



Demonstrating Delivery

Core Cities UK Annual Report 2016/17

Foreword

Contents

3	Foreword
4	Core City UK Leaders and Mayors
6	An Authoritative Voice for Cities, a Driving Force for Change
8	The State of the Core Cities
10	Case Studies
	Birmingham
	Bristol
	Cardiff
	Glasgow
	Leeds
	Liverpool
	Manchester
	Newcastle
	Nottingham
	Sheffield
	Belfast
25	Core Cities UK Achievements 2016/17
26	Core Cities UK Highlights of the Year

The past 12 months have been marked by seismic shifts in the UK's economic and political balance. However, despite austerity, cities have continued to deliver for our nation using their innovation and expertise to rise to the challenge.

As we head towards Brexit, the UK's structural economic and social problems are still not being fully addressed.

As city leaders, we know the big challenges of our age can no longer be addressed by the Government alone, if at all. They are simply too complex and too bound up with other issues.

That's why the UK's Core Cities have spent the past year redoubling their efforts, developing new innovative solutions that we set out in our Green Paper 'Invest, Reform, Trust', launched this year at the Houses of Parliament.

As the Green Paper said, there is much that Core Cities can and will do with the powers and resources they already have, but it is clear that cities need the national and the local to work smarter together.

Issues such as homelessness, air quality and deprivation are a shared challenge between ourselves and the Government.

For the UK to grow and prosper, it must do more to unlock the potential of its cities internationalising the economy, and devolving the right tools and resources so they can compete. That's why, together with the president of EURO CITIES, we have secured a meeting with Michel Barnier and the EU to discuss the role of cities.

Local is the new global. This is something that is recognised in other countries, where cities are given the right freedoms and policy levers to fulfil their potential. It is cities that

drive economies for nations, not the other way round. The ten Core Cities' urban areas deliver 25% of the economy, 29% of the UK's exports, are home to 37% of UK university students and 24% of its businesses.

However, cities are not island states. To compete, we have to work with each other to ensure flows of trade, labour, skills and commerce across national boundaries whether we are part of the EU or not.

The subtitle of this Annual Report is Demonstrating Delivery, and through the case studies we show how we are already getting on with the job, innovating and thinking differently.

We are building good-quality homes and communities, strengthening local democracy and citizenship, actively building community cohesion, boosting local economies by investing in infrastructure and jobs, and increasing skills in our labour markets.

As the engines of modern Britain, our cities could do so much more. As we prepare to leave the EU, we must build new fit-for-purpose ways of working that empower local people and places.

I look forward to working with all our local and national partners, together with my fellow leaders and mayors, in our highly committed political Cabinet, to make more of our ideas become reality over the coming year.



Cllr Judith Blake, CBE
Chair of Core Cities UK and
Leader of Leeds City Council

Judith Blake

Core City UK Leaders and Mayors



Councillor Ian Ward
Birmingham

Ian Ward

With a population of over 1.1million people, Birmingham is the largest city outside London. Centrally located and at the heart of the motorway network, Birmingham is within four hours' travel time for 90% of the UK.



Mayor Marvin Rees
Bristol

M. Rees

Bristol is consistently rated as one of the best places to live and visit in the UK. With its wealth of culture, dynamic food scene, festivals and events, together with its attractiveness, friendliness and accessibility, it has a visitor economy in excess of £1.3billion that supports both leisure and business tourism.



Councillor Huw Thomas
Cardiff

Huw Thomas

Cardiff is the capital city of Wales. The city has a population of 350,000 and sits at the heart of the city region of 1.4million, which is just under half the population of Wales. Cardiff was one of the fastest-growing Core Cities over the past decade and is projected to grow by a further 20% over the next 20 years.



Councillor Susan Aitken
Glasgow

Susan Aitken

Glasgow City region is critical to the UK economy and lies at the heart of the economy of Scotland. The region has a population of 1.8million (34% of Scotland), clustered round a vibrant urban core with world-class educational, recreational and business facilities.



Councillor Judith Blake, CBE
Leeds

Judith Blake

Recently rated as one of the top places to visit in the UK, and third-best city for retail, Leeds has a diverse economy. In 2013, Leeds' GVA was £20.4billion, putting the city in the top five UK city economies for wealth creation.



Mayor Joe Anderson
Liverpool

Joe Anderson

Liverpool is home to 13,800 businesses, employing 226,000 people. It is the economic, knowledge, transport and cultural centre of a wider city region area of almost 2million people, 70,000 businesses and 1million jobs.



Sir Richard Leese
Manchester

Richard Leese

Manchester is a cosmopolitan and ambitious city that continues to develop as a centre of national and international significance, where residents and businesses alike benefit from the ongoing economic and social improvements. With a population of more than 2.7million and a GVA of £56billion, the ten local authorities of Greater Manchester represent the largest functional economic area outside London.



Councillor Nick Forbes
Newcastle

Nick Forbes

Newcastle is the economic hub of the north east. A £92million investment programme in the urban centre 'Accelerated Development Zone' is stimulating business and jobs growth. Over £250million of investment in cultural regeneration has also created a strong visitor economy, worth £1.37billion to the area.



Councillor Jon Collins
Nottingham

J. N. Collins

Nottingham is establishing itself as an international city, with strong links to Ningbo (China), Chandigarh (India), and Karlsruhe (Germany). Its two internationally renowned universities deliver world-class research, with strengths across a wide range of science and technology sectors, including biomedical sciences, ICT, environmental technologies and advanced engineering.



Councillor Julie Dore
Sheffield

J. Dore

Sheffield, England's fourth-largest city, has a population of over 569,000 and an economy worth over £11.3billion. Its economy is a driving force for a city region of over 1.8million people. An international city, with two world-class universities and more than 60,000 students, Sheffield competes on a global stage, attracting talented people, inward investors, major events and tourists.

