



# Unlocking The Opportunities For The Severn Growth Zone

Supplementary report to the  
River Severn Partnership

July 2020

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# 1.0 Introduction



## 1.0 Context and background

This report has been assembled to explain, in more detail, to the River Severn Partnership Board the data and assumptions behind the 'The River Severn Partnership; Delivering growth throughout Britain's longest river network' report. It should be read in conjunction with that document and serves as a technical note to sit behind some of the high level statements.

For context the original report was written to offer a high level and strategic investment pitch to Government and, as such, did not contain the level of detail that local partners may wish to see behind the assumptions. This report provides further information to partners on the parts of the report led by Mace, particularly around the economic, housing and population benefits that could be realised as a result of growth with water management as an enabler.



## 2.0 Principles and approach to the report

The purpose of the pitch to Government was to showcase the huge ambition and potential of the River Severn Partnership along with the high levels of collaboration that together would make investment in the region attractive. At this stage of the work we offered high level potential growth numbers, backed by an in depth analysis of the art of the possible.

To develop this report we assembled data from multiple sources (published, national standards and partner information) to be able to demonstrate the value to government in immediate investment in a Strategic Outline Case (SOC), which would follow on to a Treasury Compliant Full Business Case (FBC) working through the Strategic, Economic, Commercial, Financial and Management Cases, where these initial assumptions would be further interrogated.

**The unlocking of £100bn of growth over a 20 year period is based on evidence and demonstrates the aspiration of the Partnership.**

Accelerating our usual timeline for preparing this data provided the Partnership with the information to fulfil the requirements of the Cabinet Office ask and timeline, at the same time as leaving further scope for more detailed analysis in the SOC.

Together, we recognised that the time was now to showcase to the Government the benefit of investing in infrastructure at a regional level as part of the Build Back Better approach and aligning with the messaging in the OECD report 'Building Back Better: A sustainable and resilient recovery after Covid 19' published in June 2020. Our approach was based on understanding what is important for both local stakeholders and those at a national level making investment decisions.

Our approach within Mace to People, Place and Economy brings together the major factors influencing people's lives and impacting on population performance measures, what we refer to as the 'Seven Spheres of Influence'. These spheres include the economy, health, security (including physical, digital and in this context security from flooding), housing, employment (including education and skills), community and infrastructure. By taking the spheres together we are able to look at the interdependencies on programmes and projects and prove that the whole is greater than the sum of its parts, providing a compelling case to Government to catalyse interdepartmental working and investment focussing on whole system working.

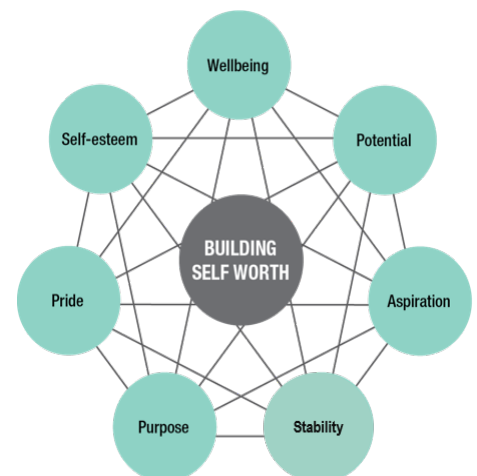
It is taking place making to the next level, not just considering the place but the people who make up the communities which you serve. Our 2019 thought leadership publication on this topic can be found here <http://macematters.macegroup.com/2019-edition-1/contents/>



**Ingredients for integrated place – the components for creating thriving communities and place**



**Communities, public sector and third sector working together to create community capacity and support the growth of resilient individuals**



**Components required to be fostered within individuals to support their strength and build positive relationships**

Figure 1: Seven Spheres of Influence

## Our lenses

To optimise the potential of the investment pitch being successful we approached the work through the following lenses:

- Economic growth first, enabled by water management, rather than a primary focus on water management.
- Building on existing plans and either maximising their deliverability or accelerating implementation by including them in a whole system approach rather than as separate projects.
- Analysing potential direct and indirect benefits of schemes, looking further than the usual range of outcomes to offer a wider narrative to supplement Benefit Cost Ratios. Some examples are included in the Place Economics section of this report.
- Using the unprecedented changes as a result of the Covid 19 pandemic, the UK leaving the European Union and the climate emergency as opportunities for transformation as well as addressing the challenges they present.



### 3.0 Method statements

These are the overarching figures we assembled for the investment pitch.

