

Heart of the South West LEP Local Industrial Strategy

Inclusive Growth for
an Inclusive Future
V6 Final 26/6/19

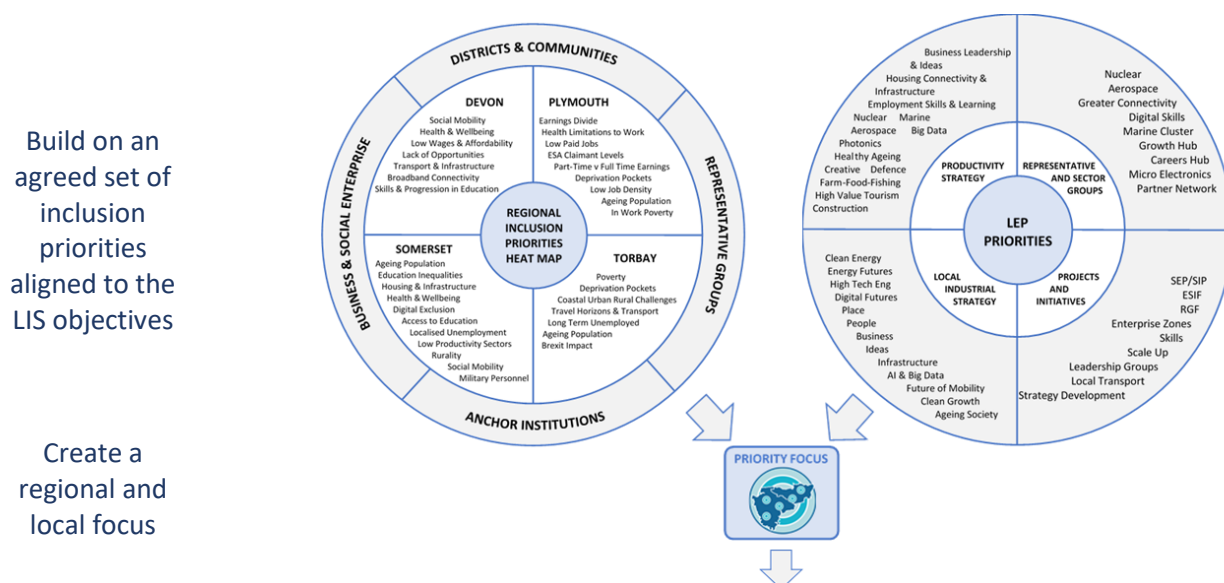
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Executive Summary – Inclusive Growth for an Inclusive Future

Our Vision - Our Local Industrial Strategy – and the drive for greater productivity - is a catalyst to enable more people to contribute and benefit from future regional growth. To be effective it must address the social, spatial and environmental issues affecting our communities. Our work must develop a LIS based mechanism that reinforces the common opportunities shared by increased productivity and prosperity for all. Inclusive growth is the primary ‘link’ in this duality, embedded as a contributor to the success of our strategy and not simply a beneficiary of it. Inclusive growth in the HotSW is truly inclusive: those who will benefit design the solution and celebrate its impact.

How HOTSW can mainstream inclusive growth within the Local Industrial Strategy

This paper outlines how the HOTSW LEP could achieve an integrated, inclusive growth vision. It is illustrated below:



Build on an agreed set of inclusion priorities aligned to the LIS objectives

Create a regional and local focus

Embed a vision and commitment that sees inclusive growth as a cross-cutting theme

Identify the right interventions to focus on

Set the right scale, scope and ambition

Demonstrate real impact



How HOTSW can achieve inclusive growth within the Local Industrial Strategy

Inclusive growth will not simply ‘just happen’ on the scale and at the pace that our region needs. Some inclusive benefits will be achieved, but what is required is additionality – using the LIS and increased productivity to extend the reach, scale and scope to achieve a greater impact on our people and communities. To do this it requires leading, it requires the resources and expertise to inspire it, it requires an approach and measures that embed it into projects from the start and then enable activities and initiatives to happen. It requires the attitude and infrastructure to allow ideas to be tested and shared and for success to be celebrated and, in so doing drive impact and momentum for a truly inclusive future. The Local Industrial Strategy can be both the catalyst and the enabler of inclusive growth. This paper outlines an approach to achieving inclusive growth that includes:



Enabling the LEP region to lead the inclusive growth agenda – establishing a clear and valued role for the region in inclusive growth. One that sees it visibly embedding inclusive growth across all activities. The LEP could help collectively focus the region on agreed priorities and then enable and coordinate activity so that good plans turn into great impact. The LEP region could use the local industrial strategy as a platform to test innovative solution and enhance the scale and scope of initiatives and could use its position and to inspire a broader adoption of best practice and recognise those who have supported communities



Coordinating resources to enable LIS inclusive growth –The LEP region could create the necessary capacity and capability to deliver plans and achieve a measurable impact. It could create an *Inclusive Growth Task Force* to accelerate and mobilise our plans and an *LEP Board Champion* and an *Inclusive Growth Enabler* to support their development and delivery. It could bring together a new *Inclusive Growth Stakeholder and Support Network* of influencers, suppliers, representatives and an *Anchor Organisation Network* to ensure that projects and initiatives have the right structure, scale and ability to deliver results



Creating a route-map to mainstream LIS inclusive growth – Siloed, uncoordinated or isolated activity will perpetuate the ‘trickle down scale of inclusive growth. Through its strategy the LEP region could create the process to turn ambition into reality and scale. It could establish foundations of structure, knowledge and resource to mobilise plans. It could then implement an innovative methodology that uses the industrial strategy architecture – aligned with the *priorities plan* - to catalyse inclusive growth and mainstreaming it across LEP funded projects, regional anchor organisations, businesses and communities. This could be underpinned with the measurement and learning that will act to enhance and enable the effectiveness of future activity



Creating additionality in the LIS that inspires and accelerates inclusive growth – The HOTSW could become a leading region of inclusive growth creating and demonstrating additionality through innovative initiatives across inclusive growth incubation and funding, a potential inclusive growth academy and observatory and the development of skills that will drive new interventions. This could be enhanced further by investing in communicating best practice and celebrating success, inspiring broader engagement, and coordination of activity and by building an Inclusive Growth Knowledge Hub educating and equipping those engaged in inclusion projects



Impact – we want to achieve change in the profile, practice and perception of inclusive growth through our Local Industrial Strategy. A change the is underpinned by measurable impact on the priorities that matter, and that can be seen in the people and communities that should be contributing to and benefitting from growth. A change that collectively drives the prosperity, the productivity and the health and wellbeing of our region through a coordinated approach that combines commercial and competitive success with stronger, more equal and vibrant communities

1. Introduction

This report is the formal response to the HOTSW LEP's commission to provide advice and guidance on how inclusive growth can be made integral to both the LIS and the types of interventions that will follow from it. The key requirements being to describe how inclusive growth can be mainstreamed into LIS activity. This will in turn create a "chapter" or raw material which goes into the LIS, either in its entirety or spread across relevant sections as best fits the draft. In summary the commission specified the exercise should consider:

1. What the inclusive growth vision could be in the LIS context
2. For funds which may flow through the LEP: how inclusive growth would be covered in applications, how they would be assessed and what expertise may be needed by assessors and decision makers.
3. For activity not funded through LEP monies: how inclusive growth becomes an integral part of other LIS activity and funding bids in the area.
4. Measures: consideration of the measures drawn from the monitoring framework developed from the existing evidence review
5. Comms strand: beyond the above, how could best practice be spread, demonstrating why this is a good idea for businesses, especially focussing on SMEs who face multiple challenges

The report has been prepared using the guidance of the LEP Chief Operating Officer and the LEP Inclusive Growth Champion. It has taken into account the existing and evolving format of the LIS draft and the extensive evidence base, background information and established policy and strategy documents including the productivity strategy and its associated delivery plan and monitoring framework. It has been produced with:

- **Preliminary Local Authority Consultation** – sought through dialogue with Devon, Plymouth, Somerset and Torbay authorities and consideration of their local inclusive growth and social inclusion priorities
- **Local specialist and specialist group input** – including specialist input from Pluss and the Plymouth Inclusive Growth Group
- **Assessment of National Specialist Body Thought Leadership** – including findings from the Inclusive Growth Commission, Joseph Rowntree Fund, Royal Society for Arts, University of Manchester Inclusive Growth Analysis Unit, Centre for Local Economic Studies, NESTA Inclusive Growth Unit and the All-Party Parliamentary Group on Inclusive Growth (see appendix x)

Much has been written about the concept and theory of inclusive growth that includes selective specific examples of localised activity. This report aims to build on this position and apply an approach – in the initial context of the Local Industrial Strategy – to demonstrate how inclusive growth could practically and pragmatically be mainstreamed into LIS activity. It is presented as:

- **Executive Summary**
- **Section 1 – Introduction**
- **Section 2 – Vision and Role for the HOTSW LEP in the Local Industrial Strategy**
- **Section 3 – Inclusion Focus, measures and interventions – with examples and innovation options**
- **Section 4 – How the HOTSW LEP could deliver inclusive growth as part of the Local Industrial Strategy**
 - a) **Structure and Resourcing to support inclusive growth**
 - b) **A route map and methodology for enabling inclusive growth**
- **Section 5 – Communication – inspiring engagement and best practice across core audiences**
- **Appendix 1 – Reference documents, sources and organisations of inclusive growth expertise**
- **Appendix 2 – Preliminary contribution review of priority needs by 4 primary local authorities**

2. An ambitious vision and a leading role for the LEP Area

Inclusive Growth for an Inclusive Future – Using the Local Industrial Strategy and increased productivity as the catalyst to enable more people to contribute to, and benefit from growth

The HOTSW region is a special place – combining an economy the size of a major city with a diverse geography, population spread, infrastructure and business base. It is a region of significant opportunity, yet at the same time one that has seen flatlining productivity, ‘cold spots’ of significant under-performance and relatively poor levels of innovation, enterprise and connectivity that restrict the output and competitiveness of businesses and the prosperity of communities.

This is exaggerated by current varying skills levels across the region, with specific pockets of under-achievement and under-employment in rural and coastal communities, and with many inner city and urban areas continuing to struggle with deprivation. And, as we look to the future the changes in the global economy, technological advances, and geopolitical friction are complicating a future landscape that is already profoundly challenged by rapid climate change and a growing, ageing population.

The challenge - In an era of high employment the historic tactics of more jobs and output growth will not achieve the end result so it is essential to get businesses and public bodies to engage around these **emerging risks and emerging opportunities** in a new inclusive way that truly supports the economy and communities throughout the Heart of the South West.

