

# **Delivering more for less: Localism, Innovation and Ambition**



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**Managing Director, Government &**  
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# Richard Beckhard 1918-1999



$$D \times V \times F > R$$

**D = Dissatisfaction**

**V = Vision**

**F = First Concrete Steps**

**R = Resistance**

# Dissatisfaction

Infrastructure

Commercial Development

Housing



Where did the UK rank?

33rd

REFORM

Road to recovery

# Drivers of economic growth...



**Housing need is still with us...**



It's only going to get worse...

INSIDE: A 14-PAGE SPECIAL REPORT ON THE HUMAN GENOME

The  
Economist

JUNE 19TH-25TH 2010

Economist.com

Obama v BP

Bill Gates's billionaires' club

Pakistan's dangerous army

Stalin's Kyrgyzstani victims

Norman Macrae, unacknowledged giant

# This won't hurt (much)

How to cut the deficit

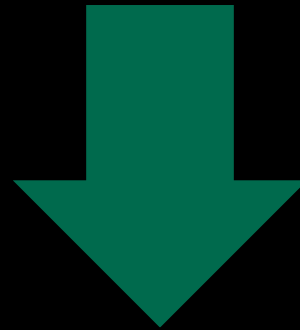


£4.00  
9 770013 061190 25

# Net capital expenditure

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**2009/10 - £49 billion**



**2015/16 - £21 billion**



# Vision

“Our first priority is Localism, and our second priority is Localism.

Can you guess what our third priority is?”



