**Anchoring the Northern Powerhouse: Understanding anchor institutions and their contribution within a complex urban and regional system.**

**Barbara Colledge**

**Abstract**

The Northern Powerhouse vision (Osborne 2014), to create thriving Northern city-regions with a re-balancing of the English economy (Martin et al 2014, pp. 3-6) is by necessity a long-term ambition (Osborne 2014).

City-regional sustainable development is a complex system (Martin and Simmie 2008; Martin & Sunley 2015; RSA 2014, p15) and will rely on local leadership for policies and decision making in a devolved environment (Cox and Hunter 2015, pp. 11-12). Experience from Anchor Institutions in the United States highlights new models of place-based leadership (Dubb et al 2013, p vii; Serang, Thompson and Howard 2013, p14-17) shared value (Porter 2010; ICIC 2011; Porter and Kramer 2011), investment (Serang, Thompson and Howard 2013, pp. 4-6) and community wealth building (Dubb et al 2013, pp. 24-29) for delivering city-regional development.

New forms of multi-level governance institutions, such as Combined Authorities (Sandford 2015) and Local Enterprise Partnerships (HM Government 2010 pp. 12-14) will be significant in this shaping of place and economies (Cox and Hunter 2015, p 17). This paper provides an early analysis of the role and contribution of Anchor Institutions in the Northern Powerhouse geography. These institutions have the potential in a devolved administration (House of Lords and House of Commons 2015) to make a major contribution to the sustainable development of the Northern Powerhouse and to address the economic, social and environmental factors that contribute to the sustainability of places in the long term.

**Anchoring the Northern Powerhouse: Understanding anchor institutions and their contribution within a complex urban and regional system.**

**Barbara Colledge**

**Understanding the Northern Powerhouse Challenge**

Recent devolution in England (House of Lords and House of Commons 2015), the creation of a ‘Northern Powerhouse (Osborne 2014a; 2014b) and associated fiscal, investment and public service devolution (HM Treasury and GMCA 2014; GMCA 2015) has set in place new levers, responsibilities, governance models, policies and political powers for stimulating economic, social and regional development.

The case for the Northern Powerhouse vision is a feature of a growing imbalance in economic and social outcomes (Centre for Cities 2015) that have evolved from long-run factors (Parkinson 2013a; Cox 2013 p 81; Martin 2015, p240-243). The Northern Powerhouse cities have lower levels of national GDP output and productivity (Martin, Tyler and Gardiner 2014, pp 64 - 65) and higher levels of social inequality and deprivation (Parkinson et al 2013, p 24). Historical, political and economic history and path dependency play an important role in shaping the performance of place in economic, social and environmental terms. As Martin (2015, p245) highlights, ‘economic efficiency and social equity arguments’ are not mutually exclusive but ‘complementary and mutually beneficial’ for the rationale of ‘greater spatial balance’ (Martin, 2015, p 245).

Whilst quality of life for many in England has improved (Social Mobility & Child Poverty Commission 2014, p7), the challenge remains the same for the Northern Powerhouse, for spatial re-balancing (Martin 2015, p 241; 265), sustainable development ideals (United Nations 2010) and greater social justice (CLES 2015, p17).

The Northern Powerhouse landscape is shaped by historical settlement patterns (Brenner 1998, p6), physical geography, industrial heritage and political power. As Osborne (2014a; 2014b) and others have highlighted the geography is by its nature imprecise (Wharton J. cited in Pidd 2015) and will have ‘fuzzy boundaries’ (Harrison 2012, p1248).

As Brenner (1998) contends these are ‘multiple overlapping forms of territorial organization’ which ‘converge, coalesce and interpenetrate’ (Brenner, 1998, p 6). Brenner argues that these forms of territorial organisational can apply to cities/urban areas as well as states at different geographical scales e.g. urban, regional, national and global (Brenner 1998, p16).

