brexit export and import support information. Using the experience and expertise of Key Cities exporters to inform other businesses of new trading requirements would epitomise the 'business-led approach' principle set out in the UK Government's Export Strategy.¹⁹



Continued export growth to help the UK Government reach its aim of increasing total exports

as a proportion of GDP to 35 per cent. With Key Cities as the UK's exporting flagships, Key Cities will also focus efforts on encouraging more businesses to engage in international trade as businesses that trade overseas are known to be more resilient and productive than businesses that only trade domestically.²⁰



Port cities located throughout the UK that would be willing to work with national and devolved governments to pilot new port connectivity schemes and regulations. This will help to provide the logistical infrastructure and support necessary to fulfil the UK Government's ambition to make Britain a 21st century exporting superpower.

WHAT KEY CITIES NEED TO MAKE THIS HAPPEN



Pilot new export support programmes in the Key Cities.

This will involve Key Cities local authorities working with UK and devolved governments, LEPs and businesses to develop material to be used on great.gov.uk and Business Wales websites and training courses on new trading arrangements leading to new qualifications. Continuing to use the Key Cities as an export information sounding board will help the UK and devolved governments to update their export support accordingly as new trade deals are secured.



New opportunities for coastal shipping.

The Department for Transport (DfT) Port Connectivity Study makes specific reference to Coastal Shipping and one of its recommendations is for the DfT Maritime Model Connectivity Team to better understand the barriers, challenges and market opportunities of coastal shipping and inland waterways within the current freight

landscape.²⁰ Key Cities request the UK Government implement this and work with the National Infrastructure Commission and Key Cities to examine the opportunities arising from a potential Coastal Shipping Development Plan, focused on delivering economic growth in the regions. This could include working with the Key Cities to explore piloting free trade zones in some of the Key Cities' port cities.

Key Cities also request that the Welsh Government works with Newport and Swansea to examine equivalent opportunities for coastal shipping development in Wales.



Greater understanding of the UK's import and export environments at city and regional levels.

Key Cities working with DIT and the Welsh government will generate a new knowledge base to develop more targeted strategies to promote trading links between UK regions and specific overseas markets, including developing bilateral links between Key Cities and other proactive and dynamic cities in other parts of the globe.

CASE STUDIES

Building Plymouth


Plymouth






The Construction Trade and Technical Apprentice Winners 2018 Isla Hill - with Obedair Construction and CITB at City College Plymouth. Megan Douglas-Lewis - with Kier Construction – Western & Wales and City College Plymouth

Building Plymouth, the Council-led private and public sector partnership with the construction and built environment sector, aims to reduce the skills gaps and shortages facing the local construction industry. The main objective is to increase the number of skilled people joining the industry to deliver the 10,000 projected new jobs being created in the City. To support this, Plymouth City Council is accredited as a National Skills Academy for Construction, committed to maximising employment and skills opportunities through local planning and procurement on construction projects in Plymouth.

Working in close partnership with industry, training and education providers, schools, employment intermediaries and the local community, this innovative partnership aims to:

-  *Increase the local availability of construction skills,*

-  *Connect more people to employers,*
-  *Enhance the image of the sector,*
-  *Increase local awareness of careers across trade, technical and professional pathways.*

During the past 12 months, Building Plymouth has supported over 5,000 local people through delivery of extensive career events and through their pop-up Job Shop, engaging with young people, those who are unemployed and people wishing to up-skill or change careers including military personnel.

Thanks to the financial investment by 36 project sponsors across industry and education, Plymouth City Council has been able to invest in a dedicated Skills Co-ordinator to drive forward these ambitious plans. Other local authorities are now actively looking to adopt the Building Plymouth model.

The Preston Model

Preston





In 2013, Preston City Council identified local “anchor institutions” as the largest purchasers of goods and services and potential “community wealth builders”. Since then the council has worked closely with UCLan, Lancashire County Council, Preston’s College, Cardinal Newman College, Lancashire Constabulary and Community Gateway to analyse and maximise the amount of their collective annual procurement spend spent locally.

Over the course of the past four years, with the help of CLES, Preston City Council and each of the six participating anchor institutions have shifted their processes and practices around procurement, so that wealth is being harnessed more effectively for the benefit of the local economy.

Across the six anchor institutions, a total of over £616 million was spent

in 2016/17 procuring goods and services. In the latest analysis for 2016/17:

 *A total of over £112 million of this £616 million was spent with Preston-based businesses (18.2 per cent of total spend). In 2012/13 spend was only £37 million (5 per cent of total £746 million procurement spend).*

 *Across the anchors institutions, £128 million (20.8 per cent) of spend currently leaks out of the Lancashire economy. This compares to £457 million (61 per cent) of spend in 2012/13.*

In terms of employment, Preston City Council estimates that the increase in Preston spend supports some 1,648 jobs, with the increase in Lancashire spend supporting some 4,500 jobs.

Digital You Salford



Salford is working with Good Things Foundation (GTF), the UK's leading digital and social inclusion charity which helps people to use and engage with digital to improve their lives. Digital You, which is part of Salford's Digital Everyone plan, brings all the benefits of the digital world to almost 8,000 Salford residents, with a goal of helping them transform their lives, 80 per cent of whom meet one or more criteria for social exclusion, working in areas of the city with greatest disadvantage. The programme is designed to support people to gain basic digital skills, with courses covering: searching the internet, banking online, using public services online, staying healthy online, searching for a job online and more.

The project has brought community organisations across the city to join

their Online Centres Network which offers a wide range of free benefits. Since September 2017, the project has recruited over 33 centres, such as community organisations or libraries, across the city, with more signing up every week. The programme has now directly reached almost 1,000 residents and recruited over 53 volunteer digital champions – residents who don't need to be an online expert but with enthusiasm for the internet and technology.

Digital You has also formed a partnership with Forest Bank Prison – the first such partnership in the UK – to create a positive impact on reoffending rates through providing support ranging from practical basic skills to more advanced skills such as coding and web content design.

Linkspan Replacement Portsmouth



Portsmouth City Council owns and operates Portsmouth International Port, the UK's largest and most successful municipal port which contributed £8 million to the Council's budget in 2017-18. The main site is spread across 66 acres and it is the second largest cross-channel ferry port with over 3.6 million passengers travelling through Portsmouth of which over 2 million are taking cross-channel journeys. Portsmouth is widely considered to be the UK's best connected port, offering more cross-channel routes to northern Europe with direct access straight off the motorway, providing connectivity to major UK transport networks. Portsmouth International Port is also the UK's leading fresh produce importer and has a growing cruise business.

The innovative project was about the installation of a new energy efficient linkspan (floating bridge) at Portsmouth

International Port. The linkspan connects the ship to shore enabling vehicles to move onto and off ferries. The project also included: improved ballast system; smaller hydraulic system (less hydraulic parts and eco-friendly oil); LED lighting and soft start motors; low-loss transformer and new distribution switchboard; capacity for demand response; improved load monitoring and reduction in on-site diesel generators.

The project has made it possible for the port to serve larger ferries including the new Brittany Ferried LPG powered Honfleur; reduced loading/unloading time of ferries, therefore allowing the ferry operators to run ferries at a more fuel-efficient speed without impacting on journey times; and reduced energy consumption when compared to old linkspan which was over 25 years old.

Tees Advanced Manufacturing Park

Tees Valley



The Tees Advanced Manufacturing Park (TeesAMP) will provide a 21st-century environment designed to encourage the clustering of like-minded businesses from a variety of advanced manufacturing and innovative industrial sectors.

Phase one of the site will provide 180,000 sq ft of high-specification, speculative manufacturing accommodation. This will address the national shortage of high quality buildings suitable for modern advanced manufacturing companies and processes. The site is already home to TWI's £10.8 million North East Technology Centre, one of the UK's foremost industrial research organisations across the oil and

gas, energy, chemical, power and transport sectors. Future projects on the site include Ener-G's Anaerobic Digestion Plant, which will use food and biological waste to create power.

The modern facilities will help businesses maximise potential for products and services and the site is expected to contribute hundreds of millions of pounds into the Tees Valley economy as well as driving forward the region's, and the UK's, advanced manufacturing sector offering. TeesAMP is also expected to create up to 1,000 direct skilled jobs in advanced manufacturing and an additional 100-200 derived and supply chain jobs.

Compound Semi-Conductor Investment Newport

Newport is the home to a significant cluster of technology companies, particularly in compound semi-conductors and cyber security and this is becoming a key part of an ongoing economic strategy to provide better opportunities across the city. Compound Semi-Conductors will be the foundation technology for a wide range of future applications, such as voice technology

and driverless cars. The lead company IQE is a pioneer in developing this technology and commercialising its application.

This project has created 1,200 jobs across the region and secured further 450 jobs in Newport as part of the supply chain. It has also led to the building of a new purpose-built foundry in Newport.

