

**Whole Place Leadership**

**Extended Case Studies from our ten cities**

**September 2016**

## **Birmingham**

### **The Regeneration of Paradise Circus – Birmingham City Centre**

#### Summary

Paradise Circus, which is being delivered through an ambitious £500m joint venture between the public and private sector, will deliver a step change in the provision of office accommodation in Birmingham City Centre. In terms of partnerships Paradise is a great example of a public/private joint venture that will harness the delivery expertise of the private sector alongside the overarching governance structures and stakeholder management that the public sector brings to large scale projects.

Paradise 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 £275m. Some £87m of EZ funding has helped kick-start the development, which will provide 170,000sqm of office led mixed use space as well as 10,000 jobs.

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.

#### Purpose

An ambitious joint venture vehicle, Paradise Circus Limited Partnership has been established to assemble the site, demolish the existing buildings, deliver the infrastructure change to the highway network and the development platform for around 170,000sqm 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 have committed to build out 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.

Over the last 25 years Birmingham has slowly pieced its city centre back together, undoing the damage of the failed post war Manzoni Plan which created the 1970s Bull Ring Shopping Centre, the Central Library and the 'concrete collar' of the inner Ring Road which constrained the growth of the commercial centre for 40 years. The city is now seeing the fruits of public and private investment in infrastructure, shopping and commercial buildings.

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

#### Strategic approach

The Big City Plan is the non-statutory regeneration masterplan which sets out the Council's detailed aspirations for the City Centre and the redevelopment of Paradise Circus is a key project.

The ambition for Paradise Circus is to create a world class commercial development which 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. The model is Argent's re-development of Kings Cross and the partnership has harnessed the skill and imagination of leading architects and designers to achieve this.

#### Agencies / services involved

The partners in the limited partnership are the City Council and Britel Fund Trustees Ltd, part of the POSTEL Pension Fund represented by Hermes. The renowned developer Argent was appointed as the development manager. The partnership has two directors representing Britel and two representing the Council.

The EZ is a key initiative for the Greater Birmingham & Solihull LEP (GBSLEP). A £275m Investment Plan was prepared by Birmingham City Council as accountable body for the EZ on behalf of the GBSLEP. The Investment Plan sets out how the uplift in business rates will be used to deliver the infrastructure to unlock development and growth in the City Centre EZ, including funding and supporting the infrastructure around Paradise Circus.

#### What did we do?

Public/private partnerships are not new but we are not aware of another complex regeneration project which utilises the innovative governance and financial structure that we have developed for Paradise Circus. The partnership is compliant with both the public sector procurement requirements of the Council and the commercial and regulatory requirements of the pension fund. The structure enables the Council to inject the Enterprise Zone funding into the business plan without exposing it to risk. Birmingham has used its land interests in the site as leverage to secure a long term income stream from the completed development at a commercial rate of return consistent with that seen by the pension fund. The downside risks of cost over runs are managed through the partnership with Argent appointed as the Development Manager using their experience of major regeneration projects.

In the absence of any legislation on TIF, Birmingham has decided to use its Enterprise Zone (EZ) in a highly innovative way. Birmingham City Council, as the accountable body for the EZ, is borrowing to invest and is using the EZ mechanism to repay this investment.

After taking the approach that it would maximise the impact of the EZ by prioritising the potential to keep business rates uplift, the City Council and the GBSLEP worked together to produce an EZ Investment Plan of £275m. The Plan set out an initial five-year programme of projects, including the £87.8m for Paradise Circus.

#### Results and expected outcomes

Regeneration of Paradise will provide 170,000 sqm of new office led mixed use space, including Grade A offices in up to 10 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 also 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.

## **Birmingham**

### **West Midlands Mental Health Commission**

#### Summary

The West Midlands Combined Authority has commissioned research into mental health and its impact on the public sector. The issue was chosen because:

- It is a significant driver of demand for public services.
- It has a negative impact on productivity.
- There is the opportunity to significantly improve outcomes for many people.

We believe this commission is the first of its type in the country. It is chaired by Norman Lamb MP, former Minister of State for Care and Support.

The project is an example of local leadership tackling a national issue and engaging with leaders to show the way forward. It is producing radical and innovative proposals that will be launched in the autumn of 2017.

The commission has identified the following key areas of enquiry:

- Employment and housing
- Early intervention principles
- Criminal justice/troubled individuals
- Role of employers
- Primary care

#### Purpose

The West Midlands Mental Health Commission has the following objectives

- To assess the scale of mental health problems in the West Midlands and their cost and impact across the whole system
- To examine best practice elsewhere nationally and internationally in both health and other service areas
- To establish the relative costs and benefits within the whole system of the application of this best practice to the West Midlands
- To pilot new ways of working to test effectiveness
- To make recommendations on how the findings of the Commission taken forward to reform public services

#### Strategic approach

The commission Covers the population of the three combined authority local enterprise partnerships, covering the seven metropolitan councils in the West Midlands area.

It focuses predominantly on working age population but recognises the importance of getting the foundations right in childhood.

#### Agencies / services involved

- Norman Lamb MP, Chair of the Commission
- Prof Kevin Fenton, Director of Health and Wellbeing, Public Health England
- Prof Swaran Singh, Head of Mental Health & Wellbeing Division, Warwick Medical School
- Steve Gilbert, Service User
- Dr Geraldine Strathdee, National Clinical Director Mental Health, NHS England
- Craig Dearden Phillips, Managing Director Stepping Out
- Steve Shrubbs, Chief Executive, West London Mental Health Trust
- Dame Carol Black, Policy Advisor - work and health to the government
- Paul Anderson, Managing Director, Deutsche Bank, Birmingham

#### What we did

The commission has considered evidence from around the West Midlands region and the experiences of real people, as well as the knowledge of professional mental health practitioners and organisations.

#### Results and Expected Outcomes

The Commission will produce recommendations to Government and the West Midlands Combined Authority on:

- How public services can be transformed to reduce impact of poor mental health and wellbeing.
- How resources currently spent on mental health can be re-directed to keep people mentally well and enable recovery.
- The potential for a devolution deal for mental health and wellbeing.

## **Birmingham**

### **Birmingham Energy Company and Decentralised Energy Investment**

#### Summary

Birmingham City Council will establish an energy company through which it can supply gas and electricity to domestic and commercial customers, and invest in renewable energy infrastructure to increase resilience, grow the local economy, lower carbon emissions and improve the quality of life for citizens.

#### Purpose

Birmingham currently produces less than one per cent of the £1.3bn in energy that its residents and businesses consume each year. This represents a significant loss from the local economy, and leaves the city exposed to threats from energy security, low levels of resilience as well as price fluctuations. Close to 19% of households in Birmingham live in fuel poverty and many of these are on expensive prepayment meter tariffs. Birmingham also has an ambitious target to reduce carbon emissions by 60% by 2027, but success relies heavily on national decarbonisation of the energy grid.

There is a compelling case matched by a significant potential customer base for a municipally owned energy company that offers competitive tariffs to customers.

#### Agencies / services involved

- Birmingham City Council
- ENGIE (formerly Cofely District Energy)
- Heat Network Delivery Unit (Department for Business, Energy and Industrial Strategy)
- Social housing partnerships
- Public sector agencies
- University of Birmingham
- Aston University
- Severn Trent Water
- Western Power Distribution
- Climate KIC
- Greater Birmingham and Solihull Local Enterprise Partnership
- West Midlands Combined Authority

#### What did we do?

Birmingham is already home to one of the largest district heating networks in the UK – the Birmingham District Energy Company (BDEC) that is owned and operated by ENGIE through a partnership with BCC to develop city centre heat networks. BDEC was established in 2006 and has demonstrated the demand (and potential) for district heating in the city. More recently, the City Council has been working with the Heat Network Delivery Unit, now a part of the Department for Business, Energy and Industrial Strategy, to explore the opportunities for further district heating networks across Birmingham that will provide low carbon, low cost energy to businesses and residents. A number of networks have emerged that will be taken forward for investment.

In broader energy terms, the City Council is exploring opportunities to establish an Energy Company and will shortly be developing its business plan to do so. This will include opportunities to align with the smart meter rollout to better understand customer's consumption. Other energy generation opportunities will be developed in parallel - for example, deployment of solar PV with emerging storage technologies, which offer new commercial opportunities for investment.

Birmingham City Council has also been working closely with its academic and industry experts through Birmingham's Green Commission. There is significant potential for Birmingham to become a hub for the development and demonstration of innovative energy technologies and stakeholders have developed the "Energy Capital" concept. This aims to establish the Greater Birmingham and Solihull LEP area as the pre-eminent location in the UK to establish and grow innovative energy technology companies, building on the Midlands Engine's strength in research.

Birmingham hosts universities involved in the Energy Research Accelerator, the Energy Systems Catapult, the European Bioenergy Research Institute, Birmingham Energy Institute and EIT-Climate KIC. The intention is to create and sustain a culture of local demand for energy innovation to complement existing investments supporting the supply and spin-out of innovation from academic institutions. This will maximise the economic value of these existing investments, as well as creating significant new jobs. This has potential to work alongside the energy company as it develops as a commercial entity.

#### Results and Expected Outcomes

While Birmingham is early on in the development of an energy company and outcomes will take a number of years to come to fruition, there are already some results from early initiatives and project development. BDEC has already seen investment of £15m in the city centre heat networks, with 15,600 tonnes of CO2 saved per year. The City Council has identified a further potential for £65m in heat networks from initial energy mapping. Solar PV has been deployed on 5,500 domestic properties and the City Council is including energy generation as a key principle in its forthcoming Waste Strategy, 2019+. BCC's emerging planning policy is also well aligned to support delivery of the ambitions.

Birmingham's carbon emissions reduced by 33% by 2014 against a 1990 baseline. A considerable contribution to this comes from national grid decarbonisation which re-emphasises how reliant Birmingham remains on national energy infrastructure.

## **Bristol**

### **Bristol Learning City**

#### Summary

Learning Cities are being established across the world, based on the idea that learning transforms lives, organisations and cities – and that by working together, fostering a shared sense of identity and purpose, people can achieve greater change. Bristol has a compelling vision to create a culture in the city where all individuals and communities are proud to learn throughout their lives. City leaders have come together to develop Bristol Learning City as a way to address systemic challenges and tackle inequality through learning.

A strong governance framework is in place, including a Learning City Partnership Board chaired by the elected Mayor, with representation from the public, private and not for profit sectors. Bristol Learning City is recognised by UNESCO, as the first Learning City in England. This is providing global opportunities to promote the City.

#### Purpose

To take responsibility for learning across the city, to tackle the systemic challenges that lead to inequality, by sharing our expertise, targeting our resources and taking collective action.

With the aim of ensuring:

- greater awareness about the value of learning
- increased participation in learning for all ages
- improved achievement for everyone

Groups / issues the project is focused on

Partners work through themed partnership Challenge Groups to take action around different aspects of learning and skills:

**Learning in Education:** bringing together a fragmented learning system in the city to focus on improving outcomes for under-achieving groups, creating a coherent city-wide approach to school improvement and developing a shared strategy for workforce recruitment and retention.

**Learning for and in Work:** aiming to develop a skilled and diverse workforce through a city 'Engagement Hub' to connect educators, skills developers and business with the focus in the first phase on the creative/digital and construction industries. A 'Bristol Passport for Employability' to document young people's achievements and broader skills, is be piloted in the autumn 2016.

**Learning in Communities:** develop a network of learning providers in neighbourhoods, including children's centres and libraries, to make learning more accessible and encourage greater participation by all communities. Create Learning Hubs by working with Community Evaluators to assess learning and drive change.

### Agencies / services involved

- Members of the Board include city leaders from public, private and not-for-profit sectors:
- All phases of education: University of Bristol; UWE; Bristol City College and the Headteacher Associations; At Bristol Science Centre
- Bristol based companies with a national reach: Destination Bristol; SpecSavers; Integral Build and previously Aardman Animations
- Learning advocates: Schools Commissioner, Junior Chamber, Merchant Venturers, Local Enterprise Partnership, Youth Mayors and previously BBC Bristol
- Political and Policy Makers: elected Mayor (Chair), Bristol City Council: Cabinet lead, Chief Executive and Strategic Director People.

The themed Challenge Groups are chaired by a Board Member and involve a wide range of partners in the city; partners are also collaborating to host events, bid for funding, share knowledge and promote learning.

### What did we do?

Visionary city leaders co-created the concept and model for Bristol Learning City; a shared vision with the aim of the city planning strategically, maximising resources and using collective opportunities to improve participation and achievement in learning. The council constitution was amended to enable the Mayor to make decisions as Chair of the Learning City Partnership Board, giving the Board influence over the development and delivery of learning in the city, providing authoritative and assertive cross-sector leadership with democratic accountability. Effective communication is an essential part of the Bristol Learning City approach, to inform, inspire and engage citizens. The wider public communications Love Learning campaign has involved partners creating a strong and active social media presence. We also showcased Bristol at the international Learning Cities conference, created an Evaluation Framework and undertaken an Annual Review.

### Results and expected outcomes

- More than 70 organisations and 200 people are working collectively to achieve a shared vision for learning in the city
- Recruited over 130 Learning Ambassadors to engage with citizens, share their passion
- Agreed city wide strategies for Employment and Skills and Education and Capital Commissioned a new service for Alternative Learning provision
- University of Bristol offer for city students
- Presented a partnership proposal for a new city school to the RSC
- Received an MJ Award for an Employment and Skills Programme
- Developed a Business Engagement Hub and Passport for Employability
- Attracted 3,500 Twitter followers to receive information about learning
- Received over 800 views of Inspiring learning stories

- Created targeted programmes to engage hard to reach learners including: pathways for care leavers into education and employment, community; learning for people with mental health needs and conversation clubs to improve spoken English.

## **Bristol**

### **Citizen Sensing and Open Data**

#### Summary

Bristol is using smart technologies and digital connectivity to meet the city's environmental, social and economic challenges and opportunities and become a truly Smart City. Open Data Bristol is a key part of this as it opens up access to Bristol's data in order to make it easier for citizens, researchers and developers to access, analyse and share information. The Bristol Approach to Citizen Sensing and Open Data is about placing people at the heart of innovation and working together to tackle issues that they care about. It enables people to share learning about how technology and resources can help them and work together to develop solutions.

#### Purpose

More than 62,000 people work in digital technology in the Bristol/Bath area. The sector locally is worth £1Billion to UK GVA and according to McKinsey 2015, the ICT cluster is 'the most significant and fastest growing outside of London'. Data is an increasingly important asset for the city, in line with other areas and the Council is keen to do all it can to support this further.

As part of this however, there is a risk that is articulated well in the 2015 Nesta report 'Rethinking Smart Cities From the Ground Up' that says:

'As cities bring people together to live, work and play, they amplify their ability to create wealth and ideas. But scale and density also bring acute challenges: how to move around people and things; how to provide energy; how to keep people safe. Smart cities' offer sensors, 'big data' and advanced computing as answers to these challenges, but they have often faced criticism for being too concerned with hardware rather than with people.'

Bristol City Council has a vision, which establishes the key use of data to help address city challenges improve the city's democratic conversations, working with partners from the public, private, and third sectors to power the local economy and promote wellbeing among residents.

Our smart city approach is about putting people at the heart of our smart city projects, to enable them to co-produce solutions. As part of this, we commissioned a citizen sensing programme to allow citizens to access and use sensor technology to support actionable change, and share data through a city commons.

#### Agencies/services involved

Bristol City Council commissioned Knowle West Media Centre and Ideas for Change to support the development of the citizen sensing project. The project is co-funded by the Horizon 2020 EU programme. Citizens and communities have worked together with agencies and the City Council to determine priorities and solutions.

What did we do?

Citizen sensing is a process where citizens build, use or act as sensors: citizens identify and gather data that will help them tackle an issue. The sensors could be bespoke temperature sensors built from scratch or a piece of technology that already has sensors in, such as a smartphone.

The approach is about empowering people and communities to take positive action in their communities by using tech for social good. The approach was tested between November 2015 and August 2016 and is now being expanded, through our European funded Smart Cities and Communities project: Replicate.

