

USE-IT! Transfer Mechanism – Final Transferability Study

1. INTRODUCTION

1.1 Introducing USE-IT! and URBACT/UIA Transfer Mechanisms

The USE-IT! Transfer Mechanism is one of five such networks funded through the URBACT Programme. The URBACT/UIA Transfer Mechanisms (UTMs) are seeking to start the process of transferring the principles and activities of a successful Urban Innovative Actions (UIA) funded project from a Lead Partner City (LPC) to three other Project Partner Cities (PPs), with an operating period for the networks of eighteen months (March 2021 to September 2022). The UTMs will utilise the URBACT Method to enable the transfer and particularly the three stages outlined in the diagram below.



In the case of the USE-IT! Transfer Mechanism the network is seeking to start the process of transferring the principles and activities of the USE-IT! UIA project which was successfully delivered by Birmingham City Council (UK) and partners between 2016 and 2020. USE-IT! – standing for Unlocking Social and Economic Innovation Together - has predominantly sought to change the way in which Birmingham City Council undertakes regeneration, with a specific focus upon connecting the public and private sectors more effectively to communities in the West Birmingham and Smethwick area, and thus reducing poverty and inequality.

The USE-IT! project consisted of many component parts and activities and received nearly 4 Million Euros of funding through the UIA Programme. The USE-IT! Transfer Mechanism is seeking to use the foundations of the success of the Birmingham USE-IT! project to transfer the principles of the project to three PPs of Poznan (Poland), Rotterdam (The Netherlands) and Trapani (Italy) and using a network approach encourage them to transfer elements of the project during the UTM lifetime, together with developing an Investment Plan (IP) for future funding to realise a wider transfer into the future. The UTM is also focused upon improving and rolling out USE-IT! in the LPC of Birmingham, with a Springboard Plan (SP) set to outline how this will happen.

1.2 Introducing the Transferability Study

This Transferability Study is designed to frame and shape the activities of the USE-IT! Transfer Mechanism to September 2022 and aims to achieve a number of things:

- It aims to explain the UIA USE-IT! project in more detail and particularly the context in which it was developed, its principles, its activities, its impacts to date, and its limitations.
- It aims to place the USE-IT! project and this UTM in the context of wider and contemporary European policy agendas.
- It aims to profile each of the PPs of Poznan, Rotterdam and Trapani and in particular outline economic and demographic information about each city, together with exploring the aspects of the USE-IT! project that they are currently undertaking and will seek to transfer to their contexts, both during the TM and into the future through their IP. It also details emerging URBACT Local Group (ULG) compositions.
- It aims to detail ideas and proposals for improving and rolling out the USE-IT! project within Birmingham and through the SP.
- It aims to detail a coherent methodology for delivering during the UTM lifetime which will enable the project to be rolled out in the LPC and the SP to be realised; and which will enable the principles to be transferred to the PPs and IPs to be developed and implemented.

1.3 Transferability Study Methodology

The Transferability Study for the USE-IT! UTM has been written by the Lead Expert (LE) for the network (Matthew Baqueriza-Jackson) in close cooperation with the Lead Partner Coordinator (LPC) (Karolina Medwecka). The information detailed has been gathered through a number of methods.

First, a desk-based review has been undertaken of documents and other materials, such as videos and evaluation reports, associated with the delivery of the USE-IT! project in Birmingham. This has enabled the LE to gain a fuller understanding of the principles, activities, successes and weaknesses of the USE-IT! project.

Second, a series of conversations have been held with the LPC and other partners in Birmingham around the scope for improving and rolling out the project in Birmingham using the UTM and the SP, in particular. This has enabled the LE and LPC to start the development of a realistic SP and to develop an ULG which will drive forward improvement and roll-out activities during the lifetime of the UTM and beyond.

Third, there have been a number of activities held with PPs which have sought to explain in more depth the USE-IT! project to them and explore the principles and activities which are potentially relevant for transferring to their contexts and including in their IPs. These activities have included:

- An initial and informal full network Coordination Meeting held online on 31st March 2021.
- An initial Transnational Meeting held online on 27th, 28th and 29th April 2021.
- One to one Coordination Meetings held online with each partner during early Summer 2021.
- Formal Study Visits held online with each partner during Summer and early Autumn 2021.

The activities described above have been complemented by a number of email conversations between the LE and each PP designed to gather economic and demographic information about each city. Fourth, all of the above information together with the USE-IT! UTM application form, and URBACT guidelines have been used to draft a methodology for the UTM for the period September 2021 to September 2022. The methodology consists of a blend of Transnational Meetings, ULG Meetings and individual workshops to develop and implement the SP and develop the IPs.

Fifth, and finally the content of a draft version of this Transferability Study has been consulted upon and agreed with each PP individually, and collectively at a full network Coordination Meeting held online on 15th September 2021.

1.4 Transferability Study Sections

The following Transferability Study is therefore split into three sections:

- **Section 2** sets the context to the USE-IT! UTM by outlining the principles, activities, and impacts of the USE-IT! project to date; together with exploring the overarching scope for transfer through the UTM. It also places USE-IT! in the context of wider European policy agendas.
- **Section 3** details City Profiles for each of the PPs of Poznan, Rotterdam and Trapani and includes information about their economic and demographic profile, what they are already doing around aspects of the USE-IT! project, the activities for transferring through the USE-IT! UTM and IP, and a LE assessment of transfer potential. It also details economic and demographic information about Birmingham and the potential for improvement and roll-out through the SP.
- **Section 4** synthesises the information detailed in sections 2 and 3 and details a coherent methodology of transnational and local activities to be undertaken during the USE-IT! UTM and which will enable the transfer to be realised in Poznan, Rotterdam and Trapani and the improvement and roll out to be realised in Birmingham.

2. ABOUT USE-IT!

This section of the Transferability Study sets the context to the activities of the USE-IT! UTM by exploring in detail:

- The challenge of regeneration in a UK and Birmingham context.
- The theory and principles behind the USE-IT! project.
- The activities of the USE-IT! project (2016 to 2020).
- The impacts of the USE-IT! project to date.
- The overarching scope to transfer the activities of USE-IT! to Poznan, Rotterdam and Trapani.
- The wider European policy agendas and context within which USE-IT! sits.

2.1 The challenge of regeneration

2.1.1 *The UK's approach to regeneration*

Over the course of the last 30 years, successive Governments in the United Kingdom have sought to regenerate regions, cities, and neighbourhoods within cities. The focus of this regeneration has largely been upon physical aspects of those regions, cities and neighbourhoods and enhancing the economy – so a series of construction projects and housing developments designed to improve both the physical appearance of places and with an objective to make them attractive to economic and inward investment from elsewhere.



This focus upon physical and economic aspects of regeneration has come with the assumption that if regions, cities and neighbourhoods attract inward investment and grow economically then the benefits of such growth will automatically ‘trickle-down’ to communities with associated benefits in terms of jobs, skills and environmental improvements, alongside reductions in poverty and inequality.



Whilst the UK's approach to regeneration has been successful in improving the competitiveness of the UK economy and output in Gross Domestic Product (GDP) terms, in attracting global capital to cities, in creating office space, and in improving the appearance of city centres; it could be argued that this has come without many of the expected local economic, social and environmental benefits for communities, thus making ‘trickle-down’ a fundamentally flawed concept. Indeed, rather than inequalities narrowing between and within cities as a result of regeneration activities, in many

places they have actually widened.

2.1.2 *The reasons why the approach has not always worked*

There are a number of potential reasons as to why regeneration has not worked as expected in a UK context. First, regeneration has been driven and delivered in a very top-down way – by this we mean the key stakeholders driving regeneration have been Government at a central level and often

development and regeneration agencies and vehicles at regional levels. This has meant little input for local municipalities and importantly communities themselves in the regeneration happening in their area.

Second, regeneration has been guided by the principles of neoliberalism and particularly that if a region, city or neighbourhood experiences market failure, then the market (the private sector) will intervene and invest and solutions will occur naturally. Whilst lots of places have seen the market intervene and have attracted inward investment, this has not always led to the trickle-down benefits described earlier. Indeed, instead of that investment bringing local economic, social and environmental benefits, the key individuals benefiting from the investment have been the wealthy shareholders of global multinational businesses.

Third, regeneration has often failed to understand and recognise the many existing institutions and organisations and assets that places already have. All cities will have 'Anchor Institutions' in the form of hospitals, colleges and universities, and other public sector institutions. All cities will have voluntary, community and social enterprise infrastructure and organisations. All cities will have people that are willing to engage and be involved in the neighbourhoods in which they live. Whilst regeneration, has often had a rhetoric of partnership working, it has not always harnessed the potential of these institutional and organisational assets.

Fourth, regeneration has often been 'done to' places, rather than 'done with' places. By this we mean regeneration has been driven by Masterplans and Regeneration Strategies that have been developed by external organisations that do not necessarily have a base in the neighbourhood in question, and which whilst having undertaken community consultation do not have a full and coherent understanding of the issues and challenges which need addressing in the opinion of the communities that live there.

2.1.3 Birmingham's approach to regeneration

Birmingham and the wider West Midlands Combined Authority area have also invested significantly in economic and physical regeneration over the course of the last 30 years. They have sought to improve the attractiveness of Birmingham City Centre through investing in office developments, public realm activities, and retail improvements and they have also sought to attract inward investment into the city centre through global capital. They have also developed and delivered Masterplans for particular parts of the city and neighbourhoods, detailing plans for housing and other forms of development. They have also sought to invest in wider infrastructure including public transportation and the sporting infrastructure required for the upcoming 2022 Commonwealth Games.

Whilst all of this activity has brought economic benefits and an increasingly vibrant and competitive Birmingham City Centre, inequality and poverty has remained a key challenge. An increasing number of children are living in low-income families and poverty, buildings and land in neighbourhoods remain dilapidated and derelict, there has been an increased demand for food banks and an increase in rough sleeping, and there remain challenges for those living in the most deprived communities in accessing employment opportunities. Indeed, Birmingham's approach to regeneration has included many of the traits detailed in the previous section around the UK's approach, with much of the same reasoning as to why it has not been as successful as it could have been.

2.2 The theory and principles behind the USE-IT! project

2.2.1 Starting to change Birmingham's approach to regeneration

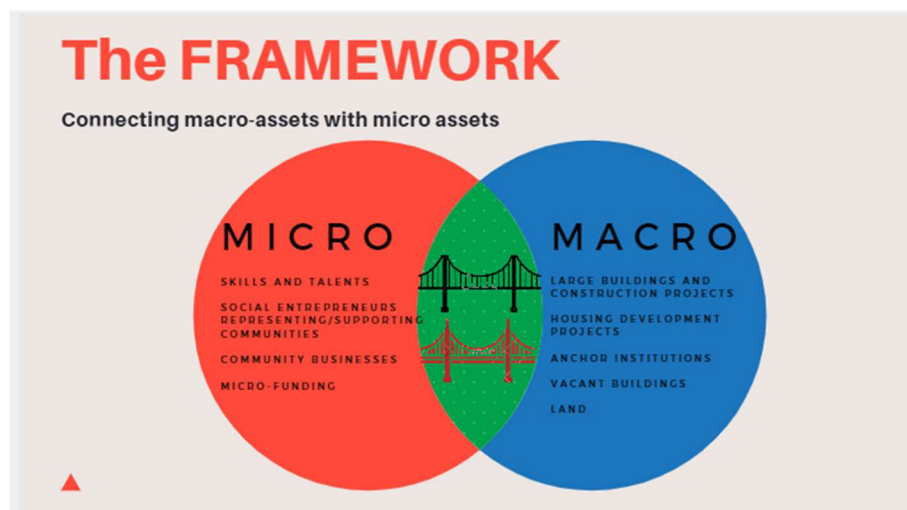
Inspired by a desire to change Birmingham's approach to regeneration and make it more innovative, a small number of individuals came together in 2016 to develop a successful bid for UIA funding. These individuals had become frustrated with the orthodox approach to regeneration as outlined above in the UK and in Birmingham, and its neighbourhoods, and wanted to inspire new thinking and activities where a range of economic, social and environmental benefits were delivered through regeneration and the very real challenges of poverty and inequality were addressed. They chose one particular area of West Birmingham and Smethwick as the focus of the bid and the area where they could experiment and innovate with a new approach to regeneration.

2.2.2 Aims and principles of USE-IT!

The successful bid was shaped by a number of aims that the group of individuals wanted to achieve in West Birmingham and Smethwick, and a set of founding principles.

Aim 1 – draw together the relevant stakeholders

The first thing they wanted to do was to bring together the key relevant individuals and organisations with a stake in the regeneration of West Birmingham and Smethwick and form a coherent partnership for the project. As already outlined, regeneration has been historically undertaken in a very 'top-down' way, driven by Governments, development and regeneration agencies, developers and to a degree local government. Through USE-IT!, there was a desire to link this top-down way to the 'bottom-up' (driven by the community of West Birmingham and Smethwick) to ensure a collaborative approach. There were a range of organisations across the public, commercial and voluntary community and social enterprise sectors that needed to be drawn together to work on the project and collaboratively on the regeneration of West Birmingham and Smethwick. ***Principle 1 of the USE-IT! approach to regeneration was therefore to balance the 'top-down' with the 'bottom-up' and to develop partnerships and collaboration.***



Aim 2 – understand the macro and micro assets

The second thing they wanted to do was to understand the organisations already active in delivering economic, social, environmental, and community benefits in West Birmingham and Smethwick. By macro assets, they meant the

large public sector Anchor Institutions based in the area which created lots of jobs, spent lots of money buying goods and services, owned lots of land and assets, and which were unlikely to leave to go elsewhere. These macro assets included Birmingham City Council itself, the University of Birmingham and the NHS, including the Midlands Metropole Hospital. By micro assets, they meant local voluntary community and social enterprise organisations, community activists and residents of West

Birmingham and Smethwick. They wanted to map who and what these macro and micro assets were and what their role would be in the new approach to regeneration being enabled by the USE-IT! project. ***Principle 2 of the USE-IT! approach to regeneration was to understand and link macro and micro assets activity in delivering economic, social, environmental and community benefits.***



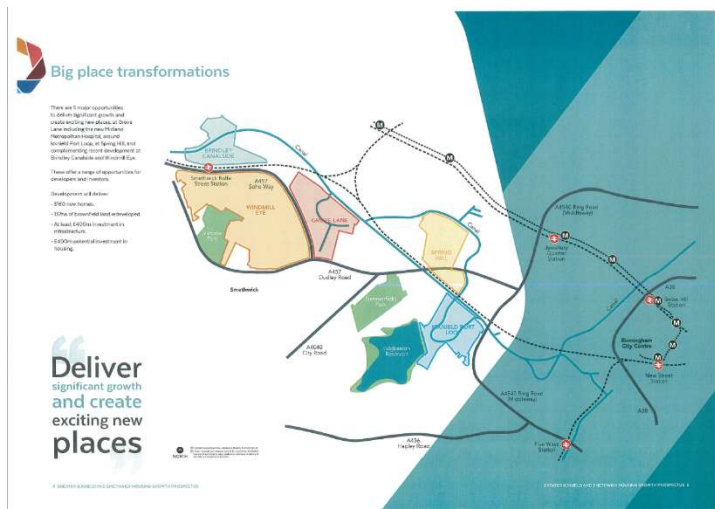
Aim 3 – understand the challenges facing communities