UK Battery Industrialisation Centre Coventry

The UK Battery Industrialisation Centre (UKBIC) will be a cutting edge manufacturing research facility which transitions the UK to become a world leader in the design, development and manufacture of batteries for vehicle electrification. A consortium of Coventry City Council, Coventry and Warwickshire Local Enterprise Partnership and Warwick Manufacturing Group will deliver the facility, supported by an £80 million grant through the Faraday Challenge – the largest award by Innovate UK in over a decade – with Coventry City Council as lead body.

The purpose built 18,000sqm facility will fill the gap between ‘scale-up’ and ‘high volume manufacture’, providing opportunities for stakeholders throughout the supply chain to improve products and techniques, exploit new market opportunities and test new high-

volume processes. It will be industry relevant and open access, with a commercial model designed to support extensive inward investment and leverage further growth across the UK.

UKBIC will promote industrial collaboration to explore and prove new manufacturing techniques, shaping the future of the emerging battery industry. It will create new employment opportunities both directly and indirectly, be a focus for national training and skills development in automotive and battery manufacturing and boost innovation across the supply chain. Crucially, UKBIC will be key in unlocking further research and industry opportunities. By increasing innovation and investment, UKBIC will improve regional productivity and have a positive impact on the future of automotive in the UK and worldwide.

AMBITION 2
**KEY CITIES ARE
GREAT PLACES
TO LIVE**



It is not enough for cities to be engines of economic growth and productivity. They are also home to millions of people and host to millions of visitors. For a city to be attractive to current and future generations, it must be liveable.

Liveable cities have high living standards. People want to move to an area because they know that there is enough good quality housing and city infrastructure (such as schools, hospitals, transport) to meet their needs and those of their family and friends.

A city is also liveable if people want to spend their free time there. Liveable cities are hubs for culture and leisure activities. The quality of a city's cultural and leisure offer attracts people to move there, and also brings in visitors from the surrounding areas

and overseas. Key Cities' members include the current UK City of Culture (Hull – since 2017) and the next UK City of Culture (Coventry – from 2021).

In order to complement Key Cities' offers to the UK outlined under this Ambition, the Key Cities will set up a Cities in Action Commission. The Commission will identify and trial the most innovative international best practice to improve linkages between public, private and community-based partners and develop the infrastructure and service delivery needed to make Key Cities attractive places for people to live and thrive.

The proposals put forward under Ambition 2 address culture, connectivity and housing.



CULTURE

CONTEXT

Culture is a core priority for the Key Cities, the link between developing the economy and developing places that people want to live in and visit. There is plenty of enthusiasm among the Key Cities for cultural initiatives, which is actively being translated into investment and promoting inclusive access to culture.

The compact size and scale of the Key Cities mean that cultural investment has the potential to translate into profound economic benefits. Since Hull was awarded UK City of Culture in 2013, the city has attracted over £3 billion in investment and created 800 new jobs.²² The five areas in England that submitted successful bids to the government's new £20 million Cultural Development Fund include three Key Cities: Wakefield, Plymouth and Medway.²³ Cities with a vibrant cultural scene are in pole position to attract and retain talent in the fast-growing creative industries sector, and Key

Cities are well placed to provide support to help nurture emerging and established creative businesses.

Culture is also increasingly important to continue drawing residents and visitors to town centres. Town centres throughout the UK are reporting reduced footfall owing to internet shopping, large out-of-town retail parks and increasing rents for premises. The first key finding of the Grimsey Review 2 argued that high streets need to move away from being retail centres and develop a more diverse offering to become “a complete community hub incorporating health, housing, arts, education, entertainment, leisure, business/office space, as well as some shops” in order to remain sustainable.²⁴

Nonetheless, the financing of cultural initiatives is a challenge for some Key Cities. The amount of cultural funding allocated to Key Cities between 2015-18 varied hugely. The five Key Cities allocated the most money per annum received over eight times more funding than the five Key Cities allocated the least.²⁵

Funding infrastructure improvements to ensure that Key Cities have the capacity to accommodate growing numbers of visitors, as well as growing numbers of residents, is also a concern. Especially in peak vacation periods for those Key Cities that are already established as tourist destinations, residents and visitors share the same infrastructure, but only residents directly contribute towards its upkeep. Without sufficient resources to maintain and upgrade city infrastructure, Key Cities will be held back in their efforts to promote culture as an enabler of economic growth and social cohesion.

Many countries around the world charge a tourism tax to ensure that the tourists who also use critical public infrastructure contribute to its maintenance: New Zealand will be the latest to do so in 2019. Overall, UK cities currently have a lower total visitor's tax rates than other European cities when the VAT and hotel visitor levy are combined. The UK's total tax rate remains at 20 per cent (in the absence of a tourism levy) compared to Rome and Budapest at 26 per cent and 22 per cent respectively.²⁶

WHAT KEY CITIES CAN OFFER TO THE UK

 **Assistance to the UK Government to achieve its ambition for the creative industries sector to account for £150 billion in GVA by 2023.**²⁷ Key Cities can offer robust returns on investment, the agility to respond quickly to new opportunities, and a strong commitment to build on their longstanding track record of developing and hosting successful cultural initiatives.


 **Town centres with compelling and accessible cultural offers,** attracting innovative creative businesses to start up and operate in the Key Cities and bringing together communities from all parts of our places and surrounding areas to experience shared enjoyment of cultural events and programmes.

 **Cultural tourism hotspots located throughout England and Wales,** with the outstanding cultural attractions and hospitality needed to ensure that the UK maintains its global reputation as a premier visitor destination for the long term.

WHAT KEY CITIES NEED TO MAKE THIS HAPPEN

 **Additional support for Key Cities' growing creative business clusters** to deliver the creative industries sector deal's

ambitions to increase the sector's GVA contribution to £150 billion by 2023 and to promote the strength of creative business clusters in all parts of England and Wales. Key Cities are already investing in projects to develop creative businesses and want to work with the UK and Welsh Governments and creative industries bodies to realise the full potential of the sector in the Key Cities.

 **Some Key Cities appointed as testbeds to identify and develop new sources of funding for culture-focused regeneration of town centres,** in collaboration with the UK and Welsh Governments and our public, private and third sector partners. These new sources of public and private funding will complement the aims of the Cultural Development Fund in England by supporting cultural and creative projects in cities and towns to promote regeneration, economic development and access to culture. The testbeds will also involve raising greater awareness of existing schemes to encourage businesses to invest in cultural projects, such as corporation tax reliefs.

 **Pilot a tourism levy in some Key Cities** to help maintain local infrastructure and fund cultural events. This will involve working with businesses to pilot these options in a small number of Key Cities to evaluate the impact of a tourism levy on the local economy.



CONNECTIVITY

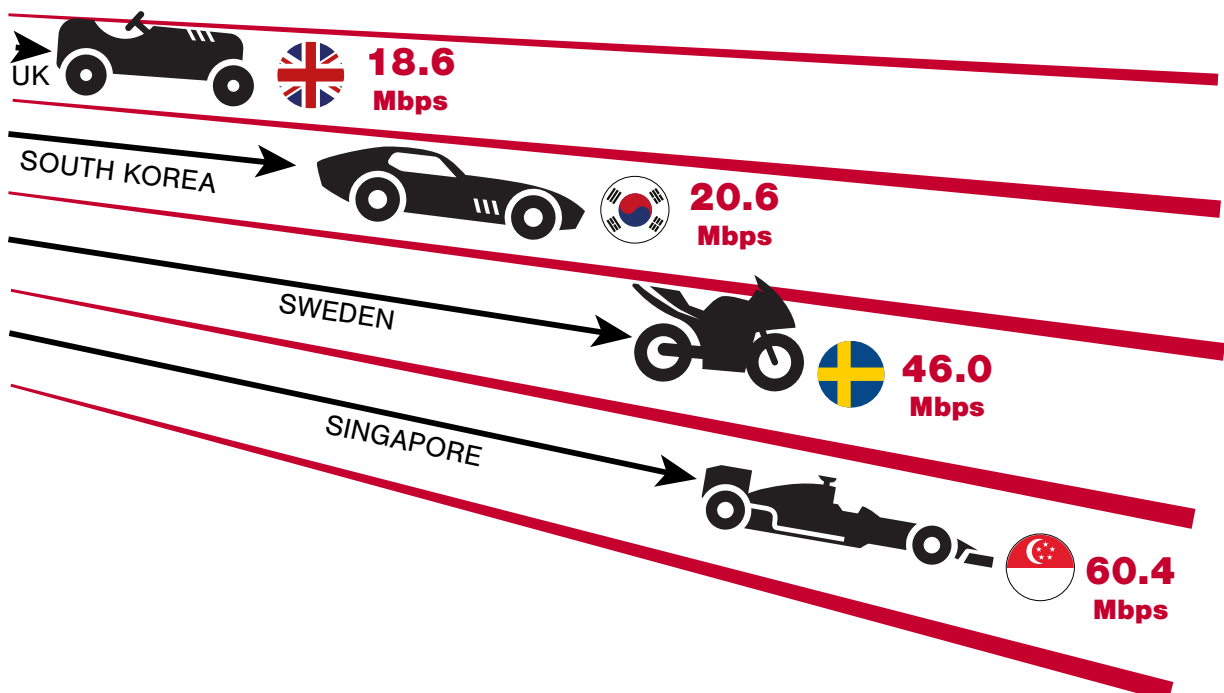
CONTEXT

Successful places rely on excellent digital and physical connectivity. Well-connected broadband and public transport are not just prerequisites for a dynamic economy, but are also significant factors in encouraging people to move to an area to live.

