

Inclusive Growth: what does it look like?

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Part 1: Inclusive growth: what does it mean, and what does it look like?

Introduction

Inclusive growth has gained increasing prominence in Scotland over recent years, following the Scottish Government's refreshed economic strategy published in 2015 (Scottish Government 2015). The concept originated in the work of economists debating the importance of not just growth itself – but of the shape and distribution of growth across a population. While inclusive growth means many different things to different people, it can be broadly defined as 'a concern with both the pace *and* pattern of growth' (Lee 2018). Where previous approaches to economic development had prioritised any growth, inclusive growth asks new questions about which people and places stand to benefit from growth – as well as which people or places are excluded from the benefits of growth.

The Scottish Government defines inclusive growth as '**growth that combines increased prosperity with greater equity; that creates opportunities for all; and distributes the dividends of increased prosperity fairly**' (Scottish Government 2015).

On the ground, however, defining what inclusive growth means and translating these high-level policy approaches into tangible and measurable action have been persistent challenges (Statham and Gunson 2019). As we look towards Scotland's recovery from Covid-19, there is a clear and urgent need to learn the lessons from Scotland's inclusive growth agenda and find new ways to deliver change in line with concepts of inclusive growth across Scotland's economy.

Earlier research from IPPR Scotland has found that inclusive growth is blurrily defined and inconsistently understood across government and delivery partners in Scotland, with work to deliver inclusive growth on the ground characterised by a lack of clarity (Ibid). That research found having few clear examples of what inclusive growth looks like in practice presented a barrier to policymakers on the ground, trying to grapple with how to get started.

This project seeks to illuminate tangible examples of inclusive growth in Scotland, with a view to translating successes even if small in scale and sharing learning to inform future improvements in delivery.

Inclusive growth over time

While the term inclusive growth has come to prominence in recent years, there has been a great deal of activity in Scotland that has worked towards related priorities of regeneration and economic development for some time. A number of the interventions delivered over the past two decades of devolution in Scotland could fall within the definition of inclusive growth used more recently. In this sense, while inclusive growth may signal a new focus for economic policy in Scotland, and a new way of thinking about how we deliver a fairer

economy, there have been many years of work in this area prior to the Scottish Government's refreshed economic strategy in 2015.

As an overarching economic strategy, however, inclusive growth offers key differences in its approach. Most significantly, inclusive growth marks a departure from previous theories around economic growth that dominated economic thinking while some of these interventions were designed. The 'trickle down' neo-liberal economic policy in the 1980s and early 1990s, or 'third-way' approaches seen in the late 1990s and early 2000s, for example, were much less concerned about the shape or pattern of economic growth. These approaches treated economic inequality between people and places as by-products of economic growth that would be addressed through later-stage interventions, such as taxation and public spending on social security or public service investment. The distinction with inclusive growth is that 'social' interventions and 'economic' interventions are seen as one and the same. Rather than relying on 'post-growth' redistributive measures to correct for inequalities produced by a particular economic model, inclusive growth looks to make those economic systems stronger and more inclusive by design: delivering an economy that more people have a meaningful stake in, and prosperity that is more broadly shared. Rather than treating the economy as separate to society, inclusive growth recognises that they are indivisible: the economy shapes society and society shapes the economy. As Angel Gurría, then General Secretary of the OECD, put it to a Wellbeing Economy Governments network symposium in Iceland in 2019:

"The economy of wellbeing specifically highlights the need for putting people at the centre of policy and moving away from an attitude of 'grow first, redistribute and clean up later' towards a growth model that is equitable and sustainable from the outset" (OECD 2019)

In doing so, an inclusive growth model positions the wellbeing of people and planet as a core concern of economic development, rather than an afterthought.

Defining inclusive growth

Overall definition

There are **multiple definitions** of inclusive growth in use across Scotland, and these definitions are often contested (Statham and Gunson 2019). IPPR Scotland has argued that a working definition of inclusive growth should be based on four key components:

1. Recognising that a fairer economy is a stronger economy

Inclusive growth approaches recognise that high levels of inequality weaken economic performance – and that by addressing inequality through the process of growth itself, we can deliver stronger economies that more people have a stake in. To realise inclusive growth, you need not just growth, or greater inclusion, but growth that is designed to generate greater economic and social inclusion – not one or the other, and not sequentially.

2. It must narrow inequalities *through* economic growth

Inclusive growth is about narrowing inequalities through the process of economic growth. While there are lots of policy interventions that narrow inequalities through other means, they do not all constitute inclusive growth. Inclusive growth interventions must be focused on narrowing inequalities through economic means.

3. Inclusive growth must benefit people on lower incomes, and with less of a share in wealth

Inclusive growth must be designed to redress economic inequalities. In doing so, it must aim to benefit people on lower incomes, and people and places with less of a share in wealth. Place-based approaches are likely to be an important means to this end but not ends in themselves. Achieving growth for a rural area, or for a deprived area is not necessarily inclusive growth, in that it depends on who benefits from this growth within given areas. Likewise, inclusive growth will not be realised without an embedded understanding of the structural inequalities faced by particular groups of people. Inclusive growth's success therefore relies on reducing inequalities of income and wealth across Scotland. Given the realities of inequality in Scotland, and the forces that drive them, this will also rely on an approach that understands different groups of people's distinct experiences and the particular systems that perpetuate the inequality faced by different groups. This includes, for example, the gender pay gap, the ethnicity pay gap and the disability employment gap, and distinct forms of inequality produced where inequalities intersect.

4. Inclusive growth must be sustainable, embedded and within planetary boundaries

Inclusive growth must be sustainable to support transformational change. It must protect the environment and nature, and lead to entrenched change over the long term.

Measurement challenges

Without a clear definition that is shared across the many varied contexts inclusive growth activity is embedded in across Scotland, it becomes hard to measure and evaluate what is working and what is not, and what is delivering and what is not. Previous IPPR Scotland research found that translating high-level inclusive growth ambitions into local action was a significant challenge – and that what inclusive growth looks like in practice was not always clear (Ibid).

In order to bring the Scottish Government's definition of inclusive growth to life, this report focusses on real-world examples of inclusive growth in practice.

Scale

Alongside challenges around measurement, there are challenges around what inclusive growth interventions look like, and how effective they can be at different levels of scale. While inclusive growth can be defined and measured at the national level, what are the likely effective interventions that can deliver inclusive growth at a sector or regional level, at the local level or even at the level of individual businesses and workers. This report considers case studies and potential measures at various levels of scale to help to understand this aspect of delivering inclusive growth.

Inclusive growth in application: where are we now?

Since inclusive growth was positioned as a central objective for economic policymaking in Scotland in 2015, we have seen change in the stated priorities of government, agencies and wider stakeholders, alongside efforts to encourage and support new ways of working to this aim. This had included the development of an inclusive growth diagnostic tool to support local policymakers, the development of city and regional growth deals across Scotland, the advent of Regional Economic Partnerships and work with enterprise agencies, including harnessing community wealth building as a strategy for delivery. The creation of Scotland's Centre for Regional Inclusive Growth (SCRIG) as a hub to support the sharing of learning, practice and resources for practitioners across Scotland is itself an example of a new intervention with the aim of embedding inclusive growth approaches across Scotland's economy. This chapter will assess progress made so far in embedding inclusive growth across policymaking in Scotland.

Progress on inclusive growth

Since 2015, there has been significant progress on integrating inclusive growth objectives into the workplans of government agencies and major expenditure projects. This has been paired with work focused on supporting various government actors and practitioners across Scotland to understand and embed inclusive growth approaches through their work. Next, we assess specific areas of activity and how far they have supported the delivery of inclusive growth in practice.