We have developed a framework for the Bristol Approach with six distinct phases and documented our findings so other communities and cities worldwide can benefit from our approach.

[https://issuu.com/knowlewestmedia/docs/bristol\\_approach\\_booklet\\_issue](https://issuu.com/knowlewestmedia/docs/bristol_approach_booklet_issue)

The example below highlights the process and what was achieved

It begins with community development work, artists talking to people in community places of gathering, mapping existing networks, gathering issues that were of relevance to people. Starting with a longlist of projects, then focusing on poor standards in private rented accommodation as a key problem. After exploring and framing the issue with citizens, we narrowed it down further to damp homes. This was an issue that had a lot of interest and energy, but often individuals felt like they were tackling it on their own with little or no agency support.

Bringing together tech and non-tech specialists we designed a series of shared 'commons' tools including:

- An attractive frog-shaped damp sensor,
- An online mapping tool and open data that helped people to visualise the size of the problem and its correlation with other important factors such as health, house prices and people's habits at home.

Plus:

- Networks to extend the reach of the project and involve as many people as possible,
- Participants developing new skills and understanding of hardware, software and data visualisation,
- Emerging local business enterprise opportunities.

Results and expected outcomes

We have piloted the technology, developed common tools and new networks to collect and share data, and begun to explore business opportunities which may come out of this work. We will be expanding the Bristol Approach to Citizen Sensing to other projects including food waste, biodiversity, homelessness and independent traders.

The approach supports the Council's role as facilitator and enabler, using the latest Internet Of Things and smartphone technology and supporting community groups that might not always have access to it, to use it, where relevant to meet their own needs, whilst also creating a resource - the commons - to support others.

## **Bristol**

### **Engine Shed**

#### Summary

Engine Shed is an enterprise hub providing workspace, business support and incubation for a range of high-tech, creative and low carbon businesses, including Bristol SETSquared - the University of Bristol's award-winning high-tech business incubator. It is also home to the West of England's inward investment service, Invest in Bristol and Bath, and the head office of the LEP.

#### Purpose

The Engine Shed aims to kick-start growth and jobs and attract inward investment in the Bristol Temple Quarter Enterprise Zone, stimulating long term economic growth and showcasing the region's innovation to the public and potential investors. Engine Shed directly and indirectly supports sustainable job creation in key strategic sectors for Bristol – high tech, creative and low carbon and with a particular focus on supporting and incubating start-ups, SMEs and social enterprise.

#### Agencies / services involved

The Engine Shed is a collaboration between Bristol City Council, the University of Bristol, and the West of England Local Enterprise Partnership (which also includes North Somerset, South Gloucestershire, and Bath and North-East Somerset Councils). Engine Shed is also home to the Bristol SETSquared Centre. SETSquared is a partnership between the Universities of Bristol, Bath, Exeter, Southampton and Surrey, recently ranked as the global no.1 business incubator.

#### What did we do?

Engine Shed was created in 2013 in the Bristol Temple Quarter Enterprise Zone (TQEZ). The BTQEZ had been established a year earlier, centred on Bristol Temple Meads train station, as part of the effort to regenerate the area around the station. Engine Shed began with a £1.7m refurbishment contract, of part of Isambard Kingdom Brunel's original Temple Meads railway station. The University of Bristol and the City Deal each contributed £250k to the refurbishment. The first phase involved the installation of the Bristol SETSquared business incubator on the top floor.

Engine Shed also houses the Business Lounge, a shared working, meeting and networking space where Bath Spa University, University of Bristol and University of the West of England staff, Bristol Media members, Institute of Directors members, Business West Initiative members and many more can use the facilities free of charge. The public exhibition space, Platform 14, gives a space for public and private organisations to showcase innovative projects.

Boxworks @ Engine Shed, opened in December 2015, is the latest addition, and provides office space for start-ups and social enterprises, with Social Enterprise Works the first tenant.

#### Results and expected outcomes

The BTQEZ as a whole, which includes the Engine Shed, has attracted over 2,000 jobs. While businesses in the zone pay reduced rates, the four West of England Unitary Authorities retain 100% of business rate

growth in the BTQEZ within a shared pool alongside that of the other Enterprise Areas across the West of England.

Profits from the surplus generated by rent, meeting room hire, business lounge membership and sponsorship are split between Bristol City Council, the University of Bristol and reinvestment in the Engine Shed's Enterprise Fund, which improves the facility and funds seed projects.

## **Bristol**

### **Heat Networks and Community Energy Fund**

#### Summary

Heat Networks – sometimes called district heating – are being set up to provide efficient, low-carbon and less expensive energy to buildings around the city. Underground pipes will provide heat to areas of the city, eliminating the need for every building to operate individual fossil-fuel burning boilers.

The Bristol Community Energy Fund is designed to kick start and support community energy projects. It delivers grant funding to community led energy projects such as energy efficiency and behaviour change schemes as well as matching businesses with established community groups to provide new homes for community owned renewable energy installations. Bristol City Council is also investing in the installation of solar PV across its own assets as well as on other Bristol based private rooftops such as Ashton Gate Stadium.

#### Purpose

Bristol City Council is working towards targets of 40pc carbon emissions and 30pc energy usage reductions across the city by 2020 compared to 2005 levels, with an overall ambition to become a carbon neutral city by 2050. A number of whole place initiatives will contribute to this, including the heat networks and community solar energy.

As well as energy efficiency and carbon reductions, heat networks and community energy projects can help organisations and citizens to save money on their energy bills, and help to combat fuel poverty. This place-based infrastructure investment will allow a wide range of organisations and residents in the city to both benefit from and contribute to progress towards city-wide long term environmental goals.

Bristol City Council is committed to making significant reductions, but only a portion of this can be achieved by cutting energy use and improving efficiency at the Council itself. Achieving this city-wide goal requires a shared low carbon vision and strategy, strong cross-sector civic leadership, and the mobilisation of private as well as public resources.

#### Agencies / services involved

Solar installations and heat networks will be installed and connected to a wide range of private and public buildings including offices, flats, leisure centres, hospital buildings, university buildings and schools – all of which will benefit from reduced energy expenditure. As well as the private sector, partnership work has involved public sector organisations including the Cabinet Office and the NHS.

#### What did we do?

The Heat Networks are being built in phases, with £5m invested in the first phase, creating a City Centre Network, which together with the University and Hospital Network will supply the hospital, university and 350 flats. Pipework is being laid as part of ongoing infrastructure projects, such as the city's Metrobus expansion. As much of the city as possible will eventually be connected, with a Redcliffe and Temple Network to supply 14 social housing blocks as well as hotels, offices, and the new Bristol Arena.

The Bristol Community Energy Fund has already delivered £53,000 in grants to projects across the city providing support to those experiencing fuel poverty and or groups underrepresented in the energy conversation. In one of the latest projects, Bristol City Council and Ashton Gate Stadium, home to Bristol City FC and Bristol Rugby Club, have partnered to fit 460 rooftop solar panels. The 117kW system will generate 95,090kWh per year – equivalent to powering 23 homes. The partnership will save the stadium £150,000 in energy use over 20 years, and allow the council to recover the full costs and generate a small surplus.

#### Results and expected outcomes

- As well as reducing carbon emissions, Heat Networks will save tenants around 10% of their energy bills due to improved efficiency.
- Bristol City Council host nearly 5MW of community owned solar PV installations on its building and land and recently invested in a 4.2MW community-owned solar farm in Lawrence Weston, sited on Council land.

## **Cardiff**

### **Cardiff Public Services Board**

#### Summary

The Well-being of Future Generation Act (2015) places whole-city governance and leadership on a statutory footing, establishing Public Services Boards for each local authority area in Wales. The Cardiff PSB is chaired by the Leader of the Council and its membership is drawn from the most senior political and managerial representatives from across the city's public services.

#### Purpose

The purpose of the PSB is to take forward the 'whole city leadership' model in Cardiff, focused on delivering the Leader's vision for Cardiff to become Europe's most liveable capital city.

In practice this will mean identifying the most important issues which require collective action, unblocking barriers, developing and agree new models of delivery through jointly agreeing outcomes, pooling of resources and aligning services better across sectors.

#### Strategic approach

PSBs are statutorily required to produce a comprehensive needs analysis, or 'one version of the truth,' of the state of economic, social, environmental and cultural well-being in its area by March 2017. This is known as a 'well-being assessment,' which in turn inform the development of a statutory 'well-being plan' setting out its objectives and the steps it will take to meet them (by March 2018).

The Cardiff PSB has recognised that to be effective they can't seek to tackle everything – they will need to prioritise. They have committed to use the well-being assessment to identify a small number of big city priorities / challenges which require collective action from the city's public service leadership.

For each issue, the PSB will focus on establishing a collective understanding of the issue, aligning outcomes, assets and resources, incentives and working practices in a way that responds to the needs of place. The PSB members will also focus on making the case to the Welsh and UK Governments for the devolution of the freedoms and funding necessary to deliver.

#### Agencies / services involved

The Cardiff Public Services Boards members include:

- The City of Cardiff Council (Leader and Chief Executive)
- Cardiff and Vale University Health Board (Chair, Chief Executive and Director of Public Health)
- South Wales Police (Chief Constable, Deputy Police and Crime Commissioner)
- South Wales Fire and Rescue Service (Chief Fire Officer)
- Cardiff Third Sector Council (Chief Executive)
- Director (Natural Resources Wales)
- Director (Welsh Government)

## Results and expected outcomes

It is early in the PSB's development, but we want it to transform the way we work with other public agencies and establish Whole Place Leadership in Cardiff.

## **Cardiff**

### **Education is Everybody's Business**

#### Summary

Education is Everybody's Business, Cardiff City Council's school governor recruitment campaign, has led to an increase in the number of professionals from the city's business, academic and civic organisations becoming school governors. The goal is to improve both governance and ultimately performance in Cardiff schools.

#### Purpose

To strengthen school governance in schools across Cardiff by appointing a wide range of professionals from leading businesses, academic, sports and cultural organisations to governing bodies - utilising the range of skills that they are able to offer to help drive school improvement.

#### Strategic approach

- Developing new approaches to broker opportunities for positions on governing bodies for leading businesses, sports and cultural organisations.
- Developing an improved selection process for Local Authority governors.
- Reducing governing body vacancies, in particular Local Authority governor vacancies.
- Establishing a governor recruitment campaign.

#### Agencies / services involved

- Cardiff Partnership Board
- Cardiff Business Council
- Careers Wales
- Business in the Community
- Cardiff Council Democratic Services – Communications

#### What did we do?

A governor recruitment campaign – Education is Everybody's Business - was put in place, using the Economic Development team's existing business contacts and networks, including direct approaches to senior business people highlighting opportunities to work with schools, promotion at business events throughout the city and events with Careers Wales and Business in the Community.

At the same time, a whole council approach to governor recruitment including an internal staff recruitment campaign and promotion of role of governors by officers at all levels was put in place.

At the same time an Improved selection process for Local Authority Governors was created, including a governor application form and pack revised to focus on skills based appointments and a new Local Authority Panel constituted to consider all governor appointments

## Results and expected outcomes

- Identification of new governors, including a new chair of governors for the new secondary school in the West of Cardiff opening in September 2017.
- At least 17 new appointments made in the last 18 months from leading businesses, sports and cultural organisations, the majority of which are to schools that are categorised as red/amber and in need of the greatest improvement. There is evidence of improved outcomes and governance in a number of these schools.
- Major businesses linked with a number of schools across Cardiff.
- Robust selection and appointment process in place for Local Authority Governors.
- Local Authority governor vacancies reduced from 9.62% in November 2014 to 6.92% in November 2015.
- 35 new governors have been appointed through the governor recruitment campaign over the last year.

## **Glasgow**

### **Glasgow Economic Leadership**

#### Summary

Glasgow Economic Leadership has a singular focus - to help grow the city economy and create jobs and wealth in line with the recommendations made by the Glasgow Economic Commission. It is this aim which unites the 100 plus industry, public sector and academic leaders who both drive and are well engaged with the work of Glasgow Economic Leadership, whether as a member of the Leadership Board itself, or as members of the Leadership's industry-led key sector work streams.

#### Purpose

Glasgow Economic Leadership aims to:

- To promote the growth of the Glasgow economy.
- To promote investment in Glasgow and its infrastructure.
- To promote growth, investment and jobs in the city's key sectors.

Glasgow Economic Leadership achieves this by:

- Bringing focus and alignment to Glasgow's economic development efforts
- Aligning partner resources behind identified priorities (including Glasgow City Council, Scottish Enterprise, Scottish Skills Development, the private and academic sectors)
- Supporting industry-led, key sector work streams to identify priorities for growth and investment and ensure their delivery against agreed action plans.

Glasgow Economic Leadership is determined to position Glasgow as an "engine of growth" for the Scottish and UK economies and that the city be recognised as the home to great universities and colleges and great people and skills.?? The role for Glasgow Economic Leadership is to help provide focus for our collective efforts to attract investment to our great city and to reinforce Glasgow's position as an influential and successful city on the international stage.

#### Strategic approach

The main objectives of Glasgow Economic Leadership are to:

- Champion, co-ordinate and encourage the implementation of the recommendations of the Glasgow Economic Commission.
- Institute private sector-led key / cross- sector work streams to develop action plans to deliver on Glasgow's key sectors/cross-sector opportunities.
- Act as an investment advocate for the city's economic development.
- Help set priorities across public agencies and the private sector, and to identify gaps across relevant plans.
- Ensure clear accountabilities for economic development actions.
- Provide honest, evidence-based assessment of progress against specific targets / goals.
- Promote the acceleration, convergence and delivery of actions.

## Agencies / services involved

Glasgow Economic Leadership and its work streams include senior leaders from the private, public, academic and civic sectors. Glasgow Economic Leadership is chaired by Professor Sir Jim McDonald, Principal of the University of Strathclyde. Its membership includes:

- Both the Leader, and Chief Executive of Glasgow City Council
- Executive Member for Jobs and the Economy, Glasgow City Council
- Chief Executive, The Weir Group PLC
- Chief Executive, The Edrington Group
- Chief Executive, Tesco Bank
- Managing Director, Scottish Enterprise
- Managing Director, John Lewis Partnership
- Chairman and Chief Executive, Clyde Blowers Capital
- Chief Executive, Scottish Power Energy Networks
- Chief Executive, Glasgow Chamber of Commerce
- VP Pharma Operations, GlaxoSmithKline

## What did we do?

The Leader of Glasgow City Council tasked the Glasgow Economic Commission to look at the city economy and make recommendations on the future focus and priorities for economic development. In establishing the Commission, the city sought to engage private sector leaders at the highest level and the Commission benefited from the experience of board members who lead companies that generate significant wealth and employment in Glasgow and the wider city region.

A strategic recommendation of the Commission focused on private sector leadership - that a new private-public leadership body was established to focus the economic development efforts of Glasgow City Council, Scottish Enterprise, the Chamber of Commerce and others, to deliver on the city's economic potential and to ensure that Glasgow is 'open for business'.

## Results and expected outcomes

Glasgow City Council has made significant economic progress over the last decade and a combination of political leadership and private sector engagement has driven Glasgow's economy, and will continue to do so in the future. This is a difficult asset to create as it depends on trust relationships and tacit knowledge. A city where local government, academia and business find it relatively easy to work together is one with assets others find difficult to replicate.

Since its establishment in September 2011, Glasgow Economic Leadership has worked with its partners to clarify the city's economic development priorities, helped provide focus and clarity on the principle sources of economic growth for the city and encouraged co-investment by partners, business and industry in the necessary hard and soft infrastructure required to grow both the key sectors and the city's economy as whole.

## **Glasgow**

### **Sighthill Transformational Regeneration Area (TRA)**

#### Summary

Sighthill TRA is one of eight areas prioritised by Glasgow City council for housing led regeneration. The Council is committed to the delivery of the TRA programme as part of its membership of the Special Purpose Vehicle known as 'Transforming Communities: Glasgow', whose membership comprises Glasgow City Council, Glasgow Housing Association (GHA) and the Scottish Government. The delivery of Sighthill TRA has been accelerated by some 20 years as a legacy of the council's unsuccessful bid in 2013 to host the 2018 Youth Olympic Games.