Broadband speed is an important indicator of economic and social resilience. Without fast broadband, people find it more difficult to access services and work flexibly. The UK's average broadband speed is

18.57Mbps, which is well below the broadband speed of other developed countries.²⁸ Yet, many Key Cities are leading the way in the UK in terms of broadband speed and infrastructure. Huddersfield has gigabit infrastructure and was one of the UK's first three gigabit cities,²⁹ with the existing 52km network now expanding to reach nearly every home and business in Huddersfield. Hull has the highest proportion of premises (90.9 per cent) with access to full fibre broadband in the UK.³⁰ Portsmouth, Middlesbrough and Wolverhampton are in the top 25 local authority areas in the UK for the proportion of premises able to access ultrafast broadband speeds in excess of 100Mbps.³¹

Comparison of average broadband speeds



The UK Government has set ambitious targets for 15 million premises to be connected to full fibre by 2025 and for the majority of the UK population to have 5G coverage by 2027.³² Key Cities are already investing in improving their area's digital connectivity and innovation and intend to continue progressively updating their digital infrastructure so that Key Cities residents have access to the fastest and most efficient forms of broadband.


Key Cities are also investing in projects to improve public transport services, both within and outside their area. This is important because, although the Key Cities are predominantly urban, their boundaries include significant pockets of rural areas. In order to enable grassroots growth, Key Cities are committed to working with public transport operators to ensure that residents in more rural and peripheral areas without access to a car have sufficient options to help them travel around their Key City and make the most of the cultural and employment opportunities on offer. Yet Key Cities local authorities not in a mayoral combined authority do not have access to the bus franchising powers set out in the Bus Services Act 2017 without explicit consent from the Government.³³

Public transport also has a critical role to play in the coming years to reduce carbon emissions in the Key Cities. A good quality public transport service covering all parts of the Key Cities will offer a significant incentive for residents to become less reliant on their personal vehicles. Key Cities are already host to pioneering zero emission road transport. Nissan, which produces 1 in 8 zero emission cars bought in Europe in 2017,³⁴ produces its Leaf electric vehicles in Sunderland. The London Electric Vehicle Company is based near Coventry and produced the world's first fleet of electric black taxis for London in 2018. Many Key Cities local authorities already have specific commitments to reduce carbon emissions and promote clean air initiatives.

WHAT KEY CITIES CAN OFFER TO THE UK

 **Already well-developed broadband infrastructure in many Key Cities**, which makes the Key Cities ideal partners for piloting the latest broadband technologies for wider rollout across the UK.


 **Improved economic and social resilience**, helping people to access services from their homes, attract high-tech businesses that require excellent broadband, and make it easier for residents on the periphery to access job opportunities in other parts of the city.

 **Reduced carbon emissions**, helping to fulfil the aims of the Clean Growth Strategy and the Clean Air Strategy by addressing the increasingly important issues of air pollution and its impact on the environment and the health of people of all ages living in the Key Cities.

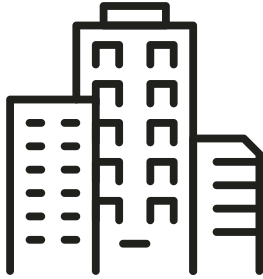
WHAT KEY CITIES NEED TO MAKE THIS HAPPEN

 **Roll out full fibre broadband and 5G in the Key Cities**, following the successful completion of the West Midlands pilot. Coventry and Wolverhampton are among the

three West Midlands cities selected to become part of the UK's first multi-city 5G test beds,³⁵ and 5G will be switched on in locations across other UK cities, including Coventry and Hull, in 2019.³⁶ A further pilot involving Key Cities will build on the West Midlands pilot by testing and evaluating the effectiveness of full fibre broadband and 5G delivery in locations across England and Wales.

 **Powers and devolved funding to develop integrated transport strategies to connect people to home and work and cultural events**, in line with the recommendations of the National Infrastructure Commission.³⁷ Key Cities want to work with the UK and Welsh Governments and local and national partners to pilot the design and implementation of place-based integrated transport strategies. Key Cities believe that the strategies should focus particularly on public transport, potentially including the devolution of bus franchising powers to Key Cities not based in a combined authority.

 **Pilot zero-carbon public road transport within the Key Cities**, involving zero-carbon buses and taxis, as well as renewed local strategies to promote cycling and walking.



HOUSING

CONTEXT

For Key Cities, housing policy is both a significant priority and an opportunity. Cities can only be liveable, and Key Cities can only be great places to live, if people have homes to live in that are affordable, of good quality and suitable for their needs and circumstances. Key Cities intend to improve the quality of existing housing stock across all tenures, including social- and private-rented, as well as build new homes.

Closing the gap between housing demand and supply is one of the modern era's greatest national challenges. Since 2008, the number of new households in the UK has exceeded the number of homes built annually, and this gap has continued to increase in recent years.³⁸ Key Cities local authorities are collectively capable of delivering more houses than is currently the case. Although councils are increasingly working in collaboration with private sector and housing associations to deliver

new homes, the number of dwellings completed by local authorities only made up 0.36 per cent of all completed dwellings in Key Cities in 2017-18.³⁹

There are two main issues holding Key Cities local authorities back from acting to resolve their cities' housing demands.

The first is the high cost of land. Many Key Cities have land available for additional housebuilding, but current legislation incentivises landowners to ask for high prices for their land. This is because they know they will receive inflated compensation ('hope value') above the land's existing use value in the last resort scenario where a compulsory purchase order is issued. High land prices make it extremely difficult to build the number and quality of affordable housing that people in the Key Cities require.

The second issue is the inflexibility of national housing policy. Although housing is a national challenge, local housing markets are so distinctive that solutions need to be place-led.

In some Key Cities (but not all), Local Housing Allowance (LHA) rates are too high, which incentivises landlords to buy flats in the area and rent them out privately, thereby reducing the amount of affordable residences available for people to buy. Restrictions on local authorities using Right to Buy sale receipts to reinvest in new social housing are also barriers to local housing delivery. The removal of the Housing Revenue Account (HRA) borrowing cap recently announced by the Prime Minister will help councils build more new homes, but the impact of removing the cap will be limited without parallel reform of the Right to Buy policy to enable councils to replace lost stock with the full sales' receipts.

The poor quality of housing available for private rent remains a cause for concern. The English Housing Survey 2016-17 found that 38 per cent of private renters live in poor housing (defined as housing with serious damp or mould, is non-decent or has substantial disrepair).⁴⁰

Poor housing quality has not been accompanied by lower rents: 42 per cent of private renters who spend 30 per cent or more of their income on housing live in poor housing.⁴¹

Security is also a growing problem in the private rented sector, with the rising number of evictions (80 per cent of evictions are on no-fault grounds) leading to more cases of homelessness and having a damaging impact on tenants' quality of life and ability to develop a sense of being part of a local area or community.⁴²

There is a growing trend for more vulnerable households, such as tenants on low incomes and families with children, to stay in the private rented sector over the long term.⁴³ This makes issues over affordability, quality and security all the more imperative to address in private rented homes.

WHAT KEY CITIES CAN OFFER TO THE UK



Increased supply of housing according to local demand.

Key Cities has significant potential to contribute more to resolving the national housing crisis. For example, it has been projected that without the constraint imposed by the HRA borrowing cap, councils across England could deliver on average an extra 4,000 dwellings per year over five years.⁴⁴ If, with the removal of the HRA cap and with reform to Right to Buy,⁴⁵ Key Cities local authorities together increased their housing completion according to the projection for all of England, this will increase the number of dwellings being delivered by Key Cities local authorities by over 200 per cent.



Improved quality and affordability of private rented housing, thereby improving the health and well-

being and quality of life of the growing number of people who live in the private rented sector.