The third thing they wanted to do was understand the complex challenges facing the community of West Birmingham and Smethwick in more depth and use this intelligence to develop projects and activities. West Birmingham and Smethwick faces a range of challenges around unemployment, poor business sustainability,

low air quality, community cohesion, crime and disorder, and poor health (amongst many other things). Whilst statistics provided some of the data around the scale of the challenge in West Birmingham and Smethwick and the level of inequality when compared to the Birmingham and West Midlands average, they did not dig deeper into why those levels of inequality existed and the real barriers and challenges that communities of West Birmingham and Smethwick faced on a day-to-day basis. As discussed later on in this section, Birmingham City Council in particular did not want to undertake this research in a top-down way, but instead use community research and community researchers to gather intelligence about their own neighbourhood. ***Principle 3 of the USE-IT! approach to regeneration was to understand through community research the challenges facing neighbourhoods and develop projects and activities accordingly.***

Aim 4 - take advantage of development and other opportunities through building bridges

The fourth thing they wanted to do was to take advantage of the range of public and private sector development activities happening in the West Birmingham and Smethwick area. These included the construction of the new Midlands Metropole Hospital and the Urban Splash led development at Port Loop. By taking advantage, they meant ensuring that the local West Birmingham and Smethwick community benefited through accessing new employment opportunities, through linking existing community organisations and social enterprises to procurement opportunities associated with the developments and ensuring more generally that the local community was involved in the development and that wider community developments were delivered through the development activities. By other opportunities, they meant taking advantage of the opportunities that would be presented through the mapping of macro and micro assets described earlier, and the enhanced understanding of community challenges. They were effectively seeking to build bridges between the macro and micro assets. ***Principle 4 of the USE-IT! approach to regeneration was therefore that communities need to benefit from and be linked to development and other opportunities and that bridges need to be built between macro and micro assets.***



Aim 5 – Deliver existing Masterplans and learn lessons for elsewhere

The fifth thing they wanted to do was to deliver upon the aims, objectives, and activities of existing strategic documentation, but in a slightly different manner. In the case of USE-IT!, the key existing strategic document was the Greater Icknield Masterplan which set out a series of physical and economic regeneration activities. Through USE-IT!, they also wanted to ensure community involvement in the delivery of the

Masterplan and also deliver wider social, environmental and community benefits. In addition, they also wanted to ensure that the USE-IT! approach was not restricted the West Birmingham and Smethwick area, but through learning and evaluation explore how it could be rolled out other neighbourhoods in the city and inspire political and economic change within Birmingham City Council and the emerging West Midlands Combined Authority. **Principle 5 of the USE-IT! approach was therefore to link to existing policy and practice and learn and adapt the approach to operate in other areas and thus improve regeneration generally.**

2.3 The activities of the USE-IT! project

The above aims and principles shaped the activities of USE-IT! over the course of the period 2016 to 2020. As such they were used to inform the focus of activities which were both general in their nature and broken down into four specific work packages of activity.



The key activities of USE-IT! were as follows:

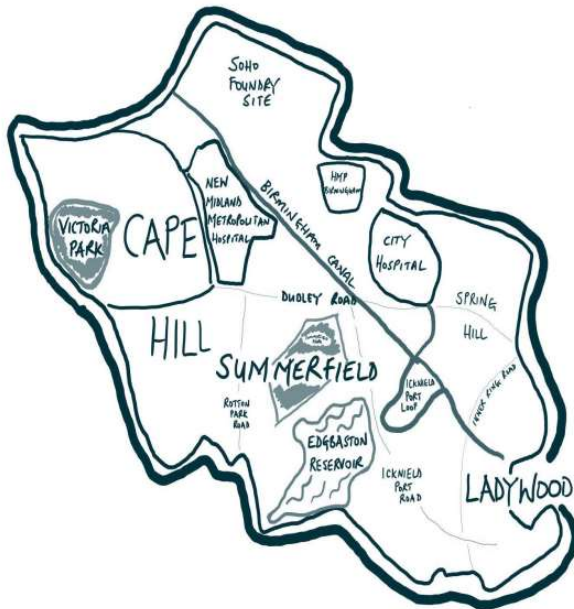
2.3.1 Developing the USE-IT! partnership

The first activity undertaken was to develop a coherent steering group of partner organisations to deliver on the requirements of the USE-IT! project in the short term and stimulate a new approach to regeneration in the longer term. The steering group included a range of public sector, private sector, and voluntary, community and social enterprise organisations with these organisations sitting on the overarching steering group, and also on relevant individual work package steering groups, as detailed further below.

The steering group evolved over the course of the USE-IT! project and included representatives of Birmingham City Council, the Sandwell and West Birmingham NHS Trust, the Initiative for Social

Entrepreneurs (iSE), Brushstrokes, and the Centre for Local Economic Strategies (the independent evaluators of the USE-IT! project). The steering group sought to include a diversity of organisations and reflect the diversity of the population of West Birmingham and Smethwick in its membership.

2.3.2 Mapping macro and micro assets



The second activity undertaken was to map the macro and micro assets operating in the West Birmingham and Smethwick area and seek to understand their contribution and potential contribution to the regeneration of the area. The assets included:

- **Macro assets (public sector)** – Anchor Institutions, such as NHS Sandwell and West Birmingham which had a significant stake in the area as a result of their spending and potential ability to create and sustain jobs.
- **Macro assets (private sector)** – Business such as Urban Splash, who were driving forward and delivering upon the housing development of Port Loop, and who had a stake in linking to the existing community and delivering wider community benefits through the development.
- **Micro assets (voluntary community and social sector organisations)** – these included both infrastructure type organisations such as iSE and individual voluntary and community sector groups and social enterprises.
- **Micro assets (people)** – these included the residents of the West Birmingham and Smethwick area, and activists and researchers seeking to influence change in the area.
- **Physical assets** – these included the land and assets owned and managed by the Anchor Institutions, by the private sector, and community organisations. It also included more ‘common land’ which the community had a stake in, including the Edgbaston Reservoir and playing field.

2.3.3 Communicating the project

The third activity undertaken was to develop a communications campaign and activities for the USE-IT! project. Led by City University Birmingham and a requirement of the UIA funding, the communications activities sought to promote the USE-IT! project, its steering group, and its activities to a wider audience both within Birmingham and the West Midlands Combined Authority area, and wider across the UK and Europe. The communications activities included developing a social media presence and developing videos of activities and participants in the new approach to regeneration in West Birmingham and Smethwick.

2.3.4 Community Research work package



The first of the four work packages was around community research and developing a network of Community Researchers (there is no particular hierarchy to the work packages). The community research work package was led by the University of Birmingham and aimed to develop research and analytical skills in the local community. It recognised that local residents and communities were much more likely to be able to identify and understand the regeneration, poverty and inequality challenges facing West Birmingham and

Smethwick than the public sector, and that community research could be used as a way of gathering evidence that would inform the activities and delivery of the other work packages (described in more detail below). There were a number of phases to the community research work package:

- In Phase 1, the University of Birmingham, working in collaboration with Birmingham City Council and voluntary and community sector organisations in West Birmingham and Smethwick, sought to identify individuals who wanted to be trained as community researchers.
- In Phase 2, the identified individuals participated in formal community research training, with this leading to an accreditation process at the end. There were three component parts to the training around social research skills and tools, around mentoring from experienced researchers in conducting research interviews, and around analysing the findings of the research.
- In Phase 3, the newly trained Community Researchers put their new skills into practice through working with Academics at the University of Birmingham on a range of commissioned research projects, the majority of which were focused upon addressing key regeneration issues.

The community research programme sought to equip individual's resident within, or with an interest in the area of West Birmingham and Smethwick with the skills required to develop their own research projects and also to develop a network of Community Researchers, which could eventually form their own social enterprise to undertake community research activities. The research undertaken through USE-IT! was designed to inform both the following work packages and wider policy and practice around regeneration in both West Birmingham and Smethwick, wider Birmingham and the West Midlands Combined Authority area.

2.3.5 Matching Jobs and Skills work package

The second of the four work packages was around jobs and skills and particularly seeking to match residents of West Birmingham and Smethwick with employment opportunities at a key Anchor Institution in the area, namely the NHS. The Matching Jobs and Skills work package was led by the Sandwell and West Birmingham NHS Trust (and its Learning Works employment support hub) and sought in particular to support overseas nationals moving to the UK and resident in West Birmingham and Smethwick into employment opportunity in the NHS. The emphasis was not placed on lower-level employment around cleaning and catering, for example, but upon harnessing the existing higher-level medical skills of the overseas nationals, who included doctors and pharmacists. There were a number

of activities included in the Jobs and Skills work package which adopted a personable, individualised, caring, and outcome focused approach to employment support:

- The first activity was to identify a cohort of overseas nationals for engaging with as part of the USE-IT! project to commence working with to start their journey towards employment in the NHS. It was initially thought that this identification would come through the community research process as described earlier. However, it was in fact more organic and referrals came through 'word of mouth' largely.
- The second activity was to convince the key macro asset (in this case the NHS) that there was a cohort of individuals resident in the West Birmingham and Smethwick area that could potentially move into employment opportunities at the Midlands Metropole and other sites in the future.
- The third activity was to work with each individual participant in a one-to-one way at the Learning Works employment support hub to gain an understanding of their skills, qualifications and employment history, and to identify the key barriers that were preventing them from moving into employment in the medical profession in a UK context.
- The fourth activity was then to provide support to progress each individual's journey towards a job in the NHS. The key identified barrier to employment was around English language skills and the need to improve them. The core activity undertaken was therefore delivered in coordination with Brushstrokes (a local voluntary and community sector organisation) to provide IELTS and OET classes to overseas nationals, with a view to realising English language qualifications that would enable them to work in the NHS.
- The fifth activity was to match the participants with work experience opportunities within the NHS, whether that be in the hospital or social care settings. This gave the participants the real opportunity to gain experience of working in a UK medical setting context, and to practice their new English language skills.
- The sixth activity, and when appropriate, was to link the participants to formal jobs within the NHS.

2.3.6 Social Enterprise work package

The third of the four work packages was around Social Enterprise. The Social Enterprise work package was led by the Initiative for Social Entrepreneurs (iSE) and sought to support existing Social Enterprises based in West Birmingham and Smethwick to grow, to create new Social Enterprises, to develop a network or 'eco-system' of Social Enterprises in West Birmingham and Smethwick, and to develop relationships between Social Enterprises and wider macro assets and organisations. The development of the Social Enterprise 'eco-system' included a range of activities delivered through the USE-IT! project;

- The first activity was to create a network of Social Enterprises and larger organisations that would be willing to work together and cooperate into the future. With a particular emphasis on supporting Social Enterprises to bid for public procurement opportunities and win contracts, the large organisations included Birmingham City Council itself, and Anchor Institutions such as the NHS and hospitals.

- The second activity was to understand in more detail procurement opportunities that were available at Anchor Institutions, and to map those which were potentially relevant for social enterprises to bid for and potentially win. This including mapping the types of sectors such as food where the opportunities existed. The work package also sought to bring together and develop consortia of Social Enterprises that could potentially bid for larger contracts.
- The third activity was to provide a range of business support type activities to Social Enterprise. This business support focused largely on procurement, as described above, but also included advice and guidance around access to external grants and social finance, technical support for product development, and co-working, for example. It also included support for new Social Enterprises to develop and grow their activities.
- The fourth activity was to provide communications and marketing support for individual Social Enterprises in promoting their activities and to enable wider relationships with Anchor Institutions to be developed. This fourth activity was also about promoting the values and activities of the Social Enterprise sector as a whole.
- The fifth set of activities were undertaken additionally to those anticipated through the work package and included: the launch of Birmingham as a 'Social Enterprise Place', work promoting procurement opportunities associated with infrastructure development and the 2022 Commonwealth Games to social enterprise, and activities associated with 'Social Enterprise Drive'.

2.3.7 Community Assets and Finance work package

The fourth of the four work packages was around Community Assets and Finance. It was largely led by Birmingham City Council and the community of West Birmingham and Smethwick itself and sought to develop and deliver a range of community driven projects and activities, implement the process of Community Economic Development planning, and develop new community businesses and cooperatives in the area.



Leisure Centre.

- The development of a Food Bank and Co-Working Space at the church in Smethwick.
- The development of the Canal Adoption scheme.

During USE-IT!, two Community Economic Development Plans were developed for Ladywood and Smethwick using the principles of Community Economic Development planning as follows:

- The overall focus is upon the economy and re-shaping the underlying economic system in a place.

Over the course of the USE-IT! project, a number community projects and activities were delivered utilising community assets and including:

- The use of the Playing Field for community events and the installation of a polytunnel.
- Eat Make Play – a project where the community came together to grow, cook together, and share tools and other equipment.
- The development of a community-led masterplan for the Edgbaston Reservoir.
- The development of a Job Club at Ladywood

- It is interested in economic development which generates human well-being within environmental limits and at a community level, rather than economic growth.
- It is led by the community of residents, local businesses, local service providers and the voluntary and community sector.
- It has a strong vision and strategy for the local economy which is collectively generated by partners from within the community.
- The vision is backed up by real, rooted and achievable projects and activities.

2.4 The impacts of the USE-IT! project to date

The activities undertaken by the USE-IT! project during the period 2016 to 2020 had a range of outputs, outcomes, and impacts. Evidence of these outputs, outcomes and impacts were collected as part of the formal monitoring requirements of the UIA Programme, and additionally through an independent evaluation commissioned as part of the delivery of the project. The following details the key identified outputs, outcomes and impacts of USE-IT, broken down generally and by each of the four work packages.

2.4.1 Overarching outputs, outcomes and impacts

The overarching outputs, outcomes and impacts can be summarised as follows

- 5 new partnerships were created within communities during the USE-IT! projects.
- 9 macro assets/Anchor Institutions were engaged in the USE-IT! project, including NHS Sandwell and West Birmingham and the Canal and River Trust.
- USE-IT! recognised in the independent evaluations as a new way of thinking and an approach to regeneration that works.

2.4.2 Work Package specific outputs, outcomes and impacts

The work package specific outputs, outcomes and impacts can be summarised as follows:

Community Researchers

- A Community Research Partnership was created and included the University of Birmingham, BVSC (the voluntary and community sector infrastructure body) and the Community Researchers.
- 80 Community Researchers were trained, with 37 becoming accredited.
- 26 community research projects were commissioned by a range of organisations.
- The Community Researcher work package (amongst other things) enabled the skills of the participants to be improved; enabled links to be developed with the local community; and enabled a diversity of individuals to be engaged.

Jobs and Skills

- 250 overseas medical professional were upskilled and trained and improved their English language skills.
- £2.8Million in recruitment cost savings were generated for the NHS Sandwell and West Birmingham Trust.
- The Jobs and Skills work package (amongst other things) led to changes in the behaviour of the NHS Trust when it came to recruitment; a range of friendship, financial and motivational benefits for the participants; and enabled changes in the skills sets of the mentors and voluntary and community sector organisations involved.

Social Enterprise

- The Soho Social Enterprise Network was created, consisting of 83 organisations.
- The Birmingham Social Enterprise City was created consisting of 12 organisations.
- 5 sector specific Social Enterprise Networks were created.
- 105 existing or new Social Enterprises were provided with business support activities.
- 25 new products and services were created by Social Enterprises and Community Enterprises.
- The Social Enterprise work package (amongst other things) led to an improved profile for Social Enterprise in the local area; increases in Social Enterprise start-ups and the number of people working in Social Enterprises; and led to a network of social entrepreneurs.

