

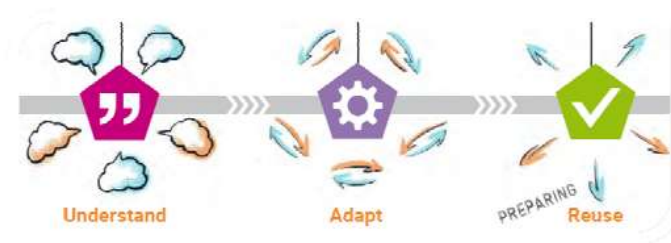


USE-IT! Transfer Mechanism – Final Report

1. Introduction

This section of the Final Report provides an introduction to the URBACT/UIA Transfer Mechanisms and specifically the USE-IT! Transfer Mechanism, before detailing the structure for rest of this Final Report.

1.1 Introduction to URBACT/UIA Transfer Mechanisms



The USE-IT! Transfer Mechanism has been one of five such pilot networks funded through the URBACT Programme. The five pilot Transfer Mechanisms have sought to put in place the processes and a plan to transfer a previously successful Urban Innovative Actions (UIA) project from the original UIA project city to three

other cities. Using the URBACT method and tools, the pilot URBACT/UIA Transfer Mechanisms (UTMs) have spent the last 20 months (end March 2021 to beginning November 2022) seeking to understand the successful UIA project, seeking to adapt it to the contexts of the three partner cities, and seeking to develop Plans to transfer the UIA project in the three partner cities, and to further improve it in the already successful city.

The final output for each partner city has been the development of an Investment Plan (IP), which details their individual approach to attracting the resources required to transfer the UIA project into the future. For the already successful UIA project city, the emphasis of the lead partner city has been to support the transfer to the other partner cities, and also the development of a Springboard Plan (SP) to further improve the UIA project and continue with its implementation in their city.

1.2 Introduction to the USE-IT! Transfer Mechanism



The USE-IT! Transfer Mechanism has been one of the five pilots UTMs described above and has sought to start the process of transferring the principles and activities of the successful USE-IT! UIA project from Birmingham (United Kingdom) to three other cities. 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! Transfer Mechanism has sought to use the foundations of the success of the Birmingham USE-IT! project to transfer the principles of the project to three Project Partners (PPs) of Poznan (Poland), Rotterdam (The Netherlands) and Trapani (Italy) and using a network approach encourage them to transfer elements of the project both during the UTM lifetime and into the future through their IPs. For Birmingham, the focus has been upon improving and rolling out USE-IT! in Birmingham, with the SP outlining how this will happen.

1.3 Structure of Final Report

This final report for the USE-IT! Transfer Mechanism has been written by the Lead Expert for the UTM (Matthew Baqueriza-Jackson) and the Ad-Hoc Expert (Conrad Parke), with it consisting of the following sections.

- Section 2 provides a summary of the original USE-IT! UIA project with a particular focus upon the reasons why it was developed, the principles of USE-IT!, and the original work packages. It also details the approach the USE-IT! UTM has utilised to seek to transfer those principles and work packages to our three partner cities and to develop their IPs.
- Section 3 details for each partner city the ‘journey’ they have been on during this USE-IT! UTM. In this, we explore their starting point for the USE-IT! project, the principles and activities of USE-IT! that they have directly transferred in the lifetime of the UTM, the focus of their IP, and thoughts on progress with transfer and next steps.
- Section 4 details our overarching learning and key success factors for transferring a project such as USE-IT! to the cities – these are particularly key conditions that cities need to have in place to transfer and implement such projects. It also details our overarching learning from participating in an URBACT/UIA Transfer Mechanism.

2. About USE-IT! and Our Approach to Transfer

This section of the Final Report provides an introduction to the original UIA USE-IT! project and specifically the challenges it was seeking to address, its principles, and the activities of its work packages. The section then describes the methodological approach used during this UTM to enable our PPs to understand USE-IT!, to adapt it to their own circumstances, and to re-use it potentially in the future through their IPs, and for Birmingham through their SP.

2.1 Introduction to USE-IT!

2.1.1 Challenges and the desire for change



Over the course of the last 30 years, cities across Europe have adopted a relatively orthodox approach to regeneration. By developing their city centres physically and by seeking to attract inward investment, cities have assumed that the benefit of such activities will ‘trickle-down’ to neighbourhoods and communities and will contribute towards addressing local economic, social and environmental challenges. However, this approach has not always worked – whilst city economies have continued to grow in Gross Domestic Product (GDP) terms, levels of inequality within cities

have increased, and poverty has also continued to grow. This is not what regeneration should be about.

In 2016, the City of Birmingham (UK) started to think differently to the orthodox approach outlined above and inspired by a desire to change Birmingham’s approach to regeneration and make it more innovative, a small number of individuals came together to develop a successful bid for UIA funding, through a project called USE-IT!

2.1.2 The aims of USE-IT!

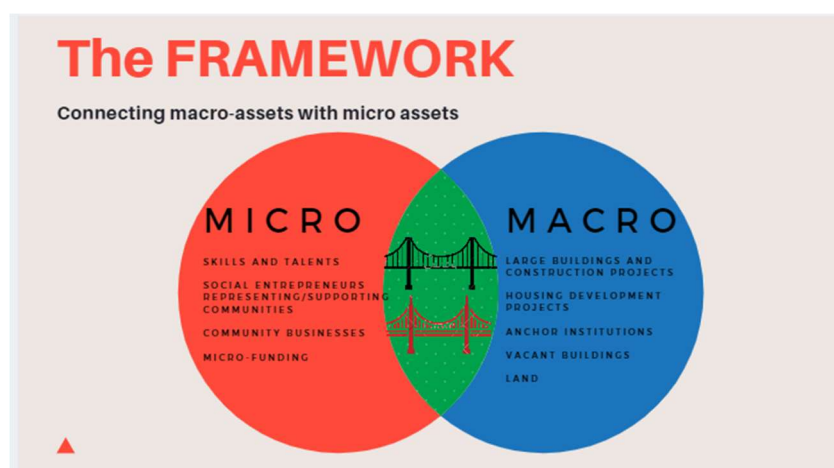
Funded by just under 4 Million Euros of UIA resource, the USE-IT! project had the following five overarching aims, with a geographical focus on the West Birmingham and Smethwick area.

