Learning for City Deals

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City Deals so far...
# Waves 1, 2 and 3…

<table>
<thead>
<tr>
<th>Wave 1</th>
<th>Wave 2</th>
<th>Wave 3</th>
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<tbody>
<tr>
<td>Greater Birmingham and Solihull (GBS)</td>
<td>Black Country (BC)</td>
<td>Glasgow and Clyde Valley (GCV)</td>
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<td>Bristol and West of England (BWE)</td>
<td>Plymouth (P)</td>
<td>Aberdeen (AB)</td>
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<td>Greater Manchester (GM)</td>
<td>Brighton and Hove (BH)</td>
<td>Cardiff Capital Region (CCR)</td>
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<td>Leeds City Region (LECR)</td>
<td>Preston, South Ribble and Lancashire (PSRL)</td>
<td>Inverness (IV)</td>
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<td>Liverpool City Region (LVCR)</td>
<td>Greater Cambridge (GC)</td>
<td>Edinburgh and South East Scotland (ESE)</td>
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<td>Nottingham (NO)</td>
<td>Southampton and Portsmouth (SP)</td>
<td>Swansea Bay (SB)</td>
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<td>Newcastle (NCLG)</td>
<td>Coventry and Warwickshire (CW)</td>
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<td>Southend (S)</td>
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<td>Liverpool Mayoral Deal</td>
<td>Hull and Humber (HH)</td>
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<td>Stoke and Staffordshire (SS)</td>
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<td>Greater Ipswich (GI)</td>
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<td>Leicester and Leicestershire (LL)</td>
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<td>Sunderland and North East (SST)</td>
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<td>Greater Norwich (GN)</td>
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<td>Swindon and Wiltshire (SW)</td>
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<td>Oxford and Central Oxfordshire (OCO)</td>
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<td>Tees Valley (TV)</td>
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<td>Thames Valley Berkshire (TVB)</td>
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City Deal geographies, 2017

Source: O'Brien, P. and Pike, A. (2018) “‘Deal or no deal?’ Governing urban infrastructure funding and financing in the UK City Deals”, Urban Studies
Deals in the pipeline...

- **Northern Ireland**: Derry-Londonderry and Strabane, Mid South West Northern Ireland, Causeway Coast and Glens

- **Scotland**: Moray, Falkirk, The Islands, Argyll and Bute,

- **Wales**: North Wales, Mid-Wales

- **England**: ‘Devolution Framework’, Towns Fund, further Town Deals?
Where did ‘deals’ and ‘deal-making’ come from?
Origins

• then Secretary of State for Cities Greg Clark’s (1992) PhD on incentive payment systems…

• Critique of New Labour’s ‘top-down’ and ‘command state’ centralism…

• Commercial and financial practice…

• US political horse-trading…even Trump’s ‘The Art of the Deal’…
Ten lessons from ‘city-dealing’*

1. Articulating an ‘ambitious’ and ‘transformative’ vision and strategy

“what you have to do is to make the government an offer it can’t refuse... it needs to be so compelling that what is being proposed is so clearly in the national interest as well as the local interest... demonstrated convincingly with the economic analysis that is available”

(Greg Clark, UK Secretary of State, BEIS, 2017)

Source: Quoted in Discuss Manchester (2017) Panel, https://www.youtube.com/watch?v=35FogyF7isQ; Accessed: 29 August 2018
2. Tailoring to local assets and circumstances

“The aim of these deals is to empower cities to forge their own path, to play to their own strengths and to find creative solutions to local problems”

(Nick Clegg, Deputy Prime Minister, Foreword, 2011)
3. Connecting ‘growth’ and ‘public service reform’

GM: from ‘cost centre’ to ‘net contributor’ to the national economy…

Source: Greater Manchester Combined Authority and Greater Manchester LEP
4. Linking growth ‘cores’ with their ‘peripheries’
5. Demonstrating innovation

‘Financial Innovation Name Generator’©

<table>
<thead>
<tr>
<th>Terms (select 1 from each column)</th>
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<tr>
<td><strong>Earn</strong></td>
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<td><strong>Gain</strong></td>
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<td>Benefit</td>
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<td>Dividend</td>
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<td>Growth</td>
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<td>Improvement</td>
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<td>Increment</td>
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<td>Kick</td>
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<td>Lucre</td>
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<td>Payoff</td>
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### 6. Integrating programmes