Community Assets and Finance

- A number of new community partnerships and networks were created including the Edgbaston Reservoir Consortium (consisting of 20 organisations) and the Port Loop Civic Square (consisting of 5 organisations).
- 2 Community Economic Development Plans were produced for Ladywood and Smethwick.
- 5 community assets were unlocked and made available for the community, including the Playing Field and the Eat Make Play shop.
- The Community Assets and Finance work package (amongst other things) led to a strengthening of existing community and solidarity organisations; increased social use of land and assets; and engaged with a wide diversity of residents of West Birmingham and Smethwick.

2.5 The scope for improvement in Birmingham

As detailed in section 3.4 of this Transferability Study, the core activity undertaken in Birmingham as part of this UTM will be the development of a Springboard Plan, which will seek to identify the funding and activities required to transfer the USE-IT! approach from the Western part of the city (West Birmingham and Smethwick) to the Eastern part of the city (as detailed in the East Birmingham Inclusive Growth Strategy). The transfer will be informed by learning from the other PPs of Poznan, Rotterdam and Trapani, and also by the lessons learnt from the original USE-IT! UIA project, particularly in terms of areas of the project where there is room for improvement.

As already alluded to, Birmingham City Council commissioned an independent evaluation of the USE-IT! project which was undertaken by the Centre for Local Economic Strategies (CLES). As well as highlighting the positives of the USE-IT! approach, the evaluation also identified the following limitations.

- The USE-IT! model is by its very nature innovative and as a result of that the reason why it attracted UIA funding. However, many of the activities undertaken through USE-IT! are not underpinned by national level policy and practice, meaning that there is not necessarily governmental backing or framing. For example, the concept of Anchor Institutions and harnessing their potential to deliver wider benefits does not form part of national Industrial Strategy.
- The USE-IT! model and particularly aspects around Social Enterprise are shaped by a desire for Anchor Institutions to buy more products locally and from SMEs, Social Enterprise and other locally generative organisations. However, the way in which procurement functions operate in local government in the UK can often be counter-productive to this desire, with often large multinational corporations delivering procurement contracts across Anchor Institutions.
- Whilst seeking to shift the thinking of a range of stakeholders, the USE-IT! model has operated in a climate of economic development orthodoxy where the key focus and measure of success has been upon economic growth and GDP. It takes a longer period than a 4-year UIA project to shift

this orthodoxy politically and at a senior officer level within the Municipality and wider Anchor Institutions.

- Whilst the USE-IT! project received nearly 4 Million Euros of funding for the USE-IT! project, the activities were undertaken in a climate where Municipality budgets and wider funding for regeneration and local economic development was significantly reduced. That meant that there was limited financial clout to match fund the activities as remaining municipality spend was dedicated to delivering statutory services.
- The area of focus for USE-IT! (West Birmingham and Smethwick) is incredibly deprived, with many people reliant on low paid and precarious work. This often meant it took time to engage the community, involve them in the project, maintain that engagement and convince them of the merits of moving into employment in the NHS, becoming a Community Researcher, or starting a Social Enterprise.
- Whilst having a steering group and dedicated Work Package leads, the USE-IT! project was driven by the enthusiasm and desire of a small number of individuals who often fought against the bureaucratic nature of the Municipality and other Anchor Institutions to enable the top-down to meet the bottom-up. There was a recognised need throughout to increase capacity to enable the success detailed in the previous section on impact.

The above limitations will be key considerations as Birmingham develops its Springboard Plan and transfers USE-IT! activities from West Birmingham to East Birmingham, with section 3.4 detailing how the above limitations will be explored as part of the development of the Springboard Plan.

2.6 The scope for transfer to Poznan, Trapani and Rotterdam

The above elements of this section have showcased the broad range of activities undertaken as part of the USE-IT! project between 2016 and 2020 and the principles which have driven the new approach to regeneration. With these activities costing nearly 4Million Euros, it will be unrealistic to transfer all of these activities from Birmingham to Poznan, Rotterdam and Trapani during the eighteen-month timeline of the USE-IT! UTM. However, through the UTM, we should certainly be able to transfer the principles of USE-IT!, some of the activities, and set the foundations for realising other activities in the longer-term through the Investment Plans which each of the PPs will produce as the core output of the Network.

Table 1 details almost a ‘menu’ of the activities which have formed part of USE-IT! (2016 to 2020) and which could potentially be transferred by Poznan, Trapani and Rotterdam. In the next section of this Transferability Study (City Profiles), we explore the extent to which these activities are relevant for each of our PPs in relation to their own contexts and circumstances, and in relation to the timeframes of the USE-IT! UTM.

Table 1 – USE-IT! ‘menu’ of activities

Theme of USE-IT!	Activities
Overarching	Develop local partnership of public, commercial and social sector organisations
	Map macro assets (public and private sector), micro assets (voluntary community sector organisations and people), and physical assets
	Look to change the way in which regeneration is undertaken – bringing together the top-down and the bottom-up
Community Research	Identify institution to lead on Community Researcher Programme, activities, and focus
	Identify individuals wanting to be trained as Community Researchers

	Design and deliver Community Researcher training
	Develop and deliver Community Researcher led training and activities
Jobs and Skills	Identify relevant Anchor Institution and focus of employment support
	Identify cohort of individuals to engage
	Design, develop and deliver programme of employment support and associated activities
	Link cohort of individuals to employment support opportunities
Social Enterprise	Identify organisation to lead on Social Enterprise activity
	Create network of social entrepreneurs and Social Enterprises
	Map and identify procurement opportunities across Anchor Institutions relevant for Social Enterprise
	Design, develop and deliver range of Social Enterprise business support activities
Community Assets and Finance	Develop effective relationship and partnership with communities in identified neighbourhood
	Implement process of Community Economic Development planning
	Identify projects and activities to undertake collaboratively

2.7 Linkages to wider European policy agendas

The core thematic focus of the USE-IT! approach is to address poverty and inequality through adopting a different approach to regeneration which links together ‘top-down’ and ‘bottom-up’ interventions and activities. There is a strong correlation between the activities of USE-IT! and the EU 2020 strategy for smart, sustainable and inclusive growth, which has addressing poverty and exclusion at its heart, and had a high-level target to bring 20 million people out of poverty across Europe by 2020. One of the core delivery components of the 2020 strategy has been around the development in 2017 of the European Pillar of Human Rights which sets out 20 principles for delivering new and more effective rights for EU citizens across the themes of: equal opportunities and access to the labour market, fair working conditions, and social protection and inclusion. These are all key principles and component parts of the USE-IT! model.

The USE-IT! model is also intrinsically linked to EU policy agendas around Regional Development and Sustainable Urban Development and particularly the five objectives of Cohesion Policy around: Smarter, Greener, Connected, and Social Europe and the new cross cutting objective to bring Europe closer to citizens through supporting locally developed investment strategies across Europe. At a more practical level, both Birmingham and Rotterdam are members of Eurocities Smart Social Inclusion Network, for which the findings of this UTM will be helpful in progressing work around poverty alleviation across Europe.

Finally, the Covid-19 Pandemic has had a significant impact upon poverty as more people have become unemployed and had restricted access to services. The USE-IT! model and approach is one that cities can use to realise economic and social recovery, and as such the finding of this UTM go beyond the four partner cities and UIA and URBACT, and instead have the potential to influence wider policy around poverty and regeneration.

3. CITY PROFILES

This section of the Transferability Study for the USE-IT! Transfer Mechanisms details City Profiles for each of the partner cities of Poznan, Rotterdam, and Trapani. In particular, it outlines the following for each city:

- Size, demographic and socio-economic information;
- An Assessment of the extent to which they are already undertaking activities that form part of the USE-IT! model;
- The gaps in activities that could potentially be undertaken as part of the UTM and through the Investment Plan;
- An overarching exploration of transfer potential, undertaken by the Lead Expert, together with commentary around barriers to realising that potential.

The section also provides a profile for the LP, Birmingham. This focuses upon how the activities of USE-IT! can be advanced in Birmingham through the UTM and as part of the Springboard Plan.

3.1 Poznan

3.1.1 About Poznan

This element of the city profile presents a short demographic and socio-economic profile for Poznan.



The City of Poznan is based in Western Poland in the Wielkopolska region. It covers an area of 261.9 km², with urbanised areas of the city making up around 46.2% of the total area, with a significant proportion also used for agriculture (31.3%). As of the end of 2020, Poznan had a registered population of 532,048 with 46.7% of this population being male and 53.3% of it being female. The actual population is greater and there are an estimated 50,000 migrants in the city, largely from the Ukraine.

The economy of Poznan is strong and is growing. In 2018, GDP per capita stood at 106,264 PLN (around 24,000 euro), which is an increase from the 2010 GDP per capita figure of 73,899 PLN (around 16,000 euro). This GDP per capita figure is roughly double the Polish average. This strong economic performance is also reflected in levels of employment, with 350,000 people in employment which makes it second of the largest cities in Poland (after Warsaw) for the proportion of the resident population in employment. In terms of sectors, the vast majority of jobs (80.2%) are in the service sector, with 19.2% in industry and construction, and 0.6% in agriculture.

As a result of this strong economic performance and high employment levels, unemployment in Poznan is subsequently relatively low. As of December 2020, the unemployment rate in Poznan was 2.0%, which is higher than the 2019 figure of 1.1%, but significantly lower than the 2005 figure of 6.2%. Levels of unemployment have been affected over the last eighteen months by the Covid-19 Pandemic. Despite the high levels of employment, there remains demand in Poznan for higher skilled residents and employees, in order to further grow and enhance the economy.

In terms of access to welfare benefits, 18,925 people are in 2019 in receipt of benefits, with this being around 2.7% of the working age population. Poznan, like any European city, has disparities between neighbourhoods when it comes to economic growth and inequality. 5 of Poznan’s 42 Estates have levels of welfare benefit claimants that are above 10% of the resident population, namely Fabianowo – Kotowo (11.9%), Główna (11.8%), Górczyn (13.6%), Grunwald Północ (11%), and Święty Łazarz (18.7%).

Despite the high levels of economic growth and industry and construction, Poznan remains a relatively good air quality and liveable city, with it ranked 17th amongst Polish cities at risk of high pollution levels. Poznan has a range of open space and forestry, with 120 open green areas over 1,000 hectares in size and urban forests size of more than 3,800 hectares.

Poznan has been involved in a number of previous URBACT networks and understands the URBACT method for transfer of understand, adapt, and re-use well. This experience includes in the recently completed ON BOARD Transfer Network, which focused on education, and the GEN-Y Action Planning Network, which focused on addressing youth unemployment.

3.1.2 Existing activities, gaps, and opportunities

This element of the city profile explores the extent to which Poznan are already undertaking activities of the USE-IT! model as described in Section 2, before identifying gaps in activity and opportunities that could potentially be undertaken through the UTM and Investment Plan. Each part commences with a RAG (Red, Amber, Green) Assessment of the extent to which USE-IT! activities are already being undertaken with Red indicating hardly at all, Amber that the activity has commenced and is being undertaken to some extent, and Green that the activity is fully underway. This is then complemented by commentary around reasoning for the assessment and exploration of gaps and opportunities.

Overarching

Table 2 - Assessment of Overarching USE-IT! activities in Poznan

Theme of USE-IT!	Activities	Assessment
Overarching	Look to change the way in which regeneration is undertaken – bringing together the top-down and the bottom-up	
	Develop local partnership of public, commercial and social sector organisations	
	Map macro assets (public and private sector), micro assets (voluntary community sector organisations and people), and physical assets	

Bringing together the top-down and the bottom-up

The Municipality of Poznan has already started to think differently about the way in which regeneration is undertaken in the city, recognising in particular that there needs to be a greater balance between top-down driven strategy and policy and the bottom-up involvement of the social economy, NGOs and residents of the city. The existing City Development Strategy for 2020+ is framed by the strapline of ‘City for People, Created by People’ which suggests a desire for people to be at the forefront of decision-making in the city and aligns closely to the core principle of USE-IT! of bringing together the top-down and the bottom-up. The existing strategy is shaped by co-creation and has five themes or areas of activity of: smart entrepreneurship; green, mobile city; friendly residential estates, strong metropolis; and community and social dialogue.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Poznan around ***'bringing together the top-down and bottom-up', this is therefore rated as Amber***. The City Development Strategy needs to be renewed and there is an opportunity to utilise this UTM and the experience and knowledge of Birmingham and wider concepts such as Doughnut Economics to continue to change the way in which regeneration is undertaken and so that it furthers the bringing together of the top-down and the bottom-up, and in particular makes bottom-up activities more durable. There is also an opportunity, like in Birmingham to think not only about the city as a whole in the Development Strategy, but also particular estates and neighbourhoods.

Develop local partnership of public, commercial and social sector organisations

The Municipality of Poznan has already started have a dialogue with different Anchor Institutions that are based in the city. This includes the local Estate Councils, large businesses such as Volkswagen, the 26 Higher Education Institutions with the 8 Universities, the Police, and large service Departments within the Municipality. This dialogue (as explained later) is also undertaken successfully with some Social Economy entities and NGOs, and subsequently residents of the city. This dialogue has however been largely consultative and thematically focused as opposed to true partnerships of public, commercial and social sector organisations coming together to realise real practical change for the economy and people of Poznan.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Poznan around ***'developing local partnership of public, commercial and social sector organisations', this is therefore rated as Amber***. There is an opportunity to utilise this UTM, the need to develop a ULG, and the experience and knowledge of Birmingham to start the process of developing an 'Anchor Institution Network' for Poznan. This would bring together all the key public, commercial and social sector organisations as described above to deliver collectively upon the priorities of the new City Development Strategy and work in partnership on topic such as procurement.

Map Macro, Micro, and Physical Assets

The Municipality of Poznan has good knowledge of who the key Anchor Institutions are in Poznan and as described above has already started have a dialogue with them. There is however less knowledge of Micro Assets, such as NGOs and Physical Assets and how the Macro, Micro and Physical Assets link together. Who are the Micro Assets, what types of activities do they deliver, how many people do they employ, what contribution do they make to the economy, how much land and property do they own, how could they contribute to the delivery of public services are all questions that need to be asked in Poznan.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Poznan around ***'mapping Macro, Micro and Physical Assets', this is therefore rated as Red***. There is an opportunity to utilise this UTM to explain the process of asset mapping, and Poznan's Investment Plan to identify sources of funding to enable the mapping of NGOs specifically to be undertaken in the future.

Community Research

Table 3 - Assessment of Community Research USE-IT! activities in Poznan

Theme of USE-IT!	Activities	Assessment
Community Research	Identify institution to lead on Community Researcher Programme, activities, and focus	
	Identify individuals wanting to be trained as Community Researchers	
	Design and deliver Community Researcher training	
	Develop and deliver Community Researcher led training and activities	

As detailed in Table 3 above, the Municipality and City of Poznan has not started any of the activities undertaken as part of the USE-IT! model around community research. There is no organisation leading on the development of such a programme of activity or its delivery.

The UTM does however present Poznan with the opportunity to commence such activity and understand the principles and process of developing a Community Research programme. Indeed, Community Researchers could potentially deliver on some of the mapping of assets described in the previous part on 'overarching' USE-IT! activities and specifically the procurement and Social Enterprise research described in the following Social Enterprise part. There is therefore opportunity to transfer the principles and process of Community Research through the transfer between Birmingham and Poznan and include a section on seeking funding for a Community Research Programme as part of the Investment Plan.

