

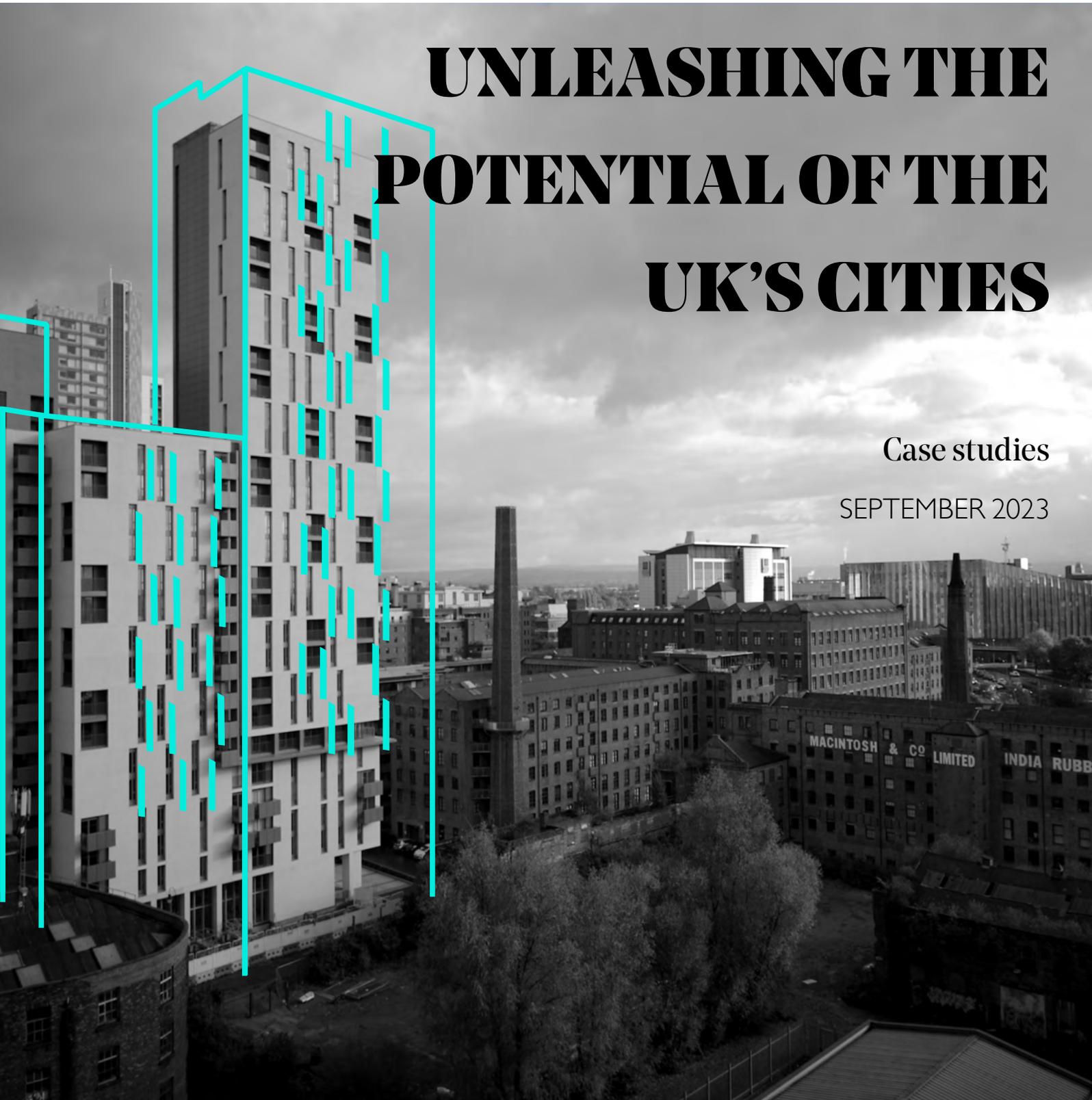
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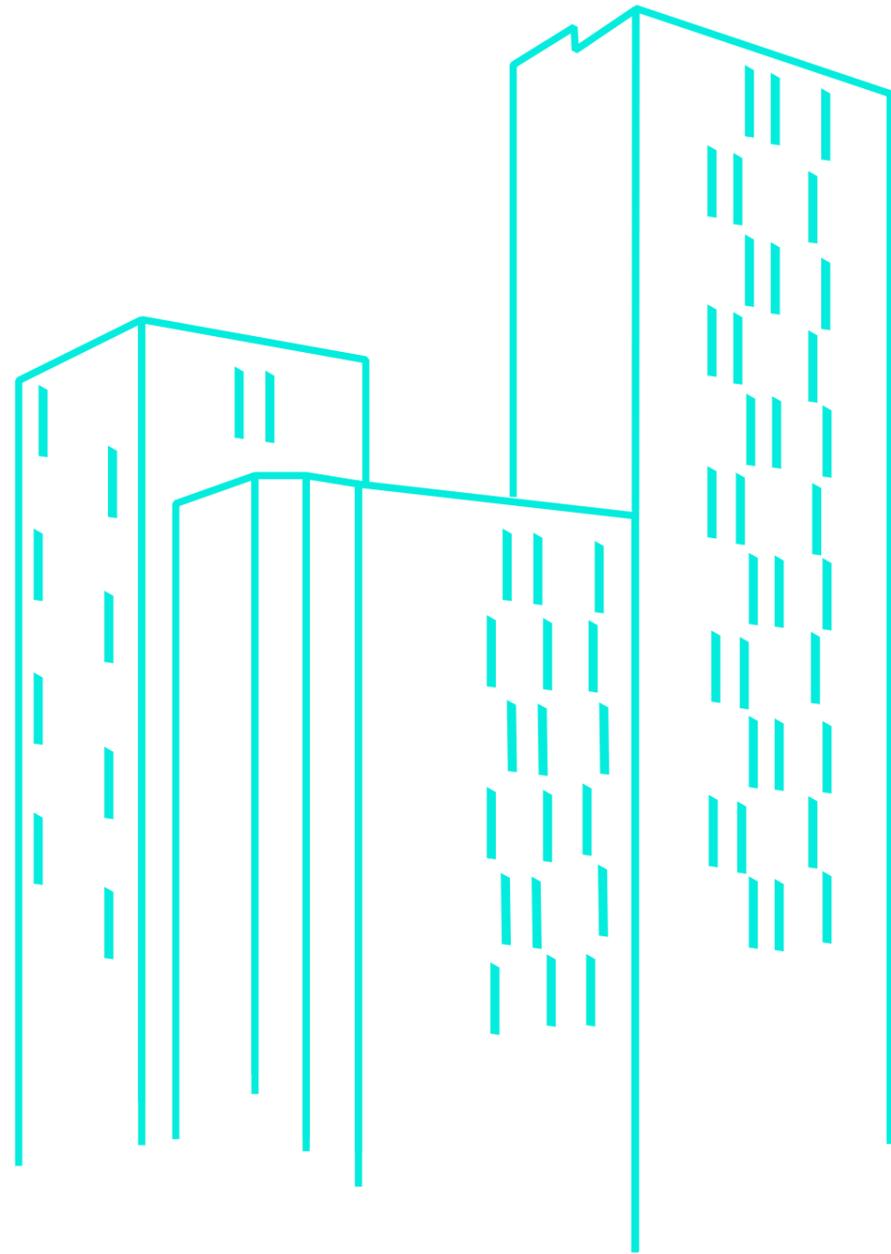


UNLEASHING THE POTENTIAL OF THE UK'S CITIES

Case studies

SEPTEMBER 2023





About this document

This annex provides a collection of case studies that offer insights into innovative practices within various city initiatives. The purpose of this document is to present a diverse range of real-world examples, offering readers a sample of approaches from which to draw inspiration, rather than prescribing one-size-fits-all solutions. Each case study is structured to encompass key aspects, including the context, ambitions, stakeholders, leadership strategies, financing models, challenge resolution, achievements, and lessons for other cities.

It is important to note that these case studies showcase successful practices but may not represent perfect solutions for all contexts. They are designed to offer practical insights into how cities have approached different challenges, highlighting both successes and challenges faced along the way. Readers are encouraged to adapt and apply the lessons learned from these case studies to their unique situations, while keeping in mind the nuances of their own city's context and goals.

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CORE CITIES

01

BELFAST



The Belfast Agenda: a case study in collaborative city development

Context and ambitions

The Belfast Agenda, introduced in November 2017, serves as Belfast's first community plan. Developed through a partnership comprising essential city stakeholders, engaged residents, and dedicated community organisations, this comprehensive strategic blueprint outlines Belfast's shared vision and long-term aspirations. The plan spans a four-year period and seeks to address the evolving challenges posed by the global pandemic, climate change, socio-economic disparities, and urban development.

The Belfast Agenda sets forth an ambitious vision for Belfast in 2035. It envisions a city that is reimagined, vibrant, and compassionate – a place where everyone can fulfil their potential, benefit from a thriving economy, experience good health, and live in a welcoming, safe, and environmentally sustainable environment. The plan aims to achieve a series of targets by 2035, including accommodating 66,000 additional residents, creating 46,000 new jobs, reducing the life expectancy gap, ensuring positive post-school pathways for all youth, and achieving an 80 percent reduction in carbon emissions.

Partners and collaboration

The development and execution of the Belfast Agenda involve a diverse range of stakeholders. This includes key city partners, such as Belfast City Council, healthcare and educational institutions,

business organisations, cultural bodies, non-profit organisations, and the broader community. Extensive engagement efforts were carried out, including consultations, workshops, and online interactions, to gather input from residents, organisations, and stakeholders. The engagement process values that the community's voices are reflected in the plan's objectives and priorities through community consultations throughout the drafting of the agenda and formulation of the action plan.

Leadership for success

City leaders and stakeholders have demonstrated their commitment to realising the Belfast Agenda's aspirations made visible in the evaluation, iteration and outcome tracking processes since 2017. Partnerships have been fortified, leveraging the strengths of statutory agencies and the community and voluntary sectors. Innovative paradigms, like Complex Lives, have emerged, streamlining approaches to empower collective efforts. The Complex Lives approach in Belfast was initiated in early 2019 as a response to the challenges faced by highly vulnerable individuals caught in a cycle of homelessness, addiction, poor mental and physical health, and offending behaviour. These individuals, often traumatised, struggled to navigate a fragmented service system. The approach aims to simplify and integrate services, creating a 'one vulnerability model' to address the needs of people living complex lives. Resilient frameworks for city leadership, resource allocation, and accountability have been established to propel change. Notably, the pandemic showcased the prowess of these leaders in responding effectively to crises while advancing aspirational goals.

Financing for transformation

The Belfast Agenda's realisation demands substantial financial investment. Public, private, and community sectors contribute resources to propel initiatives and projects aligned with the plan's goals. The Belfast Region City Deal (BRCD), for instance, unlocks £1bn of co-investment for transformative projects, attracting global recognition and investment. Public funds, national funding opportunities, and regional collaborations are key drivers of the financial backing required to implement the plan's multifaceted strategies.

Tackling key challenges

The Belfast Agenda has proactively addressed key challenges, particularly those arising from the pandemic and climate crisis. The pandemic necessitated the swift mobilisation of resources, evidenced by the establishment of the Belfast response hub and collaborations between statutory agencies and community sectors. The city efficiently supported vulnerable populations with food, medicine, and assistance. Partnerships between statutory agencies and community sectors demonstrated the power of collaboration in navigating crises. The plan's framework also includes strategies for reducing carbon emissions, fostering inclusivity, improving health outcomes, and revitalising neighbourhoods. The plan's review, facilitated by engagement programmes, recalibrated priorities to align with evolving realities.

Achievements and measuring success

Several achievements have marked the progress of the Belfast Agenda. Notably, the plan played a role in securing UNESCO designations for the city's excellence in music and learning opportunities. Tangible

progress includes the distribution of digital devices to pupils, youth support programmes, employment academies, new social homes, revitalised leisure facilities, and the launch of the One Million Trees programme. The creation of employment academies and interventions, along with the support of businesses, has led to the creation of thousands of jobs. Success is measured against targets, such as population growth, employment generation, life expectancy gap reduction, youth pathways, and carbon emission reduction.

Learnings for other cities

The Belfast Agenda offers valuable lessons for other cities aiming to actively promote community collaboration. The importance of robust partnerships and cross-sectoral engagement cannot be overstated. Flexibility and adaptability are key in responding to unforeseen challenges. Clear accountability and leadership drive effective execution. Diverse funding sources and alignment with regional and national initiatives bolster financial sustainability. Lastly, the plan's comprehensive approach, spanning health, economy, environment, and social equity, underscores the necessity of cross-sectoral development for inclusive and sustainable city growth.

In conclusion, the Belfast Agenda highlights the power of collective vision, adaptive planning, and committed leadership in driving a city's transformation. The plan has the ability to navigate unforeseen changes, harness the strength of partnerships, and address multifaceted challenges. Through the strategic pursuit of its vision, Belfast is carving a path towards an inclusive, sustainable, and resilient future.

Resources

minutes.belfastcity.gov.uk/documents/s101825/Appendix%203%20Complex%20Lives%20briefing%20partners%20June.docx.pdf

Driving inclusive growth through the Belfast Region City Deal

In December 2021, the Belfast Region City Deal was signed, heralding a transformative partnership between central and local government, as well as regional stakeholders. The BRCD is underpinned by an investment exceeding £850m from both central government and the BRCD partners.

Context and ambitions

The BRCD is a response to the need for inclusive economic growth in the Belfast region. With a focus on creating more and better jobs and distributing benefits evenly, the deal aims to bolster growth sectors, such as life and health sciences, digital industries, and advanced manufacturing. The BRCD sets out to facilitate digital advancements, boost tourism, and contribute to the region's regeneration through infrastructure development and skill enhancement.

Partners and collaboration

The BRCD unites diverse stakeholders, including Belfast City Council, five partner councils, two universities, and four further education colleges. This collaborative effort spans local councils, the Northern Ireland Executive, and the UK government. The partnership ensures alignment between local, regional, and national ambitions, fostering strategic, collective operations to unleash the region's economic potential. It empowers partners to unlock economic assets and allocate resources to high-potential projects.