- The first aim 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**. In particular, there was a desire to link the top-down approach to regeneration (driven by inward investment) to the ‘bottom-up’ (driven by the community of West Birmingham and Smethwick) to ensure a collaborative approach.
- The second aim was **to understand and map the organisations already active in delivering economic, social, environmental, and community benefits in West Birmingham and Smethwick**. In particular, there was a desire to understand and link macro and micro assets. By macro assets, this meant the large public sector anchor institutions based in the area and by micro assets, this meant local voluntary community and social enterprise organisations, community activists and residents of West Birmingham and Smethwick.
- The third aim was **to understand the complex challenges facing the community of West Birmingham and Smethwick in more depth and use this intelligence to develop projects and**

activities. In particular, there was a desire to use community research to understand challenges around unemployment, poor business sustainability, low air quality, community cohesion, crime and disorder, and poor health (amongst many other things).

- The fourth aim was **to take advantage of the range of public and private sector development activities happening in the West Birmingham and Smethwick area and build bridges between the macro and micro assets.** By taking advantage, this 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.
- The fifth aim 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.

2.1.3 The activities and work packages of USE-IT!



The above aims and principles shaped the activities of the UIA USE-IT! project 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 as follows:

- 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 second activity undertaken was **to map the macro (public and private sector) and micro (voluntary community and social enterprise sector organisations and people) 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 third activity undertaken was **to develop a communications campaign** and activities for the USE-IT! project and to promote it to a wider audience both within Birmingham and the West Midlands Combined Authority area, and wider across the UK and Europe.
- The first of the four work packages was around **Community Research** and developing a network of Community Researchers.
- 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 third of the four work packages was around creating and further developing **Social Enterprise** in the area.

- The fourth of the four work packages was around **Community Assets and Finance**, and where a range of community led projects were developed, alongside embedding the process of Community Economic Development planning.

2.2 The USE-IT! UTM approach to transfer

Between March 2021 and November 2022, the USE-IT! Transfer Mechanism therefore set out with the objective of starting to transfer the principles and activities of the original USE-IT! project from Birmingham to Poznan, Rotterdam, and Trapani. We felt at the outset that it would be possible to reflect upon the challenges facing our PPs around regeneration and directly transfer the principles of USE-IT! during the lifetime of USE-IT!, with the activities associated with the four work packages formulating the content of IPs, and for Birmingham the SP, and for implementation into the future. To enable us to realise this objective of direct transfer of USE-IT! principles and future implementation of USE-IT! activities through IPs and the SP, we utilised the following methodological approach.

2.2.1 The Understand Phase (March to October 2021)



The first phase of the USE-IT! Transfer Mechanism took place between March 2021 and October 2021 and predominantly focused upon supporting the PPs of Poznan, Rotterdam and Trapani to understand the principles and activities of the original UIA USE-IT! project and to explore aspects which they were already doing, and which were potentially relevant for their city. The following activities were undertaken:

- In March 2021, we held an initial Coordination Meeting at a very early stage in the Transfer Mechanism and which focussed upon getting to know the partners and the individuals involved in the UTM. We wanted to use this meeting to create a network dynamic and explain for new partners to URBACT the URBACT Method, including the need to formulate a ULG.
- In April 2021, we held a three day online Transnational Meeting which focused upon explaining in detail to the PPs the principles of USE-IT! and the activities associated with each of the work packages. We invited the Work Package Leads from the original UIA project to explain their activities and their learning.
- Between May 2021 and October 2021, our focus was predominantly upon producing the Transferability Study. As part of this we held online study visits in each partner city and also Coordination Meetings to discuss aspects of the draft Study. The Transferability Study included:
 - A section describing the original USE-IT! project and its history, policy linkages, principles, activities and impacts.
 - A section detailing City Profiles for each of the PPs and including an exploration of the USE-IT! principles and activities already underway and the scope for the transfer of others as part of the UTM and through IPs.
 - A section detailing a methodology for the 'Adapt' and 'Re-Use' stages of the USE-IT! UTM and including a series of Transnational Meetings and Individual Workshops, which were

designed to both transfer the principles of USE-IT! during the UTM lifetime and inform the development of the IPs and SP.

- The final aspect of the Understand Phase was to support partners to develop their ULG and to set up the project management structures required to deliver upon the methodology for the UTM and create the IPs and SP.

2.3 The Adapt Phase (October 2021 to April 2022)

The second phase of the USE-IT! Transfer Mechanism took place between October 2021 and March 2022 and focused predominantly upon supporting the PPs to adapt the principles and activities of USE-IT! to their own contexts and to create draft IPs. This phase also focused upon supporting Birmingham to improve the UIA project and to develop a Draft SP. The following activities were undertaken during this period:

- Three Transnational Meetings were held online in October 2021, December 2021, and February 2022. The meetings focused upon specific aspects of USE-IT! and explaining them and exploring with PPs how they potentially fitted in the contexts of their own cities and the extent to which the principles could organically be transferred during the lifetime of the UTM or which the activities could be included in the IP for delivering against into the future. The meetings also focused upon explaining the different component parts of the Investment Plan and Springboard Plan.
 - The October 2021 meeting focused upon the Macro and Micro Assets aspects of USE-IT!, alongside Community Research.
 - The December 2021 meeting focused upon the Jobs and Skills aspect of USE-IT!
 - The February 2022 meeting focused upon the Social Enterprise aspect of USE-IT!
- A series of Individual Workshops (facilitated by the Lead Expert) have been held with each PP and the LP focused upon exploring different aspects of USE-IT! and supporting the development of the evolving IPs and SP. These have been in addition to ULG Meetings in each city and have focused upon the following.
 - Rotterdam have been involved in 4 Workshops on the topics of: Anchor Institutions, the initial Draft IP, the Social Economy, and Social Value Procurement.
 - Poznan have been involved in 3 Workshops on the topics of: Macro and Micro Assets, identifying a suitable neighbourhood for USE-IT! activities, and Community Economic Development Planning.
 - Trapani has been involved in 2 Workshops on the topics of: identifying a suitable neighbourhood for USE-IT! activities, and the initial Draft IP.
 - Birmingham has been involved in 1 Workshop on the development of the structure for the SP.
- Finally, the activities undertaken during the Transnational Meetings and Individual Workshops have been utilised by each PP to develop their draft IPs and for the LP to develop their SP – a particular emphasis was placed on identifying the aspects of USE-IT! relevant for inclusion in the Plans. The draft Plans included introductions, a section on the policy context, a section on how they are looking to adapt USE-IT! to their own contexts, and an overview of USE-IT! activities included in the Plan.

