



**USE-IT**

Unlocking Social & Economic Innovation Together

# Transfer Mechanism

## Birmingham's Springboard Plan



# Executive Summary

## The Challenge

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 set out to achieve.

## The USE-IT! Approach

In 2016, the City of Birmingham (UK) started to think differently to this accepted, orthodox approach. Inspired by a desire to change the City's approach to regeneration and make it more inclusive, a small number of individuals came together to develop the USE-IT! – 'Unlocking Social and Economic Innovation Together'. A successful bid was then submitted for Urban Innovative Actions (UIA) funding, for just under 4 Million Euros over three years, to pilot USE-IT! in the neighbourhoods of Ladywood in Birmingham and Smethwick in Sandwell. Once the pilot was complete the programme could claim an estimated return on investment of £25m+ which included:

- High level jobs for local people.
- Savings to the public sector in terms of benefits, recruitment costs etc
- Contracts for local businesses
- Grants won by local organisations and inward investment to the area.
- Local assets unlocked for local people.

USE-IT! achieved this by focusing on three key principals:

1. Being 'The Bridge'. In other words working pro-actively in the space between 'top down' and 'bottom up' to maximise the impact of both by focusing on four key themes:
  - a. Community research
  - b. Skills matching for local people to local job opportunities
  - c. Social enterprise creation and support
  - d. Creation of Community Economic Development partnerships linked to key local assets.
2. Being specific. Using Community Research to identify opportunities against the other three themes for immediate targeted action.
3. By building local partnerships from existing local organisations, large and small, so the work can continue beyond the life of the pilot.



## USE-IT! 2 in Birmingham

The USE-IT! approach, using the URBACT transfer mechanism, is now being brought to East Birmingham to support the delivery of the East Birmingham Inclusive Growth Strategy. Immediate targeted activity includes:

- A community research partnership with BCU and Birmingham Public Health
- The I CAN project supporting local unemployed residents into NHS careers
- Public Sector supply chain opportunities for local Social Enterprises and SME's.
- The launch of a Community Economic Development partnership linked to the regeneration of Ward End Park.



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## Introduction

The following presents the Springboard Plan for Birmingham which has been developed as part of the USE-IT! Transfer Mechanism. Funded through the European Regional Development Fund and URBACT, the USE-IT! Transfer Mechanism has primarily sought to transfer a successful Urban Innovative Actions (UIA) project from a Lead Partner City (in this case Birmingham) to three other Project Partners (in this case Rotterdam, Poznan, and Trapani).

For Birmingham, the URBACT programme is also the opportunity, as the Lead Partner City to reflect upon the successes and challenges of the initial UIA USE-IT! project, learn from the other partner cities, and transfer the USE-IT! method to a new neighbourhood, namely East Birmingham. It is the purpose of this Springboard Plan to explain how this 'transfer' will take place, both during (up to November 2022) and after the delivery of the Transfer Mechanism and also detail our ambitions for this process.

This Springboard Plan has been developed through a series of support activities over a 10-month period (January 2022 to September 2022) led by the Ad-Hoc Expert for the USE-IT! Transfer Mechanism, Conrad Parke, and supported by the Lead Expert, Matthew Baqueriza-Jackson and in partnership with Birmingham's Urbact Local Group (ULG)

# 1.1



## Introducing the activities of USE-IT!

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 set out to achieve.

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 Urban Innovative Actions (UIA) funding, through a project called USE-IT! Funded by just under 4 Million Euros of UIA resource the USE-IT! project was then developed, following five overarching steps, with a geographical focus on the West Birmingham and Smethwick area of Birmingham.

The first step 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 step was to understand 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 step 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 step was to take advantage of the range of public and private sector development activities happening in the West Birmingham and Smethwick area (see the Greater Icknield Master Plan - [www.birmingham.gov.uk/greatericknield](http://www.birmingham.gov.uk/greatericknield)) 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 steps 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.

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:

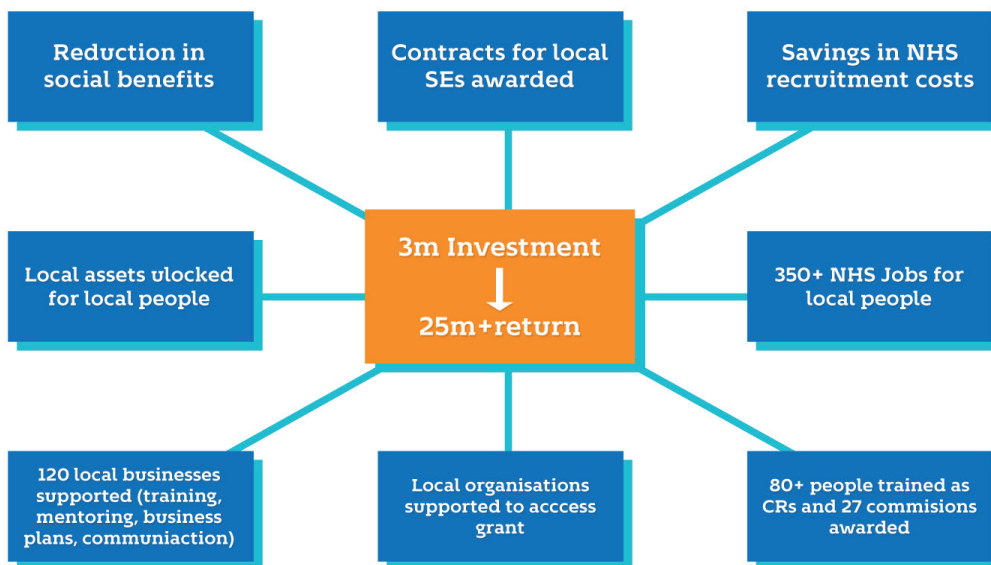
- The first activity undertaken was to develop a coherent steering group of partner organisations to deliver on the requirements of the USE-IT! project in the short term and stimulate a new approach to regeneration in the longer term.
- The second activity undertaken was to map the macro (public and 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.

Overall, however, the ultimate objective of USE-IT! was to use this specific activity to demonstrate a transferable approach that could bring about long-term systems and behaviour change that could deliver long-term improvements for the target neighbourhood beyond the life of the UIA funding. While the success of USE-IT! in terms of this objective is challenging to evidence the following case study (and video) does capture the impact of the approach.

# USE-IT! SUCCESS CASE STUDY

The success of the original USE-IT! project was that the approach unlocked a small number of large assets in an area of high disadvantage and created 1000 micro assets to benefit the local community. This impact is captured in the following video and in this simple infographic which highlights the £25m return on investment from the original £3m UIA investment.

## How did we measure our impact?





# 1.2



## Introducing the Springboard Plans and Birmingham's Approach

This Springboard Plan is the core output for Birmingham as the Lead Partner City for the URBACT/UIA USE-IT! Transfer Mechanism. It details how we will implement 'USE-IT! 2' during the lifetime of the Transfer Mechanism, how we will evolve the USE-IT! approach during this time and outline coherently how we are going to continue to evolve the activities of USE-IT! once the Transfer Mechanism has formally concluded.

As part of the initial Transferability Study process, we studied in detail the original USE-IT! UIA project as described above. We explored the policy context to the development of the USE-IT! approach, the principles of USE-IT! approach, the content of the USE-IT! Work Packages, and the impact of USE-IT! so far. Importantly, we also identified some of the limitations to USE-IT! and the potential areas for improvement as detailed in an independent evaluation undertaken by the Centre for Local Economic Strategies (CLES). These limitations/opportunities for improvement are as follows:

- **Not embedded in policy:** The USE-IT! approach is not underpinned by either national or local level policy and practice, meaning that there is not necessarily backing to take the approach, despite its success, and embed it in mainstream practice. Going against the grain of how regeneration is still delivered.
- **Unwillingness of partners to change:** The ambition of USE-IT! to develop local economic activity, principally through unlocking macro asset (i.e. anchor institutions) employment and procurement opportunities, is not necessarily supported by the policy and practices of those individual anchor institutions.
- **Culture change takes time:** The ultimate goal of USE-IT! is not just to deliver economic improvement but to fundamentally change the culture of the public sector practice but it is now clear that this takes longer than a 4-year UIA project.
- **Working with a smaller budget:** Similarly, whilst the original USE-IT! received nearly 4 Million Euros of funding, USE-IT! 2 is going to have to succeed with a far more limited budget beyond the life of the Transfer Mechanism.
- **Building trust takes time:** USE-IT! established that community engagement is absolutely central the success of the USE-IT! approach but that it takes time to develop the trust required to make this engagement succeed.
- **Can we get the band back together?** The original USE-IT! succeeded because of the drive, enthusiasm and desire of a small number of individuals. It is unlikely that USE-IT! 2 will be different but also it can't just depend on the same group. New individuals need to be found who will be champions of USE-IT!