The solution - Our vision embraces the concept of inclusive growth for inclusive futures (*RSA – inclusive growth in action – Appendix 1:18*) – avoiding a short term and siloed approach and instead building on the LEP regions ‘enabling role’ and the LIS drive for increased productivity to focus on long term impacts and our future generations. It is an approach that focuses on the need to address the social and spatial challenges that affect the region whilst recognising that building for an inclusive future has to combine consideration for climate change and environmental concerns and some of the mega trends – such as the ageing society. In delivering our vision the LEP could:

- Use the LIS – and its foundations in the HOTSW Productivity Strategy – as the catalyst to embed inclusive growth throughout our plans, creating a genuine region wide approach that does not silo inclusivity but instead establishes it as an overarching commitment and consistent theme.
- Build on national best practice and support employing the headline principles and definition of the Inclusive Growth Commission that defines *inclusive growth as enabling as many people as possible to contribute and benefit from growth*:
 - Socially** - to benefit people across the labour market spectrum, including groups that face high barriers to quality employment by addressing challenges with skills, health, wellbeing, prejudice and support
 - Spatially** - to address the inequalities in opportunities between different groups and economic geographies by addressing the challenges linked to poor connectivity and infrastructure including digital access, transport, education and housing
- Drive a commitment to duality – that enables and combines the ambition of Productivity with Prosperity for All – championing inclusive growth as the ‘link’ in this process and positioning it as a ‘contributor’ to the success of the LIS and not simply a ‘beneficiary’ from it
- Make inclusive growth truly inclusive – targeting and enabling inclusive growth across the widest range of stakeholders, audiences and communities on the real inclusion priorities and ensuring that those who should be the beneficiaries actively designing the solutions and confirming impact
- Lever the size and scale of regional anchor organisations from across the public, private and military sectors in a collective commitment to pursue, support and contribute to inclusive growth agenda
- Create the platform to predict and plan for emerging market, social and political challenges and pursue pilot and innovation solutions -establishing a national reputation for inclusive growth innovation

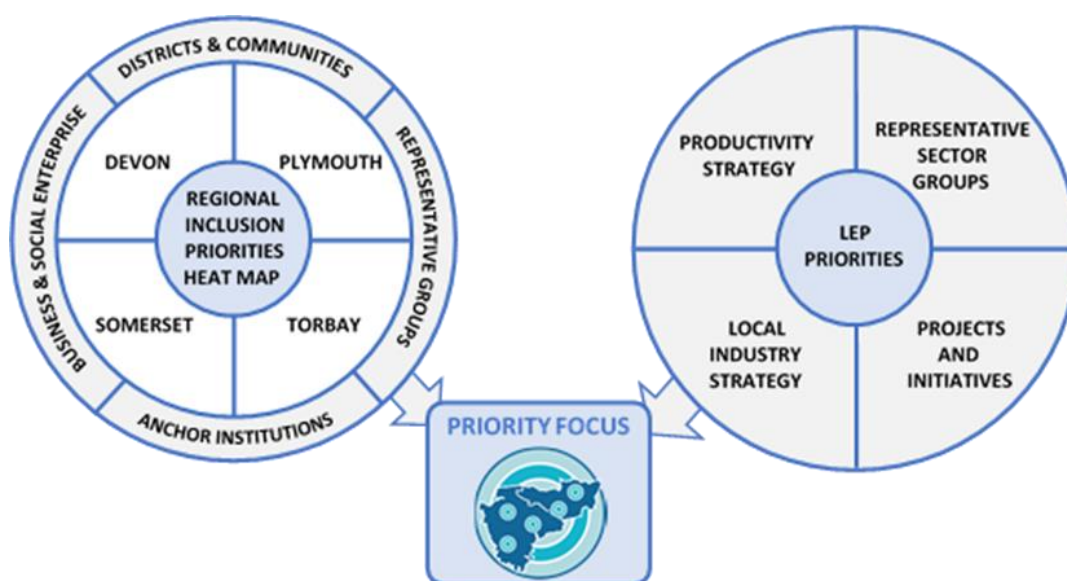
In pursuing this vision the LEP could establish a clear Local Industrial Strategy ‘inclusive growth’ role, could map the leading social and spatial inclusion priorities, could identify the necessary resources and structure and a route map that demonstrates how it turns the vision of ***inclusive growth for an inclusive future*** into reality.

A leading role for the LEP area – The LEP area could use the Local Industrial Strategy as the catalyst to deliver inclusive growth and undertake specific roles and responsibilities that would drive development and implementation across the full strategy. These could include:

- **Embed** – to lead by example and visibly embed inclusive growth practices across the structure and projects of all LEP activities
- **Inform** – to provide access to the latest information, best practice, project activity, LEP network activity to all stakeholders and audiences
- **Ensure** – to establish a clear ‘map’ of inclusive growth / social inclusion issues – at regional, local and LIS project focus / foundation level that informs activity and where impact or progress can be measured (using current measures framework + possible Social value measures)
- **Enable** – through the development of expertise, expertise networks, access to best practice and the production of accessible ‘knowledge assets, tools and decision frameworks’ provide the means and support for targeted (LIS project) and increased inclusive growth activity across all stakeholders
- **Coordinate** – Use the LEP’s position, structure and LIS opportunity to develop a pan regional inclusive growth approach – (can include agreed framework / inclusive growth unit / knowledge hub etc) that aligns LIS activity with regional, local and sector-based priorities (as a start)
- **Inspire** – through the communication and promotion of actions, projects and successes stimulate increased consideration, implementation and innovation in inclusive growth across the region
- **Innovate** – to use the LIS as a platform to investigate and enable (and fund) new approaches, tactics and initiatives from across all stakeholders that enhance the scale and impact of inclusive growth
- **Recognise** – to develop a regional approach that recognises projects, organisations or activities that reflect a commitment to inclusive growth and social inclusion – (like Plymouth Charter mark plans)
- **Predict** – use the LEP’s position, insight and LIS projects to consider future policies, events, trends and other factors that will directly impact on the scope, nature or opportunity for inclusive growth (e.g. Brexit)

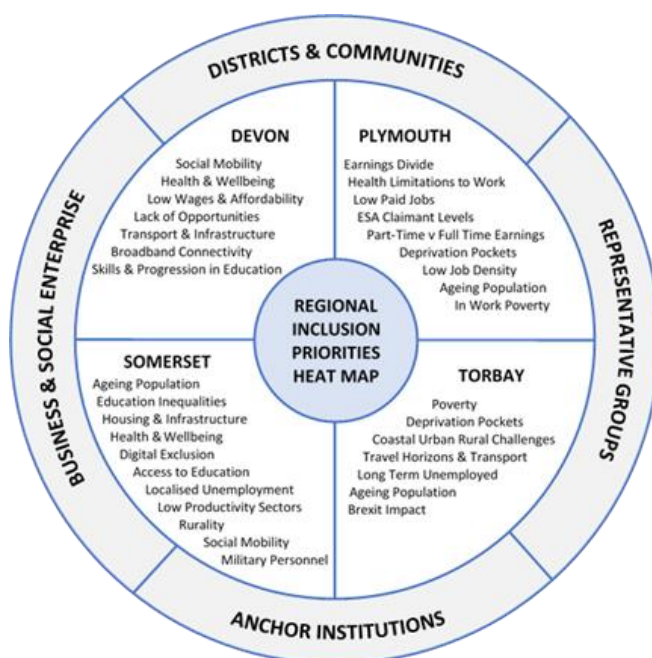
3. Focus, Interventions and Measures – driving inclusive growth within the LIS

The LEP area’s Industrial Strategy approach to inclusive growth can be effectively driven by combining the focus on the LIS and the broader LEP activities with direct alignment with the regional and local inclusion priorities – substantially described within Local Authority Strategies. The solution is to work with all stakeholders and representative bodies to create an inclusion-priorities ‘Priority Focus map’ for the region.

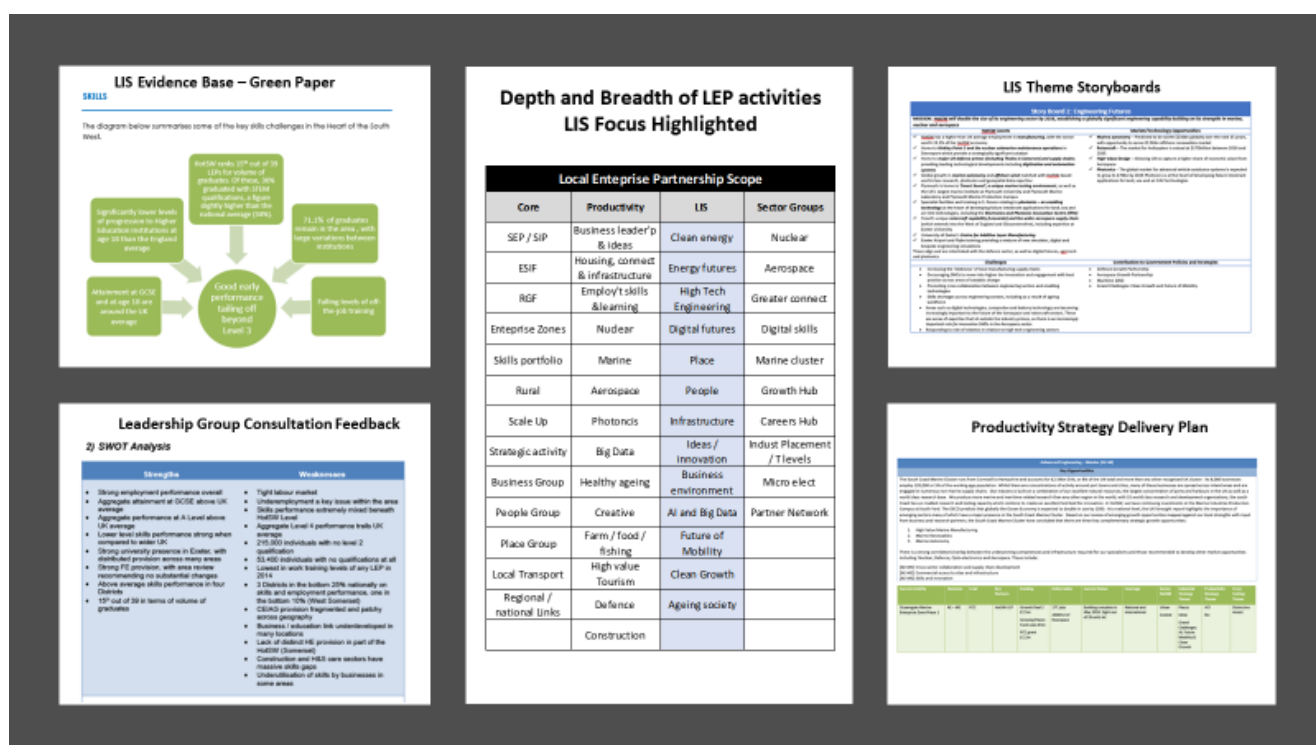


Whilst this initial mapping would understandably be undertaken to support the priority issues of the LIS it is important that consideration is given for the broadest range of issues and commitments, and will include:

a) What matters in the region - The challenges and priorities that affect our local organisations, authorities market segments and communities Current information allows for a partial picture to be created – for this critical element of planning for inclusive growth – and as is detailed later in this paper it is recommended that the LEP enable and facilitate a more comprehensive review as part of their inclusive growth route map. The current headline position of regional priorities is illustrated below, and further information is contained in appendix 2:



b) What matters to the LEP area - The LEP LIS priorities and broader LEP area activity – The LEP has established an extensive evidence base and rationale supporting its current LIS development. This combines both data and direct consultation information that defines in detail the assets, challenges, opportunities, SWOT analysis and potential commitments across all sectorial and foundation LIS strands. It is an approach that is built on the productivity strategy and delivery plan. Creating this initial Inclusive Growth approach will require a focus on LIS priorities but should acknowledge the broader range of LEP work and ultimately the approach proposed in this paper could be ‘integrated’ across all LEP activity.



c) Creating the Inclusive Growth ‘connection’ driven by the Local Industrial Strategy

The LIS productivity drivers and the priorities associated with the inclusive growth challenge can be linked by a range of headline interventions and measures that could form more detailed activity and establish progress.

