

Local Place Leadership:

GOOD PRACTICE FOR LEVELLING UP

December 2022



Excellence in Place Leadership Programme

FOREWORD

The Levelling Up White Paper was published in February 2022. The Paper set out an ambitious agenda to support economic growth and to tackle geographical disparities in the UK.

This was a bold vision that landed in the context of significant challenges for the local government sector, dealing with the impacts of Covid-19 on people and places, including substantial financial pressure on local economies.

Nearly a year on, with the backdrop of rising energy bills and the cost of living crisis, the drive to address disparities across the country and in each local place remains relevant.

Rishi Sunak reiterated the government's commitment to levelling up in his first speech as Prime Minister in October 2022, part of a wider commitment to deliver the 2019 Conservative Party Manifesto.

This document brings together content and feedback from the ADEPT / Amey Excellence in Place Leadership programme (EIPL), to shine a light on what places have learned so far about levelling up locally.

It draws on case studies and examples from local authorities that have shown leadership to shape their own levelling up goals and formed partnerships to deliver change in their areas.

Every place will have a distinct set of goals that reflect the opportunities and challenges that people face. What we have in common, as place directors, is the drive to bring together resources across our council areas in order to bring about meaningful change for local people.

To deliver sustainable growth, we must look at inequalities in the widest sense, tackling the environmental degradation and social determinants of health alongside our work to boost the local economy and grow the jobs and skills that we need for the future.

We must also grow our partnerships and abilities to bring people together, recognising the contribution of other institutions, business and communities.

ABOUT THE EXCELLENCE IN PLACE LEADERSHIP PROGRAMME

As part of our commitment to drive innovation through new ideas and challenging conventional ways, ADEPT launched the EIPL programme, in partnership with Amey, in 2020.

The 2022 programme brought together thought leaders from across ADEPT to examine the key issues and opportunities affecting our sector, this year focussing on the levelling up agenda.



Excellence in Place Leadership Programme

1. LEVELLING UP WHITE PAPER

1.1 Introduction

Published in February 2022, the Levelling Up White Paper identified six ‘capitals’ as drivers of spatial disparity. These were physical, human, financial, social, institutional and the intangible (ideas or innovation).

The policy reforms proposals were structured into four ‘focus areas’, which encompassed 12 levelling up missions (full list at Annex 1):

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.
- Spread opportunities and improve public services, especially in those places where they are weakest.
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost.
- Empower local leaders and communities, especially in those places lacking local agency.

The government also set out proposals for measuring and assessing progress against the levelling up missions.

The Levelling Up and Regeneration Bill was published in May 2022. The Bill’s provisions include statutory requirements for the government to report on progress against the levelling up missions, as well as related changes to the planning system and other measures.



Table 1 - Levelling Up Missions

Focus Area	Mission
Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging	
Living Standards (R&D)	By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, and the gap between the top performing and other areas closing.
Research & Development	By 2030, domestic public investment in R&D outside the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
Transport Infrastructure	By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
Digital Connectivity	By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
Spread opportunities and improve public services, especially in those places where they are weakest	
Education	By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.
Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years.
Wellbeing	By 2030, wellbeing will have improved in every area of the UK, with the gap between top performing and other areas closing.
Restore a sense of community, local pride and belonging, especially in those places where they have been lost	
Pride in Place	By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.
Housing	By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas. The government's ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.
Crime	By 2030, homicide, serious violence and neighbourhood crime will have fallen, focused on the worst affected areas.
Empower local leaders and communities, especially in those places lacking local agency	
Local Leadership	By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

1.2 Levelling up for people and places

The Levelling Up White Paper was relevant across local government services - with a specific focus on improving public services and restoring community, local pride and belonging.