Whether seen as an ‘interconnected metro-region’ (Cox and Hunter 2015, p 4) or a collection of distinctive northern cities developed on either side of the natural Pennines geography and historical Lancashire/Yorkshire divide there are variances in how this territory is defined. The Northern Powerhouse has a population of ten million people, (Centre for Cities 2015 p2) the Sheffield, North East, Greater Manchester, Liverpool, West Yorkshire and Hull city-regions (Centre for Cities 2015 p5) and 23 Universities (Centre for Cities 2015 p7).

Economic and social development of the Northern Powerhouse is a factor of long run complex evolutionary systems (Martin and Simmie 2008; Martin & Sunley 2015 pp725-728; RSA 2014, p15). Relative GDP performance of UK regions 1985-2012 appears to have changed little with the northern powerhouse regional territories (North East England, Yorkshire and the Humber, North West England) ranked lower than London, the South East, and the Midlands (ONS 1996, 2014 c in Jones 2015, pp. 285-286). If the Northern Powerhouse Region is considered as a collection of the North West, North East and Yorkshire and Humber geography, functional economies, and communities, the scale is larger than London. The economy is delivering a higher proportion of GVA and a larger number of jobs (see Table1).

The challenge for sustainability and resilience of this complex economic and social urban and regional system, is to foster a whole system approach (Jones, 2015, p288), and partnership working at different scales and across multi stakeholders, political parties and communities (What Works Centre 2015 p7). The Northern Powerhouse is situated within interconnected international, national and local economies operating at overlapping and different scales (Jones 2015, p 286).



**Table 1: Northern Powerhouse Analysis by NOMIS and ONS regions (NUTS1)**

This will require new policy levers and investment to deliver and will rely on local systems leadership and new mayoral governance models for policies and decision-making in a devolved environment (Cox and Hunter 2015, pp. 11-12). Importantly, there is an increasing focus on the significance of ‘institutions and the state’ for regional resilience and growth (Martin and Sunley 2015, p 725; Boschma 2015, pp. 741-742). Jones (2015) suggests that “*embedding capital*” is as important as “*creating it”* (Jones 2015, p289) and argues that greater attention should be placed on how UK regions “*ensure the benefits of their resources…are harnessed to the benefit of the region itself*” (Jones 2015, p 289). Criticism of present devolution approaches suggest that the focus is primarily on fuelling economic growth not addressing inequality or redistribution (Deas 2015, p2311). This interplay of institutions and place is considered central to the success of the Northern Powerhouse.

**The Role of Anchor Institutions within a complex urban and regional system**

Institutions (Tomaney 2014, p132) and Anchor Institutions (Clarke and Williams 2014) play a significant role in the development and success of city-regions (Martin and Sunley 2015) due to their embeddedness in and interdependence with place (Maurasse 2007, p2; Clarke and Williams 2014). Anchor institutions, institutional thickness (Amin and Thrift 1995) and institutional effectiveness (Beer and Lester 2015, p 223) are central to city-regional development and sustainable economic growth in that they “condition, constrain and enable” economic evolution and are shaped by it. As such, “institutions are both context and consequence of economic evolution’, (Martin and Sunley 2015, p724).

Maximising these Anchor Institutional assets and the mutual benefits for development of place, people and institutions are considered vital lessons from the United States (CLES 2015, p2). These Anchor Institutions in the US and UK typically include Universities, arts, cultural and community organisations, and health providers along with anchor coordinators such as city-regional decision makers and major public service, infrastructure or utility providers (Table 2). Community or Social Anchors are increasingly considered important whether by virtue of their role in co-ordination (Anchor Co-ordinators) or delivery of a range of essential community or voluntary services within a locality. This ‘social sector…is integral’ to