- **LIS headline Interventions** - There is not a ‘one size fits all’ menu of interventions and each inclusion issue requires an inter-related mix of activity, size, scale, duration and collaboration that can be as much down to the innovative mindset of those leading the project as it is down to the funding and resources and strategic drivers that have directed it. For the purposes of this report the interventions are broadly categorised below. For simplicity of presentation they have been aligned with the five foundation themes of the Local Industrial Strategy.

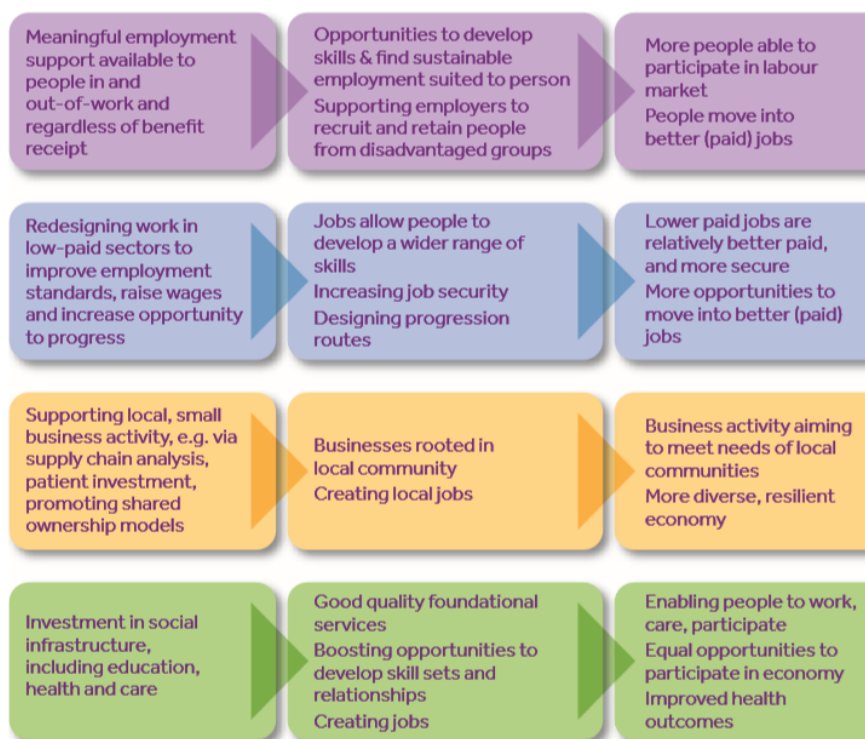
Local Industrial Strategy Headline Inclusive Growth Interventions and Objectives				
People	Business	Infrastructure	Place	Ideas
<ul style="list-style-type: none"> • Lower youth unemployment • Develop skills for the future • Reduce reliance on benefits • Help diversity & disability • Reduce in work poverty • Enable flexible working 	<ul style="list-style-type: none"> • Increase business density • Better & higher paid jobs • Increase in-work progress • Reduce earnings gaps • Reduce barriers to work • Promote health & wellbeing 	<ul style="list-style-type: none"> • Improve access to work • Increase affordable housing • Reduce geographic barriers • Support clean growth • Maximise natural capital • Improve digital connectivity 	<ul style="list-style-type: none"> • Lever anchor org’n scale • Social Value – buy local • Social Value - employ local • Social Value – Connect local • Social Value – collaboration • Increase community wealth 	<ul style="list-style-type: none"> • Increase research skills sets • Virtual research options • Hub and spoke research • Increase business innovation • Build social collaboration • Fund inclusion innovation

Alongside these headline Local Industrial Strategy interventions are a range of more specific interventions associated with community wealth creation - described in the DTNI /CLES paper – time to build an inclusive local economy (Appendix 1: 16).

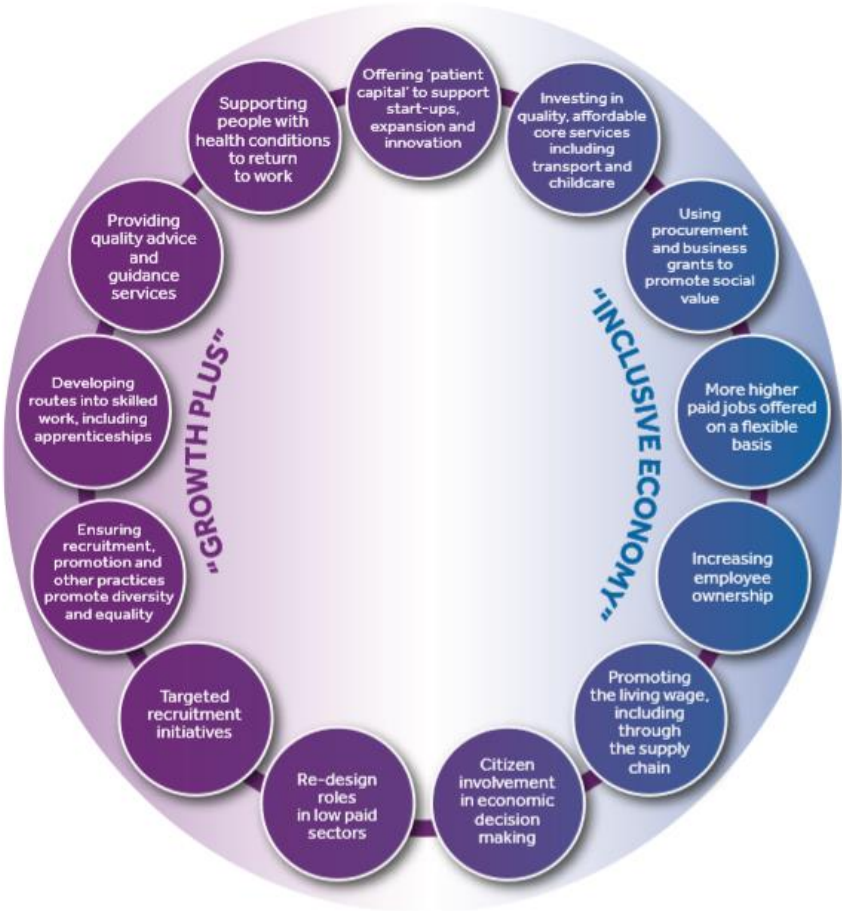
The ABCD of an inclusive economy			
Developing finance to support local economies	Advancing Community Power	Commissioning and procuring for social value	Building Local Community Wealth
<ul style="list-style-type: none"> • Increase length of contracts • Investment in local business • Advance credit unions • Establish local investment pilots • Alternative funding for develop’t 	<ul style="list-style-type: none"> • Build the community sector • Strengthen local powers • Include enterprise in plans • Create good economy partners • Social, cultural and economy 	<ul style="list-style-type: none"> • Decisions based on social issues • Engage social enterprise early • Community planning partner’ps • Develop social value measures • Earl access to opportunities 	<ul style="list-style-type: none"> • Harness anchor institutions • Advance community enterprise • Local use of underused property • Support local business • Increase social ownership

This approach enables the broadest range of inclusive growth activity options to be considered as is exemplified below from JRF / Manchester Inclusive Growth Analysis Unit briefing paper April 2019 (Appendix 1:24)

Figure 4: Tracing how a selection of inclusive growth policies could help to reduce poverty



The selection and application of a range of LIS inclusive growth interventions based on detailed understanding of local priorities enables complementary impact on productivity and prosperity as exemplified below from JRF / Manchester Inclusive Growth Analysis Unit briefing paper April 2019 (Appendix 1:24)



- The application of LIS led social inclusion intervention** –In addressing these factors the design and development of LIS inclusive growth activity could look to assign broad ‘levels’ of activity that help to define a structured, realistic and phased approach to both ideas and implementation illustrated below

Inclusive Growth Activity - Scale and Scope			
Must do – cross-cutting activity that will happen as part of plans	Should do – tailored activity due to the nature, location and scale of LIS projects	Could do – Additional activity given access to funds, capacity or innovation	Won't do – Activity that doesn't relate to LIS projects and plans
Embeds impact	Extends impact	Maximises Impact	Needs alternative

E.g. – Across HOTSW our NHS faces chronic shortages and workforce issues. The current lack of training and living subsidies, as well as limited transport excludes significant local residents. The LEP partners *could* align anchor organisations and future SPF funding to support both enterprise, training and transport delivered through a local supply chain network focussing on locations in our priorities ‘heat map’

d) How the LEP region measures and shows progress - It is important to establish a set of measures that reflect growth and commercial impact across themes of productivity, prosperity, inclusion, social value and health and wellbeing. HOTSW LEP has previously established a draft set of measures across inclusion, prosperity and spatial factors associated with Inclusive Growth in their Social Inclusion – Inclusive Growth Framework paper. The paper builds on the Joseph Rowntree Foundation Inclusive Growth Monitor model and outlines baseline analysis and relative and absolute measurement techniques. The recent HOTSW Productivity Strategy Monitoring Framework has finessed these measures and presents a structure of:

Headline Measures – The monitoring framework identified the following headline measurement of using the JRF Inclusive Growth Monitor. It should be noted that Joseph Rowntree Foundation has confirmed that the Inclusive Growth monitor will not be refreshed to reflect data post 2017 and will be discontinued. A new monitor which is being coordinated by the All-Party Parliamentary Group for Inclusive Growth and Centre for Progressive Policy and which is built on their national measurement monitor will be made available. The LEP should review this approach and the potential impact on measures when it is published. Consideration should also be given to developing single headline measures across all LIS foundation strands that reflect and enable progress to be shown. This can include those selected within the initial framework exercise:

- **Earnings Gap** – Gross weekly pay at the 20th percentile as a proportion of pay at 80th percentile
- **Economic inactivity** - % of working-age population who are economically inactive but who want a job

Progress Measures – The monitoring framework identifies a menu of prosperity and inclusion measures that can, by reviewing absolute and relative data, demonstrate progress against social inclusion priorities