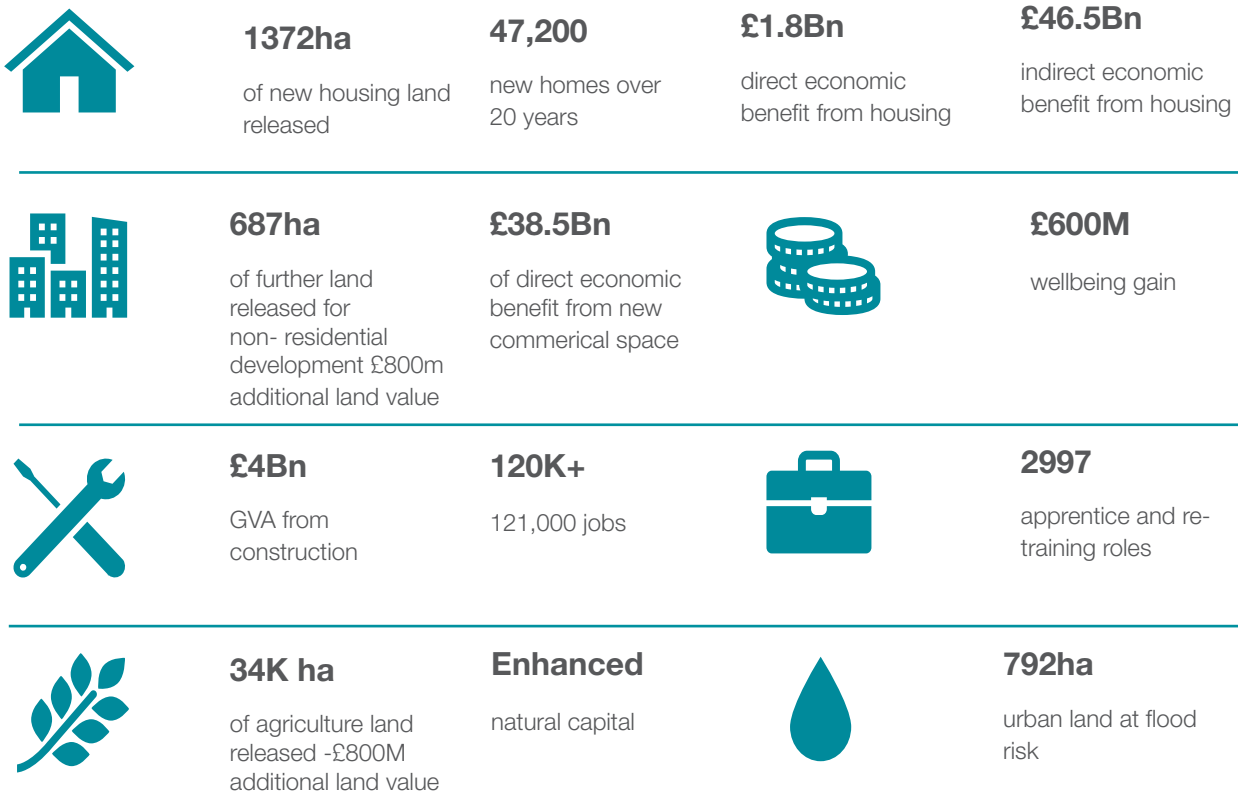


Figure 2: Overarching figure infographic

In the appendices you will find the detailed data that we used to build up the set of assumptions set out in the investment pitch. Here, we take you through the key points that we have identified through assimilating the data.

#### 3.1 population, economy and funding statistics

In our analysis of the population statistics of the River Severn Growth Zone area we used statistics from the following sources:

- Public Health England Fingertips
- Office for National Statistics
- NOMIS (part of ONS) specifically for employment data
- Published reports from various authorities, in the public domain
- Individual authority annual reports for Council and NHS budgets. It should be noted that this information is not, to our knowledge, available in a standardised format

In analysing the population statistics, it was apparent that:

- Life expectancy for the area covered was generally good
- Health inequalities within areas do exist but, in general, are below or at the national average
- There is a deficit in the working age population available to generate GVA and taxation in the region
- Economic activity levels are at or above the national average

The information showed similar population shapes across the River Severn Region (the pink line) and demonstrates that collectively there is a gap in the working age population of 4.29% against the England average.

Example age profile by authority:

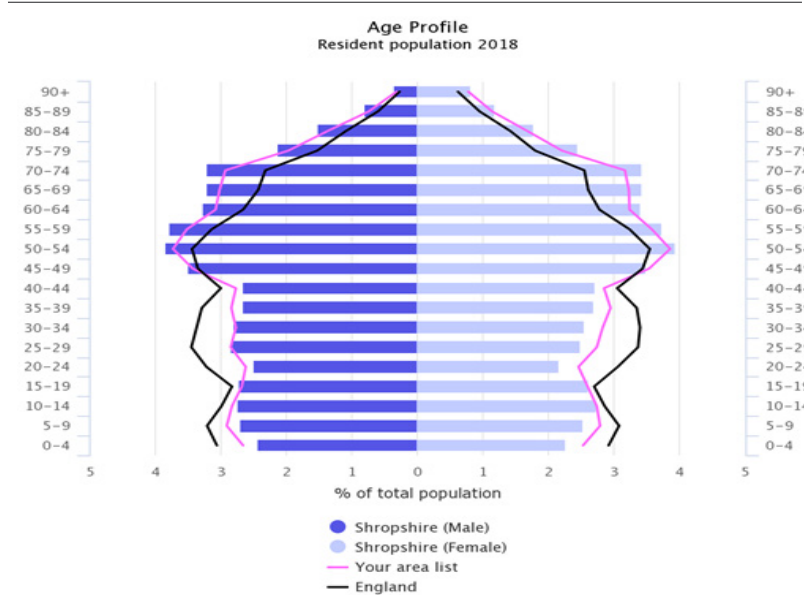


Figure 3: Age profile by authority

	Population	16-64	Economically active (%)	% of workless households	Gross weekly pay - place of residence	Gross weekly pay - place of work	Out of work benefits	NVQ 3 and above	Increased economically active	Increased no of economically active	Increased gross annual income
Gloucestershire	633,600	384,400	84.8%	9.2%	£585	£575	3.7%	61%	388,244	3,844	£116,854,524.80
South Gloucestershire	282,600	176,900	84.50%	7.8%	£599	£605	2.90%	64.1%	178,669	1,769	£55,100,812.00
Herefordshire	192,100	113,300	85.1%	13%	£520	£507	3.5%	55.4%	114,433	1,133	£30,630,428.40
Shropshire	320,300	189,600	82.9%	9.9%	£557	£526	3.8%	61.8%	191,496	1,896	£54,866,448.00
Telford and Wrekin	177,800	111,000	80.4%	16.5%	£545	£563	5.5%	52.2%	113,220	2,220	£62,949,432.00
Worcestershire	592,100	353,600	80.8%	12%	£565	£530	4.5%	58.7%	360,672	7,072	£207,812,134.40
Powys	1324,00	75,500	78.5%	13.5%	£540	£508	3.8%	59.1%	77,010	1,510	£42,392,948.00
GB average			78.9%	12.3%	£587	£587	5.1%	58.5%			
Total	2,330,900	1,404,300								19,444	£570,606,727.60

Increased by 1%  
Increased by 2%

Figure 4: Employment and income statistics

The existing resident working population is economically active as shown in the table below and we have made conservative estimates on the potential to improve these metrics based as a result. At a high level, Areas with >82% economic activity levels have been assumed as able to achieve a 1% increase and those <82% a 2% increase as a result of increased employment opportunities. Creating jobs for those c19,500 existing residents will result in additional gross annual income of £570.6m based on gross weekly pay by place of residence.

As part of our work to review incentives to attract new working age people to the area to live, work, spend and raise their families we looked at median house prices against median income. At this point in time we can show the data but further analysis would be required in the SOC and FBC to analyse an overall change in projected house prices as a result of the proposed programme of work.

Area	Median House Price	Ratio of Median House Prices to Median Gross Earnings
Herefordshire	£235,000	9.31
Shropshire	£217,500	7.97
Bromsgrove	£288,000	10.05
Malvern Hills	£285,000	11.27
Redditch	£215,000	8.48
Worcester	£203,500	6.88
Wychavon	£270,000	9.61
Wyre Forest	£184,000	7.12
South Gloucester	£275,000	8.77
Cheltenham	£270,000	8.72
Cotswolds	£350,000	13.47
Forest of Dean	£230,000	9.44
Gloucester	£200,000	6.86
Stroud	£265,000	8.68
Powys	£180,000	6.9
England		7.83
England and Wales		7.7

Figure 5: Housing statistics

Creating affordable housing for people aged 20-40 should be a key line of enquiry in the assembly of the SOC.

A high level analysis of commuter patterns showed a net outflow of c33,000 people from their immediate authority for work. Some of these people, however, travelled elsewhere within the River Severn Enterprise Footprint so further analysis will be required to ascertain exactly where these people commuted to and in what industry they work.

Creating more employment opportunities in new and emerging industries with good salaries will drive more local spending.

A detailed breakdown of household spending patterns can be undertaken to ascertain the benefits of change. For example, we know that households in the top income decile spend five times as much on recreation and culture than those in the bottom decile. Using this data could be used to help plan where to target various leisure and culture based assets if taken together with data on the natural assets themselves, thus improving the commercial and financial cases

### Cost avoidance benefits

It is difficult to ascertain potential cost avoidance figures due to the complexity of a multitude of factors. For the purposes of the investment pitch we made some high level assumptions based on the following factors:

- Attracting younger, and healthier people to the area and improving the environment for those already resident would have some marginal benefit on spend
- That since 2010 Councils and the NHS have significantly reduced spend already via a process of annual cost improvement programmes, already transforming provision and service delivery. At the same time the needs of the ageing population has grown.
- New residents to the area will contribute taxation and new schemes will attract S106 monies

With this in mind we have used the moderate assumption that a further 2% of the current £5.67Bn spend could be avoided, totalling £113.4m per annum.

Council and NHS budget (£m)	Herefordshire	Worcestershire	Powys	Shropshire	Gloucestershire	Total
Council budget - County	372	346	255	575	468	<b>£2.01bn</b>
Council budget - Districts		63.4			69.1	<b>£132.5m</b>
Telford & Wrekin - Unitary				411		<b>£411m</b>
South Glos Unitary					232	<b>£232m</b>
NHS Spend (CCG)		1,190	300	465	922	<b>£2.87bn</b>
		<b>£1.97bn</b>	<b>£555m</b>	<b>£1.45bn</b>	<b>£1.69bn</b>	<b>£5.66bn</b>

Figure 6: Council and NHS Expenditure



## 3.2 Housing & Infrastructure

### Housing, Land Values and split

All of the information set out within the investment pitch to Government have been attained through an evidence based approach. Within this section we will concentrate on how the figures were generated for the Housing and Land:

#### 1. Housing

- a. Undersupply of homes over the next 20 years
- b. The undersupply of affordable homes over the next 20 years
- c. Number of homes required to meet the increase to population of working aged people between the years of 20 to 44 years old

#### a. Under supply of homes over the next 20 years

To understand the position of the potential under supply of housing within the Partnership area, the following information was reviewed for each authority:

Need: objectively assessed housing need (OAN).

Supply: Strategic Assessment of Land Availability (SALA) and Strategic Housing Land Availability Assessment (SHLAA).

Where these reports were not available other relevant information was reviewed. For instance, the Local Housing Strategy for Powys and the Five-Year Housing Supply Position Statement for Cheltenham Borough Council.