|  |
| --- |
| **Table 2: Anchor Institutions in the US and UK literature** |
| **Anchor Institution Type** | **Anchor Type by Reference** | **References** |
| University - Higher Education Institutions | 1, 3, 5, 6, 7, 8, 9, 10, 12, 13, 14, 15, 17, 18, 19 (15 sources) | 1. McInroy N. and Jackson M.; and Paul Hackett (ed) (2015) pp 1-19.
2. Netter Centre for Community Partnerships (2008) ‘
3. The Work Foundation (2010) ‘pp 1-28.
4. McInroy, N. and Longlands, S. (2011)
5. Gold and Devids (2014)
6. D Maurrasse (2007)
7. Hahn A. with Coonerty C. and Peaslee L. (2003)
8. Inner City Insights (2011) pp 1-10.
9. McClure C. R, Mandel L. H., Saunders J., Alemanne M. D., Spears L. I. and Bishop B. W. (2012) pp 1-83.
10. Dubb S. and Howard T. (2012),
11. Stasch J. (2014)
12. Penn Institute for Urban Research (nd)
13. Birch E. L. (2014) ‘Chapter 11, at page 2017 in Watcher S.M. and Zeuli K. A. (Eds) (2014)
14. Ehlenz M. M. and Birch E. L. with Agness B. (2014), pp 1-50, at p1.
15. Smallbone D., Kitching J., Blackburn R. (2015), p vii.
16. Taylor H. L. Jr. and Luter G. (2013)
17. Fulbright-Anderson K., Auspos P. and Anderson A.(2001) ‘p1.
18. Witty A.(2013) ‘BIS, 13/1241
19. Mosavi S. (2015)
 |
| College – Further Education Institutions | 3, 5, 6, 7, 9, 10, 12, 17, 19 (9 sources) |
| Utility Provider (infrastructure services water, energy, transport)  | 3, 10, 14, 15, 17, 19 (6 sources) |
| Arts, Cultural, Community Organisations, libraries, religious/churches | 3, 6, 8, 9, 12, 13, 14, 15, 17, 19 (10 sources) |
| Sports Organisation, Venues, Teams | 3, 8, 13, 14, 15, 19 (6 sources) |
| Housing Association  | 1, 5 (2 sources) |
| Hospitals, Medical Centres, NHS Trust  | 1, 5, 8, 9, 12, 13, 14, 15, 17, 19 (10 sources) |
| Private Sector Business (Can be large corporates with strong local links such as banks (UKES); those with Headquarters in place; longevity in place) | 1,3,5, 12, 14, 15, 19 (7 sources) |
| Military Installations | 12, 15, 19 (3 sources) |
| Law Enforcement Agencies | 9 (1 source) |
| Schools and local education agencies | 9 (1 source) |
| Local and Regional Government Agencies | 1, 3, 5, 9,19 (5 sources) |

support people holistically in a locality to connect to skills, welfare or economic opportunities and for quality of life (CLES 2015a, p17; RSA 2015, pp48-67).

The central premise is that Anchor Institutions have an important presence or role in the shaping of places in which they are located. They often have a large stake in these places that in turn have an important influence on their operation. Frequently these anchor institutions display longevity of location in the place and have a significant influence and impact on place through the jobs they generate (as employer and indirectly), procurement practices and purchasers in locality, their investments in physical assets and their substantial human and intellectual capital. These Anchor Institutions provide a range of functions within a place that form part of the place’s attraction for business and economic growth, for migration and settlement of people and for sustaining the functioning and operation of the place over time. Anchor Institutions are therefore institutions with influence and impact in the wider functional economy and settlement that have a strong connection and mutual dependency (embeddedness and co-evolution) with the places in which they are located.

The changing governance arrangements of English city-regions with Combined Authorities, (Sandford 2015) Local Enterprise Partnerships (HM Government 2010 pp. 12-14) and further devolution deals under consideration (e.g. North East deal 23 October 2015) lead to a growing significance of economic, social and environmental development of place.

These new forms of multi-level governance institutions will be central to the shaping of place and economies (Cox and Hunter 2015, p 17) for “The key [to growth] appears to be how assets are used, how different stakeholders interact and how synergies are exploited in different types of regions”, (OECD 2009, p7).