An Authoritative Voice for Cities, a Driving Force for Change

2016/17 was a year of change, marked by national and international political upheaval, uncertainty ahead of Brexit and continued austerity, but the Core Cities continued to deliver for their 20million citizens.¹

These cities are engines of the UK economy; they are places of diversity, innovation and expertise – the best of modern Britain. Over the past 12 months Core Cities UK continued to make evidence-based arguments that, given the right freedoms and policy levers, cities contain the potential to transform our economy and our society, positively meeting the challenges of Brexit.

This was the message at the first Core Cities Cabinet meeting of the year at Highbury Hall in Birmingham, the former home of civic reformer Joseph Chamberlain – a suitable setting to call on the UK Government to commit to further devolution and local decision-making.

In March, the Inclusive Growth Commission, co-founded and supported by Core Cities UK, published its final conclusions, stating that too many people in our cities felt left behind and excluded from the modern economy.

Inclusive Growth – supporting more people to contribute to and benefit from future prosperity – formed a ‘golden thread’ throughout our work, setting out evidence that the old ‘one-size-fits-all’ way of operating is outdated and no longer fit for purpose.

Instead, the RSA-led commission’s findings focused on the importance of understanding ‘place-based policy’: what will work in one area may not work in another, and a more joined-up approach between local and national services and funds is key to improving outcomes, raising living standards and aspirations.

We worked to influence key Government economic and social policy toward these outcomes. For example, we developed detailed proposals for City Housing Deals. We also provided expertise from cities to help develop the Industrial Strategy and encouraged it to take a ‘place-based approach’ to unlock local economic opportunities. The Core Cities Cabinet met with members of the Government and the Opposition to help make this happen.

The Group continued to provide a strong cities’ voice, as Combined Authority Mayors were elected in areas including some Core Cities, arguing for devolution to continue to these places and to cities that do not have the same governance arrangements.

We worked closely with colleagues in Key Cities and London government – the Greater London Authority and London Councils – to put forward the case for investment and policy change for our cities.

In September we launched our Green Paper ‘Invest Reform Trust’ in front of MPs and peers at the House of Commons. This well-received document is a statement of intent and leadership, full of practical policy proposals that will boost our cities’ productivity, potentially generating an additional £70billion to £90billion for the UK economy every year.

Our leaders and mayors also met in Manchester to sign a condolence book, paying their respects to the 22 people killed in the Manchester Arena terrorist attack, and praising the city’s remarkable and united public response to a terrible act.

Core Cities are ambitious outward-facing places and we continued to take the case for our cities beyond Britain’s borders. Our Chair Councillor Judith Blake attended the EUROCITIES 2017 conference in Slovenia in November, and in a sign of our growing influence on the Continent, we are due to meet with Michel Barnier, the EU’s Chief Negotiator, to discuss the role and potential of our cities in a Brexit context.

Core Cities believes Brexit presents great challenges for our cities and means we need to ‘reset the dial’ on national policy and to reinvigorate our democracy by passing power and funding once controlled by Brussels down beyond Whitehall.

On the domestic front, the Cabinet continued to concentrate on pressing policy areas of interest to cities. In Cardiff in October, the Cabinet co-signed a Joint Statement on Air Quality, which called for the Government to work with them to tackle an urgent public health challenge that causes the equivalent of 15,000 avoidable deaths in our cities every year. Environmental law organisation Client Earth, which has taken the Government to court over the issue, came out in support of our statement.

Our CEOs group continued to gain influence, attracting senior civil servants to discuss and work jointly on issues such as Local Government Finance, Public Services, the Economy, Productivity and Housing. We also held specialist events with experts from across the UK on migration and the Industrial Strategy.

The Cabinet has held summits with public and private sector leaders on Housing and the Economy, developing new thinking and policy proposals as a result. November sees the Cabinet meet with faith leaders from across the UK for a summit on issues of cohesion, diversity and openness. This is a theme of the 2017 Annual General Meeting; it is a major issue that all cities take seriously, and is likely to become a future policy focus for the group.

¹ Data refers to the city region, Combined Authority or LEP area

The State of the Core Cities

People

The Ten UK Core Cities are home to 20million people with highly diverse populations that have grown steadily since 2006; these are set to rise by almost three million by 2036, accounting for 23% of the UK's population growth.¹

The renaissance of their city centres has attracted many young people, but overall the populations are ageing. Care home admission rates (aged 65+) are some 18% higher in the Core Cities compared to the population as a whole.²

Between 2010 and 2015, employment in the Core Cities grew by 5%, yet they contain 34.5% of the UK's entire workless population. Although long-term unemployment is a major challenge, it has fallen by 10% over the past year. However, in common with other UK areas, much employment growth has been low paid.

Life expectancy in Core Cities is improving, although it is still lower than the UK average, largely because it varies enormously across different parts of the cities, suggesting a place-based approach to health policy is needed. Air quality continues to pose a significant health risk to Core City populations.

Economy

Core Cities deliver 25% of the UK's economic output. Their productivity is improving, but the UK now has the widest regional economic disparity in Western Europe. The gap between the Core Cities average economic output and the national average is estimated to be between £70billion and £90billion per year, indicating the underutilised economic potential of the cities, which could be addressed by economic rebalancing.

About 40% of low productivity taken as an average across Core Cities is due to deprivation. Therefore, although investment into industry and its supporting structures is much needed, cities must also be supported to deal with deprivation, and invest in people as assets.

The number of students in Core Cities universities increased by 9% over the past year, accounting for 37.5% of all UK students, with 20% from overseas,³ yet 10.5 % of people in the Core Cities have no qualifications at all, compared to an average of 8.3% in the rest of the UK.