Partners assess their housing need and supply over varying periods, covering a different number of years. To bring a consistent approach the information for both need and supply was calculated to a yearly requirement and then subtracted from each other (Supply less Needs), noting that only where an under supply in an authority was evident, it was taken into account.

This delivered a yearly figure of an under supply of 1,353 homes. This was then multiplied by 20 years to deliver a total potential under supply of 27,066 homes.

#### b. The under supply of affordable homes over the next 20 years

From the information reviewed there was a varying requirement of affordable housing across the Partnership. Working from this data and our knowledge of the viability in delivering housing developments across England and Wales a figure of 30% was used. Noting that this is a minimum and the expectation is that through the infrastructure work undertaken by the Partners this will deliver an increase to the supply of viable developable land, creating the potential for a higher percentage of affordable housing to be achieved.

#### c. Number of homes required to meet the increase to population of working aged people between the years of 20 to 44 years old

An assessment was undertaken across the Partnership area of the required increase of the working age population of 20 to 44 years to mirror the national average working from Office of National Statistics (ONS) figures. This resulted in a requirement for an increase of the male and female population of 4.29%. The existing population stands at 2,330,000 person so this equates to 99,957 additional persons. The ONS average household figure of 2.4 person was then applied to the increased population figure, to provide a potential requirement of 41,649 new homes. Of which c. 50% could be delivered through the creating of useable new land, please see 2 b) below.

From a local level up, this targeted socio-economic response to infrastructure could assist in developing new working practices across the Partnership. This could harmonise the supply of homes by sharing the over and under supply of housing across authorities.

Delivering a targeted growth of the most viable developable land, that would stimulate the developer market, increasing the supply of affordable homes, to attract and retain families and young people to build sustainable communities, ensuring adequate resources for future generations to come.

## 2. Land

- a. Potential newly protected and formation of useable land and the split of uses
- b. Potential additional housing generated through the infrastructure works to the rivers
- c. Uplift to land value

### a. The potential newly protected and formation of useable land and the split of uses

Land use data for flood zones 2 and 3 was provided by the Environment Agency, which provided a potential area of 88,143 ha of land that would be expected to benefit from the infrastructure works. It was decided that a reasonable assumption would be to only utilise the land in flood zone 3, noting that this data did not take into account the impact of climate change and thus a larger areas would be expected to be within both flood zone 2 and 3 than currently being considered.

Working from the flood zone 3 data a total of 44,076 ha would benefit. 35,172 ha was of useable land, of this 33,639 ha was for agriculture use and 1,533 ha of urban and suburb use.

To gain a split of the urban and suburban for commercial and residential use, data from the MHCLG, England and English local authorities - proportion of total land area by usage type - April 2017 was used. An average of uses for the Partnership area, where available, was taken which delivered a split of 23% commercial and 77% residential. Resulting in the 353 ha of commercial and 1,181 of residential land

### b. The potential additional housing generated through the infrastructure works to the rivers

The output from the above exercise for the residential use of 1,181 ha was used to calculate the potential new homes that could be created. The standard industry assumption is of 30 to 50 dwelling per ha, which was collaborated within the partners SALA and SHLAA. Working to the middle assumption of 40 dwelling per ha this delivers 47,200 homes.

### c. Uplift to land value

Land Uses Values were taken from the MHCLG, Land Value Estimates for Policy Appraisals, May 2017. A view was taken on the values across the Partnership area, where available, for each of the uses, as set out below:

This created a potential uplift to land value as seen in figure 7.

This exciting shared vision of socio-economic growth held across the Partnership will target infrastructure to deliver sustainable development across the region. With a focused approach to tackle the current constraints through the increased opportunities for quality employment and new housing stock that will rebalance growth along the Severn to delivery in excess of £100 bn GVA. This stimulation to growth has been

This targeted support will see the protection and formation of useable land with the potential to create a c. £4bn uplift to land value for agricultural, commercial and residential uses. We have used flood data to assess the existing implication of flooding to

The delivery of c. 47,000 new homes that will not only meet the potential 20-year undersupply of 27,000 homes across the region but create new homes for the future work force required to meet the expanding economic activities this infrastructure will create. Stimulating inwards investment that will stabilise and strengthening the social and economic outcomes for the existing 3.3 million residents, underpinned by strong green and blue natural assets where people want to live and work and business / industry located.

From a local level, this targeted socio-economic response to infrastructure will help to develop new working practices across the Partnership that could harmonise the supply of homes by sharing the over and under supply of housing across authorities. Delivering a targeted growth of the most viable housing schemes that will stimulate the developer market, increasing the supply of affordable homes, to attract and retain families and young people to build sustainable communities, ensuring adequate resources for future generations to come.

Land Use	Area (Ha)	Value per Ha (£)	Uplift created (£)
<b>Agriculture</b>	33,639	22,250	748,367,750
<b>Commercial</b>	353	800,000	282,400,000
<b>Residential</b>	1,181	2,500,000	2,952,500,000
		<b>Grand Total</b>	<b>3,983,367,750</b>

Figure 7: Uplift in Land Values

### 3.3 Place Economics

Our Place Economics model is a toolkit for evidence-based planning and appraisal of built environment projects and programmes – helping to create better places that deliver better outcomes for local communities and asset owners alike.