Anchor Institutions in Northern Powerhouse city-regions affords a rich talent pool, strong public, private and community organisations and substantial employment, expenditure and procurement capacity vital for future growth. Analysis of typical Anchor Types (Higher Education Institutions, Medical/Health and Fire/Police Federations highlights a total of 275 Anchor Institutions with a combined spend of £76,087M. These Anchor Institutions are major employers in the region accounting for 1,133, 371 jobs, some 15% of all employee jobs in this geography (as defined by a sub set of 75 Local Authorities).

This has particular import for major city-regions such as Leeds City Region, Liverpool City Region, Greater Manchester and the North East in supporting the



development of the Northern Powerhouse economy (CLES 2015b) and national prosperity.

In the United States, Anchor Institutions have been mobilised and integrated into city-regional development processes. Multi stakeholder collaboration by public service or not for profit institutions such as Universities, Colleges, hospitals, housing associations, libraries and sporting/cultural venues is supporting the creation of institutional and place-based (shared) economic, social and environmental value (Porter 2010; Porter 2011, pp 64; 66; ICIC 2011, p3; Taylor and Luter 2013, p1; Dubb, McKinley and Howard 2013a and 2013b; CLES 2015a, p3).

There is a growing recognition that Anchor Institutions merit greater prominence in decisions and policy (CLES 2015a; 2015b). Experience from Anchor Institutions in the United States highlights new models of place-based leadership (Dubb et al 2013, p vii; Serang, Thompson and Howard 2013, p14-17), partnerships (CLES 2015a, p15) shared value (Porter 2010; ICIC 2011; Porter and Kramer 2011), investment (Serang Thompson and Howard 2013, pp. 4-6) and community wealth building (Dubb et al 2013, pp. 24-29) for delivering city-regional development

Influenced by these US experiences, new forms of collaboration, public service innovation, community anchor strategies and anchor institution developments are emerging in the Northern Powerhouse region to realise economic and social development objectives in the context of continuing reductions in public services funding (see Table 4).

Private sector institutions sometimes display similar characteristics to Anchor Institutions, with significant potential to contribute to economic and social development of places (Netter 2008; Community Wealth Organisation 2015; McInroy et al 2015; Penn Institute for Urban Research nd; Smallbone, Kitching and Blackburn 2015). Utility companies, financial institutions and some ‘embedded’ major employers in cities or regions have been identified as having this potential and significance in their wider engagement through their assets, employment base and supply chain (The Work Foundation 2010, p1). This strategic role of large private sector businesses as major employers or headquarters in city-regions and their role and influence as magnets for investment and in the growth of supply chains or networks of small and medium sized enterprises,

contributes to the development of place. CLES (2015a) argues for businesses to act more like ‘citizens in which they are based’ to support better utilisation of the institutional assets for economic development and to address inequality’ (CLES 2015a, pp 15-16).

|  |
| --- |
| **Table 4: Innovation in engagement of Anchor Institutions** |
| **Location** | **Innovation Type** | **Anchors Engaged** | **References** |
| Leeds City Region | Good Growth and Procurement to address poverty | Higher Education Further Education NHS Trusts Clinical Commissioning GroupsHousing AssociationsTransport Provider | Joseph Rowntree Funded Research 2015 |
| Preston | Anchor Procurement  | Good growth fostered by local Procurement  | CLES (2015b) |
| Wakefield District Council and Calderdale County Council | Community Anchor Strategy | Development of strategies to utilise community anchors for social development  | Wakefield District Council and Calderdale County Council |
| Greater Manchester | Health Service Innovation | Health service integration through innovation and partnership | GMCA 2015 |

**Conclusions**

This early analysis of the Northern Powerhouse region has focused on Anchor Institutions and their significant contribution and scale. A greater focus on institutions and integrated place-based and people–based policy will be important in realising the full potential of the Northern Powerhouse. Understanding and actively developing the vital role of anchor institutions as components, nodes or networks within this urban and regional system will support a more aligned and sustainable vision of place-based regional economic, social and environmental development to be realised. The ongoing public sector funding reductions will have a major impact on some Anchor Institutions and the necessity for public service transformation and reform. It is important to understand how these public services can be maintained utilising the assets of Anchor Institutions of all types, including community and private sector institutions. These Anchors contribute substantially to the fundamental requirements of place and sustainable communities which is important for future economic growth over the long run.