2.4 The Re-Use Phase (May 2022 to October 2022)



The third phase of activities of the USE-IT! Transfer Mechanism took place between May and October 2022 and was focused upon supporting partners to improve and further develop sections of their IP and SP, and also gain further real life understanding of the USE-IT! approach in Birmingham and how each PP was looking to transfer the principles of USE-IT! and its activities. The following activities were held in this period, all with a view to creating coherent final IPs and SPs by the middle of October 2022:

- In May 2022, we held a Peer Review online session with the partners. Each partner was asked to read each other's IP, with all partners reading Birmingham's SP, with a view to identifying suggestions for improvements, asking key questions, and thinking about amends they could make to their own Plans. The Peer Review session also set introduced information on other sections of the IPs and SP to be written, particularly around costings, funding, and monitoring indicators.
- In June 2022, we held the USE-IT! 'Roadshow', which included physical visits to Poznan and Rotterdam. The focus of these visits was to understand more about how each PP was looking to embed the principles of USE-IT! into their city and also to explore the potential activities forming part of their IPs. It was also an opportunity to further develop the dynamic of the UTM and the relationships between partners.
- In early September 2022, the Lead Partner Coordinator and the Lead Expert visited Trapani in order to understand more about their approach to regeneration and to work directly to adapt and improve their IP.
- In mid-September 2022, all partners came to Birmingham to see USE-IT! physically and with the purpose of making final tweaks to their IPs and for Birmingham to the SP. The visit also provided all partners with the opportunity to pitch their IP and SP to the URBACT Secretariat and gain some final insights into how the Plans could be improved.



3. Individual Partner Journeys

This section of the Final Report provides a summary for each partner their 'journey' as part of this USE-IT! Transfer Mechanism. In this we provide information about each city; their starting point in relation to USE-IT! principles and activities as detailed in the Transferability Study; the principles and aspects of USE-IT! they have managed to directly transfer during the lifetime of this UTM; the focus of their Investment Plan; and finally some concluding thoughts and next steps. This is also provided for Birmingham and in relation to their Springboard Plan.

3.1 Poznan



The City of Poznań 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, Poznań 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 Poznań is strong and is growing. In 2019, GDP per capita stood at 128,833 PLN (around 26,000 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 Poznań is subsequently relatively low. As of December 2021, the unemployment rate in Poznań was 1.6%, which is lower than the 2020 figure of 2.0% and higher than the 2019 figure of 1.1%, but significantly lower than the 2005 figure of 6.2%. Despite the high levels of employment, there remains demand in Poznań for higher skilled residents and employees, in order to further grow and enhance the economy. There is also significant potential to evolve and grow the Social Economy.

3.1.1 Poznan's Starting Point

As part of the development of the Transferability Study, we assessed each of our partners using a RAG rating as to the extent to which they were already embedding the principles of USE-IT! in their own cities and delivering USE-IT! type activities. A green rating suggested that the principle or activity was fully underway, an amber rating suggested that the principle or activity had commenced to some extent, and a red rating suggesting that the principle or activity had not started at all. Table 1 below details that Poznan's ratings were largely red or amber, suggesting that there was significant scope to embed USE-IT! principles in Poznan directly through the UTM and detail a range of activities in the Investment Plan.

Table 1 – Starting point of Poznan

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

Upon completing the Transferability Study in October 2021 and using the above RAG assessment as the basis, we identified the following principles and activities for transferring directly during the UTM:

- 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.

We also identified USE-IT! activities that could potentially form part of the Investment Plan for Poznan as follows:

- 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.

3.1.2 Poznan’s Direct Transfer

Poznan has been an active participant in all of the activities of the USE-IT Transfer Mechanism including Transnational Meetings, Individual Workshops, Coordination Meetings and the Final Partner Meeting in Birmingham. They also hosted partners as part of the USE-IT! ‘Roadshow’. This active participation has enabled Poznan to gain a good understanding of the USE-IT! method, but as demonstrated in Table 2 has not always enabled a full embedding of the direct aspects of transfer detailed above, nor has it enabled the full implementation of USE-IT! principles.

Table 2 – Extent to which Direct Transfer realised in Poznan

Aspect of Direct Transfer	Transfer Extent	Commentary
Support in the development of a new City Development Strategy that furthers bringing together of top-down and bottom up approaches.	?	Poznan has learnt about the USE-IT! approach to local economic development and regeneration and of the importance of linking top-down and bottom-up interventions. This has however not been directly transferred into City Development Strategy.
Start process of developing Anchor Institution Network.	X	This has not happened in the lifetime of the USE-IT! Transfer Mechanism.
Learning about the principles and process of developing a Community Research Programme.	✓	Poznan learnt about Community Research during Transnational Meetings and initially sought to embed as a key area of activity in their Investment Plan.
Develop Social Enterprise Network further.	?	Poznan engaged Social Enterprises in Transnational Meetings and we visited Social Enterprises in Poznan as part of the Roadshow. It is however unclear as to how this Social Enterprise Network has evolved further.
Start process of mapping procurement spend and Social Enterprises.	X	This has not happened in the lifetime of the USE-IT! Transfer Mechanism.
Learning to shape future employment and skills programmes.	X	Poznan learnt about the jobs and skills aspects of USE-IT! both during Transnational Meetings and during the visit to Birmingham. The learning has however not been directly transferred into employment and skills programmes in Poznan.
Learning about the process of Community Economic Development planning.	✓	Poznan has learnt about Community Economic Development both during Transnational Meetings and a bespoke Individual Workshop. Poznan also commissioned workshops at the local level to embed Community Economic Development and support the development of their Investment Plan.

3.1.3 Focus of Poznan's Investment Plan

At the outset of the adapt phase of the USE-IT! Transfer Mechanism and as already outlined, Poznan felt there were a number of aspects of USE-IT! that could form part of their Investment Plan. However, in reality there were a number of political, bureaucratic, cultural and stakeholder barriers that prevented their inclusion in the Investment Plan. Whilst Poznan took inspiration from each of the activities of USE-IT! undertaken in Birmingham, and whilst eventually they want to use the principles of USE-IT! to frame City Development Strategy, their Investment Plan only focuses on the Community Assets element of USE-IT!. Poznan as described in the below extract from their Investment Plan are focused particularly upon harnessing the potential of existing assets in the neighbourhood of Jeżyce.