Key Cities have better housing affordability than the England and Wales average – Hull, Blackpool, Darlington and Hartlepool being the most affordable Key Cities local authorities.⁴⁶ However, the housing affordability ratio has improved for only 8 out of the 28 local authorities in the Key Cities between 2016 and 2017, with the most significant drop in housing affordability observed in Salford, Hull and Stockton-on-Tees.⁴⁷



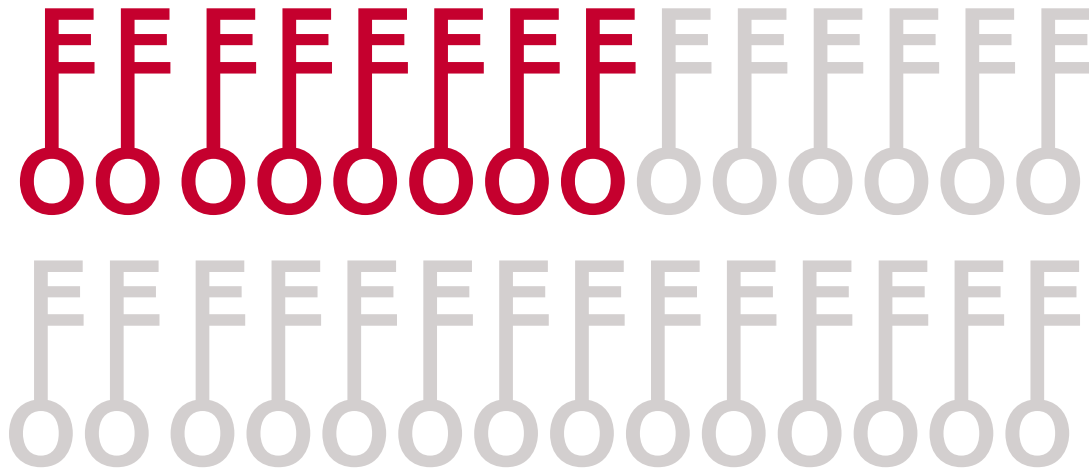
Assistance to develop policy that can be easily rolled out to the rest of the country.

If a more flexible housing policy can work for the Key Cities, which are located across England and Wales, it will succeed in other parts of the UK.

Potential increase in number of dwellings delivered by Key Cities






Housing affordability ratio has improved for only 8 out of the 28 local authorities in the Key Cities between 2016 and 2017.



WHAT KEY CITIES NEED TO MAKE THIS HAPPEN

 A new housing deal piloted in the Key Cities based on greater place-sensitive flexibilities to help local authorities make more homes available to meet local demand.

The pilot should include:

-  Flexibility over LHA rates to make more stock available so that more people can buy rather than rent their home;
-  Powers to re-invest money from the sale of homes through Right to Buy into new social housing (England only);
-  Reforming the Land Compensation Act 1961 so that Key Cities local authorities have the power to buy land at its existing use value when

compulsory purchase is required. Lowering the cost of land would unlock more land in some Key Cities for affordable housing and garden towns.

 Create a Planning Capacity Building Fund to ensure that Key Cities local authorities employ a minimum number of qualified planners to deliver the new housing deal.

 Co-develop policy that improves the quality of existing private rented housing and security of private renters, working with the UK and devolved governments and making sure new policy does not lead to drastic rent rises. This could include piloting the introduction of a private landlord register in England and longer tenancy terms.

CASE STUDIES

The Power of Words Norwich



In 2008 Norwich began its campaign in earnest to become England's first UNESCO City of Literature. Ten years on, the city now holds that converted title and is home to the new National Centre for Writing.

Literature has been important to our city for centuries. Norwich boasts the first book published by a woman in English and is home to Britain's first, and most famous MA in creative writing.

The setting up of a new literature development agency Writers Centre Norwich (WCN), in 2006 showed a firm commitment to invest in the economic, artistic and social impact of creative writing in our city. WCN worked with writers, readers, diverse communities and national and international partners, on a wide range of ongoing and one off projects and events.

In 2012, Writers' Centre Norwich (now the National Centre for Writing) led the successful bid for Norwich to become England's first UNESCO City of Literature joining a prestigious network of cities worldwide.

This year a new home for the National Centre for Writing opened its doors in a city council owned Grade I listed building, Dragon Hall. The building, valued at £1 million, was gifted to National Centre on a long lease. The imaginative use of an important city asset has helped unlock almost £3 million in capital funds from the Arts Council, trusts and foundations. The National Centre for Writing has helped to breathe new life and purpose to a complex historic building, and contributed to the wider regeneration of the Riverside area and to the reputation of the city as a centre of culture.

Digital Square & Arena Swansea



The development of a Digital Square & Arena will revitalise Swansea's city centre. The Digital Arena will provide a 3,500-capacity high tech facility capable of holding major digital events, including worldwide computer gaming competitions and other digital and data driven events, alongside more traditional live theatre and concert events. The arena will be located within a new cutting edge Digital Square in Swansea City Centre to create a distinctive and unique destination.

The Digital Arena will provide the digitally enabled conference and events space required by Swansea's tech businesses and Universities, and help revitalise the environment and leisure offer of Swansea City Centre to attract and retain people and businesses in the City Centre.

A hotel will also form part of the development, to meet the requirements of business and entertainment tourism linked to the Arena.

The Arena will have a digitalised façade – the first of its kind in the UK, this digital skin will advertise shows, concerts, exhibitions and other events.

Advanced construction works for the Digital Square & Arena commenced in August 2018, with the main build starting on site in January 2019 and completion due at the end of 2020. Once operational, it will create 469 full time equivalent jobs in Swansea and £11.9 million of net additional Gross Value Added per annum.

Digital City Southend

Southend-on-Sea



Over the past two years, Southend-on-Sea has developed three specific projects to support its aim to become a 'Digital City': Tech City-on-Sea & Digital Southend Working Group; The City Fibre Gigabit Broadband Network; and the Southend Data Hub.

Tech City-on-Sea & Digital Southend Working Group bring together a range of key stakeholders from the town to showcase the best of local technology and to address gaps in support for digital activity. TCoS has supported a number of technology showcases as well as regular 'hackathons' designed to catalyse local innovation to tackle key issues faced by the town.

The City Fibre Gigabit Broadband Network provides the basis for a wide area network radio frequency canopy that facilitates public wi-fi access across the borough, as well

as supporting the deployment of 4G and 5G mobile internet platforms in the future.

Southend Data Hub is expected to bring together a wide range of 'big data' information sources within an open, secure and flexible platform. The project will also support the deployment of new 'SMART City Applications and Initiatives' for the town, including intelligent parking solutions, smart energy usage and new public safety initiatives.

Over 100 organisations have been brought together to collectively advance the 'Digital City'. The programme has facilitated ultrafast broadband roll out to SMEs via ISP partners, created 90km of future-proof 'dark-fibre' deployed across the borough, and connected 60 corporate sites and 50 education sites to the fibre network enabling 1Gbps broadband speeds.

A Creative Future Wakefield



A Creative Future, Wakefield Production Park is a sound and event production facility and a community of studios, businesses and educational facilities which create unique live events, experiences and share industry best practice. This facility encourages the clustering of creative and cultural businesses whilst generating well paid, sustainable local employment opportunities and the wider economy of the district. In close proximity is the Backstage Academy which offers a range of foundation degree qualifications and high quality vocational learning.

Wakefield Council supported the programme of development through an ESIF application for capital and revenue support, an R&D Hub which will increase innovation, strengthen academic research with Backstage Academy and foster wider spatial links with other creative and digital industries businesses and assets across the district, most notably the

£20 million waterfront development at Rutland Mills.

As part of the aim to address Wakefield's long-standing skills challenges and developing stronger links between businesses and communities through culture, this project focuses on enhancing the links between Production Park and Wakefield's internationally recognised cultural assets, such as the Hepworth Museum, Yorkshire Sculpture Park and Rutland Mills.

The project has already helped foster the creation and relocation of three high-tech, high-value businesses, the creation of two new digital companies formed by the production Park Management Company and is expected to facilitate the development of a further 40,000 sq. ft. creative industries workspace, and leverage £3.5 million public investment and the release of a further £3.5 million private match funding for a new state of the art research and development centre.

Gloucester Transport Hub

Gloucester



Gloucester's state of the art Transport Hub opened in October 2018 and marks a key event in the multi-million pound redevelopment of the north of the city centre.

Funded by GFirst LEP and the City Council, BDP Architects were commissioned to create an architectural landmark with the roof of the building resembling an aircraft wing. A nod to Gloucester's proud aviation history. This vision was successfully implemented by lead contractors, Kier, with the Hub incorporating 12 bus bays, a café,

shop, toilets and seating areas and also a large digital screen and real time passenger information. It is also equipped with solar panels to power internal lighting and has been designed to be fully accessible for people with disabilities.

A section of the City's Roman wall discovered during excavation is also featured in the new structure.

Now fully operational, the Hub sees 250 bus movements per day with over 1.3 million passengers moving through the building every year.