Place-based policy and practice of these Anchor Institutions have the potential to support a Northern Powerhouse that is not only prosperous, efficient and productive but that delivers a distinctive approach to shared sustainable economic, social and environmental value to re-balance quality of life for all. The risks and consequences otherwise are stark (RSA 2014, p 10; United Nations 2010).

**Bibliography**

Amin, A., & Thrift, N. (1995) ‘Institutional issues for the European regions: from markets and plans to socioeconomics and powers of association’, Economy and Society 24.1, pp41-66

Beer A. and Lester L (2015) ‘Institutional thickness and institutional effectiveness: developing regional indices for policy and practice in Australia’ , Regional Studies, Regional Science, 2:1, 204-227

Birch E. L. (2014) ‘Anchor Institutions in the Northeast Megagregion: An Important But not Fully Realized Resource’, Chapter 11, at page 2017 in Watcher S.M. and Zeuli K. A. (Eds) (2014) ‘Revitalizing American Cities’, University of Pennsylvania Press.

Boschma R. (2015) ‘Towards an Evolutionary Perspective on Regional Resilience’, Vol.49, No. 5, 733-751, Routledge, Taylor & Francis Group, Regional Studies Association

Brenner A. (1998) ‘Global Cities, Glocal States’, Review of International Political Economy 5:1 Spring 1998: 1–37

Centre for Cities (2015) ‘ ‘Cities Outlook 2015’, Centre for Cities

Centre for Cities (2015) ‘Northern Powerhouse factsheet: Key figures on the city regions in the Northern Powerhouse’ June 2015, Centre for Cities

Centre for Local Economic Strategies [CLES] (2015a) ‘Building a new Local Economy: Lessons from the United States’, CLES,

 ‘Centre for Local Economic Strategies [CLES](2015b) ’Creating a Good Local Economy: The Role of Anchor Institutions’, CLES

City Growth Commission (2015) Devo-Met: Charting a Path Ahead, London, City Growth Commission.

Clarke E. and Williams M. (2014) ‘Delivering Change: Supporting links between universities and high-growth firms in cities’, Centre for Cities

Cox E. and Hunter J. (2015) ‘FULL STEAM AHEAD: BUSINESS ATTITUDES TOWARDS THE NORTHERN POWERHOUSE’ Institute for Public Policy Research (IPPR) North, available at <http://www.ippr.org/files/publications/pdf/full-steam-ahead_Jun2015.pdf?noredirect=1> , accessed 22 August 2015

Cox E. (2013) ‘Core Cities Plus: Findings from the Northern Economic Futures Commission’ in ‘Keys to the City: Unlocking Urban Economies Through Devolution’, Core Cities pp 80-85.

Deas I. (2015) ‘The search for territorial fixes in subnational governance: City-regions and the disputed emergence of post-political consensus in Manchester, England’, Urban Studies, Vol. 51(11) 2285–2314

Dubb S. and Howard T. (2012), ‘Leveraging Anchor Institutions for Local Job Creation and Wealth Building’, Job Creation: Entrepreneurship Approach, Big Ideas for Jobs, Institute for Research on Labor and Employment at the University of California, Berkeley,

Dubb S., McKinley S., and Howard T, Ferris D. and Serang F. [Dubb et al](2013) ‘Achieving the Anchor Promise: Improving Outcomes for Low-Income Children, Families and Communities ’, A Report Submitted to The Annie E. Casey Foundation, The Democracy Collaborative at the University of Maryland.

Dubb S. McKinley S. and Howard T. (2013b)’The Anchor Dashboard: Aligning Institutional Practice to meet Low-income Community Needs’, The Democracy Collaborative, University of Maryland

Ehlenz M. M. and Birch E. L. with Agness B. (2014) ‘The Power of Eds and Meds, Urban Universities Investing in Neighbourhood Revitalization and Innovation Districts’, Penn Institute for Urban Research, pp 1-50, at p1.