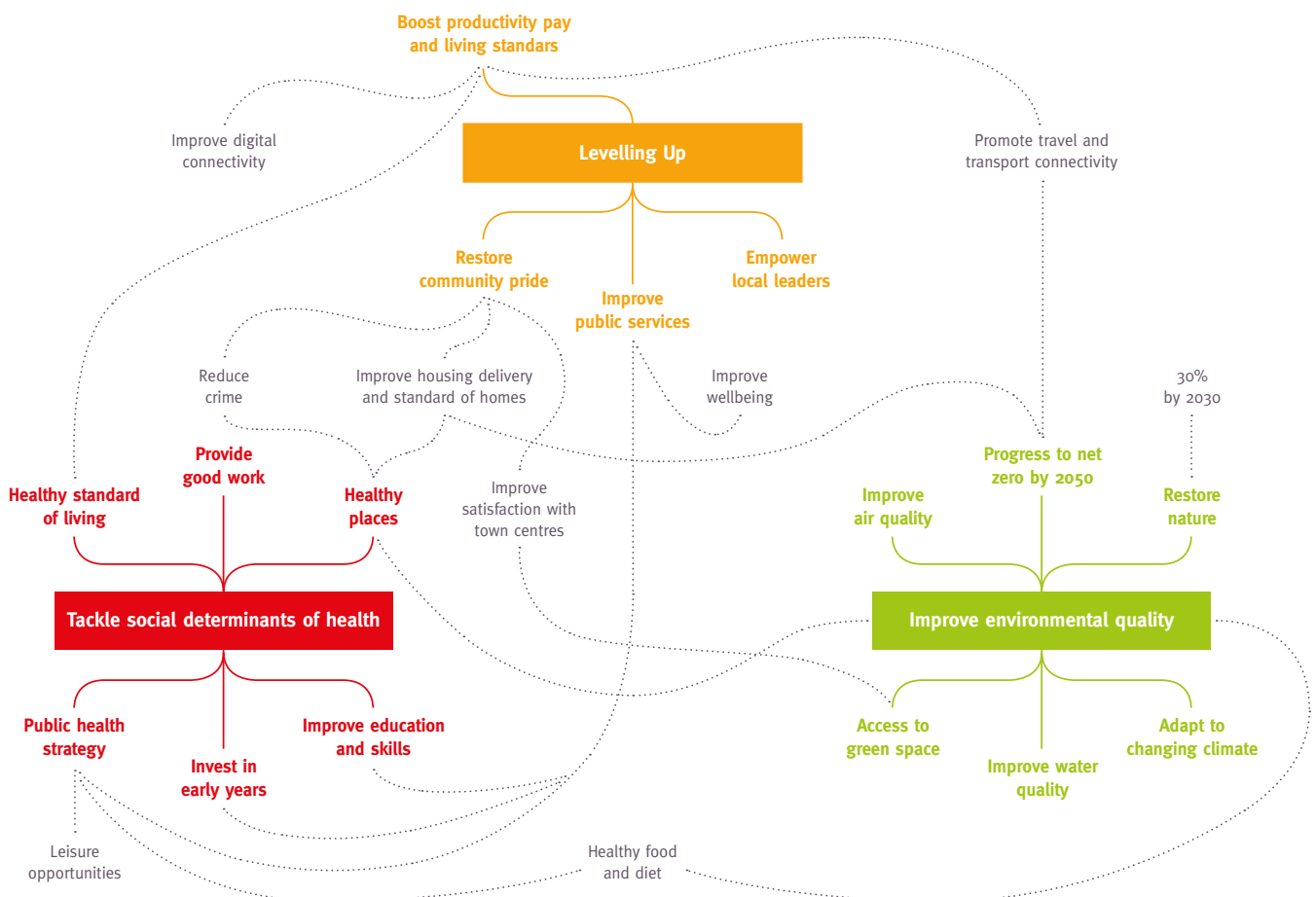
Key ambitions included:

- Boosting productivity and pay
- Improving public transport connectivity
- Regeneration and high street renewal
- Raising educational attainment and skills
- Boosting the supply of new homes
- Targeting retrofitting funding at worst performing houses
- Delivering new youth services and facilities
- Planning reforms
- Narrowing gaps in healthy life expectancy
- A fall in homicide, serious violence and neighbourhood crime

Within the missions there were links to wider policy ambitions to tackle environmental and health inequalities.

Figure 1 provides an illustration of how the levelling up missions link into health and environment public policy agenda.

Figure 1 - Links between Levelling Up and the Health and Environment Policy Agenda



1.3 Levelling up everywhere

One of the key features of the levelling up agenda was an ambition to target resource to places in most need.

There are a number of funding streams linked to the levelling up agenda. There are different models for allocating resource, with some linked to a prioritisation framework, and some allocated following a competitive bidding process.

The allocation of levelling up funding remains under scrutiny, with some criticism that this is not being redistributed with sufficient urgency, or targeted to the most deprived areas.

Many local authorities report challenges with competitive bidding processes, which are resource intensive and often involve short deadlines. Uncertainty over the outcomes, and the complexity of different funding streams, also prevents more longer-term strategic thinking.

The House of Commons Levelling Up, Housing and Communities Select Committee launched an inquiry into funding for levelling up in October 2022. This will look at the funds available for levelling up and how effectively resources are directed to those areas most in need.

The table provides an overview of some of the recent funding streams and methods of allocation.

Table 2 - Overview of Levelling Up Funding in Spending Review period (SR21)

Area	Funding	Timeframe	Method of allocation
Levelling Up	Levelling Up Fund (local transport, cultural assets and regeneration)	£4.8 billion over Spending Review (SR) period	Bidding process, weighted to a list of priority places. 105 places received funding in round 1. Round 2 bids were invited in July 2022.
	UK Shared Prosperity Fund	£2.6 billion over SR period	Allocation following similar formula to EU Structural Funds - each place to prepare an investment plan.
	Community Ownership Fund (to help communities protect and manage their most treasured assets)	£150 million over SR period	Bidding process. 21 projects to receive funding in round 1.
	Towns Fund	£3.6 billion over SR period	101 towns selected, with allocation for capacity building, and then funding on basis of investment plan.

Area	Funding	Timeframe	Method of allocation
Education / early years	Education recovery - with 55 Education Investment Areas	£1.8 billion over SR period	Allocation - 55 areas prioritised for specific interventions and capital funding.
	Family Hubs and start for life	£301 million over SR period	Allocation - 75 areas eligible to receive funding, 15 to be trailblazers.