Jobs and Skills

Table 4 - Assessment of Jobs and Skills USE-IT! activities in Poznan

Theme of USE-IT!	Activities	Assessment
Jobs and Skills	Identify relevant Anchor Institution and focus of employment support	
	Identify cohort of individuals to engage	
	Design, develop and deliver programme of employment support and associated activities	
	Link cohort of individuals to employment support opportunities	

As detailed in Table 4 above, the Municipality and City of Poznan has not started any of the activities undertaken as part of the USE-IT! model around matching job opportunities at Anchor Institutions to the skills of local residents. This is not really surprising as the jobs and skills element of USE-IT! in Birmingham is very specific to the Anchor Institution in question (the NHS) and a particular demographic of overseas nationals with a medical profession. In addition, and as detailed in the socio-economic profile for Poznan, unemployment is extremely low in Poznan, meaning little demand for programmes as of the scale of the jobs and skills element of USE-IT! in Birmingham.

Having said the above, and as explored in the Social Enterprise part below, Poznan does have a strong and growing group of Social Economy entities which are creating jobs for those away from the labour market, including those with disabilities and ex-offenders.

In addition, there are a few initiatives in Poznan that are aimed at activating the unemployed and also promoting specific jobs. Powiat Labour Office has created programs which help young, mothers of kids under 6, people affected by the Covid-19 Pandemic or people unemployed for a long time. The Poznań City Hall is also focusing on start-ups and SMEs by providing workshops and advisory services. There is a programme called “Zaułek Rzemiosła” (“Alley of craftsmanship”) which aims to get back to the labour market the unemployed that are qualified in craft jobs.

The UTM does present Poznan with the opportunity to learn more about the jobs and skills element of USE-IT! and transfer those principles potentially into their dialogue with Anchor Institutions and their Investment Plans as a way of shaping future employment and skills programmes in Poznan as they potentially become more necessary post Covid-19.

Social Enterprise

Table 5 - Assessment of Social Enterprise USE-IT! activities in Poznan

Theme of USE-IT!	Activities	Assessment
Social Enterprise	Identify organisation to lead on Social Enterprise activity	
	Create network of social entrepreneurs and Social Enterprises	
	Map and identify procurement opportunities across Anchor Institutions relevant for Social Enterprise	
	Design, develop and deliver range of Social Enterprise business support activities	

Identify organisation to lead on Social Enterprise activity

The City of Poznan already has a strong culture and history of Social Enterprise (Social Economy) development and growth. Indeed, through the Pracownia (Studio) project, which is funded through Social Fund and delivered by the Municipality of Poznan’s Health and Social Affairs Department in collaboration with the Social Economy entities themselves, there is already a range of activity being undertaken which is designed to raise awareness of and promote Social Enterprises in Poznan. These activities include:

- Social Economy contests.
- Educational activities around Social Enterprise in schools.
- Study visits for Officers, Politicians and Journalists to Social Enterprises.
- Fairs and Markets of Social Enterprises.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Poznan around ***‘identifying an organisation to lead on Social Enterprise activity’***, **this is therefore rated as Green**. There is already an existing infrastructure around Social Enterprise in Poznan. As explored further below, there is however an opportunity to expand on this through the UTM and particularly through utilising the Investment Plan to attract future funding to grow this infrastructure further and the types of activities it undertakes, so that the Social Economy sector can continue to evolve and develop.

Create network of social entrepreneurs and Social Enterprises

The City of Poznan has already started through the project described above to create a network of Social Enterprises in the city. This network includes organisations such as Eline, who provide services around document archiving utilising a workforce of Poznan residents with disabilities; and FURIA, who create a series of fashion and other products utilising a workforce of Poznan residents with severe

autism. The Pracownia (Studio) project, as described above brings together these two Social Enterprises and others through networking events, but there is scope to grow the network further.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Poznan around ***'creating a network of social entrepreneurs and Social Enterprises'***, **this is therefore rated as Amber**. There is an opportunity to use this UTM, and particularly the experience and knowledge of iSE from Birmingham to further develop this network and scope the potential for Poznan to become a Social Enterprise City.

Map and identify procurement opportunities across Anchor Institutions relevant for Social Enterprise

The Municipality of Poznan has already started to change its procurement processes to enable Social Enterprises the opportunity to bid for contracts and potentially win them. City Council Officers are obliged on procurement opportunities below 130,000 PLN to invite tenders from 2 Social Enterprises and if they do not to explain the reasoning why not. This is positive, but it is not accompanied by a mapping of the types of tenders that are potentially relevant for Social Enterprises, nor a database of Poznan based Social Enterprises that could potentially bid for those opportunities.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Poznan around ***'mapping and identifying procurement opportunities across Anchor Institutions relevant for Social Enterprise'***, **this is therefore rated as Amber**. There is an opportunity to use this UTM, and particularly the experience and knowledge of iSE from Birmingham in Social Enterprise mapping, and the Lead Expert's (Matthew Baqueriza-Jackson) and Ad-Hoc Expert's (Conrad Parke) experience around procurement to further develop this mapping activity. A focus of the Investment Plan for Poznan could be around identifying funding to enable them to undertake analysis of procurement spend and build a database of Social Enterprises that could potentially deliver upon those identified procurement opportunities.

Design, develop and deliver range of Social Enterprise business support activities

As detailed above, the City of Poznan has already undertaken a range of activities to raise the profile of Social Enterprise in the city. These activities have not necessarily however consisted of direct business support for individual Social Enterprises around developing and growing their organisation. There is often need for support around accounting, employment, taxation, and bidding for procurement opportunities, for example, alongside other issues.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Poznan around ***'designing, developing and delivering a range of Social Enterprise business support activities'***, **this is therefore rated as Amber**. There is an opportunity to use the Investment Plan to focus on the design, development and delivery of such a programme of business support activities and attract the funding required to implement it into the future.

Community Assets and Finance

Table 6 - Assessment of Community Assets and Finance USE-IT! activities in Poznan

Theme of USE-IT!	Activities	Assessment
Community Assets and Finance	Develop effective relationship and partnership with communities in identified neighbourhood	
	Implement process of Community Economic Development planning	
	Identify projects and activities to undertake collaboratively	

Develop effective relationship and partnership with communities in identified neighbourhood

Since 2016, the Municipality of Poznan has been working in partnership with the Centre of Local Initiatives in 20 neighbourhoods across the city. The individual Centre's have an overarching goal to activate and engage residents of those neighbourhoods through analysing local needs, developing local partnerships and instigating a range of bottom-up initiatives. There are a range of principles which inform the activities of each Centre, alongside an overarching annual budget of 200,000 PLN for the initiatives.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Poznan around ***'developing effective relationships and partnerships with communities in identified neighbourhood'***, ***this is therefore rated as Green***. There is already an existing infrastructure in place in Poznan across a range of neighbourhoods for community initiatives and activities, with the focus not just being upon the most deprived neighbourhoods, but a diversity of neighbourhoods. There is an opportunity to use the UTM and the Investment Plan to identify further resource for both the functioning of the Centres and for the initiatives.

Implement process of Community Economic Development planning

The development of the Centre of Local Initiatives came directly from the Mayor of the City of Poznan and a desire to develop more effective relationships and partnerships with the community. The development has many of the principles of Community Development planning in place. However, there is scope to further develop more of a bottom-up approach in the evolution of the partnership and the identification of initiatives and also to link these Centres, and other Social Economy organisations to the wider City Development Strategy.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Poznan around ***'implementing process of Community Economic Development planning'***, ***this is therefore rated as Amber***. There is an opportunity to use the lifetime of this UTM to learn more from Birmingham about the principles and process of Community Economic Development planning and to link this to the ongoing activities of the Centres of Local Initiatives.

Identify projects and activities to undertake collaboratively

There are already a range of community projects in place in Poznan which are similar to those implemented through the USE-IT! project in Birmingham. The Koszary Kultury seeks to develop relationships with developers to provide space for temporary use by the community for cultural activities. Laba.Land is based on two hectares of land and seeks to provide activities around green fairs and health and well-being, for example. These projects are supported in some cases by grants from the Municipality of Poznan, however the Municipality is seeking to reduce dependency on grants through promoting more sustainable business models in the form of Cooperatives and Social Enterprises.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Poznan around ***'identify projects and activities to undertake collaboratively'***, ***this is therefore rated as Amber***. There are many projects underway in Poznan; however, there is an opportunity to link these more formally to the process of Community Economic Development planning and use the Investment Plan to identify funding for other such projects.

3.1.3 Lead Expert's assessment of potential and barriers and the ULG

The above element of the city profile of Poznan has assessed the extent to which Poznan is already undertaking activities that form part of the USE-IT! model and has additionally identified gaps and areas of opportunity. Overall, across the 18 activities of USE-IT!, 2 were assessed as Green (activity

fully underway), 7 were assessed as Amber (activity commenced), and 9 were assessed as Red (activity hardly started).

This assessment has also enabled the Lead Partner (Birmingham) and the Lead Expert (Matthew Baqueriza-Jackson) to identify the activities that could be transferred from Birmingham to Poznan through this UTM. There are two types of transferrable activities. Firstly, there are those that can be directly transferred through Transnational Meetings and one to one support activities (more details on the method for this in Section 4). Second, there are those activities that can be indirectly transferred through forming part of the Investment Plan, and for which funding can potentially be secured for into the future.

Activities for transferring directly during the UTM directly include:

- Support in the development of a new City Development Strategy that furthers bringing together of top-down and bottom up approaches.
- Start process of developing Anchor Institution Network.
- Learning about the principles and process of developing a Community Research Programme.
- Develop Social Enterprise Network further.
- Start process of mapping procurement spend and Social Enterprises.
- Learning to shape future employment and skills programmes.
- Learning about the process of Community Economic Development planning.

Activities for transferring indirectly through the Investment Plan include:

- Mapping exercise of NGOs in Poznan.
- Further growth of Social Enterprise infrastructure.
- Analysis of procurement spend and development of Social Enterprise database.
- Design, development and delivery of Social Enterprise business support programme.
- Developing a series of further projects in collaboration with NGOs and communities.

There are three key barriers to Poznan realising the above direct and indirect transfer. First, there is the challenge of politics and the need to balance those politicians for whom hard economic growth is a primary consideration, and those who are more focused on people and the environment. Second, there is the challenge of senior officers within the Municipality and convincing them that this approach to the Community Development Strategy is the most effective one and an approach that will enable Poznan to continue to develop and grow. Third, there is national Polish legislation which the Municipality of Poznan needs to adhere to – some of the activities may require adaptations to national legislation and local implementation to enable them to happen.



To enable the transfer to happen and to develop the Investment Plan, Poznan has developed a ULG which consists of the following stakeholders:

- Departments from across Poznan City Hall including the Mayor's Office, City Development and the Department for Health and Social Services.
- The local university and specifically the Professor of Sociology.
- Social Economy and NGO representative bodies, including the Centres for Local Initiatives.
- Other Anchor Institutions as the project evolves and as they are identified through the asset mapping.

3.2 Rotterdam

3.2.1 About Rotterdam

This element of the city profile presents a short demographic and socio-economic profile for Rotterdam.



The City of Rotterdam is the second largest city in the Netherlands and is split into two parts by the Nieuwe Maas Channel. It covers an area of 324.1 km². Rotterdam has an increasingly diverse population with over 170 nationalities represented in its estimated population of 651,000. Following population decline associated with de-industrialisation in the 1970s, the population of Rotterdam

has continued to grow year on year. Rotterdam is one of the youngest cities in Europe (reflected by good universities), with 30% of the population under the age of 25.

On a slightly wider geographical footprint, Rotterdam forms part of the province of South Holland, and the Randstad, which is an agglomeration of urban areas including the Hague and which focuses upon the potential benefits of agglomeration associated with transport and economic development. Rotterdam is also part of the Urban Region of Rotterdam, which comprises of 15 municipalities, and which means the economic footprint and influence of Rotterdam is wide upon the economy of the Netherlands.

The economy of Rotterdam has been historically dominated by its Port, which remains the second largest in Europe and one of the most important in the world. With decline in Port based employment in recent years, Rotterdam has needed to diversify its economy, which whilst retaining a strong focus on Port based industry also includes sectors around health, distribution, consumer services, knowledge, and education. The Port area, alongside the medical/education cluster around Erasmus University are seen as key to the future economic development of Rotterdam.

Rotterdam has significant challenges with unemployment with its current rate (Summer 2021) of 7.6% more than double the national average of 3.6%. At the height of the Covid-19 Pandemic, this figure reached 9%, with significant fluctuations in unemployment rates across Rotterdam's diverse demographics. Of those in employment, this is divided amongst eight key sectors of: Industry (5.8%); Retail (13.7%); transport & storage (9.5%); Business Services (10.7%); Public sector (8.3%); Education (7.7%); Healthcare (15.5%); and Others (28.9%).

Generally, levels of poverty tend to be higher amongst Rotterdam's immigrant population, with the city performing poorly when compared to other cities in the Netherlands on a number of socio-economic indicators. Rotterdam is a divided city geographically, with the North tending to be more prosperous than the disadvantaged South. Rotterdam is recognised as the poorest of the larger cities in the Netherlands with 1 out of 4 children growing up in poverty.

The Municipality of Rotterdam has responsibility for a number of areas of policy and funding devolved from the national government including around welfare, with a particular focus upon those that do not qualify for out of work unemployment benefits. City governance in Rotterdam is led by a governing body consisting of the Mayor and representatively elected vice-mayors. The Mayor chairs this 'College' and has been in office since 2009. They are overseen by the council of 45 elected members who each serve a term of 4 years, as do the elected vice mayors as they are drawn from their midst by order of political agreement following election results for the council.

Rotterdam has been involved in a previous UIA project and also a number of previous URBACT networks and therefore understands the linkages between the two and the integrated approach. The BRIDGE UIA project focused upon South Rotterdam and sought to match young people’s educational choices with demand in the local labour market. Additionally, Rotterdam was a partner in the recently completed Innovato-R URBACT Transfer Network which sought to stimulate innovation amongst municipality workers; and has been a partner in the Resilient Europe Action Planning Network.

3.2.2 Existing activities, gaps, and opportunities

This element of the City Profile explores the extent to which Rotterdam are already undertaking activities of the USE-IT! model as described in Section 2, before identifying gaps in activity and opportunities that could potentially be undertaken through the UTM and Investment Plan. Each part commences with a RAG (Red, Amber, Green) Assessment of the extent to which USE-IT! activities are already being undertaken with Red indicating hardly at all, Amber that the activity has commenced and is being undertaken to some extent, and Green that the activity is fully underway. This is then complemented by commentary around reasoning for the assessment and exploration of gaps and opportunities.

Overarching

Table 7 - Assessment of Overarching USE-IT! activities in Rotterdam

Theme of USE-IT!	Activities	Assessment
Overarching	Look to change the way in which regeneration is undertaken – bringing together the top-down and the bottom-up	
	Develop local partnership of public, commercial and social sector organisations	
	Map macro assets (public and private sector), micro assets (voluntary community sector organisations and people), and physical assets	

Bringing together the top-down and the bottom-up

The Municipality of Rotterdam has already started to think differently about its approach to Economic Development Strategy. Rather than focusing Economic Development Strategy on delivering pure economic growth for the city of Rotterdam and enhancing GDP, Strategy has over the last fifteen years started to explore and identify how that growth can be accompanied by social, cultural, and environmental benefits. This approach challenges the notion of 'trickle-down' economics and is reflected in both the strategic and spatial development frameworks produced by the Municipality of Rotterdam in recent years and the 2016 Resilience Strategy, which was produced in the frame of the Rockefeller Foundation's Resilient Cities Programme.