Capturing and quantifying the full range of benefits associated with developing property and infrastructure to underpin the creation of robust and compelling masterplans, planning / promotion strategies and business cases.

Place Economics enables those involved in the delivery of property and infrastructure-related projects and programmes to:

- Understand the key drivers of place performance
- Respond to local issues robustly and proportionately
- Demonstrate the magnitude of impact made by developing place

While developing the Report we used various place economics tools to assess the programme at a macro scale and the Big Town Plan for a more focused view of benefits.

The high-level assumptions were extrapolated from EA and Jacobs Data of reduction in flood risk across the catchment area, for the macro model these were as follows:

- A series of water management interventions along the catchment area will reduce flood risk across flood zones 1, 2, 3

- By Focusing on Flood zone 3 and analysing current land use in this zone, and EA supplied information shows that currently there is the following:
  - c34,000Ha Agriculture
  - 353Ha Commercial
  - 1,181Ha Housing

Our working assumption is that with the right measures in place we can target the following...

100% increase in land opportunity for commercial development – 353Ha – 85% of which would be floor space of facilities = c300Ha

100% increase in land opportunity for housing development, equating to 47,225 houses, this would represent 100% of the current SHLAA (20 years = 27k homes) gap + 50% of required housing for anticipated growth in Economic activity.

This would be the equivalent of releasing c4% of land in Flood Zone 3 In the final and detailed analysis this may actually be in zones 1, 2 or 3 and will be subject to more detailed analysis at local level further in the development during Strategic Business Case – OBC and FBC.

Assume Construction phases of work are for 3 years

Assume GVA and ongoing economic indicators will be projected for 20 years (no NPV uplift as part of this level of work, this would be required in later iterations)

We have taken national or regional averages or for multipliers, more localised models would need to be developed for the Business Case.

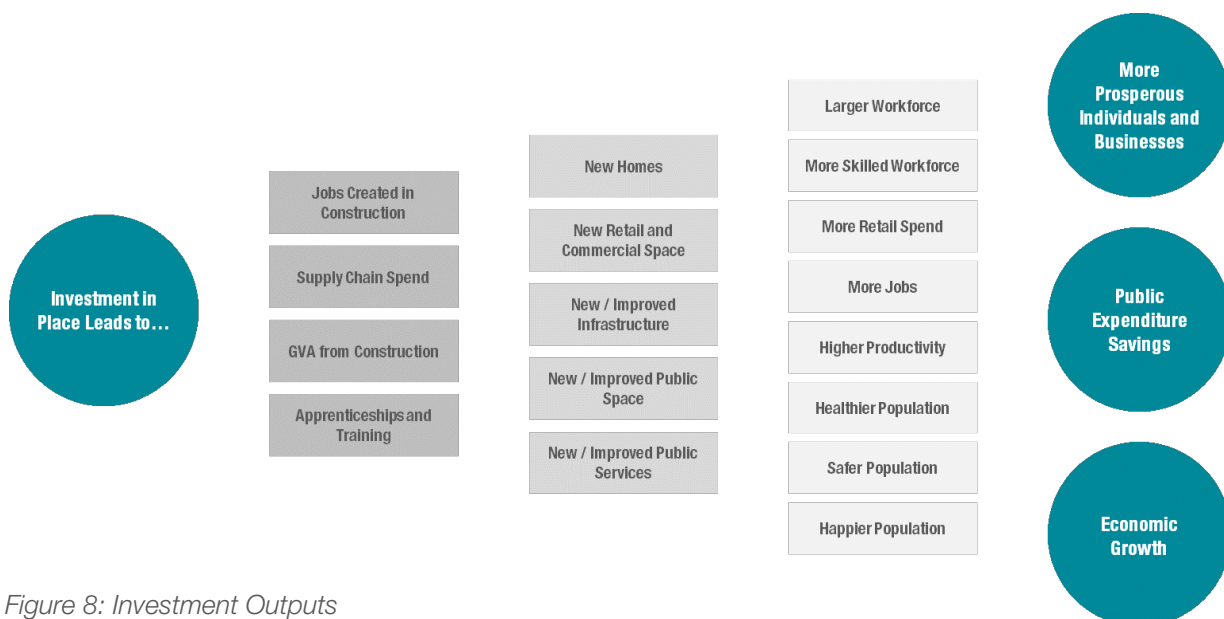


Figure 8: Investment Outputs

## Big Town Plan Place Economics

Our analysis of the Big Town Plan was based upon preliminary data supplied by Shropshire Council and builds upon the data identified within the market summary report.

This provided us with Gross Development Value, numbers of housing units and m2 for other developments (retail, Offices etc)

Our primary assumption was that by developing a flood mitigation measure to the north of the North West Relief Road, the risks around developing the Big Town plan would be greatly reduced and each scheme viability to attract investment would be improved. To determine other economic measures, we also made the following assumptions to develop a high level model, these would need refining with site specific details later in the development of the business case:

Assumptions to develop a high level model, these would need refining with site specific details later in the development of the business case:

- Lower GDV value ÷ 3 = Construction spend
- Carpark capital cost included, but not forward revenue
- 15% housing affordable Rent, 15% housing Affordable buy, 70% housing market sale.
- Housing size ratios were estimated based on similar sized development in other studies

All retail space was aggregated into one commercial line to calculate likely jobs impact, this would require developing within the model once more details were understood.