Business density across the Core Cities has risen by 12% since 2010, 1% more than London, accounting for 25% of all UK businesses. Core Cities are responsible for about 29% of total UK trade exports. Because of their clustering of key national industrial assets, sectors, skills and businesses, they are the UK's most significant international centres for trade and distribution outside London.

Infrastructure

Total freight traffic through Core Cities' seaports was 70.4billion tonnes in 2015, 14% of the UK total,⁴ and Core Cities' airports handled a 24.1% increase in freight volume between 1996 and 2016. In 2016, 75million passengers used a Core City airport – a rise of 10% over the previous year.

In 2015/16, 612million rail passenger journeys were made across Core Cities' urban areas; this was 21% of the UK total, a rise of almost 19% over the past five years, with some cities seeing an increase of 40% over the same period. Although around 30% of all UK bus journeys are made across Core Cities, the total number has been in decline since deregulation, with London – where buses are regulated – the only city with increases.

Internet traffic is set to increase threefold over the next five years, and is critical to business growth and productivity. Yet the UK is ranked 30th internationally, behind South Korea, Singapore and even Romania. Poor broadband connections cost the UK £11billion every year in lost productivity,⁵ and our download speeds are half those of the top five EU cities, and a quarter of the top Asian cities.

England's Core City areas delivered 23% of England's new housing in 2015/16, and Cardiff and Glasgow (where housing is a devolved matter) delivered a combined total of more than 3,000 units. This equates to an average number of 37,700 a year across English Core City urban areas. Some independent research⁶ suggests that the country needs 300,000 more homes every year, and although the 139,000 built in 2016 is an improvement, it falls well short of the Government's target of 200,000.

Public services are also a critical part of Core Cities' infrastructure. 2007–16 saw a 25.4% fall in Full Time Equivalent jobs in local government, in contrast to employment in the Government and its agencies, which increased by 8.2% (including schools). Yet public spending as a whole across Core Cities has gone down by relatively little, and our analysis suggests this is largely because it has been cut from prevention and picked up by crisis services, particularly parts of Health and Welfare.

Conclusions

What emerges from this analysis is a picture of vibrant, powerful cities that have made startling gains over recent years. It demonstrates they drive national and regional growth, that the UK doesn't have a viable economy without them, and their critical role for a positive post-Brexit future.

It also shows the impacts of success, of increased demands on their infrastructure, the need for more and better housing, and the relatively low levels of investment they have had for this.

A stark reality also emerges: cities are not performing at their potential and have more to give to the economy and their citizens.

¹ Figures are consistently measured by LEP, Combined Authority or City Region economic geography

² Measures from the Adult Social Care Outcomes Framework, England figures only; 2016

³ HESA: Table 1 – HE students by HE provider, level of study, mode of study and domicile 2015/16

⁴ Department of Transport figures throughout

⁵ Daisy Group, 2016

⁶ The Select Committee on Economic Affairs, 2017–11

Case Studies



Birmingham – the Regeneration of Paradise Circus

What we delivered:

- + Part of a City Centre Investment Zone that has generated £275million
- + A development platform for 170,000 sq ft of commercial buildings
- + A development that will create 10,000 jobs for Birmingham.

Paradise Circus, which is being delivered through an ambitious £500million joint venture between the public and private sector, is delivering a step change in the provision of office accommodation in Birmingham City Centre.

Paradise Circus forms part of the Big City Plan, the non-statutory regeneration masterplan that sets out the Council's detailed aspirations for the city centre. The ambition for Paradise Circus is

to create a world-class commercial development that will attract international occupiers to Birmingham. The aspiration is for a top-quality architectural statement of intent for the city and a continuous flow of high-quality public realm that will re-establish connections across the city.

Paradise Circus is a great example of a public/private joint venture. It will harness the delivery expertise of the private sector alongside the overarching governance structures and stakeholder management the public sector brings to large-scale projects.

It is also an example of the positive impact of the City Centre Enterprise Zone (EZ), which with its application of a tax increment financing model has generated an investment programme of £275million.

Some £87million of EZ funding has helped kick-start the development. The EZ supports the argument for the introduction of new fiscal freedoms to raise funds and invest locally, for example genuine tax-increment financing. The EZ demonstrates what can be achieved when cities are allowed to innovate and to apply public funding in ways that meet local economic priorities.

An ambitious joint venture vehicle, Paradise Circus Limited Partnership has been established to assemble the site, demolish the existing buildings, and deliver the infrastructure change to the highway network and development platform for some 170,000 sq m of commercial buildings.

It has a viable business plan funded by a working capital facility, capital receipts and ground rents from plot sales, and an innovative TIF-style capital injection through the City Centre Enterprise Zone. As part of the overall deal, Britel has committed to build the first phase on a speculative basis. The site was placed in the hands of the contractor, Carillion, in January 2015 and work is now underway.

The final piece of the jigsaw is Paradise Circus. This sits in a key location alongside the grade 1-listed Council House and the Town Hall, and separates the new development in Westside from the established commercial centre on Colmore Row.

Regeneration of Paradise Circus will provide 170,000 sq m of new office-led mixed-use space, including grade A offices in up to ten buildings, a four-star hotel with up to 250 bedrooms, road improvements, as well as new public squares and streets. It will create 10,000 jobs and return the city's renowned historic buildings to a more suitable setting.

Crucially, the project provides a unique opportunity to create a successful gateway between the city centre and the emerging civic centre. This will be a world-class development in the centre of Birmingham.

Bristol – Smart Cities research and development test bed

What we delivered:

- + City Region digital sector now contributes £1.7billion GVA to UK
- + Bristol ICT cluster is 'the most significant and fastest growing outside of London' (McKinsey 2015)
- + Bristol recognised as Leading UK Smart City in the Smart City Index.