Fulbright-Anderson K., Auspos P. and Anderson A.(2001) ‘Community Involvement in Partnerships with Educational Institutions, Medical Centres and Utility Companies’, Apsen Institute Roundtable on Comprehensive Community Initiatives for the Annie E. Casey Foundation, at p1.

Gardiner, B., Martin, R.L. and Tyler, P. (2013) ‘Spatially unbalanced growth in the British economy’, Journal of Economic Geography, 13, pp. 889-928.

Gold J. and Devins D.(2015) Poverty and Prosperity research project ongoing , JRF

Greater Manchester Combined Authority [GMCA] (2015) ‘Greater Manchester City Deal’, GMCA

HM Treasury and GMCA (2014) ‘Greater Manchester Agreement: devolution to the GMCA & transition to a directly elected mayor’, HM Treasury and GMCA

Hahn A. with Coonerty C. and Peaslee L. (2003) ‘Colleges and Universities as Economic Anchors: Profiles of Promising Practices’, Brandeis University, Heller Graduate School of Social Policy and Management, Institute for Sustainable Development/Center for Youth and Communities and POLICYLINK

Harrison B. (2015) ‘City regions have five months to secure a significant devolution deal’, Centre for Cities, 8 July 2015, available at <http://www.centreforcities.org/blog/city-regions-have-five-months-to-secure-a-significant-devolution-deal/> , accessed 22 August 2015.

Harrison J. (2012) ‘Life after Regions? The Evolution of city-regionalism in England’, Regional Studies, 46:9, 1243-1259.

HM Government (2010) ‘Local Growth: Realising Every Place’s Potential’, HM Government White Paper’, 28 October 2010, <https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32076/cm7961-local-growth-white-paper.pdf> accessed 22 August 2015.

Holden J. and Harding A. (2015) ‘Using evidence: Greater Manchester Case Study - August 2015’, What Works Centre for Local Economic Growth, New Economy, Liverpool University

House of Lords and House of Commons (2015) ‘Cities and Local Devolution Bill’, THE STATIONERY OFFICE LIMITED, Parliament UK available at <http://services.parliament.uk/bills/2015-16/citiesandlocalgovernmentdevolution.html>, accessed 22 August 2015.

ICIC (2011) INNER CITY INSIGHTS: ANCHOR INSTITUTIONS AND URBAN ECONOMIC DEVELOPMENT: FROM COMMUNITY BENEFIT TO SHARED VALUE’, Vol 1 Issue 2, Initiative for a Competitive City (ICIC), available at http://www.icic.org/ee\_uploads/publications/ICIC\_RESEARCH\_anchor\_institutions\_r2.pdf , accessed 22 August 2015.

Initiative for a Competitive Inner City [ICC] (2011) ‘Creating Shared Value: Anchors and the Inner City’, Initiative for a Competitive Inner City, pp1-16

Jones C. (2015) ‘On Capital, Space and the World System: A Response to Ron Martin’, Vol.3, No.3, 273-293, Routledge, Taylor & Francis Group, Regional Studies Association

Jupp A. (2015) ‘How is the Northern Powerhouse viewed by other cities?’, Manchester Evening News, available at http://www.manchestereveningnews.co.uk/business/business-news/how-northern-powerhouse-viewed-cities-9892475, accessed 20 August 2015

Martin, R., Pike A., Tyler P., and Gardiner B. [Martin et al] (2015) ‘Spatially re-balancing the UK Economy: the need for a new policy model’, Regional Studies Association, available at http://www.regionalstudies.org/uploads/documents/SRTUKE\_v16\_PRINT.pdf, accessed 22 August 2015

Martin R. and Sunley P. (2015) ‘Towards a Developmental Turn in Evolutionary Economic Geography?’, Regional Studies, Vol. 49, No. 5, 712-732, Routledge ,Taylor & Francis Group, Regional Studies Association

Martin R. and Simmie J. (2008) ‘Path dependence and local innovation systems in city-regions’, Innovation Management, Policy and Practice, 10, pp. 183-196.