Table 2 (continued) - Overview of Levelling Up Funding in Spending Review period (SR21)

<i>Area</i>	<i>Funding</i>	<i>Timeframe</i>	<i>Method of allocation</i>
Sustainable transport	Bus service transformation	£1.2 billion	Bidding process. 31 areas successful.
	Zero emission buses	£70 million	Allocation to Warrington, Leicester, Milton Keynes, Kent, and Cambridgeshire & Peterborough.
	Active travel funding	£710 million	Bidding process the first three rounds of funding.

<i>Area</i>	<i>Funding</i>	<i>Timeframe</i>	<i>Method of allocation</i>
Environment	Levelling Up Parks Fund	£9 million in 2022/23	Allocated - pre-selected authorities.

<i>Area</i>	<i>Funding</i>	<i>Timeframe</i>	<i>Method of allocation</i>
Culture and Sport	Cultural Development Fund	£30.2 million for 2022/23	Bidding process, with prioritisation framework (109 places).
	Museum estate and development fund	£18.8 million 2021/22	Bidding process, with prioritisation framework (109 places).
	Libraries Improvement Fund	£5 million 2021/22	Bidding process, with prioritisation framework (109 places).

2. LEARNING THROUGH LEVELLING UP

Rishi Sunak reiterated the government's commitment to levelling in his first speech as Prime Minister in October 2022, as part of a wider commitment to deliver the 2019 Conservative Party Manifesto.

This is against a backdrop of significant economic challenges facing the country as a result of the lingering impacts of Covid-19, the war in Ukraine, rising inflation, high energy costs, and market instability.

Drawing on content from the ADEPT / Amey EIPL programme, this section considers what has been learnt so far about applying the levelling up agenda locally.

There are three areas of learning:

1. Leadership and vision
2. Using data and evidence
3. Building effective partnerships

2.1 Leadership and vision

Why leadership is important

Strong leadership is essential to levelling up, drawing on the unique characteristics and ambitions of each place and evoking the emotion needed to form effective partnerships for delivery.

Examples and discussion from the EIPL programme identified the following elements of leadership that are important to levelling up locally:

- **Clear and visible leadership:** local leaders need to define and communicate the growth aspirations of each place. This includes local government leaders such as a council leader or elected mayor, as well as other local ambassadors such as Members of Parliament, or the heads of anchor institutions.
- **Focusing on actions and delivery:** a strong levelling up vision will be achieved through a focused delivery plan with short and medium term goals, solid programme and project management, and a framework for monitoring and assessing the impact of interventions against outcomes. This will require ongoing resource.
- **The ability to convene a partnership:** reducing local disparities and enabling a sustainable growth cannot be done by local councils alone. Local leaders should seek to form effective partnerships bringing public bodies, businesses, local institutions and communities together.



Case study: Tees Valley

The Tees Valley Combined Authority brings together five local authorities and represents some 700,000 people. The 2008 financial crisis started a process of industrial decline in the region, culminating in the 2015 closure of the steel works, a brain-drain as skills and talent left and a failing airport due to lack of flight demand to and from the region.

The challenge over the last five years has been to turn around this situation and level-up the economic and social opportunities; to rebuild business and community aspirations across the Tees Valley region to match and compete with both neighbouring areas and the rest of the nation.

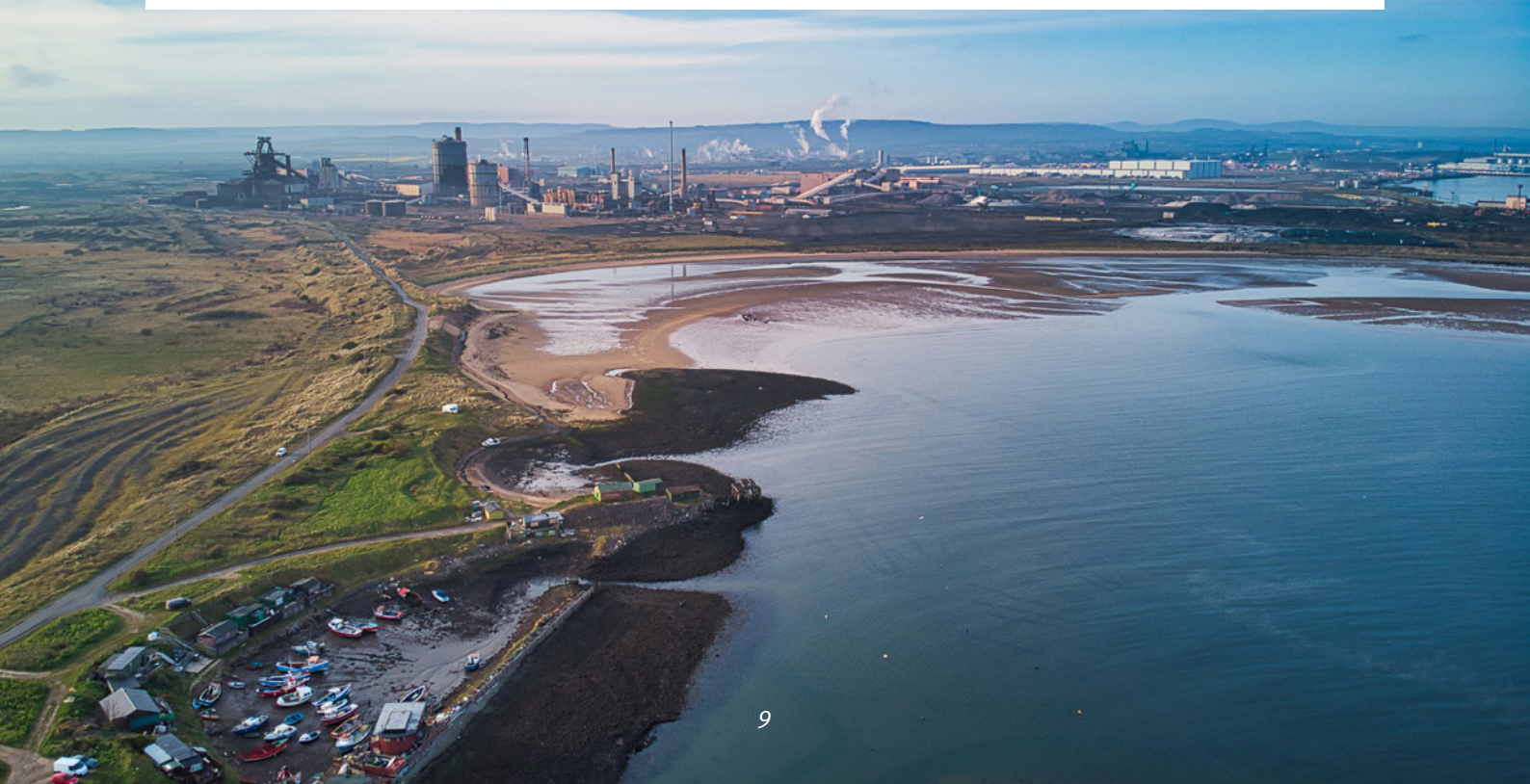
This levelling up challenge meant lowering unemployment, lowering under employment and increasing the population by making the region a place people wanted to live and stay. This would be a long-term, generational change.