The business pledge

The refreshed Scottish business pledge was introduced in 2018 as a voluntary tool that encourages employers in Scotland to take on a range of business practices, some of which are designed to align with fair work principles. The business pledge includes ten areas of activity:

1. Paying the real living wage
2. No inappropriate use of zero hours contracts
3. Action to address the gender pay gap
4. Environmental impact
5. Investing in a skilled and diverse workforce
6. Workforce engagement (engaging employees in decision making)
7. Innovation
8. Internationalization
9. Support your community (through employing locally and using local supply chains)
10. Prompt payment

The refreshed pledge clearly indicates the desired direction of travel for business in Scotland: towards fair work (by promoting decent pay, contractual security, worker voice and action to tackle workplace inequality), environmentally sustainable practice, and community wealth building (discussed in more detail below). These areas all have clear

potential to contribute towards inclusive growth, and there is obvious room for improvement. In its current form, however, the pledge is limited in its ability to deliver transformative change on the scale required to realise a new economic model in which these business practices are the norm.

Fair work first

The Scottish Government has adopted a Fair Work First approach as its flagship fair pay policy shaping procurement across the public sector. This sees the Scottish Government ask employers in receipt of public money to adopt fair working practices, specifically:

- appropriate channels for effective voice, such as trade union recognition;
- investment in workforce development;
- no inappropriate use of zero hours contracts;
- action to tackle the gender pay gap and create a more diverse and inclusive workplace; and
- payment of the Real Living Wage.

This followed the adoption of a fair work agreement covering the civil service and local government employment practice in 2018, which attempted to embed fair work practice across each of the dimensions of fair work identified by the Fair Work Convention: respect, opportunity, fulfilment, security and effective voice. This constitutes a clear example of inclusive growth practice being effectively embedded in the public sector.

Enterprise agencies

Scotland's regional enterprise agencies have embraced a place-based approach to inclusive growth through their activity in recent years – but there is conflicting evidence of how far these commitments have been embedded in practice. Highlands and Islands Enterprise activity has included 'inclusive growth weighting' applied to investment decisions, area profiling to identify relevant and appropriate indicators, and efforts to mainstream work towards inclusive growth across operations. In 2018, the South of Scotland enterprise agency committed that any organisation they work with should commit to becoming a Fair Work employer; that grants offered to business and community organisations will be conditional on being a Fair Work employer and on commitment to Fair Work First principles; and that specialist guidance on fair work shall be offered to businesses and organisations working with the agency.

Activity within Scottish Enterprise has included a focus on improving job quality across Scotland, and on tackling inequality through inclusive and sustainable growth. This has been supported by efforts to mainstream equal opportunities through the agency and its practice.

City and regional growth deals

Across Scotland, city region and regional growth deals have become key sites of inclusive growth activity, representing £5bn of investment. Guidance to city deals from Scottish Government stresses inclusive growth priorities, and deals have already generated a wide

range of activity focused on driving greater economic inclusion through deal investment. All deals have identified priority groups to benefit from investment, and the inequalities they aim to reduce – the Tay deal, for example, is prioritising women and young people as priority beneficiary groups. These ambitions have been translated into action across deals through community benefit clauses in procurement, aimed at action on employability and skills, and ensuring under-represented groups such as women, disabled people and minority ethnic groups benefit from opportunities. Other examples of deal activity aimed at realising inclusive growth include new premises being designed to ensure disabled access, and Fair Work principles are being embedded across deal contracting.

As of yet, there is insufficient evidence to assess how far a commitment to inclusive growth language through growth deals will translate into a different approach in practice, and improved outcomes on the ground.

Action plans

Scottish Government strategy has attempted to translate high-level commitments into action through a series of ‘action plans’. These outline planned government activity to improve outcomes for particular groups of people, or in particular policy areas – several of which relate closely to inclusive growth objectives. The *fair work action plan* was first launched in 2019, aimed at action to support employers to assess their current working practices and adopt fairer practice. Planned activity spans delivering the refreshed business pledge, the Real Living Wage, action to support unpaid carers, and promoting collective bargaining. The plan aims to make Scotland a ‘fair work nation’ by 2025.

The Fairer Scotland for *disabled people: employment action plan*, published in 2018, followed on from *a fairer Scotland for disabled people*, and includes activity to support employers (including Scottish Government and its agencies) to recruit and retain disabled people, and through Fair Start Scotland as a fully devolved employability service for people who are long-term unemployed, are disabled, have health conditions, or face other barriers to moving into work.

The *race equality action plan* was published in 2017, and followed the race equality framework that aims to shape government action from 2016 to 2030. It has included a focus on employment, through action such as the Workplace Equality Fund to fund projects to improve race equality and the tackle the ethnicity pay gap, and through research exploring the barriers facing minority ethnic entrepreneurs, and minority ethnic women in Scotland’s labour market.

Scottish Government published *A fairer Scotland for women: gender pay gap action plan* in 2019, outlining activity spanning employment, early years and childcare, skills and training, social security and employability services that aims to close Scotland’s gender pay gap.

This activity represents opportunities to begin to embed inclusive growth across policymaking in Scotland – but its success is contingent on ensuring that lowering barriers to disabled people, ethnic minority groups and women is a shared priority.

Inclusive growth diagnostic tool

Efforts to embed inclusive growth have been driven through the development and deployment of an **inclusive growth diagnostic tool**, piloted by North Ayrshire local authority, which seeks to support local policy-makers to benchmark performance against inclusive growth indicators, understand ‘root causes’ of *exclusion* from growth, consult and engage local actors, prioritise, act, and measure progress. We later compare this process to real-world case studies of inclusive growth in action across Scotland.

Community wealth building: a strategy for realising inclusive growth?

Community wealth building has emerged in recent years as an important practical and outcomes focussed tool to shape economic development and deliver inclusive economic growth. The Centre for Local Economic Strategies (CLES), who have led the development of community wealth building approaches across the UK, define community wealth building as follows:

‘Community wealth building is a people-centred approach to local economic development, which looks to increase the flow of wealth back into local economies and places, by giving more control to local people and businesses.’ CLES 2020

A community wealth building approach puts an emphasis on local people and on ownership – with a view to growing the number of people that have a genuine ownership stake in the economy. It also focusses on the local, looking at how local economies can be hardwired to lock wealth into places, supporting the development of a resilient economy that works better for people, place and planet.

The Scottish Government’s approach to community wealth building is established across five priority areas: inclusive ownership; workforce; finance; land and property; and spending (see Figure 1).

Figure 1: Scottish Government’s approach to Community Wealth Building



Source: SCRIG 2021

These dimensions are helpful in their specificity, in that they provide direction and support collaboration across areas of policy and practice that might not otherwise be made. This includes, for example, considering land ownership through economic development, or seeking to improve job quality by embedding fair work practices through local procurement.

The explicitly place-based practical economic development model that underpins the community wealth building approach, reflected in Figure 1 above, shows where inclusive growth and community wealth building (CWB) could overlap and reinforce each other. To contribute to inclusive growth, however, the design of CWB interventions and how their outcomes are measured, and evaluation will need to keep track of which people as well as which places benefit from CWB activity. Place-based approaches may be necessary in delivering inclusive growth, but they will not always be sufficient. An understanding of the distributional effects of interventions will be necessary to ensure a focus on CWB can work to deliver inclusive growth outcomes.

Towards a wellbeing economy

More recently, the Scottish Government has articulated ambitions to build ‘a wellbeing economy’. Scotland is a founding member of the WEGo (Wellbeing Economy Governments) group, which includes the governments of Scotland, Wales, Iceland, New Zealand and Finland. The Scottish Government defines a wellbeing economy as follows:

‘This **means** building an **economy** that is inclusive and that promotes sustainability, prosperity and resilience, where businesses can thrive and innovate, and that supports all of our communities across **Scotland** to access opportunities that deliver local growth and **wellbeing**.’ (Scottish Government 2021)

Central to wellbeing economy ambitions is the conviction that wellbeing is as important as economic growth (Scottish Government 2020). Activity to support a wellbeing economy has been linked to the development of Scotland’s National Performance Framework, which outlines a core set of national outcomes against which the Scottish Government aims to deliver, and indicators against which to measure progress. This includes a direct focus on wellbeing, alongside a range of measures from employment or unemployment, access to green space, or experiences of the care system, that affect people’s wellbeing.

Where does inclusive growth fit with wellbeing?