Bristol Is Open is a joint venture between Bristol City Council and the University of Bristol, creating the first Open Programmable City through the development of a 'city-scale digital test bed'. This promotes collaboration between the technology, media and telecommunications industry, universities, local communities, and local and national government to research and develop new Smart City technologies.

The test bed comprises the city's own digital infrastructure, including fibre in the ground, a 'mesh' bouncing from lamppost to lamppost across the city, and a mile of experimental wireless connectivity along the Harbourside. This infrastructure, coupled with monitors, sensors and actuators, enables the city to respond in real time to everyday events, including transport congestion, waste management, security incidents, energy supply and more, creating a more resilient and sustainable city. Data is an increasingly important asset for Bristol, both in developing new insights and responses, and growing this vital sector.



Current research and development projects include:

- + Beta City Experimentation – Rather than building their own lab-based environments, Bristol Is Open offers local organisations the opportunity to use digital infrastructure across the city as a research and development laboratory.
- + Bristol Data Dome – Housed in At-Bristol's Planetarium, the 98-seat Bristol Data Dome is the UK's only stereo 3D hemispherical screen with 4K resolution. It is connected to a high-performance computer at the University of Bristol via a 30gb/s fibre link.
- + The Internet of Things (IoT) mesh network – The launch of the IoT mesh network will open up the test bed to a wide range of IoT developers. In doing so, Bristol Is Open will enable companies to perfect new technology solutions for everything from smart rubbish bins to connected streetlamps.
- + The Wireless Mile – The Wireless Mile will enable public cellular network operators and application developers to test 5G technologies and public-facing services.

These projects all encourage private and public-sector organisations to work together, sharing expertise, infrastructure, resources and vision to benefit businesses and citizens alike.

The project is governed by a joint venture between the University of Bristol and Bristol City Council. Bristol Is Open is welcoming a range of partners to the project, including large telecom and software companies, small hi-tech start-ups, public service delivery organisations, academics and others.

In 2017 the plan to extend the Bristol Is Open network into neighbouring authorities (Bath and NE Somerset, S Gloucestershire, N Somerset) was approved and £15million of Local Growth Fund resources was allocated to this development.

Cardiff – making a commitment to local people

What we delivered:

- + A 'coalition of change' with major employers to get young people ready for the world of work
- + 87 companies now involved with the commitment
- + A new digital platform to match young people to work and apprenticeship opportunities.

Through the Cardiff Commitment, Cardiff Council is working in partnership with the city's major employers in the private and public sector to create a coalition for change to help prepare young people for the world of work. Major businesses and local firms, alongside local public-service leaders, have signed the Commitment's 'Employer Pledge', which commits to working with schools and on employability skills and pathways into employment.

This includes providing tuition, mentoring, work experience and apprenticeship opportunities for young people in the city, particularly those from the city's most deprived communities. It also includes a new digital platform being developed by the city's start-up community, working with schools and young people to better match young people to job/apprenticeship opportunities. In addition, it provides speaking opportunities in schools for senior managers.

The ultimate goal of the Cardiff Commitment is to ensure that every young person in the city of Cardiff can secure a job and access further education and training that allows them to be the best they can be.

A Strategic Leadership group has been set up to lead, support and champion the delivery of the Cardiff Commitment, chaired by Cardiff Council Chief Executive; it includes young people, representatives of the wider public sector, private sector employers, the voluntary sector, and further and higher education.



To date, 87 companies from the Cardiff Capital City Region have committed their involvement with Cardiff Commitment, and 30 specific pledges have been made. Companies involved include multinational organisations and leading businesses within the City Region's construction, PR, manufacturing, hospitality and media sectors.

Specific examples of the opportunities created include:

- + Admiral: created a partnership with Whitchurch High School; undertook site visits, held application and interview skills sessions; international staff working with language students
- + British Airways Interiors: Engineering Insight Days at South Wales sites for 12 pupils, including a company overview presentation, tour of the shop floor and construction line; group task – problem-solving, apprenticeship opportunities created

- + Eversheds Sutherland: provided careers talks within primary schools, secondary school work experience placements, and supported mock university interviews for the Seren Network
- + GE Aviation: site visits for 15 pupils; mentoring opportunities by employers; full and part-time work experience placements.

'Open your Eyes Week 2017' worked with nine primary schools in South West Cardiff. During the week, 27 employers from Cardiff and the wider City Region visited the schools, giving talks and answering questions on career paths such as law, construction, retail and the armed forces.

Employers have recognised the opportunities the Cardiff Commitment gives them, such as the chance for staff to learn new skills and develop existing ones through working with young people; helping to understand the challenges students face; keeping in touch with changes in education; and 'giving back' to local schools and the community.

Glasgow – Tontine Innovation Centre

What we delivered and will deliver:

- + Opening of the newly converted Tontine Building in the heart of Glasgow's Merchant City, designed to support and sustain high-tech, high-growth sectors
- + Desk capacity in The Tontine at 90% after one year
- + By 2021 there will be 134 businesses at the centre
- + The Tontine will eventually support 536 new jobs with an increased turnover of £53.6million over the term of the programme.

August 2017 marked the first anniversary of companies moving into The Tontine – an innovation centre in Glasgow that supports the growth of companies in the enabling technology, advanced design and manufacturing, and creative economy sectors.

The Tontine is the first Glasgow City Region City Deal project to open in the city and has been a huge success, with office and desk capacity at 90% after the first year.

The Tontine builds on a proud history of innovation: the building was once the workshop of legendary Scottish inventor, mechanical engineer and chemist James Watt, who pioneered the first steam engines.