#### Purpose

The masterplan aims to create a vibrant, pedestrian friendly, urban residential neighbourhood providing sustainable living with a diverse range of accommodation and an enhanced new green network – all in close proximity to the city centre. The quantity and high design quality of the proposed new neighbourhood will identify Sighthill as a "destination" residential area that will connect the north of the city back to its centre.

#### Strategic approach

The project is focused on transforming the area for the community who currently live there and to encourage new people to live in the area once the regeneration work is complete. The TRA is driven by a Local Delivery Group that brings together the Transforming Communities: Glasgow partners and includes local people.

#### Agencies / services involved

Transforming Communities: Glasgow, the partnership comprising Glasgow City Council, Glasgow Housing Association and the Scottish Government and on site contractors and future housing development partners.

#### What did we do?

What is happening in Sighthill is transformational. More than 140 units of social rented housing for Glasgow Housing Association have already been built and are fully occupied. Feedback from tenants has been very positive and the development has won awards. Remediation work has started on site and in the coming year the new park and infrastructure will be created ahead of a new school and further house building.

Regeneration plans have been agreed and will include:

- Extensive site wide remediation and infrastructure works
- Approximately 650 homes for sale and alternative tenures
- An alternative site for development
- A new community campus
- Commercial facilities
- A new pedestrian bridge across the M8 motorway

- A new road bridge linking Sighthill to the north and west of the city
- Improved parkland and environment quality
- Allotments and public space, including a new public square

#### Results and expected outcomes

Sighthill is the largest regeneration project in Scotland. It will transform one of the most deprived areas in Glasgow, creating a vibrant new neighbourhood. Regenerating Sighthill is essential to improving connectivity between Glasgow's North, its West and its City Centre.

## **Glasgow**

### **Thriving Places**

#### Summary

Thriving Places is a key commitment set out in Glasgow's Single Outcome Agreement, the 'contract' between Glasgow Community Planning Partnership and the Scottish Government to deliver improved services across the city. Thriving Places pledges to provide intensive support to specific neighbourhoods within Glasgow to accelerate better outcomes. It is the name given to an intensive neighbourhood approach that targets specific areas of the city, making better use of existing assets and resources and creating more effective working across Community Planning Partners.

#### Purpose

Thriving Places aims to make best use of the full range of resources and assets of the Community Planning Partnership to deliver better outcomes for neighbourhoods. Research confirms that increased levels of investment in conventional public services cannot alone provide the solutions to addressing levels of inequality in particular communities, and the Community Planning Partnership through this approach acknowledges there is not necessarily a 'one size fits all' solution to tackling deprivation in Glasgow. Thriving Places provides a response to the four key objectives which the Commission on the Future Delivery of Public Services (the Christie Commission, 2011), identified must shape a programme of public service reform.

- Services Built Around People and Communities - Thriving Places uses 'co-production' to involve both local residents and public services in the identification of local issues and the development of community-based solutions.
- Working Together to Achieve Outcomes - Thriving Places uses an asset-based approach to bring together key stakeholders to utilise the strengths and skills that already exist in an area to design and deliver services.
- Prioritising Prevention, Reducing Inequalities and Promoting Equality - Thriving Places is a long term commitment within the identified communities. This will enable a focus on preventative work that tackles those issues that contribute to persistent inequality.
- Improving Performance and Reducing Costs - Thriving Places seeks to make the most out of the available assets in the area – this includes physical assets, services, people and money.

#### Agencies / services involved

This neighbourhood approach is supported by Glasgow City Council, Glasgow Housing Association, NHS Greater Glasgow and Clyde, Scottish Fire & Rescue, Police Scotland, Skills Development Scotland, Scottish Enterprise, Glasgow Chamber of Commerce, and Glasgow's Third Sector Forum.

Community consultation, engagement and capacity building are key components of the Thriving Places approach – and a wide range of community engagement activities and strategic programmes are currently being delivered.

What did we do?

Nine Thriving Places communities have been identified across Glasgow. For these communities, the focus will be on a new way of working, bringing together residents and service providers to better utilise resources and assets, many of which are embedded within the community. The Glasgow Community Planning Partnership has adopted a different approach to support for these places over the next decade - with the challenge for service providers to adopt new approaches, working side-by-side with communities, to make better use of existing resources and assets.

The intensive neighbourhood approach has initially focused upon a small number of neighbourhoods across Glasgow, with Community Planning partners jointly working together across a range of potential issues within these communities.

The approach looks to find better ways of developing and delivering mainstream services and not rely upon new or additional 'ring-fenced' funds. These targeted areas have been selected based on robust evidence that confirms that they remain amongst the most deprived areas across Glasgow. The approach and intensity of working in these areas will be viewed as a longer term commitment, although it is hoped that early demonstrations of success will build traction for this approach, demonstrating that we are listening and changing the way we work to better effect. Our long term ambition is to ensure that these become thriving, self-supporting and successful neighbourhoods.

A broad set of principles for Thriving Places has been agreed, these are:

- To be willing and able to respond to local needs in a flexible way, and change the way in which resources are allocated.
- A long term focus on partnership working (up to 10 years if required).
- Joint working at a very local community level – more local than many previous approaches.
- A focus on community capacity building and working with community anchors.
- A focus on co-production between communities and organisations.
- Intensive activity to build social capital and empower communities and making the most of the assets in a neighbourhood to do this.

Results and Expected Outcomes

The outcomes of this Thriving Places approach will be:

- The creation of more resilient, sustainable communities which are stable, thriving and growing, and which people are proud to live in.
- Communities having more influence over the planning and commissioning of local services by Community Planning Partners.
- Communities across the city working with other organisations to develop services for local residents.
- That levels of demand for particular local services shift as both needs and awareness levels change.

The Glasgow Community Planning Partnership Audit prepared by Audit Scotland, identifies that the Thriving Places approach allows the partnership to coordinate better, and thereby prevents duplication.

## **Glasgow**

### **Improving the Cancer Journey**

#### Summary

Improving the Cancer Journey was launched by Glasgow City Council in February 2014. This holistic needs assessment service provides direct assistance, advice and information to cancer patients in Glasgow, their families and carers to ensure no one in Glasgow faces cancer alone.

The main objectives of Improving the Cancer Journey are to develop and deliver clear, seamless and accessible pathways of care, across organisational and professional boundaries, based upon robust assessment of need.

#### Purpose

The aims of the Improving the Cancer Journey service are to:

- Invite all with a new cancer diagnosis in Glasgow to have a holistic needs assessment and individual care plan developed.
- Provide the support of a dedicated named link officer to everyone with a cancer diagnosis.
- Facilitate the delivery of effective health and social care support solutions, based on the holistic needs assessment outcomes.
- Identify ways to improve service delivery for people affected by cancer.

The Improving the Cancer Journey service meets the strategic objectives of the council plan and the Glasgow Community Planning Partnership's Single Outcome Agreement. Glasgow has approximately 20,000 citizens living with cancer and if relatives and carers are included this increases to 70,000. The Improving the Cancer Journey service was developed as research advised of the growing need and complexity of issues faced by people affected by cancer.

#### Agencies / services involved

Improving the Cancer Journey is a partnership between Glasgow City Council, Macmillan Cancer Support, NHS Greater Glasgow and Clyde, Glasgow Life, Cordia, Wheatley Group and Prostate Cancer UK.

#### What did we do?

Baseline research was carried out by the NHS Health Improvement team. Patients, carers and medical staff provided 100% support for the proposed development of Improving the Cancer Journey and the link worker model being delivered uniquely within a social care setting.

A steering group with representatives from all partners informed the development of Improving the Cancer Journey. In addition, we established a service users advisory group where patients, their families and carers are actively involved in shaping solutions. The Improving the Cancer Journey programme is fully funded by Macmillan Cancer Support for five years and a robust business plan was developed to secure the £3.2 million funding for the five year programme. In addition, Prostate Cancer UK has provided additional funding to enable us to develop the service even further.

A key barrier for Improving the Cancer Journey was data sharing between NHS Greater Glasgow and Clyde and Glasgow City Council. To overcome this, the service established a data sharing protocol between the NHS and GCC. This inventive approach allows the NHS to share information on all new cancer diagnosis within Glasgow with Improving the Cancer Journey - providing access to the service for all people affected by cancer at diagnosis.

#### Results and Expected Outcomes

Improving the Cancer Journey is the first service in the UK to utilise the holistic needs assessment within a local authority context. By adopting the assessment, distress thermometer and care planning tools, Improving the Cancer Journey delivers a person-centred approach to assess, review and connect clients to appropriate support services delivering better outcomes for people affected by the disease. The use of link workers based in a social care environment rather than clinical staff to undertake the needs assessment is a new concept and this project is one of the first in the UK to adopt this approach.

Partnership working has been instrumental in the development and delivery of Improving the Cancer Journey. Through partners, Improving the Cancer Journey are able to deliver their vision and aims by providing clear pathways that utilise and integrates existing services. To date, Improving the Cancer Journey has worked with over 100 agencies in Glasgow to deliver tailored care plans for clients.

It has introduced mechanisms to share the stories of people affected by cancer and gather their views. This information is used to continually develop and improve the service. Customer surveys are used to capture feedback and inform improvement and the service held a stakeholder event where over 100 representatives from across health and social care organisations and people affected by cancer came together to generate ideas on continuous improvement.

Macmillan Cancer Support is now using the initiative as a learning lab to replicate this model throughout the UK.

Since the service launched in February 2014, Improving the Cancer Journey has contacted more than 3,900 people in Glasgow who have received a new or additional diagnosis of cancer.

- 1,981 referrals have now been received by the service.
- 8,763 concerns have been identified using the holistic needs assessment tool.
- 5,845 onward referrals have been made to support services.
- 33% of carers identified are referred on to statutory services for a formal assessment (the national average for formal referral is only 5%).

## **Leeds**

### **Council Tax Support - Personal Work Support Packages**

#### Summary

Since April 2016, new Jobseekers who have claimed Council Tax Support for a minimum of six months are required to take up a package of support aimed at helping them prepare for and move into work. The package of support also identifies and addresses any wider support needs. If they take up the support they continue to receive Council Tax Support. However, jobseekers who do not take up the offer, and do not have a good reason for not doing so, lose their Council Tax Support. This means they have more Council Tax to pay. Leeds is the only local authority so far to introduce any element of conditionality into Council Tax Support eligibility.

#### Purpose

The scheme underpins one of the Council's key propositions around 'helping people into work' so that they may lift themselves and their families out of poverty. Helping someone into work is beneficial for the person and beneficial for the council as it reduces the amount spent on Council Tax Support. The scheme builds on the concept of the Social Contract where citizens are expected to work with the council to improve their overall situation.

The additional support offered to jobseekers complements the advice they already receive from their Jobcentre Plus work coach. The aim is to help citizens move back into work sooner than they otherwise may have done. It is offered only after six months so that we are able to focus on those who are having more difficulty returning to work.

The scheme brings together two key services, Jobs & Skills and Welfare & Benefits, to provide a greater focus on helping those that are in need of help to find work.

#### Strategic approach

The scheme was initially focused on new Jobseekers claiming Council Tax Support. From April 2016, the scheme has widened to include people that have been unemployed for a year or more. The scheme will be reviewed regularly with the aim of expanding it to include those who are furthest away from the labour market. There a strong emphasis on encouraging behaviour change from those accessing welfare support from the Council.

#### Agencies / services involved

The scheme requires Leeds City Council's Welfare & Benefits, Jobs & Skills and Customer Services departments to work together closely, as well as linking to other services including around mental health and debt prevention.

Teams also work closely with DWP and Jobcentre Plus to ensure the programme complements, rather overlaps, with the work that they do and also signpost participants to many external support providers. This includes the Volunteer Centre, advice agencies and training providers.

## What did we do

In 2014, we took a report to the council's Executive Board seeking approval to consult on a scheme that would require people to work with us to help find jobs. A public consultation exercise was undertaken which found good levels of support and it was ultimately adopted at Full Council in January 2015.

With support from elected members and senior managers, officers from the relevant services and agencies worked together to develop processes for the scheme. The scheme involves an initial meeting for customers with an advisor at their local One Stop Centre, Job shop or Library. At this first meeting, the person's CV is reviewed and possible barriers to work are identified. An action plan is then developed and the appropriate support is put in place. The customer is then required to work with their advisor for up to 26 weeks to implement the plan. During the 26 weeks there are four scheduled review meetings where the plan and progress against it is reviewed, but advisors maintain contact with the jobseekers throughout.

## Results and expected outcomes

754 Jobseekers have signed up to the programme so far and 130 participants have moved into work. 403 people remain on the programme and are working with their advisors. We are now offering the support to long term jobseekers who claimed before April 2016. There has been some very positive feedback from participants.

## **Leeds**

### **Family Group Conferencing**

#### Summary

Family Group Conferences (FGC) aim to help families to develop their own solutions to the difficulties they are facing. It is an innovative solution to reduce the number of looked-after children in Leeds, providing families with an opportunity to work out their own solutions before a child is potentially removed from their home, improving outcomes and reducing the cost of services.

#### Purpose

A Family Group Conference is a decision-making meeting in which a child's wider family network come together, discuss concerns and make a plan about the future arrangements for the child. Family Group Conferences (FGCs) are at the heart of Leeds' restorative approach to support families when there is a safeguarding issue, and sit within wider frameworks of the Leeds Safeguarding Children's Board, Children and Young People Plan and Leeds Children's Trust Board.

A major strength of FGC is that the child or young person normally participates and can therefore have a major influence on the plan being made for them. Each FGC is co-ordinated by an accredited professional who is independent from the social work service. The Co-ordinator is neutral with no case management or decision-making responsibilities.

#### Strategic approach

The FGC work in Leeds is part of a wider investment strategy in early intervention services, seeking to ensure that families receive the right levels of support at the right time and helping to prevent problems from escalating.

Current priorities for FGC work are children who are at risk of going into care, unborn babies where a pre-birth assessment is being undertaken, children where a child protection conference is being considered, family reunification after a period in care and families affected by domestic violence.

#### Agencies / services involved

- Social work
- Children's services
- FGC co-ordinator
- Schools
- Voluntary and Community Sector
- Health
- Police

What did we do?

Leeds now has a relatively large FGC service, which has expanded with support from the DFE's Innovations Fund under our Family Valued programme. There are now four FGC teams in the city, three area teams and a fourth team which is looking at earlier intervention and more targeted delivery, including families affected by domestic violence.

In 2015, the FGC service received around 80 referrals a month and held around 30-40 initial FGCs and 20 review FGCs per month with families. This number is expected to increase as our Family Valued programme develops.

Referrals are mainly made through the child or young person's social worker or the Front Door Safeguarding Hub.

Results and Expected Outcomes

As well as contributing to a 'Good' rating for the authority's Children's Services, the authority also secured government innovation funding to expand its restorative approach, predicated on the Family Group Conferencing (FGC) model.

Between April and December 2014, 567 Family Group Conferences were held for families, 319 where children were aged five or under, including unborn babies, and 248 for children and young people between the ages of six and 17. In this period, 249 children were safely and appropriately supported to remain within their families.

## **Leeds**

### **Leeds Care Record**

#### Summary

The Leeds Care Record is a confidential, interoperable eHealth record in development that will hold patient information from GPs, hospitals and social care. The care record is for use by professionals and the individual or patient themselves.

#### Purpose

The overall aim of the Leeds Care Record is to create an open platform on which to integrate technologies, systems and standards in order to improve access to information, available at the point of care across all relevant organisations in the health and social care economy, with content generated by professionals and citizens. The success of the project is integral to the city's plans for integrated working across health and social care to enable service transformation.