Within this vision, inclusive growth offers an approach to day-to-day economic development that could serve as the foundations of a wellbeing economy.

The Scottish Government’s Economic Recovery Implementation Plan, written in response to the 2020 report of the Advisory Group on Economic Recovery, begins to knit inclusive growth into a wider vision for Scotland’s economy. It argues explicitly that by tackling inequality, such as women’s economic inequality, and working to secure fair work across Scotland’s labour market, Scotland can unlock greater wellbeing while creating a stronger and fairer economy (Scottish Government 2020). The report presents tackling inequalities and wellbeing as parallel aims for Scotland’s economic recovery. It also explicitly links efforts to tackle the climate crisis – through decarbonising and greening Scotland’s economy – to wellbeing, and quality of life in Scotland.

A wellbeing economy is described as a vision for ‘*a society that is thriving across economic, social and environmental dimensions and that delivers sustainable and inclusive growth for the people of Scotland*’. The Scottish Government identify four principles of a wellbeing economy:

Economic progress and prosperity – described as a thriving private sector, driven by innovation and internationalisation, that provides quality employment for the people of Scotland

Inclusion – ensuring that all people and communities across Scotland are able to contribute to and feel the benefits of our economy and society

Sustainability – ensuring current and future wellbeing through environmental, social and economic sustainability through an economic model that protects and restores nature and helps us live within the planet’s sustainable limits

Resilience – an economy that is ‘future proof’, diverse, and capable of withstanding shocks, due to the strength of its human, natural, social and economic capital

These definitions suggest substantial common ground exists between wellbeing economy and inclusive growth agendas. The Scottish Government’s vision for a wellbeing economy

presents economic inclusion as a central component – suggesting a wellbeing economy offers an expanded vision for Scotland’s future, with a *re*-emphasis on environmental sustainability, and a *de*-emphasis on economic growth as a key objective for economic policy. In this way, a wellbeing economy offers a more developed vision for Scotland’s economic strategy – within which the central objectives shift away from traditional indicators, such as GDP growth, and towards a more holistic set of ambitions for Scotland’s people and places. Delivery against this vision relies on a wholesale shift in the ambitions of economic policy, and a reorientation in thinking about which areas of government, and which levers, can be drawn on to deliver better outcomes for people and planet, by narrowing inequalities and prioritising environmental and natural sustainability. Where previous approaches might have understood these ambitions to be the preserve of social policy alone, ambitions to deliver an inclusive economy or a wellbeing economy place them at the heart of economic policy. This was evidenced in previous IPPR Scotland research on inclusive growth, that found a shift in decision making, whereby economic policy officials understood social outcomes to be as much within their remit as, for example, health or housing policy (Statham and Gunson 2019).

Delivering an inclusive economy

Ambitions to embed inclusive growth across Scotland’s economy have often been pinned to flagship policy programmes, including growth deals and plans for Scotland’s National Investment Bank. So far, however, much of this work is still in planning, or early stages of development. While the ambitions that underpin inclusive growth as a policy agenda are understood at the high level in government, inclusive growth has yet to be translated effectively from a theoretical concept into tangible outcomes that practitioners can embed into their work. Research from IPPR Scotland has found that the further you move from central government to local areas, or from the senior level to the practitioner level, the more confusion there is surrounding what inclusive growth is, and what it is trying to achieve (Statham and Gunson 2019).

While visible examples of inclusive growth in action across Scotland still remain far from the mainstream approach, policy practitioners have expressed the potential benefits of learning from successes. Previous research has recommended that inclusive growth be ‘brought to life’ by developing a bank of examples of inclusive growth in practice (Statham and Gunson 2019). This project offers a starting point for that resource.

Part 2: Inclusive growth in practice: what's changed?

Sharing learning on inclusive growth interventions in Scotland

Whether or not inclusive growth delivers improved outcomes will rely on how ambitions are translated into progress on the ground. While effective initiatives to 'reshape' growth will need to understand and respond to specific local contexts, learning from effective interventions elsewhere can provide inspiration or a starting point for policymakers across Scotland looking to take new approaches to local economic development.

This report takes the broad definition of inclusive growth outlined by the Scottish Government as its starting point, and the four-part definition outlined in IPPR Scotland's previous work, and looks to identify examples of inclusive growth in practice. In developing a bank of projects that provide insights into different approaches, we hope to share learning and build connections across Scotland. This next chapter will explore what inclusive growth looks like in practice in Scotland – drawing on a series of case studies.

How are people measuring inclusive growth in Scotland?

This chapter provides a more detailed exploration of approaches to delivering and measuring inclusive growth on the ground across Scotland. We find that while designing local interventions in line with inclusive growth and their measurement remains a consistent challenge, significant progress has been made in the context of individual projects. We reflect on design and measurement challenges in more detail through the case studies explored.

National Performance Framework

At the **national level**, the outcomes laid out in the National Performance Framework include that people in Scotland 'have a globally competitive, entrepreneurial, inclusive and sustainable economy'; 'have thriving and innovative businesses, with quality jobs and fair work for everyone' and 'tackle poverty by sharing opportunities, wealth and power more equally'.

The challenge, however, comes in translating these ambitions into appropriate measurable indicators and design of interventions for the sub-national level. Within the National Performance Framework, indicators included under economy are as follows:

- Scotland's rank for **productivity** against key trading partners
- The value in GDP of Scottish **exports** (excluding oil and gas)
- **GDP growth** rate, measured against the previous three-year average
- Carbon footprint, expressed in million tonnes of carbon dioxide equivalent
- **Natural capital**, as measured by the quality and quantity of terrestrial habitats and their potential to deliver ecosystem services now and in the future

- **Income inequality**, as measured by the income share of the top ten percent of the population relative to the bottom forty per cent
- The percentage of addresses at which **access to superfast broadband** is available
- Spend on **research and development** as a percentage of GDP
- **Entrepreneurial activity**, as measured by proportion of the adult working age population that is trying to start a business, or that owns or manages a business which is less than 3.5 years old

In addition, Fair Work and Business indicators are as follows:

- The **number of businesses** in Scotland
- The share of **high growth businesses** in Scotland
- The share of **innovative businesses** in Scotland
- **Economic participation** rates relative to other UK nations
- **Employees on the living wage**, measured by the percentage of workers earning less than the living wage
- **The pay gap** between men and women in full-time work
- **Employee voice**, as measured by the percentage of workers who are affected by a collective bargaining agreement in their workplace
- **Gender balance in organisations**, measured as the gap between male and female employment rate
- An additional indicator measuring **contractually secure work** is currently in development

Translating local-level activity to promote more inclusive economic development into national ambitions to re-pattern economic activity remains a persistent challenge for policymakers and practitioners working to deliver inclusive growth. Other relevant indicators include the number of assets in community ownership, the percentage of workers earning less than the living wage, the gender pay gap, and wealth inequality.