There are seven objectives to the Resilience Strategy of: a balanced community with skilled, active and engaged citizens; a global port city running on clean and reliable energy; cyber port city; resilience

to climate change taken to a new level; infrastructure for the 21st century; a network city – in which residents, public and private organisations, businesses and knowledge institutions together determine the resilience of the city; and embedding resilience in the city. The Frameworks and Strategies detailed above have been largely put together by the Municipality of Rotterdam in association with Higher Education Institutions and in some cases the private sector and NGOs. However, the wider involvement of the bottom up, in the form of residents has not always been evident.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Rotterdam around **'bringing together the top-down and bottom-up'**, **this is therefore rated as Amber**. The Municipality is seeking to ensure that strategy focuses upon a blend of economic, social and environmental goals and also enables innovation to happen. However, there could be a greater focus upon community and resident involvement in the development and delivery of strategy. There is an opportunity as part of the UTM to utilise the experience and knowledge of Birmingham in engaging communities in strategy development and delivery and particularly through Community Researchers (as explained in the next part of this City Profile) and Community Economic Development planning.

Develop local partnership of public, commercial, and social sector organisations

The Municipality of Rotterdam has already sought to develop two different partnerships to deliver upon the Resilience Strategy as outlined above and to develop a more 'Purposeful Economy' which is framed by the well-being of the city's residents. The Rotterdam Impact Coalition (RIC) brings together the Municipality, Voor Goed Impact Agency, Thrive Institute, and Social Impact Fonds Rotterdam and seeks in particular to address social challenges and particularly those faced by vulnerable groups through collaborative working across the public, commercial and social sectors. The Coalition is seeking to build an effective ecosystem for social economy and influence the Municipality, other Anchor Institutions, Corporates based in Rotterdam and other Investors so that their approaches and activities bring maximum benefit for the people of the city. As explained later on in this City Profile the activation of private funds to this aim is driven by a Social Return on Investment Policy and Social Impact Funds.

The second type of partnership which the Municipality of Rotterdam is seeking to create in partnership with other organisations is an Anchor Institution Network which will effectively be the ULG for this UTM. The fledgling Network is focused on delivering social return across each of the Anchor Institutions through the process of procurement (more on this later in the City Profile), and particularly upon creating jobs for those furthest from the labour market. Organisations involved in the Network include: Erasmus Medical Centre, Erasmus University, Housing Corporations, Evides (Water Company), Stedin (Energy Company), and Sportbedrijf (Public Sports Company).

In terms of the assessment of the extent to which USE-IT! activities are already evident in Rotterdam around **'developing local partnership of public, commercial and social sector organisations'**, this is therefore **rated as Green**. There is evidence of an existing Social Impact Coalition, which Birmingham and the other partners in the UTM could learn from, alongside a fledgling Anchor Institution Network which could evolve over the lifetime of the UTM and be enhanced through Rotterdam's Investment Plan.

Map Macro, Micro, and Physical Assets

Linked to the Anchor Network described above, the Municipality of Rotterdam has already started to map Macro Assets as part of the formulation of their ULG. For example, they have identified the scale of employment and procurement spend at the Erasmus University, the Erasmus Medical Centre and the Housing Corporations. They have also identified the potential extent to which these organisations could create jobs for vulnerable groups into the future. Whilst the Rotterdam Impact Coalition exists

and there is emerging knowledge of Macro Assets, there is less knowledge of Micro Assets such as NGOs and active residents and Physical Assets and how the Macro, Micro and Physical Assets can potentially link together.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Rotterdam around **'mapping Macro, Micro and Physical Assets'**, **this is therefore rated as Amber**. There is an opportunity to utilise this UTM to explain the process of asset mapping, particularly around Micro and Physical assets, and to use Rotterdam's Investment Plan to identify sources of funding to enable the mapping of NGOs and active residents specifically to be undertaken in the future.

Community Research

Table 8 - Assessment of Community Research USE-IT! activities in Rotterdam

Theme of USE-IT!	Activities	Assessment
Community Research	Identify institution to lead on Community Researcher Programme, activities, and focus	
	Identify individuals wanting to be trained as Community Researchers	
	Design and deliver Community Researcher training	
	Develop and deliver Community Researcher led training and activities	

Identify institution to lead on Community Researcher Programme, activities, and focus

The Municipality of Rotterdam has already commenced working with the Veldacademie on a research programme which seeks to identify challenges facing the city and which provides training for children in schools around research skills and social entrepreneurship. The Veldacademie was set up 14 years ago and seeks to undertake consultation around key issues such as 'healthy city' and 'mobility in the city'. The key difference between the Rotterdam approach and that of Birmingham is the individuals used to undertake the research, with the Rotterdam cohort of researchers largely being students from the university as opposed to members of the indigenous community from a specific neighbourhood.

In Rotterdam, anywhere between 100 to 200 students have worked in schools to collect data and reach families which are traditionally difficult for official researchers and the Municipality to engage with. There are around 350 people active in the research programme, providing evidence around their service and employment needs, for example.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Rotterdam around **'identifying an institution to lead on a Community Researcher programme'**, **this is therefore rated as Green**. The Municipality is already working closely with the Veldacademie, who are experienced in working with students to undertake research around key issues facing the city. There is an opportunity as part of this UTM to expand upon this activity and to share practice with both Birmingham and the other project partners of Poznan and Trapani.

Identify individuals, design, and deliver Community Researcher training, and deliver community research activities

In terms of the other three aspects of the USE-IT! approach to community research (**identify individuals wanting to be trained as Community Researchers; design and deliver Community Researcher Training; and develop and deliver Community Researcher led training and activities**) **this is assessed as Amber**. There is already an existing approach to consultation in Rotterdam with the Veldacademie and using students as the cohort of researchers. There is an opportunity to expand and

adapt this using the experience and knowledge of Birmingham and use residents of Rotterdam to undertake research. There is an opportunity to build into the Investment Plan for Rotterdam a series of future activities around developing a wider community research programme.

Jobs and Skills

Table 9 - Assessment of Jobs and Skills USE-IT! activities in Rotterdam

Theme of USE-IT!	Activities	Assessment
Jobs and Skills	Identify relevant Anchor Institution and focus of employment support	
	Identify cohort of individuals to engage	
	Design, develop and deliver programme of employment support and associated activities	
	Link cohort of individuals to employment support opportunities	

Identify relevant Anchor Institution and focus of employment support and identify cohort of individuals to engage

As detailed in the overarching section of this City Profile for Rotterdam, the Municipality has already started to engage with other Anchor Institutions to develop partnerships and to seek to understand the scale of their spend and employment size. In addition, and as detailed in the part of this City Profile on Social Enterprise below, the Municipality has already sought to use its procurement spend to create employment opportunities for those furthest away from the labour market. This activity could be expanded to wider Anchor Institutions and the direct creation of jobs at the other Anchor Institutions.

In terms of the first two aspects of the USE-IT! approach to jobs and skills (***identify relevant Anchor Institution and focus of employment support; and identify cohort of individuals to engage***) this is assessed as **Green**. There is already an emerging partnership of Anchor Institutions and driven by the Municipality and especially for disabled persons, emerging practice using stimulating employer instruments such as the Participation Act to support this target group into employment. This is used on a daily basis to stimulate the anchor institutions to create jobs and help them to realise this with dedicated teams (account managers, recruiters, job coaches and other experts). There is an opportunity to share Rotterdam’s practices and activities as outlined in more detail below with the other partners.

Design, develop and deliver programme of employment support and associated activities and link cohort of individuals to employment support

The Municipality of Rotterdam has a fairly encompassing history of procuring and delivering employment support programmes, varying from case management to job ready programmes, to demand driven training programmes, to job hunting, matchmaking, placement and secondment programmes, depending on the relevant distance to the labour market. Over the years, depending on target group, programme/activity, and political, administrative and funding contexts, this has been delivered by the municipality itself, acquired by the municipality (subsidies and or contracts [usually including outcome passed payments]) or incentivised through Impact Investment Programmes like Social Impact Bonds or setting up a Social Impact Fund. At present, approximately 20,000 residents are receiving some kind of employment support from the municipality, with 3,000 in employment programmes delivered by the Municipality itself (including sheltered employment).

In terms of the second two aspects of the USE-IT! approach to jobs and skills of ***‘design programme of employment support for direct jobs at Anchor Institutions’, and ‘link identified cohort of***

individuals to employment support', these are assessed as Amber. There is an opportunity to use the UTM to learn more from Birmingham about developing an employment programme which matches the skills of the local population with jobs at an identified Anchor Institution or Anchor Institutions and to use their Investment Plan as a way of shaping future employment and skills programmes in Rotterdam, with a specific focus on Anchor Institutions and those individuals furthest from the labour market.

Social Enterprise

Table 10 - Assessment of Social Enterprise USE-IT! activities in Rotterdam

Theme of USE-IT!	Activities	Assessment
Social Enterprise	Identify organisation to lead on Social Enterprise activity	Green
	Create network of social entrepreneurs and Social Enterprises	Amber
	Map and identify procurement opportunities across Anchor Institutions relevant for Social Enterprise	Amber
	Design, develop and deliver range of Social Enterprise business support activities	Amber

Identify organisation to lead on Social Enterprise activity

The Rotterdam Impact Coalition is effectively the organisation leading upon Social Enterprise activity in Rotterdam. They have a dual focus upon impact (delivering outcomes around addressing poverty, reducing debt, and reducing inequality) and investment (providing the funds that enable people to set up activities and Social Enterprises that enable those outcomes to be realised). The Social Impact Fund (SIF) is expected to grow to a value of 10Million Euros and has pots of funding of up to 100,000 Euros for seed capital, and 250,000 Euros for venture capital.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Rotterdam around **'identifying an organisation to lead on Social Enterprise activity', this is therefore rated as Green.** There is already an existing infrastructure around Social Enterprise in Rotterdam through the Rotterdam Impact Coalition. As explored further below, there is however an opportunity to expand on this through the UTM and particularly through utilising the Investment Plan to attract future funding to grow this infrastructure further and the types of activities it undertakes, so that Social Enterprises can continue to develop, evolve and grow.

Create network of social entrepreneurs and Social Enterprises

The City of Rotterdam has already started through the Rotterdam Impact Coalition to develop a network and eco-system of Social Enterprises. There is a recognition that there is lots of space for experimentation in Rotterdam, lots of young people driven by ideas and values, and a history of innovation that should enable Social Enterprises to grow into the future. There are particular evolving Social Enterprises around the sectors of food and tech and a growing makers movement in the city. The City of Rotterdam would however like to link the Social Enterprise eco-system and the place-based focus described in the next part of this City Profile to specific demographics and challenges including around new settling migrants, those not in education employment or training and ex-offenders.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Rotterdam around **'creating a network of social entrepreneurs and Social Enterprises', this is therefore rated as Amber.** There is an opportunity to use this UTM, and particularly the experience and knowledge of iSE

from Birmingham to further develop this eco-system and the activities undertaken by Social Enterprises.

Map and identify procurement opportunities across Anchor Institutions relevant for Social Enterprise

The Municipality of Rotterdam has already started to change its procurement processes to enable Social Enterprises the opportunity to bid for contracts and potentially win them. The Municipality is seeking to enable Social Enterprises and Cooperatives to bid for procurement opportunities and become preferred suppliers. This as explained in further detail in the next part of this City Profile and is undertaken through a longstanding social return policy which seeks to utilise procurement to create jobs for those furthest away from the labour market. The Municipality of Rotterdam has not yet however sought to identify specific procurement contracts which may be relevant for local Rotterdam based businesses and is in the early stages of transferring their policies around more progressive procurement to other Anchor Institutions.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Rotterdam around **'mapping and identifying procurement opportunities across Anchor Institutions relevant for Social Enterprise'**, this is therefore **rated as Amber**. There is an opportunity to use this UTM, and particularly the experience and knowledge of iSE from Birmingham in Social Enterprise mapping, and the Lead Expert's (Matthew Baqueriza-Jackson) and Ad-Hoc Expert's (Conrad Parke) experience around procurement to further develop this mapping activity. This mapping could expand beyond a focus on Social Enterprise to include mapping local Rotterdam based businesses that could potentially bid for procurement opportunities, and also extend to other Anchor Institutions. A focus of the Investment Plan for Rotterdam could be around identifying funding to enable them to undertake analysis of procurement spend across the Anchor Institutions and build a database of local businesses and Social Enterprises that could potentially deliver upon those identified procurement opportunities.

Design, develop and deliver range of Social Enterprise business support activities

As detailed above, the City of Rotterdam has already undertaken a range of activities to develop an organisation to take forward a Social Enterprise eco-system and develop funding for Social Enterprise incubation and development. These activities have not necessarily however consisted of direct business support for individual Social Enterprises around developing and growing their organisation. There is often need for support around accounting, employment, taxation, and bidding for procurement opportunities, for example, alongside other issues.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Rotterdam around **'designing, developing and delivering a range of Social Enterprise business support activities'**, this is therefore **rated as Amber**. There is an opportunity to use the Investment Plan to focus on the design, development and delivery of such a programme of business support activities and attract the funding required to implement it into the future.

Community Assets and Finance

Table 11 - Assessment of Community Assets and Finance USE-IT! activities in Rotterdam

Theme of USE-IT!	Activities	Assessment
Community Assets and Finance	Develop effective relationship and partnership with communities in identified neighbourhood	
	Implement process of Community Economic Development planning	
	Identify projects and activities to undertake collaboratively	

Develop effective relationship and partnership with communities in identified neighbourhood

As detailed in the part about the City of Rotterdam, there is a distinct difference in levels of prosperity and poverty between the North and South of the city. To address this, there is an emerging focus upon place based activities to address the challenge of poverty with a 20 year programme and commitment to Rotterdam South (NPRZ) and special status (adopted by the mayor) for a neighbourhood in the western part of the city (Bospolder-Tussendijken). It is recognised by the political and officer leadership of the Municipality of Rotterdam that there is significant work to be undertaken in these neighbourhoods (NPRZ neighbourhoods and Bospolder-Tussendijken), but as detailed below there are a range of emerging tools to enable this vision to happen.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Rotterdam around **'developing effective relationship and partnership with communities in identified neighbourhood'**, this is therefore **rated as Amber**. The Municipality of Rotterdam has identified the areas of focus for place-based intervention in South and West Rotterdam, but needs to undertake further work to fully integrate communities in those activities. There is an opportunity through this UTM to learn from Birmingham as to how communities were involved in the USE-IT! approach from its outset.

Implement process of Community Economic Development planning

As already detailed, the Municipality and City of Rotterdam has a strong history of developing the social economy in the city. Included in this is the recent formulation of the Rotterdam Impact Coalition and a longer-term social return policy. The social return policy seeks to enable a return on procurement through requiring a percentage of the spending to be upon social impact. This is also accompanied by a range of tools to enable suppliers to deliver upon their commitments, including a Social Investment Fund. However, this activity has not been developed in direct cooperation with the community of the neighbourhoods of focus, nor with a focused Community Economic Development Plan.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Rotterdam around **'implement process of Community Economic Development planning'**, this is therefore **rated as Amber**. There is an opportunity through this UTM for Rotterdam to learn from Birmingham about the process of Community Economic Development planning to start to apply its principles to neighbourhoods in South and West Rotterdam.