“Like in Birmingham, the focus of our transfer of USE-IT! and the Investment Plan is upon one neighbourhood – namely Jeżyce. The district has been chosen because there is a very active district council and after being quite a non-popular area for living, it is getting more and more popular. The area is very interesting and fast-changing. Because of this growing popularity it is now facing the risk of gentrification. Community Assets and Finance aspect of USE-IT! has been chosen because it suits best the situation of Poznań and Jeżyce in particular. The focus of our Investment Plan is therefore upon developing a series of activities contributing to economic development of the area especially about the Jeżyce Market to make it more attractive for local buyers, restaurant owners, etc, integration of the inhabitants of the area and drawing together local stakeholders and developing activities for the future. Poznań with a very low unemployment rate would like to get to a higher level with improving community activities and the propositions detailed in this Plan are a way of realising it. The Plan recognises that there are many assets in Jeżyce that have the potential to be utilised in different ways and the Investment Plan presents the opportunity to experiment with this new use of assets and potentially inform wider development strategy into the future. We want to improve the use of assets and also influence the wider approach to economic development across the city.”

3.1.4 The Impact of USE-IT! on Poznan and Next Steps

Overall, whilst Poznan has been an active participant in the USE-IT! Transfer Mechanism, they have found it difficult to fully embed the principles of USE-IT! into their approach to regeneration and in turn difficult to identify suitable activities for inclusion in their Investment Plan. Having said that there is huge potential, both in the neighbourhood of Jeżyce and the wider city to bring underutilised assets into more effective use and drive forward a more progressive approach to City Development Strategy making and delivery. To enable this to happen, a number of cultural and institutional barriers need to be overcome to enable the principles of USE-IT! to be fully embedded including:

- There needs to be more effective leadership from the Municipality to change the approach of the city to regeneration.
- In turn, there needs to be more effective cross-departmental working within the Municipality.
- The Municipality needs to gain a more effective understanding of its macro and micro assets, and subsequently work collaboratively with those assets.
- There is a real wealth of assets in neighbourhoods such as Jeżyce that have the potential to be harnessed and the community needs to be given greater flexibility to realise that potential.

The Investment Plan for Poznan presents an opportunity to pilot a new way of working in Jeżyce and which could be applied to the rest of the city in the future. We are hopeful that participation in the USE-IT! Transfer Mechanism has been a useful first step in changing cultures in Poznan and progressing a new approach to regeneration.

3.2 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.

3.2.1 Rotterdam's Starting Point

As part of the development of the Transferability Study, we assessed each of our partners using a RAG rating as to the extent to which they were already embedding the principles of USE-IT! in their own

cities and delivering USE-IT! type activities. A green rating suggested that the principle or activity was fully underway, an amber rating suggested that the principle or activity had commenced to some extent, and a red rating suggesting that the principle or activity had not started at all. Table 3 below details that Rotterdam’s ratings were largely green or amber, suggesting that many of the USE-IT! principles and activities were either already in place or had already commenced and there was opportunity to use the UTM as a means of embedding USE-IT! principles further directly and enhance them through the activities of the Investment Plan.

Table 3 – Starting point of Rotterdam

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

Upon completing the Transferability Study in October 2021 and using the above RAG assessment as the basis, we identified the following principles and 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's 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.

We also identified USE-IT! activities that could potentially form part of the Investment Plan for Rotterdam as follows:

- 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.

3.2.2 Rotterdam's Direct Transfer

Rotterdam has been a very active participant in all of the activities of the USE-IT! Transfer Mechanism including Transnational Meetings, Individual Workshops, Coordination Meetings and the Final Partner Meeting in Birmingham. Rotterdam also hosted partners as part of the USE-IT! 'Roadshow'. This active participation has enabled Rotterdam to gain a good understanding of the USE-IT! method, and as demonstrated in Table 4 has enabled a near full embedding of the direct aspects of transfer detailed above, and the full implementation of USE-IT! principles.

Table 4 – Extent to which Direct Transfer realised in Rotterdam

Aspect of Direct Transfer	Transfer Extent	Commentary
Further the engagement of communities in the development and delivery of strategy.	?	Rotterdam has sought to understand the way in which Birmingham has engaged with micro assets and developed relationships with macro assets. They have sought to learn about Birmingham's approach to Community Research – this has not however necessarily led to further community involvement in the development and delivery of wider strategy.
Further evolution of Anchor Institution Network.	✓	Rotterdam had in place an existing Anchor Institution Network prior to USE-IT! commencing – however the Network has extended its reach and the influence of its activities, particularly around the process of procurement and social return policies.
Explanation of process of asset mapping.	✓	Rotterdam has learnt directly during Transnational Meeting as to how macro and micro assets can be mapped. They have also

		learnt about spend analysis that can be undertaken of the procurement spend of anchor institutions.
Learn about Birmingham Community Research Programme and share knowledge of Rotterdam's own research programme.	✓	Rotterdam participated in an Individual Workshop focused upon Community Research and also shared their own activities. They have actively looked to take forward this aspect of USE-IT! during the lifetime of the UTM.
Learn more about Birmingham approach to employment and skills programmes.	✓	Rotterdam learnt about the jobs and skills aspects of USE-IT! both during Transnational Meetings and during the visit to Birmingham. They are actively seeking to apply this learning to social return policies and employment and skills programmes in Rotterdam
Develop Social Enterprise ecosystem further.	✓	Rotterdam participated in various exchanges during the course of the UTM about Social Enterprise. This included in a specific Individual Workshop and during the Final Event where a session focused on Social Investment.
Learn more from Birmingham around the involvement of communities in place-based activities and Community Economic Development planning.	?	Rotterdam has been involved in Transnational Meetings around Community Economic Development and have also visited community projects in Birmingham. This has not however translated to specific projects at the local.

3.2.3 Focus of Rotterdam's Investment Plan

At the outset of the adapt phase of the USE-IT! Transfer Mechanism and as already outlined, Rotterdam felt there were a number of aspects of USE-IT! that could form part of their Investment Plan. However, as the UTM has progressed, Rotterdam has either already started to deliver upon some of those activities naturally or slightly adapt the focus of their Investment Plan, so it is more relevant to the local Rotterdam context. Rotterdam's Investment Plan as outlined in the extract below focuses upon two key aspects of USE-IT!.

"During 2022 it has been thoroughly investigated which aspects of the USE-IT! activities, tools and methodologies from Birmingham could be applied in Rotterdam. We want to adopt the holistic approach of understanding community assets and needs through community research and connecting the assets of the local community to assets of anchor institutions and social enterprises. What we want to do in Rotterdam is to bring two developments further: Develop a procurement hub and a unique and sustainable operational structure for neighborhood work-cooperatives.

