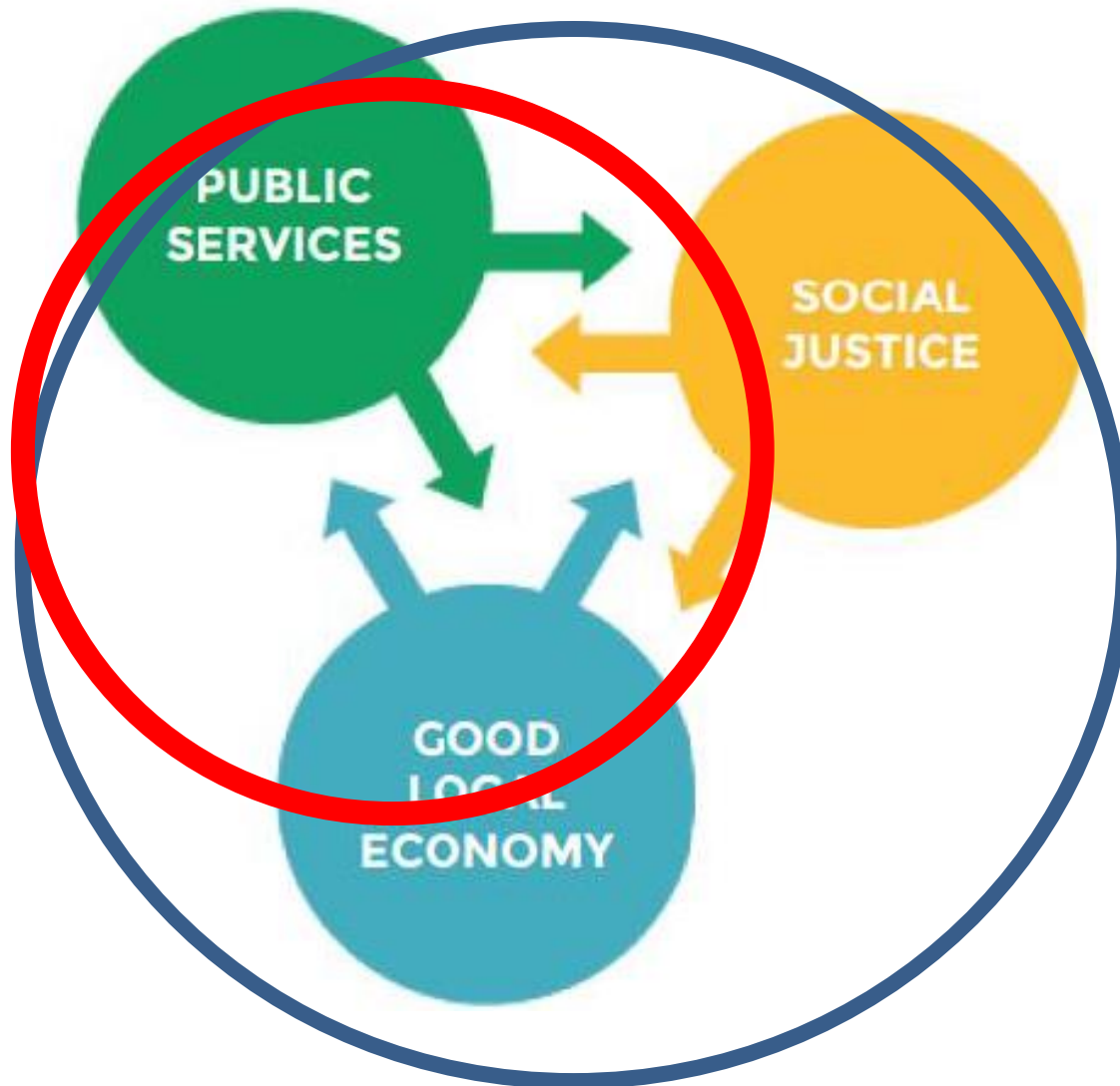


# Recap there are 3 economies



# Background: Inclusive economy is not same as inclusive growth.



***INCLUSIVE GROWTH***  
***INCLUSIVE ECONOMY***

# A socially just economy?



**Wealth strongly  
flows to people,  
places &  
communities**

Economic development  
has been failing.