Overcoming these limitations is the starting point of this Springboard Plan for USE-IT! 2 and will be key considerations as Birmingham seeks to transfer the USE-IT! approach to another neighbourhood in the city. The neighbourhood for USE-IT! 2 is East Birmingham. It has been chosen because, like Ladywood for the original USE-IT!, it combines with high levels of deprivation and disadvantage with significant forecast future investment in both the physical and economic regeneration of the area. However, in terms of the goals of this project to further develop the USE-IT! approach, the choice of East Birmingham is important because:



It is a far bigger neighbourhood compared to Ladywood with 250,000 residents compared to 60,000 which will be a test of the USE-IT! approach to deliver at scale.



It is also far more high profile with an existing strategic governance structure, the East Birmingham Board, which means USE-IT! will be operating with the full scrutiny of politicians and senior public sector leaders. This will be a test of the ability of the USE-IT! approach to effect policy and strategic decision making.



Finally, East Birmingham is home to the East Birmingham Inclusive Growth Strategy (EBIGS) a far more complex strategy than the Greater Icknield master Plan was for Ladywood. This will be a test of whether the USE-IT! approach can deliver in a far more complex environment.

# 1.3



## The Sections of the Springboard Plan

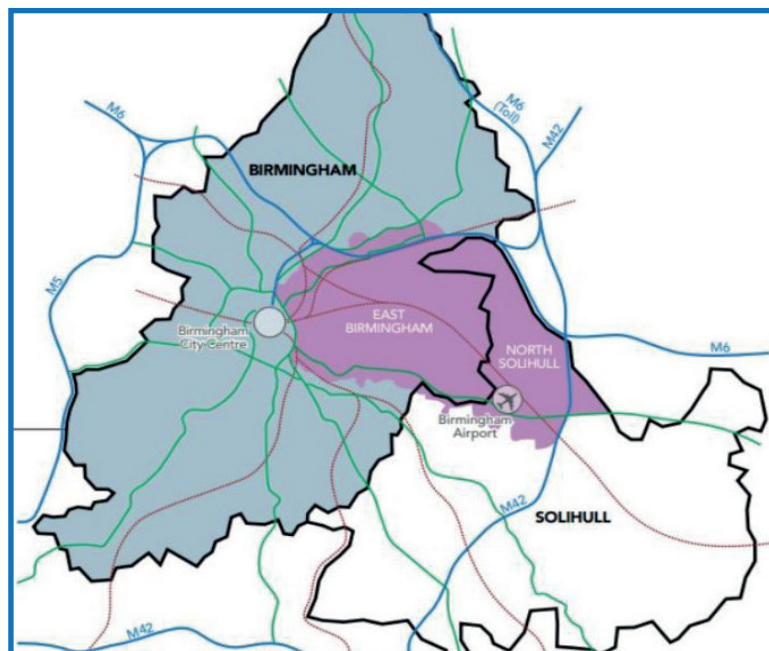
This Springboard Plan consists of five sections:

- The National, Regional and Local policy context and analysis of need for USE-IT! 2
- The background to and evolution of the USE-IT! approach.
- Details of USE-IT! 2 including an outline workplan, activities and anticipated results.
- The forecast budget.
- Our Monitoring and evaluation approach to both ensure the success of USE-IT! 2 and also capture the learning from this Transfer Mechanism process.

# EAST BIRMINGHAM CASE STUDY

East Birmingham is a large and extremely diverse area. It has huge resources and untapped potential, but unfortunately over the past 30 years, and really throughout its history; it has not seen the same levels of attention and investment as other areas of the city.

Having a population of just under 240,000, East Birmingham is almost a 'city within a city' being just slightly smaller than Plymouth or Brighton. It is also an extremely diverse area – with up to 30 different native languages being spoken in some of its schools. Added to this is the young age profile of the local population – with one-third of residents being below age 16.



Within these boundaries are a series of suburbs, each having their own unique identity. Alum Rock is a very densely populated area, with a thriving local centre specialising in Asian products and food. Yardley has a historic Conservation Area. Tyseley is a historic railway hub and historical industrial area. Shard End is an excellent example of a post-war housing estate. Ward End is developing into a real community hub and Stechford is building up a community-led approach to improve its green spaces. Just to name a few examples.

Despite the industrial heritage to the area East Birmingham is a very green area – with the impressive 54 acre Ward End Park, the Cole Valley which runs through the heart

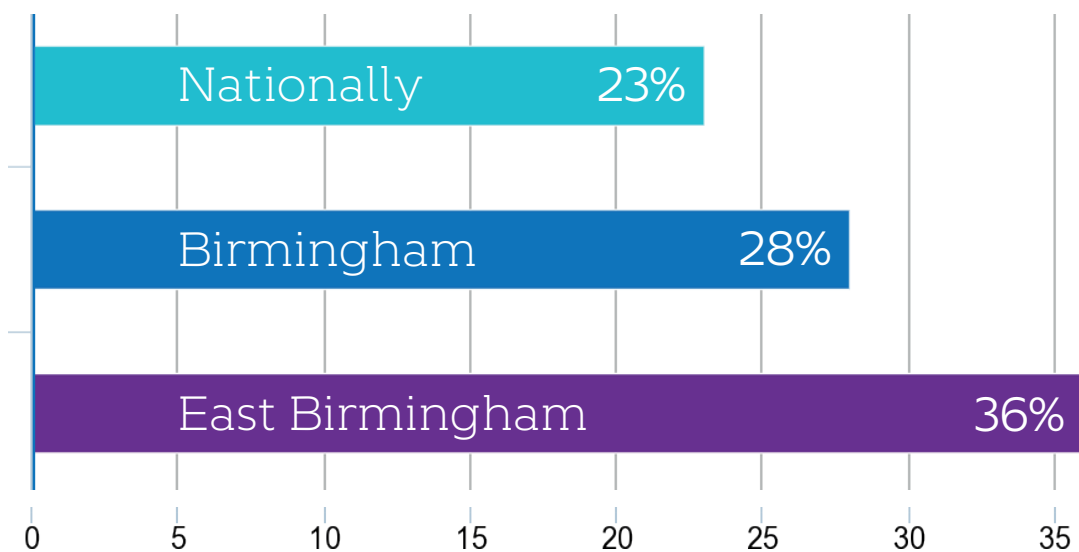
of East Birmingham and 180 smaller green spaces that are important to the local community.

Though this is all very positive, East Birmingham does have its share of challenges. Congestion is a major problem and local transport is often seen as being poor, especially if travelling north-south.

Unemployment and skills attainment are also major issues in the area. This is especially true in the Hodge Hill Parliamentary Constituency, which has the highest number of people claiming unemployment benefits in the whole of the UK – at 14.1%.

Adults in East Birmingham typically have fewer qualifications than average with 36% of people having no qualifications at all, compared with 28% for Birmingham and 23% nationally.

### % of people with no qualifications



The community also feel that the area is forgotten about and passionately express this concern when discussing anything relating to East Birmingham. The green spaces, though numerous, are often in poor condition and services generally are often extremely stretched and outdated.



## 2

# The Policy Context

This section of the Springboard Plan for Birmingham places the principles and activities of USE-IT! and the Transfer Mechanism in the context of policy challenges and policy frameworks at the European, National, and Local levels. This includes attempting to make allowance for the current changing policy picture in the UK and the impact of BREXIT on the relevance of EU policy into the future. It does this by describing the policy challenges that are generally being faced around regeneration at each of the three geographical levels (including statistics); before outlining contemporary policy frameworks which are designed to enable the evolution of USE-IT! at the three geographical levels. It concludes by detailing how the activities outlined in this Springboard Plan will potentially contribute towards addressing policy challenges and realising policy frameworks into the future.