The "procurement hub" will be a collaborative network including the municipality, various anchor institutions and social enterprises. Within the framework of the social return program, the municipality of Rotterdam already cooperates in the field of social purchasing with 12 anchor institutions from the city, so a good foundation has already been laid. The USE-IT! framework offers us the opportunity to expand these collaborations, shape them better, and focus even more on making impact in communities where there is a need for socio-economic growth. In addition, Rotterdam will also adopt the Preston Spend Analysis methodology. This tool will give the anchor institutions a full insight into their purchasing pattern and thereby detect the volume spent on social and local procurement.

The second development that will be enhanced is further building and strengthening of the network of social enterprises and community organizations in their work and to gain more autonomy and control to shape their lives and livelihoods. This includes developing asset-based community research as a tool to identify the communities' needs and assets. As well as building a financially sustainable structure to the existing community cooperatives, which employ people with a long distance from the labor market, these cooperatives often fulfill an important social function in the neighborhood when it comes to the participation of target groups in a vulnerable situation. By helping them develop a strong and sustainable operational structure, they will be able to better serve the investing power of anchor institutions.

Thus, building bridges between the local communities and anchor institutions will have a positive impact on the wellbeing and wealth of the city and its people. Over the next five years, the USE-IT! team in Rotterdam is dedicated to this goal, which they are proud to present in this Investment Plan."

3.2.4 The Impact of USE-IT! on Rotterdam and Next Steps

Rotterdam is a very experienced city when it comes to URBACT and wider EU projects and have been an excellent partner in this USE-IT! Transfer Mechanism. They have been actively seeking to adapt their approach to local economic development and the USE-IT! Transfer Mechanism has given them the opportunity to really learn about the principles of USE-IT! and its activities and start to embed them directly through the transfer process and into the future as part of the Investment Plan. Rotterdam's role has however not just been one of passive learning – instead they have brought new ideas to the UTM and challenged Birmingham's thinking and approach in the transfer of USE-IT! to East Birmingham.

Involvement in USE-IT! has also had a profound impact upon partnership working in Rotterdam with enhanced relationships between the Municipality, Voorgoed, and Social Impact Fond Rotterdam. We are extremely positive about the Investment Plan for Rotterdam and its focus upon procurement hubs and cooperative formulation – we hope that the principles of USE-IT! will continue to inform policy and practice in Rotterdam well into the future.

3.3 Trapani



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.

3.3.1 Trapani’s Starting Point

As part of the development of the Transferability Study, we assessed each of our partners using a RAG rating as to the extent to which they were already embedding the principles of USE-IT! in their own cities and delivering USE-IT! type activities. A green rating suggested that the principle or activity was fully underway, an amber rating suggested that the principle or activity had commenced to some extent, and a red rating suggesting that the principle or activity had not started at all. Table 5 below details that Poznan’s ratings were largely red or amber, suggesting that there was significant scope to embed USE-IT! principles in Trapani directly through the UTM and detail a range of activities in the Investment Plan.

Table 5 – Starting point of Trapani

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

	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	

Upon completing the Transferability Study in October 2021 and using the above RAG assessment as the basis, we identified the following principles and activities for transferring directly during the UTM:

- 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.

We also identified USE-IT! activities that could potentially form part of the Investment Plan for Trapani as follows:

- 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.

3.3.2 Trapani's Direct Transfer

Trapani has been a relatively inactive participant in the the activities of the USE-IT Transfer Mechanism. Apart from a special visit to Trapani by the Lead Partner Coordinator and Lead Expert and representation at the URBACT Paris training, Birmingham visit and Eurocities Smart Social Inclusion Working Group, Trapani has been an infrequent attendee at Transnational Meetings, Coordination Meetings and the USE-IT! Roadshow. This lack of participation has meant that we cannot robustly assess the extent to which direct transfer has been realised in Trapani, in the same way that we have done for Poznan and Rotterdam and as detailed in tables in previous sections of this report.

3.3.3 Focus of Trapani's Investment Plan

Despite the inability to robustly assess the direct transfer undertaken through this USE-IT! Transfer Mechanism, Trapani did produce an Investment Plan. The Investment Plan was significantly informed by the visit of the Lead Partner Coordinator and Lead Expert to Trapani in September 2022 and specifically ideas about how the former slaughterhouse asset at Cappuccinelli could be harnessed for the benefit of Social Enterprise, Employment Programmes, and Community Projects. The following is an extract from the Trapani Investment Plan explaining its focus:

“The practical application of the UIA Practice from Birmingham will be translated in the main contents of the Trapani Investment Plan, which will be focused around two activities:

- *Implementation of the project TRAPANI MICRO HUB. The European Commission is recently highly involved into the launch of a Social Investment Package, which aims to favor the scalability of social innovation projects and policies in order to develop levels of autonomy and the possibility of action within the paths of social innovation of citizens and to support them in their working and social life. The Trapani Micro Hub project is fully part of this implementation trend. It intervenes with tools, methods and through promotional logic also useful for strengthening the skills of local stakeholders and citizens, especially those in greater difficulty, who are the direct recipients of the intervention itself. The project aims to help young entrepreneurs in building and developing innovative business ideas with the support of business professionals. The professional staff involved in the project will collaborate in drafting business plans to present to financial institutions will give legal and commercial support in the set-up and start-up steps of the business projects. Trapani Micro Hub can help women, young people and migrants by linking business projects and financial institutions that help these categories with loans at subsidized rates, thanks to the collaboration with the bank institute Banca di credito Cooperativo, and by giving them a place to set their firm within a coworking space for free.*
- *Further redevelopment and implementation of the integrated initiative addressed to upgrade the whole suburb of Cappuccinelli within the project for the creation of a “Mediterranean Campus” through the restoration and re-activation of an ancient and dismissed slaughterhouse. The particular emphasis of this Investment Plan is upon how the potential of the asset will be harnessed through the development of a community hub composed by coworking spaces, laboratories and fab-labs for young entrepreneurs and migrants, exhibition spaces, guest rooms, a common vegetable garden and social housing buildings for low-income families. As a new module to be developed, a social vet lab could be fully financed after the presentation of the IP and the identification of the possible sources of financing).*

The implementation of the aforementioned projects, not only in terms of financial sustainability, but also and above all as for the social and participation support needed in order to be effective and sustainable over time, is closely linked to the contribution of the ULG involved in the USE-IT project (ULG leader composed of representatives of the social cooperative, enterprise and social enterprise sector).”