# First Concrete Steps



# The development equation

$$D = F [ L + F + S ]$$

**D = Development**

**L = Land**

**F = Finance**

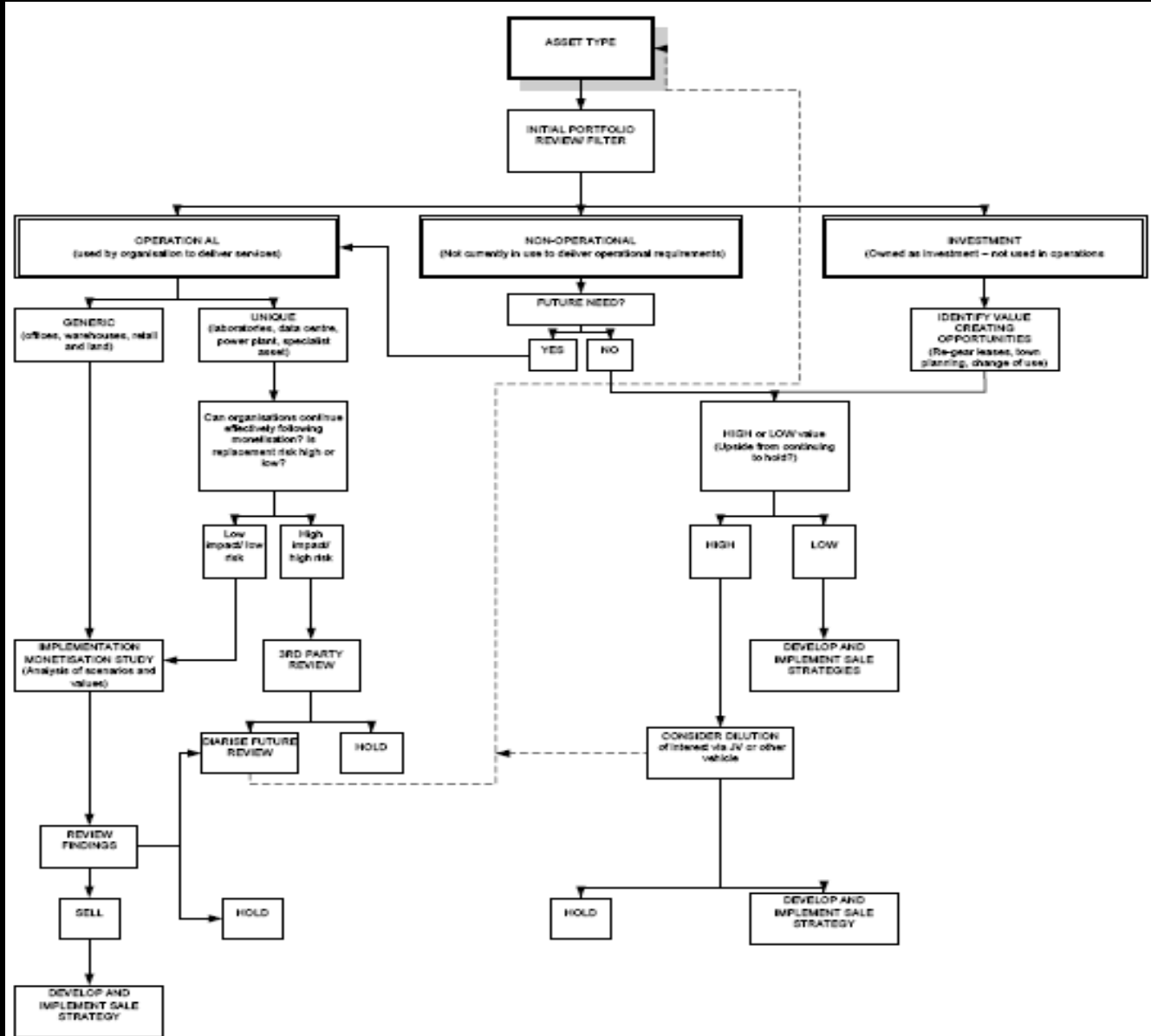
**S = Skills**



- 1. Orphan assets**
- 2. Surplus public sector land**
- 3. “Total Place” approaches**



# Identifying surplus assets



1. Orphan assets
2. Surplus public sector land
3. **Total Place” approaches**



# New sources of finance

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- 1. Tax Increment Financing**
- 2. New Homes Bonus**
- 3. Regional Growth Funding**
- 4. The role of joint ventures in making things happen**



# What have I done?



**“The Government will ensure that our economic centres are able to invest in the infrastructure and capital projects that will drive local and national economic growth.**

**We will therefore legislate to introduce Tax Increment Financing powers enabling local authorities to borrow against locally raised business rates.”**

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**“This may not make the pulses  
race...**