Identify projects and activities to undertake collaboratively

In light of there not being a Community Economic Development planning process in place in Rotterdam, there are no specific projects and activities to undertake collaboratively in South and West Rotterdam.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Rotterdam around **'identifying projects and activities to undertake collaboratively'**, this is therefore **rated as Red**. There is an opportunity to use the learning around Community Economic Development planning described above to develop projects and activities and to use the Investment Plan to identify potential sources of funding.

3.2.3 Lead Expert's assessment of potential and barriers and the ULG

The above element of the city profile of Rotterdam has assessed the extent to which Rotterdam is already undertaking activities that form part of the USE-IT! model and has additionally identified gaps and areas of opportunity. Overall, across the 19 activities of USE-IT!, 5 were assessed as Green (activity

fully underway), 10 were assessed as Amber (activity commenced), and 1 were assessed as Red (activity hardly started).

This assessment has also enabled the Lead Partner (Birmingham) and the Lead Expert (Matthew Baqueriza-Jackson) to identify the activities that could be transferred from Birmingham to Rotterdam through this UTM. There are two types of transferrable activities. Firstly, there are those that can be directly transferred through Transnational Meetings and one to one support activities (more details on the method for this in Section 4). Second, there are those activities that can be indirectly transferred through forming part of the Investment Plan, and for which funding can potentially be secured for into the future.

Activities for transferring directly during the UTM directly include:

- Further the engagement of communities in the development and delivery of strategy.
- Further evolution of Anchor Institution Network.
- Explanation of process of asset mapping.
- Learn about Birmingham Community Research Programme and share knowledge of Rotterdam's own research programme.
- Learn more about Birmingham approach to employment and skills programmes.
- Develop Social Enterprise eco-system further.
- Learn more from Birmingham around the involvement of communities in place-based activities and Community Economic Development planning.

Activities for transferring indirectly through the Investment Plan include:

- Mapping exercise of NGOs and active residents in Rotterdam.
- Further develop Community Researcher Programme.
- Develop future employment programmes with focus on Anchor Institutions and those furthest from the labour market.
- Mapping of Anchor Institution procurement spend and development of database of local businesses and Social Enterprises with scope to bid for upcoming procurement opportunities.
- Further growth of Social Enterprise Infrastructure and particularly business support activities.
- Development of range of Community Economic Development projects.

There are two key barriers to Rotterdam realising the above direct and indirect transfer. First, despite the rhetoric of not adopting a top-down and 'trickle-down' approach to Economic Development, there remain challenges across the Municipality and wider Anchor Institutions in convincing wider personnel that economic growth can be twinned with delivering social, cultural and environmental outcomes. Second, the activities undertaken by Birmingham as part of USE-IT! are framed by strong relationships with the community and residents – there is currently not the strength of this relationship in Rotterdam.

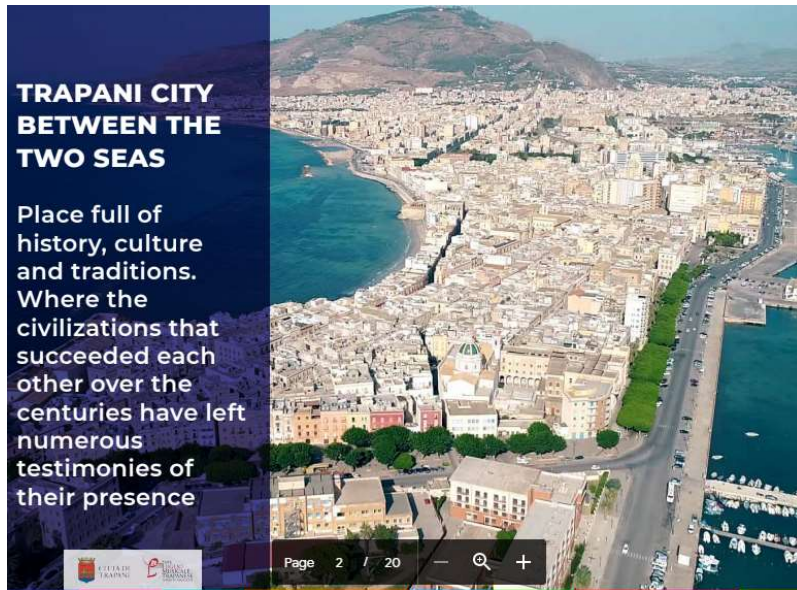
To enable the transfer to happen and to develop the Investment Plan, Rotterdam has developed a ULG which consists of the following stakeholders:

- Municipal Stakeholders from across the Municipality.
- Vorgoed – an impact agency providing support and capacity into the project.
- Erasmus University Rotterdam.
- Housing Corporations.
- Other Anchor Institutions as they are identified through the mapping of assets activities and including Water Companies and Energy Companies.

3.3 Trapani

3.3.1 About Trapani

This element of the city profile presents a short demographic and socio-economic profile for Trapani.



TRAPANI CITY BETWEEN THE TWO SEAS

Place full of
history, culture
and traditions.
Where the
civilizations that
succeeded each
other over the
centuries have left
numerous
testimonies of
their presence

The City of Trapani is based in the Western part of Sicily in Italy. It is a mid-sized city and blends a 'perfect' mix of modern architecture and ancient heritage. Contemporarily, Trapani is renowned for its tourist offer, with over 300 days of sunshine on average each year. The tourism offer predominantly attracts medium and long term tourists from across Italy, Europe and the World.

The City of Trapani has a population of around 70,000 people, with the wider urban area (including the Commune of Trapani) having a population of some 90,000, and the province of Trapani having a population of around 430,000. The population of Trapani is continuously fluctuating given the regular arrival of Migrants from predominantly the Middle East and North Africa. Trapani covers an area of 270 km².

The economy of Trapani has been historically dominated by three industries which take advantage of the city's sea-based geography. Fishing remains a key component part of the economy with an active Port, which is utilised for commercial purposes. Tourism is the second key sector with a number of cultural and touristic assets in Trapani including the old Fish Market, which has been transformed into a cultural venue, and a number of churches and museums. The third key industry is that of wine, with Trapani a key location for the production and global distribution of Marsala Wine.

In terms of business numbers, there are some 1500 businesses registered in Trapani, with these employing over 55,000 people. Trapani has a GDP of around 15,500 Euros per capita and an overarching GDP of some 6 Billion Euros.

The City of Trapani has both challenges with unemployment and underemployment. Levels of unemployment are particularly high amongst the migrant population as they seek opportunities in a new economy and surroundings. However, the highest levels of unemployment are experienced by young people aged 16 to 24, with 46% of all unemployed people in 2020 being from this age range. This is a decrease from the 2019 figure of 61%. This high level of unemployment has consequences for young people's decision making, with a significant number not returning to Trapani after their studies and relocating to other parts of Italy.

Finally, there are challenges in Trapani with quality of life. Despite the sea and sun, Trapani is ranked 101st out of 107 Italian cities when it comes to quality of life, suggesting significant issues with poverty, access to services and health and well-being.

This project is Trapani's first experience of URBACT and UIA.

3.2.2 Existing activities, gaps, and opportunities

This element of the City Profile explores the extent to which Trapani are already undertaking activities of the USE-IT! model as described in Section 2, before identifying gaps in activity and opportunities that could potentially be undertaken through the UTM and Investment Plan. Each part commences with a RAG (Red, Amber, Green) Assessment of the extent to which USE-IT! activities are already being undertaken with Red indicating hardly at all, Amber that the activity has commenced and is being undertaken to some extent, and Green that the activity is fully underway. This is then complemented by commentary around reasoning for the assessment and exploration of gaps and opportunities.

Overarching

Table 12 - Assessment of Overarching USE-IT! activities in Trapani

Theme of USE-IT!	Activities	Assessment
Overarching	Look to change the way in which regeneration is undertaken – bringing together the top-down and the bottom-up	
	Develop local partnership of public, commercial and social sector organisations	
	Map macro assets (public and private sector), micro assets (voluntary community sector organisations and people), and physical assets	

Bringing together the top-down and the bottom-up

The Municipality of Trapani is recognised as having strong political leadership, with the Mayor, Vice-Mayor and wider political leaders seeking to create an economically vibrant and globally renowned city. They are seeking to create the economic conditions that will enable local businesses of all sizes to flourish and which enables both indigenous residents of Trapani and migrants to contribute to the economy and society. The leadership is particularly interested and becoming increasingly successful in attracting funding through European Programmes to contribute towards the regeneration and economic development of Trapani. Indeed, USE-IT! is seen as the starting point to furthering a new approach to regeneration.

The above suggests that Trapani adopts a largely top-down approach to regeneration activities. Whilst the political and officer leadership at the municipality is strong, they are also seeking to engage and work with Social Enterprise support bodies, business networks, and individual NGOs to seek to embed the bottom-up and the community into regeneration activities.

Despite the above strength of leadership and rhetoric of relationships, Trapani does not yet have an integrated City Development Strategy which brings together economic, social, cultural, tourism, and environmental considerations coherently. Economic Development activity is driven by the Strategic Team of Planning and their wide-ranging plans for infrastructure development in the coming years.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Trapani around **'bringing together the top-down and bottom-up', this is therefore rated as Amber**. There is existing strong political leadership in place and a desire to shift the approach to regeneration and economic development so that there is greater emphasis on European funding, and a more effective relationship between the Municipality, other Anchor Institutions, local businesses, social enterprises and NGOs. This desire however comes without a formal means of making it happen in the form of a coherent City Development Strategy or Community Economic Development Plan. There is an opportunity as part of the UTM to utilise the experience and knowledge of Birmingham around models

such as Community Wealth Building and Doughnut Economics to work with Trapani to start the process of developing a new and innovative City Development Strategy and/or a Community Economic Development Plan where top-down and bottom-up are more effectively brought together.

Develop local partnership of public, commercial and social sector organisations

As outlined above, the City of Trapani has started the process of seeking to create partnerships across the public, commercial and social sectors. There are however a range of existing and thematic partnerships that exist within Trapani. First, there is a strong partnership around tourism activities with the Western Sicily Tourist Board and which is framed by a Cultural Strategic Plan, which recognises the scope for Trapani to become a capital of culture and tourism within Italy. The Plan recognises the assets Trapani has around art, history, the sea, and nature. Second, there is a strong partnership with business networks, and as explained later in this City Profile, particularly around supporting young people into jobs and work experience opportunities. Third, there is a strong partnership with the wine sector, which alongside tourism is Trapani’s strongest contributor to GDP. Indeed, both the tourism and wine sectors are seen as key ‘Anchor’ sectors for Trapani and the continued and future vibrancy of the economy.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Trapani around ***'developing local partnership of public, commercial and social sector organisations'***, this is therefore ***rated as Amber***. There are existing partnerships in place on a thematic basis and a desire for the public, commercial and social sectors to work together more collaboratively on economic development activities. There is however a need for more formal structures to be put in place, meaning that as part of the UTM an Anchor Institution Network could be developed, using Trapani’s ULG as its basis.

Map Macro, Micro, and Physical Assets

The above has demonstrated that the Municipality of Trapani has some knowledge of the different organisations that exist in the locality and has a desire for those organisations to work more collaboratively in partnership. However, they have not as yet undertaken a formal mapping exercise as to who and what the Macro, Micro and Physical Assets are in Trapani, their scale and their scope to contribute towards the objectives of this UTM and more generally to economic development strategy and activities.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Trapani around ***'mapping Macro, Micro and Physical Assets'***, ***this is therefore rated as Amber***. There is an opportunity to utilise this UTM to explain the process of asset mapping, particularly around Micro and Physical assets, and to use Trapani's Investment Plan to identify sources of funding to enable the mapping of public organisations, commercial businesses, NGOs and active residents to be undertaken in the future.

Community Research

Table 13 - Assessment of Community Research USE-IT! activities in Trapani

Theme of USE-IT!	Activities	Assessment
Community Research	Identify institution to lead on Community Researcher Programme, activities, and focus	
	Identify individuals wanting to be trained as Community Researchers	
	Design and deliver Community Researcher training	
	Develop and deliver Community Researcher led training and activities	

As detailed in Table 13 above, the Municipality and City of Trapani has largely not started the activities undertaken as part of the USE-IT! model around community research and particularly in terms of identifying individuals, designing training, and delivering community research projects. They have however identified an organisation in the form of the Trapani Hub to lead on the community research element of USE-IT! as part of this UTM and into the future. The Trapani Hub is a project of the Municipality of Trapani aiming to create a multifunctional centre for business start-up, job training and financial education, and will be an ideal location through which to engage with potential Community Researchers.

The UTM does present Trapani with the opportunity to further develop the Trapani Hub, commence such activity around community research and understand the principles and process of developing a Community Research Programme. Indeed, Community Researchers could potentially deliver on some of the mapping of assets described in the previous part on ‘overarching’ USE-IT! activities and specifically the procurement and Social Enterprise research described in the following Social Enterprise part. Community Researchers could also work with the Municipality of Trapani on the development of a City Development Strategy and/or Community Development Plan by leading on the gathering of evidence and insights from the Trapani community as to what the key needs are. There is therefore opportunity to transfer the principles and process of community research through the transfer between Birmingham and Trapani and include a section on seeking funding for a Community Research Programme as part of the Investment Plan.

Jobs and Skills

Table 14 - Assessment of Jobs and Skills USE-IT! activities in Trapani

Theme of USE-IT!	Activities	Assessment
Jobs and Skills	Identify relevant Anchor Institution and focus of employment support	
	Identify cohort of individuals to engage	
	Design, develop and deliver programme of employment support and associated activities	
	Link cohort of individuals to employment support opportunities	

As detailed in Table 14 above, the Municipality and City of Trapani has not started activities undertaken as part of the USE-IT! model around matching job opportunities at Anchor Institutions to the skills of local residents. They have however identified a relevant Anchor Institution in the form of the Trapani Hub and Sicindustria (more detail below) to take this element of the USE-IT! model forwards. It is not really surprising that this has not yet evolved in Trapani as the jobs and skills element of USE-IT! in Birmingham is very specific to the Anchor Institution in question (the NHS) and a particular demographic of overseas nationals with a medical profession. In addition, and as detailed in the part around community research, there has been no research undertaken around the needs or skills of the communities, nor with Anchor Institutions around their labour force needs.

Having said the above, there are already some employment programmes in Trapani that seek to support specific demographics into work experience and job opportunities. These activities are led by the business sector and specifically Sicindustria, the regional business association. Sicindustria focus upon working with schools to showcase particular employment opportunities that are available for young people in Trapani and seeks to encourage them to return to Trapani and Sicily after they have finished their studies. They are also working with migrants and ex-offenders to seek to broker relationships with employers and move these individuals into employment opportunity.

The UTM does present Trapani with the opportunity to learn more about the jobs and skills element of USE-IT! and transfer those principles potentially into their dialogue with Anchor Institutions and their Investment Plan as a way of shaping future employment and skills programmes in Trapani. This is already underway through the attraction of Next Generation Funds and indeed it should build upon the existing activities delivered through the Trapani Hub and by Sicindustria.

Social Enterprise

Table 15 - Assessment of Social Enterprise USE-IT! activities in Trapani

Theme of USE-IT!	Activities	Assessment
Social Enterprise	Identify organisation to lead on Social Enterprise activity	
	Create network of social entrepreneurs and Social Enterprises	
	Map and identify procurement opportunities across Anchor Institutions relevant for Social Enterprise	
	Design, develop and deliver range of Social Enterprise business support activities	

Identify organisation to lead on Social Enterprise activity

There are three key organisations in Trapani that lead on stimulating business, Social Enterprise and Cooperative formulation and activity (we talk interchangeably about businesses, Social Enterprise, and Cooperatives here). The first has already been referred to and is the Regional Business Association Sicindustria, which has been operating since 1944 and seeks to provide support and assistance to businesses to develop and grow. They also seek to foster the development of Social Enterprises and Cooperatives and work in close collaboration with local Municipalities (including Trapani) and with the other organisations described below.