Inclusive Growth for Our Communities and Places	
The first nine indicators below have been selected from the <i>Joseph Rowntree Foundation Inclusive Growth Monitor</i> (see Annex A). Other indicators from the monitor are captured above within other themes.	
Typical (median) gross annual earnings (full-time)	Measure of earnings growth in the HotSW economy. Use of full-time measure 'normalises' the data somewhat. Included in the <i>Joseph Rowntree Foundation Inclusive Growth Monitor</i> .
Housing affordability	Ratio of lower quartile house prices to lower quartile earnings. Included in the <i>Joseph Rowntree Foundation Inclusive Growth Monitor</i> .
Housing costs	Median monthly rents for private sector dwellings. Included in the <i>Joseph Rowntree Foundation Inclusive Growth Monitor</i> .
Fuel poverty	% of households classed as being 'fuel poor' (using Low Income – High Costs model). Included in the <i>Joseph Rowntree Foundation Inclusive Growth Monitor</i> .
% of working-age population not in employment but actively seeking work (unemployment)	Unemployment rate measure which is wider than claimant count. Included in the <i>Joseph Rowntree Foundation Inclusive Growth Monitor</i> .
Employee jobs by working age population (job density)	To chart how productivity performs vis-a-vis job density. Higher job density typically associated with higher productivity. Relevance to an ageing population and declining job density. Included in the <i>Joseph Rowntree Foundation Inclusive Growth Monitor</i> .
Gross weekly pay at the 20th percentile as a proportion (%) of pay at 80 th percentile	Measure of wage gap/inequality. Included in the <i>Joseph Rowntree Foundation Inclusive Growth Monitor</i> .
% of working-age people who are economically inactive	Measure of economic inactivity. Included in the <i>Joseph Rowntree Foundation Inclusive Growth Monitor</i> .
% of households that are defined as workless households	Measure of worklessness. Included in the <i>Joseph Rowntree Foundation Inclusive Growth Monitor</i> .
The following indicators are ones identified in addition to those found in the <i>Joseph Rowntree Foundation Inclusive Growth Monitor</i> . They provide insight on additional inclusivity issues e.g. the gender pay gap.	
Gross Disposable Household Income per head (income)	Wider measure of income than earnings, looking at the disposable element after considerations such as housing costs. Available from the <i>Regional Gross Disposable Household Income (GDHI), ONS</i> .
% gap between the median and mean average gross annual earnings – HotSW level	A closing of the gap between median and mean average earnings will demonstrate that the overall HotSW earnings profile is narrowing. Estimated from the <i>Annual Survey of Hours and Earnings (ASHE), ONS</i> .
% gap between the average (median) gross annual earnings for male and female full-time workers	Earnings data measuring gender pay gap. Estimated from the <i>Annual Survey of Hours and Earnings (ASHE), ONS</i> .
% of households in poverty (60% below median income) – HotSW level	Measure of inequality/poverty based on proportion of households that earn below a defined minimum threshold. Available from the <i>Households Below Average Income, DWP</i> .

In finalising the portfolio of measures that accompany our proposed approach HOTSW LEP could:

- Set effective baseline measure points, and establish the ability to collect and collate data, measure and assign attribution of progress of specific activity and report progress and findings to all key audiences
- Re-assess the options of a range of HOTSW spatial measures - In recognition that some existing measures may not present regional granularity or comparison required to support LIS delivery management
- Identify an additional range of measures that capture 'social value' impact of the work and activities of anchor institutions e.g. the level if locally or SME focussed and retained purchasing expenditure

The culmination of this activity is an agreed and effective set of measures:

d) Making it happen - Examples of Inclusive Growth in Practice

JRF Briefing – How Local Industrial Strategies can deliver inclusive growth – Feb '19 (Appendix 1:1)

Potential examples that reflect or echo the specific purpose of the LIS have been flagged as a good fit

People – Good fit with LIS led inclusive growth

The WorkAdvance Model, USA

WorkAdvance is a sectoral focus progression scheme implemented in New York City. It was designed to benefit both individuals and employers by identifying middle-skill jobs that low-paid workers can access. For unemployed and low-wage working adults, the program provided occupational skills training in targeted sectors that have good-quality job openings and opportunities for in-work progression. For employers in those sectors, WorkAdvance identified and trained employees who are prepared to meet technical skill and work readiness expectations and grow into second and third jobs.

The programme had five components:

1. Intensive screening of program applicants for motivation and readiness.
2. Sector-appropriate pre-employment and career readiness services, including orientation to the sector and progression coaching.
3. Sector-specific occupational skills training aligned with employer needs and leading to certifications that are in demand in the regional labour market.
4. Sector-specific job development and placement services based on strong relationships with employers.
5. Post-employment retention and progression services, including ongoing contact, coaching, skills training, and rapid reemployment help if needed.

People

Citizens' Curriculum Pilots

The Citizens' Curriculum is a model developed by the Learning and Work Institute (L&W) which promotes learning which is locally-led and involves learners in shaping its contents. It links basic skills in language (English for Speakers of Other Languages), literacy and numeracy, digital, financial, health and civic capabilities. Its aim is to develop new ways of offering learning which engages and motivates adults in all kinds of contexts to improve their English, maths and other 'life skills', resulting in better progression, outcomes and aspirations - into and at work, in learning and in personal, family and community life.

The model has been tested in more than 20 pilots in different areas of the country in two phases. Each pilot took a different approach to how they used the Citizens Curriculum, some examples of which are below:

The **Derby Adult Learning Service** used their Citizens' Curriculum pilot to enhance their ESOL provision with learners working at Entry Level focussing on topics such as managing money and using local public services, the pilot aimed to build language skills by embedding the core capabilities into everyday scenarios.

Learn Devon used the Citizens' Curriculum to engage disadvantaged adult learners, both in Exeter and in rural Devon communities. Working with housing associations and other local partners, the pilot used a community cookery course to develop a range of skills and capabilities, including everyday maths, budgeting and healthy eating.

People

Step Up

Step Up was delivered by six voluntary sector organisations, each of which designed a distinct support model or targeted a specific group of low-paid workers to progress in work. The initiative was funded by Trust for London and the Walcott Foundation.

Each provider helped people to improve their earnings with a target group. Important components of the programme included:

- A personalised approach based on individual need.
- One-to-one advisor support delivered flexibly.
- Coaching and mentoring support to boost and develop motivation and confidence of individuals.
- A holistic focus of support to address employability skills and wider challenges.
- Partnership working with skills and training providers.

People were eligible for the initiative if they were in stable work on hourly pay below the London Living Wage. Trusted networks were the most effective way of recruiting people into the projects. The pilot found that effective messaging, including avoiding using jargon terms such as progression, was crucial to successful engagement with participants, partners and employers.

Infrastructure:

Leeds City Council

Leeds City Council has a strong record of securing employment opportunities through planning and procurement policies. Between September 2012 to March 2017, the council enabled 2,395 people to secure a job through employment and skills obligations agreed with developers and service providers in the city via a delivery framework.

Planning obligations are applied to schemes with the potential to provide a significant impact for entry-level employment and training opportunities during construction or in end use. The Council have adopted thresholds to ensure a consistent approach, with residential developments over 2,000 cubic metres, residential developments over 100 units, and construction sites over 10,000 cubic metres triggering obligations. In procurement, council contracts with an estimated value of over £100,000 are subject to an appraisal to determine whether an employment and skills obligation on the contract is appropriate.

Place:

Chicago Anchors for a Strong Economy (CASE)

Launched by World Business Chicago in 2014, CASE is a network of leading anchors committed to harnessing their collective purchasing power to promote economic vitality across Chicago's neighbourhoods. These institutions work to create economic opportunities for local suppliers by:

- Fostering strategic relationships with these businesses.
- Equipping them with the necessary tools to compete successfully for contracts.
- Adding new revenue and jobs into the regional economy.

This strengthens the existing small-business ecosystem, empowering local businesses and creating inclusive and sustainable economic growth. Chicago is home to some of the world's best universities, hospitals, cultural institutions and public and private enterprises. These anchors engage in a large volume of business-to-business transactions, procuring billions of dollars of goods and services each year.

Business Environment – *Good fit with LIS led inclusive growth*

San Antonio, Texas

San Antonio is a fast-growing city which is consciously planning to shape future growth. The city leadership recognised that a 'low wage' economic strategy which just focused on attracting inward investors to the city was not sustainable. The current economic plan aims to grow quality jobs (both from within the San Antonio business base and through targeted inward investment) and open-up opportunities for the local population to access them – through investment in education and skills at all levels, and with a particular focus on sector-led training.

The city has a tightly targeted sector-based growth policy focusing on better jobs in globally competitive sectors. Crucially, this targeting builds on industries that have been traditional strengths of the city, enabling the existing labour force to access new opportunities that are created. The table below demonstrates how these links have been made:

The city complements this demand-led approach with initiatives to connect local workers to the jobs being created. This includes the Talent Pipeline Task Force, which brought together employers, workforce development leaders, chambers of commerce, and post-secondary education and social service providers to create a framework and develop recommended strategies to close the skills gaps in three of the target industries identified by the economic strategy. It focused particularly on intermediate skills, creating career pathways.

Project Quest is another demand-led skills programme operating in the city which was designed to upgrade and reskill low-income disadvantaged workers for good jobs in high-demand occupations. It targeted a cluster of in-demand, well-paying and growing occupations, and working with the community college system to develop degree and certificate programs suited to these occupations. The project not only links low-income individuals to training, but also links employers to its graduates, helping the city to attract and retain businesses that rely on a skilled workforce.

Inclusive Growth in Action – Snapshots of a new economy – RSA – Report – 2019 (Appendix 1:18)

Inclusive Livelihoods

CASE STUDY OVERVIEW

Per Scholas

SUMMARY: Per Scholas is a demand-led, person-centred IT workforce development project, and an application of the WorkAdvance model of sector-based employment initiatives. Per Scholas focuses on creating career opportunities which are sustainable and offering career pathways, helping close the skills divide and diversifying the tech workforce, with a particular emphasis on women and people of colour, who are vastly under-represented in the sector. Crucially, it also provides holistic support around a range of needs such as childcare, mental health, financial management and domestic violence in recognition of the range of barriers and challenges which often prevent these groups from accessing and successfully completing traditional training programmes.

Inclusive Wealth

CASE STUDY OVERVIEW

GrowFL

SUMMARY: GrowFL is the first state-wide economic development programme in the US to apply the Economic Gardening approach, which emphasises the importance of identifying, supporting and building the existing economic assets within a place rather than hunting for investment from large companies outside. Drawing on these principles, GrowFL supports second-stage companies with revenue of between \$1m–\$100m per annum, to grow and create new jobs by providing a combination of strategic research guidance and resources, peer learning opportunities and leadership development. Typically, these are options which this size of business cannot afford, but which are common tools utilised by larger businesses they may want to compete with.

CASE STUDY OVERVIEW

Decidim Barcelona

SUMMARY: Decidim is a web-based platform which also synthesises real world engagement to provide the infrastructure for citizens and public bodies to contribute to and collaborate on making decisions about the needs and future of Barcelona. It is integrated with the governance of the city and functions to rebalance the influence held by institutions and communities, with an emphasis on the weight of citizen inputs as more than provisional or advisory contributions, and with opportunities for citizens to be involved in the ongoing codesign and oversight of the city's participatory processes.