For development and full implementation of the project to be successful, there is a need for all of the following:

- People change
- Technology change
- Process change

The Groups and issues the project is focused on include:

- Health and social care integration
- Service transformation
- Culture change

#### Agencies / services involved

The Leeds Care Record is run by Leeds Teaching Hospitals Trust under the leadership of the Leeds Informatics Board, a partnership group between the hospital, clinical commissioning groups and social care. The Care Record is developed in partnership with technology suppliers.

#### What did we do?

To enable the Leeds Care Record to realise its full potential, health and social care commissioners and providers collaborated to develop a standard suite of information governance documentation that all participating organisations signed up to.

A rich set of information requirements were gathered through user group activities spanning all health and social care professionals. Building on this initial step, requirements are soon to be gathered around decision support and workflow.

The third element is planned around Business Intelligence. As part of this effort, a public engagement exercise to engage citizens in the move towards citizen records is being conducted.

## Results and expected outcomes

All 107 GP Practices in Leeds (approx. 817,000 patients) are currently live with Leeds Care Record. It has also been rolled out across Leeds Teaching Hospitals Trust, Leeds York Partnership NHS Foundation Trust and all thirteen health and social care neighbourhood teams. A city-wide deliberative enquiry and communications exercise with the public has been undertaken asking how patient records should be used across health and social care. The project is also the informatics lead for the NHS Pioneer Programme and is a Care.data pathfinder project.

## **Leeds**

### **Leeds Empties**

#### Summary

Leeds' vision is to be a compassionate, caring place that helps all its residents benefit from the city's continued economic growth. A clear focus for Leeds City Council is to ensure that there is a range of housing that meets the needs of its current and future population.

An important part of ensuring there is an adequate range of housing provision is to minimise the numbers of long-term privately-owned empty properties. This ambition is clearly set out within the Best Council Plan and included within the Council's Core Planning Strategy, underlined by a change in strategy supported by new investment.

Clear leadership and oversight has been given to the empty homes work from the executive member responsible through senior management to the service leads. The project has harnessed the civic enterprise approach to work in an innovative and collaborative way to achieve a positive outcome.

#### Purpose

The aim of the project was to reduce the number of long-term empty privately owned properties in the city through the adoption of a range of new approaches and ground breaking partnerships with external organisations and internal service providers. The project is focused on landlords and residents in, or at risk of entering, temporary accommodation.

#### Agencies / services involved

- Leeds City Council
- Empty Homes Doctor
- West Yorkshire Police
- West Yorkshire Fire and Rescue
- Home Office
- Community Led Housing Sector
- Businesses

#### What did we do?

Working with the Social Business Brokers (SBB) we have helped raise awareness of the problem of empty properties. The award winning Empty Homes Doctor service offers free advice on a one-to-one basis with owners to develop a bespoke solution to bringing their empty property back into use.

The council has radically altered its own service provision and invested £400,000 in New Homes Bonus (NHB) to establish a bespoke team to fill properties and to improve poor quality private rented accommodation. The cost of the officer team is self-financing through the NHB generated from the long term empty properties brought back into occupation. To date the team have generated £715,000 in NHB and £2.7m has been generated for local businesses. This new approach is known as the Leeds Neighbourhood Approach (LNA) where tight geographical areas are targeted where there are high incidences of long term empty properties and poor quality private rented accommodation.

Through a multi-agency approach, which includes a range of internal and external partners such as the Police, West Yorkshire Fire and Rescue Service, Empty Homes Doctor and the Home Office, owners we work with owners and landlords to the best way to bring their properties back into use.??

Results and expected outcomes

We have reduced privately owned long term empty properties in the city from 6,721 at 31st March 2010 to 3,708 at 31st August 2015.

The success of the work undertaken by the Council was recognised by the Planning Inspector when a net reduction of 2,000 empty homes from April 2012 to March 2017 was agreed as part of the Core Planning Strategy. By May 2016 we have already exceeded this target with a net reduction of 2,083 being achieved.

To illustrate the success in key areas, below are the outcomes in three neighbourhoods previously blighted by empty homes:

- Nowells, Burmantofts - In June 2013 there were 44 empty homes now there are just four remaining empty, all subject to ongoing action by the service.
- Edinburghs, Armley - In April 2014 there were 45 empty homes with now only one remaining empty home which is subject to continued action by the service.
- Recreations, Holbeck - In April 2015 there were 70 empty properties, 50 were back in use by June 2016 and work is ongoing in this area.

A 2014/15 social impact report has shown that for a £100,000 investment with Leeds based Social Business Enterprise to provide an Empty Homes Doctor Service, £340,000 investment has been generated for local businesses and £354,000 of New Homes Bonus (NHB) has been generated for the Council. This represents an £11 return for every pound invested. Other partnerships with third sector organisations have also led to social and economic benefits in terms of training and skills development for local people employed on projects to bring properties back into use.

There is a continuing dialogue with landlords through an annual conference and a range of local forums linked to areas of the city targeted by the LNA. One aspect of this relationship which minimises long term empties is the council's Private Lettings Scheme. This allows the council to place people seeking housing into empty private rented accommodation thereby solving the customers housing need, removing an empty property and alleviating the risk of a family or individual entering temporary accommodation.

## **Leeds**

### **Migrant Access**

#### Summary

Leeds is a diverse city, with more than 140 ethnic groups. The Migrant Access Project, (MAP), is an asset-based community development project to help new migrants in Leeds to settle, utilising migrant community networkers (MCNs) from different backgrounds to coordinate and deliver sessions that assist with transition, understanding of services and help English language learning.

#### Purpose

The Migrant Access Project, (MAP), developed by Leeds City Council, Touchstone and Feel Good Factor, is there to reduce pressures on services where migration has impacted the most at the same time as helping new arrivals put down roots in Leeds.

Its main goals are:

- To alleviate pressures on services through appropriate awareness for migrants and to ease access for new arrivals.
- To ensure services join up to work with migrant communities as part of their mainstream business.
- To strengthen community relations between migrants and settled communities.

The project is focused on:

- Migration
- Community cohesion
- Barriers for ethnic minority groups

#### Agencies / services involved

Leeds City Council services, third sector organisations, with some commissioned to support asylum seekers, refugees and others, eastern European migrants.

#### What did we do?

The Migrant Access Project is a living map for new Leeds communities that links them to the right service at the right time. MAP provides trained people, who speak a range of language, to help and join people up with the correct up-to-date information to get the services they need. This not only benefits migrants, but also helps services provide effective support and reduces the number of people going to the wrong service or not getting any support at all. MAP talks to them and learns what they need.

MAP trains Migrant Community Networkers (MCNs) who are from different national, ethnic or language backgrounds, to talk to new arrivals about life in Leeds. They are trained with the latest information so they can spread important messages to their communities that promote integration and active citizenship. MCNs host interactive sessions within their communities and in partnership with service providers if needed. The MCNs gather weekly at the Migrant Access Project drop-in which is a very

important forum, introduced following evaluation of the project, which highlighted that MCNs needed aftercare support following training sessions.

#### Results and expected outcomes

Over 80 MCNs have been trained, dozens of community groups developed, several community interest companies created and thousands of individuals have been supported to become informed citizens of Leeds.

## **Leeds**

### **Neighbourhood Networks**

#### Summary

Neighbourhood Networks are organisations which provide a wide range of support, services and activities for older people across the whole of Leeds. They can help with healthy living, leisure, transport and help around the home, and they are a great place to meet new people.

#### Purpose

Neighbourhood Networks are an innovative way to provide social care support by utilising local links. The idea, in practice in Leeds since 2012, is for community organisations to work closely with support workers to ensure that people are continuing to get the statutory care that they need and also organise community supporters to offer additional services. The pilot of this in Leeds has been so successful that the idea is now being rolled out nationally to other interested local authorities.

#### Agencies / services involved

- Social care
- Public Health
- NHS
- Voluntary sector
- Community organisations
- Business supporters

#### What did we do?

The council provided funding to help with the initial set up of the networks and, along with NHS partners, has continued to fund them on an annual basis.

The schemes accept referrals from adult social care and health services, and can be accessed by any older person. The council and its NHS partners have pledged to continue to invest in the networks and the older people they help.

Leeds Neighbourhood Network contract is delivered by 37 locally-based schemes, run by committees that are representative of the communities they serve, with the aim of enabling older people to feel included in their community and to have choice and control over their lives.

Each of the 37 schemes delivers a range of services, shaped by local people to meet these outcomes, including health related activities, digital inclusion, social groups, outings and trips, information and advice and practical support. These services are largely delivered by volunteers, many of whom are older people.

## Results and expected outcomes

The various organisations in the networks currently support more than 21,900 older people and have taken more than 24,600 requests for assistance in the last 12 months. Their work has prevented 1,450 older people from going into hospital and supported 617 on discharge. Intensive support in the home is currently being provided for 540 older people and 5,540 older people are being provided with one-to-one support. In the last 12 months 26 safeguarding referrals have been made to Leeds Safeguarding Unit by the schemes, 16 of which had direct involvement and have protected older people from abuse.

## **Leeds**

### **Strong and Resilient Communities**

#### Summary

In Leeds the national Prevent duty has been incorporated into a wider programme of community cohesion work. The programme is being delivered within the context of the new breakthrough project, 'Strong Communities Benefiting from a Strong City', and the development of a cross-cutting programme of work which seeks to promote good community relations, cultural & religious tolerance and the celebration of cultural diversity, whilst acknowledging the need to undertake more targeted work with communities to dispel extremism from Leeds, wherever it exists.

#### Purpose

The knowledge that participants in the 7/7 London bombings were from the Leeds area has provided significant impetus to develop and implement a strategy to counter extremism. Maintaining links with the diverse ethnic and religious groups in Leeds is essential to tackle the possibility of vulnerable people being exploited.

In Leeds we want to deliver a more joined-up approach to community cohesion which ranges from universal work that takes place in all communities through to core targeted work in specific areas of the city.

The project is focused on various communities throughout Leeds along with individuals considered vulnerable to radicalisation.

#### Agencies / services involved

- Leeds City Council
- West Yorkshire Police
- Schools
- Voluntary organisations

#### What did we do?

Work to promote community cohesion and bring people together takes place all over the city in a range of different ways, including community festivals and galas, city-wide events, activities to support, welcome and integrate new communities, activities to promote respect between and within communities and activities promoting equality. Much of this work is led by committees in partnership with local people, the third sector and others.

More targeted activity has taken place through the Prevent agenda to help improve confidence and build community resilience. This has involved:

- Supporting public sector authorities with the implementation of the Prevent Duty.
- Training statutory and community partners to increase awareness of Prevent.
- Delivery of key messages to communities on issues such as safer giving and travel to conflict zones.
- Coordination of the Channel programme to safeguard vulnerable individuals.

- Engagement of target audiences such as women's groups and youth organisations.
- Developing resources for schools and other establishments to build confidence of staff to discuss issues related to extremism.

Further to this programme of activity the Council has supported and facilitated a restorative approach to settling community differences and conflicts.

#### Results and expected outcomes

- Awareness and confidence has been significantly developed in Leeds' education sector and with frontline workers through the delivery of WRAP training and other more tailored support.
- As part of the Prevent duty, working directly with people/communities vulnerable to extremism, 109 workshop sessions have been delivered. Of 229 participants at the start of the programme, 203 remain part of it to completion.

## Leeds

### Storm Eva Flood Response and Recovery

#### Summary

The major flooding events of December 2015, caused by Storm Eva, required a multi-agency and community response. Leadership of that response by the council, together with partners including a mass volunteer mobilisation, was critical to support the city's recovery.

#### Purpose

On 26/27th December 2015 Leeds experienced an unprecedented flooding event - the city's worst flooding event since 1866 - in various parts of the city that has had a big impact on those businesses and residents affected, as well as on parts of the city's infrastructure. An estimated 2,683 residential properties and 678 businesses were flooded or directly affected by flooding. The events had a significant impact on teams and services. As well as an immediate emergency response and clean-up, a programme of recovery was required to ensure that support was given to communities and businesses attempting to return to normal and to build resilience for the future, both in terms of physical flood defences but also community networks and preparedness.

#### Agencies / services involved

- Resilience and Emergencies Team
- Frontline council services
- Blue light services
- Community groups
- Voluntary sector
- Businesses

#### What did we do?

The immediate recovery process overlapped with the emergency response, in the last days of 2015 and the very early part of 2016. The main areas of focus were:

- developing grant schemes to enable financial support to those affected as quickly as possible.
- Engaging with communities and businesses
- Assessing key infrastructure.
- Responding to enquiries through the council's contact arrangements including the flood email address and telephone helpline arrangements.
- Giving advice and guidance to those affected.

- Liaising with key partners and other councils through the West Yorkshire Resilience Forum, and working with Government departments about recovery and preparedness for subsequent incidents.

A citywide strategic recovery plan was established, agreed with partners across the city, from emergency services, utilities, government departments, voluntary sector and health. Activity as part of the recovery phase included:

#### Community

The council established a number of grant schemes, and a flood appeal was also set up by the Leeds Community Foundation. Information was made available at community meetings in affected areas, but also through direct letters and doorstep engagement in many areas.

This was all supported by a volunteer response of more than a thousand citizens, who helped with clean-up operations, offering time and donations. Since then the council has assisted a number of community flood groups to be set up, and strengthened existing ones. Work has also begun with the third sector to look at how the volunteer approach can be learned from and strengthened in the future to best utilise the energy and skills of those helping. A joint agency and volunteer clean-up of areas around the River Aire has been supported.

#### Business

The council established a number of grant schemes for businesses and a further fund was set up by the Local Enterprise Partnership. Economic development colleagues worked with businesses and also the Manufacturing Advisory Service to ensure that the best possible advice and support was available, including in some cases assisting with finding new premises on a temporary or permanent basis. Work has been started to look at future regeneration requirements and to encourage investment into affected areas.

#### Results and expected outcomes

The impact of Storm Eva on a number of areas of the city has been significant, and will mean continuing challenges and support required over the months to come. Leeds City Council has worked closely with communities, businesses, other public sector bodies and the third sector in the response and recovery phase, and as a result we have managed to support a large number of affected homes and businesses to recover. A positive outcome of the flooding has been to bring many volunteers and community groups closer together, with a number of places now setting up a local community flood group that did not have one previously. The events have also given us as an organisation the opportunity to reflect on how we approach emergency response and work closely with partners in a flooding event, particularly as our capacity and that of partners is reducing.

## **Liverpool**

### **Tackling Homelessness Through Whole Place Leadership**

#### Summary

Liverpool City Council's Homelessness Strategy illustrates how Whole Place Leadership has engaged city partners in delivering a coordinated, whole place, response to preventing and tackling homelessness. The strategy deploys an asset-based approach that utilises the knowledge of more than a hundred people who have experienced homelessness. The strategy sets out how the council and its partners intend to prevent and reduce homelessness and rough sleeping between 2016 and 2020. The strategy was developed after a comprehensive review.

#### Purpose

In response to increasing demand for rehousing and assistance, and increasing public concern about homelessness, the Mayor of Liverpool exercised his mandate to ensure that various Council departments, social and private housing providers, charities, health and social care partners, the police, the business sector, the public, and local media are all engaged in delivering a coordinated whole place response to preventing and tackling homelessness. The approach illustrates whole place leadership and an asset based approach and also highlighted potential changes to the English regulatory system that would enable cities to address homelessness more effectively.

#### Agencies / services involved

Many agencies including various Liverpool City Council departments, social and private landlords, police and criminal justice agencies, health and social care providers, charities, the business sector, the general public and local media were involved.

#### What did we do?

Research indicates that the risk of homelessness in the city is increasing with a 26% rise in the number of people contacting the Council's Housing Options Service during the last five years. However, the number of people assessed as statutorily homeless decreased from 610 in 2010/11 to 271 in 2014/15 reflecting the significant success of preventative approaches. There is still more scope to prevent people from becoming homeless with evidence that single people in particular do not seek advice and may end up unnecessarily in temporary accommodation.

The strategy has three clear priorities:

- Adopt an early prevention and intervention approach directed particularly towards single people and childless couples.
- Develop and encourage economic resilience, including access to affordable settled housing.
- Address the needs of people who are homeless and have complex needs.