Success started from having clear leadership and a figurehead for the project - a role performed by the regionally elected mayor, Ben Houchen. Clear consistent messaging throughout the programme was then crucial to securing the confidence needed to attract private sector partners and investors back to the region.

The strategy to achieve levelling up in Tees Valley started with a process to first understand the region's strengths and weaknesses so that opportunities could be clearly mapped out.

This process identified the former steelworks site as a clear asset to the area and spawned the plan for "Teesworks" - taking the old steelworks and creating a zero carbon future industry park - against which a set of objectives were agreed and an action plan formed.

This plan included the creation of a Freeport to provide leverage to get industry in and to create the vital partnerships needed to finance and fund the regeneration. The aim is to create a new hub and attract new skills and technologies to develop clean energy, low carbon hydrogen and develop new carbon capture and storage technology.



Thinking differently

“The definition of insanity is doing the same thing over and over again and expecting a different result.”
(Attributed to Albert Einstein)

Addressing long-term inequalities and creating new opportunities will require different ways of thinking and working. The EIPL cohort considered the concept of disruptive thinking as a tool to challenge established ways of working.

Disruptive thinking and the innovation that it leads to has radically changed the way we live our lives today. Examples of disruption:

- Amazon - from selling books to selling everything
- Netflix - transformed movie watching and killed the video rental market
- The iPhone - one device from camera to laptop
- Airbnb - transformed the hotel industry

These examples share characteristics such as better connectivity, time-saving features and the use of data to improve performance.

Local authorities can use disruptive thinking to find creative solutions to enable them to deliver and enhance public services. This may include:

- Seeking alternative perspectives on problems - by working with other council departments and service areas, it may be possible to see a new angle on a challenge.
- A willingness to take risks and pursue long-term goals, addressing the cultural issues that lead to short-term thinking.
- Understanding that while community engagement is important, the loudest voices are not always representative of the community, and there is a need to distinguish between positive and negative disruption.

The Covid-19 pandemic has been an accelerator of change, leading to new ways of working and the adoption of new technology. The EIPL cohort considered techniques that can be used to help promote the creative thinking that leads to disruption such as:

- **Customer journey mapping:** following the path a customer takes as he / she decides to purchase a product or service.
- **Frustrations and desire paths:** examining the ‘workarounds’ or ‘hacks’ that customers seek to solve their own problem.
- **Competitors:** looking at how other organisations and industries have innovated, learning from their customer reactions and applying this.
- **Different markets and countries:** taking inspiration from unfamiliar environments and business practices to see how and why their approach differs.

The use of data and insights from local people and communities will be key to applying disruptive thinking in the public sector. What can we learn from people’s experiences that will help us to disrupt and improve the way that services are delivered?

Case study: The Norfolk Investment Framework

Norfolk County Council has developed an Investment Framework to focus on delivering long-term change across the county. In doing so, the Council drew on its experience of managing the €315 million EU Interreg France (Channel) England programme, which was set up to foster economic development in the south of the UK and north of France.

Identifying Norfolk's "Grand Challenges", the specific local barriers to growth, provides clarity of purpose around where Norfolk should invest to deliver meaningful results that will achieve true levelling up. The Norfolk Investment Framework (NIF) sets out the current position of Norfolk's economy and has identified key challenges and opportunities for investment and growth, with the aim of drawing in more private as well as public investment.