Martin R. L., Tyler P. and Gardiner B. (2014) ‘The evolving economic performance of UK cities: city growth patterns, 1981 to 2011’ (WP4), Future of Cities: Working paper, Foresight, Government Office for Science, available at <https://www.gov.uk/government/publications/future-cities-evolving-economic-performance-of-uk-cities>

Maurrasse D. (2007) City Anchors: Leveraging Anchor Institutions for Urban Success, CEOs for Cities: Chicago, IL

McLoughlin P. and O’Neill (2015) ‘Blueprint for the Northern Powerhouse’, Department for Transport and HM Treasury, available at <https://www.gov.uk/government/news/government-boost-for-northern-powerhouse> , accessed 22 August 2015.

McClure C. R, Mandel L. H., Saunders J., Alemanne M. D., Spears L. I. and Bishop B. W. (2012) ‘Ubiquitous Middle Mile Project: Broadband Needs Assessment, Diagnostics and Benchmarking of Selected Anchor Institutions: Final Report’ for North Florida Broadband Authority (NFBA), The Florida State University, Information Use Management & Policy Institute, 2012, pp 1-83.

McInroy N. and Jackson M.; and Paul Hackett (ed) (2015) ‘The local double dividend: securing economic and social success’, Smith Institute ‘policy in the making’ discussion paper, The Centre for Local Economic Strategies (CLES), pp 1-19.

McInroy, N. and Longlands, S. (2011) Productive Local Economies Creating Resilient Places, Manchester: Centre for Local Economic Strategies

Mosavi S. (2015) ‘UKECES explains: What is an anchor institution?’, UKCES, available at <https://ukces.blog.gov.uk/2015/03/19/ukces-explains-what-is-an-anchor-institution/>, accessed 3rd May 2015.

National Audit Office [NAO] (2014) Funding and Structures for Local Economic Growth, NAO: London

Netter Centre for Community Partnerships (2008) ‘Anchor Institutions Toolkit: A guide for neighbourhood revitalisation’, University of Pennsylvania: Philadelphia

Organisation for Economic Co-operation and Development OECD (2009) ‘Investing for Growth: Building Innovative Regions’ Background Report Meeting of the Territorial Development Policy Committee (TDPC) at Ministerial Level 31 March 2009 OECD

Organisation for Economic Cooperation and Development [OECD] (2012) ‘Promoting growth in all Regions’, Paris, OECD available at <http://www.oecd.org/site/govrdpc/50138839.pdf>. Accessed 22 September 2015

Organisation for Economic Cooperation and Development (OECD) identified in its report on ‘Promoting Growth in all Regions’ (in OECD 2012, p 25, in Tomaney 2014).

Osborne G. (2014) ‘We need a Northern powerhouse', speech, 23 June 2014 at Museum of Science and Industry, Manchester, available at <https://www.gov.uk/government/speeches/chancellor-we-need-a-northern-powerhouse>, Treasury, accessed 22 August 2015.

Parkinson M. (2013a) ‘In an Age of Austerity, Why invest Beyond London’, in our Core Cities?’ in ‘Keys to the City: Unlocking Urban Economies Through Devolution’, Core Cities pp 18-23.Parkinson (2013b) ‘No Cities, no civilisation: no successful cities, no successful nations’, Core Cities and Manchester City Council

Parkinson M. et al (2013c) Second Tier Cities in Europe: In an age of Austerity, Why Invest Beyond the Capitals?’ Epson, European Union and Liverpool John Moores University

Parliament UK (2014) Devolution in England: The Case for Local Government, Communities and Local Government Committee. http://www.publications.parliament. uk/pa/cm201415/cmselect/ cmcomloc/503/50305.htm#note31

Penn Institute for Urban Research (nd) ‘Anchor Institutions and their role in Metropolitan Change, White Paper on Penn IUR Initiatives on Anchor Institutions’, available at penniur.upenn.edu/uploads/media/anchor-institutions-and-their-role-in-metropolitan-change.pdf accessed on 03/05/15.