# 2.1



The thematic policy challenge  
being addressed



### **The thematic policy challenge being addressed:**

- Historically approaches to urban regeneration have not worked. The pattern of urban poverty today in the UK is still almost identical to the same map 50 years ago – despite billions of pounds being spent trying to change it. City centres have improved but many urban neighbourhoods, even those directly adjacent to the city centre, are still trapped in a cycle of poverty and disadvantage. In other words ‘Trickle down’ theory, by itself, does not work. This is because capital investment (new housing, new infrastructure, etc) by itself does not address the wider determinants of disadvantage despite the promises nor does the simple creation of more ‘wealth’ mean everybody benefits.
- So, rather than the above, a new approach is needed that is far more pro-active in ensuring that investment and ‘growth’ leads to the greatest good, for the greatest number of people. The East Birmingham Inclusive Growth Strategy provides the opportunity to test this conclusion as it is a strategy that brings together significant capital investment over a long period of time with the ambition to address broader social outcomes for a community that badly deserves it.
- But further to this, if successful, this new approach has to influence the ‘hearts and minds’ of senior decision makers for the city such that the fundamental way Birmingham operates is changed. As mentioned previously, this is why East Birmingham has been chosen as the target neighbourhood as it is politically very high profile for Birmingham with significant oversight from politicians and public sector leaders.

## 2.2



## The scale of the challenge

## European Level

The eighth [report](#) of the European Commission on economic, social and territorial cohesion from February 2022 details the contemporary scale of the challenge at the EU level when it comes to the thematic policy challenge of poverty and also explores the impact of the Covid-19 Pandemic. The report states that: “the number of people at risk of poverty and social exclusion has fallen by 17 million between 2012 and 2019, mostly due to the decline of the number of people in severe material deprivation in eastern Member States. The pandemic, however, increased the number of people at risk of poverty and social exclusion by 5 million in 2020.”

Poverty therefore remains a significant and in current times a growing challenge across Europe and is as such the overarching objective which this USE-IT! Transfer Mechanism and our Birmingham Springboard Plan is seeking to contribute towards addressing.

## National Level

Taken from the current government’s own ‘Levelling Up’ White Paper:

*“The UK has larger geographical differences than many other developed countries on multiple measures, including productivity, pay, educational attainment and health. Urban areas and coastal towns suffer disproportionately from crime, while places with particularly high levels of deprivation, such as former mining communities, outlying urban estates and seaside towns have the highest levels of community need and poor opportunities for the people who grow up there.*

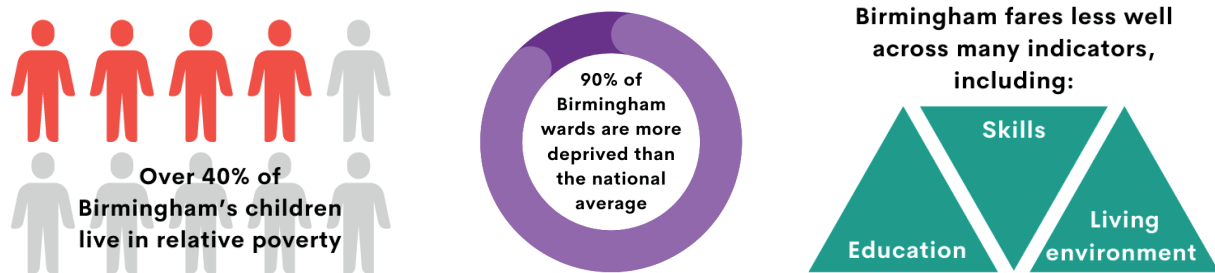
*These disparities are often larger within towns, counties or regions than between them. They are hyper-local and pockets of affluence and deprivation may exist in the same district. Indeed, many of the worst areas of deprivation are found in the UK’s most successful cities. While change is possible, in some cases, these differences have persisted for much of the last century. And some of the UK’s most successful cities – such as Birmingham, Manchester, Leeds, Glasgow and Cardiff – lag behind their international comparators when it comes to productivity and incomes.”*



## Local Level

The scale of this challenge has been clearly articulated most recently in the launch of the Birmingham City Board Prosperity and Opportunity for All: Birmingham's Levelling Up Strategy. The argument underpinning the need for the strategy highlights that:

- 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.



With regard to East Birmingham specifically, much of it falls within the top 20% most deprived areas in England according to Government statistics. Many of these problems are common across the West Midlands, however they are generally worse in East Birmingham than they are across the rest of the region. 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. The number of people living with, or dying early from, long term health conditions like diabetes, respiratory problems and heart disease is much higher in East Birmingham than in other areas.
- Rates of mental health problems are also high, ranging from depression and anxiety through to schizophrenia and bipolar disorder.
- 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.

# 2.3



## The Existing Policy Framework

## European Level

As already outlined, the core European level policy challenge that the original USE-IT! project and indeed this Transfer Mechanism is seeking to address is that of poverty. Combating poverty and social exclusion is one of the specific social policy goals of the EU and its Member States. Since 1975, this has resonated in a number of policy and legislative documents including the Treaty of Amsterdam, the Lisbon Agenda, and the Europe 2020 Strategy. It is in the Europe 2020 Strategy that targets were first set around addressing poverty, with an objective to move 20 million people out of poverty by 2020 – new targets have subsequently been set to move a further 17 million people out of poverty by 2030.

The European Commission is seeking to realise these targets through a number of legislative, policy and programme interventions. 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 – all of which potentially alleviate poverty.

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. Two initiatives were presented under the European Pillar of Social Rights in March 2021, namely the EU Strategy on the rights of the child and the proposal for a council recommendation establishing a European Child Guarantee.

## National Level

- The history of regeneration policy in the UK is not one of success. As mentioned above, all the evidence proves 'trickle down' does not work.
- The Government's Levelling Up white paper is the UK's latest attempt at addressing economic inequality across the country. However, simply having a policy is not enough. An approach needs to be applied that turns this policy into impactful and deliverable practice.
- To achieve this key questions need to be answered before we can translate this national policy successfully for the Birmingham context. For example, what is the nature of growth we choose to pursue

through 'levelling up'? Are we happy with growing GDP or are we genuinely committed to an inclusive approach that benefits those most in need? Are we just going to focus on direct economic outputs or are we prepared to recognise that multiple issues lead to embedded poverty?

- This thinking is starting to be reflected in new national level ideas such as Donut Economics, Community Wealth Building and Just Transition. Approaches such as '[Donut Economics](#)' and '[Community Wealth Building](#)' provide the theoretical framework for answering these questions but we still need to learn how to deliver these ideas as local practical solutions.

## Local Level

- Birmingham, in the past 30 years, has been no different to most other Local Authorities in the UK in that it has operated on the assumption that inward investment and infrastructure will address poverty for all without anything additional needing to be done.
- Then, when we have tried to act more pro-actively to unlock investments, it has been by 'doing to' communities rather than utilising the micro assets, partnerships, expertise, knowledge, resources etc that are already present and, as a consequence, the benefits have tended to be short lived.
- There is, however, growing evidence that the city's understanding of what needs to be done is changing and that the traditional approach to addressing poverty is being challenged. This ambition is reflected in many recent regional and local strategies and action plans:
  - o Birmingham's City Board Prosperity and Opportunity for All: Birmingham's Levelling Up Strategy .
  - o Birmingham's 'Living Wage City' action plan.
  - o Birmingham's Partnerships for People and Places pilot.
  - o Birmingham's Jobs and Skills Delivery Plan with Network leading one of the four workstreams.
  - o Birmingham City Council's Everyone's Battle Everyone's Business Equality Strategy and Action Plan. Including desire for a Birmingham Employment Charter
  - o West Midlands Combined Authority's Social Economy Growth Strategy and Action Plan with Ward End being identified as a pilot area for a Social Enterprise business cluster.

- o Breaking Down the Barriers
  - o Birmingham Development Plan
  - o WMCA – Inclusive growth framework
- That is a lot of policies, strategies and action plans. All aimed at addressing urban poverty. All acknowledge the challenge Birmingham is facing and all aim to address an issue that will make Birmingham a better place to live. However, what they also have in common is that THEY ALL NEED TO BE DELIVERED. In other words they all need to be activated by an approach that will take the words off the page, including the commitment from the stakeholders involved and the underpinning research, and then unlock them into agents of change for the greater good.
  - This is why the East Birmingham neighbourhood and the East Birmingham Inclusive Growth Strategy has been chosen as the home for USE-IT! 2 as it brings together all the above policies in one place and, therefore, one opportunity for the USE-IT! approach to demonstrate its worth.
  - The USE-IT! approach for East Birmingham will also provide a link to 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 £4.5b, who all wish to use their economic assets to do more for the local Birmingham economy ([cles.org.uk/get-involved-2/birmingham-anchor-network](https://cles.org.uk/get-involved-2/birmingham-anchor-network)).