CASE STUDY OVERVIEW

Envision Utah

SUMMARY: Envision Utah operates on the premise that citizens will make good decisions about their collective future if they are given an opportunity to engage with relevant information and are effectively involved in agenda setting processes. At its inception, the initiative carried out extensive values research with Utah citizens and engaged thousands in the development of a Quality Growth Strategy—the key principles of which continue to underpin local development today through the diverse regional knowledge community which has coalesced around them. The intervention currently leads on development projects at both state-wide and local levels, with the approach consistently underpinned by five key elements: values research with citizens, information gathering with experts, scenario modelling, public choosing and visioning of goals and strategies.

f) How could HOTSW excel in inclusive growth - Inclusive Growth Innovation options - Success in designing and delivering the benefits of inclusive growth will require innovative and untested approaches to utilised. Opportunities exist to be innovative in the LEP's role and the LIS and the momentum it provides to investigate new approaches or develop those that ensure the capacity, capability and sustainability of inclusive growth support is maximised. Examples of this could include:

- **Inclusive Growth Academy** – Developing through work with key stakeholders and anchor organisations the location and funding to support the launch of an academy that helps develop inclusive growth skills - increasing capacity and capability to support extended or more specialist community activity, and that creates a regional data and impact 'observatory' function that progressively builds the HOTSW as regional leader in Inclusive Growth knowledge and application. This can also provide the platform for contribution and representation in the design and development of LIS activities
- **Inclusion Incubation** – providing the facility and expertise to allow organisations, businesses and community projects to develop and benefit from inclusive growth activities. Either through individual consultation or collective sector or location workshops this approach can allow new techniques and approaches to be tested and rolled out – with the ability to promote success across a wider network
- **Inclusion Intern** – providing the mechanism for secondment and 'task and finish' resource sharing across regions or sector activity – that enables projects to secure short term, specialist resource to support initial development or mobilisation of inclusive growth practices
- **Inclusion Fund** – investigating the opportunity to identify or utilise specialist sources of funding or partnership (NESTA) support that directly contribute to LEP or local initiative costs and extend the scope and scale of inclusive growth activities. Taken to one extreme this could include a programme inclusive growth 'Levy' – creating a fund - that also allows for inclusion 'offset' where an organisation or project may be able to offset or redirect its levy to support an alternative location, community or initiative

4. How the LEP area could deliver inclusive growth as part of the Local Industrial Strategy

This section of the report focusses on providing a potential approach to enabling inclusive growth as part of the Local Industrial Strategy. It moves past the concepts and intervention options and addresses the resources and mechanisms to make it happen:

Coordinating resources to enable inclusive growth –The LEP could create the necessary capacity and capability to deliver plans and achieve a measurable impact. We can create an *Inclusive Growth Task Force* to accelerate and mobilise our plans and an *LEP Board Champion* and an *Inclusive Growth Enabler* can then support their development and delivery. It can bring together a new *Inclusive Growth Stakeholder and Support Network* of influencers, suppliers, representative bodies and an *Anchor Organisation Network* to ensure that projects and initiatives have the right structure, scale and ability to deliver results

a. Coordinating resources to enable inclusive growth - To support the proposed LIS Inclusive Growth approach and build inclusive growth as a genuine embedded activity within the LEP the following ‘structure’ could be developed by the regional partners. This approach is mainly about coordination and integration of existing resources, not the creation of a distinct and separate new inclusive growth function:

- **Inclusive Growth Champion** – The nomination and ‘promotion’ of a senior LEP board member that is prominent and experienced in social inclusion to champion inclusive growth across all LEP activities at a strategic level and to represent and promote inclusive growth at senior stakeholder level.
- **Inclusive Growth Enabler** – an operational level role designed to directly enable and support the design, development and delivery of inclusive growth activity within LIS projects and to coordinate communications and reporting activity and represent LEP’s inclusive growth activities at operational level. External funding or support can be secured for this role in a similar way to the Digital Skills Coordinator.
- **Inclusive Growth ‘taskforce’ Team** – a short term ‘task and finish’ action group drawing on members of existing groups / committees – to drive the initial methodology and lead the design and application of inclusive growth across all activities and monitor progress. This project would be led by the Inclusive Growth Champion and members of the group would subsequently be regarded as sub-group / committee leads on inclusive growth
- **Inclusive Growth Stakeholder and Support Network** - bringing together *a)* - the collective regional leads on inclusive growth as well as the ‘interested parties’ (could be SW leads) to inform plans and undertake solution development / innovation that can support development and implementation policy and plans both inside and outside of the LEP – this is similar in part to the W Midlands ‘inclusive growth unit’ concept. Potentially this creates an additional set of regional ‘champions’ that can support the promotion and communication of inclusive growth at local levels and could include national peer organisation, and *b)* - the development of a ‘directory of expertise’ – made up of public and private sector stakeholders and potential partner / supply chain providers who will be able to support inclusive growth ideas, development and delivery of projects. This is not necessarily a funded function but supports the LEP role in enabling inclusive growth

This structure creates the real capacity and capability to enable the inclusive growth vision to be delivered

Creating a route-map to mainstream inclusive growth through the LIS – Siloed, uncoordinated or isolated activity will perpetuate the ‘trickle down scale of inclusive growth. Through its strategy the LEP can create the process to turn ambition into reality and scale. It can establish foundations of structure, knowledge and resource to mobilise plans. It can then implement an innovative methodology that uses the industrial strategy architecture – aligned with the *priorities plan* - to catalyse inclusive growth and mainstreaming it across LEP funded projects, regional anchor organisations, businesses and communities.

This can be underpinned with the measurement and learning that will act to enhance and enable the effectiveness of future activity. The LEP partners could apply a structured and pragmatic approach that:

- i. Establishes the ‘foundations’ on which truly inclusive growth can be developed – building on the LEP’s inclusive growth vision and ensuring people and stakeholders contribute to and drive the progress of activities. This would:
- ii. Provides the methodology which will identify – and then enable – ‘mainstreamed’ inclusive growth activities that fully align the LIS objectives and ambition with regional and local social inclusion priorities and illustrates how this will be phased and applied as part of LIS implementation. This includes building the knowledge and inspiration that will drive a broader and deeper attitude to clean and inclusive growth tactics across the public, private and social market sectors

i) Establishing the foundations to make inclusive growth inclusive – a project plan for inclusive growth

The LEP region *Inclusive Growth Task force* – as part of the pre-implementation phase – could coordinate structure, resource and the initial knowledge assets that will prepare the ground for inclusive growth. This *Task Force* could bring together the primary public sector inclusive growth leads, private sector inclusive growth experts, anchor institutions and representation from those people facing the challenges associated with social inclusion. The outcomes from this *Task Force* could include:

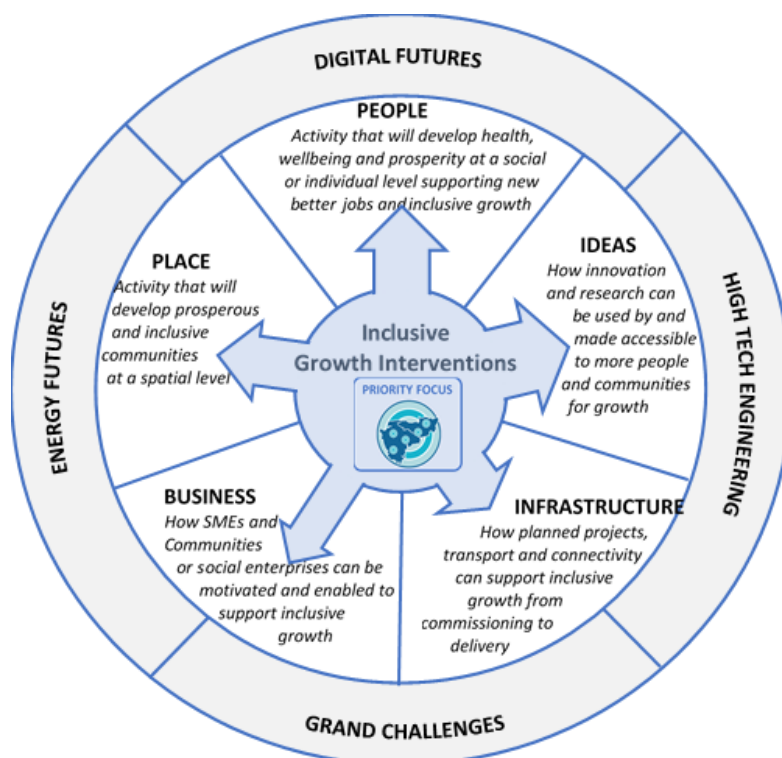
- **The first full inclusion priorities ‘heat map’ for the region** – combining headline ‘pan region’ social and spatial priorities and establishing a second level of granularity that identifies sub- region, coastal, rural, urban or sector priority issues and, Agreeing, with the Inclusive Growth Stakeholder Group, the menu of measures and metrics - to help inform inclusive growth activity and planning and subsequently assess the progress and effectiveness against the regional priorities
- **An initial ‘inclusive growth options analysis’ across the LIS** – combining an assessment of LIS core sector components and foundation strands to identify initial unique or cross cutting inclusive growth activity based on regional inclusion priorities
- **An initial Inclusive Growth Support and Knowledge Hub** - bringing together specialists, suppliers, sector specialists, innovators, consultants, national experts, representative body ‘support’, and data, insight, project examples, material, assets, insight, data and analysis, templates, case studies, national best practice, toolkits, funding initiatives and pilot fund ‘knowledge hub’ that provide visibility on the LEP LIS Inclusive Growth plans and priorities as well as information, guidance and practical support for inclusive growth leads and associated projects
- **An Inclusive Growth Anchor Organisations Plan** – bringing together the leading regional employers from across the public, private, military, and social sectors to support LIS led regional inclusive growth activities. This will include the sharing of best practice, current activities and future plans and looking at building the scale of social value – in purchasing, hiring, land management and local community support that will directly support the LIS objectives

ii) The methodology to ‘mainstream’ inclusive growth into the LIS

A potential methodology would be directed by the LEP LIS vision, informed by the focus and measures and supported by the structure and resourcing. It could involve a simple mechanism that can be consistently applied across funded and non-funded activity. It would work with, and through, the LIS ‘architecture’ of foundations and grand challenges to provide the means by which inclusive growth ideas, projects and activity can be developed with a clear and direct focus on inclusion priorities. Its format provides the platform to ultimately extend and integrate inclusive growth activity across all LEP activity strengthening, and progressively build the HOTSW LEP reputation as an inclusive growth leader.

The methodology is underpinned by A LIS Inclusive Growth Project Options Template – designed to allow application to any aspect of LIS policy or activity including sector, location, initiative this is initially a ‘guidance’ template that subsequently forms the basis of a headline individual Inclusive Growth activity plan.