3.3.4 The Impact of USE-IT! on Trapani and Next Steps

The USE-IT! Transfer Mechanism should have been a real opportunity for the City of Trapani to participate in a first URBACT and EU project and develop an Investment Plan that could shape the future of regeneration activity in the city into the future. However, Trapani did not fully embrace this opportunity as much as they could have done, and much more could have been done both during the UTM and potentially into the future to push forward regeneration activities. There is also much that colleagues in Birmingham, Poznan and Rotterdam could have learnt from Trapani and particularly the opportunities presented by the Cappuccinelli site.

There is lots of positive activity happening in Trapani including activities being driven by the Municipality and by social economy organisations – there is also a range of assets which have the potential to be harnessed for social and community purposes. To realise this, there needs to be a shift in culture and more cooperation between partners. We are hopeful that the Investment Plan and the learning from USE-IT! provides the impetus for Trapani to commence this shift towards a more cooperation driven model to regeneration, which will in time bring a range of economic, social and environmental benefits.

3.4 Birmingham

Birmingham is the second largest city in the UK (population 1.1 million) with the second largest economy by Gross Value Added (GVA). Nevertheless, largely due its lost industrial heritage, Birmingham is a city that faces multiple challenges, including:

- Over 40% of Birmingham’s children live in relative poverty.
- Birmingham is the 3rd most deprived core city, behind Liverpool and Manchester.
- Birmingham fares less well across many indicators such as education, skills, and the living environment compared to the rest of England.
- 90% of Birmingham wards are more deprived than the national average.
- The rate of unemployment in Birmingham is double the national average.
- There is a decade’s gap in life expectancy between the poorest areas, such as those in East Birmingham compared to the City’s most affluent areas.

These challenges are then further magnified in particular neighbourhoods within the city including East Birmingham (population 240,00) which is the neighbourhood of focus for both Birmingham’s largest current economic strategy (The East Birmingham Inclusive Growth Strategy, EBIGS) and the Springboard Plan produced as part of this UTM.

3.4.1 Birmingham’s Areas for Improvement

As already described in detail in section 2.1, the USE-IT! project emerged as a result of the desire to adopt a new approach to regeneration in West Birmingham and Smethwick. Despite the project’s successes, an independent evaluation and the initial Transferability Study produced as part of this UTM identified some of the limitations to the original USE-IT! project and, as such, identified potential areas for improvement, with these being:

- The need to embed the USE-IT! approach in policy such that it moves from being a ‘special initiative’ to adopted mainstream practice.
- Similarly, the USE-IT! approach needs to be supported by the policy and practices of those individual anchor institutions that provide the macro assets that can drive the required economic change.
- Establishing a political understanding that USE-IT! is not a convenient ‘quick fix’. Instead that USE-IT! is ultimately aimed at delivering institutional culture change and community trust and that both these take time.
- Demonstrating that the USE-IT! approach can be delivered for less than the original 4 Million Euros, a scale of funding that is never to be repeated.
- Demonstrating that the USE-IT! approach is not dependent on the original team of key individuals but, instead can be adopted and delivered by a new group of USE-IT! champions.

3.4.2 Birmingham's Direct Transfer

The geographical area of focus for Birmingham's original USE-IT! project was the West of the City and neighbouring Smethwick (which is located in the local authority area of Sandwell). As part of the USE-IT! Transfer Mechanism, Birmingham wanted to start the process of transferring the principles of USE-IT! and its activities to the East of the City. During the lifetime of the USE-IT! Transfer Mechanism, Birmingham has been able to do the following:

- Develop links with the key partners and partnerships in the target neighbourhood of East Birmingham, with these being:
 - The East Birmingham Inclusive Growth Strategy team. The team is responsible for the plans the City has for significant capital and project investment in East Birmingham. The Strategy also details the ambitions of the City for this investment to both unlock 'inclusive growth', in terms of local employment and business opportunities, and also address 'cross-cutting' issues such as health and well-being, environmental sustainability and community cohesion. As such it provides the ideal platform for the USE-IT! approach
 - The Birmingham Anchor Institution Network. This Network was formed in September 2019 and brings together six public sector institutions, with a combined workforce over 40,000 and combined annual spend of over £4.5bn, who all wish to use their 'macro' economic assets to do more for the local Birmingham economy
 - The East Birmingham Community Anchor Network. Eight neighbourhood-based organisations in East Birmingham that provide a trusted 'bridge' into either specific neighbourhoods or communities.

- Demonstrate 'proof of concept' through on-the-ground piloting projects for the four USE-IT! workstreams of:
 - Community Research – working with Beatfrees and the BCU and building on the 18-month community research project delivered by the BCU between mid-2020-2022 this contract delivered four specific community research projects: 1) support for the community café/kitchen, 2) potential use for the Boat House; 3) map the social enterprise potential in Ward End, 4) potential use for the Ward End House. The impact of this work ranged from building a relationship with the local organisations to mapping the local potential for change and understanding local assets (both human capital and physical assets).
 - Social Enterprise – Working with the Procurement lead officers from the six Birmingham Anchor Network partners to raise the profile of supply chain opportunities for local social enterprises. Culminating in a 'meet the buyer' event in September. Skills Matching – The I CAN project has brought together both the Birmingham Anchor and the East Birmingham Community Anchor Networks to create a pathway for local unemployed residents into entry level NHS jobs
 - The refurbishment of the Dolphin Centre has provided the opportunity to develop a strong business plan which links the re-development of an important community asset with also community employment and supply chain opportunities. Specific contract was awarded to Forgotten Foods CIC who supported Norton Hall in designing a business plan for their future social enterprise café/kitchen.
 - Community Economic Development – Women Economy has been identified as the hidden potential of East Birmingham and one that would need to be supported. Collaborating with the WMCA, the CEDP focused on understanding and unlocking the women economy in Ward End. A group of women producers (17) were invited to showcase their

produce/products at the local fair organised at the Unity Hubb on 15th October 2022. Each of the future entrepreneurs received mentoring and support from the iSE (Women Enterprise and Community Hub). This also allowed for the thorough mapping and understanding of both existing skills and the missing ones. WECH will continue working with the Unity Hubb and supporting local women to further stages of their business development. Further financial support for this activity has been offered through the WMCA Social Economy Task Force.

- Then building working groups around these workstreams that will then take this work forward beyond the direct transfer phase and into the implementation of the Springboard Plan as described below.