Leadership for success

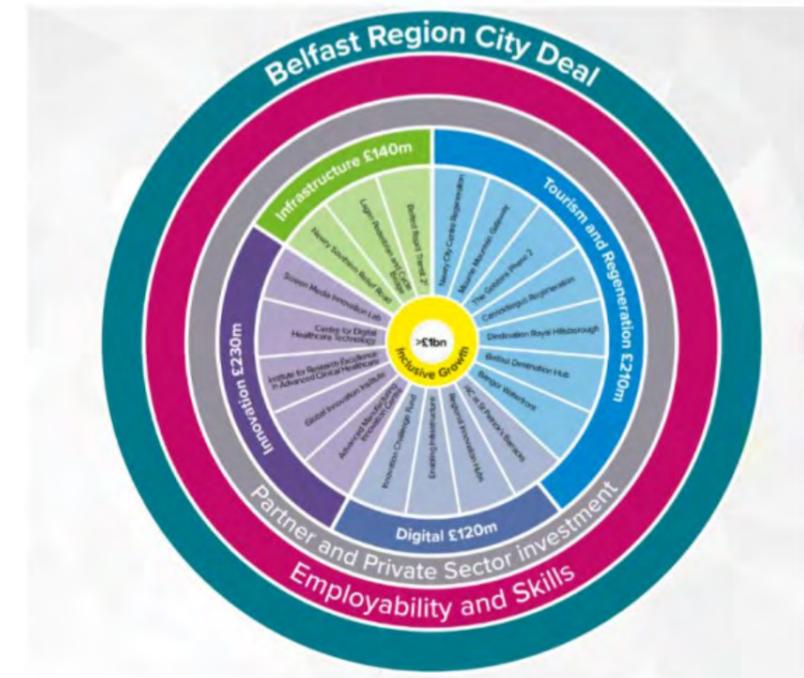
Central to the BRCD's success is community leadership, exemplified by the involvement of councillors from the participating councils. This shared approach to economic challenges, rooted in a collective vision, drives investment decisions. Collaboration across organisational boundaries has enabled innovative solutions to regional challenges. The programme's governance arrangements prioritise inclusive growth and accountability while engaging key stakeholders.

Financing and challenges

The BRCD's financial foundation is substantial, with commitments of £350m each from the UK government and the Northern Ireland Executive, alongside £150m from partners. Private sector contributions further enhance the programme's value to over £1bn. One key challenge tackled is the erosion of competitiveness due to skills gaps and an evolving labour market. The BRCD's employability and skills pillar addresses this through targeted interventions aligned with economic growth sectors.

Achievements and measuring success

The BRCD aims to generate up to 20,000 jobs over 10-15 years, elevate the region's digital innovation status, and deliver £400m in gross value added (GVA). It also targets nearly £1bn of private sector leverage, creation of world-class visitor attractions, regeneration of towns and cities, and enhanced collaborative working. Performance reports, financial assessments, and regular evaluations ensure transparency and accountability in measuring achievements.



Learnings for other cities

The BRCD offers valuable insights for other cities considering similar initiatives. First, a strong regional partnership built on shared vision and goals is essential for success. Collaboration across sectors and boundaries enhances resilience and innovation. Second, robust governance mechanisms and risk management frameworks ensure effective project implementation and accountability. Third, investment in employability and skills development must align with growth sectors to drive inclusive economic growth. Lastly, engaging the private sector and third sector is crucial for informed decision-making and sustainable development.

Conclusion

The Belfast Region City Deal stands as a testament to effective collaboration between central and local governments, as well as diverse regional partners. With its focus on inclusive economic growth, innovation, and skills development, the BRCD has the potential to generate significant economic benefits and create a positive impact on the Belfast region. As it progresses, the BRCD offers valuable lessons and insights for other cities seeking to drive their own inclusive growth agendas through strategic partnerships and visionary investments.

Resources

- belfastregioncitydeal.co.uk/projects/belfast-stories
- www.belfastcity.gov.uk/investinbelfast/gamechangers/belfast-region-city-deal#:~:text=The%20Belfast%20Region%20City%20Deal,NI%20Government%20and%20BRCD%20Partners

02

BIRMINGHAM



Core Cities: Birmingham

Birmingham's Future City plan: a bold vision for a thriving city centre

The city of Birmingham is embarking on a visionary journey towards a brighter and more sustainable future through its comprehensive Our Future City: Draft Central Birmingham Framework 2040. This ambitious plan sets out a strategic vision for Central Birmingham's development over the next two decades, with the overarching goals of creating an inclusive, green, and economically vibrant urban landscape that benefits all of Birmingham's diverse communities.

Context and ambitions

Central Birmingham holds a strategic position within the city, contributing significantly to its economic output and cultural diversity. With a population of over 1.15 million and an economic output of £11.3bn per year, Central Birmingham is poised for growth and development. The Future City plan recognises Birmingham's cultural richness, youthful demographics, and economic potential. It seeks to build upon the legacy of past successes while addressing emerging challenges, such as climate change, economic disparities, and the aftermath of the Covid-19 pandemic.

Partners and collaboration

The success of the Future City plan hinges on collaborative efforts involving citizens, businesses, developers, investors, local authorities, and community organisations. A testament to the city's commitment to inclusivity, the plan actively engages

diverse stakeholders in shaping its development trajectory. Partnerships with the West Midlands Combined Authority, Homes England, and the West Midlands Growth Company further underscore the commitment to holistic urban regeneration. Birmingham's history of successful partnership initiatives, such as the new library and Paradise Circus transformation, sets a precedent for the city's capacity to collaborate effectively.

Financing for transformation

While public sector funding remains constrained, Birmingham creatively leverages various funding mechanisms to support the Future City plan's implementation. The City Centre Enterprise Zone, with its £1bn investment programme, serves as a catalyst for development, financing infrastructure improvements and new projects. The use of section 106 agreements and Community Infrastructure Levy funding also plays a critical role in maximising the impact of new developments. Furthermore, the 'trailblazer' devolution deal presents a promising avenue for securing additional resources to support Birmingham's economic priorities.

Tackling key challenges

The Future City plan confronts multifaceted challenges, ranging from climate change to economic disparities. Birmingham's response to the climate emergency underscores its commitment to sustainable growth. The 25-year City of Nature Plan, with its emphasis on green spaces and biodiversity, aims to create a climate-resilient city. Addressing historic inequalities requires an inclusive approach that fosters economic growth while ensuring equitable access to opportunities for all residents. The plan acknowledges that fostering economic growth must not come at the expense of vulnerable communities.

Achievements and measuring success

Success is measured through tangible outcomes, aligned with the framework's core objectives. The plan aspires to create a city where no one is left behind, emphasising access to jobs, housing, healthcare, and education. By fostering a nationally and internationally competitive environment, Birmingham aims to attract investment that benefits all areas of Central Birmingham. The plan sets a foundation for thriving neighbourhoods, characterised by affordable and quality housing, improved access to schools and training, and a diverse range of employment opportunities.

Learnings for other cities

Birmingham's Future City plan offers valuable insights for other cities considering similar transformational endeavours:

- 1** Inclusive collaboration: actively involve citizens, businesses, and diverse stakeholders in shaping the city's future. Inclusivity fosters a sense of ownership and builds consensus.
- 2** Public-private partnerships: forge strategic partnerships with public and private entities to pool resources, expertise, and funding for comprehensive urban regeneration.
- 3** Sustainable finance: utilise a mix of funding mechanisms, such as enterprise zones, section 106 agreements, and devolution deals, to secure financial resources for development.
- 4** Climate resilience: address the climate crisis through bold strategies, emphasising green infrastructure, sustainable transport, and carbon reduction.

5 Equity and inclusivity: prioritise economic growth that benefits all residents and minimises disparities, ensuring that vulnerable communities are not left behind.

6 Adaptive planning: develop adaptable plans that evolve over time to accommodate changing needs, technologies, and priorities while maintaining a core vision.

7 Cultural promotion: celebrate and promote the city's unique identity, heritage, and culture to enhance its global reputation and attract investment.

Birmingham's Future City plan encapsulates a bold vision that reflects the city's spirit of resilience, innovation, and inclusivity. By engaging citizens and stakeholders, pursuing sustainable growth, and fostering economic opportunities, Birmingham is setting a powerful example for cities worldwide. As it charts its path toward 2040, the city remains committed to building a future that is not only economically prosperous but also socially just and environmentally responsible.

Resources

www.birmingham.gov.uk/ourfuturecityplan

Birmingham City Centre Enterprise Zone

The Birmingham City Centre Enterprise Zone (EZ) is a designated area within the city that aims to stimulate economic growth, create jobs, and improve infrastructure. The EZ was established by the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) in 2011, with the goal of leveraging investments to drive inclusive economic growth and improve the quality of life for residents. The EZ covers 39 sites across the city, organised into seven clusters, focusing on sectors such as business and financial services, ICT, creative industries, and digital media. With a focus on capitalising on opportunities such as high speed railway 2 (HS2), the Enterprise Zone has set out to revitalise the city centre and attract substantial investment.

Context and ambitions

The primary ambition of the Birmingham City Centre Enterprise Zone is to accelerate economic growth by attracting investments, fostering job creation, and enhancing the city's infrastructure. The EZ aims to support key sectors identified for growth and align with the city's strategic plans, such as the Big City Plan and the Our Future City plan. It aims to achieve these objectives through strategic site development; supporting skills development; promoting the Business, Professional and Financial Services (BPFS) sector; enhancing cultural and creative sectors; fostering digital innovation; contributing to net zero goals; and establishing Birmingham as a preferred location for business growth.

Partners and collaboration

The success of the Enterprise Zone depends on collaboration between multiple stakeholders, including the GBSLEP, Birmingham City Council, private sector investors, developers, and the local community. The Enterprise Zone operates as an agitator, convener, and commissioner, driving ambitious projects, convening partnerships, and overseeing initiatives. It also emphasises public-private collaboration to ensure the effective execution of projects.

Leadership for success

To ensure the success of the Enterprise Zone, leaders have focused on key projects that align with city priorities. Leadership has played a crucial role in the success and early interventions in key projects like Paradise and HS2-related developments have kick-started transformational initiatives. The Enterprise Zone has successfully attracted significant private sector investments, such as the £700m investment in Paradise Phase One and Two, which has created high-quality office space and generated employment opportunities.

Financing for transformation

The Enterprise Zone operates by utilising the growth in business rates income from the 39 sites within its boundaries. This income is used to invest in projects and initiatives that drive economic growth and enhance the city's infrastructure. The programme is funded through prudential borrowing, which is repaid from the increased business rates generated by new commercial development within the Enterprise Zone. The Enterprise Zone's forecasted income is over £2bn, with a substantial portion allocated for investment in projects that support economic growth and infrastructure improvement.

Tackling key challenges

The Enterprise Zone has tackled challenges like the impact of the Covid-19 pandemic on office space demand and the need for upskilling the workforce. It has conducted a Birmingham City Centre market assessment and an Enterprise Zone site assessment to understand office space demand, skills requirements, and growth opportunities. The Enterprise Zone has adapted its strategies to accommodate changing market dynamics and align with the evolving needs of the city. The insights from these assessments help inform investment decisions and ensure that the financial modelling remains robust.

Achievements and measuring success

The Enterprise Zone has achieved several milestones, including the completion of Phase One of the transformative Paradise project, development of Southside Public Realm, expansion of the metro rail network, and progress on HS2-related projects. These projects have attracted private sector investments, created high quality office spaces, enhanced public areas, and improved connectivity. Success is measured through key targets, economic growth indicators, job creation, business rates growth, and improvements in infrastructure and public spaces. The Enterprise Zone's projects contribute to the city's cultural and economic vibrancy, aligning with the Birmingham City Council's Our Future City plan.

The success of the Birmingham Enterprise Zone not only stands as a testament to the efficacy of the business rate retention model within levelling up growth zones but also plays a pivotal role in advocating for its broader adoption. The impact of this Enterprise Zone transcends its immediate boundaries, serving as a compelling case study for the business rate retention model in the context of Levelling Up growth zones, and has been instrumental in the formulation of a more extensive devolution

deal between the UK government and the West Midlands Combined Authority (WMCA), often referred to as the trailblazer deal. This transformative agreement signifies a significant shift in the governance and devolution landscape for the entire region.

A central pillar of this trailblazing deal is the extension of the business rate retention pilot for an impressive ten-year duration. It empowers WMCA to harness the full potential of business rates as a sustainable source of revenue for driving comprehensive regional development. As part of this deal, WMCA has been equipped with a diverse array of tools designed to realise its ambitious vision of Levelling Up zones throughout the West Midlands such as new data partnerships, innovation in transport and a long-term budget. These tools empower local leadership to make strategic decisions aimed at promoting growth and inclusion in various towns and cities within the region.

Learnings for other cities

The success of the Birmingham City Centre Enterprise Zone provides valuable insights for other cities considering similar initiatives. Key lessons include:

- 1** Strategic focus: align the Enterprise Zone projects with the city's overall strategic plans and priorities to maximise impact.
- 2** Adaptability: be prepared to adapt to changing market conditions, such as the impact of the Covid-19 pandemic, by conducting regular assessments and adjustments.
- 3** Public-private collaboration: collaborate with both public and private sector stakeholders to develop projects that drive economic growth and improve infrastructure.

- 4** Funding mechanism: utilise business rates income growth as a sustainable funding mechanism for investment in projects.
- 5** Measurement and evaluation: set clear metrics and targets to measure the success of the Enterprise Zone, such as job creation, economic contribution, and infrastructure improvements.