Pidd H. (2015) ‘Manchester the clear focus of George Osborne's 'northern powerhouse', The Guardian, available at <http://www.theguardian.com/uk-news/2015/jul/08/manchester-the-clear-focus-of-george-osbornes-northern-powerhouse> , accessed 22 August 2015.

Porter, M. E. (2010) ‘Anchor Institutions and Urban Economic Development: From Community Benefit to Shared Value,’ Inner City Economic Summit, Initiative for a Competitive Inner City, San Francisco, CA, October 26, 2010, available at <http://www.hbs.edu/faculty/Publication%20Files/2010-1026_ICEF_ANCHORS_MEP_13ec3cb4-bc71-4d2a-8832-e8880bced5f3.pdf> , accessed 22 August 2015.

Porter, M. E., and Kramer M. R. (2011) ‘Creating Shared Value’, Harvard Business Review, January-February 2011, pp 62- 77 at p64, 66, Sage

RSA (2014) ‘Unleashing Metro Growth, Final Recommendations of the City Growth Commission’, October 2014, RSA, available at <http://www.citygrowthcommission.com/wp-content/uploads/2014/10/City-Growth-Commission-Final-Report.pdf>, accessed 22 August 2015.

RSA (2015) ‘Community Capital: The Value of Connected Communities’, RSA, October 2015.

Sandford M. (2015) ‘Combined Authorities’, Briefing paper, 06649, 24 June 2015, House of Commons Library.

Serang F. Thompson J. P and Howard T. (2013) ‘The Anchor Mission: Leveraging the Power of Anchor Institutions to Build Community Wealth’ The Democracy Collaborative, Massachusetts Institute of Technology and University of Maryland, available at <http://community-wealth.org/sites/clone.community-wealth.org/files/downloads/UH-composite-online.pdf>, accessed 22 August 2015.

Smallbone D., Kitching J., Blackburn R.(2015) ’Anchor Institutions and small firms in the UK: A review of the literature on anchor institutions and their role in developing management and leadership skills in small firms’, UK Commission on Employment and Skills, (UKCES) at p vii.

Social Mobility & Child Poverty Commission (2014) ‘State of the Nation 2014: Social Mobility and Child Poverty in Great Britain’ Report Summary, October 2014,

Stasch J. (2014) ‘Economic Development: Chicago Anchors for a Strong Economy (CASE)’, Plan for Economic Growth and jobs, presentation at Marga conference 2015, 17-18th November 2014, AITF Annual Conference, Chicago

Taylor H. L. Jr. and Luter G. (2013) ‘Anchor Institutions: An Interpretive Review Essay’, Anchor Institutions Task Force, Marga.

The Work Foundation (2010) ‘Anchoring Growth: the Role of Anchoring Institutions in the regeneration of UK cities’, The Work Foundation, pp 1-28

Tomaney J. (2014) ‘Region and Place I: Institutions’, Progress in Human Geography, Vol. 38, No. 1, pp 131-140 Sage

UK Commission for Employment and Skills (2011) Rebalancing the Economy Sectorally and Spatially: An Evidence Review, UKCES: Wath-upon-Dearne.

United Nations (2010) ‘Keeping the promise: a forward-looking review to promote an agreed action agenda to achieve the Millennium Development Goals by 2015’, United Nations, available at <http://www.un.org/ga/search/view_doc.asp?symbol=A/64/665> , accessed 22 August 2015.

United Nations (2015) ‘The Millennium Development Goals Report 2015’, United Nations, New York, available at [http://www.un.org/millenniumgoals/2015\_MDG\_Report/pdf/MDG%202015%20rev%20(July%201).pdf](http://www.un.org/millenniumgoals/2015_MDG_Report/pdf/MDG%202015%20rev%20%28July%201%29.pdf), accessed 22 August 2015.

Witty A. (2013) ‘Encouraging a British Invention Revolution: Sir Andrew Witty’s Review of Universities and Growth, Final Report and Recommendations’, BIS, 13/1241