The Council also recognises it cannot rely on the social housing sector alone to meet its rehousing duties. There are limits on rehousing offers for service users and there is unmet demand for larger properties in particular parts of the City. The outcome is that households, particularly families, are sometimes spending longer in temporary accommodation. Therefore, a major recommendation of the

strategy is to make use of new powers which allows Councils to make offers of housing in the private rented sector to homeless people.

Another priority in the strategy is to adopt an early prevention and intervention approach towards single people and childless couples to prevent them requiring temporary accommodation. Prevention and early intervention will continue to be the focus over the next four years.

The strategy also involves a close partnership with Liverpool Clinical Commissioning Group and utilises the Council's integrated commissioning arrangements to develop a holistic response to those with multiple and complex needs, particularly in relation to substance misuse.

The strategy includes a new communication and engagement plan, crucial to sustaining a whole place approach. It is also supported by a comprehensive performance framework covering the entire system.

#### Results and expected outcomes

There are a range of outcomes and metrics used to monitor and measure the strategy covering early intervention and prevention through to reduce rough sleeping and street drinking. A selection of metrics and their targets are outlined below with a description of the efficiency savings that could be made. The efficiencies would be used to maximise the capacity in the system and to increase the numbers of people being supported.

- Reduce statutory homeless acceptances by 15% in 2016/17 through increased prevention and early intervention. This generates an efficiency saving of £83,025 for the council.
- Reduce rough sleepers to fewer than 10 by March 2017. This will result in a saving across the public sector of £147,000 a year.
- Eradicate the use of Bed and Breakfast (and alternative provision) by March 2019 resulting in an actual saving of £197,000 for the Council every year.
- Reduce time in temporary accommodation to 40 weeks, saving Liverpool City Council £1.4m.

#### Proposed Regulatory Changes

- Enhance the requirement for housing associations to assist Councils in delivering its Homeless Strategy and discharging its homeless duties. This should cover all aspects of housing association activity including early intervention and prevention, the need for strategies/policies which outline their response to homelessness through to their Allocations Policies.
- Introduce a requirement for Private Sector landlords to inform the Council if they are going to take action against a tenant. This would provide a further opportunity for early help to prevent homelessness.

## Liverpool

### **Embedding a whole-family approach in Liverpool – using the Troubled Families programme to generate transformational system and behaviour change.**

#### Summary

The focus of Liverpool's Families Programme is twofold:

- To provide the framework for multi-agency engagement with our current cohort of families identified through the national Troubled Families Programme
- To shape the future design, development and commissioning of services to make best use of available resources and improve outcomes for families across the city.

The Families Programme is built on shared multi-agency leadership around three principles:

- Early help – identifying issues at the earliest opportunity and working with families to prevent problems from escalating, thereby breaking the intergenerational cycles of risk and vulnerability.
- Intervention – sharing our knowledge, integrating front end services and targeting support towards those families who need more.
- Progression – ensuring interventions are outcome led, have a positive impact and offer families the opportunity to sustain improvements and build resilience.

#### Purpose

The vision of the Families Programme is for families in Liverpool to have the resourcefulness and resilience along with the attitudes, skills and behaviours which will enable them and the city to thrive. The focus is on services working smarter together alongside families to increase resilience, and reduce the public cost of long term dependence on services.

Overall aims include:

- Securing improved intelligence about families at risk
- Providing earlier help where issues are identified
- Encouraging better information sharing across organisations
- Having fewer professionals involved with families, working in the context of the whole family.
- Create a culture change within and across organisations.
- Secure sustainability by developing individual and community resilience with a focus on working collaboratively.

Service reform and integration are at the heart of the programme and it works by bringing together the different organisations' leadership perspectives about system change through the focus on families. This has created a shared commitment to better co-ordination and planning and investment.

### Agencies / services involved

- Police
- Schools (primary, secondary, special)
- Liverpool Learning Partnership
- Health – Public health, Clinical Commissioning Group and providers (including mental health)
- National Probation Service
- Community Rehabilitation Company
- Adult services
- Youth services
- Voluntary and Community Sector
- Fire and rescue service
- Housing providers
- Prisons
- Employment and skills providers
- DWP/JobCentre Plus

### What did we do?

- Identified the scale and the urgency of the task using national and local research alongside local data.
- Identified the costs to services of intervening late and the potential benefits of working collaboratively.
- Developed the business case for change.
- Identified case studies and data matched to identify the number of families affected by multiple issues.
- Created collective and effective governance arrangements with leaders from each organization.
- Established a governance group with clear links to the Health and Wellbeing Board.
- Maintained regular commitment and attendance through formal and informal communications.
- Established a clear vision for the change required and outlined the strategic approach to deliver the change.
- Consulted and communicated with people - stakeholders and families and frontline practitioners/managers.
- Removed obstacles by openly and honestly discussing the changes required and the risk and opportunities.
- Supported the implementation of a Pupil Tracker Tool in schools to enable better links with other support services.
- Secured two dedicated posts to embed improved mental health awareness and practice across the whole School Nursing service.
- Jointly commissioned research around how to embed a whole-school approach to mental health and emotional well-being.
- Initiated action, putting into place short term delivery activity alongside longer term development programmes, often with pooled funding arrangements.

- Funded early help hubs as well as dedicated family intervention work.
- Developed new School Family Support Service with plans to trade the service from 2017.
- Learned from the change by operating a 'plan, do, review' philosophy.
- Developed the business case for Family Health and Wellbeing Hubs in Liverpool with the aim of securing partnership investment.
- Extended Family Group Conferencing and Strengthening Families as a means of supporting greater family resilience.
- Launched pilots of restorative practice and childhood attachment programmes to make them suitable for multi-agency audiences.
- Developed an Outcomes Star to track impact on outcomes for families across services.

#### Results and expected outcomes

The Families Programme has secured improved outcomes for over 2,500 families.

The wider social benefits are captured through families' and practitioners' feedback, for example:

- "I think if I would've had this support just a few years ago I don't think I would be in this situation now. Things would probably still be hard but I think she'd still be in school and stuff like that but once you sort of let go of something it's hard to sort of grab it back again.' (Parent)
- "Just to let you know that your services have been a wonderful resource for our school. We have found the service easy and smooth to access and implement. The staff are committed. [X] has done tremendous work with one of our families, always displaying a non judgemental and empathetic attitude toward our client group. She has gone above and beyond what was expected".
- "I would just like to tell you about the many ways that our restorative practice sessions have benefitted and helped me along with my school life. I have learned to understand how our brain communicates and functions emotionally. My teachers and parents have seen a change in my attitude and behaviour towards my future life" (Pupil)

#### Reduced Costs

DCLG's Troubled Families Cost Savings Calculator indicated that for every £1 spent on early help, a £6 social and multi-agency saving is made.

#### Qualitative outcomes:

- "There is certainly an understanding and an appreciation by the CCG and Liverpool City Council of the benefits to the city of a broader and more innovative approach to health and well-being, in terms of better quality of life for individuals and families, reduction of health inequalities and financial savings" - VCFS report
- Successful delivery of pilot programmes leading to commissioning of long term provision  
Three participants have gone into full time work, seven into part time employment. Some 16 have gone into vocational training with 19 people engaging in regular volunteering. All participants report 100% improvements in their levels of confidence, mental wellbeing and feel in better control of their lives.

Quantitative outcomes:

- Three Early Help Hubs in place, with clear links to Local Integration Team arrangements involving statutory, voluntary and community representatives.
- Achieved improved outcomes for 2,105 families in the period 2012-2015.
- A 7.2 % reduction in referrals into children's social care compared to the same period in the previous year. This is in addition to a 5.4% reduction in 2014/15.
- Ten 'trained trainers' to deliver early help and outcomes assessment training – over 1,500 practitioners trained.

## Liverpool

### Social Stock Exchange

#### Summary

The Social Stock Exchange is a national initiative that aims to provide a source of capital for businesses that generate positive social or environmental impact and to also attract investors with positive impact outcomes alongside investment returns. Following a successful pathfinder and feasibility phase, Liverpool City Council, in partnership with Wirral Borough Council, has established the first regional branch: The Liverpool and Wirral Social Stock Exchange.

<http://lwsocialstockexchange.com/>

#### Purpose

The purpose of a social stock exchange is to help purpose-driven businesses to find the investment they need to grow from investors seeking returns on both investment and social impact. The Liverpool and Wirral Social Stock Exchange, the first to be based outside London, has been launched to stimulate equity and debt funding of local impact enterprises, generating positive social and environmental outcomes, whilst building local economic activity, job creation and sustainability. The initiative will help deliver Mayoral aims around social value, economic growth, the environment and fairness.

#### Agencies / services involved

- Social Stock Exchange
- Liverpool City Council
- Wirral Borough Council

#### What did we do?

Liverpool City Council has been exploring innovative ways of providing capital to small and medium sized enterprises (SMEs) and entrepreneurs in the region to grow the businesses, stimulate economic activity, generate jobs and improve quality of life in the area. This included investigating the possibility of establishing a Bank of Liverpool, an option which was rejected, partly because a commercial regulated bank would not have local economic and social impact at the heart of its mission. Following a successful pathfinder and feasibility phase, Liverpool City Council established the Liverpool and Wirral Social Stock Exchange Pilot (L&W SSX). This is the first regional branch of the Social Stock Exchange. The exchange was launched in June 2016 as part of Liverpool's International Festival of Business, with support and endorsement from, amongst others, The Archbishop of Canterbury, Justin Welby, Grant Thornton Chief Executive Sacha Romanovitch, and other senior local business leaders. The three month pathfinder exercise indicated overwhelming support for the initiative with an average of 92% of all respondents saying agreeing when asked whether a Liverpool and Wirral Social Stock Exchange would be good for the local economy. A significant number stated that they considered their businesses had or may have a 'social, ethical or environmental purpose that might be suitable for inclusion in a Liverpool and Wirral Social Stock Exchange'. The Liverpool and Wirral Social Stock Exchange will initially run as a 12 month pilot as a regional branch of the national Social Stock Exchange, with a view to creating a permanent presence in the area. The Exchange complements other initiatives within the region looking to stimulate and fund local economic activity such as the Merseyside Special Investment Fund. The LEP and other

local stakeholders have been fully consulted and involved in the pathfinder and development to pilot stage. The pilot includes an ongoing programme of awareness, education, information and engagement to support early adoption and continued growth.

#### Results and expected outcomes

This is the first regional social stock exchange and will be based in the iconic Cunard Building on Liverpool's famous waterfront. This ground-breaking partnership between Liverpool and Wirral councils sets a new benchmark for collaboration and cooperation between local authorities in the city region, demonstrating the influence and effect the combined efforts can have to attract financial institutions and investment away from traditional bases and back to the regions. It recognises the synergies and mutual benefits of having businesses in two large areas of Liverpool City Region eligible for membership and has the potential to grow to the whole city region.

The Liverpool and Wirral Social Stock Exchange will provide the following benefits:

- Enable the general public to participate in investing in the securities issued by the impact businesses, addressing the current democratic deficit in capital markets
- A local publicly traded exchange enables local residents to invest in, see and be beneficiaries of the local impact
- Securities on the exchange will be freely tradeable, which is important to enable ordinary people to invest as they are not tied in to unnecessarily long investment timeframes
- The Social Stock Exchange has established Impact Reporting standards, which means that investors can be confident that the positive impact outcome expectations from their investments are being met
- A locally focused exchange will crystallise funding activity around it, and create a growth culture with local entrepreneurs and businesses seeing a pathway and access to further funding will be encouraged to start new social impact enterprises and / or accelerate growth plans.

A total of £315,000 of pilot funding between the three partners could lever in around £4.2million of investment into 12-20 local impact businesses in the first 12 months, with the potential over the medium term to generate support for more than 100 businesses who aim to make a social, environmental or ethical impact, and raise up to £75 million in capital.

This will make a direct positive contribution to Mayoral aims around economic growth, social value and fairness and the environment.

Mayor of Liverpool, Joe Anderson, said: "This is a really simple concept that could be a game-changer for responsible businesses. We know that some businesses sometimes struggle to secure funding, particularly when they don't have any assets such as buildings that they can borrow against. This initiative represents the very best of finance, bringing together investors with a conscience with firms that are out to make a difference and improve lives. I am particularly pleased that we have been working in partnership with our colleagues in Wirral, because we both recognise the mutual benefits of having businesses in two large areas of Liverpool City Region eligible for membership."

## **Liverpool**

### **Cornerstones Foundation**

#### Summary

At its heart, the Cornerstones Foundation is a unique charity that focuses on supporting, enabling and facilitating Liverpool's most vulnerable children and young people to aspire and achieve. It's founded on partnership working, involving local authority services together with visionary and forward-thinking individuals from Liverpool's business community, encompassing the private, public, voluntary and academic sectors. 'Cornerstones' is the name given to a concept originally devised by a leading Liverpool-based QC, Iain Goldrein and which, following dialogue with Liverpool City Council's Chief Executive, Ged Fitzgerald and through formal governance arrangements, has evolved from an 'idea' to set of objects and deliverables in the form of a registered charity – 'The Cornerstones Foundation'

#### Purpose

The Cornerstones Foundation is a Liverpool-based charity that aims to raise the aspirations and achievements of some of our most vulnerable children through a reward and recognition scheme (for children) complemented by a programme of specific and targeted interventions that meet their individual (often complex) needs and circumstances to help them move into the 'world of work' based on their career aspirations and to secure permanent employment.

The initiative draws from a rich vein of resources and expertise that exists within Liverpool's business community to help the charity achieve its aims, building on Liverpool's long and splendid philanthropic history, and sense of corporate social responsibility.

The project is focused on children and young people who are in the care of the local authority.

In general, these will be local children for whom Liverpool City Council has a corporate parenting responsibility. These children and young people have usually been subject to a safeguarding referral and have faced (and continue to face) significant challenges in their young lives, often as a result of neglect and abuse. Statistically, these children under-attain at school and can struggle when facing the challenges associated with living an independent life in adulthood.

The Cornerstones Foundation seeks to establish a framework to support children and young people so that they are able to recognise that they do have options, choices and opportunities in progressing their lives.

#### Agencies/services involved

- Liverpool City Council's Children's Services
- School Improvement Liverpool – Looked After Children's Education Service
- The Cornerstones Foundation Board of Trustees
- Representations of Liverpool's Children in Care Council (as an advisory panel to the Trustees)
- Representatives of the local business community

What did we do?

There are two main components to the Cornerstones Foundation:

A reward and recognition scheme for children of primary school age, called the 'Young People's Award'. This activities-based and gift-incentivised scheme targets solely children at primary school age currently within the care system. It aims to help build self-esteem, confidence and a range of inter-personal skills.

A programme of employment and employability-related opportunities for older (teenage) children in care (or emerging from the care system) to introduce them to the 'world of work'. By linking up with local businesses, we will establish an extensive range of apprenticeships, work placement and work experience opportunities. What makes this approach different from what others might be doing is the Cornerstones Foundation will provide a wealth of specific and specialist training, advice and support to both the young people and our business partners to help everyone involved to deliver the best possible outcomes all round – basically whatever is needed to get the young person and their business partner off the blocks and able to deliver the required outcomes.

Results and expected outcomes.

Charitable status for the charity has been granted and a board of trustees has been established. Young people including a number of care leavers and also representatives of Liverpool's Children In Care Council will act in an advisory capacity, to advise the Board of Trustees in relation to the ongoing development of the charity.

The Young People's Award was soft-launched in February 2016 and is aimed at looked after children of primary school age, specifically Years 4/5. 27 children are registered on the scheme and this first phase is testing the concept and the way the scheme operates. It will identify what works well for the children, what doesn't, and where tweaks, changes or improvements are required, based on their feedback. A dozen children who are currently actively working on the award, five have completed their Bronze award level, and three are working towards Silver.

A feedback session with participating children identified suggestions on how to improve the scheme, other activities that could be included, and suggestions on how to improve the online feedback process. The scheme will be amended in line with the feedback before a formal launch across schools, social workers, learning support/designated teachers by the end of 2016. A full evaluation of the outcome of the impact of the scheme will be reported to the Board of Trustees in early 2017.