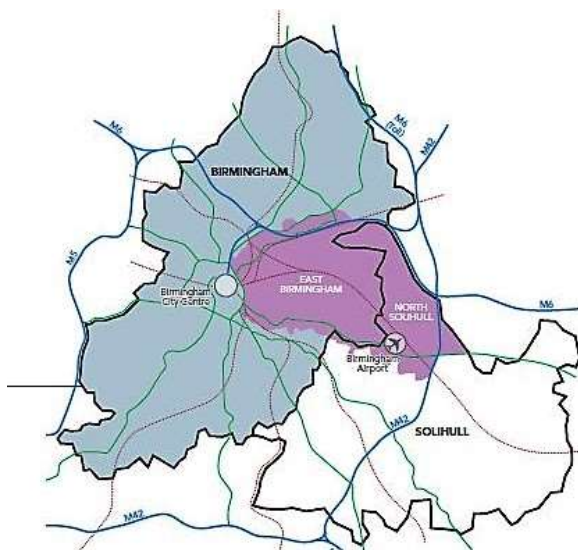
The extent to which Birmingham’s areas of improvement have been realised through the direct transfer from West Birmingham and Smethwick to East Birmingham are detailed further in Table 6.

Table 4 – Extent to which Direct Transfer realised in Birmingham

Aspect of Direct Transfer	Transfer Extent	Commentary
The need to embed the USE-IT! approach in policy such that it moves from being a ‘special initiative’ to adopted mainstream practice.	✓	The USE-IT! approach has now been adopted by both the East Birmingham Inclusive Growth Strategy (EBIGS) and the Birmingham Anchor Institution Network. Although neither are yet seen as ‘mainstream’ both have at least a further 8 years of funding and both have the aim of delivering mainstream systems change.
The USE-IT! approach needs to be supported by the policy and practices of those individual anchor institutions that provide the macro assets that can drive the required economic change.	?	Birmingham City Council has now changed its procurement policy for small contracts (>£25k) to create a level playing field for small local business and social enterprises to win the work. Aston University are in the process of following suit and will produce a new policy of their own in the New Year. The first year of the I Can recruitment project for the NHS is now being evaluated with the aim of producing a business case for I Can to become mainstream practice from 01/04/23.
Establishing a political understanding that USE-IT! is not a convenient ‘quick fix’. Instead that USE-IT! is ultimately aimed at delivering institutional culture change and community trust and that both these take time.	✓	The Birmingham Anchor Network will announce on 18/11/22 that it is committing to fund and support a further 8 years of the network activity as a direct response to the growing understanding that this will take time.
Demonstrating that the USE-IT! approach can be delivered for less than the original 4 Million Euros, a scale of funding that is never to be repeated.	?	This process is underway and the URBACT Knowledge Transfer funding has been critical to demonstrating the financial viability of USE-IT! Analysis in the Springboard Plan has concluded that the ongoing annual budget required will be €415k per year which is less than a third of the

		original UIA USE-IT! budget. In addition €191k of this budget has already been mainstreamed.
Demonstrating that the USE-IT! approach is not dependent on the original team of key individuals but, instead can be adopted and delivered by a new group of USE-IT! champions.	✓	As part of the URBACT Knowledge Transfer programme the original USE-IT! neighbourhood was re-visited and this process has demonstrated that the work of USE-IT! has not only continued since the end of the funding in 2019 but has in fact gone from strength to strength with a new group of USE-IT! champions taking the lead.

3.4.3 Focus of Birmingham's Springboard Plan



The focus of Birmingham's Springboard Plan is the neighbourhood of East Birmingham. It has been chosen, much like the original USE-IT! neighbourhood, because it is an area of both great need and untapped opportunity. The East Birmingham population of 250,000 mostly lives within the top 20% most deprived areas in England. Many of the problems in are common to other areas of high deprivation however they are generally worse in East Birmingham, for example:

- Compared with many other parts of the city, people in East Birmingham have shorter lives and are far more likely to experience poor health.
- Rates of mental health problems are similarly

high.

- Adults in East Birmingham typically have fewer qualifications than average with 36% of people having no qualifications, compared with 28% for Birmingham and 23% nationally.
- Unemployment is also high amongst young people, with almost twice the national average of people between the ages of 16 and 24 out of work.

Having said that, East Birmingham is also a neighbourhood of diversity, enterprise and energy with over 30 different native languages spoken in some of its schools, over 9,000 SME's and one-third of residents being below age 16. There are also a large number of under-utilised assets in terms of buildings and green spaces waiting to be 'unlocked'. Add all of this to the ambitions and opportunities encompassed in the East Birmingham Inclusive Growth Strategy and it makes East Birmingham the ideal target area for USE-IT! #2.

3.4.4 Birmingham's Concluding Point and Next Steps

The Transfer stage of the URBACT Mechanism has successfully helped establish the USE-IT! approach in East Birmingham both in terms of specific activity on the ground and presence in the key strategic partnerships. It has also provided the opportunity to take the first important steps in addressing the 'areas for improvement' listed above. However, it is recognised that there is still significant work to be done for the transfer to East Birmingham to be complete. This includes:

- Building on the specific activity to date to establish an infra-structure of local trusted organisations that can link the opportunities unlocked by EBIGS with the communities that will most benefit.

- Using these specific opportunities for local employment and local procurement to establish pathways ('bridges') that join the top-down investment with the bottom-up support regardless of the opportunity.
- Growing an understanding 'between' the different investment projects to ensure the cross-cutting benefits are realised by providing an infrastructure that can add value to activities/projects that would otherwise remain unconnected or operating in isolation.
- Using the success (good practice, evidence of success, case studies) generated by these specific opportunities to create a 'USE-IT!' culture that is adopted by all the project teams operating in East Birmingham.
- Bringing other major public sector assets (universities, hospitals, housing associations etc.) into the partnership such that practice developed through the short-term investment opportunities (for local employment and procurement) becomes embedded in ongoing public sector practice and helps those macro assets become true 'anchor institutions'.

4. Our Overarching Learning

This section of the Final Report details some of the key learning that has emerged from this USE-IT! Transfer Mechanism. It is split into two parts, with the first exploring our overarching learning from participating in a URBACT/UIA Transfer Mechanism, and the second exploring our overarching learning from the transfer of a project such as USE-IT!