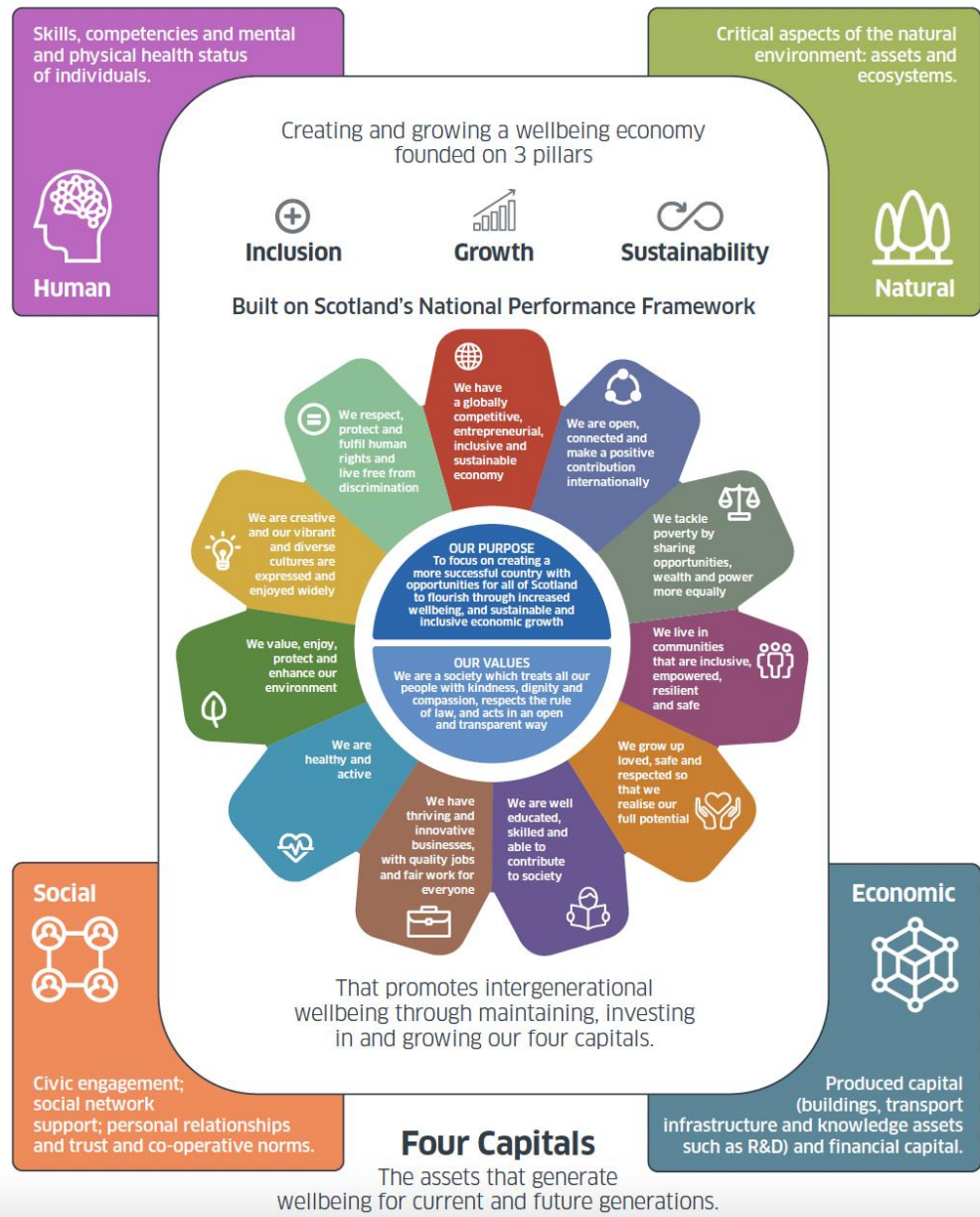
Wellbeing Economy Monitor

Figure 2 below shows a framework for Scottish Government's Wellbeing Economy Monitor, designed to guide policymakers and practitioners. The monitor is currently in development. The framework emphasises the equal importance of human, natural, social and economic capital as 'the assets that generate wellbeing for current and future generations'. This demonstrates how a wellbeing economy approach conceives of physical and mental health, the restoration of nature, physical infrastructure and civic engagement as key components of a thriving and sustainable economy future economy. Within this framework, inclusive growth approaches can contribute towards developing each of these four capitals through cross-cutting activity.

Figure 2: The Scottish Government's Wellbeing Economy Monitor

Wellbeing Economy Monitor

To help us achieve our vision of an economy that delivers sustainable and inclusive growth for the people of Scotland.



Source: Scottish Government 2020a

Inclusive Growth Outcomes Framework

The Scottish Government's *Inclusive Growth Outcomes Framework* offers a useful tool to conceptualise inclusive growth (see Figure 3). It underlines efforts to translate ambitions for greater economic inclusion into economic policy approaches, where inclusion (or lack thereof) has long been viewed as challenge for social policy alone. Its broad areas and dimensions are designed to communicate the breadth of the inclusive growth agenda, and to guide practitioners to think through the specific interventions that might work for particular groups of people, or particularly places within Scotland. However, their breadth

also highlights the challenge for policy practitioners attempting to operationalise a national strategy at the local level – who have to grapple with designing and evaluating local interventions that can deliver against these national ambitions.

Figure 3: Inclusive growth outcomes framework



Developing an inclusive economy matrix

Through this report we wanted to take some steps to understand how high-level definitions and ambitions on inclusive growth could be translated into the design and measurement of interventions at the sub-national level. For this we have developed what we have termed an inclusive economy matrix to show some of the features and measures that inclusive growth interventions could include.

Inclusive growth: scale of activity

Inclusive growth activity spans the breadth of economic activity in Scotland: from micro-level interventions to national outcomes. Here, we map out a range of levels for inclusive growth activity, in order to map what activity to support different areas of action might look like at different levels.

At the **micro-level**, inclusive growth activity can relate to sub-contracting, or the actions that individual employers and workers can take to deliver inclusive growth.

At the **local level**, inclusive growth can be embedded through local authority systems and approaches, including through use of the inclusive growth diagnostic tool and the development and adoption of community wealth building strategies.

At the **regional level**, £5bn worth of investment has been directed towards delivering inclusive growth through place-based 'growth deals'; approaches taken through regional economic partnerships. Highlands and Islands and South of Scotland enterprise agencies are coordinating regional economic activity to promote inclusive growth.

At the **national level**, inclusive growth ambitions can be captured and measured through Scotland's National Performance Framework.

Inclusive growth: Key areas of activity in Scotland

In line with the Scottish Government's definition of inclusive growth, and our own working definition outlined in Chapter 1, we have outlined some broad areas of activity that inclusive growth interventions cut across. Having looked across examples of inclusive growth activity in Scotland, these are outlined below together with examples of specific interventions and outcomes within each. This list is not intended to be exhaustive, but covers many of the core areas of inclusive growth activity. These areas are developed further through our inclusive growth matrix, which is detailed later in this chapter.

Creating and incentivising good work

- Activity: Fair Work; job creation; procurement conditionality
- Outcomes: Real Living Wage employment; local pay growth; increasing employment participation rates for under-served groups, i.e. women, people with disabilities

Investing in social infrastructure

- Activity: childcare expansion; transport investment
- Outcomes: women’s employment outcomes; gender pay gap accessible affordable transport

Connecting people to economic activity

- Activity: transport; affordable housing; broadband and digital access
- Outcomes: affordable and accessible transport links improving connectivity and labour market outcomes

Growing green industry

- Activity: sustainable transport; jobs
- Outcomes: more people accessing high-skilled green jobs

Strengthening local economies

- Activity: community wealth building; land and asset ownership; procurement
- Outcomes: socially productive use of land and assets

Improving educational and labour market outcomes

- Activity: upskilling; retraining; early years education and care
- Outcomes: narrowing attainment gap; increasing rates of labour market participation among women; narrowing the disability employment gap; improved redundancy outcomes

Fairer systems for power and reward in the economy

- Activity: ownership models; tax
- Outcomes: narrowing wealth (and gender) inequality

An inclusive economy matrix

We have attempted to bring these key questions of scale, key areas of work and potential measures together into a draft inclusive economic matrix, outlined below. This could act as a tool to help in the design of local inclusive growth interventions and their measurement.

Table 1: Inclusive economy matrix

	Micro	Local	Regional	National
Good work	Opening training opportunities up to sub-contractors	Real Living Wage procurement in e.g. local authority	Designing routes into training opportunities for marginalised groups	Share of employees paid at least the Real Living Wage; narrowing of gender pay gap; percentage of employees affected

		social care services		by a collective bargaining agreement
Social infrastructure	Sub-contracting through social enterprises	Local childcare investment	Engaging 'anchor institutions' as employers and suppliers	Quality of public services; trust in public organisations
Connecting people to economic activity	Data sharing to map out local suppliers and sub-contractors	Investing in affordable and social housing in town centres	Strengthening transport infrastructure	Quality of public services; economic participation
Green industry	Supporting small businesses to transition to net zero	Investing in net-zero emission homes	Decarbonising transport infrastructure	Percentage of energy consumption coming from renewable energy sources;
Strengthening local communities	Real Living Wage employment adopted by local businesses	Community ownership of high street premises	Linking disadvantaged groups to employment, education and training opportunities	Assets in community ownership; places to interact; perceptions of local area
Education and labour market outcomes	Strengthening skills pipelines by opening up education and training investment to sub-contractors	Community benefit clauses in procurement	Investment in skills pipelines for under-served groups as part of city-region deals	Percentage of employees earning at least the Real Living Wage; percentage of employees in in-work training; educational attainment
Fairer systems of power	Supporting businesses to adopt new ownership models – such as employee ownership trusts	Enabling community land ownership	Promoting procurement through local suppliers	Assets in community ownership; wealth inequality

Part 3 – inclusive growth interventions

Inclusive growth case studies

As part of this project, we have attempted to gather examples of inclusive growth case studies underway in Scotland. Table 2 shows indicative examples of inclusive growth in practice gathered from across Scotland. Nation-level examples are drawn from indicators in the National Performance Framework.