There have also been a number of targeted and specific meetings with a range of employers including Carillion, Cammell Laird, Grant Thornton, Alder Hey Hospital, Shop Direct and many more, all of whom are keen to provide apprenticeships/work placements to young people in care. Work to firm up these arrangements is underway. There is the potential for up to eight young people to secure an apprenticeship/work placement in the coming months.

Cornerstones is delivering on the Mayor's Fair City Framework and his ambition to increase and celebrate purpose-driven businesses within the city. Leadership from Liverpool City Council's Chief Executive, Ged Fitzgerald, has also been fundamental to establishing the Cornerstones Foundation. He was able to draw upon his excellent contacts across the breadth of Liverpool's business community to discuss and promote Cornerstones. He also hosted and 'fronted' the business engagement events. The

objectives of the charity have been very well received by the business community. So much so, that many businesses have already made a provisional pledge to donate to the charity as part of their Corporate Social Responsibility (CSR) commitment. The business community is particularly attracted by the idea that the charity focuses on local children and young people who, largely, will form part of the Liverpool of tomorrow, as well as potential employees and entrepreneurs.

The evaluation of the initial phase of the Young People's Award will be completed in Spring 2017 and is likely to include:

- Hard measures such as attendance levels, SAT attainment, etc., comparing performance before and after completing the Young People's Award scheme to assess impact on educational attainment etc.
- Feedback and user experience of the children will also be factored into the evaluation. While we hope to see improvements in a child's performance, the ability to measure how or whether the scheme has incentivised improved attitudes to learning in general will be harder to determine. Nevertheless this will be factored into the overall evaluation of the scheme.

The effectiveness of the World of Work programme will be closely monitored by the charity once the structure and resources required to mentor, support and guide the young people is in place. The charity will resource a number of key or 'link' workers who will build relationships with the young person entering the World of Work (either as an apprentice or work placements), able to understand the specific and complex needs of the young person, acting as advocate, and able to broker discussions between the young person and employer to resolve any challenges or issues and to ensure the required support to make the apprenticeship or placement a success is in place.

Each young person will have a record of achievement in relation to the apprenticeship or work placement within which he/she is placed and this will form the basis of an evaluation of the success of the programme. Professionals and representatives of the business community will also be consulted during the programme so that any improvements can be identified and implemented, subject to the approval of the Board of Trustees.

Once the resourcing is in place, specific targets will be set, e.g. number of apprenticeships/work placements secured, number of apprenticeships completed, drop-out rate, number of young people who have secured permanent/long-term employment as a result of the programme. This performance will be reported on an annual basis to the Board of Trustees as part of the overall governance reporting arrangements.

## **Manchester**

### **GM Connect**

#### Summary

GM Connect is a strategic data sharing authority, modelled on New York's MODA platform. It will own the data sharing mandate for Greater Manchester (GM), and support case workers and citizens to access and analyse data. It will help residents provide information to GM just once, reducing the number of interactions and duplication between citizens and services.

Principles include:

- Assigning clear accountability for leading information sharing.
- Driving a single view and common understanding of the data and approach to sharing.
- Starting a conversation about benefits of a duty to share alongside a duty to protect privacy.

Data sharing has been repeatedly raised as a barrier to delivering better, joined up, services for residents and effectively targeting GM's resources. This is particularly important in GM where 58% of our residents live within two miles of another local authority and better integration of health and social care is one of only a few solutions to offer improved outcomes while reducing costs.

#### Purpose

GM Connect will support improved and more efficient services and improved outcomes by breaking down barriers to sharing data. It will ensure that workers across public services have information when they need it, while allowing residents to have easier access to public services and greater knowledge about what the state can offer.

GM Connect will improve understanding of population levels, public service demand and risk, and economic impacts. This will support the delivery of GM's Health and Social Care Strategic Plan and the wider public sector reform agenda. It will bring together partners' data to provide a clearer picture of individuals and families and improve decision-making in individual cases.

#### Agencies / services involved

All key public sector partners across Greater Manchester are involved. The focus for the first three months has been across health and social care, police and the Greater Manchester Fire and Rescue Service.

#### What did we do?

GM Connect is currently being developed. There are three workstreams running in parallel:

- Creation of Design Authority/ GM Wide Standards for Information Sharing to structure and accelerate future information exchange.
- 'Quick wins' which will leverage existing GM capabilities by extending the user base across GM or broadening functionality. These will deliver benefits within a 6-12 month timeframe.
- Core strategic platform development which will deliver the core components of the data sharing organisation and the technology solution over an 18 month period and beyond.

## Results and expected outcomes

- GM Connect is implementing a web based information sharing and governance tool, which can accommodate up to 1,000 partners and will establish one approach to information agreements. Other authorities and health systems have proven this can save tens of thousands of pounds in administrative costs while accelerating the process to share information to improve lives.
- GM Connect is working with the police and crime commissioner, the police and local authorities to enable the information governance and sharing required to establish new support services for victims of crime / domestic violence, helping offenders reintegrate into communities.
- GM Connect has started to help share student absence data across GM for the benefit of children and families. Non-attendance is one of the earliest indications of more complex issues in the home.

## **Manchester**

### **Health and Social Care Integration**

#### Summary

Devolution of Health and Social Care means Greater Manchester (GM) controlling £6bn of spending, so decisions affecting citizens of Manchester are locally. Devolution has created an agreement by all partners to support a single GM place-based strategy. Manchester City Council has used this to intervene to secure changes of leadership within local NHS bodies where this was needed to ensure progress towards the agreed strategy.

We have changed behaviours within the NHS locally. There is now a more collaborative approach between commissioners and providers. The perverse incentives of the tariff system are being superseded by co-design of transformation to reduce costs and improve outcomes. We have used the Greater Manchester Transformation Fund to create the right incentives and accountabilities for whole system reform.

The Manchester Locality Plan sets out a Single Hospital Service, Single Commissioning Function, and a Local Care Organisation for out-of-hospital care in the city. These will lead to improved outcomes and better services for citizens.

#### Purpose

The Our Manchester Strategy emphasises the strategic importance of improving the health and wellbeing of citizens, including more active adults and children. Many health outcomes such as life expectancy and levels of cancer and diabetes are poor in Manchester. There is a financial gap of around £280 million by 2020 if we continue with 'business as usual' and do nothing.

The Manchester Locality Plan involves addressing the causes of ill health, spotting illnesses earlier, providing support earlier, and helping people manage their illnesses more effectively. It will involve transforming services so they are more integrated around citizens, including mental health, primary care, acute services, cancer care, learning disabilities and housing and commissioning. Significant reform will also be needed for our workforces, estates, and technology. Priority groups who account for a large proportion of spend include frail older people, those with multiple long-term conditions, those at end of life, mental health, learning disabilities and dementia, children, and adults with complex and chaotic lifestyles.

#### Agencies / services involved

This work has brought together the diversity of commissioners and providers in the city – including three clinical commissioning groups, three large hospital trusts and a mental health provider, 91 GPs, different teams and services within the City Council as well as voluntary groups.

#### What did we do?

Authoritative leadership meant challenging established approaches and behaviours particularly in the acute sector. This will ensure we can effectively capture the opportunities provided to GM by Government through devolution, including effective investment of the £450 million GM Transformation Fund to close the financial gap and improve outcomes.

Place-based leadership will drive improvements in quality of provision and challenge current arrangements.

The Manchester Locality Plan sets the future vision for health and social care:

- A single commissioning system to commission health and care services on a city-wide basis with a single line of accountability for the delivery of services.
- 'One Team' delivering integrated and accessible out of hospital services through community based health, primary and social care services within neighbourhoods.
- A 'Single Manchester Hospital Service' delivering efficiencies and stronger clinical services, with consistent and complementary arrangements for acute services across hospital sites.

Results and expected outcomes

Three key changes include a stronger emphasis on prevention and self care, more proactive, better integrated care delivered in communities and more effective specialist acute services for those who need them.

Key outcomes include improvements in life expectancy, fewer people with cancer and respiratory diseases, fewer people dying early from heart disease, fewer low-weight babies, fewer children in poverty and more people supported to stay healthy and live at home as long as possible.

Financially, the Locality Plan must close an estimated £284 million gap in Manchester by 2020, which could be supported by a one-off investment from the GM fund.

## **Manchester**

### **Life Chances Investment Fund**

#### Summary

As part of devolution, Government and Greater Manchester (GM) agreed to establish a Life Chances Investment Fund from April 2017 until at least 2020, on the basis of a jointly agreed business plan. This will involve bringing together funding for Troubled Families, Working Well and the Cabinet Office Life Chances Fund and others to be considered, into a single pot.

GM will provide additional funding from its own resources, and look for opportunities to bring in social investment alongside. The fund will be governed by an outcomes framework, and a commitment to robust evaluation, with GM having the flexibility to determine investment decisions.

#### Purpose

The purpose of this Investment Fund is to provide GM with greater flexibility to invest in the up-front costs of reforming public services, such as double-running of services as demand reduces, and the one-off costs such as technology and estates.

This should enable services within those reform programmes to deliver better outcomes and be better integrated.

The fund will focus on elements of 'complex dependency' within public service reform, including Troubled Families, residents who are long-term unemployed and have multiple needs, justice programmes and some services for children.

It will operate alongside the GM Transformation Fund for health and social care, with clear boundaries to determine which fund should support investment where there is overlap, such as working age adults with complex health and other needs.

#### Agencies / services involved

The Fund will involve working with reform programmes involving all GM authorities and key partners such as health, police, criminal justice, housing and the fire service. It will involve working with social investors and other potential external funders. Government has been a key partner in setting up the Fund and there will be further work to agree the details of the operating model.

#### What did we do?

The GM Reform Investment Fund is in the process of being established, including confirming funding from national, local and external partners. It will be allocated to a portfolio of projects with a mixed approach to risk, including upscaling of programmes with a proven evidence base, and higher risk more innovative programmes. We will identify a pipeline of interventions that will support GM's capacity to deliver the outcomes agreed for the Fund. Likely issues to focus on include mental health, homelessness, domestic violence and abuse, services for children, including leaving care and foster care and support for complex adults. The fund will support commissioning against a range of models including payment by results.

## Results and expected outcomes

Initial outcomes identified for the GM Life Chances Fund, over the next five years are:

- Improving school readiness by five percentage points.
- Reducing the number of Looked After Children by 20 per cent.
- Improving skills, and increasing the number of young people who leave school with five good GCSEs by five percentage points.
- Improving employment outcomes for the long-term workless by eight percentage points.
- Reducing the incidence of reoffending among target cohorts by 40 per cent.

The estimated fiscal value of achieving all of these outcomes is around £480 million over five years, including direct savings falling to a range of local and national partners.

## **Manchester**

### **Our Manchester**

#### Summary

Our Manchester is about a fundamentally different relationship between the city council, citizens, partners and businesses. It is about seeing people as assets, building on their strengths, and having deeper conversations with communities. Rather than public services reacting by focusing on what is wrong, it is about what people can do, what matters to them and the strengths that exist in communities and neighbourhoods. It is about different behaviours among our workforce and our residents – being honest and transparent, genuinely listening, being proud of Manchester and passionate about it, being resilient, relentless and collaborative.

#### Purpose

Our Manchester is how we will deliver the Our Manchester Strategy, the city's strategy for the next ten years. The strategy was overseen by the Manchester Leaders Forum, a partnership of more than 40 people who represent the public, private and voluntary sector leaders in the city. There was an overwhelming public response to a very different form of engagement, with over 2,000 residents responding, giving a really clear picture of what matters to people.

This approach involves talking to communities first about what matters to them and genuinely co-designing solutions, not quickly moving to a first phase set of priority places or activities. We have started to test these new approaches in the Benchill area of Wythenshawe, with 50 partners having strengths-based conversations with 300 residents over two days, asking what is good about the area and what people's strengths are. There are already small-scale examples of this way of working in the City including Age-Friendly Manchester, the Manchester Homelessness Charter, community libraries run by volunteers, strengths-based conversations within Early Help, 'Upping It' and 'Levenshulme Inspire'.

#### Agencies / services involved

Our Manchester is about all partners coming together including public, private and voluntary sectors. The Manchester Leaders Forum that has driven this work is a strong cross-sector partnership. Our Manchester will become embedded across all services in the City, but we recognise this will take time. For example, Wigan has taken a similar approach with the Wigan Deal, and they are around 20% of their way through the journey after four years.

#### What did we do?

Initial activity included workshops to learn from Wigan about ethnographic principles in public services. More than 200 people have now attended eight workshops including senior officials, members, representatives from the voluntary sector, providers, and a handful of residents. Feedback from the workshops has been overwhelmingly positive. We have now engaged with 35 partnership groups and forums across the City to look at how these approaches can help achieve the strategic priorities in the Manchester Strategy, what we need to do differently, and what behaviours we will need. Listening in Action sessions have engaged more than 200 MCC staff already.

## Results and expected outcomes

Our Manchester is the approach we will take to delivering the City's strategy for the next 10 years.

Differences include:

- Leadership – different types of leadership, more focused on influence and empowerment than top-down control and working with leaders in local areas
- Listening, responsive services – services that intrinsically listen to and are co-designed by communities, services that are flexible and place-based
- Community created solutions – devolving power to neighbourhoods, community connectors
- Communications and engagement – taking time to build relationships and celebrate successes
- Whole-system approach – citizens and communities at the centre, place-based commissioning
- Workforce – trusting and empowering staff to work differently

## **Newcastle**

### **The Rise, Scotswood**

#### Summary

The Rise in Scotswood is a multi-award winning £265m housing development across a 66 hectare site on the banks of the River Tyne. It is the largest single site housing-led regeneration project in the North. Situated to the West of Newcastle, The Rise is three miles from the city centre and less than a mile from the A1, a range of job opportunities and world class universities are within easy reach, together with a vibrant social scene, culture, leisure, and shopping.

There are plans for 1,800 new family homes of mixed type and tenure, plus a neighbourhood centre that will include shops, a GPs surgery, pharmacy, business premises and community facilities. The area is well served by public transport and will also benefit from additional green space as well as enhancements to transport links.

More than half the homes in Phase One have already been sold and The Rise is proving popular with local buyers. Most of the new homeowners who have moved in are from the local area and many of them are young, first-time buyers looking to put down roots in a family home. The first tenants have also moved into the 58 affordable rent homes built for Thirteen Group Housing Association.

The local community believes the The Rise is a tremendous advert for Scotswood.

One resident added: "People's perceptions are changing – it's an area where people want to live and these new homes will guarantee the future of Scotswood for generations to come. It's a sign the area is coming back to life. We look forward to welcoming new families and seeing the area grow again."

#### Purpose

The Rise will secure the long-term social, economic and physical regeneration of Scotswood and the wider area by using housing renewal to stimulate the creation of a cohesive, balanced, healthy, thriving community. By 2025 The Rise will be a diverse, sustainable and successful community of around 6,000 people living in 1,800 well designed, modern, energy efficient homes.

De-industrialisation saw Scotswood fall into decline as many people moved away to find opportunities elsewhere. The area was blighted by depopulation, high unemployment, deprivation, derelict housing, crime and anti-social behaviour. Redevelopment was commercially unviable and deterred investment in the wider area. Continued, crisis driven public sector intervention was unsustainable. Without a shared long-term commitment to regenerating the neighbourhood, financed through a combination of public and private investment, Scotswood's transformation would not have been possible.

A variety of high quality, well designed, sustainable homes are now attracting new residents and families to move to and stay in the area. The new homes embody the principles of 'long-life, loose fit' so they can adapt to different stages in people's lives.

Increasing the supply of new homes will also help to meet housing targets and expand home ownership. It will also grow the local tax base available to fund public services through the payment of New Homes Bonus and Council Tax, which is particularly important as we move towards local responsibility for revenue raising.

Underpinning the programme is the revitalisation of local assets alongside the creation of new ones to help integrate The Rise into the established community. Development is supporting Council investment in public service infrastructure, transport links and local environmental improvements including refurbished parks, play areas, walking and cycling routes which will benefit new and existing communities.