Growing Carlisle

Carlisle



Credit: Stuart Walker Photography

The recently adopted Carlisle District Local Plan 2015-2030 sets an ambitious housing target, aiming to deliver over 9,500 new homes by 2030. The Council has been proactive in allocating a range of sites across the District both within urban and rural locations in a variety of sizes to encourage greater diversity. The local plan target represents the highest growth level in Cumbria and constitutes a 20 per cent uplift in the current housing stock.

Carlisle's growth ambition is also underpinned by the delivery of St. Cuthbert's Garden Village which is one of the 14 Government backed Garden Villages and is the largest and most northern in the

programme. Alongside the delivery of up to 10,000 new homes the project is seeking to deliver new employment opportunities and the early delivery of new and upgraded infrastructure to support the development of new communities.

Seeking Garden Village status for the area previously known as Carlisle South within the Carlisle District Local Plan has enabled funding to be acquired, maintaining momentum in developing the St. Cuthbert's Garden Village masterplan to help ensure the timely delivery of housing within the Garden Village area. The number of houses being completed annually in Carlisle has been at its highest level for the last three years.

Big Build

Kirklees



Kirklees Council Leader Cllr Shabir Pandor launched an ambitious plan to deliver 10,000 new homes by 2023 at MIPIM, the world's leading international property and investment event, in March 2018.

The Big Build is a comprehensive programme to increase the rate of house building across Kirklees, by working with private landowners, major house builders, housing associations and small site developers, in order to increase the supply of new homes. The council is proposing to build 1,000 of the

10,000 homes planned itself; on council-owned sites.

The Big Build is a major opportunity to accelerate the rate of housing delivery across Kirklees, a location with a great deal to offer in terms of lifestyle and opportunities. The Big Build will not only provide the homes Kirklees residents need, but will help the city region to attract and retain the talent which businesses across the Leeds City Region require to fuel growth, and underpin the regional economy as a whole.

Tramway Renewal and Regeneration *Blackpool*



The original Blackpool Tramway - one of the oldest electric tramways in the UK - opened in 1885. By the 2000s, the tramway and trams were in poor condition. A refurbishment was carried out through a partnership led by Blackpool Council to make the tram accessible to people with physical disabilities, encourage use by commuters and increase reliability and capacity at peak times. Now, 16 new trams run alongside heritage vehicles on the modernised infrastructure, which also integrates the installation of fibre optic cables under the tramway as a way to roll

out full fibre ultrafast broadband. This refurbishment demonstrates that mass transit can support both the commuting needs of residents and the transport needs of tourists, leading to a sizeable increase in annual tram ridership from 3.7 million over the last six years to 5.2 million in 2017-18. By 2017, 31 per cent of visitors to Blackpool reported using the tram on their trip. The network is now being extended to connect with Blackpool North railway station and new high-spec offices at the Talbot Gateway site.

Housing Infrastructure Fund Bid

Medway

Medway is currently progressing a Housing Infrastructure Bid worth £170 million, which will unlock the potential for 12,100 new homes, support employment as well as improve connectivity through new hard infrastructure such as roads, railway expansion and a new train station on the Hoo Peninsula. The Peninsula is a key location in terms of employment, with established business hubs such as Kingsnorth and Grain operating at high capacity. Recently, Medway has secured

Amazon which will create 500 employment opportunities at their new site on the Peninsula. The Bid will also include social infrastructure such as greenspaces, leisure, schools and health facilities.

The Bid is being co-produced with Homes England and other partners such as Network Rail and the funding is broken down into: £86 million for Road improvements; £67 million for Railway improvements; and £17 million for Social Infrastructure.

Town Centre Vision

Bournemouth

Bournemouth's Town Centre Vision is a ground-breaking regeneration programme. After 15 years of failure to deliver projects, a radical rethink was needed to speed up delivery of development projects. This involved the council taking a much more active role in developing the centre of Bournemouth, including setting up a development company with its chosen private sector partner to undertake development on council-owned sites.

Since then, £300 million of development has been completed and £275 million is currently in the construction phase, with a further £300 million currently going through planning/pre-construction phase. In 2018, Bournemouth won 'City of the Year' by the South Coast Property Association in recognition of transforming the lives of its residents, employers and visitors.

‘Gigabit’ Digital Programme *Wolverhampton*

The City of Wolverhampton is working to future-proof the city with digital infrastructure as part of its Smart City strategy. The city has secured £4.9 million from Wave 2 of the Local Full Fibre Network to connect public sector premises across Wolverhampton to ultrafast fibre broadband. Further work is underway to give residents on Wolverhampton Homes estates access to fibre

broadband, promote Gigabit Vouchers to the city’s business community and roll out smart infrastructure such as smart streetlights. The city is also part of the West Midlands Combined Authority’s Urban Connected Communities programme, which includes 5G test beds to accelerate the deployment of next generation mobile connectivity.

AMBITION 3
**KEY CITIES ARE
GREAT PLACES
TO GROW UP**



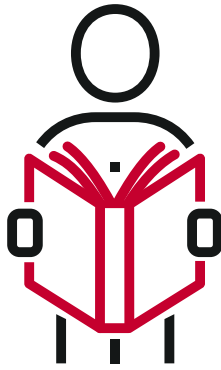
For the Key Cities, an important element of enabling a grassroots approach to growth and building wealth across communities involves making sure that all children and young people are given a platform to let their talents flourish as they grow up to become the leaders and innovators of the future. The majority of Key Cities have a demographic younger than most other UK cities and local authorities with a median age below the English and UK average.

The average age for Key Cities in 2017 is 38.5 years – 18 months younger than the national average.⁴⁸ Every proposal already covered in this document will benefit Key Cities' future generations as well as the current. Greater autonomy over apprenticeship levy spend will give Key Cities councils the freedom to deliver training courses that

give more young people the skills and confidence to apply for and complete an apprenticeship in the sector of their choice. Freedoms to unlock more land and finance to build housing will help young people to get on the property ladder, and a switch to zero carbon inner-city public transport will bring cleaner air and associated health benefits to future generations.

The proposals set out under this Ambition are specifically aimed at giving children and young people the information and support they need and want to help them fulfil their potential. They include proposals recommended by young people who took part in Key Cities' 'Changing the Future' Conference in July 2018.

The proposals put forward under Ambition 3 address education and mental health support.



EDUCATION

CONTEXT

Education is the foundation on which all Key Cities' plans to improve productivity, grassroots growth and social mobility will be built. Our proposed approach to delivering a high-quality education for all children and young people in the Key Cities rests on the following three principles:

First, the education system in the Key Cities should give all children and young people, no matter their background and personal circumstances, the chances and support they need to fulfil their potential.

Given the importance of the issue, it is right and vital that many stakeholders are involved in improving school standards.

But consistency of working arrangements between these stakeholders is a growing concern in the Key Cities and other areas of England. Local authorities in England have a legal duty to ensure that all school-aged children and young people within their borders receive a good education, but only have limited powers to fulfil the duty in educational settings other than maintained schools. While committed to upholding the independence of academies and free schools, Key Cities believe it is important that local authorities have sufficient powers to allow them to meet this legal duty. This cannot happen unless local authorities, as democratically accountable leaders of place, have broad oversight over the performance of all schools in their area and more powers to work with schools and Regional Schools Commissioners (RSCs) to intervene directly to address cases of poor performance where necessary.

Second, the education system in the Key Cities should help all children and young people take a confident first step on the career ladder.

Variable availability and quality of careers advice is a national issue with resonance for the Key Cities, particularly given the negative implications of poor careers guidance for social mobility. Young people who receive no or poor-quality careers advice feel less prepared to choose the right options post-16 and post-18 to set them on the path to a future successful career that harnesses their talents and interests most effectively. Inconsistent or poor careers guidance risks discouraging young people from exploring all the options available to them. This was highlighted in a recent survey, which revealed that young people in the Key Cities perceive that taking up an apprenticeship is a less desirable point of transition between school and work than going to university.⁴⁹


There are outstanding examples of careers advice programmes currently operating in the Key Cities, and the Key Cities intend to learn from each other and from UK and international examples of best practice to provide a consistent and excellent careers


advice service for all children and young people.


Third, the education system in the Key Cities should equip all children and young people with the life skills and information they need to develop into confident and healthy adults.

Personal, Social, Health and Economic (PSHE) lessons in schools are intended to provide young people with information on relationships and health and well-being to help them grow up as confident and responsible adults. As PSHE is a non-statutory subject and schools are given freedom to “tailor their local PSHE programme”,⁵⁰ the time allocated by secondary schools in England to PSHE lessons for pupils aged 14-16 fell by 47 per cent between 2011-2017.⁵¹ The Youth Parliament campaigned in 2018 for a ‘curriculum for life’ to be introduced in England’s schools to ensure that young people leave schools with an awareness of how to navigate significant milestones in life, such as opening a bank account or buying a house, as well as a good standard PSHE education.⁵² The proposed introduction of a ‘curriculum for life’ received notable support from young attendees at Key Cities’ Changing the Future Conference in July 2018.