The HOTSW Inclusive Growth Project Options Template



In its structure:

- It holds the agreed ‘regional social inclusion focus and priorities’ at the centre to ensure relevance and focus – In its application to projects or activity it would allow an element of ‘prioritising the priorities’ based on the geographic or sector or initiative focus over which the template is being applied
- It directs the project to ensure it considers the primary inclusion drivers – naturally aligned with foundations of the LIS architecture – People (social) - Place (spatial) – Infrastructure (connectivity) and Business Environment (community) and Ideas (innovation) in so doing ensures identification of the broadest range of individual and collective inclusive growth options.
- It ensures that the project will consider the opportunity as well as the alignment requirements with the 4 grand challenges – extending the requirement for innovation in inclusive growth to both exploit and support the grand challenge themes
- It allows the vision of ‘inclusive growth as a driver of LIS design and development’ to be applied to individual elements of the LIS. Acting as a ‘tracing paper’ approach which can be laid over the headline or detailed plans (storyboards) acknowledging all components - the mission, regional assets, market objectives and opportunities, challenges, potential commitments and creates a menu of inclusive growth options that directly support that LIS thread

The methodology applies a process that provides a combination of consistency and flexibility to acknowledge the mix of projects, funding, scale and LEP role that will apply to LIS activity. It recognises the need to embed and inspire inclusive growth at all stages of the project lifecycle and provides the appropriate levels of resource, the right knowledge and the necessary ‘real’ input to ensure that the right people contribute to the best inclusive growth solutions.

For LEP funded or LEP supported Initiatives the process would include:

- **Phase 1 – Project or Strategy Inception** – The Inclusive Growth Champion could join the initial project group or development team. Inclusive Growth would be agreed as one of the central project objectives and the inclusive vision, role, focus, measures, methodology and support available through the LEP would be introduced. Initial inclusive growth tactics and ‘local’ social or spatial inclusion priorities will be established
- **Phase 2 – Project Development** – The Inclusive Growth Enabler would utilise the Inclusive Growth Template to lead further identification of initial inclusive growth options linked to the project. Based on this the enabler will identify specific expertise from the Inclusive Growth Expert Network, assets from the Knowledge Hub and broader sources of audience representative bodies to inform the development of options and plans and ultimate delivery of activity. The enabler would embed inclusive growth at all levels and stages of the development process and work as part of the project team to inspire, educate and provide the support necessary to:
 - **Tailor** - project activity towards achieving the combine objectives and priorities and ensure the primary options for inclusive growth are designed into activities
 - **Enhance** – and extend the range and nature of options available by linking the project to the best combination of expertise, resources and information and funding
 - **Extend** – the scope of inclusive growth activities by investigating new options and providing the platform for innovation or piloting of new approaches
 - **Collaborate** – with other projects and with specific initiatives to ensure a coordinated regional approach to inclusive growth that maximises the resources and best practice generated

The enabler would allow scale and scope of activity to be identified and would

Inclusive Growth Activity - Scale and Scope			
Must do – cross-cutting activity that will happen as part of plans	Should do – tailored activity due to the nature, location and scale of LIS projects	Could do – Additional activity given access to funds, capacity or innovation	Won't do – Activity that doesn't relate to LIS projects and plans
Embeds impact	Extends impact	Maximises Impact	Needs alternative

As part of this process the Inclusive Growth Enabler could apply a set of criteria that establishes mandatory, contributory or collaborative levels of commitment, activity and measurable contribution to inclusive growth objectives.

PROJECT INCLUSIVE GROWTH AMBITION PLAN	
<i>Project / initiative</i>	
Regional Inclusion Growth Priorities	
Outlines specific regional inclusion priorities relative to project	
Inclusive Growth Activity	Contribution to Inclusive Growth Measure
<i>Place based inclusive growth activity</i>	Measure 1 – <i>What by when</i>
	Measure 2 – <i>What by when</i>
<i>People based inclusive growth activity</i>	Measure 3 – <i>What by when</i>
	Measure 4 – <i>What by when</i>
<i>Infrastructure based inclusive growth activity</i>	Measure 5 – <i>What by when</i>
	Measure 6 – <i>What by when</i>
<i>Business environment inclusive growth activity</i>	Measure 7 – <i>What by when</i>
	Measure 8 – <i>What by when</i>
Innovation and Opportunities to extend inclusive growth scope or scale	
Outlines new ideas, opportunities for pilot or extension activity and potential additionality factors	

- **Phase 3 - Project procurement or commissioning** – The Inclusive Growth Enabler would support commissioning and procurement teams in the development and publication of project specification documents establishing appropriate levels of aspiration and evidential activity and providing the resource, or identifying the local specialist support, to evaluate and assess the range, feasibility and impact of inclusive growth activity contained within proposals. The enabler would be able to provide applicants and suppliers with guidance on meeting specification requirements and link them into knowledge hub assets and expertise to support informed, innovative and compliant submissions
- **Phase 4 – Project Delivery** – Subject to the nature of the project or initiative the Inclusive Growth Enabler would be able to ‘support’ the project team in the delivery of agreed inclusive growth activity. Working alongside the key functions and across the key project phases, they would act as the ‘conduit’ to necessary expertise, assets, knowledge, representative group input and support to ensure inclusive growth objectives and impact are achieved. With the complexities, range of stakeholders, scale and duration of many potential LIS projects or initiatives the enabler and the resources and expertise they can brigade provides an essential mechanism to ensure that inclusive growth remains ‘front and centre’ throughout the full project lifecycle
- **Phase 5 – Evaluation and Learning** – The Inclusive Growth Enabler would – through being integrated within all project teams and connected to regional and national inclusive growth networks - introduce a structured programme that ‘*communicates out*’ the HOTSW inclusive growth progress, lessons, successes and learning from across LIS project activity and at the same time ‘*communicates in*’ the best practice, national and regional research, LEP network activity, and in so doing would enhance the progress, effectiveness and innovation applied across range of project activity. This would include:
 - a. **Monitoring and reporting** – capturing and evaluating individual LIS project progress against inclusive growth measures and specified inclusion priorities and across the practical integration and implementation of inclusive growth, and reporting across all stakeholder groups
 - b. **Building the HOTSW knowledge bank** – through progress monitoring and project involvement to identify gaps in local expertise, support, capacity and funding to enable inclusive growth and then commissioning or identifying the expertise to address these gaps – strengthening the LEP’s enabling role
 - c. **Identifying national best practice and knowledge leadership** – through ongoing development of national and local relationships with leading research institutions, the LEP network and progressive organisations to assimilate and communicate examples of initiatives, networks, knowledge and funding to enhance HOTSW inclusive growth activity
 - d. **Capturing success and innovation** – to record – and recognise - localised innovation and inclusive growth success building the recognition of HOTSW LIS activity and establishing case studies that combine the approach, challenges, activity and success driving more effective or extensive inclusive growth activities
 - e. **Broaden Inclusive Growth Adoption** – to report and communicate LIS inclusive growth activities across regional stakeholder, business and community audiences and in so doing expand the adoption, scale and coordination of the HOTSW region

To extend the reach and impact of LIS inclusive growth activities HOTSW LEP could apply the broad route map and methodology across two additional groups. This includes:

Anchor Organisations – HOTSW could bring together the leading public, private, military and social organisations that have by their employment, role or size the potential for significant impact on inclusive growth activities in relation to LIS projects or objectives. The LEP Inclusive Growth Champion and Enabler will work with this network to establish common high level shared economic goals – aligned with the LIS focus and

foundations. The group will assess the range of current and future activities, the future significant development pipeline, the opportunities for collaborative or complimentary activity across organisations and the opportunity to support enhanced inclusive growth based around four broad inclusive growth themes

- **Buy Local** – increase the opportunity for anchor organisations to purchase goods and services locally and help small business and communities increase their capacity to meet these needs
- **Employ Local** – enhance the approach of anchor organisations to recruit from local and priority locations and help inform and enable the development and skills and ability of the key groups within those locations
- **Live local** – support and extend the physical and digital infrastructure that will address priority issues or barriers and support vibrant and stable communities
- **Connect Local** – bring together the broader networks of support services, initiatives, banks, investment funds, policy and learning to maximise collaborative or coordinated activity across organisations or locations

Business and Community Base – The LEP partners could work through established business and community networks and ‘routes to market’ including our HOTSW Growth Hub to build the opportunity for the broadest SME and community audience to support, engage and benefit from inclusive growth in both principle and practice. This could include:

- **Informing and inspiring inclusive growth activity** – by presenting the social and economic benefits of inclusive growth practice through a programme of communication that drives up levels of understanding and perceived value
- **Enabling inclusive growth activity** – by making businesses and communities aware of the activity, plans and initiatives and linking them to the assets, knowledge and expertise to support implementation. This will be delivered through the HOTSW Growth Hub
- **Increasing the commitment and delivery of SME social value** – by promoting the benefits of local supply chain and recruitment activity for all SME’s and providing enabling support, business information and detailing local opportunities that ensure purchasing and recruitment activity majors on local supply chain provision
- **Investigating the opportunities for community wealth building** – by developing and enabling localised projects – aligned with the LIS – that support local or community control, building community wealth, securing local social value and developing local finance to support initiatives as detailed in the DTNI CLES paper *Wealth for All – Building the new local economies* Oct 2018 (Appendix 1:17)
- **Recognise and rewarding local commitment** – by creating and applying a mechanism that recognises and promotes the activities of local businesses and organisations in adopting practices across financial inclusion, employment, career progression, environmental, community and supply chain (*e.g. The evolving Plymouth Inclusive Growth Group Chartermark*)

5. Communication – inspiring engagement and best practice across core audiences

In order to maximise the level of support, engagement and extent of inclusive growth activity it will be essential to communicate effectively with key audiences and at different stages of project or initiative development and delivery. The HOTSW LEP could develop an approach which focusses on two key audience groups, with targeted messages and activity. This could include:

SME Business and Community Projects – Building on the current programme of LEP Business engagement through the Growth Hub the Inclusive Growth Enabler will develop a programme of activity that could:

- **Promote** – the commercial and ethical value of for SME’s and communities to either pursue or collaborate on inclusive growth activities across their organisations and workforce – aligned with LIS strands and projects

- **Inform** - understanding of the range of LEP Project activity and the options available - to support the development of new and better jobs, increase the progression opportunities of existing workforce and support the social infrastructure associated with current low pay sectors
- **Increase** – the proportion of supply chain provision of goods and services that is provided by local business or by businesses and individuals in priority areas – tiering social value so that it is a principle that operates at all levels of projects
- **Create** – the sector specialist inclusive growth support and expertise networks associated with the LIS core strands of clean growth, clean energy, hi-tech engineering and digital futures
- **Enable** – provide access to the information, assets expertise and support – including financial incentives or funding – to allow SME's or communities to develop inclusive growth initiatives
- **Celebrate** - and communicate examples of impact and success in the development and delivery of inclusive growth practices – demonstrating direct impact on individuals and communities as well as commercial benefits of pursuing these practices.