The Glasgow City Region City Deal will eventually deliver 20 infrastructure schemes – creating some 43,000 jobs during and after construction. It will also, as in projects such as The Tontine, use innovation to deliver economic growth in Glasgow and its surrounding areas.

The Tontine hosts high-quality and flexible workspace, with a focus on those sectors that link with the city's universities, to maximise cross-fertilisation between growing companies in the city, major multinationals and research programmes situated close by.

As well as this flexible space, tenants are also provided with a dedicated Glasgow City Council business adviser and access to a wide range of specialist business-support products to help them expand.



Leeds – preventing homelessness and supporting the right temporary accommodation

What we delivered:

- + Temporary accommodation is now at its lowest level since the 1980s
- + 9,500 householders will be prevented from becoming homeless in 2017/18
- + There have been no families in bed and breakfast accommodation over the past four years.

Leeds's homelessness strategy is based around a single vision: to create opportunities and choice to enable people to stay in their homes or to find alternative good-quality housing options.

While the number of people approaching the Council on issues of homelessness has increased by 50% since 2010, temporary accommodation placements in Leeds are at their lowest level since the 1980s, and over 9,500 households will be prevented from becoming homeless in 2017/18 – more than 80% of those who asked for help. None of these people are being placed in bed and breakfast accommodation.

The success of this model in Leeds is based on Leeds City Council's Housing Options Service working together with partners. The team saw 12,000 people in 2016, and are dedicated to preventing homeless from occurring in the first place.

Personal housing plans are central to this, tailoring interventions to the specific needs of individuals or families. This is backed up by a Homeless Prevention Fund that covers the cost of a range of homeless prevention interventions where the alternative is the higher cost of a temporary accommodation placement.

Companies located at The Tontine over the past year include Ambiental, City Fibre, Code Clan, DRJN, Incremental Group, GenAnalytics, and Kite Power Systems.

By 2021, it is envisaged that 134 businesses will be supported at The Tontine, with each expected to increase their number of staff by at least four. This will result in the creation of 536 new jobs and an increased turnover of £53.6million over the term of the programme.

Glasgow City Council is proud of the ongoing success of the project, particularly its focus on creating high-quality jobs that are vital to Glasgow's current and future economy.

The Tontine's performance in its first year is better than expected, showing the effectiveness of this type of supportive environment for growing businesses, and Glasgow expects it to play a key role in the development of the city's economy.

The Tontine is a five-year project, led by Glasgow City Council and delivered with support from the other Glasgow City Region local authorities: Business Gateway and Scottish Enterprise.



This fund supports measures that include the Leeds Sanctuary scheme, which helps people experiencing domestic violence to prevent them becoming homeless. It also includes a youth mediation service, to help young people reconcile their relationship with parents. Leeds also has a private rented-lettings scheme that delivers approximately 500 lettings per year. We have recently agreed a partnership with a private housing company, which is backed by institutional investors, to offer long-term private rented tenancies.

Where homelessness cannot be immediately prevented, the service places a strong emphasis on ensuring people in temporary accommodation find permanent homes, with a dedicated service team making priority awards for rehousing. The low number of people in temporary accommodation means the team also has a firm understanding of the specific details of each placement and can tailor the interventions needed in a timely way. Leeds's Housing Options Service works in partnership with other services to deliver timely move-on work.

The positive results of this approach in the city are clear. At the end of September 2017, Leeds placed 24 homeless households owed a housing duty in temporary accommodation – the lowest level since at least the 1980s. This compares to the peak at the end of March 2004 when 748 households were placed. Leeds has also not placed a family in bed-and-breakfast accommodation for over four years.

As a result of its high level of homeless preventions and low level of temporary accommodation, Leeds has been one of the principal beneficiaries of the introduction of the Flexible Homelessness Support Grant.

Liverpool – building Paddington Village

What we are delivering:

- + Over 1million sq ft of science and research development
- + 2,000 jobs – the majority of which will be high-skilled
- + 785 homes and 90,000 sq ft of ground-floor retail and hospitality space.

Paddington Village is a 30-acre development site on the main arterial route into the city centre; it is split into three phases: Paddington Central, Paddington South, and Paddington North. Liverpool City Council has focused on the initial development and delivery of Paddington Central, and acquired all the land for this phase of the development. The other two phases represent longer-term delivery areas, and the Council will work closely with partners currently located on the sites when formulating development proposals.

Following a consultation process, the Council produced a Strategic Regeneration Framework (SRF) having developed a detailed masterplan for phase one; this outlined ten proposed development plots including a mix of lab space, commercial offices, a hotel, a multistorey car park and residential accommodation. The SRF provides the blueprint for the Paddington Central site and a set of key principles and parameters to develop a world-class investment environment for knowledge-intensive business.

The Royal College of Physicians (RCP) have been secured as anchor tenants for the site, which will be the home of their northern base. An iconic 160,000 sq ft building will be delivered by autumn 2020, with the RCP leasing half of the building and the other half being let to tenants.

Two other organisations, Kaplan International and Proton Partners International, have been confirmed for the site. Kaplan recruits international students for entry into University of Liverpool degree courses, and will deliver a 125,000 sq ft facility on the site by summer 2019. Proton Partners International will deliver a proton beam cancer treatment centre that will treat up to 500 patients a year when it opens in early 2019. In addition to the deals already agreed, there has been strong interest from leading market operators for the hotel plot, and Liverpool City Council is currently exploring delivery options for the 15-storey building. There is also significant interest from local health trusts on the plot earmarked for 140,000 sq ft of commercial office space.