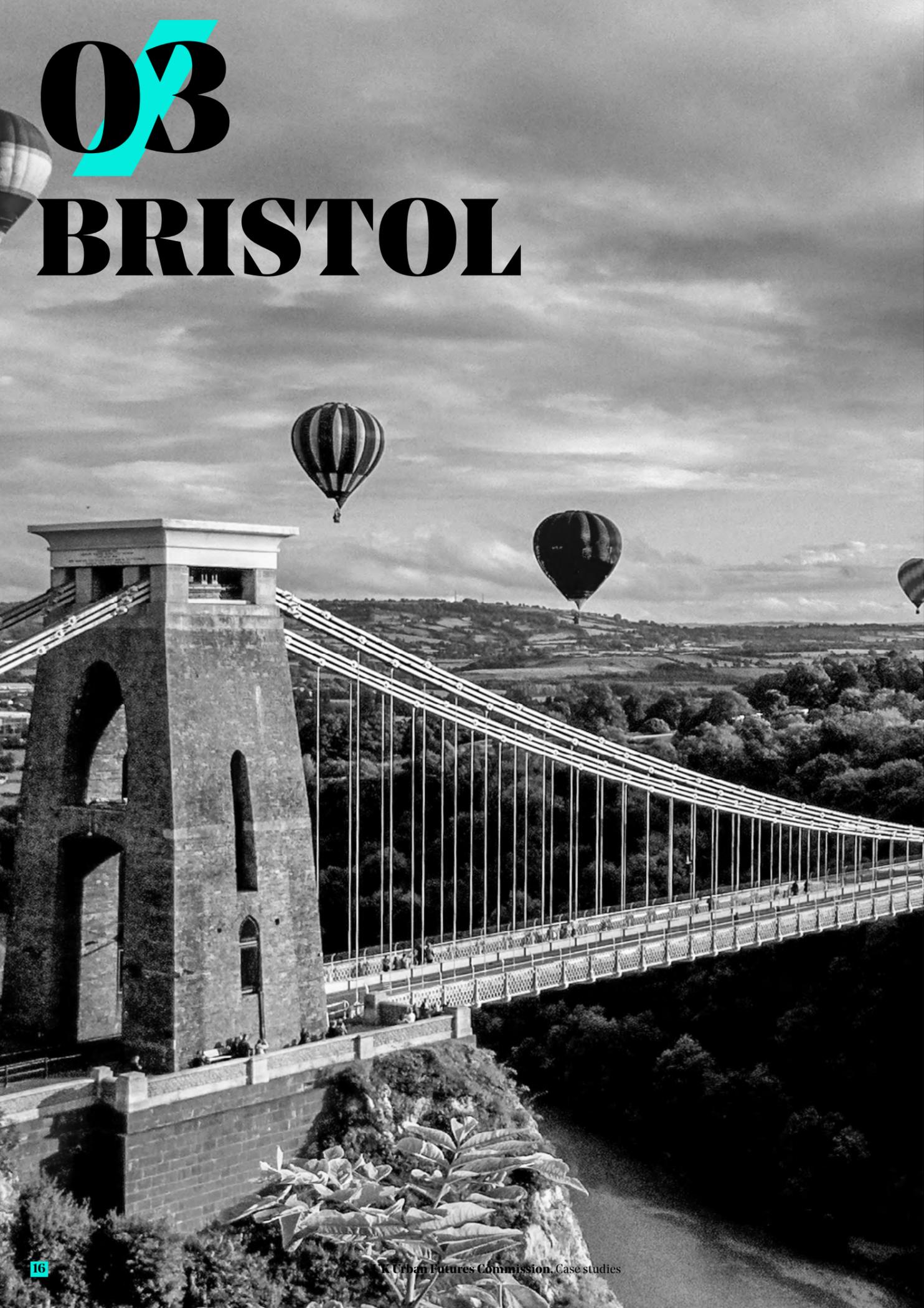
In conclusion, the Birmingham City Centre Enterprise Zone demonstrates how strategic investments and collaborations can drive economic growth, create jobs, and enhance a city's infrastructure. By aligning projects with city priorities, leveraging business rates income growth, and adapting to changing circumstances, the Enterprise Zone has achieved significant success in transforming the city's urban landscape and stimulating inclusive economic development. Other cities can draw valuable insights from Birmingham's experience to drive their own growth initiatives.

Resources

www.birmingham.gov.uk/info/20139/support_for_business/67/birmingham_city_centre_enterprise_zone

www.gov.uk/government/publications/west-midlands-combined-authority-trailblazer-deeper-devolution-deal/west-midlands-combined-authority-trailblazer-deeper-devolution-deal#summary-of-the-deal

www.centreforcities.org/reader/27856-2/other-benefits-of-enterprise-zones/



03

BRISTOL

Core Cities: Bristol

Bristol City Leap

Context

Bristol has reduced carbon emissions by 42 percent since 2005. Bristol City Council has reduced its own direct emissions by 80 percent since 2005 and aims to achieve net zero by 2025. In November 2018, the council became the first UK local authority to declare a climate emergency and set a goal for the city to be carbon neutral by 2030.

Ambitions

The council's decarbonisation targets are now fully embedded in its corporate strategy, the One City Climate Strategy, and are fully supported by the administration as mayoral priorities. City Leap was established to support the mayoral, council and national government decarbonisation targets and creates a scalable and replicable model for other cities to follow.

The ambition of the City Leap model spans the nested systems, with key commitments addressing economic, environmental and social outcomes, including:

- £424m investment in low carbon infrastructure.
- 140,000 tonnes of CO₂e savings.
- 182MW renewable generation.
- £61m social value, including £50m spend with local supply chain, 1,000 jobs at the real Living Wage as a minimum, a £1.5m community energy development fund and a £0.5m R&D innovation fund.

Progress so far

The council undertook an extensive soft market testing exercise with a broad range of potential partners, to understand how

the private sector could best help it meet its net zero ambitions. It then spent time determining which models would work for Bristol City Council, identifying red lines, risk appetite, scale of ambition and tax implications. As the process progressed, many prospective bidders fell away as they were asked to commit to Bristol City Council's priorities. After significant due diligence, Ameresco Ltd emerged as preferred bidder and have subsequently been appointed.

Partners and collaboration

Bristol City Council has let a 20-year concession to Ameresco Ltd to deliver and fund low carbon energy projects across the council's estate via the City Leap joint venture. Bristol City Council now has a pre-procured partner that has the right of first refusal to deliver and fund all low carbon energy projects on the council's estate, including its social housing. City Leap will work in collaboration with services across the council, facilitated by a new City Leap Client function within Bristol City Council, to develop low carbon energy projects. These projects will need to meet several pre-set project acceptance criteria – if they do so, they will be approved by Bristol City Council.

Leadership for success

Several members of the Bristol City Council leadership team had relevant commercial experience from previous roles, which they were able to leverage in designing and running the procurement process. They also recognised the crucial importance of gaining cross-party political support for a model that depends for its success on a long-term concession built around mutual trust and cooperation.

Financing for transformation

Whilst the council has not committed to a minimum revenue target, Bristol City Leap allows for a number of commercial models, as illustrated in the figure below:

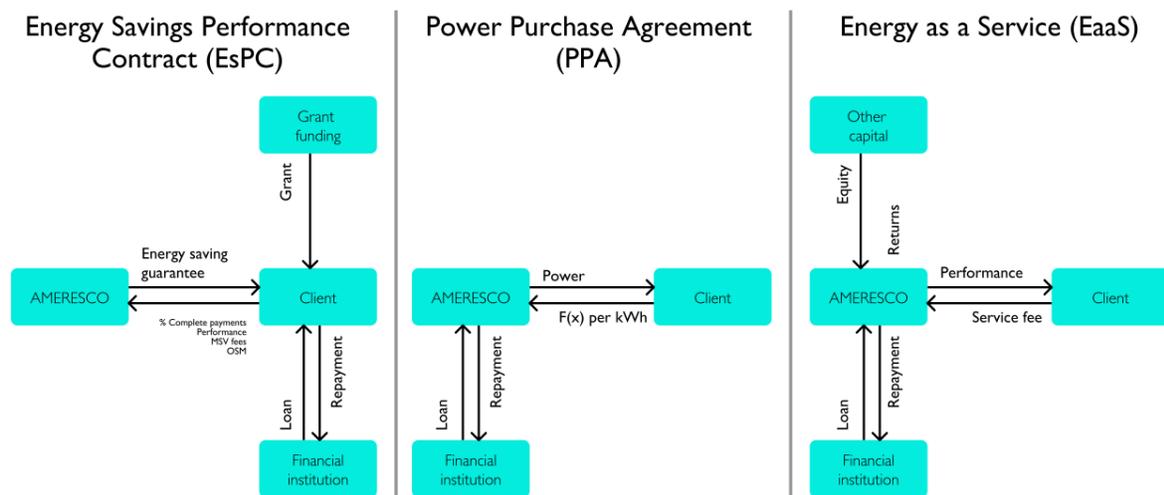
- **Energy savings performance contracts:** energy saving investments are funded by Bristol City Council (drawing on a blend of grant and debt funding) and delivered by Ameresco, who provide an energy saving guarantee in return for performance-related fees.
- **Power purchase agreements:** Ameresco provide power to Bristol City Council in return for a fee per kWh.
- **Energy as a service:** energy assets are fully funded and owned by the strategic partner over the term of the contract. This includes the upfront project costs, asset procurement and installation. Bristol City Council pays the strategic partner for service through fixed annual payments or on a pay-for-performance basis, as determined through the contract.

The right of first refusal on low carbon energy projects, combined with the

long-term nature of the concession, provides the private sector partner with the confidence to invest in identifying mutually beneficial opportunities. The pre-agreed project acceptance criteria provide confidence that good projects will be approved swiftly, reducing costs and time invested by senior leaders in the decision-making progress.

Learnings for other cities

Great care was taken to build cross-party political support for the model, a process which contributed to the time and cost needed to establish it, but which should save both over the long term. It was made possible by the specific expertise of several key senior personnel at the council, and the availability of funding from legacy sources – where those are absent, additional external support may be needed. The deal was also structured to streamline the procurement process for future opportunities delivered through the vehicle, based on clear acceptance criteria. Key documentation is available to others wishing to consider a similar model, which could accelerate the process and reduce advisory fees considerably.



Conclusion

The Bristol City Leap model is still in its infancy, so it is too early to judge its success based on tangible delivery. However, it represents an interesting model designed to leverage private sector expertise and reduce the burden of administration to help a place achieve an ambitious, long-term plan.

04 CARDIFF



Core Cities: Cardiff

Cardiff: more homes more quickly

Context and ambitions

Like other authorities Cardiff council has immense housing pressures, with many homeless families stuck in hotels.

Recent changes to Welsh private rental legislation have exacerbated these pressures as many private landlords have sold their properties, and demand for private sector rentals is described as having 'gone through the roof'.

The council aims to deliver around 4,000 new homes, focusing on housing others won't provide, such as council homes and supported or specialist accommodation.

To do this more effectively and more quickly the council decided to look afresh at their priorities and what they can deliver themselves, making better use of internal resources, retaining their assets, and staying in control of what they deliver.

They are exploring innovative approaches that deliver additional benefits, and align with the council's wider objectives, as well as providing more homes more quickly.

Partners and collaboration

Six years ago the council contracted Wates Residential to work in partnership with them, developing a range of sites. Wates builds the homes, then funds and sells the private ones, giving the council a share of the profits.

The Health Board supports developing new local health services, other non-housing council services assist in creating new facilities, and Beattie Passive builds the modular housing.

Leadership for success

Politicians and senior managers are clear about what they want to achieve and their priorities. Even opposition leaders strongly support the development programmes, and urge officers do more, more quickly.

The council leaders encourage experimentation. And the team leading the work are passionate and positive, undaunted by challenges.

Financing for transformation

The Welsh government plays a crucial role in funding these initiatives. The council has retained and invested in its housing stock which means it can mortgage against the stock, getting preferential borrowing rates. Council officers describe the removal of the Housing Revenue Account (HRA) borrowing cap as probably the biggest thing that has enabled them to build at scale.

Non-housing parts of the council pay for additional features in developments such as community hubs, and it's expected that the Health Board will contribute funds to the new medical facilities. And modular housing saves hotel costs.

The council has found that by managing projects themselves, sourcing different grants, using their own capital and resources they can deliver major projects.

Tackling key challenges

The various processes that delay developments, particularly the planning system, cause major frustrations.

The Welsh government's temporary relaxation of rules and regulations during the pandemic helped the council move forward at speed. The council wants them to extend this relaxation to address their current housing crisis.

The flexibility of the Wates contract has aided speedy delivery. Having a long-term development partner means the council doesn't have to tender each development, and Wates' subcontracting chain gets groundworks done at pace. The council is currently examining fresh ways to fast track development, including measures to meet technical requirements much more quickly.

Achievements

An example of one of the council's largest developments, is a 'wellbeing village concept', and will provide 265 new homes and a new local centre. Most council homes will be sheltered accommodation for older people, 160 homes will be for sale, some for first-time buyers, others for people downsizing. Amenities include shops, a pharmacy, a medical centre, a council run hub, a games area, allotments, offices for council and health staff, space for a start-up business, community space, a coffee shop and plenty of open space.

In the past the council sold their land to private developers then negotiated with them for affordable homes, usually getting less than required, as well as failing to obtain the other benefits the new approach brings.

The council has also been constructing relocatable modular housing. In the pandemic, in a matter of months, 19 'pods' were created for people living on the streets, then 48 flats for homeless families on a brownfield site not due for development in the near future. A further 155 units are under construction.

Learnings for other cities

The council's approach to building more council homes quickly involves partnerships, innovative solutions, and streamlined processes. Housing officers emphasise the importance of understanding the city's current and future housing needs. They recommend being bold, challenging existing processes, garnering the necessary resources and building positive relationships with key internal teams.