4.1 Key Learning from participating in a URBACT/UIA Transfer Mechanism

Being involved in these pilot URBACT/UIA Transfer Mechanisms has been a new experience for the Lead Partner, the partner cities, and for us as experts. It has taken time for us to understand the purpose of the UTMs, to adapt to an online way of working, to identify the different potential of the partner cities, and to maintain momentum in the production of Investment Plans. Having said all of the above, involvement in the USE-IT! UTM has been a highly enjoyable and rewarding experience and we have learnt a lot on the journey about participating in a URBACT/UIA Transfer Mechanism as follows.

Transfer of a UIA project is complex, but achievable

We found at the outset of the UTM that it has taken some time to fully understand the USE-IT! project, its principles and its activities and additionally the end objective of these UTMs, in terms of outputs and expectations. This is largely down to the complex nature of USE-IT! itself and UIA projects generally. It will take time post this UTM for our partner cities to embed the principles of USE-IT! and implement the activities detailed in their Investment Plans. We do however feel it is achievable to shift approaches to and cultures around regeneration.

Each partner brings something different

Whilst the focus of the UTM has been predominantly upon transferring USE-IT! from Birmingham to the three partner cities, the three partner cities have also brought learning and experience for the others and for Birmingham. We have learnt a lot about Rotterdam's approach to social impact funding, Poznan's approach to neighbourhood councils, and Trapani's approach to flexible working space for Social Enterprises, for example.

The UTM process has enabled new relationships to be developed with stakeholders

We have found that the development of project teams and ULGs has enabled partners to engage with new stakeholders in their city and develop a new spirit of collaboration and cooperation, which has also been assisted by the development of the Investment Plans. Whilst ULGs have been viewed as a key mechanism in bringing stakeholders together, like in any URBACT Network, it has sometimes been difficult to keep them engaged in the project. It has also been sometimes difficult to explain to political representatives the long-term purpose of USE-IT! and these UTMs.

The Investment Plan gives partners an end goal

We have found that the need to produce an Investment Plan on an ongoing basis has been helpful – it has focused partners upon what they need to achieve by the end of the UTM and at various milestones throughout. However, we are not entirely sure that an Investment Plan is the correct output for a projects such as USE-IT!

The method enables learning to be realised

We have found that The UTM has been an opportunity to learn, and the blend of Transnational Workshops and Individual Workshops has enabled this learning to be both general and tailored to the context of each partner city. Partners have welcomed the relatively small size of the UTMs when compared to other types of URBACT Networks and felt in particular that the USE-IT! Roadshow

enabled them to examine their Investment Plans and the relevance of their activities in more detail. The UTM timeframe has however been very quick, and it almost feel that we are at the end of the project before it has even started.

An opportunity to look at regeneration and economic development differently

We have found that the USE-IT! UTM has presented the PPs with the opportunity to look at regeneration and economic development from a different perspective. Many of the mechanisms of USE-IT! are already in place in each partner city, but the UTM has given partners the opportunity to bring them together and change cultures in their city.

Practical example of ITI (Integrated Territorial Investment) implementation

Whilst the ITI instrument has been around for a while, implementing it *right* is still considered an achievement. USE-IT! provides a simple logic of three levers: employment, public sector procurement and a social businesses development to benefit local economies that could inform a successful ITI. The USE-IT! UTM has allowed us to test the three levels in the context of three different cities and very different scales and demonstrated a huge potential for transferability.

4.2 Key Learning from the transfer of USE-IT!

The USE-IT! project which ran between 2016 and 2020 in Birmingham and which was funded through UIA has always been recognised as complex, and with many facets. The end goal of USE-IT! of changing city approaches to regeneration and economic development and alleviate poverty is by its very nature complicated. It needs shifts in the mindsets of senior officers and politicians within Municipalities and other organisations. It needs shifts in the mindsets of residents, communities and the voluntary, community and social enterprise sector. It requires people to operate in a different way to what they are used to. It requires a new approach to regeneration and local economic development to be instigated that is not necessarily about growth, but more about local economic, social, community and environmental benefit. In short, all of the above requires a cultural shift and time.

As part of the USE-IT! Transfer Mechanism, we have sought to start this process of transfer and cultural change with the cities of Poznan, Rotterdam and Trapani, and through the production of Investment Plans identify mechanisms to embed USE-IT! and its principles and activities into the future. We have seen mixed results in the direct transfer of USE-IT! and the potential realisation of the Investment Plans – we can safely say that each of our partner cities understand the USE-IT! project and its principles and activities, but that the scale of future transfer will very much depend on the culture of the city in question and a range of local and constitutional factors.

This mixed experience of the transfer of USE-IT! through this UTM has enabled us to think about our key learning and identify a series of success factors that are needed in places to successfully transfer a project such as USE-IT!. We look to outline these success factors below:

1. ***Every city needs a 'Karolina'*** – to be able to deliver a project such as USE-IT! and to transfer it needs leadership, an individual that is enthusiastic, has an ability to engage strategically and with communities, and is driven by the need to change regeneration and economic development.
2. ***Identify a specific neighbourhood*** – the original USE-IT! project was undertaken in a neighbourhood experiencing significant poverty and inequality, but also with a range of assets that could potentially be harnessed. Cities need to be strategic in their choice of neighbourhood.

3. ***It needs to link to wider strategy*** – a project such as USE-IT! cannot happen in isolation – it needs to be aligned to wider strategy whether that be a specific Masterplan or better still a City Development Strategy.
4. ***USE-IT! is a way or working*** – whilst we have used the terminology of project throughout this UTM, USE-IT! is not a project – instead it is a way of working, a means through which approaches to regeneration and economic development can change.
5. ***People are integral*** – the stakeholders involved in USE-IT! are from a diversity of backgrounds: local authority officers, social enterprises, think-tanks, communities, voluntary and community sector organisations (amongst others). This diversity has to be embraced to drive forward the change required in approaches to regeneration and economic development as required through USE-IT!
6. ***Activities have to link to the overarching way of working*** – USE-IT! has an overarching way of working that is about being the bridge between macro and micro assets and this has followed through into the realisation of activities around jobs and skills, social enterprise, and community assets and finance.
7. ***Evidence and knowledge is key*** – USE-IT! has been driven by the knowledge of the local community through their role as Community Researchers – this has enabled activities to be developed that meet the needs of local people and importantly which have led to impact.
8. ***Persevere and be in it for the long haul*** – change will not happen immediately in adapting approaches to regeneration and economic development. There will be challenges and set-backs. USE-IT! is not a quick fix, but a fundamental change in a way of working that takes time.