The design and layout of The Rise is intended to deliver an inclusive, diverse and safe public realm that encourages people to be physically active and use public transport, walk or cycle thus reducing demand for expensive, reactive public services.

Landscaped areas and public spaces on the new development will be maintained by a management company funded via a resident service charge. This will ensure the new development is well maintained without adding to the Council's future costs.

The Council is working pro-actively with schools and the NHS to profile population demographics and plan future service provision. The new development is predominantly populated by young people, many of whom have young children or are thinking about starting a family and will be based in the area for several years. Whereas the existing community next to The Rise is ageing and therefore likely to require different types of services. These plans will support the One Public Estate programme by improving future asset management to maximise efficiency, facilitate service integration and meet local needs.

#### Agencies / services involved

- Homes and Communities Agency (HCA)
- Eon
- Local Schools
- New Tyne West Development Company
- Newcastle City Council
- NHS
- Keepmoat Homes
- Employment and skills agencies
- Barratt Homes
- Voluntary sector
- Northumbrian Water
- Community groups and forums

#### What did we do?

Newcastle, together with Gateshead has produced a joint Local Development Plan adopted in March 2015 which sets a target of 21,000 new homes in Newcastle by 2030. Demonstrating a long-term commitment to the future development of the city has given developers and investors the confidence to build. New housing development has created employment and apprenticeships, supported supply chain growth and unlocked opportunities to improve local infrastructure.

Working together, the Council and Government agencies pump primed the development. Access to a Government grant provided in excess of £20m to compulsorily acquire the land, produce an area master plan and prepare the site for development.

Complex but essential initial civil engineering and infrastructure works to prepare the topographically difficult site for development were funded by the HCA.

In addition, Newcastle City Council made a public commitment to provide a further £23m to support the project. This was crucial to make private sector investment in a brownfield site viable.

A joint venture, New Tyne West Development Company (NTWDC), was created to oversee the development. It operates as a commercial public private partnership between the Council, Keepmoat Homes and Barratt Homes. It will provide a financial return for the Council and return a profit to the developers. The Council owns all of the land and will transfer freehold ownership to NTWDC on a phase by phase basis. Development is split into five phases over an 18 year timeframe.

NTWDC applies for full planning permission for each phase and the Council releases land when the developer is ready to build. As people move into the area, the value of the land and house prices rise. The advantages of this model are twofold. Firstly, the developer is satisfied there is sufficient demand for new homes and can build when market conditions are conducive to doing so, thereby delivering a greater return on investment. Secondly, the Council retains ownership of the remaining land which protects respective assets and de-risks the proposition for private investors.

Because the Council and the housebuilders were seeking to create a unique place with high design quality it was agreed that the homes would be a bespoke architectural style. Distinguishing the development from typical new build housing schemes on greenfield sites is important to attract sufficient buyers and increase property values. Homes were designed by leading local architects and boast unique features. The community was consulted on all aspects of the development before and during the planning application process. This consultative approach will continue during the remaining phases of development.

Results and expected outcomes

Economic

One of the NTWDC's objectives is to ensure that job creation and employment opportunities are available to local people. The contract requires developers to provide local employment, training, apprenticeships and engage locally based sub-contractors. The company funded a Local Employment and Training Advisor resulting in 14 apprenticeships recruited to the first phase of development, 16 people assisted to gain qualifications and funding for over 70 training courses. Population and employment growth is providing a ready-made customer base which has boosted local business and generated local supply chain opportunities.

Social

Schools are a critical part of local infrastructure and a driver of regeneration. The Rise part-funded two Teaching Assistants and paid for a £3m capital upgrade to improve education facilities at the local primary school which draws pupils from across the West end of Newcastle. The school recently achieved an Outstanding Ofsted inspection and is among the UK's top 20 per cent. Additional investment includes:

- “Make Your Mark” – a £1m community grants programme
- Community Links programme
- Pre-Apprentice programme
- Community Artist in Residence
- Liaison with new residents project

#### Environmental

The Rise is an efficient, low carbon community, benefiting from heating and water supplied from a district heating system, run by EON, a key partner in the development. A purpose-built local energy centre supplies heating and hot water on demand to everyone and people only pay for what they use. The system demonstrates the feasibility of deploying emerging energy technology at scale and will reduce carbon emissions by 35%. While energy efficient white goods, smart meters, low flow taps, water butts, recycling and composting facilities will ensure that today's homes are environmentally sustainable.

## **Nottingham**

### **Small Steps Big Changes**

#### Summary

Small Steps Big Changes (SSBC) is a £45m project funded by the Big Lottery Fund's A Better Start programme, to help Nottingham's children get the best start in life and live happy, healthy and fulfilled lives. SSBC is focused on improving outcomes for all children aged 0-3 in four wards over the next ten years.

It seeks to improve communication and language, social and emotional development, and nutrition. This programme is not focusing on targeted services, it is a universal programme for all children in those geographic areas and is aiming for a population level improvement in outcomes.

Since its inception the SSBC programme has been developed through co-production and parent-powered change. Each area has regular community partnership meetings where local parents and service providers come together to help shape new activities and projects. Elected Parent Champions from those partnerships sit on the SSBC Board. Parents have also been instrumental in programme recruitment and procurement processes.

#### Purpose

Too many children in some areas of Nottingham start school already behind where they should be. We want to give children the best start in life so that they are ready to learn at two years old and ready for school at five.

System change is another outcome the SSBC is working towards. We want to involve the community to improve delivery and give a sense of 'ownership'. We also want to shift the focus from 'intervention' to 'prevention', testing what works and building the evidence base so that investment in the early years of life becomes the norm across the system.

#### Agencies / services involved

SSBC is a broad partnership of parents and professionals headed by Nottingham CityCare Partnership, a third sector provider of community health services. Other partners include Midwifery, Health Visiting, Family Nurse Partnerships, Voluntary Sector, Children's Centres, Early Help, Schools, Early Years, Housing, commissioners from the Local Authority and clinical commissioning groups.

#### What did we do

SSBC brought together partners, stakeholders and parents in order to develop the vision and strategy for the programme. During the development of the ten year strategy over 1,100 parents were spoken to individually about what they wanted for their children and what services they used. It was a collaboration of senior leaders, experts, parents and workforce to determine the needs of Nottingham's children. Following the successful bid to the Lottery, those same groups have continued to have involvement through both the governance and implementation of the programme.

We have stayed true to the vision of 'Children at the heart, parents leading the way...' through our community partnership model. It offers a highly visible and innovative designed to ensure all

stakeholders, parents and prospective parents, are involved in shaping, designing, delivering and evaluating our programme and its success.

#### Results and expected outcomes

Community partnerships and collaborative working with parents, stakeholders and workforce have had a major impact on all aspects of the SSBC programme including:

##### Bump, Birth & Baby

Parents and professionals reviewed the 'promotion' and content of these community ante-natal groups. The community partnership re-named the groups to make them more welcoming and developed key messages to shape the promotional materials, ensuring the groups were more attractive to the community. New content was added so they cover more of the topics parents are looking for. Partnership working between different local health visiting teams has ensured sustainability of delivery. For example, attendance has increased in one of the SSBC city wards to regular groups of between eight and 15 people.

##### Cook and Play Groups

Through the community partnerships those from across the workforce and community came together to develop and agree the cook and play logic model. The Community Partnerships also made simple but important implementation decisions, for example, around time and venue— groups have now been introduced that are available on the same day and venue and do not require participants to attend sessions in sequence.

##### Baby Buddy launch

Professionals and local parents from the Community Partnerships worked together to raise awareness of the new Baby Buddy 'app' across Nottingham City. They did this by discussing openly their views on the most useful parts of the app from their perspective and how they it could be used in day-to-day service delivery. The parent viewpoint was essential in helping professionals communicate the most relevant benefits. Parents and professionals came together to 'launch' the app in the City, achieving positive coverage in the local media. Typical Baby Buddy app downloads in Nottingham City are 44 per month against 12 for the average UK local authority.

##### Family Mentors & Small Steps at Home

Parents from the Community Partnerships helped shape the concept for this innovative new workforce. They were also involved in the tender and specification for the commissioned service, and scored the bids sitting on the procurement panel with other members of the programme and partnership. The new Small Steps at Home programme has been designed with input from parents and the community partnerships. They have helped shape the content and even role-played some of the activities during the design phase.

## **Nottingham**

### **Robin Hood Energy**

#### Summary

Nottingham City Council has been involved in generating and delivering energy across Nottingham for 40 years. It was involved in the development of the city's district heating and private wire network currently run by Enviro Energy and also wholly owned by Nottingham City Council. In more recent years the Council, along with its partners has installed over 4,000 domestic photo voltaic (PV) systems on social houses and over 25 PV systems on its own properties. The city also has a legacy of private heat and power generating capacity.

A natural progression for Nottingham City Council was to explore the case for setting up a fully licensed energy supply business. In September 2014 after eight months of financial modelling, business design, development and procurement, the City Council Executive Board approved the business case and programme funding to establish Robin Hood Energy, a wholly owned not-for-profit energy supply company. Launched on 7th September 2015, Robin Hood Energy is licensed to supply gas and electricity to domestic and non-domestic customers and is run on a strict not-for-profit basis. Robin Hood Energy has a very unique approach to tackling fuel poverty and challenges the norms for managing customers with traditional prepayment meters and who may experience fuel poverty or energy debt.

#### Purpose

Robin Hood Energy was established to deliver:

#### Social Objectives

- Tackle fuel poverty, by offering affordable gas and electricity to all our customers
- Install Smart Meters, prioritising customers who have traditional prepayment metering
- Create local jobs

#### Other Objectives

- Enable local ownership of renewable generation
- Support community energy projects
- Match local generation to local demand (via Power Purchase Agreements)
- Act as a vehicle to further support municipal services (e.g. energy efficiency)

Energy prices are set to rise and the incumbent "Big Six" suppliers, which account for 87 per cent of power used in the UK, regularly make huge profits. With up to 70 per cent of their customers on expensive Standard Variable Rate tariffs, average savings when switching can be in the region of £248 a year.

More competition is needed to help offer consumers choice and challenge the dominance of the 'Big Six'.

Nottingham has high levels of fuel poverty and people using prepayment metering known to be the most expensive way to pay for energy.

We engaged with customers who have never or rarely switch energy provider to make sure they were getting a better deal.

Agencies / services involved

Nottingham City Council

Junifer Systems – billing/CRM software

Utiligroup – managed service for industry-facing processes

Smart Metering Systems – Metering agents

What did we do?

Feb 2014 – Business case development

Sept 2014 – Business case approval Executive Panel

Sept 2014 – May 2015 – Delivery Programme

May 2015 – Start of 'Controlled Market Entry' (CME)

August 2015 – Exit Audit approval by Gemserv

Sept 7th 2015 – National launch of company

November 2015 – Launch of prepayment tariffs

February 2016 – Launch of commercial gas

April 2016 – Launch of commercial electricity

May 2016 – Commencement of Smart rollout

June 2016 – Void property partnerships launched

August 2016 – White Label Partnership Launches

Results and expected outcomes

- East Midlands region moves from 7th to 1st position for price competitiveness
- Tariffs are now approx. £118 cheaper in East Midlands than when we first launched
- All consumers benefit from Robin Hood Energy launch
- More suppliers now competing in the pay as you go market since we launched our prepayment tariff
- Reaching out to communities and completing analysis on fuel poverty at ward level
- Focus on customer service– all business decisions made with customer journey and experience in mind
- Sharing our experience with other local authorities
- The fastest growing 'white label' supplier in the UK

## **Nottingham**

### **Workplace Parking Levy**

#### Summary

Workplace Parking Levy (WPL) is a charge made on workplace parking places provided by employers in the city. The WPL began in 2012 and has raised around £25 million to date. All funds raised are ringfenced for transport improvements including extending the Nottingham Express Transit tram network, redeveloping the city's Railway Station into a 21st Century transport hub and investing in the UK's largest fleet of electric buses. Nottingham was the first UK city to introduce a WPL scheme.

#### Purpose

Congestion in cities is mainly associated with peak time commuting. The aim of the WPL is to provide an incentive to employers to discourage commuting by car and use alternative modes of transport, including car sharing.

The project was focused on the following issues:

- Tackling congestion
- Encouraging use of public transport
- Raising revenue to improve public transport
- Promoting use of sustainable travel plans

#### Agencies /services involved

Nottingham City Council and public transport operators throughout the city.

#### What did we do?

The levy is paid by employers relating to the number of parking places they provide for staff. It applies to all employers in the City Council's administrative area. There is a 100% discount for small businesses with 10 or fewer liable parking places, emergency services, NHS front line services and disabled places.

The WPL did encounter some opposition from employers but we are confident that no businesses have left the city because of the levy. Opposition was continuously countered by emphasising the cost of congestion to business and benefits of high quality public transport.

The levy is currently £379 a year and there is 100% compliance from all liable employers.

We also support businesses with travel planning and smarter choices including Citycard cycle hire and car club schemes, sustainable travel grants (up to £10k) and parking management. Some 300 employers have received business support.

#### Results and expected outcomes

- Around £25m raised in first three years of operation.
- An increase of one million public transport journeys since the tram's Phase 2 opened 2015
- Nottingham station usage up 700,000 to 6.8 million since refurbishment in 2014
- No increase in traffic since scheme introduced

- Major public transport construction projects employed 1,500 people
- More companies have come to Nottingham creating 2,000 additional jobs
- 300 companies have received support with travel planning and/ or parking management.

## **Nottingham**

### **Health and Social Care: Sustainability & Transformation Plans - Leadership and Culture change**

#### Summary

Sustainability and Transformation Plans (STPs) were first announced in the national planning guidance for the NHS, in December 2015. Under this guidance, a key requirement is for each health and care system to come together to implement the Five-Year Forward View; the national strategy for the NHS.

An STP is a new umbrella delivery plan for the whole health and care system together. They are designed to focus on the whole health and social care system for a defined population and to capture the vision, aims and plans for large-scale transformation as envisaged in the Five Year Forward View. Significant central money will be attached, with the STP being the single application and approval process for access to transformational funding for 2017/18

The STP will be produced for local citizens, with local citizens, addressing the needs of patients, service users, carers and local communities. This population is diverse, growing and ageing.

The STP for Nottingham and Nottinghamshire aims to:

1. Close the gaps identified in the NHS Five Year Forward View relating to health and wellbeing, care and quality, and finance and efficiency
2. Tackle the high impact issues which will deliver the most return and support implementation of local innovations.
3. See organisations working together on changing cultures and health behaviours to maximise the benefits from new initiatives like self-care and promoting independence.

The STP covers the anticipated areas, however there is one area of focus that we would like to draw attention to and that is Leadership and Culture change. In our STP, we created a 4th Gap – to supplement the three gaps set out in the NHS Five Year Forward View.

The 'fourth gap' is leadership and Culture change.

The engagement with local authorities has been good, and the City Council is a major part of the £2.1bn Health and Social Care system

#### Purpose

In addition to leadership at the highest level, there is a focus on culture change at all levels within the STP. A system level response is needed in order to make high impact changes across health and social care. This requires a shift from organisational mindsets to a system leadership approach; the 'fourth gap'. This is about really tackling head on the most significant issues that will enable us to deliver our plan – it is being bold and assertive about the major area of focus collectively that will be required.

Groups / issues the project is focused on

The project is focused on the workforce across multiple health and social care providers and commissioners, including voluntary and community sector.

Agencies / services involved

All providers and commissioners, including voluntary and community sector.

What did we do

We have invested in several focused workshops involving all system leaders (at chief executive level) to:

- Collectively build a shared vision of what an effective and improved system will look like
- Better understand each other's goals, incentives and constraints to achieving system change
- Make our contracting strategic rather than transactional and
- Improve how we lead and performance manage system-wide improvement projects

This has included the development of a system leaders job description that we would like to adopt across a wide cohort of system leaders, in order to bind our shared accountability together. As the STP develops this work will further develop.