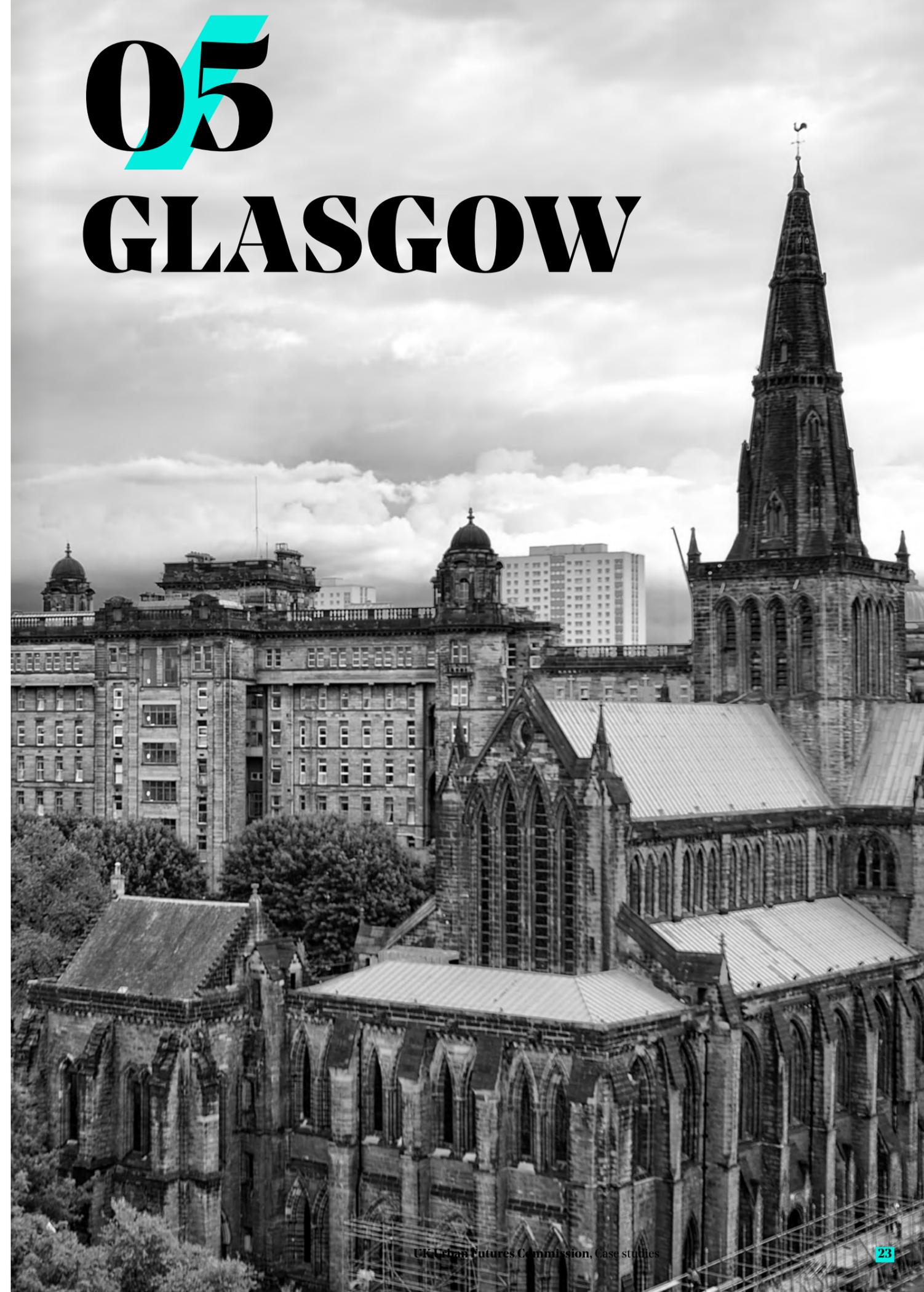
Resources

<https://minutes.belfastcity.gov.uk/documents/www.beattiepassive.com/projects/modular-housing-for-the-homeless/>

www.devandregencardiff.co.uk/housing/former-michaelston-college/

This case study is based on an interview with the council officer who leads the development and regeneration programme.

05 GLASGOW



Glasgow's Innovation Accelerator: transforming the region's innovation landscape

Glasgow City Region's selection as one of the pioneering pilot areas for the UK government's Innovation Accelerator programme marks a significant step towards leveraging innovation and research to drive economic growth and foster a sustainable, resilient, and inclusive economy. The programme aligns with the UK government's Levelling Up agenda, providing £100m funding to catalyse innovation, research, and private sector investment in Glasgow. This case study delves into the context, ambitions, involvement of stakeholders, achievements, challenges, financing, and lessons for other cities that can be drawn from Glasgow's journey in the Innovation Accelerator programme.

Context and ambitions

The Glasgow City Region's history of innovation and its consistent ranking as one of the top 20 percent most innovative cities globally create a fertile ground for the Innovation Accelerator programme. This programme builds on Glasgow's strengths, particularly its emerging world-class innovation districts, to foster further innovation and economic advancement. The goal is to establish Glasgow as a leading innovation economy in the UK, unlocking extensive private sector investment while enhancing the region's competitive edge.

Glasgow's ambitions through the Innovation Accelerator programme align with its economic strategy to become the UK's most innovative, inclusive, and resilient economy by 2030. The programme aims to boost venture capital investment in key growth sectors such as advanced manufacturing, space, and precision medicine. The emphasis on inclusive growth reflects the commitment to creating jobs, nurturing a skilled workforce, and improving the overall quality of life for residents.

Partners and collaboration

The innovation partnership, led by the private sector and comprising universities, research institutions, and government bodies, underscores the collaborative nature of the programme. Glasgow's universities, research institutions, and government agencies have come together to develop the business case for investment and drive innovation across various sectors. This public-private partnership is central to the success of the Innovation Accelerator initiative.

Leadership for success

Glasgow's success in the Innovation Accelerator programme hinges on its visionary leaders who have crafted a strategic approach. The programme aligns with the region's economic strategy, focusing on increasing productivity, delivering inclusive growth, and achieving net zero emissions. This leadership has led to the selection of projects that address global challenges, including health innovations, quantum technologies, and green technologies.

Financing for transformation

A blend of public and private investment: the programme's financing draws on a blend of public and private sector investment. The UK government's allocation of £100m from its Levelling Up fund serves as a catalyst, fostering private sector investment and collaboration. This financing model not only drives innovation but also spurs economic growth and job creation in the Glasgow City Region.

Tackling key challenges

Collaboration and innovation: the Innovation Accelerator programme confronts challenges through a multifaceted approach. By addressing challenges in sectors such as energy, manufacturing, and health, Glasgow promotes collaboration and innovative solutions. For instance, projects like ReMake Glasgow focus on circular manufacturing to reduce waste and carbon emissions while creating highly skilled jobs.

Achievements and measuring success

Measurement: Glasgow's Innovation Accelerator programme has yielded tangible results. Projects such as Next Generation Remote-Sensing Technologies and Modular Chemical Robot Farms for Chemistry showcase the region's commitment to innovation and sustainability. These projects not only contribute to economic growth but also align with global goals, such as achieving net zero emissions.

Learnings for other cities

A blueprint for innovation: Glasgow's journey in the Innovation Accelerator programme offers valuable insights for other cities seeking to harness innovation for economic growth and sustainability. The success of Glasgow's approach lies in its collaborative partnerships, visionary leadership, diversified funding sources, and targeted project selection. The programme underscores the importance of focusing on inclusive growth and leveraging private sector investment to drive innovation across sectors.

Conclusion

Glasgow's participation in the Innovation Accelerator programme exemplifies the city's commitment to leveraging innovation for economic growth and sustainable development. By fostering collaboration among stakeholders, pursuing targeted projects, and embracing a mix of public and private sector funding, Glasgow is poised to emerge as a leading innovation hub in the UK. The city's experience provides a roadmap for other cities to embark on a similar journey, fostering economic prosperity and resilience through innovation and collaboration.

Resources

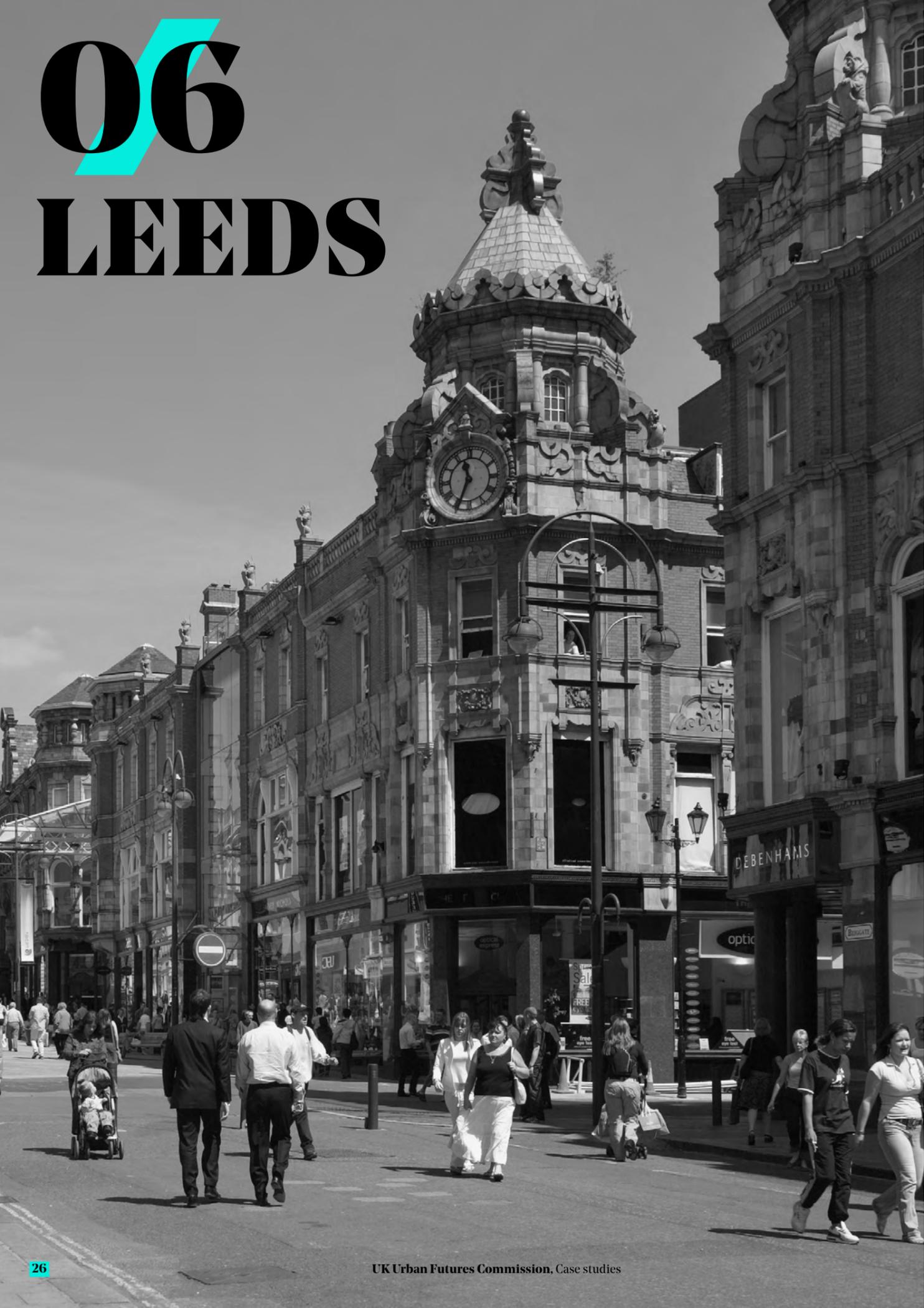
glasgowcityregion.co.uk/innovation-accelerator/

www.glasgow.gov.uk/index.aspx?articleid=30080

www.centreforcities.org/event/innovation-accelerators-what-are-we-hoping-to-achieve/

www.ukri.org/news/100m-rd-levelling-up-funding-awarded-to-accelerate-innovation/

06 LEEDS



Core Cities: Leeds

Leeds: Best City Ambition

Context

Over the last decade Leeds council has been steadfastly building ever stronger partnerships with the other key institutions in the city, promoting collaborative civic enterprise through a 'team Leeds' approach.

The council and its partners aim to become the 'best city', by tackling poverty and inequality, promoting health and wellbeing, and achieving a net zero carbon economy by 2030.

Ambitions

Leeds is doubling the size of the city centre, by regenerating the post-industrial South Bank into a 'central European style' area, with mixed use neighbourhoods and a huge new city park.

The main business area, where the major anchor institutions are located, has been renamed the Innovation Arc, to symbolise the way key city organisations are together creating a greener, healthier, more inclusive future.

Partners and collaboration

A huge amount of energy and time has been devoted to building strong cross city partnerships between the council, the two major universities and the teaching hospital.

The city's innovation partnership meets quarterly, overseeing the implementation of the innovation strategy. Beneath this, three working groups focus on people and programmes, place and spatial strategy, and communications and marketing.

Council leaders make tremendous efforts to involve citizens to make sure their strategic objectives, and how they aim to deliver them, are widely appreciated. For example, three events a year are held on the themes of the inclusive growth strategy: people, place and productivity. These provide challenges, fresh perspectives, and build links between sectors.

On the South Bank the council has many developer partners. The council has agreed a spatial plan, but unless it is selling a site, it doesn't choose the developers: the developers choose the city. Council officers emphasise the benefit of providing certainty for developers by clearly setting out the city's collective philosophy and long-term ambitions.

Leadership for success

As partnerships have developed and succeeded, ambitions have become bolder. Council officers recommend carefully establishing a long-term vision, maintaining a consistent approach, while responding to changes in the context and continuing to raise the ambitions.

City leaders together attended the MIT's Regional Entrepreneurship Acceleration Programme (REAP), learning from other cities globally. Leaders credit the programme with helping them to move forward dramatically, by refining their innovative strategies and their implementation plans.

The partnership strategies are delivered jointly through well-established formal structures, such as the Inclusive Growth Delivery Partnership.

Financing for transformation

Securing sufficient resources to achieve the city's ambitions is difficult, although devolution has helped. Because partners are clear about what they want to achieve they are always ready to seize appropriate funding opportunities.

Tackling key challenges

Having sufficient capacity and skills for regeneration in the council can be difficult given competition with private sector pay and conditions. The council works hard to retain and motivate its staff.

Achievements

In the South Bank 4,000 new homes are under construction or complete. These include carbon negative houses built by an onsite factory using a modular approach. A new footbridge, new cycleways and pedestrian routes will connect residents to the city centre, Leeds railway station, the new park and other green spaces, providing better access for the area's deprived communities to jobs and education.

To promote inclusive growth, the council and its partners are backing innovators and creating the right conditions for people to become entrepreneurs. For example, innovation pop-ups are bringing entrepreneurs and clinicians together to 'solve major world problems', including by working with businesses in the US, Norway and Israel.

There has been an exponential rise in venture capital being invested in start-ups in the city, and the major institutions like Channel 4, the UK Infrastructure Bank, and British Library in the north are choosing to base themselves in Leeds. Impact is being tracked through the internationally based Leeds Social Progress Index (SPI).

Learnings for other cities

Leeds council and its partners have worked hard to develop committed partnerships, with bold ambitions and effective delivery plans. The partners gained significantly from participating in the MIT REAP. They also drew on the Brookings Institution work on innovation districts: www.brookings.edu/innovation-districts/

Resources

www.inclusivegrowthleeds.com/leeds-social-progress-index

www.brookings.edu/innovation-districts/innovation.mit.edu/resource/mit-reap/

www.inclusivegrowthleeds.com/leeds-innovation-arc

news.leeds.gov.uk/news/masterplan-for-south-bank-and-remodelled-leeds-station-formally-adopted-by-leeds-city-council-planners

www.leeds.gov.uk/plans-and-strategies/best-city-ambition

This case study is based on interviews with council officers, and a senior NHS leader. A more in-depth version will be published separately.