Table 2. Inclusive growth case studies

Case study	Overview	Points of interest
Midsteeples Quarter, Dumfries	A community-led redevelopment of a group of buildings on the high street into a work-live quarter	Community ownership; community business models; future of the high street; culture-led development
Edinburgh University procurement through the Data-Driven Innovation programme within the Edinburgh and South East Scotland City Region Deal	Exploring procurement as a tool to delivering inclusive growth outcomes at scale	Embedding inclusive growth outcomes at sub-contractor level;
Clyde Gateway	Scotland's largest regeneration project, running over 20 years in the East End of Glasgow, working to tackle health and employment challenges among an expansive programme of work	Routes into good work for long term unemployed; employability; collaboration with public sector employers
Riverside Dalrnarnock housing development	A mixed-tenure housing development led by Link Group and McTaggart Construction, supported by work, learning and training opportunities and a community enhancement programme	Work and training; community development;

Case study 1: Midsteeples quarter

Midsteeples quarter is a community-owned initiative in Dumfries that is developing a set of buildings on the high street into a work-live quarter. Midsteeples quarter is Scotland, and the UK's, first community-owned development of a high street, led by the Midsteeples Quarter Community Benefit Society.

Midsteeples quarter's development was spearheaded by the Stove Network, an arts and community group based in Dumfries High Street which had already taken ownership of an empty shop building at 100 High Street through a council transfer, which the network run as a community arts centre and workspace. The Stove Network is the only artist-led Community Development Trust in the UK (Lee and Swann 2020).

Intensive community consultation led by the Stove Network and other local groups identified a shared objective of bringing empty property on the high street back into community use. Much of the property on the high street had long sat empty as retail moved out and property was bought up and often fallen into disrepair under 'faceless' absentee owners. Discussions turned to community ownership as the solution to the under-used space that sat empty under distant owners, with the ambition to break the cycle of high street decline by putting assets and decision-making in the hands of local people, working for the benefit of the community. The de-population of the town centre was identified as a key component of the decline of the high street, as residents had been pushed out of the central quarter as property had been bought up by commercial owners without roots in the community. Bringing high street property back into use to provide housing for local people and alongside space for people to work and meet became the central objective of the project.

The design of Midsteeples Quarter's regeneration was shaped by community workshops, which involved council leaders and the South of Scotland enterprise and skills agency, but were led by community groups. It became clear that housing budgets would not stretch to match the ambition of the emerging plans, but match funding to support regeneration emerged as a model that could support the novel ambition of the redevelopment. Funding was secured from Dumfries and Galloway Council's Town Centre Living Fund, and the Midsteeples Quarter Community Benefit Society was established in 2017. The Community Benefit Society is open to all, but only people and businesses resident in postcodes covering the local area have voting rights. In 2020, the society had 400 members who are all part-owners and elected board that oversees the day-to-day management and delivery of the project (Lee and Swann 2020).

The Midsteeples quarter redevelopment began in November 2018 with an application for a Community Asset Transfer of a building on the High Street known as 'The Oven' (formerly known as 'the Bakers Oven') which had laid empty since 2009 when its ownership was transferred to the council, until it had begun to be used as a 'pop-up venue' for local

charities and community groups. Since November 2018, it has been used for ‘creative activities with a public focus’ and run by a small team who have tested out the space and local demand. Work on the oven site constitutes phase 1 of a planned 5 phase project, which should see a set of properties on the high street come into community ownership.

In 2018/19, the project was awarded £20,000 from the South of Scotland Economic Partnership (SOSEP) to undertake a feasibility study to produce a ‘strategic visioning document’. SOSEP provided further support of £259,500 in 2019/20 towards the cost of a project officer to coordinate and drive forward the regeneration activity in the Midsteeples Quarter area as well as contributing towards the purchase of two properties to facilitate future phases of the community focused town centre re-development project.

The plan aims to establish creative industries workspace and affordable town centre accommodation. This will include over 60 new homes and 50 new commercial spaces within a town block which will be home to some 200 people.

Plans for Midsteeples Quarter’s regeneration are founded on three key principles, as laid out in the 2020 ‘A Blueprint for the heart of Dumfries’:

1. The local community taking the lead on redevelopment
2. Repopulating the town centre by creating high-quality affordable housing on upper floors
3. Dynamic, engaging street-level activity supporting a mixed and vibrant local economy

‘Meanwhile use’ of high street buildings – where access is maintained through the asset transfer process – has already proved critical as plans for the regeneration of The Oven were underway, as Midsteeples Quarter continued to use the space for community groups and pop-up initiatives. Plans for subsequent phases include the ‘meanwhile use’ of buildings on the high street, a mechanism that has been highlighted as an important tool through which local authorities can support plans to bring buildings ‘back into immediate life on the high street’ (Lee and Swann 2020).

Funding was a core challenge for Midsteeples Quarter’s ambitions, which stretched beyond the traditional realm of housing budgets. As David Cowan put it, there’s ‘no [single] piece of money that supports this approach’. Regeneration offered a model more akin to the project’s community-led priorities and need for flexible funding, which fit more closely into place-based approaches being led by the likes of Scotland’s Towns Partnership.

“The town centre is now home to a thriving creative economy which is creating a demand for space and services. This creative vibrancy will shape the character of the Midsteeples Quarter for people working in the town, residents and visitors. Ultimately it will enhance Dumfries as a place in its own right, recognising the town’s role in Scotland’s future.”

The hyper-local approach taken by Midsteeples Quarter meant that measurement of inclusive growth outcomes was relatively straightforward at the local level, but capturing wider impacts presents a clear challenge. They are working towards a range of stated outcomes for the project spanning community and economic objectives, with measures including:

- more people feeling empowered to improve their local area;
- more people living in the town centre;
- improved perceptions of the town centre;
- a reduction in vacant units;
- increased numbers of jobs and start-ups;
- more energy-efficient homes; and
- increased private investment.

When it comes to place-based initiatives such as this one, there is no self-evident counter-factual against which to measure progress. This was seen as a significant challenge for people working to deliver inclusive growth on the ground, and for government efforts to quantify progress at a regional or national level.

There are clear lessons for local and national government to learn from the emerging success of Midsteeples Quarter. Firstly, the project underlines the inclusive growth activity that community ownership is particularly well placed to foster. Community ownership models offer potential to reverse long-running trends of high-street decline. By combining new ambition and local expertise, community ownership offers not just new avenues into decision-making for local people, but it sparks innovation that drives business growth and diversification, creates good new jobs, and gives local people a meaningful stake in their local economy and their community.

These cascading benefits demonstrate the value that community leadership and a community-led approach have to offer efforts place-based inclusive growth approaches. Progress made in Midsteeples Quarter is fundamentally about trusting people and rethinking the role of government, by handing power over to communities, offering some advice and frameworks through which to consider evaluation, but allowing communities to lead from the front.

We also heard that to make a success of place-based initiatives, the level of the intervention and the level of data available must be flexible. Parameters will need to reflect local proxies of the National Performance Framework – and Scottish Government has a clear role to play here in supporting local initiatives by translating National Performance Framework outcomes into measurable local indicators, and, where local activity reflects ambitions not captured by the National Performance Framework, reflecting this back up to national-level conversations.