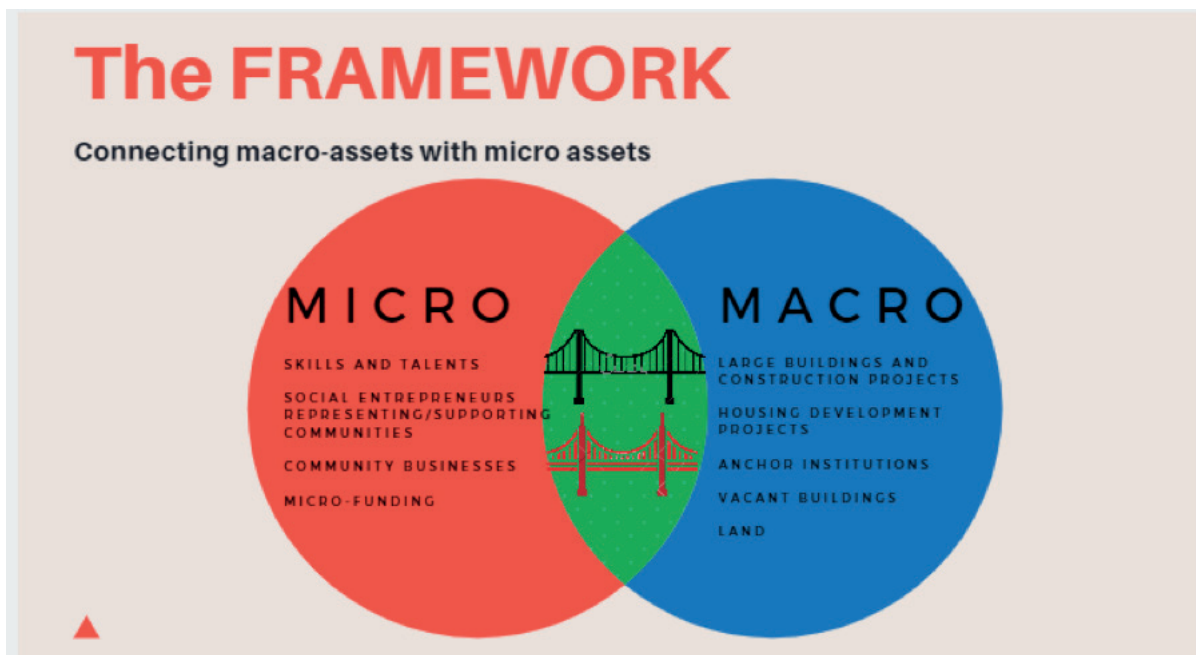
#### **Contributing to the policy framework through USE-IT!**

- The East Birmingham Inclusive Growth Strategy details 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.
- To help ensure that these investments deliver these ambitions USE-IT! will:
  - o Create an infra-structure of local trusted organisations that can link the opportunities unlocked by EBIGS with the communities that will most benefit.
  - o Use specific opportunities for local employment and local



procurement to create pathways ('bridges') that join the top-down investment with the bottom-up support.

- o Operate 'between' the different investment projects to ensure the cross-cutting benefits are realised by providing an infra structure that can add value to activities/projects that would otherwise remain unconnected or operating in isolation.
- o Use 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 (a USE-IT! charter?)
- o Bring 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'.





# 3

## The Investment Proposal

This section of the Springboard Plan for Birmingham places the proposed activities of focus in the context of the limitations identified earlier on around the original USE-IT! project and particularly details how we will seek to overcome them. It then subsequently details how USE-IT! will be adapted in East Birmingham and into the future. Finally, it outlines how the URBACT method has enabled Birmingham to develop the activities for inclusion in the Springboard Plan.

# 3.1



## Brief details about the USE-IT! Transfer Mechanism

The USE-IT! Transfer Mechanism has been operating since March 2021 and will conclude in November 2022. This Springboard Plan is the core output for the Lead Partner City of Birmingham and has been developed over the course of the of the Transfer Mechanism. Each of the activities which Birmingham has led upon over the last twenty months have contributed to learning from the other cities and the development of this Plan. These activities have included the leadership of Transnational Meetings and Individual Workshops and one-to-one support provided by our Lead Expert.

## 3.2



### Overcoming the limitations of the original USE-IT! Project

In Section 1.2 six limitations to the original USE-IT! project were identified. These will be addressed in this second iteration of USE-IT! as follows :

- **How do we plan to embed USE-IT! in mainstream practice?**
  - o By using the partnerships and pathways developed to deliver the wider ambitions of EBIGS to then create a permanent infrastructure in East Birmingham that will support the public sector macro assets to become permanent 'anchor institutions'.
  - o By working with 'place' to establish clusters, networks and partnerships that can provide a voice and can shape what we are doing but also provide the ongoing infrastructure 'post' USE-IT!
  - o By using the success with EBIGS to get the USE-IT! approach adopted as standard practice for future Birmingham investment plans/strategies.
  - o By communicating successes and pursuing high profile awards and acknowledgement.
  
- **How will we overcome the barriers to local Anchor Institution employment and procurement opportunities?**
  - o By recruiting two experts in local employment and procurement to the team who will work with the Anchor Institutions during the delivery phase of the transfer mechanism to develop good practice.
  - o By linking this work to the ambitions of the Birmingham Anchor Institution Network and using the support of the Network to create a local employment and procurement infrastructure in East Birmingham.
  
- **How will we generate the momentum required to deliver the long-term challenge of institutional culture change?**
  - o EBIGS is a long term challenge overseen by the East Birmingham Board (a senior partnership board with significant influence). We also link to and help deliver other local strategies and action plans (see Section 2.3).
  - o By using specific, targeted interventions to demonstrate success and generate good practice.
  - o By creating the infrastructure for delivery through existing resources so there is no reason for the progress to stop.
  - o By creating buy-in from senior leadership (City Board, East Birmingham Board, Birmingham Anchor Network Leadership Group)
  - o By producing evidence of change through monitoring and evaluation.

- **How will we achieve all this with a lack of funding?**
  - o By embedding the USE-IT! approach within the BCC EBIGS policy team which has access to many times the original USE-IT! budget.
  - o By then getting the EBIGS policy team to take ownership of introducing the USE-IT! approach to East Birmingham.
  - o By unlocking existing assets, working with existing resources.
  - o By linking the successes of USE-IT! to the ambitions of other partnerships (i.e. Birmingham Anchor Network).
  - o By targeting funding opportunities (Shared Prosperity Fund) when and only when external funding is required to fill a critical gap in the workplan.
  
- **How will we overcome the challenge of the time it takes to create community trust?**
  - o By creating a network of existing local trusted organisations.
  - o By creating a culture of 'doing with' not 'doing to'.
  - o By creating a USE-IT! code of practice to ensure sign up to good practice in community consultation and engagement.
  
- **How will we re-create an enthusiastic and driven team!**
  - o We've got the band back together! (more or less)
  - o By ensuring the team being recruited by BCC to deliver the EBIGS are grounded in the USE-IT! approach.

### **The role of the URBACT Method**

Throughout the development of this Springboard Plan for Birmingham, we have followed the principles of the URBACT Method in four main ways.

First, we have ensured that the principles of Integrated Urban Development are thought about and implemented in the development of this Springboard Plan. This Springboard Plan seeks to think about policy across the territorial spheres of economic, social and environmental, it seeks to create long-lasting and effective local partnerships, it seeks to engage different levels of governance, and it seeks to promote both 'hard' and 'soft' investments.

Second, the activities included in this Springboard Plan have been framed by URBACT's principles for the transfer and improvement of good practice of 'Understand, Adapt, Re-Use'. We have looked to understand the limitations of the original USE-IT! approach, we have identified the activities for transferring directly in the duration of the Transfer Mechanism to East Birmingham and have adapted them, and we have identified activities for re-using through this Springboard Plan in East Birmingham.

Third, we have made the development of the Springboard Plan participatory, with it being driven by the members of our ULG, many of whom were involved in the original USE-IT! project and who will be integral to its delivery in East Birmingham (as detailed in section 4.3).