To achieve these objectives the Inclusive Growth Enabler and project teams could work to develop targeted communication activity that could be channelled through the Growth Hub and include:

- **Web content and platform** – the creation and population of a new 'inclusive growth' section of the Growth Hub website providing access to information, guidance and inspirational case study material and forming the basis of the an on-line platform by which businesses, their employees and community groups can secure support to pursue inclusive growth or align with local initiatives
- **Detailed knowledge and expertise hub** – building the assets, toolkits, expertise networks, supply chains, case studies and virtual assets that will enable businesses and communities to understand options and tactics to pursue inclusive growth
- **Case Study 'champions'** – developing a sector and geographic network of business and community projects that demonstrate the social and commercial value of pursuing inclusive growth and establishing a cluster of individuals that can represent and promote the inclusive growth agenda across the region
- **Event Programme** – a structured programme of dedicated events, on-line webinars, representative group briefings and partner events that are designed to deliver a dual function of promoting awareness of inclusive growth options and best practise whilst providing opportunities for businesses, communities and individuals to present their local needs and requirements – supporting LEP initiatives in addressing real local needs video BLOG's dedicated roadshows and partner
- **Social media engagement** – a varied programme of social media activity designed to communicate options and information available through the Growth Hub, and through tailored messages provide employees, family and community members with the 'toolkit' to instigate inclusive growth from a beneficiary level

Stakeholder and Anchor Organisation – Building on the current LEP stakeholder engagement activity mechanisms the Inclusive Growth Enabler will develop a targeted programme of activity that could:

- **Promote** – the inclusive growth plans and activity directly associated with the LIS – communicating the LEP's inclusive growth vision and role in supporting the integration of inclusive growth across all LIS work
- **Inform** – stakeholders of the value of inclusive growth activity and their options for involvement in the specification, development or delivery of inclusive growth activities and promoting clear routes for engagement either as a representative voice or as supplier of service or expertise
- **Enable** – stakeholders to pursue inclusive growth activities within their own organisations – either aligned or separate to planned LIS initiatives – by linking them to the expertise networks and knowledge hub assets that will inform effective activities
- **Inspire** – stakeholders to be more actively involved in the LEP LIS inclusive growth projects or to increase dedicated activity by promoting progress of LEP plans and inclusive growth initiatives and celebrating project success and real localised impact on communities and individuals

To achieve these objectives the Inclusive Growth Enabler and project teams could work to develop targeted communication activity that could include:

- **Web content** – The creation of a dedicated ‘Inclusive Growth’ section of the LEP website which will host information on the LEP Vision, role, full range of LEP activities, knowledge assets, expertise networks and engagement mechanisms. Progressively this will provide the ‘log-in’ platform and inclusive growth community on which stakeholders can seek broader support and coordinate or collaborate on activity
- **Progress and Success Reporting** – The publication of progress against key inclusive growth measures across LEP project activity and the reporting of localised ‘case studies’ of success in terms of engagement, design, development or delivery through a dedicated e-newsletter or content for the regular LEP e-newsletter
- **Opportunities** – The collation and promotion of specialist inclusive growth support opportunities and procured expertise commissioning across LIS projects and initiatives, and providing the platform for inclusion of equivalent stakeholder commissions
- **Champions** – The creation of a series of LEP, anchor organisation and regional or local inclusive growth Champions ‘armed’ with a supporting menu of briefing material, case studies and progress updates and able to promote the inclusive growth activities of the LEP and position the value and opportunities associated with the LEP project work across broader regional stakeholder meetings and networks
- **Joint Stakeholder activity** – The development of joint events, briefings, promotional material, case studies and engagement opportunities with sector, geographic and anchor stakeholder leads providing the opportunity to widen the scope and scale of input to inclusive growth project development and participation

Appendix 1 Reference Documents and Sources or Organisations of Expertise

Documents and Research Papers

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2. Centre for Local Economic Studies (CLES) – We need an inclusive economy not inclusive growth – Dec 2018 <https://cles.org.uk/publications/we-need-an-inclusive-economy-not-inclusive-growth/>
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5. Inclusive Growth Commission – call for evidence – Nottingham April 16 - https://www.ntu.ac.uk/_data/assets/pdf_file/0022/375403/Inclusive-Growth-Commission-Evidence-Call.pdf
6. Inclusive Growth Commission – evidence Inclusive Growth in Plymouth – Plymouth Sept 2016 - https://www.ntu.ac.uk/_data/assets/pdf_file/0022/375403/Inclusive-Growth-Commission-Evidence-Call.pdf
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13. Inclusive Growth Commission (RSA) – Final Report – Making our economy work for everyone – Mar 2017 - https://www.thersa.org/globalassets/pdfs/reports/rsa_inclusive-growth-commission-final-report-march-2017.pdf
14. Inclusive Growth Commission (RSA) – Inclusive Growth: Putting Principles into Practice – Mar 2017 https://www.thersa.org/globalassets/pdfs/reports/rsa_inclusive-growth---principles-into-practice.pdf
15. RSA – Citizens and Inclusive Growth – July 2017 - https://www.thersa.org/globalassets/pdfs/reports/rsa_citizens-and-inclusive-growth-report.pdf
16. DTNI / CLES – Time to build an inclusive local economy -May 2019 - <https://cles.org.uk/wp-content/uploads/2019/05/Time-To-Build-An-Inclusive-Economy.pdf>
17. CLES – Wealth for All – Building new local economies – Oct 2018 - https://cles.org.uk/wp-content/uploads/2018/10/Wealth-for-all_Building-new-local-economies_Neil-McInroy_November-2018.pdf
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20. HOTSW LEP Productivity Delivery Plan – May 2019 - <https://heartofswlep.co.uk/wp-content/uploads/2019/05/HotSW-Partnership-Productivity-Strategy-Delivery-Plan-Apr19.pdf>
21. RSA / Nottingham Business School / Nottingham Civic Exchange - D2N2 LEP - Refreshing the D2N2 Strategic Economic Plan: The case for inclusive growth – Oct 17 - http://www.d2n2lep.org/write/Documents/D2N2_Inclusive_Growth_Report_Final_291017.pdf
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- Joseph Rowntree Foundation (JRF) – <https://www.jrf.org.uk/cities-towns-and-neighbourhoods/inclusive-growth>
- Leeds City Region LEP – <https://www.the-lep.com/search/?SearchTerm=inclusive%20growth&Tag=&SortOrder=Relevance&Take=5>
- Inclusive Growth Commission (now closed) – <https://www.thersa.org/action-and-research/rsa-projects/public-services-and-communities-folder/inclusive-growth-commission>
- All Party Parliamentary Group – Inclusive Growth – <https://www.inclusivegrowth.co.uk/>
- RSA – Inclusive Growth Commission – <https://www.thersa.org/action-and-research/rsa-projects/public-services-and-communities-folder/inclusive-growth-commission/about>
- Manchester Inclusive Growth Analysis Unit (funded by JRF) – <https://www.mui.manchester.ac.uk/igau/>

Appendix 2 – Preliminary Review of Local Authority Inclusive Growth and Inclusion Priorities or Drivers

1. Devon County Council – Keri Denton (7th June) and Sue Rose (10th June)

- KD - Inclusive Growth is 'front and centre' of activities and plans – broader than just economic issue
- KD - Community services and health – will support good growth – healthy workforce and resilient communities
- KD - Apply proportional thinking – doing what matters with a focus on the customer
- KD - Requires sharper focus on key measures – selection of metrics
- KD - Should address the duality of Prosperity for All and Productivity for Growth – focussing in good growth
- KD - Council strategy update under development – due for publications shortly
- KD - Recognise need to focus on key sectors but also need to focus on inclusion of key areas of deprivation, social mobility, family and child poverty, poor micro-economy and challenges around income associated with self-employment
- KD - Right to focus on addressing the significant sub-regional imbalances
- KD - Local environmental capital and foundation sectors require balanced support – balance the action and impact
- KD - Require a clear stance for the region and recognition at national level – help drive use access and use of funding (Shared Prosperity Fund) and representation at DWP / EFSA / MOJ / DWP level
- KD - Use Skills Advisory Panel to support inclusive growth vision and tailor activities
- SR – Increased 'focus' on Inclusive Growth on Joint Committee with recent changes
- SR – Importance of duality – combining Productivity with Prosperity – and proactively accelerate 'trickle down' benefits
- SR - Challenges in low value and low paid jobs, high levels of employment in traditionally lower paid or seasonal roles, risks of Brexit impact on rural and coastal economies and on reducing collective willingness to invest
- SR - Brexit could see downturn in economy – region should learn from previous downturns
- SR - LIS has opportunity to combine 'clean and inclusive' – creating the conditions for communities to prosper and addressing social mobility, regional 'cold spots' or poverty and deprivation and rural v urban divide

Headline Areas of Priority are outlined in the Councils submission to the All-Party Parliamentary Group on Social Mobility submitted in the Spring 2018 – Headline extracts:

- Social mobility in Devon varies widely between different parts of the county. Rankings on the Social Mobility Commission's Social Mobility Index range from 49/324 (Exeter) to 283/324 (Torridge).
- Low wages and affordability - Higher growth sectors tend to be concentrated around Exeter and the M5 corridor. Hampered by long distances from major road networks, the North is characterised by more traditional agricultural and tourism. Low pay is a deeply rooted problem in Devon. Encouraging better businesses into the area and to grow is essential but depends on many factors. Low wages coupled with high house prices creates an affordability problem making it difficult to move to the area, especially for young people.
- Lack of opportunities for young people (training, employment & career pathways) - Devon's peripheral districts have strong sectoral bases in areas with poor transferable skills and less movement of peoples; agriculture, tourism, retail and health account for between 40 and 50% of employment in Devon's districts outside of Exeter
- Transport - The ability to bring faster connections to peripheral areas of Devon is a key barrier to growth, economic prosperity and social mobility as evidenced by many papers and the continued struggles of Torridge/North Devon and to some extent West Devon
- Broadband - Estimated coverage across Devon is around 90%, with 298,000 properties having been connected to superfast broadband by the Connecting Devon and Somerset programme as well as many more commercial upgrades from broadband providers such as Virgin Media and Openreach. Take up of superfast broadband however stands at 42%.

- Education - Educational attainment and skills performance is extremely varied across Devon, with a 22% difference in the proportion of adults holding an NVQ Level 3 qualification between Exeter and Torridge
- Funding - Local interventions in the above areas are limited by the reduced funding and resource available from Local Government and the use of partners to deliver programmes and projects such as training and transport infrastructure
- The paper also includes commentary on the visibility of opportunities to improve social mobility across these issues, current initiatives in place or in planning and future opportunities.

2. Carl Wyard – Torbay Development Agency

- LIS represents significant opportunity to apply inclusive growth and make a real difference, but it will need to balance the coastal / urban / rural challenges
- For Torbay 'coastal' has a significant combination of challenges – with growing levels of deprivation
- LIS needs to help prevent the prosperity gap widening alongside raising productivity
- Tourism and Care (health) sector need to be more attractive and commercial to work in
- LIS could support local wealth building and use anchor institutions to maximise social value
- LIS needs to embed inclusive growth – based on agreed local priorities – into capital project decisions showing how business cases are 'step-able' in terms of their impact on inclusion issues
- Key focus will be on deprivation and local transport infrastructure to support new jobs

Headline deprivation and poverty issues are outlined in an appendix analysis of deprivation and poverty.