Paddington Village is part of Knowledge Quarter Liverpool, an unrivalled concentration of education, medical, bioscience, health-related research and digital technology industry situated on the eastern side of the city centre. It is recognised as one of the key areas of economic growth not only for the city but for the wider region, and it has an important role to play in rebalancing the national economy. In order to ensure that this growth potential is realised, Liverpool City Council has targeted policy and investment through its designation as a Mayoral Development Zone and expansion of the zone via the Paddington Village development scheme.



Manchester – the Greater Manchester Reform Innovation Fund

What we delivered:

- + 81% of families with Child in Need status saw that status removed within 12 months of support ending
- + Worked with more than 5,000 families against a backdrop of continued austerity
- + Combined resources from the Troubled Families and Working Well programmes to provide smarter, more effectively targeted services.

The 'Our Manchester' approach is a new way of working across the city of Manchester. It involves a different relationship between residents and the public sector, engaging the city's communities in a deeper way, and working together to empower our residents and staff to think differently, be creative and try new things.

The key principles are:

- + Better lives – it's about people
- + Listening – we listen, learn and respond
- + Recognising the strengths of individuals and communities – we start from strengths

- + Working together – we build relationships and create conversations.

The latest evaluation of Early Help in Manchester shows the impact that working in this way has on the lives of real families, with integrated support and building on families' inherent strengths. This evidence not only tracks success against 29 indicators, but also for 12 months after the support ends, and compares the impacts achieved against similar groups.

Manchester has now worked with more than 5,000 families in over six years through a period of unprecedented budget cuts. Most of the families that have been engaged through Early Help have a range of complex overlapping issues, including worklessness, mental health, poor parenting skills and a high level of police call-outs. Through integrated, timely support, taking a 'whole-family' approach, and by focusing on opportunities and strengths, Manchester has seen sustained improvements in relation to:

- + Improving child safeguarding – for example, 81% of families with a Child in Need status saw that status removed within 12 months of the support ending



Newcastle – delivering homes for the future

What we delivered:

- + Brought in £11.84million of Homes and Communities Agency (HCA) funding, delivering 449 affordable homes
- + 609 empty homes returned to use
- + 1,005 new homes delivered in 2016/17 – the highest for more than two decades.

Newcastle's population is growing, while the size and make-up of households in the city is changing. The city's Core Strategy has set an ambitious target to deliver 21,000 new homes by 2030. However, we also recognise that housing is about much more than numbers. Our residents have a range of housing needs depending on their circumstances and stage in life, and these factors place further pressure on the availability of homes.

We also know that housing development is a catalyst for inclusive growth, creating jobs in design, construction and the supply chain, as well as apprenticeships and training opportunities. Our response to this is to work with a range of partners – private and public – to ensure there is a sufficient supply of affordable family homes across the city. This will help first-time buyers remain in Newcastle and help people without access to traditional mortgages or assets to secure a home of their own.

The Council has taken a leading role in meeting the city's housing demands by making the redevelopment of brownfield land viable; it has taken steps to maximise the availability of existing housing stock by bringing empty properties back into use, and working with a range of partners to ensure people can find a home they can afford.

- + Reducing offending, domestic violence and abuse – for example, 48% of families who had police call-outs for domestic abuse saw those call-outs stop within this period
- + Reducing antisocial behaviour – 60% of families saw these issues stop
- + Tackling some health issues – 64% of families with mental-health issues had improvements
- + Addressing school attendance and exclusions – 76% of families with attendance issues returned to good school attendance in this period
- + Supporting families into work – 16% of families that were out of work and claiming benefits found work within this period.

The next phase of this work involves an innovative approach to managing resources in Greater Manchester. The newly created Greater Manchester Reform Innovation Fund brings together funds from the Troubled Families Programme and the Working Well Programme. The Reform Innovation Fund allows Greater Manchester to integrate public services even more effectively at a local level, including those services delivered through universal providers such as schools and colleges, primary care providers and Jobcentre Plus.

The Reform Innovation Fund allows Greater Manchester to move away from new short-term initiatives introduced by Whitehall, with time-limited additional funding towards a long-term, investment-led approach to reducing demand. The strategic approach is set at Greater Manchester level, but how that is applied within localities depends on what works best in those places. Flexibility lies at the heart of the approach. The Fund will allow Manchester and Greater Manchester's other local authorities to move away from a deficit approach (what is wrong with people's lives) to a strength-based approach (one that joins up services in a way that reflects how people live their lives in their neighbourhoods).



The net number of new homes delivered in Newcastle during 2016/17 was 1,005 – the highest for more than three decades. The Council is directly contributing to two-thirds of these. Working with partners on a mix of private and Council-owned sites, we also exceeded our three-year target for affordable housing. We expect the delivery of a further 1,000 affordable homes over the next three years.

Affordable housing is boosted by the Council using its own land and assets to partner with housebuilders and registered providers. Over the past five years the Council has successfully brought in HCA funding of over £23million towards the delivery of these affordable homes. As a result of the financial commitment and clear housing delivery plans in place, the Council secured funding of £11.84million from the HCA for the delivery of 449 affordable homes from 2016/17 to 2021. Our allocation was the highest in the subregion.

We have also made significant progress in bringing empty properties back into use. These represent wasted assets and are a blight on communities. We have worked intensively with homeowners and letting agents to bring empty private-sector homes back into use. The 2016/17 financial year was particularly successful, concluding with 609 empty homes being returned to use.

'The Rise' in Scotswood exemplifies the Council's approach to housing by working with partners. This multi-award-winning £265million housing development is the largest single-site housing-led regeneration project in the North.

Working together with Government agencies and public and private developers, the Council pump-primed the development, produced a masterplan, and prepared the site for housing, mobilising resources across the public and private sectors. By 2025 The Rise will be home to 6,000 people. More than half the homes in phase one have already been sold, and 58 tenants have moved into affordable-rent homes built for Thirteen Group Housing Association. The construction of these has funded more than seventy training courses and recruited 14 apprentices.