The place-based principle was described as a ‘transformation in government’ that could deliver ‘real momentum’ – as seen in the case of Midsteeples Quarter. For government, inclusive growth might support new approaches and a way of thinking that breaks away from the ‘tug of war’ between economic and social policy. This project serves as a healthy reminder that ‘in the real world, it’s not called inclusive growth’ – instead, it can be about local people coming together to create a vision for the place they live in, and leading efforts to realise it.

We spoke to David Cowan, Co-Chair at the Scottish Government's Regeneration Capital Grant Fund

Case study 2: University of Edinburgh procurement through the Edinburgh and South East Scotland City Deal's Data-Driven Innovation programme

Our second case study looks at learning from the University of Edinburgh's procurement practices as part of its role in the Edinburgh and South East Scotland City Region Deal. The City Region Deal is led by six local authorities across Edinburgh and the Lothians, the Borders and Fife, alongside higher education institutions, to drive inclusive growth and tackle inequalities. The University of Edinburgh and Heriot Watt University are leading the deal's Data-Driven Innovation (DDI) programme, which aims to make Edinburgh the 'data capital of Europe' through capital and skills investment. This case study explores how procurement can be used as a tool to deliver inclusive growth.

The University of Edinburgh had worked to deliver community benefits through procurement for some time, but in the last few years the focus of major projects on delivering inclusive growth has created opportunities to formalise frameworks that can deliver against inclusive growth outcomes.

Achieving shared inclusive growth impacts through procurement, e.g., by promoting needed skills training, local spending or other means as part of capital projects, was included as a formal aim of the City Region Deal investment for all partners. As the University of Edinburgh led the first projects in the City Region Deal pipeline, the University procurement team had the role to pilot inclusive growth approaches on behalf of the rest of the Deal partners.

From its inception, the City Region Deal team worked with the University procurement and DDI teams and partner local authorities to develop scalable ways to incorporate procurement into the inclusive growth framework for the Deal. The priorities they developed included:

1. **Positive Actions:** engaging suppliers with and linking actions wherever appropriate to City Region Deal Programme equalities outcomes for women, disabled people, people facing age barriers and people from ethnic minority backgrounds
2. **The use of procurement data for regional economic impact assessment and innovation:** including analysing University spend data to better understand the impact of public spending decisions on inclusive growth
3. **Fair work practices and paying the Real Living Wage:** ensuring all City Region Deal projects incorporate consideration of fair work and workers are paid the Living Wage; and,
4. **Showing the benefits of partnership working and innovation opportunities,** including alignment with other City Region Deal programmes and new opportunities in line with the DDI programme.

Source: Edinburgh and South East Scotland City Region Deal Joint Committee

The City Region Deal has presented opportunities to build long-term relationships with suppliers, that could include pipeline-level engagement, set shared objectives, and work collaboratively to access third-party funding.

In addition to applying its community benefits approach, the University team focused on 5 key outcomes, trying to establish measures with suppliers that could be aggregated across projects and partners' different approaches:

1. **Spending local:** Measured through share of procurement through local suppliers, including subcontractor information formally or voluntarily provided by Deal contractors
2. **Supporting good work:** Measured by the share of contractors paying Real Living Wage
3. **Supporting social enterprises:** Measured through the amount of spend going to social enterprises
4. **Investing in skills pipelines:** measured by the rates of people from disadvantaged groups accessing skills opportunities
5. **Bespoke interventions:** Ranging from engaging suppliers in DDI programmes e.g., work with city region schools on data skills to collaboration with students and staff on climate action-related projects

Growth deals were seen to offer a structured way to approach inclusive growth, that embeds community benefits by putting a focus on new approaches to procurement. They mark a different approach from what's come before firstly through its business case designed to deliver against inclusive growth objectives, secondly through a formal shared governance approach that embeds inclusive growth principles, and thirdly through building on the existing strengths of long-standing work to deliver community benefits, especially through local authorities.

The City Region Deal team helped ensure success by engaging procurement teams from all partners in workshops and discussions. The team also resourced and appointed a procurement-related City Region Deal Community Benefits Officer, led by Edinburgh Council's Capital City Partnership (CCP), to steer procurement's contribution to inclusive growth across the Deal.

The scale of the deal has enabled staff working in procurement to develop joint social value action plans with suppliers, such as that developed between University of Edinburgh and Balfour Beatty. Agreed data sharing included measures such as the percentage of the contract won by each sub-contractor; the living wage status of sub-contractors; the equalities data on workforce; and the share of spend going to social enterprises.

Plans are being explored to aggregate this data across the partners to measure the share of investment that was staying in the region, the share of spending supporting social enterprises, the make-up of the workforce employed, and to ensure 100 per cent of contractors are paying the Real Living Wage.

The University also made efforts to ensure that its suppliers work where possible with local authority counterparts or existing capacity within programmes of the University itself, to ensure that community benefits actions are joined-up and the benefits are not diffused. For example, the University encouraged suppliers to work with the University's own community engagement team and with Midlothian and Edinburgh City Councils, including through the employability and skills services of the Capital City Partnership.

To increase impact, the University also engaged suppliers not linked to City Deal projects with DDI and other City Region Deal programmes wherever appropriate, like its networking suppliers European Electronique, HPE and Fortinet, who are working with the DDI Data Education for All programme, developing bespoke projects with the University and Midlothian Council for data skills engagement in schools.

Data use and measurement challenges

Across the City Region Deal, procurement data has been a focus of leverage to help measure the impact of capital projects, but also has been explored by the University of Edinburgh Business School and DDI teams to map key sectors in each City Region authority as an additional indicator of regional opportunities for innovation.

Procurement data has also been identified as a lever to support social innovation, strengthen engagement with partners and generate new opportunities. For example, the University has been exploring options for raising ambition of spending with Social Enterprises with Social Enterprise Scotland, for example, the development of a network of social enterprise partners to make it easier for authorities to identify them.

Across the City Region Deal, procurement data has further been used to test the robustness of current assumptions that support spending decisions and impact assessments (such as multiplier values) and to map key sectors in each local authority covered by the deal – including, for example, developing a network of social enterprise partners. This data has also been leveraged to support social innovation, strengthen engagement with partners and generate new opportunities.

When applying an inclusive growth lens to procurement in particular, data and measurement challenges are common. These related most acutely to a lack of an existing evidence base, a lack of effective measures against which to assess the impact of interventions, and the combination of complex aims and a lack of shared language. In addition, the lack of established baseline measures meant there was often no agreed approach to start from, or an understanding of the local supplier ecosystem and its strengths and weaknesses. Participants described tensions between new objectives and established ways of delivering projects that often struggled to include inclusive growth objectives as 'core' considerations.

Through the City Region Deal, procurement coordinated by the University of Edinburgh required collaboration across multiple local authorities and the University, all of which had different approaches to delivering and measuring community benefits. Bringing those

different approaches together into one unified strategy presented substantial challenges, and monitoring and evaluation in particular presented tensions across multiple fronts. First is the challenge of embedding strategic priorities into a monitoring and evaluation framework. Second is the challenge of translating agreed objectives into measurable action. Finally, there is the challenge of identifying indicators that are measurable, repeatable, and can be scaled, without losing sight of opportunities for bespoke activities at the local level. Working collaboratively across multiple complex organisations, each with their own approaches to delivering ‘community benefits’, combined with a lack of time and capacity to support efforts to harmonise approaches across different areas of activity presented additional obstacles at each stage.

Specialist high-tech programmes such as those supported by the DDI programme at times presented challenges for ambitions to spend local, with particular projects struggling to contract specialist suppliers locally. Developing and strengthening local supply chains to deliver inclusive growth will take dedicated long-term work to support workforce skills and business development.

The University and City Region Deal team have approached these issues by developing a smaller batch of measures that may be easier to collect and aggregate across Deal projects, e.g., subcontractor spending data for each project or equalities actions per project. The aim for this work is to complement, rather than replace, the diverse community benefits procurement practices that are well-established across the partner authorities, but also help develop convincing data and narrative of inclusive growth impact of our work over time.