Too little consideration of  
wealth:

- Who owns it?
- Who has power over it?
- Who benefits from it?

Create an economy where  
wealth is broadly, not  
narrowly held.

Wealth with local roots  
and ownership.

# Inclusive growth

- Inclusive growth is not about social justice, in terms of the distribution of wealth, opportunities, and privileges within a society;
- Inclusive growth is not about interrogating the values of financial capitalism, even though this (arguably) has been a contributory factor to global financial travails, *anomie*, social breakdown and poverty;
- Inclusive growth is not about de-growth or addressing environmental limits, pollution etc.;
- Inclusive growth is not about using national levers such as progressive taxation.

## CREATING GOOD CITY ECONOMIES IN THE UK



Struggling

Neighbourhoods and communities



Thriving local places





# The local matters!



- More value is being placed on local services, local products.
- Small local firms generate 58% more benefit for local economies than large local firms.

WHEN YOU BUY  
FROM A SMALL  
BUSINESS, YOU'RE  
NOT HELPING A  
C.E.O BUY A 3<sup>RD</sup>  
HOLIDAY HOME.  
YOU'RE HELPING A  
LITTLE GIRL GET  
DANCE LESSONS,  
A LITTLE BOY HIS  
TEAM JERSEY, MAMS  
& DADS PUT FOOD  
ON THE TABLE.

---

SHOP LOCAL.

KING PRAWN  
CURRY  
£4.95 PER PORTION



# 4 Elements to Local Wealth building

- 1. The spend of public, private or social anchors**
  - Get wider social and local economic value from procurement, commissioning
- 2. Employment activity of anchors and suppliers**
  - Deliver on local employees, real living wage, decent work
- 3. Ensure land value, property and investments benefit local economy**
  - Democratic capture of the financial return and land and property appreciation. Not extractive.
  - Community land trusts
- 4. Develop more local and democratic ownership within economy**



# Local Wealth building: Anchor Institutions

**Anchor Institutions: Sticky Capital!** Play a significant and role in a locality - Size & scale – **Purchaser/procurer, employer with land, property and assets**