Fourth, we have shaped the development of the Springboard Plan by the learning gleaned from our partner cities of Poznan, Rotterdam and Trapani through a process of online meetings, workshops and visits. The learning from this process includes:

- **From Rotterdam:**
  - o Support the development of a social economy by embedding an understanding and awareness across all stakeholders via targeted training to make east Birmingham 'social economy literate'.
  - o Use this as a steppingstone to develop a 'social economy ecosystem' for East Birmingham based on the Rotterdam Impact Coalition model with the system incorporating a range of partners to deliver an ecosystem including:
    - Finance
    - Networks
    - Market
    - Mindset
    - Entrepreneurs
    - Policies and procedures.
  - o The possibility of adapting the Rotterdam RIKX initiative aimed at a mechanism that allows private-sector partners to purchase digital tokens that can then monetise social impact generated by social entrepreneurs, similar to "offsets" in the carbon market.
  
- **Poznan:**
  - o A Centre for Social Initiatives, this is a locally embedded asset that makes it possible for senior strategists to work with communities. Birmingham should consider similar assets for east Birmingham.
  - o The freedom within which their community based assets are able to operate. Trust local management/leadership to respond to local need without being overly tied down to a detailed action plan or targets. This thinking could be applied to the Ward End House and Dolphin Centre developments.
  - o Similarly the high aspiration of the Poznan community projects (the quality of the art on display, the inclusive ambitions of LABA Land, the social enterprise shop in a prime shopping location) should be learned from because of the positive message it sends the community, i.e. challenges a 'dependency' culture and a focus on simply meeting basic needs.

- o The clarity of their strategic plan - the use of graphics, images, charts, maps, pictures to make strategic reasoning and ideas far more accessible to communities.

- **Trapani**

Both Trapani developments mirror similar opportunities in East Birmingham. There is the opportunity to learn and grow alongside each other.

- **Villawatt**

Use of their work plan template (see 4.2)





4

## USE-IT! 2 in operation

This section of the Springboard Plan for Birmingham sets out a detailed workplan of what we are going to do in the future in East Birmingham. In this, we focus particularly upon the activities, exactly what they will be made up of in East Birmingham, their timeframes and any potential risks. In addition, we also outline a list of partners for each activity which will be involved in the delivery of the Springboard Plan into the future.

# 4.1



## Overarching Value Proposition

An overarching and passionate value proposition outlining what we want to achieve and over what timeframe.

- Birmingham is a city with many strengths and opportunities.
- East Birmingham is a growing place; a place with great potential. It is home to more than 240,000 people and forms a crucial part of the city and region's economy. Major growth is coming with the potential to deliver 60,000 new jobs and 10,000 homes within and near to East Birmingham over the next ten years. With the coming of the UK's first high speed rail line (HS2) and the proposed Midland Metro East Birmingham to Solihull extension, East Birmingham has a once in a lifetime opportunity to kick-start positive change for the area.
- It is a young community where a third of residents are under 16 years old - one of the highest proportions of children in the country and it is a welcoming place where people of many different nationalities, over 28% of the population were born overseas, have made their homes, bringing with them diverse cultures, faiths and languages.
- Also a neighbourhood of micro assets – young population, diversity, small business, 3rd sector, community organisations, social entrepreneurs.
- Yet, despite years of regeneration and inward investment, something in the system is clearly failing (see Section 2.2 - scale of the local challenge).
- As argued above, just because investment happens it does not automatically follow that everyone will benefit.
- The original USE-IT! initiative demonstrated how this system can be changed so that a better, more sustainable economy can be genuinely delivered for ALL by:
  - o Utilising community research to ensure local assets, opportunities and challenges are properly understood.
  - o Embedding Community Economic Development plans such that communities are in the strongest possible position to maximise the benefits being delivered 'top down'.
  - o Developing and investing smart intermediary organisations to be 'the bridge' between 'top down' and 'bottom up' such that maximising these benefit is not left to chance.
  - o Identifying specific opportunities for early action, against the themes of local employment and procurement, such that good practice and trust is being built from day one.
  - o Ultimately using all the above to break down silos and change cultures such that the USE-IT! approach is mainstreamed.

- But for USE-IT! (2) to have the transformative impact we believe it can have, we need to deliver it:
  - o on a larger scale so the impact cannot be ignored.
  - o in the full glare of senior leadership scrutiny so we can create champions with the influence to change institutional cultures.
  - o connected to long-term (permanent) opportunities such that the USE-IT! approach moves from 'special initiative' to embedded mainstream practice.
  - o so the USE-IT! approach becomes the 'Birmingham Way' when future large scale investment opportunities arise.
  
- So, to achieve this transformative impact, USE-IT! 2 will be delivered over three distinct time periods.
  - o From February to September 2022 the ULG will utilise the URBACT funding to ensure that the four aspects of the workplan get off to a fast start by delivering very focused, small scale activity against each aspect in order to:
    - Achieve early outcomes that will build trust and confidence.
    - Bring together initial delivery partnerships.
    - Challenge existing systems in a way that will highlight what EBIGS policies and practices need to be adapted and developed in order to embed the USE-IT! approach
  - o Then, from November 2022, for the next two years the programme will focus on:
    - Building on these early outcomes to demonstrate impact at scale.
    - Establishing core practice for the four aspects in the delivery of the EBIGS programme.
    - Extending partnerships to start bringing in partners that can enable the shift of this good practice from EBIGS to mainstream.
  - o Following this, and for a further five to ten years, the programme will focus on:
    - Maintaining USE-IT! practice in East Birmingham such that economic impact can be measured at a neighbourhood level.
    - USE-IT! practice is embedded across multiple anchor institutions in Birmingham.

## 4.2



### Workplan

From the original USE-IT! we learnt that while the approach can deliver rapid results the ultimate goal of culture and system change is still going to take time. This is why we are proposing a workplan with an ambitious 10 year timeline because to consider anything less will risk the failure of the USE-IT! approach moving from special initiative into embedded mainstream practice. The workplan and is intrinsically linked to wider policy activities such as the West Midlands Social Economy Strategy and is also designed around four aspects:

- Community Research
- Local Employment
- Local Procurement
- Community Economic Development

Action: 1		Action Name: Community Research			
Lead actor	Key partners	Outcomes	Cost of delivery	Resources available	Timescale
BCC	BCU Birmingham Public Health UoB EBIGS	An independent and financially viable community research hub informing regeneration and anchor institution practice across Birmingham	See section 5	Methodology and researchers from the original USE-IT!	See section 4.4
<b>Context. Links to the strategy</b>	The original USE-IT! provides a template for how the community research aspect should be developed and how the research resource should be most effectively deployed. Birmingham Public Health and Birmingham City University have community researchers in East Birmingham but in very small numbers. There are neighbourhood organisations with a history of undertaking community research but on a project-by-project basis only. However, the EBIGS provides a clear framework for a whole range of potential, valuable community research activity.				
<b>Main activities the action entails</b>	To use the power of community led, community delivered and community owned research to shape how USE-IT! is adapted to East Birmingham, to provide in-process feedback and, ultimately, demonstrate the impact by making sure the capital investment to be delivered through EBIGS is shaped by local knowledge and local people				
<b>Milestones</b>	<ul style="list-style-type: none"> <li>Year 1 - Develop CR partnership</li> <li>Year 1 - Build a small team of local community researchers.</li> <li>Year 1 - To utilise community research on two pilot EBIGS projects</li> <li>Year 2 - Expansion of Year 1 activity to inform a more ambitious EBIGS projects</li> <li>Years 3 to 4 - Community research hub established</li> <li>Year 5+ - Research Hub independent.</li> </ul>				
Social Results		Environmental Results		Economic results	
Local residents having genuine influence over decisions that will shape their neighbourhoods.		Local residents having ownership of environmental improvements so more likely to utilise the opportunities.		Economic projects better designed to respond to local issues, priorities, opportunities etc so have greater economic impact.	