Economic Assessment	
Increase in GVA over 3 year period construction	£189.8m
Increase in GVA as Result of Development (over 25 years)	£7.4bn
Construction phase new Jobs	625
Additional Jobs Post development	7,612
Housing	2,000
Flood Protected Land	121ha
Public Sector Land Protected	30ha (7 sites)

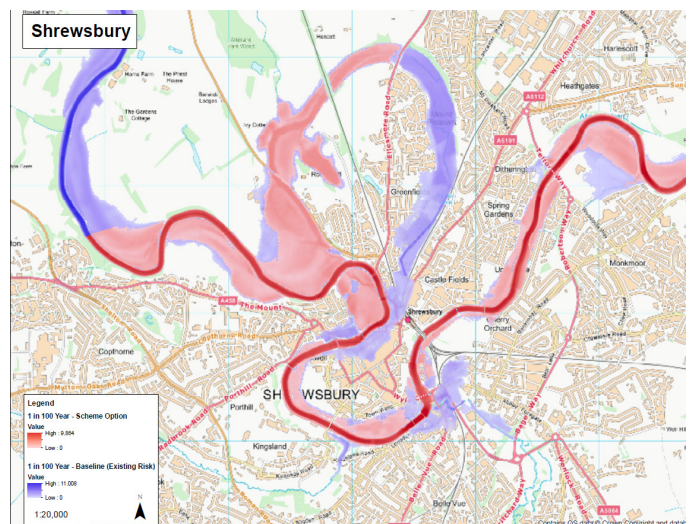


Figure 9: North flood mitigation

## Impact of flooding to market perception and viability – Spring Gardens Tewkesbury

Market perception in Tewkesbury around land values are lower than what should be expected given the historic nature and its location on two rivers. This is due to the risk of flooding creating a vulnerability to development, not only in the areas affected but in surrounding areas too. This has been demonstrated through the marginal viability of the Spring Gardens project.

This mixed-use regenerative opportunity in the heart of Tewkesbury Town Centre, will once unlocked:

- Secure transformational community change
- Strengthen the High Street
- Provide new jobs and opportunity
- Attract families and young people to the Town
- Deliver major economic benefit to Tewkesbury.

Through bringing forward the transformational River Severn Partnership it is expected that this will not only safeguard existing homes, communities and businesses, but strengthen the viability and deliverability of new development schemes such as the Tewkesbury Spring Garden Town, which in itself will see more than 10,000 new homes built, have a positive impact on the speed of the development, increase interest from the developer market, provide affordable housing by achieving higher viability rates and meet the aspiration of Council to grow and nurture sustainable communities across Tewkesbury.

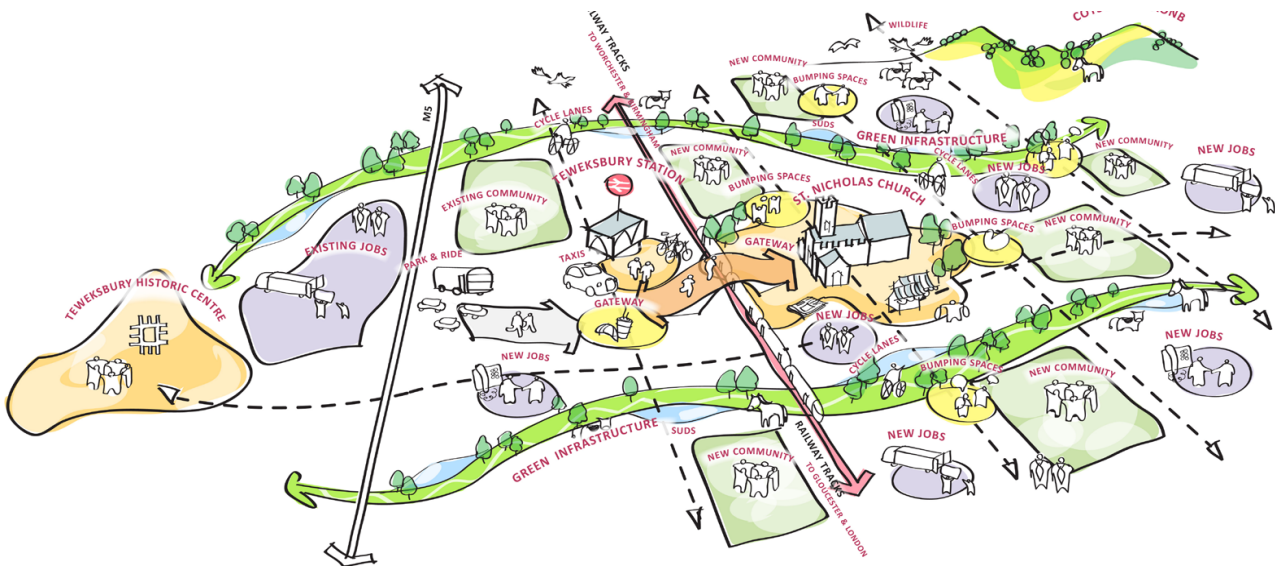


Figure 10: Sprint Garden Tewkesbury

## 4.0 The Mace Approach

Through the Mace ethos we offer collaboration through the entire life cycle of your work on projects and programmes to deliver an agile, responsive service. Through a culture of innovation, we drive efficiency, consistency and quality, offering a fully integrated service across all industry sectors. On the investment pitch we brought together individuals from across our teams to work seamlessly with the Environment Agency and other consultants.