The second is Solidalia which is a solidarity organisation, which predominantly seeks to draw together clusters of Social Enterprises. Solidalia provides aspiring social entrepreneurs with support and guidance to set up their Social Enterprises, together with further support once established around topics such as public procurement and the integration of migrants. They also seek to support disabled people into employment opportunity with existing Social Enterprises. The third is Fondazione Comunitaria Di Agrigento E Trapani, which is Sicily's youngest community foundation and seeks to promote social, economic, cultural and environmental development in Western Sicily. The foundation undertakes a number of activities focused upon developing the social economy including crowdfunding, microcredit, start up, and social generativity (more on this in the next part of the City Profile on Community Assets and Finance).

In terms of the assessment of the extent to which USE-IT! activities are already evident in Trapani around **'identifying an organisation to lead on Social Enterprise activity'**, **this is therefore rated as Green**. There are already three organisations based in Trapani that provide support to business, Social Enterprise and Cooperatives. As explored further below, there is however an opportunity to expand on this through the UTM, bringing the three organisations closer together through the ULG and particularly through utilising the Investment Plan to attract future funding to grow this infrastructure further and the types of activities it undertakes, so that Social Enterprises can continue to develop, evolve and grow.

Create network of social entrepreneurs and Social Enterprises

The three organisations described above are already bringing together social entrepreneurs and Social Enterprise to network and collaborate. Sicindustria, Fondazione Comunitaria and Solidalia already collaborate with Beehive in the implementation of initiatives. Indeed, Beehive and the other three partners carry out network initiatives with other Social Enterprises throughout the regional territory, devising collaborative projects for innovation in the fields of youth working, youth entrepreneurship and training.

Beehive is a co-working space that is seeking to 'create and bring value back to the South'. The space consists of a series of workstations and Beehive is seeking to bring together companies and other organisations to network and collaborate. There is a significant opportunity to build upon the existing support activities of Sicindustria, Solidalia, and Fondazione Comunitaria Di Agrigento E Trapani to further bring together businesses, Social Enterprises and Cooperatives to network.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Trapani around '**creating a network of social entrepreneurs and Social Enterprises**', **this is therefore rated as Green**. There is however an opportunity to use this UTM, and particularly the experience and knowledge of iSE from Birmingham to further develop the relationship between the three organisations, the local entrepreneurship eco-system and the activities undertaken by Social Enterprises.

Map and identify procurement opportunities across Anchor Institutions relevant for Social Enterprise

There are a number of well-recognised challenges in Italy with procurement processes and practices, particularly when it comes to transparency and social and environmental considerations. Subsequently, the Municipality of Trapani has not really started to shift their procurement processes to make them more progressive, particularly when it comes to engaging Social Enterprises in the process and using procurement to create jobs, for example.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Trapani around '**mapping and identifying procurement opportunities across Anchor Institutions relevant for Social Enterprise**', **this is therefore rated as Red**. There is an opportunity to use this UTM, and particularly the experience and knowledge of iSE from Birmingham in Social Enterprise mapping, and the Lead Expert's (Matthew Baqueriza-Jackson) and Ad-Hoc Expert's (Conrad Parke) experience around procurement to further develop this mapping activity, and to also progress procurement practice more generally. A focus of the Investment Plan for Trapani could be around identifying funding to enable them to undertake analysis of procurement spend across the Anchor Institutions and build a database of local businesses and Social Enterprises that could potentially deliver upon those identified procurement opportunities.

Design, develop and deliver range of Social Enterprise business support activities

As already explored above, both Solidalia and Fondazione Comunitaria Di Agrigento E Trapani provide support to start up Social Enterprises and some ongoing business support. For example, the Fondazione has assisted in starting up Beehive (as detailed earlier), Fa Bene Sicilia which is a local food product Social Enterprise, and Ambiente Solidale which operates in the field of the circular economy. There is however significant opportunity to expand upon this.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Trapani around '**designing, developing** and delivering a range of Social Enterprise business **support activities**', **this is therefore rated as Amber**. There is an opportunity to use the Investment Plan to focus on the

design, development and delivery of such a programme of business support activities and attract the funding required to implement it into the future.

Community Assets and Finance

Table 16 - Assessment of Community Assets and Finance USE-IT! activities in Trapani

Theme of USE-IT!	Activities	Assessment
Community Assets and Finance	Develop effective relationship and partnership with communities in identified neighbourhood	
	Implement process of Community Economic Development planning	
	Identify projects and activities to undertake collaboratively	

Develop effective relationship and partnership with communities in identified neighbourhood

The focus of the conversations at the Study Visit to Trapani were largely upon the Municipality area and the Province. We did not delve into the challenges facing particular neighbourhoods, or whether there was scope to develop partnerships and relationships in an identified neighbourhood. Therefore, in terms of the assessment of the extent to which USE-IT! activities are already evident in Trapani around **'developing effective relationship and partnership with communities in identified neighbourhood'**, **this is therefore rated as Red**. This assessment may and probably will change as this UTM progresses and there is an opportunity for Trapani to learn from Birmingham as to how communities were involved in the USE-IT! approach from its outset.

Implement process of Community Economic Development planning

As detailed earlier in this City Profile, there is an emerging and growing partnership of organisations working together in Trapani on regeneration activities, with these sitting across the public, commercial and social sectors. This suggests that there is scope to develop Community Economic Development planning processes in Trapani – there is however a need to identify a neighbourhood of focus and engage residents of that neighbourhood in the process. The mapping of assets described earlier should assist with this.

There appears to be already an effective community foundation infrastructure in Trapani that would enable Community Economic Development planning to happen, with appropriate support. The activities of the Fondazione Comunitaria Di Agrigento E Trapani are framed by the principles of inclusivity and providing capacity building support to community groups and individual residents. In addition, there is an emerging social finance programme in Trapani. Led by the University, Trapani Hub is seeking to enable social innovation and social impact investments around three themes of financial action, social inclusion, and real estate.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Trapani around **'implement process of Community Economic Development planning'**, this is therefore **rated as Amber**. There is an opportunity through this UTM for Trapani to learn from Birmingham about the process of Community Economic Development planning to start to apply its principles both generally and to a specific neighbourhood (once an appropriate neighbourhood has been identified).

Identify projects and activities to undertake collaboratively

In light of there not being an identified neighbourhood of focus yet in Trapani, there are no specific projects and activities to undertake collaboratively.

In terms of the assessment of the extent to which USE-IT! activities are already evident in Trapani around '*identifying projects and activities to undertake collaboratively*', this is therefore **rated as Red**. There is an opportunity to use the learning around Community Economic Development planning described above to develop projects and activities and to use the Investment Plan to identify potential sources of funding.

3.2.3 Lead Expert's assessment of potential and barriers and the ULG

The above element of the city profile of Trapani has assessed the extent to which Trapani is already undertaking activities that form part of the USE-IT! model and has additionally identified gaps and areas of opportunity. Overall, across the 18 activities of USE-IT!, 2 were assessed as Green (activity fully underway), 6 were assessed as Amber (activity commenced), and 10 were assessed as Red (activity hardly started).

This assessment has also enabled the Lead Partner (Birmingham) and the Lead Expert (Matthew Baqueriza-Jackson) to identify the activities that could be transferred from Birmingham to Trapani through this UTM. There are two types of transferrable activities. Firstly, there are those that can be directly transferred through Transnational Meetings and one to one support activities (more details on the method for this in Section 4). Second, there are those activities that can be indirectly transferred through forming part of the Investment Plan, and for which funding can potentially be secured for into the future.

Activities for transferring directly during the UTM directly include:

- Starting the process of developing a City Development Strategy for Trapani.
- Start process of developing Anchor Institution Network, using Trapani ULG as the basis.
- Explanation of Asset mapping.
- Learning about the principles and process of developing a Community Research Programme.
- Learning to shape future employment and skills programmes.
- Develop Social Enterprise eco-system further.
- Start the process of progressing the way in which public procurement is undertaken in Trapani.
- Learn more from Birmingham around the involvement of communities in place-based activities and Community Economic Development planning.

Activities for transferring indirectly through the Investment Plan include:

- Mapping exercise of public organisations, commercial businesses, NGOs, and active residents.
- Develop future employment programmes with focus on Anchor Institutions and those furthest from the labour market.
- Further growth of Social Enterprise Infrastructure and particularly business support activities.
- Mapping of Anchor Institution procurement spend and development of database of local businesses and Social Enterprises with scope to bid for upcoming procurement opportunities.
- Development of range of Community Economic Development projects.

There are three key barriers to Trapani realising the above direct and indirect transfer. The first is that the project team at Trapani is completely new and new to URBACT – it may take a little bit of time for the project and transfer to commence in earnest. The second is that shifts in regeneration behaviour and practice take time and will require local bureaucratic challenges to be overcome. The third is that Trapani have an emerging set of European projects that they are working on – they will need to ensure that activities are balanced across the officer team to enable effective delivery.

To enable the transfer to happen and to develop the Investment Plan, Trapani has developed a ULG which consists of the following stakeholders:

- Departments from across the Municipality and particularly those with a focus on City Development and Social Policy.
- The local university.
- Trade Associations from across Sicily.
- Other Anchor Institutions as the mapping of assets progresses.

3.4 Birmingham

3.4.1 Plans to improve and roll-out USE-IT! through the Springboard Plan

As detailed in section 2 of this Transferability Study, the USE-IT! approach has been extremely impactful in West Birmingham and Smethwick. USE-IT! and its principles and work packages have enabled a shift in behaviour around regeneration activity, a meeting of the top-down and bottom-up approach, and Macro and Micro assets interlinking more effectively, amongst many other things.

The vision for Birmingham as part of this UTM is very simple in that they will seek to transfer the principles and activities of USE-IT! from West Birmingham and Smethwick to a new area of the city, namely East Birmingham. Whilst Birmingham will learn the lessons from the first USE-IT! project, they will predominantly seek to implement the overarching principles of USE-IT! and the four work packages, as described earlier in a like for like manner.

The exact activities to be undertaken locally in Birmingham will be identified and discussed at a ULG workshop in November 2021, where the Springboard Plan will be drafted and activities for the lifetime of this UTM implemented. As well as the USE-IT! approach, the Springboard Plan will be framed by the existing East Birmingham Inclusive Growth Strategy and particularly its vision of:

“The Council and its partners will make use of the unique opportunities and potential of East Birmingham to create a clean, safe, prosperous, and well-connected place where citizens from all backgrounds have access to excellent housing, education, healthcare, green spaces and employment opportunities. Local communities will work together as part of the team to achieve their aspirations and will share a strong sense of ownership and pride in their area. The main role of East Birmingham within the wider city region will be as a desirable yet affordable residential area with excellent amenities which is particularly suitable for families with children, and as a centre for low carbon and sustainable industries.”

Activities in Birmingham will also be shaped by the limitations identified of USE-IT! in section 2.5 of this Transferability Study, with Birmingham seeking to respond to each one by:

- Seeking to influence politics and policy at national, city-regional and local levels. Birmingham will effectively seek to mainstream the USE-IT! model of matching macro and micro assets into wider economic development policy at the Birmingham City Council and West Midlands Combined Authority levels.
- Focusing more on shifting the culture of procurement, so that there is greater emphasis on delivering local economic, social and environmental benefits through the process. This will include focus upon activities already underway through the Birmingham Anchor Network around prioritising SMEs and Social Enterprises for contracts below £25,000.

- Using more social and well-being indicators as measures of success for USE-IT! and other regeneration initiatives, thus reducing emphasis on economic growth and GDP as the primary measures of success.
- Utilising the Springboard Plan to identify new sources of funding from within the public, commercial and social sectors that will enable USE-IT! activities to continue long into the future and that will enable the USE-IT! approach to be mainstreamed.
- Developing an ULG which includes a blend of participants from Birmingham City Council and other public sector stakeholders; the commercial sector; the voluntary, community and social enterprise sector, and residents of the Eastern part of Birmingham. This will enable a longer term partnership to be developed.
- Investing in the USE-IT! project by expanding its capacity across departments within Birmingham City Council.

3.1.3 Activities be undertaken through the UTM and Lead Expert's assessment of potential and barriers and the ULG

As well as the local activities described above around the development of the Springboard Plan, Birmingham will lead the three Transnational Meetings (described in more detail in the Methodology section below) with Poznan, Rotterdam and Trapani. The focus of these meetings will predominantly be upon Birmingham sharing their practice around the different aspects of the USE-IT! approach and supporting the partners to adapt to their own contexts and to enable the direct transfer for timeframe of this UTM. Birmingham will also use the Transnational Meetings to learn from the other partners and improve their own practice accordingly and for the benefit of the roll-out of USE-IT! activities in East Birmingham and the implementation of the Springboard Plan.

In terms of the Lead Expert's assessment of potential, it will become more evident as to the extent to which the USE-IT! approach can be transferred from West Birmingham and Smethwick to East Birmingham after the Springboard Plan workshop. However, it is clear with the continuation of the team from the original USE-IT! project, and the associated experience that there is significant optimism that the transfer will be a success. There are two key potential barriers to success, with the first being politics locally, and the second being securing the required funding to deliver on the East Birmingham Inclusive Growth Strategy.

To enable the transfer to happen and to develop the Springboard Plan, Birmingham has developed a ULG which consists of the following stakeholders:

- Representatives of the Social Enterprise sector (ULG Coordinator).
- Representatives from Birmingham City Council including those with responsibility for the East Birmingham Inclusive Growth Strategy.
- The Work Package Leads from the original USE-IT! UIA project.
- Representatives of the West Midlands Combined Authority.

4. SYNTHESIS AND METHODOLOGY

This final section of the Transferability Study for the USE-IT! UTM seeks to bring together the information detailed in sections 2 (About USE-IT!) and 3 (City Profiles) to make an overarching assessment of the extent to which USE-IT! activities are already underway in the partner cities of Poznan, Rotterdam and Trapani. It also seeks to summarise the extent to which USE-IT! activities can be transferred from Birmingham to Poznan, Rotterdam and Trapani during the lifetime of the UTM and the extent to which there is scope to include them as part of the Investment Plans. Finally, it details the methodology that will be utilised over the lifetime of the UTM to transfer the relevant activities from Birmingham to Poznan, Rotterdam and Trapani and also enable Birmingham to realise the objectives of their Springboard Plan.

4.1 Synthesis

Table 17 details the overarching findings of the assessment undertaken as part of the City Profiles of the extent to which the USE-IT! approach and activities are already being undertaken in Poznan, Rotterdam and Trapani.