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<thead>
<tr>
<th>City Deal Area</th>
<th>Public policy areas</th>
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<tr>
<td></td>
<td>Skills</td>
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<tr>
<td>Greater Birmingham &amp; Solihull</td>
<td>✓</td>
</tr>
<tr>
<td>Bristol &amp; West of England</td>
<td>✓</td>
</tr>
<tr>
<td>Greater Manchester</td>
<td>✓</td>
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<tr>
<td>Leeds City Region</td>
<td>✓</td>
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<tr>
<td>Liverpool City Region</td>
<td>✓</td>
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<tr>
<td>Nottingham</td>
<td>✓</td>
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<tr>
<td>Newcastle &amp; Gateshead</td>
<td>✓</td>
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<tr>
<td>Sheffield City Region</td>
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7. Creating locally appropriate governance arrangements

<table>
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<th>Governance model</th>
<th>Example</th>
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<tr>
<td>Elected Mayor</td>
<td>Liverpool City; Bristol City</td>
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<tr>
<td>Combined Authority</td>
<td>North East Combined Authority; West Yorkshire</td>
</tr>
<tr>
<td>Elected metro-mayor and Combined Authority</td>
<td>Greater Manchester; Sheffield City Region; Liverpool City Region; Tees Valley; Greater Birmingham and Solihull; West of England</td>
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<tr>
<td>Joint Committee</td>
<td>Black Country; Coventry and Warwickshire; Hull and Humber; Oxford and Oxfordshire; Plymouth; Thames Valley Berkshire; Glasgow and Clyde Valley; Cardiff Capital Region; Aberdeen; Edinburgh and South East Scotland; Swansea Bay</td>
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<tr>
<td>Single Local Authority</td>
<td>Inverness</td>
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<tr>
<td>LEP or private sector-led</td>
<td>Greater Ipswich; Preston; South Ribble and Lancashire; Swindon and Wiltshire</td>
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<tr>
<td>Economic Board</td>
<td>Nottingham; Greater Brighton; Greater Cambridge; Greater Norwich; Leicester and Leicestershire; Solent; Southend; Stoke-on-Trent and Staffordshire</td>
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8. Ensuring accountability, scrutiny and transparency

“...two mafia bosses carving up Apulia. There was no white paper or consultative document, let alone a debate in parliament. Manchester’s deal was reached by sleight of hand, by one man with a political problem to solve and another who saw this as an opportunity”

9. Building research, analysis, monitoring, and evaluation capacity

The What Works Centre for Local Economic Growth aims to significantly improve the use of evidence in the design and delivery of interventions for local economic growth. A key part of this is engagement with practitioners to share best practice and guidance about improving policy development and evaluation.

This paper, produced by John Holden at New Economy and Alan Harding at the University of Liverpool Enterprise Institute, presents a case study of the approach to evidence-based policymaking taken in Greater Manchester and offers a series of good practice lessons for other local policymakers.
10. Sharing knowledge and practice locally and centrally
Key questions
Key questions

• Does the informal governance of deals need formalising? (menus, assessment criteria, etc.)

• Does it matter that the funding allocations are geographically uneven?

• How can the agreed deals be upheld and implemented?

• What support do local actors need to build capacity and help deliver the deals?

• Can the national and devolved administrations provide adequate support for deals and deal-making?

• Where next? (City and other) Deals all round or a new urban and regional strategy and policy?
<table>
<thead>
<tr>
<th>Area</th>
<th>New funding per capita (£)</th>
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<tr>
<td>Cardiff Capital Region</td>
<td>800</td>
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<tr>
<td>Glasgow Clyde Valley</td>
<td>556</td>
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<td>Greater Cambridge</td>
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<td>Preston, South Ribble and Lancs</td>
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<td>Nottingham</td>
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<td>Sunderland and the North East</td>
<td>3</td>
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<tr>
<td>Black Country</td>
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Source: O'Brien, P. and Pike, A. (2018) “‘Deal or no deal?’ Governing urban infrastructure funding and financing in the UK City Deals”, Urban Studies, 56, 7, 1448-1476
Acknowledgements

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