<b>Risks</b>	<ul style="list-style-type: none"> <li>• It will take time for a community research team up to get up to speed.</li> <li>• Getting other partners to buy-in to community research as a resource that will help them.</li> <li>• Making the community research model sustainable.</li> </ul>	<b>Contingency actions</b>	<ul style="list-style-type: none"> <li>• Project starting well in advance of when EBIGS will have peak need.</li> <li>• To seek funding so initial community research commissions can be free of charge.</li> <li>• Will seek to secure long term core funding from a few key partners (PH, UoB, BCC) to allow business case to develop.</li> </ul>
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<b>Action: 2</b>		<b>Action Name: Local Employment</b>			
<b>Lead actor</b>	<b>Key partners</b>	<b>Outcomes</b>	<b>Cost of delivery</b>	<b>Resources</b>	<b>Timescale</b>
Ifor Jones Pioneer Housing	EBCAN B.A.N EBIGS HS2 IM Properties	Local residents into sustainable employment	See section 5	Existing institute and local employment and recruitment teams	See section 4.4
<b>Context. Links to the strategy</b>	To make sure that the windfall of jobs brought to East Birmingham by the EBIGS programme creates employment opportunities for local people. The partnerships and processes developed to deliver this aspect will then be used to create locally embedded employment pathways for the Birmingham Anchor Institution Network thereby ensuring a permanent stream of employment opportunities for East Birmingham residents.				
<b>Main activities the action entails</b>	<p>A local infra-structure of established neighbourhood based organisations that can both reach the East Birmingham residents that will most benefit from these opportunities and also provide the pre-employment support they need.</p> <p>To connect this infra-structure to real job opportunities both through EBIGS investment and the Birmingham Anchor Network</p>				
<b>Milestones</b>	<p>Year 1 - Set up East Birmingham Community Anchor Network (EBCAN).</p> <p>Year 1 - Link EBCAN to EBIGS construction opportunities and entry level NHS Jobs.</p> <p>Year 2 - Expansion of Year 1 activity to bring in greater range of job opportunities for larger cohorts.</p> <p>Year 3 to 4 - Organisational changes to core requirement policy and practice for EBIGS programme and for multiple anchor institutions.</p>				

Social Outcomes		Environmental Outcomes		Economic Outcomes	
More households with a decent, sustainable income means greater social stability, a reduction in crime and improvements in well-being.		More residents living closer to their place of work so greater participation in active travel and less reliance on cars.		Local people into well paid, sustainable jobs and careers.	
Risks	<p>Obstacles to employment for many local residents may be more than job matching and pre-employment support, e.g. ESOL.</p> <p>The developers delivering the EBIGS jobs may not be willing to recruit locally as they will want experienced construction staff.</p> <p>Getting different Anchor Institutions, from different sectors, to agree to use the same or similar employment pathway and use the same recruitment criteria.</p>	Contingency actions	<p>Make sure partners provide enough notification residents the time they need to get job ready.</p> <p>Make apprenticeships and training a contractual requirement for the developers.</p> <p>Establish senior leadership buy-in through the initial success of USE-IT! 2 and the I-CAN scheme.</p>		

Action: 3		Action Name: Local Procurement			
Lead actor	Key partners	Outcomes	Cost of delivery	Resources available	Timescale
ULG Birmingham City Council	CLES Anchor Network Local VCSEs WMCA BSSEC	Thriving social economy in East Birmingham with local SME's and SE's benefiting from supply chain opportunities with EBIGS and Anchor Network.	See section 5	Existing programmes with SSE, Witton Lodge, UNLtd, ISE, Locality, Aston Growth Hub.  Supply chain spend.	See section 4.4.
Context. Links to the strategy	The VCSE sector is currently disconnected from one another and not reaching its potential to address social exclusion and poverty. Existing support organisations do very limited work in this part of Birmingham. The Anchor Network has been piloting access to employment opportunities through its member organisations and strengthening procurement practices and purchasing locally. VCSE's have been recognised as contributing £3.5 billion across the West Midlands Combined Authority Region and they seek to double this turnover in 10 years. Links to this policy will support the growth of the VCSE sector in East Birmingham.				



<b>Main activities the action entails</b>	<p>Terms of reference for co-ordination based on experience of USE IT</p> <p>Bring together key stakeholders to share USE IT experience and plan with sub-projects</p> <p>Baseline study followed by ongoing evaluation and data collection</p> <p>Project targeting procurement within Anchor Networks</p> <p>Project to support a local cluster/consortium to promote sustainability and growth</p> <p>Project to connect the VCSE sector to opportunities national, regional and local</p>		
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Year 1 - Set up working group of Anchor Network procurement leads.</li> <li>• Year 1 - Trial procurement from social enterprise sector</li> <li>• Year 1 - Local procurement for Dolphin Centre development</li> <li>• Year 2 - Expansion of Year 1 activity to bring in a greater range of local businesses to win supply chain opportunities</li> <li>• Years 3 &amp; 4 - Organisational changes to core procurement policy and practice for EBIGS and anchor institutions.</li> <li>• Year 5 + - Market change, focused anchor collaboration to develop new local economic markets</li> </ul>		
<b>Social Outcomes</b>	<b>Environmental Outcomes</b>	<b>Economic Outcomes</b>	
Connected social economy resulting in increased sustainability. Increased impact on social issues by VCSE's	Reported connected VCSE able to address environmental issues in East Birmingham .	Increase in turnover of VCSE organisations connected by 5-10% per annum over 3 years	
<b>Risks</b>	<p>Lack of budget to support projects</p> <p>Lack of trust by VCSE</p> <p>Lack of engagement by procurement officers and VCSEs</p>	<b>Contingency actions</b>	Will need to create more locality based partnerships

<b>Action: 4</b>		<b>Action Name: Community Economic Development</b>			
<b>Lead actor</b>	<b>Key partners</b>	<b>Outcomes</b>	<b>Cost of delivery</b>	<b>Resources available</b>	<b>Timescale</b>

BCC	EBIGS	The local economic impact of the EBIGS realised and maximised for the residents of East Birmingham	See section 5	See the EBIGS	See section 4.4
<b>Context. Links to the strategy</b>	In order to deliver inclusive growth and address poverty the USE-IT! approach aims to bridge the gap between top-down macro assets and bottom-up community or micro assets. However, for this to work the community needs to be ready to embrace the opportunity. This means developing a local infrastructure of existing assets based on local knowledge and then building the capacity of that local infrastructure such that it can engage with the 'top-down' as an equal partner. This goal requires a commitment to local community economic development.				
<b>Main activities the action entails</b>	<ul style="list-style-type: none"> <li>• To develop local networks of established organisations and community leaders for each EBIGS investment.</li> <li>• To work with these networks to understand the opportunity, the resources available and agree desired local outcomes.</li> <li>• To design a community economic development plan based on the above.</li> <li>• To act as the 'bridge' bringing together the local network, the CED plan and the investment partners</li> </ul>				
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Year 1 - Embedding Community Economic Develop planning with the EBIGS</li> <li>• Year 1 - To develop a community economic develop partnership to support the Dolphin centre development.</li> <li>• Year 1 - To map existing and future CED opportunities and develop a plan for Year 2</li> <li>• Year 2 - Development of further CED plans linked to EBIGS</li> <li>• Year 3 - Delivery of CED plans developed in Year 2</li> <li>• Year 4+ CED approach embedded as core practice in EBIGS.</li> </ul>				
<b>Social Results</b>		<b>Environmental Results</b>		<b>Economic Results</b>	
EBIGS realises the maximum SROI from individual projects such as long term social cohesions, social stability and community health & well-being.		Successful CED means the development of local centres of economic activity thereby reducing the need for travel and the localisation of supply chains.		EBIGS projects delivered to create local economic assets that will bring long term economic stability at a neighbourhood level.	