07

LIVERPOOL



Liverpool Knowledge Quarter and the Pandemic Institute

Liverpool's Knowledge Quarter (KQ) is an innovation district within the city centre aimed at stimulating economic growth not only for the city and wider region. The Knowledge Quarter is home to some of the most influential players in science, health, technology, education, music and the creative and performing arts. The Pandemic Institute, located in the innovation district, was established in 2021 and demonstrates how KQ partners are able to adapt quickly to respond to opportunities. The Institute is contributing to the G7 nations' 100 Days Mission aimed at pandemic prevention, preparedness, and response through world-leading clinical and research expertise.

Context and ambitions

The vision for KQ Liverpool sets out how partners intend to establish one of the world's leading innovation districts by creating a place of innovation and discovery in science, technology, education, medicine and culture. The three main areas focus on: place-making (improvements to the public realm), improving transport connectivity and attracting inward investment.

During the Covid-19 pandemic Liverpool's civic leadership, academic institutions and health infrastructure combined powerfully on testing, vaccine development and the Events Research Programme (ERP). The Pandemic Institute, launched in 2021, builds on this collaboration

with the overall aim of accelerating the national and global response to emerging infection threats; building resilience in local healthcare systems; and providing advice to governments including those of the UK's devolved nations.

Partners and collaboration

KQ Liverpool brings together the city's key partners to collaborate in a creative environment with the capacity to respond quickly to opportunities. The KQ Liverpool board consists of the University of Liverpool, Liverpool John Moores University, Liverpool City Council, Liverpool University Hospitals NHS Foundation Trust, Liverpool School of Tropical Medicine and Brunwood SciTech. Each of the partners offers differing areas of expertise but all share the same vision and are collaborating to achieve common goals.

The Pandemic Institute is a medical, academic and civic partnership between the University of Liverpool, Liverpool John Moores University, Liverpool School of Tropical Medicine, Liverpool University Hospitals NHS Foundation Trust, Liverpool City Council, Liverpool City Region Combined Authority and Knowledge Quarter Liverpool (KQ Liverpool). Partners have an unrivalled breadth of clinical, academic, public health and data-science expertise, all co-located on one campus in the heart of the city. The Institute has a significant global reach with collaborations across the world. It works with key international agencies such as the World Health Organization Hub for Pandemic and Epidemic Intelligence and the Coalition for Epidemic Preparedness Innovations (CEPI), as well as national organisations such as the UK Health Security Agency (UKHSA).

Tackling key challenges

Liverpool's economy struggles to punch its economic weight with GDP per capita in 2021 lagging behind many other UK city regions (£26,086 compared with the national average of £31,814). Productivity also lags behind the national average in part due to an over reliance on low productivity sectors such as accommodation services, food services, health and retail. Developing the city's knowledge intensive industries spearheaded by the Knowledge Quarter will help to address these issues and, in doing so, contribute to rebalancing the national economy.

Financing for transformation

The establishment of Knowledge Quarter Liverpool was financed through the resources of the key partners set out above. The partnership is a true public-private partnership, with all organisations supporting the delivery of investment into the innovation district. The key components of the Knowledge Quarter, including the Pandemic Institute, are geared to attract further investment, through commercial partnerships, national funding and other sources. A shared vision and common goals are key to financing these initiatives. An example of this approach is the Pandemic Institute's £5m partnership with CSL Seqirus, a global biotechnology company with a major manufacturing facility in south Liverpool. Further initiatives are being coordinated with other global life science companies with a presence in the city.

Achievements and progress

In July 2023, Liverpool City Region (LCR) became the second Investment Zone to be formally announced by the government. Backed by £80m in government funding the LCR Investment Zone will focus on

health and life sciences. It is expected to deliver £320m from the private sector and over 4,000 new jobs. The Knowledge Quarter will be key to realising this ambition with a significant proportion of the funding going to projects located or anchored in this area.

At the heart of the LCR Investment Zone is Paddington Village, a triangle of land on the eastern fringe of the city centre. Private sector investment in recent years has delivered several state-of-the-art buildings including the Spine – a 160,000 sq ft complex housing the northern offices of the Royal College of Physicians, amongst others – and the University of Liverpool International College, a collaboration with Kaplan. Paddington Village is also home to the Pandemic Institute. With support from Sciontec Developments Limited, the LCR Investment Zone and others, the Institute is bringing forward an academic-led pandemic preparedness and response facility that will be located adjacent to the Spine. This will be located in a building that is scheduled to begin construction in 2024.

Learnings for other cities

The Knowledge Quarter is a shining example of how knowledge-intensive assets such as universities and NHS Trusts can stimulate transformational economic growth, through the creation of a strong partnership, with a shared ambition and bold vision.

The Knowledge Quarter is built around the economic strengths of the region, around science, innovation and in particular around health and life sciences. Great things can happen by creating an environment where ideas can be generated, businesses can grow, and a deep talent pool can thrive.

The Pandemic Institute is a model for the way in which new initiatives can be created and flourish from the strengths of an innovation district. The coordinated

approach that Liverpool developed during the pandemic, through city partners, has been reinforced by the ongoing hive of activity that is the Pandemic Institute.

Conclusion

Liverpool Knowledge Quarter continues to grow as a vital innovation district in the heart of the city. New developments are emerging in the Paddington Village area of KQ, which will attract new companies, create new jobs, and bring more talented people to the city. The focus on the development of the City Region's knowledge intensive, high-growth economic clusters, most notably health and life sciences, is driving forward regeneration.

The Pandemic Institute embraces all of these attributes, developing from a collaboration that emerged due to the pandemic, and forming a dynamic, thriving partnership that is attracting more investment and creating solutions to the global health challenges.

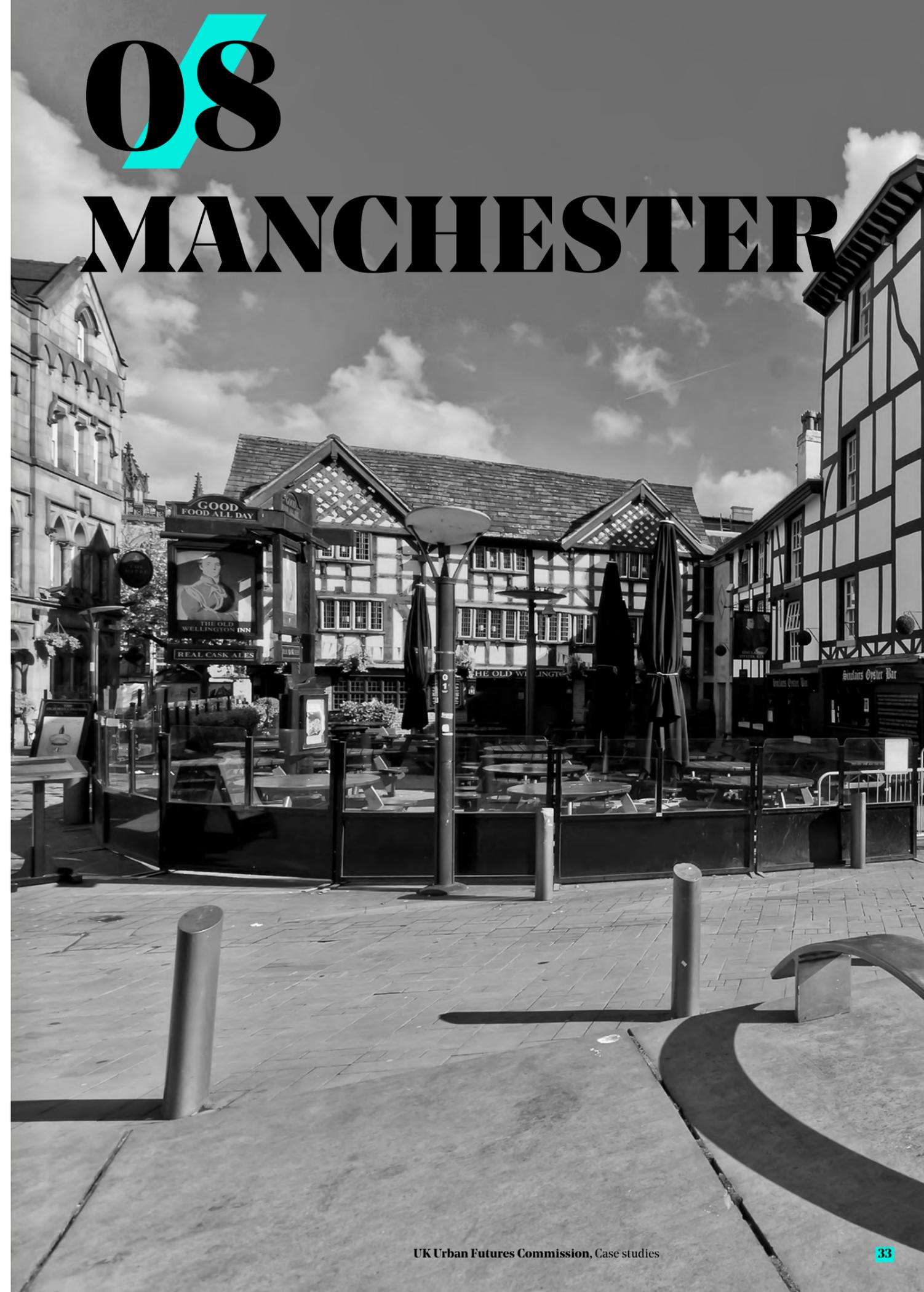
Resources

kqliverpool.co.uk/home/

www.thepandemicinstitute.org/

08

MANCHESTER



Manchester City Council: reinventing the city

Context

Most of Manchester's traditional heavy industries closed during the 1970s and '80s, and around 300,000 residents left the city in the period up to 2021. To counter this decline the council has steadfastly focused on 'reinventing the city': over the last 20 years its mission has been growing and diversifying the economy to help make the city a more progressive and equitable place for its residents.

The council had had the same highly respected, visionary and determined leader and chief executive for many years. The relatively new leader and chief executive are building on the many achievements of the past, while putting an even stronger emphasis on addressing inequality.

Ambitions

Despite having had no promises of significant government funding, the council decided to go ahead developing the north of England's largest urban regeneration project, Victoria North.

This development is converting 155 hectares of brownfield land next to the city centre into seven new neighbourhoods, with 15,000 new low carbon homes, a new hospital surrounded by a 'healthy neighbourhood', and a new river park.

Partners and collaboration

To deliver many elements of the programme, the council established a joint venture company with Far East Consortium (FEC), a family-owned Hong Kong based developer. In seeking a joint venture partner, the council leaders stress the importance of selecting a partner with shared values, vision and patience.

Both the council leaders and FEC appreciate that each has different interests that need to be openly addressed. The council recognises that FEC have commercial objectives and drivers, while a public sector organisation has different priorities, so the two need to be clear where they meet in the middle. FEC say that as both want the same outcomes, and are committed for the long term, they are able to resolve any tensions and move forward together.

NHS leaders are also deeply involved in planning the health elements of the development.

Manchester leaders all emphasise the fundamental importance strong personal relationships and mutual trust between partners.

Leadership for success

Council leaders have been clear about their long-term ambitions and priorities for many years, and there's widespread support for these across the city.

These ambitions are based on a deep understanding of the DNA of the city, gained from drawing together all the key players' knowledge, from engaging local residents, and from data analysis.

The leaders highlight the importance of having a compelling narrative and promoting the vision widely to everyone who can help to deliver it. The way the council leaders promote the city nationally

and internationally is widely praised.

Manchester leaders emphasise the importance of devoting sufficient time and space to long term planning together, rather than just responding to events.

Robust joint delivery plans are seen as vital. Manchester leaders recommend that partnerships establish and sustain clear delivery structures and governance arrangements.

Leaders also highlight the need to develop and retain people with the right skills, experience and motivation to deliver. Many senior staff across different organisations have worked together over two decades to deliver several major development programmes, bringing both learning and confidence from these experiences. Those involved describe the excitement of working on challenging long-term projects that bring major benefits for the city.

Financing for transformation

Manchester's track record of success in delivering major projects has had a positive impact on the city's ability to gain more resources, including £50m government funding for Victoria North so far.

Tackling key challenges

Like others, Manchester leaders face many challenges including constraints on resources, and the ever-changing context.

However, they clearly demonstrate determination to adapt and overcome these. The leaders describe having to be extremely creative and flexible in terms of how the programme operates. They also stress the need for patience and persistence.

Achievements

On site are 988 homes, and plans for another 4200 new homes have been agreed.

A bespoke Social Benefits Framework has been created by the partners to ensure that local residents and the local economy experience sustainable health, social, employment and wider economic gains.

Learnings for other cities

Manchester City Council and its partners have built success upon success. Many different elements have contributed to their achievements but, overall, the local leaders highlight the importance of having clear widely shared ambitions; robust, dynamic and committed partnerships; experienced and motivated staff; and effective ways of delivering together.

Resources

www.manchester.gov.uk/info/200095/tenders_and_contracts/8524/north_manchester_social_benefits_framework

This case study was based on interviews with the Manchester council leaders, and their partners, as well as local voluntary organisations. A more in-depth version will be published separately.

09

NEWCASTLE



Core Cities: Newcastle

Transforming Newcastle Helix: a collaborative innovation hub

Context

Newcastle Helix emerged as a visionary 24-acre innovation hub, a collaborative ecosystem designed to foster partnerships between public and private entities, local communities, residents, and international tech and science businesses. The initiative was brought to life through a unique partnership between Newcastle City Council, Newcastle University, and Legal & General, with the aim of creating an internationally recognised tech and science hub in the heart of Newcastle.

Ambitions

The primary goals of Newcastle Helix were:

- 1** Innovation and collaboration: establishing a world-class innovation district that brings together academia, industry, and the community to drive technological advancements, research, and economic growth.
- 2** Sustainability and regeneration: transforming a former brewery site into a mixed-use development that blends residential, academic, and business spaces while respecting the architectural heritage of the city.
- 3** Economic impact: creating jobs, attracting investment, and boosting the local economy by nurturing tech and science businesses and fostering innovation.

Progress so far

The development of Newcastle Helix has been a multifaceted success story:

- 1** Partnership formation: the collaboration between Newcastle City Council, Newcastle University, and Legal & General laid the foundation for the project's success by bringing together diverse expertise and resources.
- 2** Master planning: a robust master plan was devised, aligning academic, residential, and business components into a cohesive urban development strategy.
- 3** Infrastructure and investment: Legal & General's investment of £65m in 2017 injected vital funding and expertise into the project, accelerating its progress.
- 4** Physical transformation: the site's former industrial use and geographical challenges were addressed through strategic planning and development of an energy-efficient district.