For example, developing and strengthening local supply chains to deliver inclusive growth will take dedicated long-term work to support workforce skills and business development. However, aggregating Deal project spend data for subcontractors across projects will give partners crucial information to help us engage with suppliers and find effective strategies for increasing local spend in our capital projects.

Lessons

A major challenge for the inclusive growth agenda is that “every organisation is reinventing the wheel” without a lot of established practice to draw from, or adequate vehicles for shared governance. The involvement of procurement teams at the earliest stages of the Edinburgh and South East Scotland City Region Deal, and the high level of involvement of the University of Edinburgh to contribute along with the other partners, were identified as a major factor in early successes – and indeed have been consistently highlighted as an example of innovative good practice by the Scottish Government.

Evidently, procurement functions cannot effectively deliver and measure inclusive growth outcomes on their own, and effectively integrating inclusive growth approaches and outcomes through procurement relies on these being embedded in the business case that supports projects from their inception. The City Region Deal inclusive growth framework has helpfully framed procurement as one complementary component, ensuring that

requirements for procurement action are also included at every project stage, including in business case development through to monitoring and evaluation.

The University of Edinburgh focused on exploring inclusive growth activities that supported bespoke activity and innovative collaborations while aligning these with measures and data that can be reasonably collected by all partners, regardless of their current approaches to community benefits or social value in procurement.

A key lesson that has emerged so far is that informal engagement with suppliers and partners is often just as important as formal contractual procurement measures (and indeed sometimes more important) in ensuring that those delivering major projects are fully engaged with regional inclusive growth ambitions like those in the City Region Deal that go beyond the outputs of a single project.

Similarly, pre-market engagement and work with incumbent suppliers are both of equal importance in designing procurement processes that can deliver inclusive growth, and many suppliers are often more than happy to engage positively with these agendas on a voluntarily basis. This was demonstrated in the success of university procurement in engaging suppliers who are not directly linked to city region deal projects on delivering against inclusive growth ambitions, for example, by taking extra time to link to key Deal programmes or voluntarily sharing data.

Looking forward, engaging suppliers and public bodies at pipeline level presents a potentially powerful route to incentivise suppliers across sectors to engage in inclusive growth approaches, and to identify more effective inclusive growth interventions. In doing so, procurement could become a yet-more effective lever for delivering inclusive growth ambitions.

We spoke to Peter Hayakawa, who served from 2015 to 2021 as the Procurement Policy Officer for the University of Edinburgh, and now as Policy Manager at Inspired plc, an energy and sustainability consultancy.

Case study 3: Clyde Gateway

Clyde Gateway is a 20-year regeneration project based on the banks of the river Clyde in the east end of Glasgow, encompassing Bridgeton, Camlachie, Farme Cross, Dalmarnock and Shawfield. Now in its 13th year, Clyde Gateway is Scotland's most significant and most ambitious regeneration project, with work planned until 2028. It is a partnership between Glasgow City Council, South Lanarkshire Council, and Scottish Enterprise, with support and investment from Scottish Government. Clyde Gateway spans the east end of Glasgow and Rutherglen. Clyde Gateway's approach places a focus on great design, strong infrastructure and work with local communities. The project also aims to double the local population of Clyde Gateway over two decades.

In this case study, we focus particularly on their approach to creating routes into good quality work for people experiencing long-term barriers to employment. In particular, we focus on an approach that has seen public sector employers take a leading role in building routes into employment, including Police Scotland and NHS Greater Glasgow and Clyde through an evolving collaboration.

This is clearly not easy work. Clyde Gateway's partnership NHS Greater Glasgow and Clyde has involved collaboration with Job Centre Plus, Jobs & Business Glasgow, Skills Development Scotland and Routes to Work South. It has involved a 2018 pre-employment programme to support routes into NHS jobs, in which 21 people participated and which led to 10 local people secure jobs in the NHS as Facilities Assistants and Health Care Support Workers. Learning from the experience of early cohorts is underway, and planned repeat programmes have been postponed due to the disruption caused by the Covid-19 pandemic. So far, partnership working with Police Scotland has created 10 apprenticeships for school leavers, while Police Scotland became the single largest employer in the area in 2015 when 1,100 staff moved into a new state-of-the-art office constructed on the boundary of Dalmarnock and Shawfield. While the number of jobs created for local people who have been long out of work are small in scale so far, the team at Clyde Gateway emphasise the potential to refine and scale these initiatives in the area, and further afield across Scotland.

Clyde Gateway works extensively with the local community and businesses across the area to understand and tackle the barriers people experience in getting into good quality work, and the barriers that prevent employers from leading change. As they put it, "we know the people, we sit alongside them; we know the employers, and we sit alongside them". The project's primary focus is on creating good new jobs for people furthest away from the labour market: those who are long-term out of work. They have identified health and skills as the primary barriers for those who are long-term out of work in the area – challenges which sit against a backdrop of health and educational inequalities. The team relied on a handful of key insights: some 46 per cent of adults living in Clyde Gateway have no formal qualifications, and there is a high prevalence of muscular skeletal concerns and poor mental health in the area. Clyde Gateway's approach emphasises that each of these conditions 'can

be turned around', and that routes into good work had an important role to play in improving a range of other outcomes, including health.

To create routes into good work and reduce rates of worklessness, the project has looked not just to strengthening the position of the local workforce through, for example, skills and training or employability support, but also to strengthen the position of potential employers to provide routes into good work for local people experiencing long-term unemployment. A parallel focus on reducing health inequalities within the area has focussed action on housing and jobs. As the team see it, where inclusive growth is not happening, health is the key issue. For the Clyde Gateway area, the link between worklessness and ill health was strong and well established and shifting the employment rate in deprived areas as often being about 'health, not jobs'. This was measured through indicators such as healthy life expectancy, and years lived with disability, and the disability employment rate, and supported by a Population Health Joint Working programme aimed at delivering an integrated approach to health and social care.

Work with the health service as an employer started with the observation that the NHS Greater Glasgow and Clyde was the largest employer in the broader area, and there are a substantial number of unfilled vacancies in its workforce at any time. The team at Clyde Gateway wanted to ask what could be done to create routes into these jobs for local people – and particularly people who live with chronic illness or disabled people who have been out of work for some time. Given its scale and the vast range of functions it covers as an employer, the NHS was seen to offer huge potential as an employer partner – with greater flexibility and room for manoeuvre than small or medium sized businesses.

The Clyde Gateway team were open in discussing the challenges the NHS employability service faced in engaging with a project like Clyde Gateway, who grapple with long-term challenges and demand new ways of working to forge solutions. A key lesson from the project is that inclusive growth investment might be about bolstering employers, not just about providing the skills for future workforce. The Clyde Gateway experience shows that securing routes into good work is often just as much about 'convincing employers it's worth the risk' as it is about supporting people to access those opportunities. The team feel they are often doing 'what others are scared of', in that a place-based approach that means 'we can't cherry pick' or 'move on' – but instead, there's a commitment to a community. Large-scale, long-term regeneration projects were seen to create the environment to build solutions to big systemic problems, not shy away from them. Clyde Gateway has future ambitions to expand this approach within NHS Scotland, and into Scotland's Social Security Agency.

Participants described 'handwringing' as a significant barrier to progress, with people either viewing inclusive growth as 'too complicated' or overly simple. In Clyde Gateway, delivering holistic regeneration often means starting from a low baseline and tackling challenges like the disability employment rate by looking beyond traditional levers like employability support, and out into employers. As they see it, 'we do the gaps' left by traditional services and government support.