WHAT KEY CITIES CAN OFFER TO THE UK


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Greater place-based collaboration between partners to give all children and young people in each Key City access to a good education. Local authorities are democratically accountable bodies with a legal duty to promote high standards of education and fair access to education in their place. Key Cities local authorities want to work more closely with Regional Schools Commissioners (RSCs) and other local partners to oversee standards in all types of schools in the area where necessary. This would make Key Cities local authorities better equipped to take responsibility for giving all school-aged children and young people access to a good education that helps them succeed in life, regardless of where they live.
- 


Young people leaving education with the core life guidance that they need to help them develop into happy, healthy and successful adults. An improved and more consistently offered 'curriculum for life' PSHE education would give all children and young people in schools in the Key Cities access to information about life topics that they want to learn about to help them make a confident transition to adulthood.
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Young people who are well prepared to enter the world of work, having received consistent and quality information on careers as part of their education and opportunities to undertake work experience.

WHAT KEY CITIES NEED TO MAKE THIS HAPPEN

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Greater role for local authorities in improving school standards, in collaboration with RSCs and other local partners. This will involve exploring how Key Cities local authorities can work more closely with RSCs and schools in a series of pilots to improve performance and partnerships across all school types in a local authority area. The pilots will test the impact on area-wide educational performance of devolving to Key Cities local authorities powers that require academies and free schools to create additional places (where there is demand) and a block capital grant to expand and open new schools (where there is demand).
- 

Stronger partnership between public and private sectors to improve the quality of careers advice in schools and higher/further education as part of an All Age Careers Service pilot. This will include giving Key Cities local authorities the power to commission and coordinate careers education, information, advice and guidance for their area, using and developing the Gatsby benchmarks.
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Pilot a 'curriculum for life' as part of PSHE education in schools. This will involve young people from the Key Cities in the co-design and evaluation of the 'curriculum for life' pilot to ensure that the curriculum provides young people with the information they need and want.



MENTAL HEALTH SUPPORT

CONTEXT

The burdens placed on today's children and young people are more substantial than any previous generation has faced. From an increasingly young age, there is overwhelming pressure to obtain not just good but excellent qualifications, find a well-paid job in a saturated market, own a home when supply and affordability are limited, and look and behave in a certain way as prescribed by the Internet and social media.

Sometimes the pressure can become too overwhelming, and in those circumstances young people need access to support to help them take care of their mental health.

Mental health counselling and well-being services in the NHS, schools, colleges and universities are struggling to cope with growing demand. Only two out of the 28 local authorities in the Key Cities have an estimated prevalence of mental health disorders in children and young people aged 5-16 below the England average of 9.2 per cent.⁵³ Young people participating in the Key Cities' 'Changing the Future' Conference in July 2018 raised young people's mental health support as one of their main areas of concern for the present and the future.

Only 2 out of 28 Key City local authorities have prevalence of mental health disorders in children and young people aged 5 -16 below the England average.





These issues have the potential to be catastrophic for the affected children and young people, their loved ones and community public services. Most adult mental health conditions start in childhood, with 75 per cent of adult mental health conditions starting before the age of 18,⁵⁴ but there are not enough resources available across the country to promote a more preventative approach to tackling mental ill health in the young.


In England, 93 per cent of primary and secondary schools offer mental health counselling with their own already tight budgets.⁵⁵ Unable to meet demand, mental health counselling services are obliged to prioritise treatment for children and young people with the most serious problems, while other vulnerable children and young people whose mental health issues are rated less severe are left stranded with inadequate or patchy treatment.

Although it is generally considered that people between the ages of 18 and 24 are still young people, CAMHS only offers mental health services to children and adolescents below the age of 18. At the age of 18, many young people are making some of their biggest life changes by going to university, looking for their first full-time job or leaving home. Vulnerable young people aged 18 using mental health services face serious disruption by having to wait to be referred to adult mental health services, which are not well-equipped to help them with the tricky transition to adulthood.

WHAT KEY CITIES CAN OFFER TO THE UK

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Testbeds for a more coordinated place-based approach to treating young people's mental ill-health that places a greater emphasis on prevention and early intervention to improve the life chances and emotional resilience of vulnerable young people while reducing pressure on public services in the long term.
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Improved access to mental health services by addressing factors that limit the supply of services (such as lengthy waiting times) as well as helping young people in need of support to access the most appropriate services for them.
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Improved health outcomes among vulnerable young people by offering specialist service within CAMHS to assist them with the transition to adulthood.


WHAT KEY CITIES NEED TO MAKE THIS HAPPEN

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All English Key Cities to be in trailblazer areas for proposals from the Transforming Children and Young People's Mental Health Provision Green Paper.⁵⁶ This should include piloting training programmes and roles of Mental Health Support Team workers and Designated

Senior Leads for Mental Health, and would also involve trialling four-week waiting times for CAMHS referrals while ensuring that access to mental health services improves, particularly among young people in vulnerable groups such as looked-after young people and NEETs.

Key Cities also request that the Welsh government works with Newport and Swansea to identify similar opportunities to pilot programmes intended to support the mental wellbeing of children and young people in Wales.

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Pilot raising the age at which young people are referred to adult mental health services from 18 to 25, with commensurate additional funding for CAMHS in the pilot.

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Support to develop greater coordination between education providers, youth services, health bodies and local authorities to promote prevention and early intervention approaches to treating mental ill-health in children and young people in the Key Cities. This could involve Key Cities and national governments piloting an initiative similar to Opportunity Areas to develop greater place-based coordination between social mobility initiatives and mental ill health prevention and early intervention approaches.

CASE STUDIES

Work Discovery Week Sunderland



Work Discovery Week was launched in 2013 in Sunderland as a unique initiative from the city's Economic Leadership Board's Business-Schools Task Group, organised to forge new relationships and cement existing relationships between schools and businesses in the city. This programme has become a national blueprint on how to engage young people with businesses, and how to encourage them to gain the skills to improve their employability.

The success of Work Discovery Week was built on by the extension of the programme throughout the year, thanks to the introduction of a range of sector specific one day events (including Health & Care, Hospitality, Advanced Manufacturing and Engineering, Software and Utility sectors) and a number of inspirational

guest speaker days where young people hear about the career paths of business people from a whole host of backgrounds and giving pupils from across Sunderland the opportunity for unique insights into a wide variety of industries. It also provides a superb opportunity for businesses to showcase their industry sector, the products they make and/or the services they deliver to the workforce of the future.

More than 1000 school pupils are involved each year, taking part in activities ranging from careers fairs to business challenges, visits to companies, workshops and hands-on activities. Many of the region's biggest employers – including SAFC, Nissan, Gentoo, Sunderland University, Sunderland College and Arriva – support the event.

National College for High Speed Rail

Doncaster



The National College for High Speed Rail is the first educational establishment in the UK that focuses on the High Speed Rail sector. It is a nucleus for attracting further rail and transport related investment. The College provides a unique training and work experience to learners aged 18 and above in all aspects of what makes a modern railway.

As the first National Institution to locate in Doncaster, the College is an excellent addition to the local educational and architectural landscape and it continues the historical significance that Doncaster has within the railway sector.

The National College for High Speed Rail is having a positive impact acting

as a beacon for the strengths and ability of the city region. It will play a critical role in the delivery of the strategic economic plan's ambition to create 70,000 jobs, and will also make a significant contribution to the higher level skills targets with level 4 and 5 qualifications being the focus of the college.

£4.5 million was spent procuring through Doncaster based companies with an additional £4.5 million procured through wider Sheffield City Region companies, achieved through the construction project. It is forecast that by 2022, the numbers for both 19-24 and 24+ age range for number of participants studying a diploma in Higher Education will treble the current figures.

City Deal Solent Jobs Programme Southampton and Portsmouth



In 2014, Southampton and Portsmouth City Councils were the only cities nationally to jointly agree a City Deal with government in recognition of their shared ambitions and challenges for their economies and wellbeing of their residents. Through aligning the funding provided by the Deal with local resources, two innovative employment support programmes were developed: Solent Jobs Programme, which focused on long term unemployed people with health conditions, and City Deal Youth programme, aimed at supporting vulnerable young people into employment, skills and education.

The Solent Jobs Programme provides a holistic localised response linking a range of specialist agencies (JobCentre Plus, GPs, mental health services, local authorities, family support and early help teams, housing, skills and training providers) to support people into work.