Housing providers



Voluntary and  
community sector



Private  
Businesses



Education providers



Hospitals



Local government



Police

# How do we connect in Calderdale?



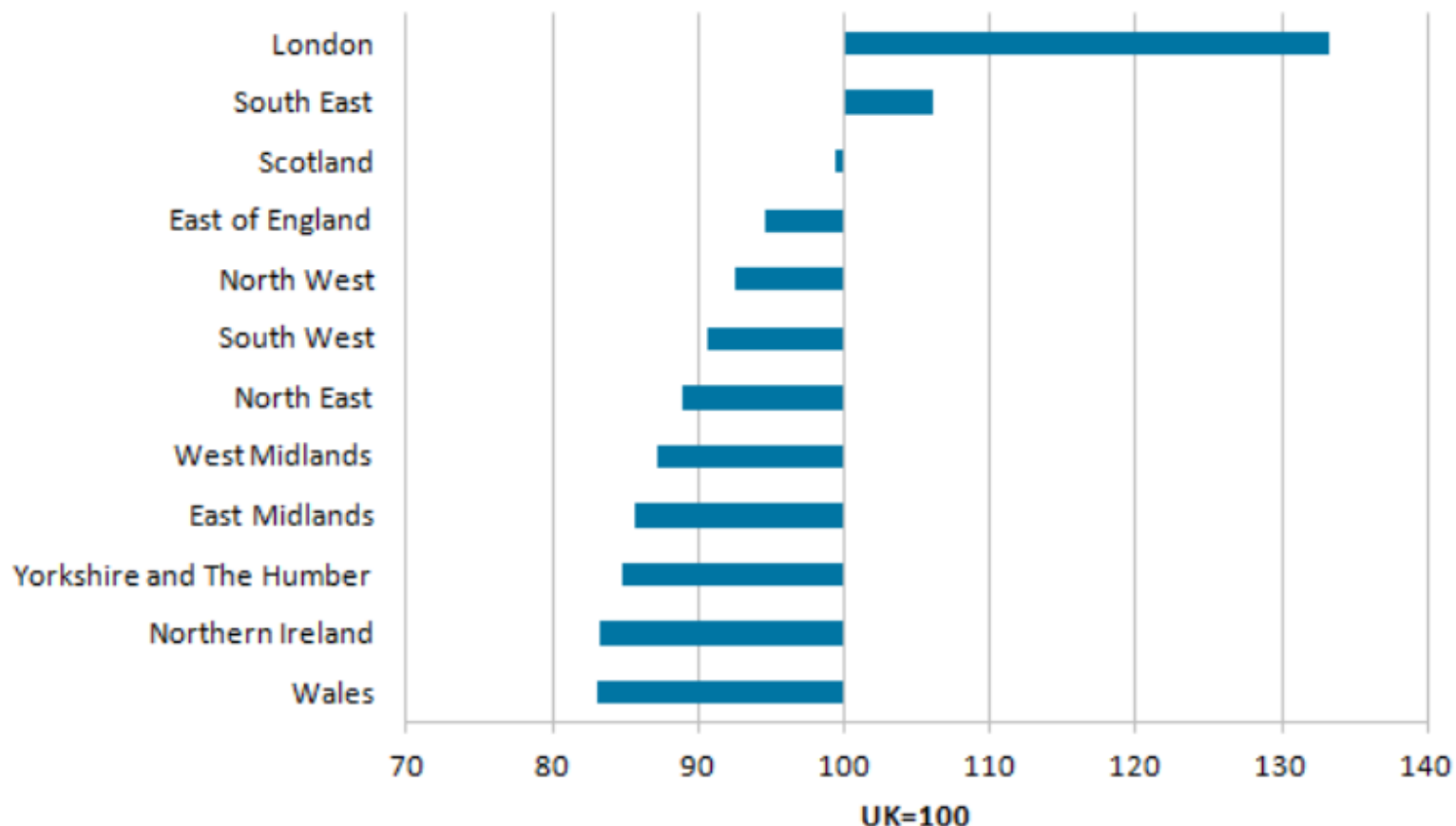
# Context to our inclusive economy strategy

- UK Industrial Strategy
- WYCA Local Inclusive Industrial Strategy
- Increasing income and wealth inequality
- Productivity gap

*“Businesses that have diverse, inclusive workplaces recognise this brings improved productivity.”*

- UK Industrial Strategy

**Figure 1: Labour productivity (gross value added per hour worked) by NUTS1 region, unsmoothed, current prices, 2016**



Source: Office for National Statistics



# Strengths in our Economy

- More than 8,500 thriving businesses
- Business density is 650 per 10,000 of population, higher than the national average
- 75.5% of working age people in employment
- A large and growing creative and digital business sector
- Visitor economy now bringing £328m each year into the local economy

# Our Challenges

- Higher levels of ill health amongst residents than the regional and national average - loss in productivity est. at approx. £300m a year
- Stubborn deprivation and inequality in some areas
- Low incomes - low pay, insecure jobs, underemployment
- Skills gaps in the local workforce
- Poor levels of attainment at A level/NVQ 4
- Shortage of sites available for new development

# Our Challenges

- Inadequate in-borough train and road connectivity
- No university presence
- Incomplete data and poor sharing of business intelligence between sectors and anchor organisations