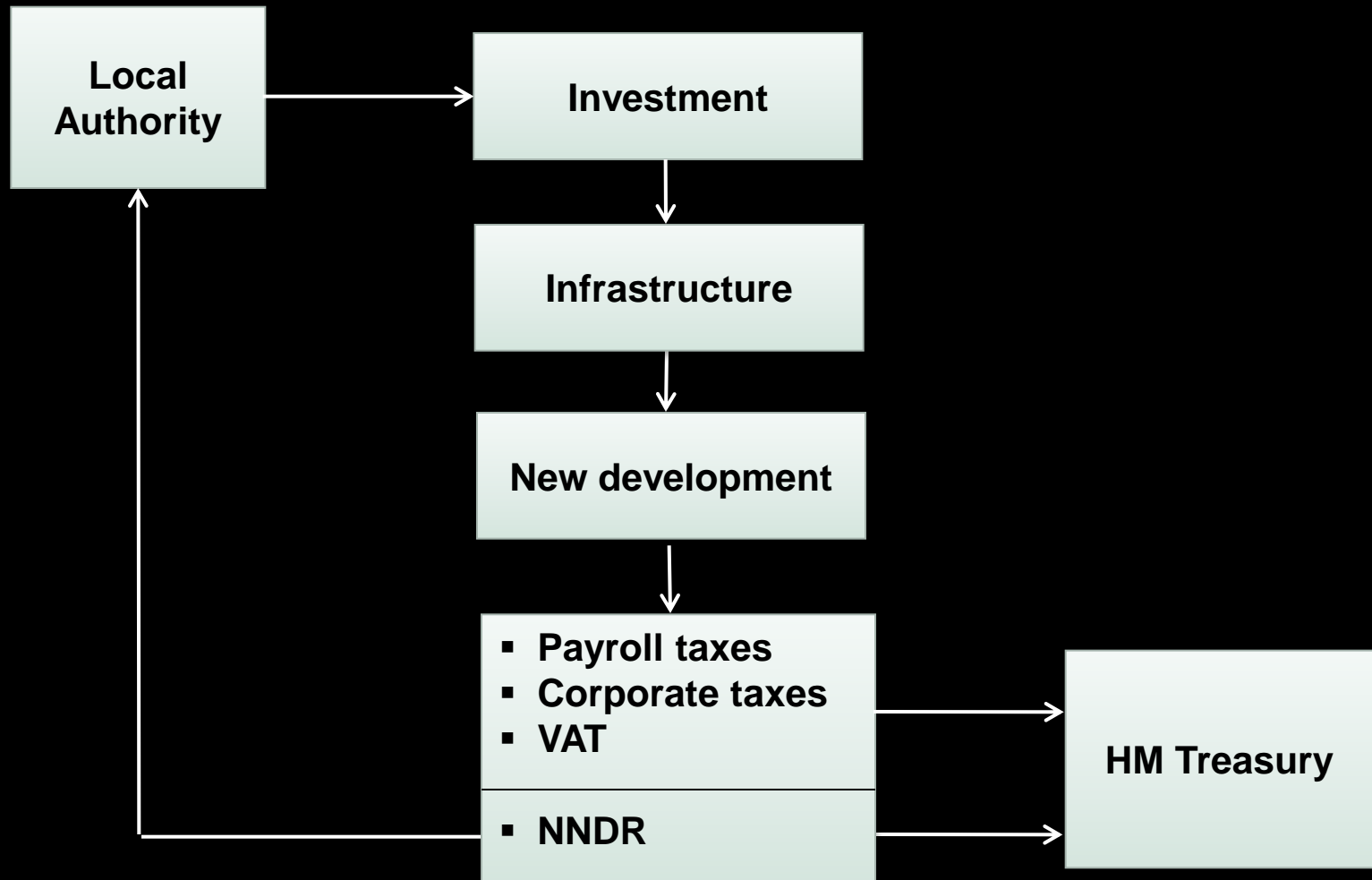
**...even at a Liberal Democrat  
conference...**

**...but I assure you this is the first  
step to breathing life back into our  
greatest cities.”**

- **Hypothecation**
- **Public Sector Borrowing Requirement**
- **Displacement**
- **Risks/Rewards**



# Tax Increment Financing



# New sources of finance

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1. Tax Increment Financing
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# New sources of finance

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1. Tax Increment Financing
2. New Homes Bonus
3. **Regional Growth Funding**
4. The role of joint ventures in making things happen



He's back...



# Regional Growth Funding

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- **£1 billion over 2 years**
- **Infrastructure, housing, low carbon, environmental projects**
- **Long-term, transformational change**
- **Partnerships between public and private sector**
- **Private sector leverage**
- **Projects should link to GDP growth**



# New sources of finance

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1. Tax Increment Financing
2. New Homes Bonus
3. Regional Growth Funding
4. **The role of joint ventures in making things happen**



# North West Evergreen Fund

## A proposal to the European Investment Bank to establish an Urban Development Fund in the North West of England

Submitted by:  
CB Richard Ellis  
Greater Manchester Pension Fund  
Manchester City Council