Partners and collaboration

The success of Newcastle Helix was built on the collaborative efforts of key stakeholders:

- 1** Newcastle City Council: providing strategic vision, governance, and leadership to drive the project forward and ensure alignment with urban planning goals.
- 2** Newcastle University: contributing academic expertise, research initiatives, and innovative thinking to shape the district's focus on tech, science, and sustainability.
- 3** Legal & General: bringing financial support, development experience, and industry connections to the project, aiding its acceleration and viability.

Leadership for success

The project's leadership played a pivotal role in its triumph:

- 1** The partnership's clear and shared vision set the tone for a collaborative and innovative approach, encouraging buy-in from all parties involved.
- 2** The ability to adapt to evolving challenges and opportunities was demonstrated by swiftly adjusting plans to integrate an energy-efficient approach.
- 3** A culture of trust and transparency was cultivated through strong relationships, regular communication, and a commitment to working together.

Financing for transformation

The financial aspects included substantial investments from both public and private partners, including capital from Legal & General. The Accelerated Development Zone and City Deal mechanisms were pivotal in securing investment and promoting long-term growth. The council also underwrote the initial leasing on a key office building, which gave Legal & General the confidence to invest in an unproven market.

Tackling key challenges

The project overcame several challenges:

- 1** Complex partnerships: navigating a tripartite partnership, ensuring alignment of interests, and mitigating risk required careful negotiation and collaboration.
- 2** Sustainability: transforming a former industrial site into a sustainable district posed technical and financial challenges that were addressed through innovative solutions.

- 3** Regulatory compliance: complying with state aid rules and other regulatory considerations while structuring the partnership required legal expertise and creative solutions.

Learnings for other cities

The Newcastle Helix project offers valuable lessons for those considering similar collaborative endeavours:

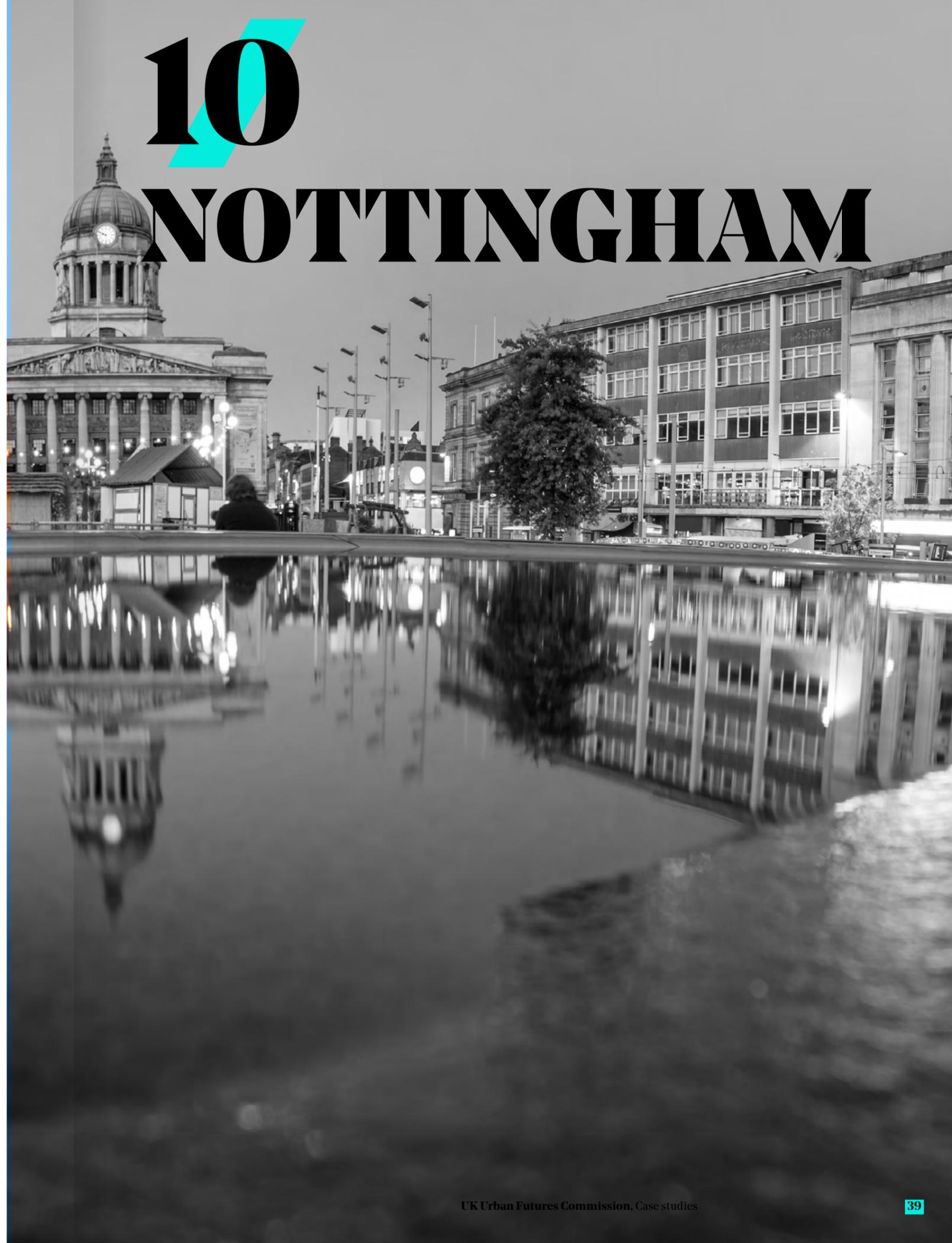
- 1** Strong partnerships: the right partners with aligned visions, expertise, and resources are essential for successful execution.
- 2** Shared purpose: a shared purpose beyond individual goals fosters a culture of collaboration, trust, and transparency.
- 3** Flexibility and adaptation: being open to adapting plans to embrace emerging opportunities and overcome challenges is crucial.

Conclusion

Newcastle Helix showcases how a unique partnership between public and private entities can transform a former industrial site into a thriving innovation hub. Through visionary leadership, collaborative efforts, strategic planning, and a commitment to sustainability, the project not only achieved its goals but also became a model for similar endeavours worldwide.

10

NOTTINGHAM



Nottingham's Carbon Neutral Action Plan

Context and ambitions

The city of Nottingham has embarked on an ambitious journey to combat the pressing challenges posed by climate change and environmental crisis. The city's commitment to sustainability and climate leadership has led it to adopt an ambitious goal: to become the first carbon neutral city in the UK by 2028. Recognising the urgent need to address the escalating climate crisis, Nottingham City Council declared a climate and ecological emergency in January 2020. This declaration underscored the necessity for immediate action to achieve sustainable carbon neutrality.

The core ambition of the Carbon Neutral Action Plan is to outline clear actions, possible partnerships and existing case

studies that highlight how stakeholders across Nottingham can achieve carbon neutrality by 2028. The plan provides a blueprint for governance, funding and engagement in order to foster alignment across Nottingham's commitment to not only tackle climate challenges but also improve the quality of life and foster clean economic growth. The city plan outlines possible actions across short, medium, and long-term timescales; that are measurable; include partnership opportunities; and how central government can support particular objectives .

Partners and collaboration

Nottingham's journey towards carbon neutrality is a testament to the importance of collaboration across diverse sectors and communities. The plan's ambitious goals demand active participation and central to this effort is the Green Partnership, a collective of local authorities, businesses, anchor institutions, community organisations, and the wider region all

Objective	Action	Timescale
5.4 Encourage more low carbon cooking and meals	5.3.5 Enable more citizens and businesses to understand how to reduce their food waste through buying, storing, preparation and cooking	Short Term
	5.3.6 Work with local partners to support the reduction of waste and to turn waste into a resource in a circular economy	Medium Term
	Actions Nottingham City Council can take	
	5.4.1 Explore adoption of Green Kitchen Standard/ Food for Life	Short Term
	5.4.2 Introduce low carbon menus in City Council and partner catering facilities	Medium Term
	Actions we can take in partnership	
5.5 Reduce the carbon emissions of city events and improve their sustainability	5.4.3 Expand carbon neutral kitchen and refill campaign	Ongoing
	5.4.4 Explore the adoption of tools (e.g. EATS - Environmental Assessment Tool for School meals) to help engage school staff (and potentially students) with creating low-carbon meals through consideration of ingredients, food miles and cooking methods	Short Term
	Actions Nottingham City Council can take	
	5.5.1 Introduce a deposit scheme at all Nottingham City Council events to reduce single use plastic	Short Term
	Actions we can take in partnership	
	5.5.2 Work with local partners and core cities to explore creating local standards, compliance and incentives	Medium Term
5.6 Develop sustainable tourism	How Central Government can help	
	5.5.3 Align to national days of action to reinforce the message of collective action	Ongoing
	5.5.4 Identify options for improving the sustainability of city events	Short Term
	Actions we can take in partnership	
	5.6.1 Develop clear standards for leisure, tourism and accommodation venues	Medium Term
	Actions Nottingham City Council can take	
5.7 Buy and procure sustainably, and maximise existing resources	5.7.1 Investigate available tools to incorporate whole-life costing into procurement process with support from finance	Short Term
	5.7.2 Reuse internal resources and goods wherever possible	Short Term
	5.7.3 Review, update and launch a new Business Charter with a strong environmental focus	Short Term
	Actions we can take in partnership	
	5.7.4 Work with city partners, including Nottingham City Homes, to develop and support sharing platforms and libraries to reduce the need for individual ownership of goods that have occasional usage	Short Term
	5.7.5 Promote ethical sustainable purchasing and swapping of goods through re-use schemes, shops and initiatives	Medium Term
	5.7.6 Work with partners and networks in the city to develop supplier engagement days through procurement activities to support SMEs across all sectors to become more sustainable and low carbon in their operations	Medium Term
	How Central Government can help	
5.7.7 Support or regulate greater levels of reusable and recyclable packaging, in line with national Waste Strategy principles	Medium Term	

united to advance the carbon neutral agenda. Nottingham City Council has taken a central role in leading and coordinating efforts to ensure seamless execution.

A partnership between University of Nottingham and the council, has been instrumental in driving the Blue-Green Cities project, envisioning a resilient Nottingham that combats climate change impacts through prioritised blue-green infrastructure. The University of Nottingham's Water Works interdisciplinary research cluster comprised of over 140 experts from diverse fields, collaborates to innovate solutions for global water challenges. This effort extends to supporting local initiatives, notably the transformation of Nottingham into a Blue-Green City.

Leadership for success

Leadership from the city council, with a focus on divesting from fossil fuels and supporting carbon reduction projects, has been instrumental in driving tangible progress. The successes of the Carbon Neutral Action plan are underpinned by strategic planning, proactive policies, and comprehensive initiatives stewarded by the city. The plan outlines high-level objectives across sectors, emphasising co-benefits and a clear vision to catalyse partnerships and attract investment. The council has established an adaptable internal project team and a network of climate champions, facilitating engagement and coordination across diverse sectors. The city council provides stewardship to foster alignment across initiatives.

Financing the transformation

The realisation of Nottingham's carbon neutral ambitions is intricately tied to innovative financing strategies. As the city establishes itself as a hub for innovative, green enterprises, the investment not only drives environmental progress but also positions Nottingham as a prime destination for forward looking investors. Strategies involve optimising budgets for carbon reduction, divesting from fossil fuels, and incentivising internal and external carbon projects. This fosters sector-wide change and private investment. A diverse climate change budget ensures lasting financing for impactful initiatives. Low-cost opportunities like behavioural change campaigns engage the community without significant financial investments. Promoting the Renewable Heat Incentive (RHI) and exploring new models like Heat as a Service (HaaS) further fund low-carbon heating initiatives.

Tackling key challenges

Nottingham's plan acknowledges that addressing climate change must be fair and sustainable. The city employs a flexible approach that focuses on carbon reduction measures, carbon removal, resilience and adaptation, and ecology and biodiversity. The plan emphasises the integration of carbon reduction with sustainability and co-benefits across various sectors. The engagement of businesses, communities, and schools contributes to identifying and tackling challenges together.

The plan outlines a comprehensive approach, breaking down these challenges into key sectors and focusing on short, medium, and long-term actions. This adaptable framework ensures that the plan remains current and responsive to evolving circumstances. Nottingham's approach recognises the interconnectedness of carbon neutrality with sustainability, economic growth, and social wellbeing.

Achievements and measurement of success

Nottingham's proactive initiatives have yielded tangible results. Nottingham's significant achievements include a 41 percent reduction in citywide CO2 emissions and a 49 percent reduction per person from 2005 levels. The city is on track to generate 20 percent of its energy demand through low and zero carbon sources by 2020. Success is measured through annual assessments against the carbon neutral charter's pathways, as well as through reporting local energy-related emissions. Nottingham City Council contributes to international benchmarking by submitting data to the CDP climate and environmental reporting platform. Key indicators are monitored through the Department for Business, Energy & Industrial Strategy (BEIS) reports, and Nottingham City Council's internal carbon management plan. Yearly assessments ensure that progress is tracked against established pathways and targets. Notably, the high level of public support for the city's carbon neutral ambition and the proposed actions underscores the positive impact of community engagement. Monitoring frameworks, partnerships with research institutions, and participation in international reporting platforms ensure accurate tracking of progress.

Learnings for other cities

Nottingham's development of a clear and adaptable action plan, which considers how stakeholders may contribute and collaborate to achieve a shared vision, encourages collaboration across the city's ecosystem. The plan demonstrates a cohesive approach and encourages alignment across objectives, across sectors. It is integral that an action plan is supported by defined and complementary governance model, funding mechanisms, and effective communication.

The Covid-19 pandemic highlighted that cities must be adaptable to changing circumstances and evolving challenges. Flexibility in the plan to iterate actions following evaluation are in-built into the plan. This helps to address unforeseen obstacles and to learn from the process throughout. Challenges such as resource constraints and the need for continual innovation are universal, highlighting the importance of flexibility, long-term planning and giving visibility to what is happening in cities. These are necessary for stakeholders to have confidence to invest and commit to working together to achieve carbon neutrality goals.