It was informed by a wide-ranging evidence base covering Norfolk's businesses, people and places, combining quantitative and qualitative data. The NIF was developed with input from around 50 stakeholders from Norfolk's businesses, voluntary, higher and further education, research, health and tourism sectors, and local authorities.

The NIF identifies four high level priorities:

- To create new opportunities for Norfolk's residents by increasing skills and labour market dynamism
- To provide effective and efficient public services to a spatially disperse population
- To strengthen and future-proof business clusters to grow the economy
- To protect Norfolk's economic and natural assets from climate change

Norfolk County Council is one of nine authorities invited to negotiate a County Deal and the NIF evidence base has played a key part in shaping this deal.

In order to deliver the ambitions outlined within the NIF, Norfolk County Council is also looking at options to establish a single investment pot. This will enable Norfolk to bring a range of public and private investment funds into a central pot, to deliver against its long-term goals, in a more coherent and strategic way than the current national funding model allows.



Learning points

- **Local leadership is essential to levelling up and delivering sustainable growth:** local leaders should articulate a long-term vision and build partnerships for delivery.
- **Each place will have its own vision:** this needs to be well communicated and supported by short and medium-term goals for delivery, with a clear focus on outcomes.
- **Think big and think differently:** use data and insights from people and communities to rethink ways of doing things and be willing to take risks. Make sure that you are listening to everyone not just the loudest voices.

2.2 Using data and evidence

Why data is important

The use of data is fundamental to every aspect of our lives.

The EIPL cohort considered how quantitative and qualitative data can be used in the creation and delivery of local strategies for levelling up.

They concluded that effective data gathering and analysis is essential to addressing the key elements of levelling up:

- **Improving productivity:** measuring economic growth through GVA metrics, pay and employment rates. Also measures of local digital and transport connectivity.
- **Improving public services:** measuring progress to raise educational attainment and skills, to improve healthy life expectancy and wellbeing.
- **Improving places:** measuring investment in infrastructure and regeneration, as well as environmental quality and access to nature.
- **Improving people's lives:** measuring the outcomes in areas such as home ownership, neighbourhood crime, levels of satisfaction with their local area.

Specifically, data can help to:

- Provide an evidence base to understand the context and place-specific challenges
- Help target interventions to specific geographies or target groups
- Provide feedback to understand whether interventions are working

The government identified a list of metrics for measuring levelling up in the Technical Annex published alongside the White Paper. These need to be assessed alongside local needs and intelligence.

A data driven approach to levelling up

A Policy Impact Assessment Framework is a tool to organise data and inform decision making.

These can be developed according to the local context and challenges to enable informed decision making around local, regional and national policy interventions.

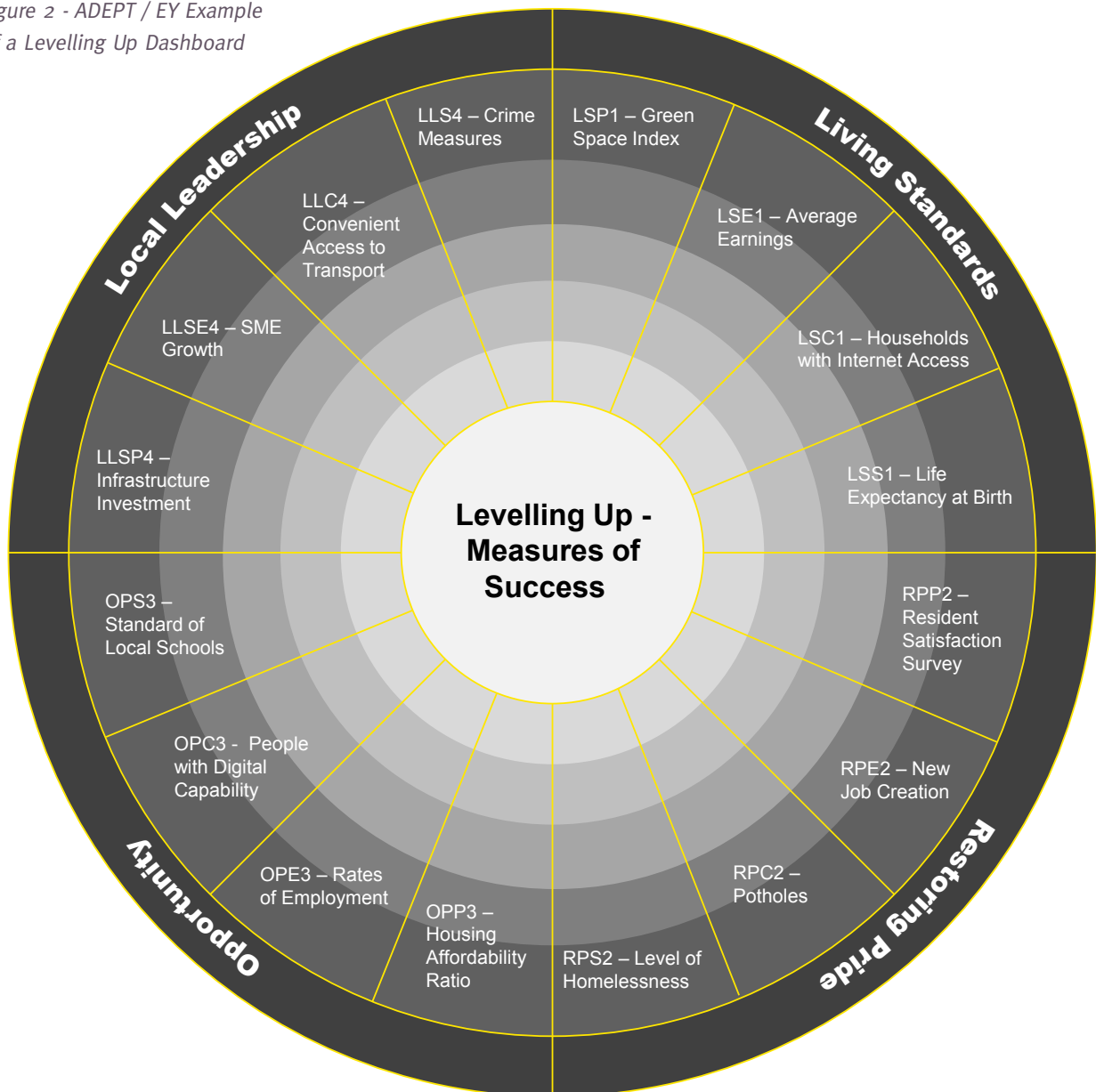
The EIPL cohort considered a sample assessment framework for levelling up developed by EY in partnership with ADEPT.