Selected extracts include:

- In 2015 Torbay was the most deprived authority in the South West, slipping behind West Somerset which in 2010 was the most deprived in the South West. The main domains which contribute the most to Torbay's overall multiple deprivations are income, employment, and health deprivation, and disability. Torbay as an urban area suffers from many similar deprivation problems normally associated with big cities. Large parts of the Torbay are among the 10 percent most deprived in the country and employment is low with a lot of the job opportunities coming from the seasonal tourism industry.
- There are 3 basic factors to poverty - Low paid work, Worklessness, Inadequate benefits. The figures are contained in a national survey of child poverty which reveals that almost 55,000 children across Devon have a standard of living which means they are officially in poverty. Nearly 6,000 of those children are in Torbay.
- 52% of the population are aged 45+ higher than the regional or national averages. 27% are aged 20-44 this is below the national average
- More older people live in the deprived areas - The least deprived areas have fewer young people. 24% of Torbay children are living in Poverty. A large proportion are under 4 years and classed as being 'in need' or requiring child protection intervention
- A large proportion of people are aged either over 80 with long term health conditions
- 1 in 3 of Torbay residents are classed as living in England's 20% most deprived areas. There has been a 75% increase in Torbay residents living in deprived areas. Large parts of the area are among the 10 percent most deprived in the country
- Unemployment is low - Unemployment in Torbay has broadly fallen in line with the national trend. Many job opportunities coming from the low paid and seasonal tourism industry
- Incomes are below average reflecting the low productivity levels within Torbay. Torbay is one of the five areas in the UK where people earn the lowest average wage
- If you live in a deprived area of Torbay your life expectancy is 14.1 years less than if you live in a less deprived part of the Bay - Over the next ten years the numbers of people in the area with at least one long term condition is expected to increase
- The percentage of working age population in Torbay claiming some category of benefit has been steadily declining since 2012, the rate of benefit claimants in Torbay is still amongst the highest in the HotSW LEP.

- The working age population is declining down 4.4% over the last 10 years. Across Torbay 45% of those in employment work part time, compared to 32% across England as a whole.
- 30.1% of claimants in Torbay are long term unemployed. This is broadly in line with the national average, however considerably higher when compared to regional and LEP average.
- 16-25-year olds in Torbay unemployed for 6 months or more is higher than the national and regional averages of 37.6% and 33.2%, suggesting that it is slightly harder for younger people to secure employment in Torbay compared with other areas across HotSW LEP area.
- Reflecting the low productivity levels within Torbay, incomes are below average. The wage differential between Torbay and the rest of the country is increasing from £86.00 in 2011 to £116.90 in 2016.
- This increase in the pay gap means residents in Torbay are become relatively poorer compared to the rest of the country. Whilst male wages have been marginally increasing, female wages have remained broadly unchanged suggesting an increase in the wage gap between males and females.
- Torbay ranks poorly in terms of professional occupations accounting for only 13.7% of the workforce, vastly lower than regional (19.3%) and national (20.0%) averages. Torbay does rank well in skilled trades, and caring, leisure and other service occupations.
- 9.1% of the working age population in Torbay has no qualification compared the regional average (5.5%)
- Torbay has the highest number of insolvencies both business and personal in the country with 54 new cases per 10,000 population, compared with a national average of 25
- 26% of the population live in private rental properties this is particularly high, it means that affordable rentals particularly for families can be very hard to find contributing to financial hardship.
- Funding for small businesses remains very tight at the moment, particularly where trade is seasonal, putting a huge strain on the self-employed. Torbay has large numbers of self-employed skilled workers mainly living in the more deprived areas

3. Anna Peachey – Plymouth City Council

- Inclusive growth is a strong commitment of Plymouth City Council. The location operates the Plymouth Inclusive Growth Group which has raised profile of the approach and is in stage of developing and finalising an innovative strategy for inclusive growth
- Concept of inclusive growth can be difficult to describe – important to get a clear understanding and commitment. Plymouth has completed analysis of approaches and issues researching priorities for Plymouth, decided key indicators (income inequality and ESA claimants and committed to reporting on progress.
- It is developing a proposed approach that potentially combines a network of enterprises and organisations pledging to deliver Inclusive Growth Activities, a Chartermark, a media campaign, a multi-agency, strategic delivery plan focussed on issues, groups and areas and a funding programme to grow ‘inherently inclusive’ companies and organisations
- Important that future LIS structure builds on local activity and is focussed on real inclusion priorities. LIS IG approach would prioritise sectors and mandate minimum action (in Plymouth - real living wage, employee voice and procurement).
- Health Aging is a priority sector and changing demographics are a priority threat to the economy, yet the health and social care sector is low wage, often low skilled and isn’t well linked to the technology development

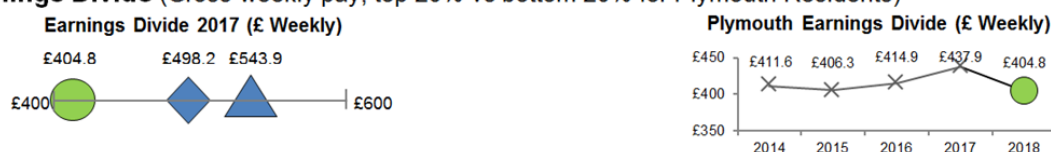
Analysis and Inclusive Growth Project Group Progress report provided by Anna showed the following headline issues and priorities

- Earnings divide increasing for Plymouth residents.
- Earnings divide unchanging for Plymouth jobs
- Lowest 20% earners wages are low compared to national and unchanging. They were growing well until 2008 but have since plateaued.
- ESA claimants high (30% higher than UK average) and unchanging.
- Job density in Plymouth is relatively low at 0.79 jobs per 100,000 population

- One of Plymouth's LSOAs is in the 1% most deprived in England – Stonehouse which is within the St Peter and the Waterfront ward.
- 29.2% of Plymouth's LSOAs are in the 20% most deprived in England. This includes 6 more wards than it did in 2010. The figures combine indicators of Income, Employment, Education, skills and training, Health and disability, Crime, Barriers to housing & services, Living
- Salaries / income - England and the SW Region have shown steadily increasing salaries of both the top and bottom 20%
- Plymouth showed a much steeper rise in both, until 2008. Since 2008, Plymouth salaries have remained unchanged for the bottom 20% and have risen comparatively little for the top 20%. The earnings gap is less in Plymouth but it is growing, as it is elsewhere.

An Inclusive Growth Focus

18. Earnings Divide (Gross weekly pay, top 20% vs bottom 20% for Plymouth Residents)



Comment: Plymouth's earnings divide has reduced significantly and remains substantially less than regionally and nationally.

Source: <https://www.nomisweb.co.uk/reports/lmp/la/1946157352/report.aspx?town=plymouth>.

19. Health Limitations Preventing Working



Comment: The proportion of Plymouth's working age population with health limitations preventing work looks to have remained relatively high while declining faster than regionally and nationally, closing the gap. Claimants moving onto Universal Credit will however have been a factor.

Source: <https://www.nomisweb.co.uk/query/construct/summary.asp?mode=construct&version=0&dataset=134>

4. Paul Hickson – Somerset County Council

- Rural locations, low income households and Military Personnel (families) are current equality and diversity priorities. Bridgwater, Taunton, Yeovil and W Somerset represent priority areas for activity
- Social mobility is a priority issue with W Somerset identified and supported under the DfE framework for social mobility
- Social inclusion and inclusive growth are significant areas of focus for the council – inherent within the Health and Wellbeing 'Improving Lives' strategy
- Inclusive growth should not be a 'siloes' activity or approach in the LIS, and needs to be seen as common theme or thread across all components and supporting issues like rural / urban / coastal divide
- Challenge is that majority of funding will be capital based and LIS needs to identify mechanisms to release revenue or service support to enable inclusive growth activity
- LIS can enhance growth and support of the social economy (social economy and localised social wealth creation) and use social enterprise sector a driver of local growth
- But also needs to appeal to broader business base – incentivising support and buy-in to the commitment to localism
- Value in pursuing increased focus on social value – not just LA – but working with larger organisations 'Anchors' to provide scale and potentially resource to inclusive growth activities And support broader LIS ambition

Broader demographic area information is provided by council Growth Plan, Business Plan and Improving Lives Strategy. Recent 2017 Hardisty Jones analysis as part of Somerset Growth Plan 2017 Refresh: Appendix 2 shows economic and social data although does not establish priority focus. Selected data includes:

Somerset's productivity is significantly lower than the UK average. However, it has increased at a greater rate than the national average since 2010. Only West Somerset saw its productivity level decrease between 2010-15.

When looking at working age population only (i.e. aged 16 to 64), the rate of change in Somerset between 2011 and 2015 is again below that of GB. Only Sedgemoor's population is growing at a higher rate than GB. There is a significant decline in the working age population of West Somerset, as well as a decline in total population.

Throughout Somerset, and in keeping with GB, the rate of growth in the total population is significantly higher than in the working age population. In West Somerset the rate of decline in the working age population is much greater than the rate of decline in the whole population.

The proportion of the total population that is of working age in Somerset is lower than in GB, and it is falling. Working age population is actually decreasing numerically in every District except for Sedgemoor.

Economic activity rates in Somerset have been higher than the GB average over the period from 2012 to 2016. Wide fluctuations in the economic activity rate in West Somerset are probably due to the small size of the population and the survey sample size.

Somerset residents' earnings are consistently below those at the GB level, but are increasing over time, following the same trajectory as GB. Workplace earnings are also below GB levels, climbing in parallel with them, but not catching up.

Workplace earnings in Somerset are lower than residents' earnings, suggesting that some people are commuting out of the county for better paid jobs. Workplace earnings in South Somerset and Taunton Deane are higher than residents' earnings, suggesting that better paid jobs within Somerset are concentrated in these Districts.

Somerset's level of employment has decreased overall since 2009, although it has been increasing steadily since 2012. Nonetheless, Somerset has generally trailed the GB average growth rate.

Mendip is the only District which has generally kept pace with the GB growth in employment, and from 2009-15 employment grew at a greater rate in Mendip than the national average.

Somerset has a lower concentration of employment in higher occupational classes (1 to 4) than GB, and a higher concentration of employment in most of the lower occupational classes (5, 6, 8 and 9). Whilst some occupational classes in some Districts do not fit into this pattern, the most notable exceptions are Skilled Trades Occupations in Sedgemoor which is unusually high, Sales & Customer Services Occupations in Sedgemoor which is unusually low, and Process, Plant & Machine Operatives and Elementary Occupations in West Somerset which are exceptionally high.

Somerset has more residents qualified to NVQ Levels 1, 2 and 3 than GB, but fewer qualified to NVQ level 4.

Micro-business and SME counts in Somerset are similar to those for GB. The large business count is lower.

The rate of business births per 1,000 residents is lower in Somerset than in GB. Business births in none of the Somerset Districts exceed the GB level.

Business survival rates in Somerset are higher than the GB benchmark for 1, 2, 3 and 4 years. All Districts have higher rates than GB for year 1 survival, and most (with the exception of Sedgemoor) have higher survival rates at years 2, 3 and 4.