Nottingham – creating jobs and opportunities in Nottingham

What we delivered:

- + In 2016/17, Nottingham Jobs created 1,924 employment opportunities, 825 apprentices and almost 4,000 work-experience placements
- + Between March 2013 and June 2017, the claimant count in Nottingham fell at a faster rate (by -3.3 percentage points compared to -3.1), and faster than both England (-1.9) and the East Midlands (-2.1)
- + Between November 2013 and November 2016 the proportion of adults on out-of-work benefits fell faster in Nottingham City (-3.1 percentage points) than Derby (-2.4), England (-2.2) and the East Midlands (-1.8).

Nottingham has historically high unemployment, low skill levels and educational attainment as well as areas of significant deprivation. Employment and skills provision in the city was fragmented, lacking integration between the Council, the Government and third-sector organisations. As a result, jobseekers and young people not in education and training faced 'cliff edges' when leaving education, healthcare, prison or regular work. Employers faced a lack of impartial advice on workforce development and a lack of awareness of the local labour market.

Nottingham Jobs embodies commitment by key local decision-makers to integrate services and funded programmes, minimising the number of transition points for individuals, ensuring continuous support, and making sure employers are engaged with the employment and skills agenda. Nottingham Jobs includes:

- + Services in every secondary school, providing targeted support for learners identified at risk of being not in education or training
- + Engaging 16 to 29-year-olds via ESF funding, intensive careers support, 'pre-traineeships', travel support and personal budgeting

- + An integrated team of Council, Futures, and Department for Work and Pensions staff engaging employers via procurement and planning policies
- + Providing financial incentives for employers taking apprentices or unemployed local residents underrepresented in the labour market Supporting employers' corporate social responsibility policies and helping businesses to make reasonable adjustments, offering work experience, and making jobs more accessible to jobseekers.

The key feature of the Nottingham Jobs Hub is that 'the whole is greater than the sum of its parts'. Employers say they value:

- + A single point of contact and impartial advice around recruitment, skills, and managing relationships with training providers
- + Free, flexible recruitment services, including targeted sector-based work academies
- + Grants supporting workforce development and encouraging growth
- + Support for CSR/inclusive recruitment
- + Help managing apprenticeship reforms and apprenticeship levy.



Sheffield – driving housing quality, choice and affordability

What we delivered:

- + Driven the delivery of 2,458 new homes in Sheffield in 2016/17 – the highest number since 2008/9
- + Unleashed a new generation of council homes with the aim of delivering 1,000 by 2021 – with the ambition to double that number by 2025
- + Invested £300million to improve and adapt the city's council homes to ensure they are modern, efficient and safe
- + Innovated with private-sector partners to deliver 450 new homes through the Sheffield Housing Company and agreed a further 850 homes to be built over the coming years, leveraging £1billion of private-sector investment into key brownfield sites.

Homes are critical to people's lives, providing a safe, comfortable, healthy place to relax, raise families and enjoy life. Sheffield City Council has been successful in delivering the affordable, high-quality homes that the people of Sheffield need.

Housing is a fundamentally local issue that is shaped by the opportunities and challenges of local places. Sheffield City Council has been driving the housing delivery our economy needs, tackling the industrial legacy on key strategic brownfield sites that has held back development, and setting out a five-year programme to support and enable the housing growth the city needs. In the past year, the city has seen an upsurge in the number of new properties being built, returning to a level last seen before the economic crash.



A safe good-quality home has a critical role in enabling people to fulfil their potential, and Sheffield City Council unleashed an ambitious programme of investment to provide new council homes and improve the city's existing stock of council accommodation. By either buying existing properties or building new homes directly, the Council will deliver 1,000 new council homes by 2021, which will include supported housing to help people live independently, as well as family homes.

Further, as well as delivering the homes the city needs, Sheffield's ambitious council housing programme is enhancing the viability of new private development in key parts of the city. The Council has bought some good-quality new homes from private developers 'off plan', which has enabled developers to speed up their delivery of new homes while ensuring new affordable homes are delivered quickly.

However, the Council is keen to go further to ensure that people have access to the high-quality affordable homes they need. With the necessary flexibility from the Government, Sheffield can deliver at least a further 1,000 council homes by 2025.

At the same time, the Council is investing £300million into council homes to improve kitchens and bathrooms and help residents save money by improving insulation, heating and roofs.

Sheffield City Council has been proactive in creating new approaches to deliver new homes in the city. In 2011, Sheffield established the Sheffield Housing Company (SHC) in partnership with Keepmoat and Great Places to kick-start housebuilding across the city. Over the past five years, the partnership has delivered 450 new homes in Sheffield.

Now Sheffield City Council will be loaning £3million to kick-start the next phase of the project, which will build around 850 new homes across 12 brownfield sites, leveraging over £1billion of private-sector investment into housing in the Fir Vale, Manor, Norfolk Park and Parson Cross areas of the city.

As one of the few examples of a council linking up with housebuilders, SHC has embraced a community focus by developing skills and creating apprenticeship opportunities with local firms. The work in support of the new housing estates is benefiting local businesses to the tune of £18million, and has created 200 jobs, including 46 apprentices. In addition, more than 170 training initiatives have been created by the SHC. This ensures that as well as delivering vital new homes, the partnership is investing in the local areas, creating more jobs and giving more contracts to local supply-chain businesses.

An additional case study from Belfast.

Belfast is not a member of the Core Cities UK, but works closely with and shares many aspirations of the group. The city's Local Investment Fund Case Study is included here to add to the range of mechanisms that cities are using in demonstrating leadership for change.