A dashboard was built based on 16 measures identified with collated, cleansed and codified underlying data. The dashboard highlights three performance scores:

- Actual score for that local authority indicator
- Minimum score: measures below this benchmark show 'levelling up' focus needed
- Target / best performer: the score to aim for

Figure 2 provides an example of a dashboard showing how multiple indicators can be used to assess the benefits or disadvantages of a policy in multiple domains.

Figure 2 - ADEPT / EY Example of a Levelling Up Dashboard



Case study: Southend 2050

Southend-on-Sea is the UK's newest city and home to 184,000 people. It lies 65km east of London and has nine rail stations. Its outer London feel and inner London diversity brings real challenges for the local citizens - and a life expectancy which varies across the area by a huge 11.5 years.

In 2018, Southend started work on a new long-term vision for the city - Southend 2050. The new Chief Executive set out to create a new partnership model, building trust with local communities and the private sector.

Southend 2050 was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea. These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps were needed to help achieve this.

Southend 2050 was published in 2019. It combined a long-term vision with a five-year road map. Outcomes were grouped around five themes covering civic pride, safety and well-being, health and activity, employment, skills and growth, data and connectivity.

Finding the best tools to measure outcomes is central to the future success of Southend 2050. The Council has grown its in-house data skills and ensured that data collection and management is embedded in its structure and ways of working.

The outcomes and roadmap are reviewed and refreshed as part of an annual process.



Behavioural science

“Behavioural science is about beating the bounds of rationality; walking around the edge of what is rational to help us to find different approaches to our thinking.” Max Mawby, Senior Director, Behavioural Practice, Kantar UK

The EIPL cohort also considered behavioural science as a tool for levelling up.

Behavioural science recognises that all human beings have a tendency to over-estimate the accuracy of our own knowledge. This means that instead of making entirely rational choices based on evidence, we rely on established patterns and rules of thumb to make decisions.

The choices that every human makes in their life are also highly influenced by the environment around us and the influences, noticed and unnoticed, that this exerts on our thinking, behaviour and decisions.

To date, local authorities have been relatively risk averse when it comes to the use of behavioural science. However, the UK Government, public and private sectors have increasingly used this thinking to persuade citizens towards certain decisions. Recent examples include:

- Auto-enrolment in pension schemes - the switch to automatically opt workers into schemes created around 10 million new pension holders.
- Use of the phrase ‘9 out of 10 people pay their tax on time’ by HMRC on tax correspondence prompted people to be part of the norm and brought forward around £200 million in revenue.

An understanding of behavioural science can help with addressing the levelling up challenges of each place by:

- Encouraging the use of a different ‘lens’ to make decisions e.g. make decisions from a public health perspective rather than a transport perspective to change thinking and influence behaviour.
- Understanding the choices made by local people, and creating an environment that might influence those choices, for example about how to travel.

Learning points

- **Set a framework for analysing and monitoring data that is close to the vision for levelling up:** focus on the metrics that are important to each place, and make sure that data is collected for a purpose. Keep close to your customer base and listen to real stories as well as quantitative data.
- **Have a plan to respond to the data:** establish feedback loops and ensure that delivery plans and goals are adaptable over time. Acknowledge that this has resource implications, and that these should be planned for.
- **Consider different ‘lenses’ for decision making:** consider problems from different perspectives and seek to understand what drives and influences behaviour.

2.3 Building effective partnerships

Why partnership working is important

Local councils have a range of roles in their communities as providers of services, but also as local leaders that can bring together others and create effective networks for delivery.

Each place's levelling up ambitions will be different, but will be shared by a range of community interests including residents' groups, charities and the wider voluntary sector, business and local institutions such as universities or NHS bodies.

The challenge for local councils is to bring these groups together around a common goal, and once agreed, to create the collaborative environment and structures to sustainable partnership working.

This can be achieved through a strategy making process, with collaboration to agree shared goals, and a delivery plan which shares out actions.