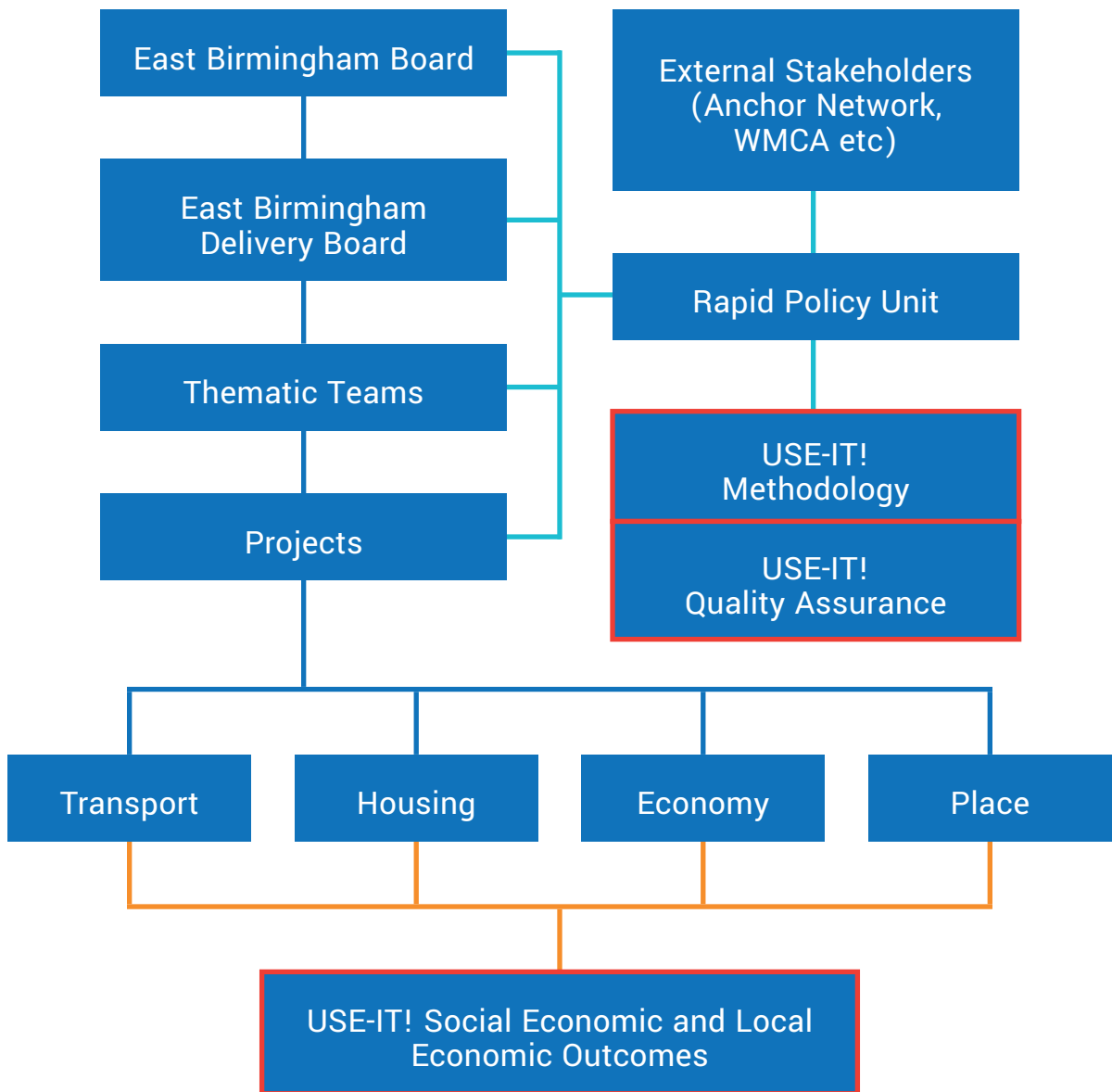
<b>Risks</b>	Being able to successfully develop local community economic processes and partnerships that are beneficial to all parties involved rather than confrontational and obstructive.	<b>Contingency actions</b>	To build good practice from small, targeted projects
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# 4.3



## Governance and Delivery Model

Direct governance of USE-IT! 2 will be delivered by sustaining the ULG developed over the past 6 months. Co-ordination of the ULG will be maintained jointly by Karolina Medwecka (BCC) and Conrad Parke (Birmingham Anchor Network Co-ordinator). Delivery of USE-IT! 2 will be sustained by embedding the programme within the existing East Birmingham Inclusive Growth Strategy Governance Structure (see next page).



# 4.4



## GANTT CHART

The timeframe for delivering the activities of our Springboard Plan is summarised in the GANTT chart on the following page.

Time frame	Community Research	Local Employment	Local Procurement	Community Economic Development	Programme
Year 1 Step #1	Develop a partnership for the recruitment, training and support of CR's.	Set up East Birmingham Community Anchor Network	Set up working group of Anchor Network procurement leads.	Embed Community Economic Develop planning with the EBIGS	Recruitment of EBIGS team and programme manager
Year 1 Step #2	Build a small team of local community researchers.	Review of medium term supply and demand employment needs in EBIGS to 2025	Trial procurement from social enterprise sector	To develop a CED partnership to support the Dolphin centre development.	USE-IT! training for EBIGS team and key stakeholders
Year 1 Step #3	To utilise community research for two small scale EBIGS projects	Local recruitment for Dolphin Centre development	Local procurement for Dolphin Centre development	To map existing and future CED opportunities and develop a plan for Year 2.	USE-IT! charter approved for developer engagement
Year 2	Expansion of Year 1 activity to inform a more ambitious EBIGS project – Ward End park.	Expansion of Year 1 activity to bring in greater range of job opportunities for larger cohorts.	Expansion of Year 1 activity to bring in a greater range of local businesses to win supply chain opportunities	Development of further targeted CED plans linked to EBIGS	Local for Procurement and Recruitment ecosystem mapped and planned.
Year 3 to 4	Community research hub established. EBIGS and other institutions commissioning.	Organisational changes to core recruitment policy and practice for EBIGS and anchor institutions.	Organisational changes to core procurement policy and practice for EBIGS and anchor institutions.	Delivery of CED plans developed in Year 2	Ecosystem in place with Anchor Network agreements and support.
Year 5 to 10	Research Hub independent.	Place change – scale of activity has demonstrable effect on economic outcomes for East Birmingham	Market change, focused anchor collaboration to develop new local economic markets	CED approach embedded as core practice in EBIGS.	Ecosystem embedded as mainstream practice; model adopted for other Birmingham neighbourhoods.



# 5

## Budget

This section of the Springboard Plan for Birmingham sets out an estimate of how much each of the activities will cost, before outlining in more detail the sources of funding detailed in the tables in section 4 that will be utilised to realise effective transfer of USE-IT! activities to East Birmingham and specifically those contained in this Springboard Plan.



# 5.1



## Estimated cost of delivery

The original USE-IT! project required significant funding (£3m /€3.48m approx.) in order to test, develop and, ultimately, prove the USE-IT! methodology. This meant funding for key stakeholders to provide the additional capacity necessary to participate in the first USE-IT! However, now that the 'proof of concept' for the USE-IT! approach has been demonstrated stakeholders are participating through mainstream resources. This means that the funding required for USE-IT! should be considerably less with the only need being for programme co-ordination and management plus budgets for the participation of VCSE partners. The annual budget for USE-IT! 2, for Year 2 onwards, is therefore estimated as:

Title	Role	Budget per annum	Funding Source
Programme Management	EBIGS Programme Development Manager p/t	£30k (€34.8k)	Birmingham City Council (confirmed)
	Birmingham Anchor Network Co-ordinator p/t	£30k (€34.8k)	Birmingham Anchor Network partners (confirmed)
Project Team (EBIGS)	Project Officer for Employment f/t	£35k (€40.6k)	Birmingham City Council (confirmed)
	Project Officer for Enterprise f/t	£35k (€40.6k)	Birmingham City Council (confirmed)
	Project Officer for CED f/t	£35k (€40.6k)	Birmingham City Council (confirmed)
Network Building	EBCAN	£150k (€174k)	TBC
	Employment Hub		
	Procurement Hub		
	Research Hub		
	Capacity Building	£50k (€58k)	TBC