# IE Strategy - 6 Key Objectives

- **Growth and Investment** – unlocking the potential of businesses, attracting new investment and jobs
- **Social Value and Anchor Organisations** – public, private and third sectors working together to achieve better social value from spending and recruitment
- **Access to Good Work** – better access to jobs with good pay, T&Cs and opportunity for progression



# IE Strategy - 6 Key Objectives

- **Young people and lifelong learning** – helping people to use their talents and acquiring new skills
- **People and Places** – thriving and distinctive local towns, villages and communities
- **Targeting our efforts** – using data and evidence better to maximise impact

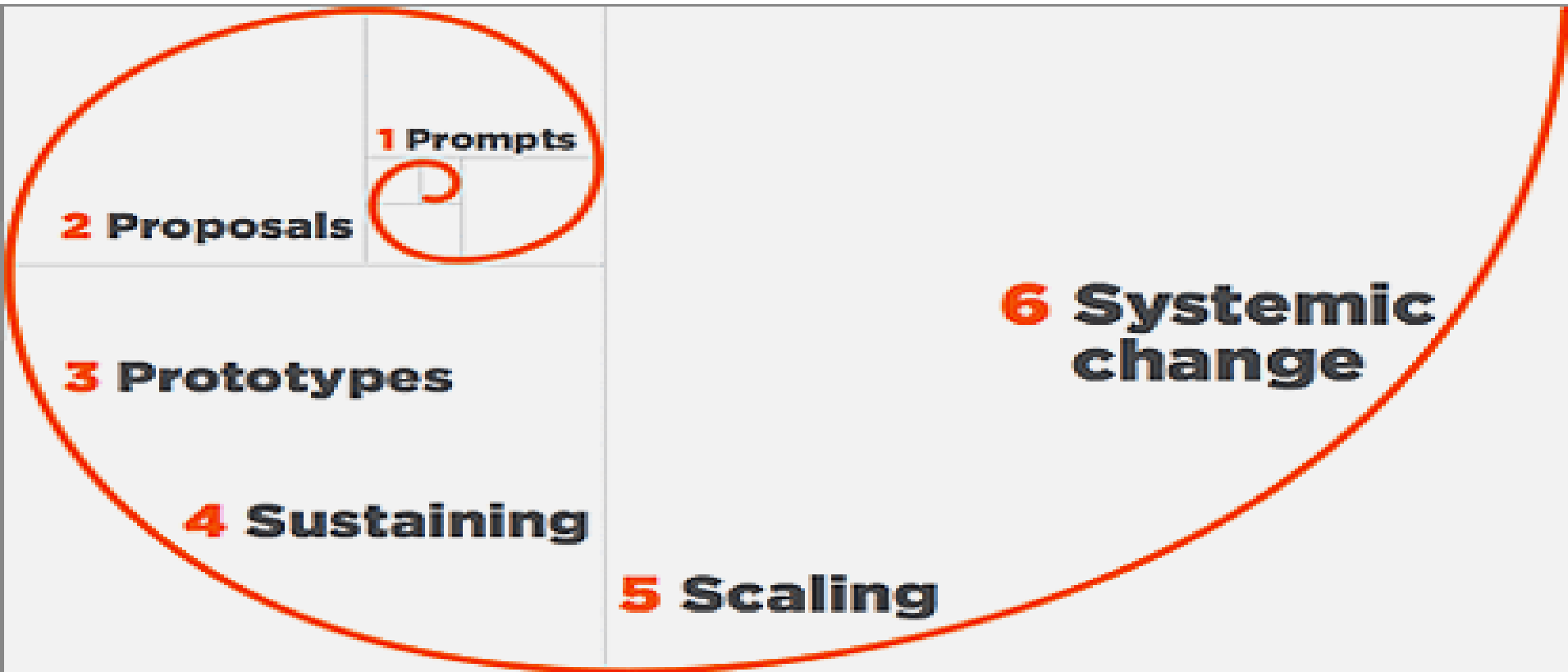
Striking connection to Marmot Review 10 years on !!