Effective partnerships will require ongoing resource in order to sustain and facilitate partnership working. Councils will need to consider how this is funded as well as how each organisation remains accountable to the agreed vision and strategy.

Moving towards co-production

The EIPL cohort considered the principles of co-production as a means for working in partnership with others.

Under this approach, the role of the local authority should be less about funding services and initiatives and more about creating an environment for collaboration. Energised and engaged communities will not have - or want - to wait for the local council to do everything for them.

Increasing the power of the community is central to this approach. This involves being able to create the trusted responses and support that the usual services cannot address. It may also involve exploring mutual ownership of assets so that the community can share in the wider wealth generated as areas are improved.

Co-production of services provides both value and investment in people and communities, offering a clear purpose for the community. This helps to create a supportive environment and trusting relationships in which all parties can endorse and share action learning.

Key principles under this approach include:

- Everyone has strengths
- All types of power must be shared
- Good relationships are crucial
- Diversity of people and groups is important
- There are different types of knowledge
- It is important to test new ideas

Case study: Greater Manchester

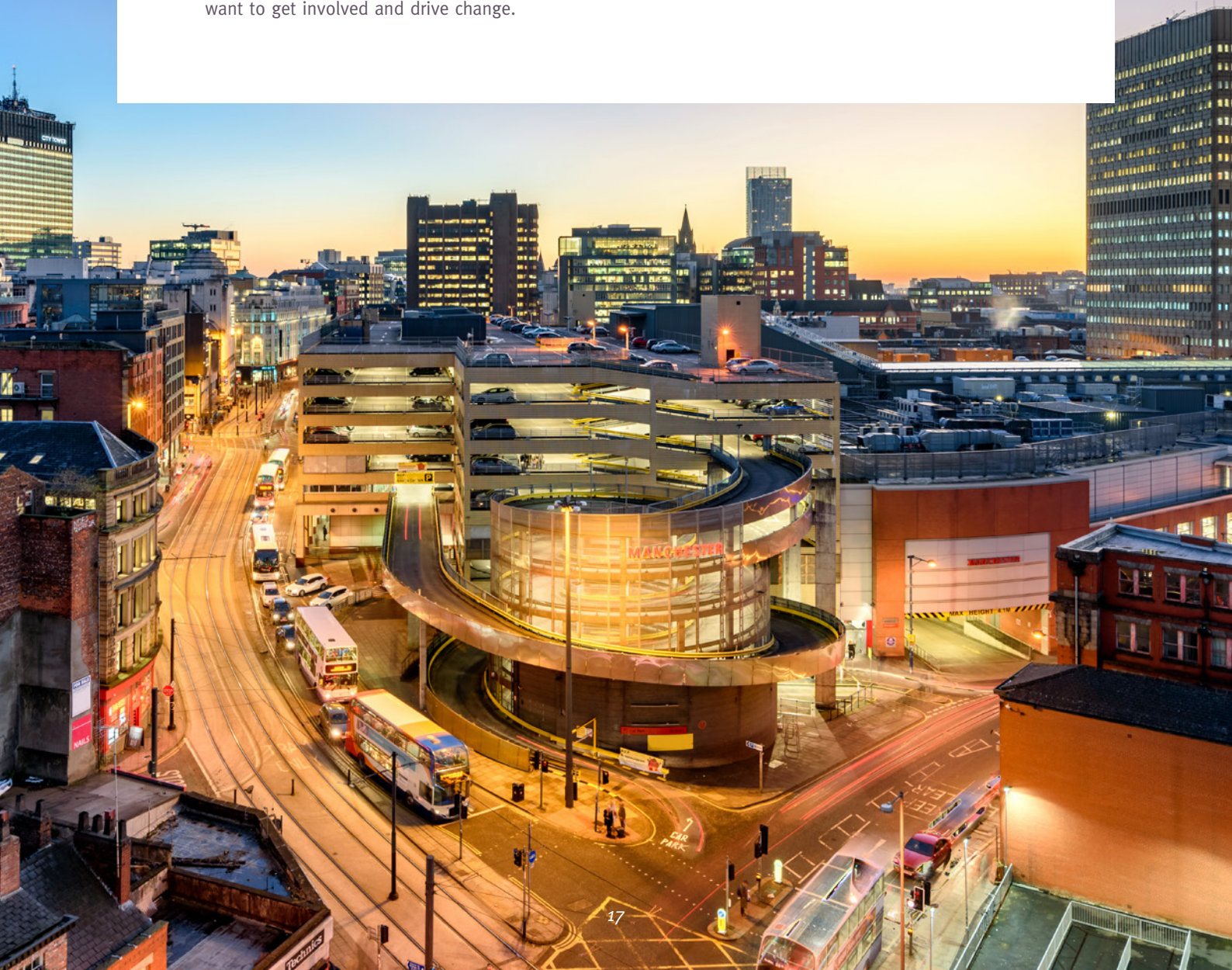
Since the Greater Manchester Council was abolished in 1986 the city's approach to governance has been defined by over 30 years of partnership between the districts, the private, charity and voluntary sectors.

Andy Burnham was elected as Greater Manchester's first Mayor in 2017. Unlike the London Mayor, the Greater Manchester Mayor does not have direct powers, but works with the leaders of the 11 authorities across the Greater Manchester Combined Authority (GMCA).