The model is based on evidence-based interventions and support, including:

- *Skills and Employability Training: working with local colleges and training providers to improve basic skills and offer pre-employment and sector specific training.*
- *Cognitive Behavioural Therapy (CBT): to build resilience, self-confidence, motivation, identify skills and strengths.*
- *Health and Well Being courses: working with Public Health to support individuals to make healthy lifestyle choices and demonstrate impact on working capacities.*

The programme has supported 1,150 long-term unemployed people, created 249 temporary work placements and 285 permanent job entries. There has also been improved joint working between agencies and a greater understanding of the role of employment in promoting good health.

Industrial Centres of Excellence

Bradford

The Industrial Centres of Excellence (ICE) were developed as part of the Get Bradford Working programme to address reported skills gaps when recruiting people directly from education. ICE represents a concerted effort to enable businesses to take a leadership role in the design and delivery of post-14 learning and articulate and stimulate the demand for skills.

At the heart of the model is: careers and technical education; business-led qualifications; personalised curriculum with structured progression into Apprenticeships, HE and work; practical, experiential learning; and extended work placements.

Bradford recognises the national view that reform to the skills system

will only work if government, business and the education and training sector work together in genuine and robust partnerships. The ICE approach has created these partnerships and has succeeded in embedding them in the education infrastructure in Bradford.

This is key. By working within the existing education landscape we have introduced the new ethos without the need for a new institution. Therefore ICE has enabled our young people to access career and technical education driven by employer demand from within their schools and FE, avoiding the recruitment and access issues that have affected many new 14-19 institutions (such as Studio Schools and UTCs) based on national models when they have been established.

CONCLUSION

The Key Cities believe that long-term sustainable economic and social prosperity is best achieved by people in and for their own communities. We have shared ambitions for Key Cities to be the best places in the UK for people to get on, live and grow up. These ambitions are inspiring us to work more closely with local and national partners to enable people of all ages in all parts of the Key Cities to fulfil their potential.

It is only by giving our people the tools and opportunities they need to fulfil their potential that the potential of the Key Cities to be the driving force behind the UK's push for higher productivity and inclusive growth will be realised.

Key Cities are the UK's Cities in Action. Our member cities are

already developing and implementing highly innovative projects designed to facilitate a grassroots approach to growth in our cities and thereby contribute to the delivery of the Industrial Strategy and other important national endeavours. Through closer collaboration with the UK and devolved governments to unlock further freedoms, powers and resources at city level, Key Cities will be in the best position to build on our current excellent progress, provide significant returns to UK plc, and serve as a testbed and springboard for cutting-edge policy ideas to be rolled out to other parts of the UK.

Successful Key Cities are the foundation for a thriving United Kingdom.

**KEY
CITIES
UNLOCKING
POTENTIAL**



BLACKPOOL

Blackpool is the world's first working class seaside resort, and continues to be a tourist hotspot with around 18 million visits a year. Our iconic attractions include Blackpool Tower, the Illuminations, Winter Gardens and the oldest surviving electric tramway – all safeguarded for future generations though Council ownership. Current innovations include the development of a new Housing Company attacking private sector housing blight and the Talbot Gateway development bringing office jobs to the town centre. On

the outskirts of the borough, the Blackpool Airport Enterprise Zone straddles the border between Blackpool and Fylde, with a partnership approach delivering the new Lancashire Energy College HQ and jobs across a diverse range of sectors from advanced manufacturing to food and beverages.



BOURNEMOUTH

Bournemouth has a thriving economy, with two Universities and is performing well in Financial Services, the Digital Sector and Tourism. It is the number one place for high-growth digital tech businesses and is one of the greenest places in the UK. The Council is investing in projects that drive productivity and inclusive growth through the Dorset Business Growth Programme (£15 million for SMEs); major investments in digital and transport infrastructure; programmes that support young adults to be work ready; and its 20-year town centre vision

creating places for everyone to enjoy. Local Government Reorganisation brings opportunities to create a new council that will put productivity, inclusive growth and culture at the heart of its plans for a 21st Century city by the sea.



BRADFORD

The Bradford District is home to over 500,000 people and is the UK's youngest city. It is also one of the most culturally diverse places in the UK. The District's Economic Growth Strategy aims to take GVA from £10 billion to £14 billion, bringing another 20,000 people into work and improving the skills of 48,000 people. 5,000 businesses back the Education Covenant, and the pioneering Bradford Pathways programme is connecting young talent to employment and more positive

futures. As Emerging Destination of the Year for Europe (The Luxury Travel Guide, 2018), Bradford is a UNESCO Creative City of Film, as well as home to the National Science and Media Museum and the World Heritage Site of Saltaire.



Credit: Graeme Peacock

CARLISLE

Carlisle is Cumbria's regional capital and the beating heart of the Borderlands. A vibrant historic city that links two world heritage sites - Hadrian's Wall and The Lake District. It is the base for leading manufacturers including McVitie's, Pirelli's, Nestlé and the Stobart Group. A new regional airport will contribute to the city's growing economy. The city acts as a strategic gateway. It is the major rail interchange for the Borderlands area. Carlisle is part of the Borderlands Partnership, an initiative that brings together the

five cross-border local authorities that straddle the Scotland-England border. St Cuthbert's Garden Village, Carlisle, is the largest in the UK, with an anticipated delivery of up to 10,000 homes and related infrastructure and facilities.



COVENTRY

Coventry is a dynamic city, driven by innovation and reinvention. An ambitious programme of regeneration is underway, transforming the city centre and developing cutting edge physical and digital infrastructure. The city is ready to maximise opportunities, notably as UK City of Culture 2021, and is constantly exploring new ways to work in partnership, attract investment and deliver growth. Coventry is leading the way in creating a smarter future for mobility by exploiting the city's wealth of research and innovation knowledge

to become a truly 'Smart City'. With two successful universities, investment in 5G and the construction of world leading R&D facilities, the city is unlocking potential by supporting industry to design, develop and demonstrate technologies and solutions for the future.



DERBY

Derby is distinguished by its national reputation as a 'producer' city hosting world class businesses like Rolls-Royce, Toyota and Bombardier and a great many of their key suppliers. Innovation amongst Derby's businesses has seen the manufacturing sector continue to grow, in contrast to trends elsewhere in the UK where the structural transition towards a service-based economy has often led to shrinking production industries. Derby therefore has the third fastest growing city-economy with a strong economic base.

Since 2012, employment, productivity and business density have all grown by 5.4, 10 and 18 per cent respectively. The Council takes a strategic role in helping shape the future of the local economy. For further details of Derby's Economic Growth Strategy, see: www.derby.gov.uk/degs/



DONCASTER

Doncaster is a Borough located within the very heart of England, with key strategic transport routes that offer excellent access to major conurbations, coastal ports and other parts of the UK and beyond. Whether you are travelling via air, road, rail, ports or waterways, Doncaster's unique accessibility presents opportunities for businesses and people alike. Doncaster and our economy are on the up, with strong tradeable sectors such as logistics, manufacturing, health and social care, construction and rail. Major

infrastructure projects include: Civic and Cultural Quarter; Rail College; DN7 Unity Project (a comprehensive mixed-use development providing new homes, employment, retail, education, community and leisure use). International visitor attractions include: PGA Golf course; Race Course (oldest classic); and Yorkshire Wildlife Park.



GLOUCESTER

Gloucester is a city on the up where history is still being made. The cathedral city of the Cotswolds, Gloucester has its roots stretching back to Roman times and boasts over 700 listed buildings in addition to England's most inland port serving the Gloucester to Sharpness Canal as well as the River Severn. The city has seen unprecedented regeneration in the last decade with over £750 million investment in the central area alone and there is plenty more to come.

With a burgeoning student population adding to our already youthful city, with 40 per cent being under 30 years old, opportunities abound to build on our rich cultural and creative heritage to further grow our economy to even greater heights.



HULL

Hull is a proud, independent and creative city with culture in its DNA. This revitalised northern city is an investment success, having attracted more than £3 billion. Ranked as one of the best locations for businesses in the UK, Hull is nothing short of a UK front-runner for digital connectivity and international transport connections through its port. Hull has more jobs than ever before, with over one million people living in the city-region and a further nine million people living within a two-hour drive.

The regeneration of Hull is well under way. Since 2017, more than 100 businesses have opened in Hull's beautiful, transformed city centre, alongside £220 million of new investment in city centre retail and leisure outlets.



KIRKLEES

Kirklees boasts a premier location at the heart of the UK. With a young and diverse population, it benefits from great quality of life, some of the country's most stunning countryside, competitive house prices and a gold-rated university. It has become a world-class centre for advanced manufacturing and precision engineering. A strong record of business formation is supported by ambitious plans to deliver 10,000 new homes by 2023 - attracting and retaining talent and enabling communities to flourish. Kirklees is creating an inclusive economy, working

with partners to remove barriers, promote community wealth building and capitalise on our collective resources. It also leads the way in building local democracy, engaging with citizens in local areas to modernise democratic decision making.