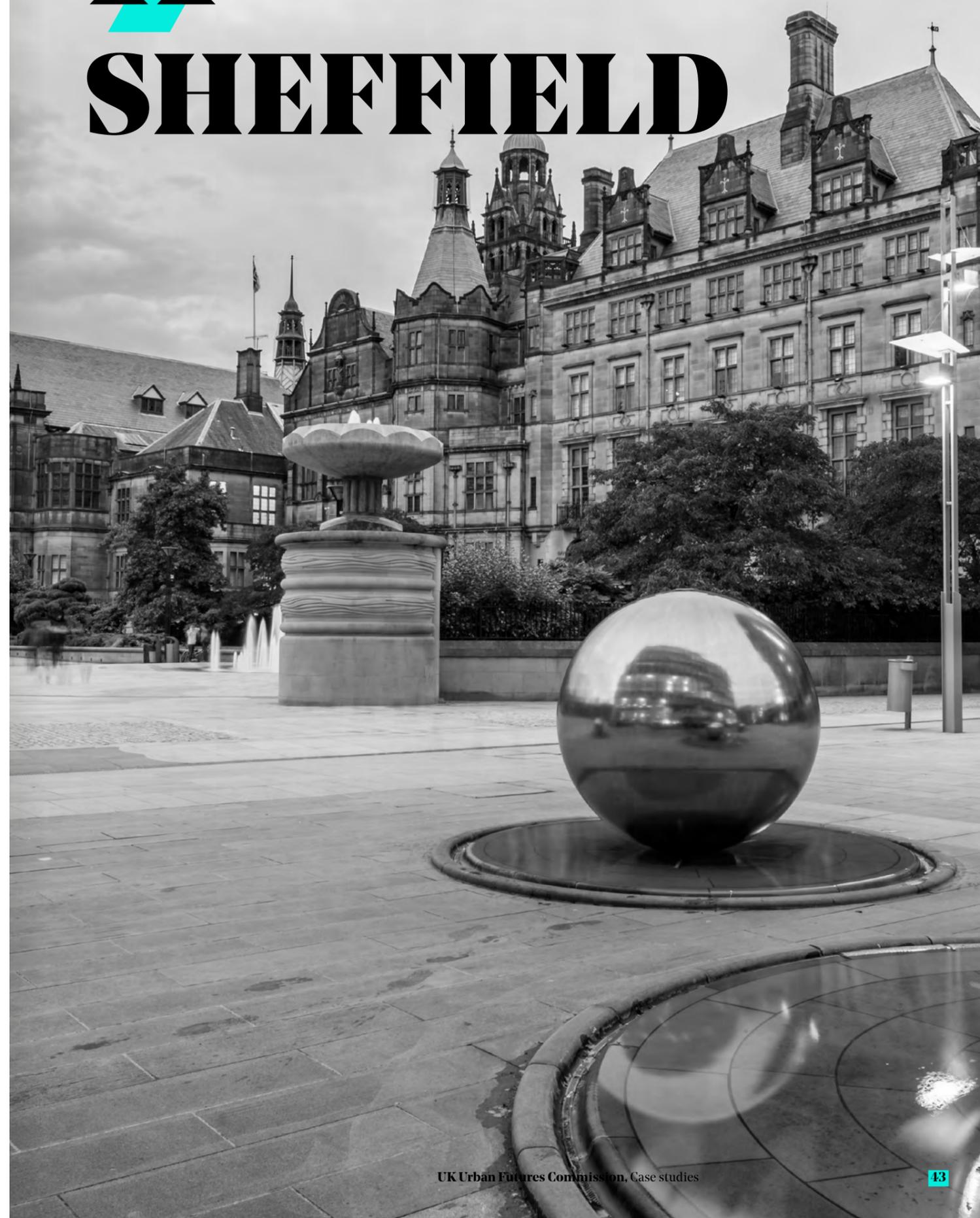
Nottingham's commitment to becoming the UK's first carbon neutral city by 2028 showcases the power of local action in the face of global climate challenges. Successes in reducing emissions across sectors demonstrate the feasibility of ambitious carbon reduction goals. The emphasis on co-benefits showcases how sustainability, economic growth, inclusion, and climate action are interconnected. Through a collaborative approach, strategic planning, comprehensive initiatives, and innovative funding strategies, the city is forging a path toward a sustainable and resilient future.

Resources

[Carbon Neutral Action Plan](#)

[One Nottingham](#)

11 SHEFFIELD



Sheffield Innovation District: putting ingenuity into action

Context and ambition

Sheffield and South Yorkshire have a proud legacy of applied innovation. Together with industry, landowners, the Combined Authority and the neighbouring council of Rotherham, Sheffield City Council has worked to establish an innovation district: a hub designed for innovation, research, and technology to foster collaboration and rapid commercialisation.

The innovation district initiative has gained significant momentum through partnerships with major industrial players such as McLaren, Boeing, and Rolls Royce. As it evolves, the district aims to create a dynamic ecosystem with broader economic impact for South Yorkshire, for example by accelerating business start-ups and spin-outs. The goal is to create an 'innovation spine' that connects the city centre to the innovation district, fostering supply chain growth, new businesses, jobs, and increased productivity.

The key ambitions of Sheffield's Innovation District initiative are as follows:

- 1** Growing innovation capabilities: the district aims to expand its world-leading capabilities in advanced manufacturing, advanced life sciences and health and wellbeing, and low-carbon energy, supported by digital technology, to attract investment into South Yorkshire.
- 2** Growing businesses and creating jobs: the initiative seeks to develop a robust

ecosystem of support for business growth, combining business support, tailored skills and training, incubation, and financing to accelerate the journey from idea to market.

- 3** Growing the innovation district cluster: by creating connected and collaborative clusters, the plan is to join existing sites and assets through placemaking and transport, ultimately forming a sustainable, low-carbon innovation district.
- 4** Growing the pipeline of innovative businesses: recognising the need for dedicated space to support innovation-based businesses, the innovation spine will connect innovation clusters within the district to the city centre. It aims to provide distinctive incubation and innovation facilities, particularly for 'deep tech' businesses, with access to scientific equipment within the University of Sheffield.

Partners and collaboration

The success of Sheffield's Innovation District has been built upon genuine cross-sector partnerships and dynamic collaboration. Key stakeholders and collaborators include: University of Sheffield and Sheffield Hallam University; private sector partners; landowners; Rotherham Metropolitan Borough Council; South Yorkshire Mayoral Combined Authority; and the Global Institute of Innovation Districts.

Leadership for success

The establishment of Sheffield's Innovation District has required effective leadership and collaborative efforts. Key steps in achieving this success include:

- **Effective governance:** the initiative benefits from a collective leadership group where cross-sector partners collaborate and set the direction for the project.
- **Unlocking finance:** Sheffield has developed and supported bids to invest in further innovation assets within the universities' portfolio, attracting inward investment.
- **Government collaboration:** working with the government, Sheffield accessed £700,000 of funding from DLUHC to accelerate the project and identify future priorities.
- **Investment zone:** Sheffield secured the UK's first investment zone in England, expanding the innovation district to include city and town centres in Sheffield and Rotherham. This reflects the growing presence of urban start-ups and scale-ups and strengthens Sheffield's position in various sectors, including aerospace, power and energy, life sciences, digital and creative, and engineering.

Financing for transformation

The financing for Sheffield's Innovation District has been a collaborative effort, co-financed by innovation projects and investments through partnerships and collective funding bids and packages with the government, South Yorkshire Combined Authority, local councils, and the private sector.

Tackling key challenges

Several key challenges have been tackled in the development of Sheffield's Innovation District:

- **Complex partnerships:** overcoming the complexity of convening multiple partners, diverse land ownership, and administrative boundaries was achieved through strong, collective, and collaborative leadership and a shared vision.
- **Global challenges:** adapting to global challenges facing UK industry required maximising the potential of South Yorkshire's innovation assets, R&D, and production capabilities to reinvent traditional manufacturing, energy, and health sectors.
- **Innovation ecosystem:** the development of the innovation spine addresses the need to enhance connectivity with SMEs and supply chains, ensuring global innovation reaches people and businesses in South Yorkshire. To retain start-ups and facilitate business growth, a new incubator and accelerator offer was created to support companies in reaching a scale where they can become part of the city's innovation ecosystem.

Achievements and measuring success

Sheffield's Innovation District has already achieved several milestones:

- Strong, cross-sector partnerships.
- Inward investment from major original equipment manufacturers (OEMs), including McLaren, Rolls Royce, and Boeing.
- Continued development of the Sheffield Olympic Legacy Park, including the Advanced Wellbeing Research Centre and other facilities.

- The £80m Composites at Speed and Scale (COMPASS) facility with Boeing, which will significantly boost UK aerospace R&D and support more than 8,000 jobs by 2030.
- A 15-year commitment from the University of Sheffield to Northern Gritstone, with long-term certainty fostering growth in spin-out companies.
- Development of a new zero carbon community at Attercliffe Waterside, including 1,000 new homes, workspaces, an arts venue and retail opportunities.

Lessons for other cities

Sheffield's Innovation District offers valuable lessons for other cities:

- **Governance matters:** shared leadership, collective accountability, and decision-making are crucial for success.
- **Collaboration matters:** collaborating across sectors, bringing together expertise and place leadership with a shared vision, is essential for driving real change.
- **Agility of strategy:** an agile, flexible approach is needed to adapt to a rapidly changing global economy.
- **Global insight:** working with the Global Institute on Innovation Districts has brought crucial international expertise and knowledge to complement local industrial, academic and civil leadership expertise.

Sheffield's Innovation District demonstrates how genuine collaboration, effective leadership, and a commitment to innovation can transform a region, driving economic growth, job creation, and a sustainable future.

Resources

Innovation district
www.sheffieldbusinesspark.co.uk/advanced-manufacturing-campus/

Investment zone
www.sheffield.ac.uk/city-region/delivering-innovation-improve-productivity/south-yorkshire-investment-zone

Innovation spine
www.sheffield.ac.uk/city-region/delivering-innovation-improve-productivity/south-yorkshire-investment-zone/sheffield-spine

SOLP
sheffieldolympiclegacypark.co.uk/

Strategic vision for the city centre
www.sheffield.gov.uk/planning-development/city-centre-strategic-vision

Attercliffe Waterside
sheffnews.com/news/citu-and-sheffield-council-seal-the-deal-for-transformational-zero-carbon-attercliffe-waterside-scheme

INTER NATIONAL CITIES

12 AUSTIN



International Cities: Austin

The Austin Tomorrow Comprehensive Plan

Context

In the 1970s and 1980s, the US experienced the beginning of the decline of the oil industry and a severe recession between 1980 and 1983. This economic downturn was particularly significant in southern states such as Texas, with the state unemployment rate reaching over 9 percent in the mid-1980s. At the same time, Austin was experiencing demographic changes with a doubling of the city's population from 1950 to 1980, putting huge strain on public services and housing supply. In response to these socio-economic challenges, the city of Austin adopted the Austin Tomorrow Comprehensive Plan in 1979. This strategy targeted a shift away from the oil industry towards more knowledge-intensive sectors with a focus on the growing technology sector. In the years and decades that followed, the tech sector boomed in Austin, with the impacts of the strategy still clear to see today, showcasing the benefits of taking an ambitious approach to long-term development.

Partners and collaboration

Austin City Council developed the plan in with city stakeholders, including local citizens, universities, and businesses. The council engaged with local citizens to ease concerns that the new strategies would not align with Austin's sense of community and support local jobs. Local universities, such as the University of Texas (UT) at Austin, were engaged in the new strategy with their role as research centres to focus on the emerging technology sector.

The transition towards technology-based industries was not without challenges. Most new, high-skilled jobs were taken by workers from outside of Austin rather than local residents. Due to the low-skill base of local Austin residents, a significant number of local people lost their jobs in the downturn experienced by the oil and gas industry in the 1980s. This shift in fortunes for local people resulted in tensions between the old, traditional industries and the new technology companies. The city attempted to mitigate this by offering training courses and opportunities to re-skill in new sectors and take advantage of the opportunities offered by the influx of knowledge-intensive businesses.

Leadership for success

Austin's strategy had initial, high-profile success with the major technology company, Microelectronics and Computer Technology Corporation (MCC) choosing Austin as the home of its new national headquarters in 1983 following a lengthy selection process with offers from 57 US cities. A large reason for this decision was the incentives offered to MCC by the city government and business communities, including subsidised office space, relocation expenses, and low-interest loans, in a package totalling over \$60m. Evidence at the time also pointed to the increased financial support offered to UT to expand its research functions as a contributing factor.

The city used unique policies to build on the tech boom, with the Austin Chamber of Commerce establishing the Austin Technology Incubator (ATI) in 1989 in collaboration with UT to assist entrepreneurs in high-tech sectors with marketing, raising venture capital, production, and general administration. By 2000, 60 companies had been formed using the ATI, employing 2,000 people within Austin. By 1994, it had achieved such marked results that it won a national award for its work.

Achievements and measuring success

Buoyed by MCC's decision to relocate to Austin, the tech sector boomed - with Austin nicknamed 'silicon hills' and the 'technopolis' of the 20th century, spurred on by the local universities and their cutting-edge research. The total amount of contracts and grants awarded to UT doubled from 1977 to 1986, and the university radically expanded its research units in engineering, science, and technology. Immediate success was clear to see, with 53 of the 103 technology-based SMEs present in Austin in 1986 originating from UT, led by students, graduates, employees or research members. This high level of entrepreneurship was driven by the university and the city's industrial strategy, which promoted risk taking and diversification into the tech sector.

The boom of the tech sector and the relocation of large companies such as MCC and SEMATECH to Austin led to a large migration of high-skilled workers to the city and surrounding area, benefiting the local economy through the influx of new money. One of the most famous worldwide success stories of Austin and its collaboration with local universities was the formation of PC's Limited by Michael Dell in his UT dorm room in 1984 - this company would later go public in the US in 1988 under the name of Dell. The technology sector remains significant in Austin to this day with over 2,000 high-tech companies headquartered in the city, with the sector representing 17 percent of all jobs in the city in 2021, compared to 9 percent nationally in the US.

Learnings for other cities

Austin's success was possible due to effective collaboration between government, citizens, and business, creating a strong, clear and shared vision for the future. This attracted investors and businesses to Austin because it provided confidence that the strategy would be delivered. This led to a snowball effect, with MCC's relocation to Austin in 1983 starting a tech boom that has continued to this day. Investors and people were drawn to the city due to the ambition it showed, and how it took practical steps to make the plan a reality - showcasing Austin's commitment to make meaningful change.