Through Mace's unique business model, our teams have direct access to expertise from specialist areas of our business which can provide key support and advise to aid the successful delivery of the second stage of the project.

- Mace Developments – Extensive experience in delivering mixed use private and student led residential projects. Providing knowledge and information to support your appraisals, identifying opportunity and helping to overcome your project challenges;
- Mace Construction – Experienced in the successful delivery of largescale/fast track projects, bringing knowledge in relation to site logistics, product lead-in times, methodology and options for modular and off-site construction.
- Social Economic - Through our evidenced based approach, we have used our bespoke and flexible Place Economics model, that puts local people and local issues at the centre of our thinking. Rooted in our corporate vision to be industry leader in shaping cities and building sustainable communities, the outputs from our model help to understand, optimise and communicate the social and economic impacts made by property and infrastructure projects of all scales. As part of the next stage of the work we will look to other metrics and performance you may to track and customise the model to meet your needs.

- Cost planning – Given the nature of our Business we have access to a huge amount of cost data and subcontractors to give accurate cost advice. We can undertake “real time” market testing of the developing proposals to obtain quotations and budgets from our supply chain and market partners to give cost certainty.
- Development advice – Coupled with cost planning we are able to provide development advice and run financial modelling appraisals to assess developing proposals as well as having the capability to fulfil the Master Developer role.
- Delivery vehicle – Our team are able to advise on the most appropriate delivery vehicle for the client, project and site – Self Delivery, DevCo, Joint Venture, Special Purpose Vehicle, Capital Receipt through to market and land disposal strategy.

Our core values define us, govern our relationships with our colleagues and clients we work with, and influence our decisions. Our people have a common set of values and thrive on collaboration and achievement. Most importantly, Mace people are actively encouraged to understand our clients objectives for their projects and find innovative ways to provide the best possible solutions. We hope that we have demonstrated these values through the initial phase of the work with you.