MEDWAY

Medway is the largest conurbation in the south east outside London, with a population of around 280,000 which is projected to grow to 330,000 by 2035 as part of our aspiration to become a leading waterfront university city. Medway is strategically positioned between the Capital and the Continent, and our fast train connections provide services to London within 34 minutes. Medway has a rich heritage and great future. We are proud to be home to four universities with 12,000 students, with thriving further education, MidKent

College and University Technical College. Medway is one of the leading centres for innovation in the south east. Medway's economy is now worth £5.2 billion with a growth rate ahead of the rest of the UK.



NEWPORT

Newport is a vibrant, forward thinking city steeped in a rich industrial heritage. Our current population is 150,000 but the city is growing and by 2030 will have a population of around 175,000. The city is home to major businesses such as Celtic Manor Resort, GoCompare and a number of technology companies. Growing these businesses is key to creating opportunities for our communities to tackle the deprivation which still exists. Newport has developed an international profile, having hosted world class business and

sporting events: the NATO Summit in 2014 and the Ryder Cup in 2010. Our ambition is high and we look forward to attracting more significant events when the Wales International Convention Centre opens in the city in 2019.



NORWICH

Norwich is a contemporary, liveable city that offers an exceptional quality of life. Its rich cultural and architectural heritage has shaped an urban fabric like no other, and the city is today at the leading edge of new technology and development. The city offers a high quality and varied mix of housing providing the best of city living with easy access to the countryside, coast and the Broads. Norwich is an administrative, commercial and cultural hub with a catchment area of over 1 million residents. Norwich is an exceptional

prospect for potential investors - two notable universities, a world-class research park, an international airport and a skilled workforce add to the many opportunities for all types of business to develop and prosper



PLYMOUTH

Plymouth, 'Britain's Ocean City', has a population of over 260,000, an economy worth £5 billion and over 100,000 jobs. Its primary expertise capitalises on world class capabilities in the marine and advanced manufacturing sectors. Oceansgate Marine Enterprise Zone is aimed at attracting inward investment, stimulating innovation and creating high quality jobs. The city's advanced manufacturing sector accounts for 21 per cent of the UK's marine manufacturing capacity. Plymouth also has one of Europe's largest hospitals, a teaching partnership with the University of

Plymouth that provides integrated training for almost every health and care discipline and high quality research. The hospital underpins the growing medical, health and life sciences sector. The city also hosts many creative and digital businesses.



PORTSMOUTH

Portsmouth is the UK's only island city. It has the highest GVA per worker and highest level of digital connectivity across the south coast. As the home of the Royal Navy for over 500 years, it has a significant defence cluster and a track-record for innovation, encompassing advanced manufacturing, materials and communication systems. Innovative projects and programmes that Portsmouth City Council has undertaken include: an innovative City Deal, including transforming a complex brownfield site on the water's edge into a new housing and

employment gateway to the Waterfront City; £35 million investment in a new terminal and linkspan at Portsmouth International Port (wholly owned and run by PCC); and success in establishing Portsmouth as a European short-break destination.



PRESTON

The city of Preston is the economic hub and driver of the Lancashire economy, one of the largest in the Northern Powerhouse. The city enjoys high levels of employment, low unemployment and is a hotspot for new investment and businesses. Significant infrastructure investments such as the Preston, South Ribble and Lancashire City Deal and £200 million UCLan Masterplan will provide thousands of new jobs and homes alongside a huge economic stimulus. A centre of advanced engineering, particularly aerospace and

clean energy, Preston has strengths in the service sector and leisure, retail, higher education and public administration. Latterly the city has been piloting the "Preston Model", developing a range of alternative community wealth building initiatives to create more inclusive economic growth.



SALFORD

Salford is a thriving cultural, economic and residential destination, home to 251,000 people and 10,500 businesses. Unprecedented levels of economic growth over the last decade, including renowned schemes such as MediaCityUK has transformed the city, creating one of the most highly skilled digital and technical workforces in the Greater Manchester city region. Along with a growing national reputation as a leader in digital transformation, the city is also at the very forefront of a national health revolution that is ushering in a

new era of joined-up health and social care. With a strong cultural and tourism offer, huge swathes of beautiful green spaces, and excellent transport links to all parts of the UK, Salford truly has something for everyone.



SOUTHAMPTON

The largest city on the central south coast of England with a population of 252,000 and a catchment area of 1 million. Southampton hosts 2 universities, the National Oceanography Centre and Lloyds Register's Global Technology Centre. The city is at the centre of the UK's strongest marine and maritime cluster. With more than 500 cruise ships visiting annually, Southampton is the largest cruise port in Northern Europe, the second largest UK container terminal and handles the largest number of automotive trade

vehicles. Southampton has attracted £2 billion of development investment over the last 6 years, based upon the city centre masterplan, and is now embarking upon a further programme of large scale development.



SOUTHEND-ON-SEA

Southend-on-Sea is a vibrant area with first-class connectivity, a growing economy and a dynamic local community. Situated 40 miles east of London, the borough offers a microcosm of the best aspects of seaside life: from the boutique leisure experience of Leigh-on-Sea; to the water-sports and wildlife destinations of Shoeburyness; to the bustling cultural venues of the seafront and town centre. Key initiatives include: a 90km Gigabit broadband network, a new 1 million sqft business park, and London Southend Airport - flying

travellers to over 40 destinations. An exciting ambition and plan for 'Southend 2050' is being developed alongside a plan for strategic growth across south Essex that will ensure its continued prosperity and development well into the 21st century.



SUNDERLAND

Sunderland is a city with a history of innovation and making things well. From a heritage of glass making and shipbuilding, Sunderland has reinvented itself and is benefitting from genuine social and economic change at a rapid pace. Industries of old have been replaced by thriving new sectors. From automotive and advanced manufacturers; arts, culture, and creative industries; to Financial Professional and Business Services; and innovative small businesses, the city is now attracting interest from

across the globe. Its burgeoning software sector boasts GVA of £157 million and the £1.5 billion of private and public investment planned by 2024 to create world class infrastructure all contributes to Sunderland being named as the UK's top exporting city in the latest Centre for Cities table.



SWANSEA

Swansea is an innovative waterfront city at the heart of the wider Swansea Bay City Region with a huge amount to offer. The City Deal is leading to unprecedented levels of investment in the area, creating new business and high quality employment opportunities as well as new leisure amenities all supported by World Class digital technology. This will add to the £6 billion development story unfolding in Swansea. Swansea is one of the fastest growing digital hotspots across the UK and plans to develop a new Digital

Village & Arena will support this expanding sector. Access to cutting-edge University research and expertise, a high quality of life and outstanding natural environment create a unique business location.



TEES VALLEY

With a population of 670,000, Tees Valley, a Mayoral Combined Authority, comprising local authority areas Darlington, Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton-on-Tees. The region has a rich industrial heritage, and is renowned for process, power and engineering. It is a world leader in chemicals, health and advanced manufacturing, standing out for innovation, creativity and diversity. Its developing cultural offer is leading to a UK City of Culture 2025 bid. The 4,500-acre South Tees Development

Corporation is currently the UK's greatest regeneration opportunity and, subject to Parliamentary approval, will become the UK's first Special Economic Area. It benefits from river access including Teesport, England's largest exporting port, and aims to create 20,000 jobs, boost investment and create an inclusive economy.



WAKEFIELD

Wakefield has a population of 337,000 and, with strong job growth and major regeneration, Wakefield is ranked as one of the country's fastest growing economies. It is home to one of the most transformed city centres in the UK and the District's visitor numbers continue to accelerate, being the only place outside London to house two Art Fund's Museum of the Year winners (Yorkshire Sculpture Park 2014, the Hepworth Wakefield 2017). With obvious strengths in the logistics and distributions sectors because

of its unrivalled connectivity, its growing cultural and creative sector is having a significant impact on the District and its residents, from a new national innovation centre at Production Park to the emerging development at Rutland Mills.



WOLVERHAMPTON

The City of Wolverhampton is a young, diverse and vibrant city of 254,000 people, with one of the UK's top ten growing economies and £3.7 billion investment on site or planned. The city's excellent road, rail and air links put it at the heart of Britain and Europe. Sector leading firms JLR, Marston's, Moog Tata and UTC Aerospace call the city home, alongside a growing financial and construction sector. It is also the location of the i54 strategic employment site, one of the most

successful enterprise zones in the country. The city is a thriving cultural centre, home to the Grand Theatre, Civic Halls, Art Gallery, the UK's only all-weather horse racing course and Premier League Wolverhampton Wanderers.

LIST OF CASE STUDIES

A selection of innovative projects currently taking place in the Key Cities have been used in this report as case studies. The case studies and their respective page numbers are listed below. For further information on any of the case studies, please contact the relevant Key Cities local authority.

Key City	Case Study	Page number
Blackpool	Tramway Renewal and Regeneration	51
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