Resources

[City Austin \(2009\) Austin Tomorrow Comprehensive Plan Interim Update](#)

[Environmental Directory \(2003\) A Short History of Austin's Economic Development](#)

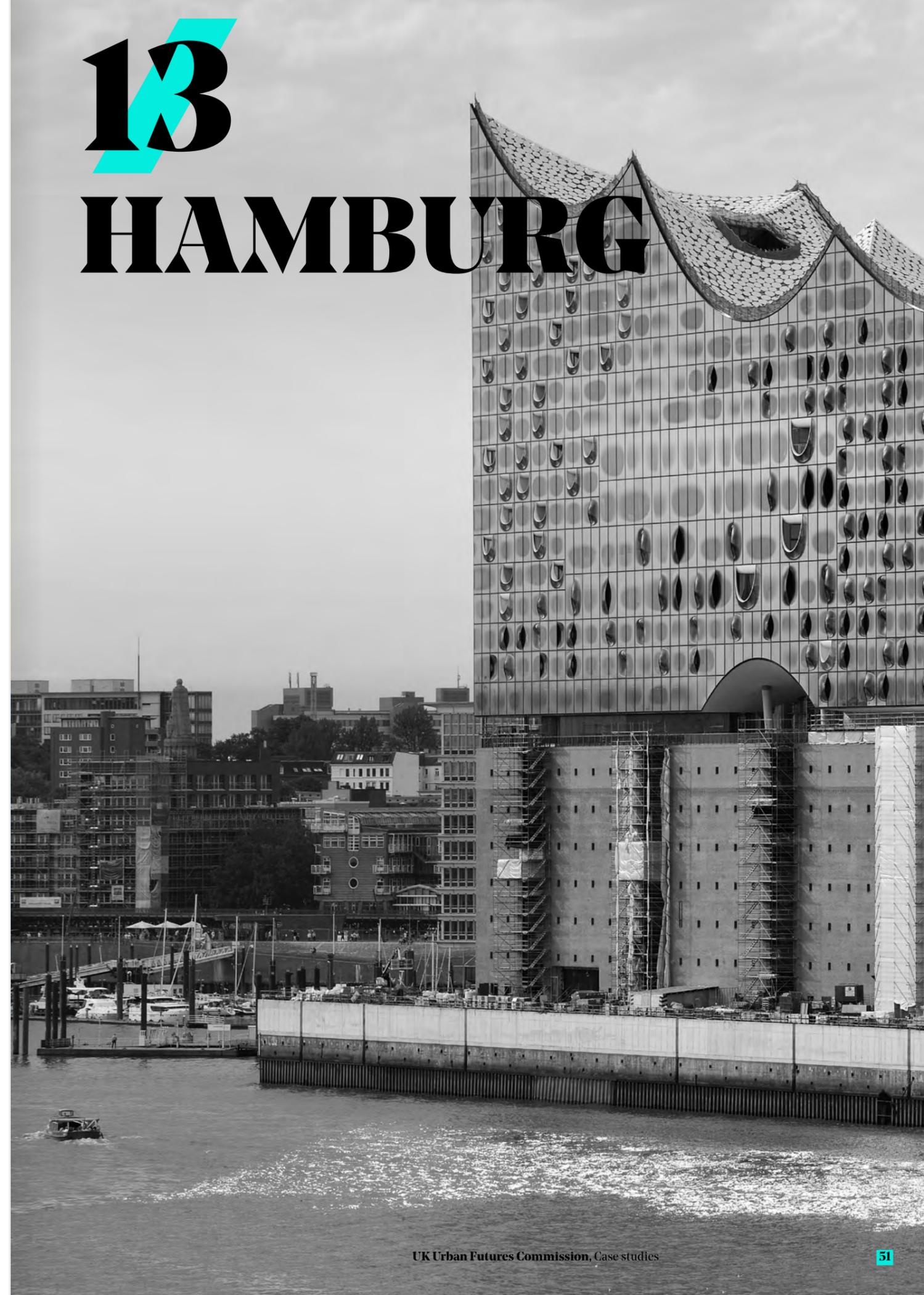
[University of Albany \(2006\) High-Tech Growth and Community Well-Being: Lessons Learned from Austin, Texas](#)

[University of Texas at Austin \(1998\) Creating The Technopolis: High-Technology Development in Austin, Texas](#)

[US Bureau of Labor Statistics \(2023\) Unemployment Rate in Texas \[TXUR\], retrieved from FRED, Federal Reserve Bank of St. Louis](#)

13

HAMBURG



Hamburg Alliance for Housing: public-private partnership to deliver on housing targets

Context

Hamburg is Germany's second largest city by population, home to over 1.7 million people, with a further 3 million living in the surrounding metropolitan region. Due to Hamburg's geography as a port city with hundreds of canals, there is limited land available to house its growing population. Since the turn of the century, the city has faced increasing demand for affordable housing, driven by a rise in unemployment and income-inequality. The city's government sought to solve the housing shortage, establishing a public-private partnership called the Alliance for Housing in 2011 in collaboration with companies within the housing industry and the local public housing authority. The new partnership included ambitious targets to increase housebuilding from 3,600 new units annually to over 5,000, alongside 2,000 new subsidised rental housing units.

Leadership for success

Districts in Hamburg helped to achieve the objectives by improving the efficiency of planning and approval to speed up the housebuilding process and providing affordable urban land for developers. The housing programme was also aided by federal government legislation to cap rent increases, supporting local people to make steps on the housing ladder by making rent more affordable. Another significant contributing factor for the success of the housing policy beyond the policy design was the level of autonomy afforded to city-states in Germany, such as Hamburg, which operated with 121 local parliament members and 9 senators. This high level of autonomy leads to more effective management and development of the city, allowing policies such as the Alliance for Housing to be a success.

Achievements and measuring success

Since the housing programme was established in 2011, annual targets have been achieved with notable success in the provision of affordable housing, with a doubling in the number of affordable homes delivered in 2017 in comparison to 2010. The city's housing strategy with partnership between local government and developers is ongoing, with the latest targets in 2021 set at delivering 10,000 new housing units a year. Impressively, the annual targets were still met in 2020 despite the Covid-19 pandemic causing global supply issues.

Learnings for other cities

Success in delivering housing targets was made more likely in Hamburg due to the partnership the local government formed with key stakeholders in the private sector, contributing to a more effective execution of the strategy. This collaboration with developers and the local public housing authorities mitigated against common policy failures such as coordination failure whereby multiple parties fail to deliver on a policy, despite it being mutually beneficial for everyone involved.

This policy was also made more achievable due to the power afforded to local government, with Hamburg operating as a city-state with considerable policy making autonomy, particularly when compared to other large cities globally. With the increased autonomy, this resulted in better access to resources and greater accountability for the local authorities and parties to deliver on targets, resulting in a more successful, and open working model for everyone in the city.

Resources

[Cushman & Wakefield \(2021\) Hamburg: Increasing new residential construction, rents and prices rising](#)

[Joseph Rowntree Foundation \(2017\) International cities case studies](#)

[OECD \(2019\) OECD territorial reviews: Hamburg Metropolitan Region](#)

14 MALMÖ



Malmö Vision 2015: long-term commitments to transform the city

Context

Malmö is Sweden's third biggest city by population and experienced an economic and social downturn in the late 20th century due to the global oil crisis and the country-wide Swedish recession that followed. The employment rate in the city declined, and dependence on social security increased in comparison to other large Swedish cities. In response, Malmö implemented a new economic strategy in 1998, called Vision 2015, targeting socio-economic and environmental success to revitalise the city by 2015.

At the same time as the Vision 2015 strategy, another important milestone in the development of Malmö was the opening of the Öresund bridge, commissioned in 1995 and completed in 2001, connecting Malmö and Copenhagen to facilitate stronger links between the cities. The bridge created new economic opportunity for Malmö, with the number of individuals commuting into the city for work in 2004 increasing by 19 percent in comparison to 10 years prior. Alongside the regenerative Vision 2015 strategy implemented by the city's government, Malmö's long-term fortunes were transformed through ambitious policies with cross-party support.

Ambitions

The key aims of Malmö's vision included rejuvenating the economy with high-skilled employment and shifting towards a more sustainable way of living to make the city a more attractive place to live and work.

The vision included policies to develop the built environment, the cultural assets, and what the city offered for young people. A key policy within the wider strategy was piloting sustainable living, showcased by the development of the Bo01 neighbourhood in 2001. These innovative ideas were central to the strategy, with the deputy mayor Anders Rubin saying that "experimentation is essential to our progress".

Partners and collaboration

Malmö's strategy was built on strong foundations with representatives from both leading political parties in Sweden helping to develop the strategy, alongside representatives from large local companies to ensure key stakeholders were aligned. This range of representation enabled the strategy to achieve support across the political spectrum and from local stakeholders, reducing the likelihood of changes across electoral cycles.

Achievements and measuring success

As part of Malmö's shift towards sustainable living, a former industrial port area in the city was transformed into a sustainable residential area. The Bo01 neighbourhood in Malmö, now home to 5,000 people, became the first neighbourhood in Europe to achieve net zero carbon emissions due to its use of renewable energy sources and intelligent heating and cooling systems.

Bo01 was the first step in Malmö's long-term commitment to environmental sustainability: the city has committed to replicate the success of the Bo01 neighbourhood across the rest of the city to achieve net zero by 2030, 15 years earlier than Sweden as a whole.

Malmö also sought to attract high-skilled workers to the city and upskill its existing population to grow the economy. The city's government founded Malmö University in 1998 to attract students and upskill local citizens. Central to this policy was the theory that growing the economy through attracting high-skilled employment would lead to spillover benefits in other areas such as improved wellbeing, lower crime, and reduced poverty.

Malmö sought to boost migration into the city, with a focus on skilled employment. The city's government set up a 'centre for validation' to support immigrants to verify their skills and qualifications to enter the city's labour market easily. From 2003 to 2006, over 2,000 qualifications were verified in comparison to qualifications on offer in Sweden. This emphasis on upskilling the native- and foreign-born population in Malmö had a notable impact, with the share of Swedish citizens in Malmö with a university degree increasing from 28 percent in 1996 to 41 percent by 2003. The equivalent rise for foreign-born citizens was from 23 percent to 32 percent in the same time period, showcasing the significant impact of the policy on all citizens who lived in Malmö.

Learnings for other cities

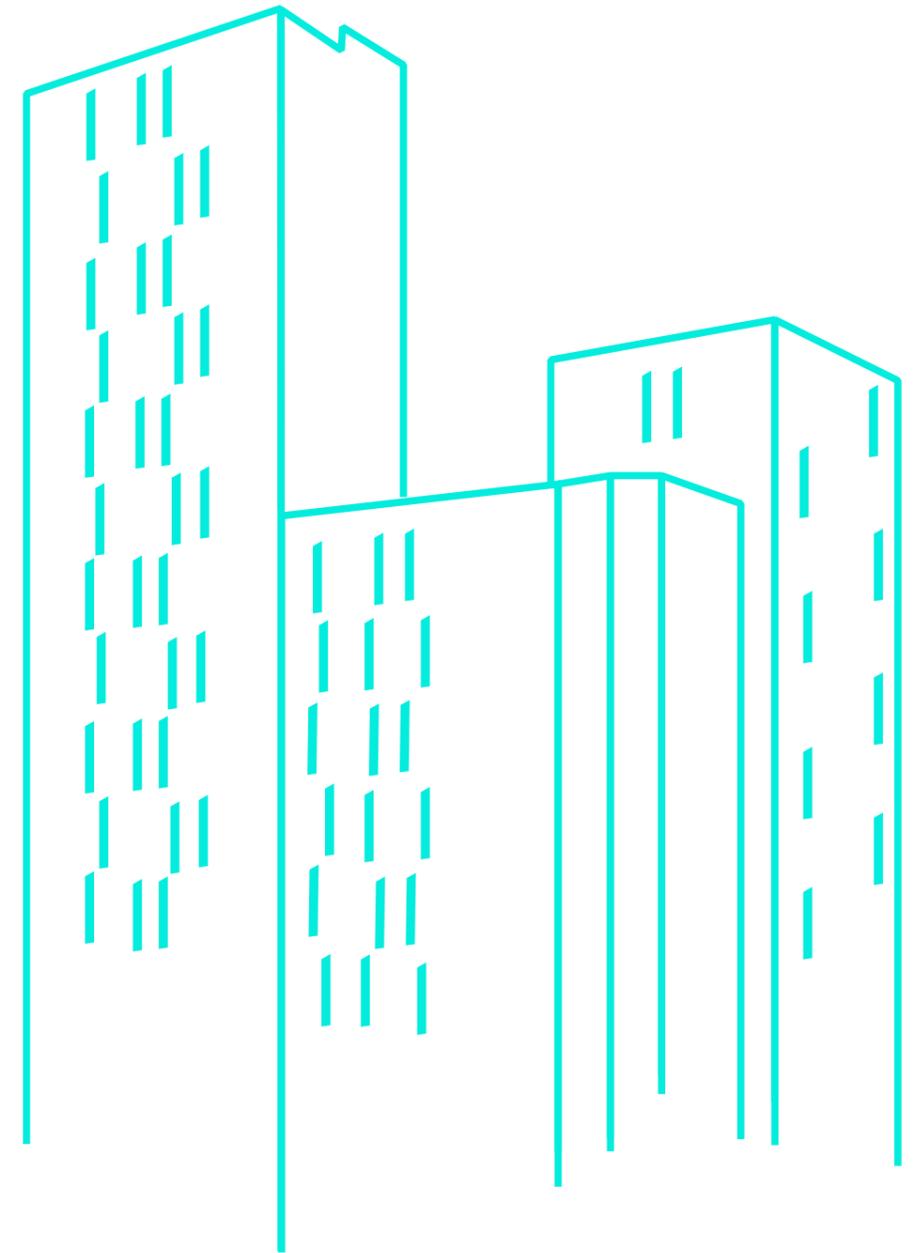
As is evident from the success in Malmö, long-term strategies and policies are best executed when all stakeholders are aligned, and there is agreement across the political divide. This process may take time and require patience, with the Vision 2015 strategy going through multiple rounds of discussions and iterations, but when agreement is reached then execution is more effective. With representatives of the two leading political parties in Sweden (the Social Democrats and Conservatives) contributing to Malmö's strategy, this allowed for continuity in policies across elections and changes to the make up of local and national government. The importance of the long-term commitments in Malmö's strategy also cannot be understated, with the clarity of the vision to 2015 giving confidence to citizens and businesses that the vision would be executed.

Resources

[CEPSA \(2022\). Malmö: The Swedish miracle that transformed an industrial city into a sustainable city](#)

[Joseph Rowntree Foundation \(2017\). International cities case studies](#)

[OECD \(2009\). Designing Local Skills Strategies.](#)



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