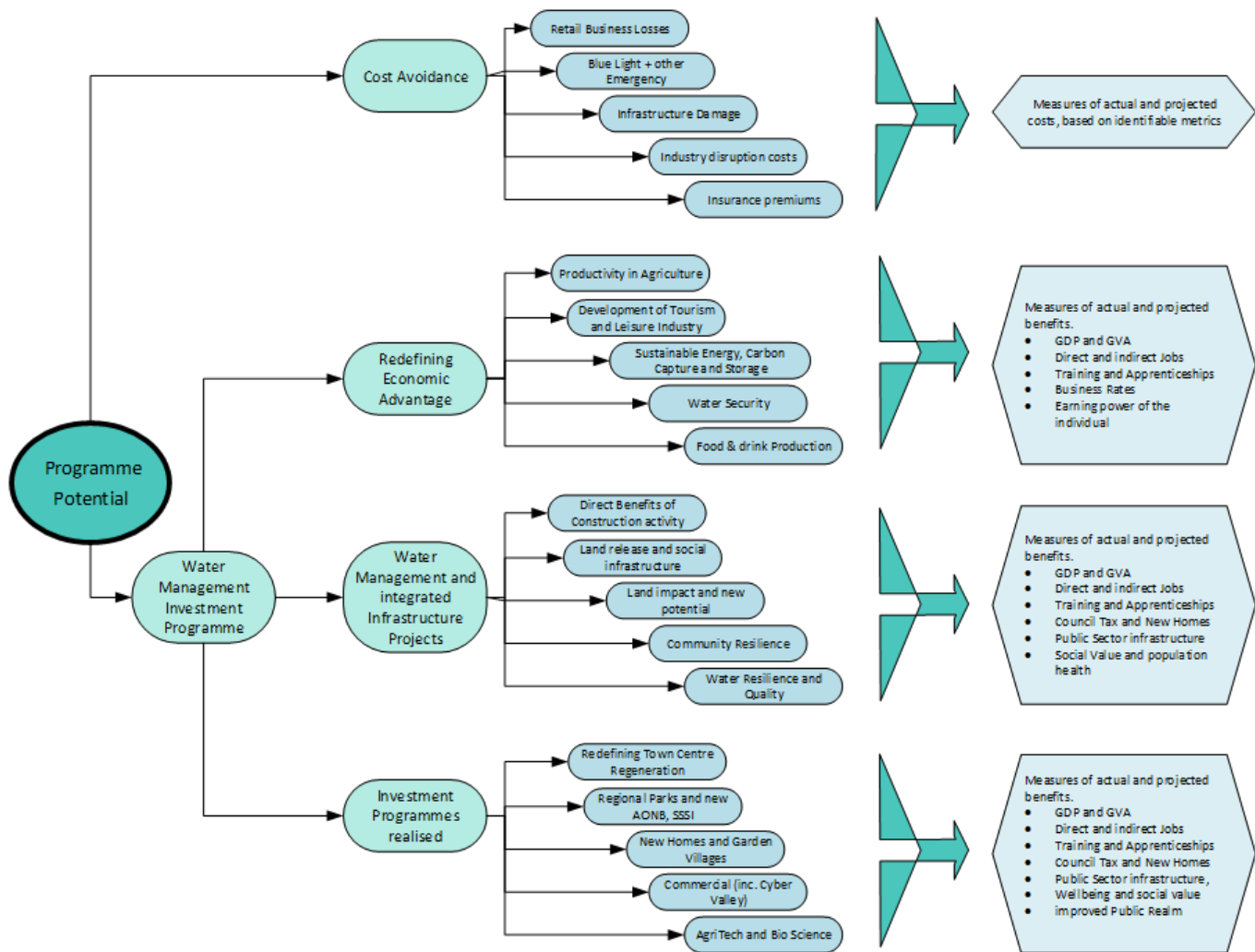


Figure 11: Defining the place economics model for the River Severn Partnership

## 5.0 Our team working on this project

### **Richard Dinsdale**

**Project Director**

**B.A. (Hons) Dip. Arch. (Sheffield) M.A.**



Richard is Operations Director within Mace's Strategic Advisory services. An Architect by background, Richard has worked for the last 15 years in Public/ Private sector partnership businesses across the UK, responsible for generating, managing and delivering single and multiple economic regeneration and property projects and programmes of work up to the value of £500m.

Richard has co-developed Mace's People and Place approach, showing how economically successful places cannot be created without also creating successful communities and people. The inclusive approach to place regeneration has been used to underpin Mace's involvement and strategic support to Combined Authorities, One Public Estate programmes, driving asset strategies, major housing programmes (including HIF) Freeport and Enterprise Zone planning and place creation in the UK and overseas.

On this project Richard:

- Set the vision and overall economic strategy of the original investment pitch to government
- Developed the high level growth metrics
- Lead point of liaison with the River Severn Partnership and the Environment Agency

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### **Jo Ellis**

**People and Place Director**

**B.A.(Hons), M.A., Intersect Systems Leadership**



Jo is an Operations Director within Mace Strategy Advisory Services. With 20 years' experience of public sector senior leadership in both strategic and operational roles, Jo co-developed Mace's People and Place approach and is passionate about bringing a whole place approach to reviewing how projects can improve an area. By bringing together metrics across infrastructure, health, education, employment, security, community and connectivity Jo can show how large infrastructure programmes have the potential to improve a range of community performance metrics, including long term health outcomes

On this project Jo:

- Collated and analysed data on the population and employment profiles, as well as NHS and Council spend, for the River Severn Partnership area, applying a set of assumptions to demonstrate the art of the possible
- Ensured that the impact of flooding and the benefits of prosperity on local people were included in the investment pitch as well as the financial benefits
- Led the authoring of this report



**Mark K Holmes**  
**Associate Director, Strategic Advisory**  
**M.B.A, B.Eng, Prince2**



With over 20 years Strategic, Project, Programme Management and Business Change, Mark has worked for or with Local Authorities and other public sector organisations for the last 15 years.

He possesses a wealth of knowledge and experience, with a career spanning many sectors, including Construction/ Building Services, Public Sector, Local Authority, Transport Authorities, Education, Health, Manufacturing, Distribution and Warehousing. This experience across several sectors required Mark to rapidly understand new project and governance requirements and relate this back to issues faced in other areas, giving a clear approach to problem solving and allowing the development of structured delivery models.

On this project Mark:

- Developed the place economics analysis
- Developed the case study for the Big Town Plan and North West Relief Road
- Coordinated high level next steps

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**Luke Flaxington**  
**Senior Development Manager, Consulting**  
**QBE**  
**Prince2 Project Management Practitioner**



Luke is senior member of the South West & Central Consultancy team. With over 15 years of experience working across the public and private sectors, within the South East and South West of England. Luke's experience encompasses; large scale master planning, inner city regenerations, to bespoke commercial projects. He fully understands the synergy of mixed tenure solutions and the social, economic and financial benefits of creating durable and sustainable communities.

On this project Luke:

- Analysed housing need and supply, including population increase impact on housing demand
- Assembled land uses and values, demonstrating the housing generated through infrastructure works

**Hayley Bowker**

**Project Assistant**

**B.A. (Hons) International Business**



Hayley is a Graduate Project Manager in the strategic advisory team, ensuring projects are managed on time, to budget and to the client's satisfaction. She has the ability to form relationships quickly through liaising with stakeholders to collect and collate information, sense checking the available options. With background in finance Hayley has learnt to work to tight deadlines ensuring the accuracy and timeliness of information. In addition, she understands the importance of delivering projects within cost constraints.

On this project Hayley:

- Assembled detailed data analysis of ONS and GVA data
- Co ordinated the project work
- Designed the supplementary document



## 6.0 Summary

We would welcome the opportunity to answer any questions or further discuss the assumptions made in the report, either in the Partnership setting or with individual authorities and organisations. We have been impressed by the level of collaboration and consensus that the Partnership has achieved and see the benefits that this has brought in both the speed and agreement of the report to Government.

To take the work to the next level and start to assemble a Strategic Outline Case we propose the following timescale and milestones between now and the end of 2020 with the joint aim of capitalising on the current national mood and delivering some quick wins in order to demonstrate that the Partnership can deliver.

- July 2020- detailed delivery plan
- August 2020- further information gathering for economic analysis
- September 2020- Assemble technical high level opportunities
- October 2020- Defining options for detailed analysis
- November 2020- Development of Strategic Outline Case
  - Strategic Case
  - Economic Case
  - Financial Case
  - Commercial Case
  - Management Case

This will be an ambitious timeline and assumes a start of mid July.

These timescales are important to ensure inclusion in the delayed 2020 Comprehensive Spending Review and joint aim of capitalising on the current national mood, delivering accelerated infrastructure projects.



## 7.0 Appendices

Appendices to follow

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