The region's goals cannot be delivered through the GMCA alone or even by the public sector alone - it must be through partnerships in which the public and private sector work together. The convening role of the Mayor also means that activities are not restricted to those where there are formal powers.

For example, Andy Burnham has a commitment to end homelessness across the region. While the Mayor has no formal power in this area, he has the ability to bring the conversation to the table, gather the partners and break down the siloes needed to tackle the problem.

Similarly, the GMCA Good Employment Charter highlighted issues around work and pay. By bringing together many voices, the Mayor was able to co-design the policy, hold events and establish the required tools to create a 50+ strong movement of employers representing millions of employees who want to get involved and drive change.



Collaborative leadership

The EIPL cohort considered the key principles for great collaborative leadership and resource alignment through partnership working:

- A leader who can be an advocate for all partners, public, private sector and communities (as discussed in Section 2.1)
- Creating a shared vision and common purpose, using co-design to build trust and get stakeholders on board
- A strong evidence base, that helps to define the issues and challenges that need to be addressed

Tips to unlock collaborative leadership included:

- Getting the narrative right, to form relationships and generate a culture for collaboration
- Understanding the available resources and funding cycles of different organisations
- Creating a long-term plan, with short- and medium-term goals

Learning points

- **Local leaders, including elected Mayors, have 'soft' power to form partnerships** and prompt actions beyond their statutory powers.
- **Resources need to be in place** to support and enable effective partnership working. Aligning resources around a shared delivery plan will enable more to be achieved.
- **Open minds and good communication** are central to effective partnerships.

3. KEY FACTORS FOR SUCCESS

The EIPL cohort considered a range of examples of levelling up initiatives over the course of the programme.

The following common factors of success were identified:

- **Every place has its own disparities to address** and these will include economic disparities as well as environmental and health disparities. Even relatively affluent areas will have areas of deprivation. The levelling up agenda must enable every place to address multiple inequalities.
- **Insight from data (quantitative and qualitative)** is key to understanding the local context, establishing a levelling up plan and measuring success. Councils are taking a data led approach to their plans for levelling up locally, allowing them to adapt interventions over time.
- **There are synergies** between action to promote economic growth, actions to address the social determinants of health and actions to address environmental inequalities. Strategies for levelling up must make the best use of funding by working across service areas.
- **Funding to support levelling up** is spread across a range of government departments and agencies with different timescales and approach to allocation. Local councils benefit from long-term funding opportunities, which enable the resource and expertise to be optimised.
- **Levelling up will require new industries** and new skills in order to address the climate and nature crises alongside the desire for increased productivity. Low carbon and green jobs must be part of skills planning alongside the needs of the health and social care sector which are essential to support an aging population and the ongoing impacts of Covid-19.

ACKNOWLEDGEMENTS

The content in this overview was drawn from the outputs of the ADEPT / Amey Excellence in Place Leadership Programme over 2022. Thank you to all members of this year's cohort.

Summaries of the EIPL 2022 sessions are available via:

<https://www.adeptnet.org.uk/>

The art of disruptive thinking (session 1) via:

<https://www.adeptnet.org.uk/eipl-2022-art-disruptive-thinking-session-1>

The Levelling Up Challenge (session 2) via:

<https://www.adeptnet.org.uk/eipl-2022-levelling-challenge-session-2>

Establishing collaborative partnerships (session 3) via:

<https://www.adeptnet.org.uk/eipl-2022-session-3>

Excellence in Place Leadership blog posts via:

<https://www.adeptnet.org.uk/excellence-place-leadership-blog>

About Amey

Amey is a leading infrastructure services and engineering company.

Our 11,000 people are behind the critical services the country relies on every day and we each take personal pride in our public service. We make a difference by designing, building, maintaining and investing in our country's services and infrastructure including the UK's road and rail infrastructure, keeping schools safe and clean, managing the UK's defence estate, safely escorting prisoners and keeping prisons and courts secure. All of this is underpinned by our leading consulting capabilities which uses engineering design and data analytics to better manage the services we all use and rely on.

As a trusted partner of Government - both national and local - we deliver essential services and complex projects that are vital to the sustainable growth of the country. We pride ourselves in collaborating with our clients, supply chain and communities to design and implement bold, innovative solutions. We believe in sharing our knowledge and learning from best practices.

We know infrastructure plays a huge part in the decisions everyone makes every day. Recognising everyone's journey in life is different, we take personal responsibility to create infrastructure which benefits local people and local areas.

Transforming journeys enabling communities to thrive.

www.amey.co.uk

About ADEPT

The Association of Directors of Environment, Economy, Planning & Transport (ADEPT) represents local authority county, unitary and metropolitan directors.

Operating at the strategic tier of local government, members are responsible for delivering public services that primarily relate to the physical environment and the economy, but which have a significant impact on all aspects of the nation's wellbeing.

ADEPT represents members' interests by proactively engaging central government on emerging policy & issues, promoting initiatives aimed at influencing government policy, and through the development of best practices and responding to European and UK Government initiatives and consultations.

Our wider membership includes Local Enterprise Partnerships, Combined Authorities, Sub-national Transport Bodies and Corporate Partners.

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Excellence in Place Leadership Programme