10 June 2010

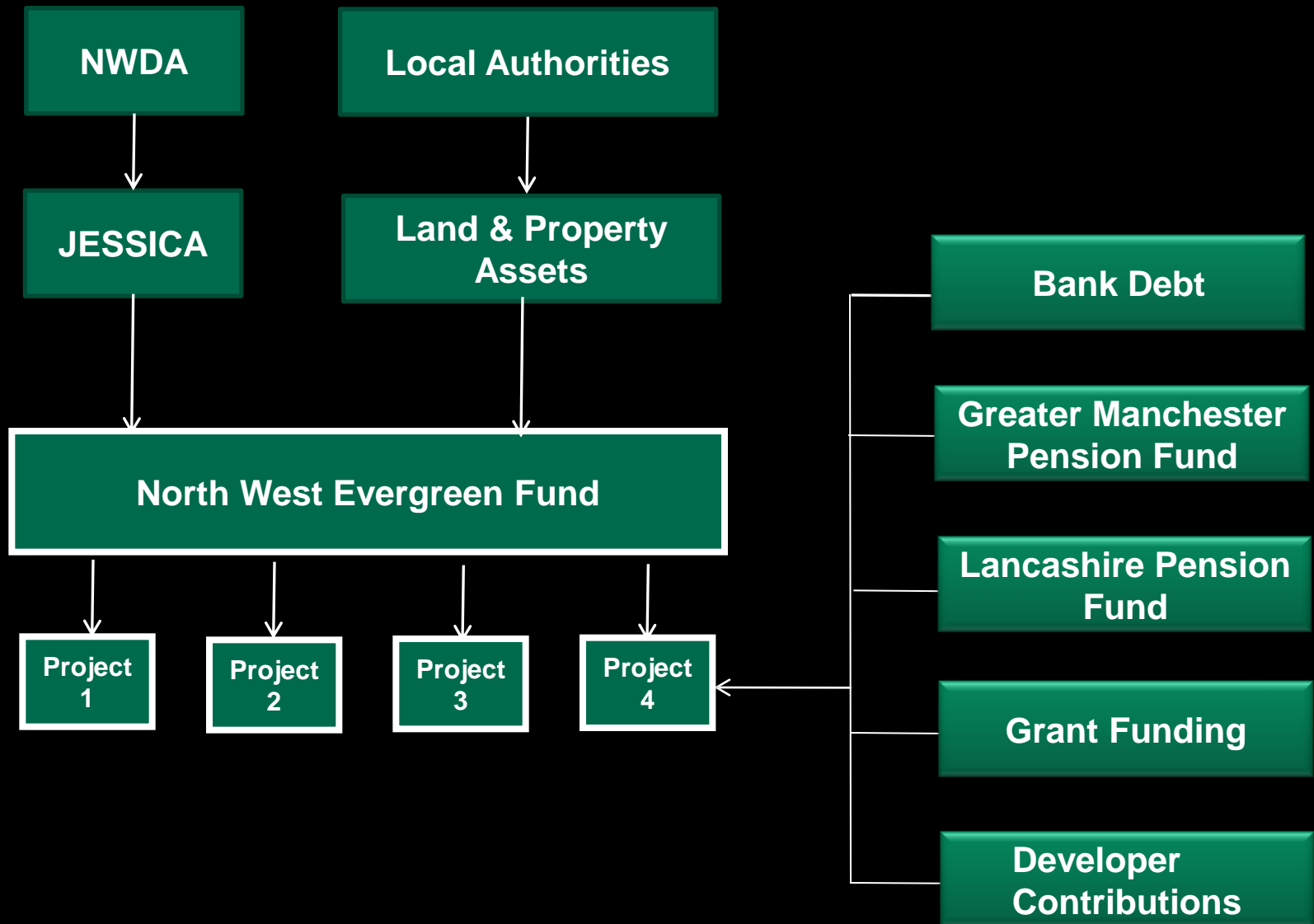


THE NORTH WEST  
EVERGREEN FUND

# Support for Evergreen



# The North West Evergreen Fund





**“This is a great example of the innovation that can be unleashed when councils and businesses join forces. I want to see more of this...”**

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# Resistance





# TIF – FIT to celebrate?



CLIENT  
LOGO