Belfast – Local Investment Fund

What we delivered:

- + Award-winning £5million investment fund to support neighbourhood projects
- + 130 local projects received almost £9million
- + A broad spread of investments across Belfast, often in partnership with other agencies.

In February 2012, Belfast City Council launched an ambitious £150million Investment Programme to counter the effects of the economic downturn. Key aims of the initiative were to boost the local economy, support businesses, create employment and training opportunities, and support capital projects across the city. Our councillors were clear from the outset that the commitments in the Investment Programme needed to stretch beyond the city centre and reach into communities across the city to make a difference to the lives of local people.

Reflecting this, the Council established a £5million Local Investment Fund (LIF) to support neighbourhood projects to help regenerate local areas. It was also recognised that councillors – through their local mandate and their role as democratically elected members for the city – were best placed to understand their local areas and identify key local needs and projects. Area Working Groups (AWGs), comprising councillors from the



relevant District Electoral Areas (DEAs), were therefore established to help support the delivery of the Local Investment Fund and the wider Investment Programme.

In 2015, following the success of the first phase of LIF, Belfast city councillors extended the programme with a further £4million, which was allocated to community capital projects across the city. In order to focus on a maximum number of local investments and to ensure the opportunity for a broad spread of investment across the city, members agreed a level of investment through LIF of no less than £15,000 and no more than £250,000 per project.

To date (November 2017) 130 local projects have been allocated principal funding worth £8.9million. Of these projects, 79 worth approximately £5.6million are completed, 18 worth approximately £1.4million are ongoing, 15 worth approximately £960,000 are at pre-construction stage,

and 18 worth approximately £990,000 are undergoing Due Diligence. The projects deliver across a range of sectors, including advice centres, community gardens, new community facilities, open space, sports facilities, refurbished community facilities, and tourism projects. As well as working with a large number of community organisations across the city, the projects include partnership elements from a range of bodies, such as the Department for Communities, Alpha Fund (Groundwork NI), Community Foundation for NI (Space and Place Programme), International Fund for Ireland, NI Environment Agency, BIFFA Awards (Communities Fund), Lagan Rural Partnership, NI Housing Executive, NI Electric, Helm Housing, and private funding.

LIF has been recognised in the Northern Ireland Local Government Association Local Government Awards by winning the Best Initiative by a councillor or group of councillors, sponsored by the National Association for Councillors.

Core Cities UK Achievements 2016/17

- + Launching our Green Paper 'Invest Reform Trust' at the House of Commons following consultation with industry and other stakeholders
- + Commitment to a meeting with EU Chief Negotiator Michel Barnier and the Core Cities UK Cabinet
- + Launching a publication on 'Whole Place Leadership'
- + Research to explore migration across all the Core Cities funded by the Paul Hamlyn Foundation
- + Co-founding and supporting the RSA's influential Inclusive Growth Commission
- + Developing a 'Housing City Deals' approach, now adopted by the Government
- + Core Cities UK Cabinet meetings with senior members of the Shadow Cabinet
- + Working with Key Cities to welcome UN World Cities Day
- + Submitting proposals to the Government on a range of issues, including Spring and Autumn Budgets, Brexit, and the Industrial Strategy
- + Working with Arts Council England, Arts Council Wales, Creative Scotland and Key Cities to advocate for innovative cultural investment
- + Launching a Joint Statement on Air Quality and supporting the first-ever National Clean Air Day
- + Engaging in the development of the Industrial Strategy, undertaking detailed sectoral analysis and developing proposals to strengthen city economies
- + Developing and agreeing a new integrated and place-based model for an Adult Skills and Employment System to boost skills and jobs; work is currently underway on this with the LGA
- + Holding a Cohesion Summit on migration, diversity and openness with policy experts and faith leaders from across the UK
- + Holding a Housing Summit with public and private-sector partners
- + Meeting with European City leaders at the EURO CITIES AGM in Slovenia
- + Continued joint working with London government
- + A joint Sustainable Cities Leadership Summit with the UK Green Building Council held in Leeds
- + Supporting our ten Policy Hubs to work on a wide range of issues with external partners, including the Future Cities Catapult, the Urban Transport Group, and Core Cities Universities
- + Supporting cities working on the Business Rate Retention Pilots and sitting on relevant national working groups
- + CEOs Group working closely with senior Government officials on a broad range of issues, including housing, local government finance, adults' and children's care, the economy and productivity
- + Party conference events with partners, including Localis, Resolution Foundation and London Councils
- + Meetings with the Secretary of State for Transport to discuss HS2 and city transport, and the Secretary of State of Communities and Local Government to discuss city issues.

Core Cities UK Highlights of the Year



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1. Core Cities UK Leaders and Mayors gathered in Cardiff to sign a declaration on Air Quality
2. Core Cities UK chair Cllr Judith Blake CBE launches our Green Paper at a reception at the House of Commons
3. Leaders and Mayors began the year with a summit in Highbury Hall, Birmingham, the former home of renowned civic reformer Joseph Chamberlain



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4. Core Cities UK chair Cllr Judith Blake CBE putting the case for Core Cities at the 2016 EUROCITIES annual conference
5. Core Cities UK Cabinet continued meeting with senior figures from the Government, in this case, Greg Clark MP, Secretary of State for Business Energy and Industrial Strategy
6. Throughout the year, Core Cities UK gathered opinion-formers together for private round tables on the big issues facing cities (picture courtesy of MJ)
7. Core Cities UK Leaders and Mayors gather at our Manchester Cabinet in July 2017
8. Delegates discussing our Green Paper at an event in Manchester in July
9. Resolution Foundation Director Torsten Bell endorses our Green Paper at a reception at the House of Commons