# Calderdale Delivery mechanisms

- Private, Public and Third Sector Leadership from Anchors on local spending and recruitment
- Infrastructure investment
- Supporting existing and new businesses
- Unlocking sites for development
- Good Employers Charter
- Healthy Workforce Initiatives
- Business Rate Pool Inclusive Growth project
- Links between business and schools
- Improved Business Intelligence
- Marketing
- Sense of Place- local authority role as a convener – Vision 2024

# What to do now?

- Action and 'experiments'.
- Creating contexts for good things to happen
- System leadership approaches !



# £ available West Yorkshire

- Business rates pool collected from local authorities by West Yorkshire Combined Authority and reallocated
- Calderdale successful in bid for inclusive growth
- Ties in with emerging Calderdale Inclusive Economic Strategy with focus on access to good work and anchor institutions



# About the bid

- **£1 million over 3 years**
- 3 key strands: engagement, social value and employability
- Working in Park and Warley to test out the concepts, providing proof of concept and generating potential for scalability & sustainability
- Overall aims
  - Reviewing employment levels from the target communities
  - Identifying how that can be increased
  - Developing programmes to support and upskill local employees
  - Reviewing barriers to employment and redesigning pathways into work.
  - Strengthening local supply chains
  - Maximising social value from Council and anchor spend

# Anchor Work in Calderdale

- Mapping of council spend and social value
  - £145m each year, with 40% of that spent locally, over 85% spent in West Yorkshire and around 55% spent with small and medium sized companies.
- Training on new economics (Council)
- Link to Inclusive Economy strategy
- Assess appetite for deeper anchor approach
  - Interviews with Council, Calderdale College, Halifax Opportunities trust, VCSE sector in Calderdale, Calderdale Community Foundation

# General Views

- Knowledge and interest in Calderdale. But its now about mobilising and doing it!
- Lots of good new economics things happening. Not always appreciated/amplified within Economic strategy
- Huge energy and good things happening in social sector. Not realised as much as it could be.
- Anchor approach required across the board:
  - Spend
  - Workforce development
  - Land property and investment – pro local

# Preston's Local Wealth Building: A new economic ecosystem

- Extractive wealth banished through a growing set of actions
  - Spend and actions of anchor organisations (5 years in)
  - Lancashire Bank (in development)
  - Use of local pension funds for local investment (in development)
  - Local food networks (established)
  - Platform cooperative (established)
  - Local cooperatives development to feed into supply chain (in development)
  - Local energy company (in development)

- Establishing 'collaboration pacts' and collaborative economy incubators, as in [Bologna](#) or [Ghent](#).
- Development of cooperatives, social enterprises and grounded SME, as done in [Barcelona](#), [Cleveland](#) (USA), [Jackson](#) (USA) and [Preston](#).
- Remunicipalisation of public services – including energy provision, water provision and social services – as largely practiced in [France, Austria, Germany and Norway](#).
- Community land-trusts to counter gentrification, as in [Leeds](#) and [Oakland \(USA\)](#).



## The Rational Lexicon

Balanced  
Fair  
Safe  
Transparent

Scrutiny  
Value for money  
Boundaries  
Targets  
Evidence  
Data  
Accountability

Arid and sterile  
Gaming targets  
Declining trust  
Detachment

Systems and  
processes  
Professional codes

MOTIVE

TOOLS

RISKS

OUTCOMES



## The Relational Lexicon

Connection  
Individual  
Hope  
Personal change

Wellbeing  
Desire  
Friendship  
Spontaneity  
Discretion  
Intuition  
Warmth  
Story telling  
Metaphor

Populist responses  
Difficulty in explaining  
Favouritism

Relationships  
Trust  
Challenge

**Kindness, emotions and  
human relationships: The  
blind spot in public policy.**

**Julie Unwin 2018**