Table 17 – Overarching Assessment

Theme of USE-IT!	Activities	Poznan	Rotterdam	Trapani
Overarching	Develop local partnership of public, commercial and social sector organisations			
	Map macro assets (public and private sector), micro assets (voluntary community sector organisations and people), and physical assets			
	Look to change the way in which regeneration is undertaken – bringing together the top-down and the bottom-up			
Community Research	Identify institution to lead on Community Research Programme, activities, and focus			
	Identify individuals wanting to be trained as Community Researchers			
	Design and deliver Community Researcher training			
	Develop and deliver Community Researcher led training and activities			
Jobs and Skills	Identify relevant Anchor Institution and focus of employment support			
	Identify cohort of individuals to engage			
	Design, develop and deliver programme of employment support and associated activities			
	Link cohort of individuals to employment support opportunities			
Social Enterprise	Identify organisation to lead on Social Enterprise activity			
	Create network of social entrepreneurs and Social Enterprises			
	Map and identify procurement opportunities across Anchor Institutions relevant for Social Enterprise			
	Design, develop and deliver range of Social Enterprise business support activities			
Community Assets and Finance	Develop effective relationship and partnership with communities in identified neighbourhood			
	Implement process of Community Economic Development planning			
	Identify projects and activities to undertake collaboratively			

It was evident from the Study Visits that each of the partners of Poznan, Rotterdam and Trapani were interested in all of the aspects of the USE-IT! model, with perhaps slightly different priorities. Poznan are particularly interested in re-shaping their approach to City Development Strategy, so that it matches top-down and bottom-up considerations. Rotterdam are particularly interested in building upon their existing approach to Social Value and procurement. Trapani are particularly interested in Jobs and Skills and moving young people and migrants into employment opportunity.

The above overarching assessment and conversations undertaken with each partner as part of the Study Visits has enabled us to identify two strands of activities for undertaking as part of the USE-IT! UTM. Firstly, there are those activities that will be transferred directly from Birmingham to Poznan, Rotterdam and Trapani during the lifetime of the UTM (Table 18). These largely relate to the principles of USE-IT! and are activities that can be understood and adapted relatively quickly through the Transnational Meetings, through Individual Partner Workshops, and through local level ULG meetings. Secondly, there are those activities that are longer term in their nature and that will need funding to deliver upon – these activities (as detailed in Table 19) will form part of the Investment Plans for Poznan, Rotterdam and Trapani, with the UTM and Investment Plan process utilised to identify sources of funding.

Each of the partners has had the opportunity during the drafting of the Transferability Study to comment upon and change the activities they will work on directly during the UTM and the activities that will form part of their Investment Plans. Additionally, Tables 18 and 19 are not ‘set in stone’ and will be adapted as we move through the UTM – it may be that some of the direct transfer activities actually require additional funding in the particular local contexts of the partner cities.

Table 18 – Activities to be undertaken during lifetime of UTM

Theme of USE-IT!	Activities	Poznan	Rotterdam	Trapani
Overarching	Support in the development of a new City Development Strategy that furthers bringing together of top-down and bottom-up approaches.	X	X	X
	Further the engagement of communities in the development and delivery of strategy.		X	
	Start process of developing Anchor Institution Network or further evolution of Anchor Institution Network.	X	X	X
	Explanation of process of asset mapping.	X	X	X
Community Research	The principles and process of developing a Community Research Programme and sharing of knowledge around own research programmes.	X	X	X
Jobs and Skills	Learn more about Birmingham approach to employment and skills programmes.	X	X	X
Social Enterprise	Develop Social Enterprise Network and eco-system further.	X	X	X
	Start process of mapping procurement spend and Social Enterprises.	X		X
Community Assets and Finance	Learn more from Birmingham around the involvement of communities in place-based activities and Community Economic Development planning.	X	X	X

Table 19 – Activities with scope to be included in Investment Plans

Theme of USE-IT!	Activities	Poznan	Rotterdam	Trapani
Overarching	Mapping exercise of NGOs and active residents	X	X	X
Community Research	Further develop Community Researcher Programme.		X	
Jobs and Skills	Learning to shape future employment and skills programmes.	X	X	X
	Develop future employment programmes with focus on Anchor Institutions and those furthest from the labour market.		X	X
Social Enterprise	Further growth of Social Enterprise infrastructure.	X	X	X
	Analysis of procurement spend and development of Social Enterprise database.	X	X	X
	Design, development and delivery of Social Enterprise business support programme.	X	X	X
Community Assets and Finance	Development of range of Community Economic Development projects.	X	X	X

The activities for undertaking during the lifetime of the UTM in Birmingham and in relation to the development and implementation of the Springboard Plan will be finalised during a ULG Workshop in November 2021.

4.2 Methodology

All of the above information and analysis enables us to present the methodology for the USE-IT! UTM! for the period between September 2021 to September 2022. There are effectively four component parts to the methodology.

4.2.1 Transnational Meetings

There will be three Transnational Meetings where all the partners will come together (either in-person or online) to exchange and learn around particular aspects of the USE-IT! approach. The first focus of the Transnational Meetings will be upon the activities that have been identified by all partners and as detailed in Table 18 as things they want to work on during the lifetime of the UTM. The activities will be exchanged through presentations from Birmingham as LPC and the range of stakeholders involved, masterclasses from the Lead and Ad-Hoc Experts, and exercises designed to enable Poznan, Rotterdam and Trapani to share their own practice and evolve the activities in their own contexts. It is expected that Birmingham will also be able to learn from the other partners and identify aspects of improvement to the UIA project for inclusion in their Springboard Plan

Linking to the activities detailed in Table 18, the Transnational Meetings will take place as follows:

- **Transnational Meeting 1 (hosted by Poznan in October 2021)** – this meeting will focus upon the activities identified by all partners of ‘starting process of developing Anchor Institution Network or further evolution of Anchor Institution Network’, and ‘the principles and process of developing a Community Research Programme and sharing of knowledge around own research programmes.’

- **Transnational Meeting 2 (hosted by Trapani in December 2021)** – this meeting will focus upon the activities identified by all partners of ‘learn more about Birmingham approach to employment and skills programmes’ and ‘develop Social Enterprise Network and eco-system further’.
- **Transnational Meeting 3 (hosted by Rotterdam in February 2022)** – this meeting will focus upon the activity identified by all partners of ‘learn more around Community Economic Development planning’.

It is anticipated that in between transnational meetings that the partners will work with their ULGs to start to implement their learning and will feedback to the wider UTM at the following Transnational Meeting about progress.

The second focus of the Transnational Meetings will be upon explaining and reviewing the process of developing partner Investment Plans. These are the core outputs which partners need to produce as part of the UTM. As explained further below in the section on individual partner meetings, partners will be expected to undertake work on their Investment Plans between Transnational Meetings and with their ULGs and feedback and peer review drafts at following Transnational Meetings. The focus of Investment Plan activities during Transnational Meetings will be as follows:

- **Transnational Meeting 1** – explanation by Lead Expert of USE-IT! UTM bespoke Investment Plan Guidance and each of the five sections of the Investment Plan. Partners will be expected to draft sections 1, 2 and 3 before Transnational Meeting 2.
- **Transnational Meeting 2** – feedback from each partner on their drafts of sections 1,2 and 3 of their Investment Plans and review by Lead Expert and Peers. Partners will be expected to draft sections 4 and 5 before Transnational Meeting 3.
- **Transnational Meeting 3** – feedback from each partner on their drafts of sections 4 and 5 of their Investment Plans and review by Lead Expert and Peers. Partners will work on finalising their Investment Plans during March 2022.

4.2.2 Individual Online Partner Meetings/Workshops (thematic)

There will be three individual online meetings with each partner where the Lead and Ad-Hoc Experts and Lead Partner will look to provide bespoke and tailored support around both the direct transfer of USE-IT! activities, and the inclusion of other aspects of USE-IT! in the Investment Plans. There will be two parts to each individual meeting.

Firstly, each meeting/workshop will focus upon the activities detailed in Table 18 as things that the individual partner wants to work on and transfer during the UTM and which are bespoke to that partner. Secondly, each meeting/workshop will focus upon the activities detailed in Table 19 as things for which there is scope for each partner to include in their Investment Plans. As with the Transnational Meetings, learning will be exchanged through presentations from Birmingham as LPC and the range of stakeholders involved, masterclasses from the Lead and Ad-Hoc Experts, and exercises designed to enable Poznan, Rotterdam and Trapani evolve the activities in their own contexts.

The ULGs of each of Poznan, Rotterdam and Trapani will be expected to meet prior to each of the Individual Workshops to discuss progress with the Investment Plans, with ULG Members also expected to attend the Individual Workshops and undertake work as a ULG between such Workshops on their Plans. This will enable the ULG Coordinator for each city to fully drive forward the production of the Investment Plan and be fully engaged in the Individual Workshops and the wider activities of the UTM undertaken during Transnational Meetings.

The meetings will take place with each partner in mid-November 2021, mid-January 2022, and late February 2022, with the following areas of focus for each meeting for each partner.

Table 20 – Areas of focus for each individual online partner meeting/workshop

Partner	Meeting	Type of activity	Activities for discussion
Poznan	November 2021	Direct Transfer	<ul style="list-style-type: none"> Support in the development of a new City Development Strategy that furthers bringing together of top-down and bottom up approaches. The principles and process of developing a Community Research Programme.
		Inclusion in Investment Plan	<ul style="list-style-type: none"> Mapping exercise of NGOs in Poznan
	January 2022	Direct Transfer	<ul style="list-style-type: none"> Start process of mapping procurement spend and Social Enterprises.
		Inclusion in Investment Plan	<ul style="list-style-type: none"> Analysis of procurement spend and development of Social Enterprise database. Design, development and delivery of Social Enterprise business support programme.
	February 2022	Direct Transfer	<ul style="list-style-type: none"> N/A
		Inclusion in Investment Plan	<ul style="list-style-type: none"> Develop series of further projects in collaboration with NGOs and community.
Rotterdam	November 2021	Direct Transfer	<ul style="list-style-type: none"> Further the engagement of communities in the development and delivery of strategy.
		Inclusion in Investment Plan	<ul style="list-style-type: none"> Mapping exercise of NGOs and active residents in Rotterdam. Further develop Community Research Programme.
	January 2022	Direct Transfer	<ul style="list-style-type: none"> N/A
		Inclusion in Investment Plan	<ul style="list-style-type: none"> Develop future employment programmes with focus on Anchor Institutions and those furthest from the labour market. Mapping of Anchor Institution procurement spend and development of database of local businesses and Social Enterprises with scope to bid for upcoming procurement opportunities. Further growth of Social Enterprise Infrastructure and particularly business support activities.
	February 2022	Direct Transfer	<ul style="list-style-type: none"> Learn more from Birmingham around the involvement of communities in place-based activities and Community Economic Development planning.

			<ul style="list-style-type: none"> • Development of range of Community Economic Development projects.
		Inclusion in Investment Plan	<ul style="list-style-type: none"> • N/A
Trapani	November 2021	Direct Transfer	<ul style="list-style-type: none"> • Support in the development of a new City Development Strategy that furthers bringing together of top-down and bottom-up approaches. • The principles and process of developing a Community Research Programme.
		Inclusion in Investment Plan	<ul style="list-style-type: none"> • Mapping exercise of Macro, Micro and Physical Assets.
	January 2022	Direct Transfer	<ul style="list-style-type: none"> • Develop future employment programmes with focus on Anchor Institutions and young people and migrants. • Start process of progressing procurement practice and mapping procurement spend and Social Enterprises.
		Inclusion in Investment Plan	<ul style="list-style-type: none"> • Further growth of Social Enterprise Infrastructure and particularly business support activities.
		Direct Transfer	<ul style="list-style-type: none"> • N/A
	February 2022	Inclusion in Investment Plan	<ul style="list-style-type: none"> • Development of range of Community Economic Development projects.

4.2.3 Direct support with Investment Plans/Springboard Plan

During the period October 2021 to the middle of March 2022, the Lead Expert for the USE-IT! UTM (Matthew Baqueriza-Jackson) and the Ad-Hoc Expert (Conrad Parke) will provide each of the partners with both collective and bespoke direct support with their Investment Plans. The overarching activity for all partners will include:

- The development of a bespoke Guidance Note on Investment Plans for the USE-IT! UTM, with an accompanying bespoke template.
- Research around EU strategies and policy agendas that link to the activities of USE-IT!
- Research around EU and other sources of funding which could be utilised to deliver upon the Investment Plan.
- Advice around using the URBACT method and participatory approach in developing the Investment Plans.
- Support and guidance with developing monitoring and evaluation approaches, including the development of indicators.

The more bespoke support will be undertaken on a partner-by-partner basis and will provide support where required in the development of the sections of the Investment Plan and in preparing for ULG meetings. The Lead Expert will provide comments of the draft Investment Plans as they evolve throughout the duration of the UTM.

The Lead Expert and the Ad-Hoc Expert (Conrad Parke) will undertake similar direct support with Birmingham in the development and delivery of their Springboard Plan.

4.2.4 Individual Partner Meetings to Finalise Plans and prepare for the Final Conference

There will be three further individual meetings with each of the partners of Poznan, Rotterdam, and Trapani, with these to take place in mid-March 2022, mid-April 2022, and Mid-May 2022. The focus of the March meeting will be upon working with each individual partner to finalise their Investment Plan by the end of that month. The meetings in April and May will both focus upon preparing each individual partner for the Final USE-IT! UTM Conference which will take place in early June 2022.

4.3 Communications Plan and Final Report

During the first six months of this UTM, the USE-IT! Lead Partner team (including the Lead Expert) has also been working on the development of a Draft Communications Plan. This document sets out our approach to communication, including our overarching aim which is:

“to communicate effectively within the UTM and to external audiences to share knowledge, experience and celebrate practice. It also seeks to publish the activities of the network, and fully promote its findings with target audiences to encourage other cities and practitioners to start thinking differently about regeneration.”

The Draft Communications Plan also details:

- The objectives of the Plan, including ‘present key findings and recommendations from the Network to a wider audience of policy makers, governmental institutions and decision makers at national and European levels.’
- Its principles, including ‘plan ahead’ and the barriers to realising those principles, including the continued challenge of Covid-19.
- Its key messages including ‘bring together the key people.’
- The key roles of different stakeholders in promoting those key messages, including for partners.
- The main sources for communications activities, including this Transferability Study and the Investment Plans.
- The means of communicating, including through the URBACT website.
- The key audiences for the communications including internationally, nationally, and locally in partner cities.
- The means of evaluating the effectiveness of the Communications Plan.

Upon completion of the Transnational Meetings and Individual Workshops at the end of March 2022 (as detailed in the timetable below), the Lead Expert will start the process of writing the Final Report for the USE-IT! UTM in coordination with each of the partners. Rather than being a full account of everything that has happened during the UTM, the final report will be a snappy and slick summary of the contents of the Investment Plans and Springboard Plan, the policy implications of our activities, and the key learning of the partners.

4.4 Conclusion and Timetable

This Transferability Study has sought to set out how the USE-IT! UTM will operate during the period March 2021 to September 2022. It has detailed more information about the USE-IT! Project delivered by Birmingham between 2016 and 2020; City Profiles for each of the UTM partners of Poznan, Rotterdam and Trapani; activities to be undertaken during the lifetime of the UTM and through Birmingham’s Springboard Plan; activities with scope for including in partner Investment Plans; and a detailed methodology for delivering between October 2021 and September 2022. The Study

concludes with Table 21 which sets out with a summary of our transnational and individual activities and the months they will take place.

Table 21 – Timetable of Activities

Activity	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
Transnational Meeting 1								
Transnational Meeting 2								
Transnational Meeting 3								
Individual Online Partner Meeting 1		Mid						
Individual Online Partner Meeting 2				Mid				
Individual Online Partner Meeting 3					Late			
Bespoke Guidance on Investment Plans								
Advice around URBACT Method								
Research around EU Policy								
Research around EU Funding								
Support around monitoring								
Bespoke one to one support with Investment Plans								
Individual Partner Meeting to finalise Plans						Mid		
Individual Partner Meeting 1 to prep for Conference							Mid	
Individual Partner Meeting 2 to prep for Conference								Mid