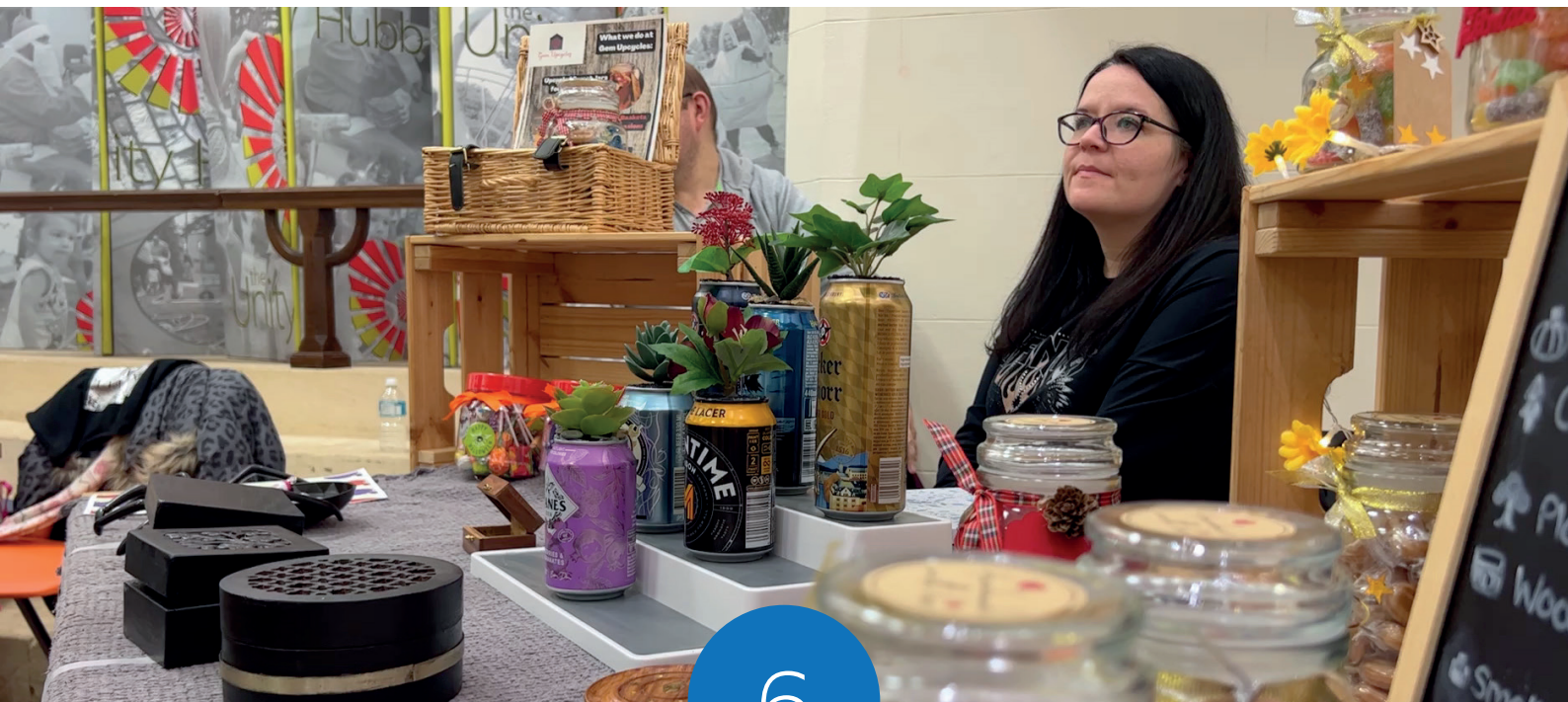
## 5.2



Sources of funding

With so much of the funding for USE-IT! 2 already being provided through mainstream budgets this leaves only the funding for the local network building, support and capacity building (£200k per annum) – much of which could still be met through the East Birmingham Enhanced Business Case. For those elements that the Business Case cannot meet alternative funding sources could include:-

- UK Shared Prosperity Fund ([www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus](http://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus)). USE-IT! appears to meet the eligibility criteria but the fund will be very competitive.
- Community Wealth Fund ([communitywealthfund.org.uk/about-us](http://communitywealthfund.org.uk/about-us)). The East Birmingham neighbourhood is identified as a priority for the fund but the timeline for the releases of the fund is not yet agreed.
- Levelling up fund
- Case-by-case grant funding applications (Lottery, Barrow Cadbury, HS2 etc.). Pioneer Housing bring considerable experience in successful grant funding so could provide a 'stop gap' alternative but is not seen as the preferred solution.
- Mainstream funding. The business plan for the employment, research and procurement hubs are all based on either a commissioning or subscription model. This, however, will require bridge funding to provide the hubs time to build their business case with the Anchor Network partners.



6

## Evaluation and Monitoring

This section of the Springboard Plan for Birmingham sets out an estimate of how much each of the activities will cost, before outlining in more detail the sources of funding detailed in the tables in section 4 that will be utilised to realise effective transfer of USE-IT! activities to East Birmingham and specifically those contained in this Springboard Plan.

# 6.1 Overarching approach to evaluation and monitoring

## USE-ITI 2 - Draft Impact Evaluation Framework.

### Theory of Change

That long term economic impact is best delivered by immediate, small scale, targeted, short term action that can then inform large scale organisational culture and systems change and thereby large-scale economic impact.

Indicative timescales	Year 1	Year 2	Year 3/4	Year 5-10	Year 11+
<b>Goal</b>	Demonstrate ideas	Scale up/replicate/refine	Embed	Affecting local economy	Birmingham wide influence
<b>Measure</b>	Inputs and activities	Activities	Intermediate Outcomes	Local Outcomes	City Wide Outcomes
<b>Theory of Change</b>	Very focused, small-scale activity to demonstrate ways of working, usually involving 1 EBIGS project and/or 1-2 anchors. Develop case studies and collect evidence to demonstrate impact	Expansion of Year 1 activity to other anchors and larger EBIGS projects.	Organisational change – evidence from year 5, 1 & 2 informs delivery of core EBIGS practice and changes anchor institution policy	Place change – focused EBIGS and anchor collaboration to affect demonstrable economic outcomes in a neighbourhood.	USE-ITI methodology now adopted as standard practice for all BCC investment projects. Policy and practice developed for the Anchor Network rolled out across anchor institutions across the city.
Anticipated beneficiary impacts	<b>Community Research:</b> <ul style="list-style-type: none"> <li>Small team of CR's recruited.</li> <li>Two demonstration research projects completed for EBIGS.</li> </ul>	<b>Community Research:</b> <ul style="list-style-type: none"> <li>Team increased.</li> <li>One significant research project for EBIGS completed</li> <li>Two demonstration research projects completed for Anchor Network.</li> </ul>	<b>Community Research:</b> <ul style="list-style-type: none"> <li>Community research hub established.</li> <li>EBIGS and anchor institutions commissioning.</li> </ul>	<b>Community Research:</b> <ul style="list-style-type: none"> <li>Research Hub independent and financially viable.</li> </ul>	<b>Community Research:</b> <ul style="list-style-type: none"> <li>City wide community research infrastructure and culture.</li> </ul>
	<b>Employment:</b> <ul style="list-style-type: none"> <li>People into jobs in 1-2 anchors</li> </ul>	<b>Employment:</b> <ul style="list-style-type: none"> <li>People into jobs with all anchors.</li> <li>People into construction jobs for EBIGS projects.</li> <li>Measurable impact on diversity, equality and inclusion.</li> </ul>	<b>Employment:</b> <ul style="list-style-type: none"> <li>Anchor Network Shared JDx/Person Specs</li> <li>EBIGS Employment Charter</li> <li>EBIGS and Anchor Network shared employment pathways.</li> </ul>	<b>Employment:</b> <ul style="list-style-type: none"> <li>East Birmingham neighbourhoods moving below Birmingham average for unemployment.</li> <li>Viable employment hubs.</li> </ul>	<b>Employment:</b> <ul style="list-style-type: none"> <li>City wide workforce planning for public sector and construction careers.</li> </ul>
	<b>Procurement:</b> <ul style="list-style-type: none"> <li>Local businesses secure contracts with 1-2 anchors for first time</li> </ul>	<b>Procurement:</b> <ul style="list-style-type: none"> <li>Increased local businesses contracts</li> <li>Most, if not all, anchors supply chain</li> <li>Shared procurement policies and procedures</li> </ul>	<b>Procurement:</b> <ul style="list-style-type: none"> <li>Established procurement pathways and partnerships.</li> <li>Local businesses in construction supply chain</li> <li>Shared procurement policies and procedures</li> </ul>	<b>Procurement:</b> <ul style="list-style-type: none"> <li>Changes in business indicators for a specific neighbourhood.</li> <li>Changes in economic indicators for a specific market.</li> <li>Viable procurement hub.</li> </ul>	<b>Procurement:</b> <ul style="list-style-type: none"> <li>City wide 'social economy first' policy for all anchor institution small contracts.</li> </ul>
	<b>Community Economic Development:</b> <ul style="list-style-type: none"> <li>Training delivered in CRM to EBIGS team and stakeholders.</li> </ul>	<b>Community Economic Development:</b> <ul style="list-style-type: none"> <li>CEJ plan developed and delivered for Dolphin Centre</li> </ul>	<b>Community Economic Development:</b> <ul style="list-style-type: none"> <li>CEJ plans linked to all main EBIGS initiatives.</li> </ul>	<b>Community Economic Development:</b> <ul style="list-style-type: none"> <li>CEJ infrastructure established for East Birmingham</li> </ul>	<b>Community Economic Development:</b> <ul style="list-style-type: none"> <li>CEJ now established as mainstream approach to all Birmingham inclusive growth practice.</li> </ul>
Organisational Impacts	<ul style="list-style-type: none"> <li>Effective community, institution, multi-agency partnerships.</li> <li>Good practice case studies.</li> </ul>	<ul style="list-style-type: none"> <li>Senior Leadership buy-in.</li> <li>Demonstrable social value.</li> <li>Mainstream resource commitment.</li> </ul>	<ul style="list-style-type: none"> <li>Policy Impact</li> <li>Systems Impact</li> </ul>	<ul style="list-style-type: none"> <li>Institution culture change.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in service demand.</li> </ul>





# USE-IT