Partners have been looking at what more they can do, using innovative workforce solutions to ensure that people receive care in a timely way and closer to home – in many cases avoiding the need for assessment or admission to hospital – the new model of urgent care. We have taken bold steps to unblock the structural barriers that are in the way of implementing this model at scale across the whole health and care system. This has been a significant departure from organisational led thinking, and exemplifies that the leadership is prepared to consider new and innovate ways of driving system wide change.

Results and expected outcomes

It is too early to say what is different as this is a major facet of the very current NHS planning process, and the STPs are not yet approved. However, the focus on this area is considered to be a point of difference and it is anticipated that it will lead to a range of innovative responses across the system.

## **Nottingham**

### **Securing International Trade and Investment – A Whole Place Approach**

#### Summary

Post Brexit, attracting inward investment and promoting trade opportunities is more important than ever. Nottingham's pioneering work to build city-to-city, business-to-business and academic-to-academic partnerships with specific places in target markets has established trade & investment bridges which form the basis for economically productive relationships.

#### Purpose

Trade and inward investment boost local economies. However, increasing both had traditionally been seen as the responsibility of agencies outside the City Council – UKTI, FCO, Chambers of Commerce and RDAs. Although Invest in Nottingham (and similar organisations in other Core Cities) co-operated effectively to respond to opportunities, pro-active lead generation (and the servicing of those leads) was less prioritised – as it was seen as resource-intensive. The purpose of a 'whole city' approach to trade and investment was to boost economic growth without relying solely on indigenous growth or others' efforts.

The specific aims of the trade and investment bridge is to increase the quantity of foreign direct investment projects in Nottingham and grow the propensity of Nottingham's firms to trade overseas.

To achieve these aims, three international campaigns have been delivered since 2014:

- Ningbo, China (home of the University of Nottingham Campus)
- Punjab, India (the home market of much of Nottingham's successful non-resident Indian population)
- Karlsruhe Germany (the City's oldest sister city)

These campaigns are jointly operated between City Council and partners – pursuing economic ends but through a coordinated city-to-city, business-to-business and academic-to-academic approach

#### Agencies / services involved

- Nottingham City Council
- Marketing Nottingham and Nottinghamshire
- University of Nottingham and Nottingham Trent University
- East Midlands Chamber of Commerce
- D2N2 LEP
- UKTI

#### What did we do?

To address the issues identified above we:

- Defined a highly targeted campaign strategy – working on a city-to-city basis in three markets.

- Created a Nottingham-based network of businesses, universities and the city council to pursue each campaign.
- Created an investment fund for each campaign (supplemented by resources provided by other partners).
- Established a trade and investment bridge in each market, supplemented by partnerships.
- Put the campaigns into effect with rigorous implementation.

#### Results and expected outcomes

Two years on the work has more than paid back the original investment:

- University of Nottingham and NTU have established active partnerships with Panjab University and are using this to support collaborative research, staff and student exchange.
- We have seen a number of investments from all three markets – creating jobs and growth in Nottingham.
- A number of Nottingham-based businesses have started to trade in these markets.
- Cultural and education exchanges – particularly between Nottingham and Ningbo – have been revitalised.
- Nottingham has been named the most China-friendly city by the Chinese Government.

## **Nottingham**

### **The Nottingham Jobs Hub: Creating New Opportunities For Young People**

#### Summary

Nottingham Jobs Hub is a ground-breaking and innovative partnership between Nottingham City Council and the Department for Work and Pensions. By aligning processes, resources and expertise, this unique partnership delivers a fully integrated service that is responding to the needs of local employers and reducing unemployment among young people. It has played a critical role in reducing Nottingham's unemployment rate by 27%.

#### Purpose

In Nottingham, as in other major cities, the employment and recruitment landscape for both employers and job seekers is often complex and confusing. Our response was the creation of an innovative and integrated employment and training service; the Nottingham Jobs Hub.

The specific aims of the Jobs Hub, when created were to

- reduce unemployment by 25%
- increase apprenticeship take up amongst 16-24 year olds
- reduce NEET levels amongst 16-18 year olds

#### Agencies / services involved

- Nottingham City Council
- Department for Work and Pensions
- Futures Advice (Careers service)
- Local Area Lead Bodies (community-based organisations charged with delivering services in local neighbourhoods)

#### What did we do?

To address the issues identified above, the Jobs Hub delivered a number of initiatives aimed specifically at local employers and young jobseekers.

The Jobs Pledge - Nottingham City Council runs a flagship Jobs Pledge scheme to encourage local employers to work collaboratively and commit to one or more employment initiatives including offering Work Experience placements, Apprenticeships, Employability Support in schools, internships and sponsorship of pre-employment training.

Section 106 & Procurement - At the heart of the Jobs Hub partnership is the use of the City Council's planning and procurement processes used to increase employer engagement and maximise the number of training and employment opportunities for local residents, particularly young people. Between February and December 2015, the Section 106 contributions have placed 48 unemployed people into work, 90 into work experience, 140 into training, 25 into NEET traineeship and 16 into NEET work experience. The Section 106 contributions are primarily utilised through a unique partnership between The Construction Industry Training Board (CITB) and Nottingham City Council which has resulted in the Joint Investment Strategy. This strategy promotes growth in the construction sector in Nottingham and

is designed to ensure that the city has a skilled construction workforce by providing unemployed city residents with construction pre-employment training, assistance for employers to access training and contract opportunities with local authorities across D2N2.

Financial Incentives - Alongside this innovative use of procurement and Section 106 agreements, the Jobs Hub also offers a range of employer incentives to encourage SMEs to create vacancies and employ a local young person. For example, the Council provides a £2,500 Nottingham Jobs Fund (NJF) grant to support employers for the first 12 months of a newly created entry level post. For 2015-16 the Council made £1m available for this fund and to date over 200 new jobs have been created.

Free Recruitment Services – Recruitment can be a particular headache for small and medium sized companies who want to grow their business. To help reduce the burden, the Nottingham Jobs Hub offers local employers a free bespoke employment and training service. This includes free advertising of vacancies on NottinghamJobs.com and the Nottinghamjobs phone app, sector based work academies, work experience and work trials, sifting applications and preparing interview schedules.

Community Organisations and Partnerships - As well as innovative employer-facing activities, the Jobs Hub works closely with numerous third sector community organisations and Nottingham Futures, which provide jobs, skills and careers advice to young people across the city. These neighbourhood-based services deliver a range of intensive employability interventions with 30 plus dedicated careers advisors providing mentoring, coaching, and training to unemployed jobseekers in some of the most deprived communities in Nottingham. These partners are supporting 3,000 18-29 year olds over three years (2014-2017) with a target of 40% entering employment.

Promoting Vacancies – The Nottingham Jobs Hub excels at raising awareness of vacancies , opportunities and events to young jobseekers. This is done through a range of activities including:

- NottinghamJobs.com website and mobile app (over 15,000 visitors/week)
- Social Media through Facebook (3155 followers) and Twitter (4100 followers)
- Fortnightly e-newsletter of vacancies (3000 subscribers)
- Community Jobs Fair
- Apprenticeship Fairs
- Job matching jobseekers to vacancies

The Jobs Hub also works closely with 'Aspire', a Nottingham City Council initiative to deliver a comprehensive Employability and Careers Advice programme within Nottingham City schools. Integral to Aspire's success is an effective working partnership with the Jobs Hub and the development of a joint employer engagement strategy.

#### Results and expected outcomes

Over the past three years the Jobs Hub has supported over 6,000 people into work and played a crucial role in reducing Nottingham's unemployment figures. Nottingham has an excellent record of supporting 16-18 year olds into education or employment with training. In January 2015, 6.2 per cent of 16-18 year-old City residents were identified as NEET and 1.7 per cent as 'Not Known'. This is the lowest rate in the English Core Cities.

## Sheffield

### Learn Sheffield – development of a schools company.

#### Summary

Sheffield has a vision and ambition for its education system to be among the best in the country and believes that the way to achieve that is through a 'school-led' system founded on high quality leadership and practice.

In 2014, a working party of Sheffield City Council, representatives of the school/college sectors and other key stakeholders considered how school improvement should be approached within a dramatically different education policy context. The group determined that a 'schools company' would be the best vehicle for creating a 'sector led' approach.

Following widespread consultation and political approval, Learn Sheffield was formed in August 2015 and its members are drawn from across Sheffield's academies, maintained schools and colleges. Learn Sheffield builds on earlier initiatives to create a new relationship with schools following the Importance of Teaching in 2010 and a local authority school improvement model that was increasingly focused on developing capacity and expertise in the school sector.

#### Purpose

The key focus is to deliver an innovative and mature approach to school improvement that supports the aspiration to make Sheffield's education system the best in the country. Learn Sheffield is commissioned by the city council to deliver statutory duties which relate to school improvement and, more widely, to define a new strategic approach to raising standards of achievement and wellbeing. This commission has just reached the end of the first its three years and has had an immediate impact on both outcomes and relationships.

We had several aims:

- To transform the quality of support for schools to improve and meet aspirational goals.
- To retain a collective accountability for city wide outcomes in an era of greater school autonomy and changed local government accountabilities.
- To provide a focus for the wider range of partnerships that can support achievement.
- To develop a more innovative and sustainable approach to delivering school improvement services within a challenging financial context.

Learn Sheffield is the next, more ambitious stage of a long term reform of education in Sheffield.

#### What did we do

Over a five year period, the city council and school leaders worked on developing a new approach to raising education standards that was consistent with emerging research around school-led improvement and fitted within the policy context of a more diverse school system.

In parallel, Sheffield's school system has changed quite dramatically in terms of structure – with over 80pc of secondary schools and a quarter of primary schools converting to academies. Sheffield City Council and school leaders anticipated the implications of this change and identified a clear moral and

practical purpose for constructing a new relationship to improve education standards. It is a relationship that respects autonomy but expects collaboration where that is essential to improving the quality and impact of education of Sheffield's children and young people.

#### Results and expected outcomes

Learn Sheffield represents the local schools system showing collective leadership of education strategy and delivery. It is built on local evidence that school-to-school improvement leads to better pupil outcomes and at a faster rate than previous approaches.

As a result of this progressive change in emphasis to a sector led system, the proportion of schools judged good or better is at its highest level and standards continue to improve at each Key Stage.

The strength of partnership working and engagement is unprecedented in terms of the number of schools working on meaningful and 'hard edged' collaboration at different levels of the local system. This includes developing peer assessment of school capacity and sharing data openly in order to identify the best strategies.

## Sheffield

### Sheffield Housing Company (SHC)

#### Summary

SHC started as part of a Homes and Communities Agency (HCA) pilot to consider the possible benefits of local housing companies. In this model the local authority 'invests' land in the new company and the private sector provides house building expertise and financial investments that match the value of that land. Following a procurement exercise, SHC was formally established in 2011 with construction beginning in 2012. SHC is jointly owned, with 50pc shares owned by Sheffield City Council (landowner), and 50pc owned by Keepmoat (developer) & Great Places (affordable housing management).

#### Purpose

SHC aims to build 2,300 new homes in seven neighbourhoods, over 15 years to deliver regeneration within Sheffield. These neighbourhoods are predominantly former Housing Market Renewal (HMR) areas that typically have unbalanced housing markets, with not enough choice available to residents and as a result are affected by low demand and under-investment. Many perform poorly, both in comparison to the rest of the city and nationally on the index of multiple deprivation.

In this context, the Council's vision for SHC is: "To establish and operate an efficient and long-term neighbourhood regeneration vehicle to deliver successful places and sustainable communities in Sheffield. We aim to achieve the vision through optimising value and working in partnership to deliver and maintain high quality housing and neighbourhood infrastructure."

The new homes being built are predominately available for open market sale across a range of house sizes, and include affordable rent and shared ownership.

#### Agencies / services involved

- Sheffield City Council
- Keepmoat Ltd
- Great Places Housing Group
- Homes and Communities Agency
- Local schools
- Local employers

#### Results and expected outcomes

- SHC has currently built 293 homes, across three neighbourhoods, as part of its 'phase 1' development. Forty of these are affordable rent properties, 30 have been acquired by Sheffield City Council for social rent and 223 have been sold on the open market.
- All of the new homes built to date are 'lifetime homes' and 25% of new homes built to date are 'mobility homes'.
- New homes are 11% bigger than HCA 2010 guidance.
- Training, local employment and apprenticeships are also central to the SHC's build programme delivering. Phase 1 delivered 27 new jobs and 31 new apprenticeships and 42% of operatives on site being drawn from the Sheffield City Region.

- SHC is now embarking on phase 2- creating a further 478 new homes across 5 neighbourhoods.

## Sheffield

### Skills Made Easy

#### Purpose

- To prove it is possible to create a truly employer-led training system for the city-region.
- To tap unmet demand among employers for apprenticeships and workforce training.
- To improve employer choice of provider and provision and stimulate more employer investment in training and to use this market mechanism to improve provider responsiveness and flexibility.
- To open up the training market to innovative and niche providers not previously registered with SFA.

#### Groups / issues the project is focused on

- An economy with a low skills equilibrium where employers have traditionally invested too little in training and where SMEs often pay too little attention to strategic workforce development planning.
- An over-reliance by colleges on 16-18 classroom-based earnings rather than income derived from employer-based training.
- An annual fall in the number of 16-18 apprentices and an over-reliance on 18 plus workforce training conversions to bulk out apprenticeship starts.
- Market failure resulting from a training system that employers say is difficult to navigate, is overly bureaucratic with high transactional costs, offers little differentiation and choice, is often unresponsive to their specific business needs.
- A Sheffield City Region labour force with skills that fall short of national averages and which threatens to defeat the area's aspiration for growth and higher productivity.
- A funding agency (SFA) that identifies too closely with the supplier rather than the customer and which does not stimulate the necessary market dynamism to deliver change.
- The need to reduce labour market friction by improving the match between young people seeking work-based training and employers offering opportunities.

#### Agencies / services involved

- LEP/Combined Authority
- Sheffield City Region local authorities
- BIS/Skills Funding Agency
- Further Education colleges and other training providers

#### What did we do?

- Enhanced the market mechanism based on employer choice as a fundamental design principle.
- Secured the devolution of the £27m Adult Skills Budget to put the employer in the driving seat.

- Created skills brokers to help employers plan their training needs in the context of their business plans, navigate the skills and qualifications system, go online to choose from at least four providers and reduce bureaucracy to a minimum.
- Improved an online tool that allowed employers to compare training products and provider quality.
- Established a framework of 40 plus providers who could be invited to bid for training opportunities brokered by the Skills Made Easy team.
- Cultivated a range of small and niche providers capable of offering specialist training that employers need.
- Offered colleges and other providers access to an investment fund to help de-risk the decision to adapt existing or adopt new programmes, equipment or staff.
- Created a Talent Pool team to actively recruit young people to apprenticeships brokered.
- Built a website to advertise and promote easy access to all work-based training opportunities.
- Secured the devolution of the Apprenticeship Grant for Employers and adopted a differentiated approach to its value and deployment based on programme priorities.

#### Results and expected outcomes

- Created 1,000 additional apprenticeships every year for three years among SMEs that had not traditionally used the publicly funded skills system.
- Created more than 2,000 training opportunities for the existing adult workforce in the same SMEs.
- Generated more than 500 apprenticeship and training opportunities among larger employers.
- Introduced 24 new apprenticeship frameworks/standards where there was tangible employer demand but no current supplier.
- Targeted apprenticeships and training at priority growth sectors for the city-region – one third of all apprenticeships created under the programme were in manufacturing.
- Helped reverse the trend of falling 16-18 apprenticeship starts – Skills Made Easy has created one in five of all apprenticeship starts in the last three years and Sheffield is ranked 9<sup>th</sup> out of 152 local authorities for the proportion of teenagers engaged in apprenticeships.
- Demonstrated to government that an employer-led apprenticeship system added value and was practical. Many of the design features of Skills Made Easy were adopted as part of the national apprenticeship reforms.
- Provided the rationale and evidence base for the devolution of the Government's Adult Education budget and supported the continuing argument for the devolution of all funding for vocational training and the resourcing of a skills brokerage service to support SMEs.