Data and measurement challenges

Despite having clearly defined objectives, the team working on Clyde Gateway have struggled to access appropriate and reliable data to support monitoring and evaluation in particular areas of their work. The NHS jobs scheme, for example, is clearly defined in its objectives, which support Clyde Gateway's 'key performance indicators' on 'supporting people in employability programmes', 'supporting businesses', and 'supporting people into employment'. Despite the clearly agreed outcomes, the team had struggled with finding statistics to measure a baseline and subsequent progress in the area and had relied on bespoke statistics that they had procured directly until recently, when the Scottish Government were able to support analysis at the appropriate geographical level using ONS data. This granular data was relied on to get an assessment of skills and employment among the local workforce, but data was often only available at the council area – presenting acute challenges given the area covers the border of Glasgow and South Lanarkshire. It was felt that government agencies such as Skills Development Scotland were not able to provide much-sought-after information about skills within a local population – without which, it was difficult to know where to start or how best to target skills development. Participants expressed fears for the durability of inclusive growth as a driving agenda due to a lack of accountability, and the challenges they had encountered in 'evidencing what we're doing' in long-term, place-based projects like Clyde Gateway.

To drive inclusive growth forward, it was suggested that SCRIG could play a role in bringing together data relating to skills, health, and employment outcomes across different geographies. Participants emphasised the need for convergence targets similar those set around the London 2012 Olympics, which linked local interventions to national initiatives including on closing the educational attainment gap. They also stressed the need to focus on key indicators that could be replicated across different levels of activity, including productivity, health, and skills.

Lessons

The work of Clyde Gateway centres on 'trust mechanisms' that had been built and tested through the life of the project so far. A key challenge centred on the objective to double the population of Clyde Gateway over the course of the project – which had been met with accusations of gentrification. Indeed, there are clear challenges in delivering place-based inclusive growth with an evolving population – not least when it comes to measurement. Participants described the challenges associated with accessing and analysing data that could ascertain if new opportunities are being shared by the settled or new population in a place, or if average improvements in outcomes such as health and employment are driven by changes within the existing population, or the movement into the area of people with better health and employment prospects. Data challenges were described as a key obstacle to evaluating interventions and measuring progress towards key outcomes. Barriers related to a lack of data that could account for population movement, and data on a geographic scale that related to the interventions made at Clyde Gateway.

The team working to rebuild Clyde Gateway saw Inclusive growth as an 'easy idea' that meant people are 'involved in the economy and contributing to the common good'. They saw the challenge as creating a climate 'where everyone thinks this is worth doing'.

We spoke to Niki Spence and Ian Mason at Clyde Gateway

Case study 4: Riverside Dalmarnock housing development

Riverside Dalmarnock is a development of 562 new homes for social rent, mid-market rent, new supply shared equity (NSSE) and private sale on the site of the former Dalmarnock Power Station in the East End of Glasgow. The development is run by Link Group (Link), a specialist affordable housing provider, and Laurel Homes, the private housing brand of McTaggart construction. The development includes a £1 million community benefit programme focussing on delivering community benefits that reach beyond the homes being constructed, spanning jobs, training and education, and a community enhancement programme. At the time of writing the project is around half-way into its life course, having run for three and a half years.

The project aims to build a community, not just buildings, and in this respect, set out to work closely with the local community and local businesses over its six-seven-year lifespan. As the development started as a brownfield site there was no immediate community with whom to engage. Speaking with representatives from local organisations helped to determine who the Riverside community was and would become throughout the duration of the project. Ahead of the project starting the team had a year's lead-in time, which enabled them to map out the area, begin to build relationships with partners, and work together to set joint outcomes and agree how they would be measured.

Jobs and skills

The project was originally designed to deliver 40 jobs to the Clyde Gateway area over its course, with an emphasis on creating a pipeline to support local people into those jobs. Midway through the programme this figure has already been exceeded and the team anticipate the final figures being substantially higher. The site itself is designed to offer learning and training opportunities, with on-site work placements for local high school pupils, apprenticeships and training provision. The project puts a dedicated focus on on-site progression, reporting that 1 in 4 employees sustain employment over 6 months, compared to 1 in 9 across Scotland's workforce as a whole. On-site vacancies are filled through working with employability partners.

The project takes a holistic approach to providing high-quality employment opportunities to local people. In practice, this has seen the project deliver bus passes, clothing grants for work clothes, and lunch vouchers to lower barriers to taking up and progressing in work. So far, £37,000 has been spent on these measures to support local people on low incomes to access work and training opportunities.

Due to its duration, continuity from one phase to the next and scale, the project has also been able to put measures in place to ensure sustainability of the workforce, and to prioritise investment in people. This has so far included identifying challenges in work-force retention and putting support systems in place through follow-up from local partners where people drop out. This has been linked to the development of the holistic support described

above, and has in some instances gone as far as to arrange access to counselling to support people's continued participation in work and training.

The Riverside development works with the Glasgow Guarantee employment programme and is signed up as a partner for the UK Government's Kickstart programme to support young people into work through the pandemic. The site also includes an on-site training room, where partners Big Plus and Action for Children work. One particular example is the provision of a funded training programme to support an on-site blacksmith, which offers a sustained training and work opportunity for a local person.

Early work mapping the local area around the Riverside site identified a long-standing challenge from long-term unemployment and so 80% of places were offered to people within a 5-mile catchment area. This was particularly acute amongst the over 30s, which sparked an initiative to support paid work placements for over 30s looking to get back into work. The over 30s account for 30% of all job opportunities on-site and this continues with 100% retention rate.

Training and fair work objectives extend to the project's sub-contractors, who are contracted with the aim of ensuring at least 40-45 per cent of contracts are supporting a local supply chain, from major subcontractors through to micro-businesses. These subcontractors are all offered free access to McTaggart training and development.

School engagement and curriculum development

The project team arrange and facilitate school visits to the site, from primary school through to secondary school placements, and college-level learning. The project identified low educational attainment as a key local challenge, and set an aim to play a role in developing the young workforce. This has seen the project put resources and investment behind supporting STEM curriculum programmes with Dalmarnock primary school and STEM clubs in high schools. This work is based on developing strong partnerships with local primary and secondary schools, and an approach that engages and involves the local community. Activity is orientated at sponsoring STEM-subject activity at primary-school level, and at creating routes into apprenticeships at high school level.

In January 2020, McTaggart started delivering their own 'construction pathway' college course with a classroom and practical element delivered on site - though this was disrupted due to the Covid-19 pandemic.

Community engagement

Link mapped out the local area using the Community Insight tool provided through [HACT](#) (Housing Associations' Charitable Trust) in order to develop a socioeconomic picture of the local community and labour market. This supported the project to map local need, identify local partners, and identify the community that would become local to Riverside – including likely future residents. The completion of phase 1 saw first residents move into the area in 2019. Building relationships with local communities and the growing community at Riverside has become a key focus for the project and a critical component of its success.

Early engagement with the local community identified the disappointment that local people associated with the unfulfilled promises of the Commonwealth Games legacy. The Athletes' Village next to the Riverside site, 90 per cent of which was sold privately. Building relationships with local communities and the growing community at Riverside has become a key focus for the project and a critical component of its success.

Community enhancement

There is a focus on green space, including ensuring access to green space for every property through gardens and roof gardens. There is also planned integration with Clyde Walkway, on the edge of the site. The 552 units that make up the site include social, mid-market rent and private tenure, retirement housing, flats and family homes. There is a commitment to ensuring there is no difference between units that will be for social or other tenants through an enhanced integration and a 'tenure neutral' approach. The community enhancement strategy is also supported by a 'community chest' – a pot of money that can be used to support local projects.

Arts strategy

A 5-year art strategy designed to enhance public space and create a project that can serve and inspire the new community, with a focus on creating social spaces for local people to share and enjoy together, promoting a sense of pride in their neighbourhood.

Lessons

For Link, working with a contractor who's "bought in" and "on the same page" makes a substantial difference to what's possible to deliver through a major project. Participants described a significant shift over the last decade, in that some housing providers and construction firms now see community benefit as part of the fabric of how they work, not as a secondary concern. As one participant put it, 'this is the way we work now'. The project also relied on its scale – as a six-seven-year undertaking – and lead-in time, which supported a considered approach to community benefit that could be embedded throughout the process.

Strong and sustained relationships with the community and local partners were seen as key to the success of the Riverside project. Link and McTaggart had mapped out partners at the beginning of the project that range from suppliers to schools to employability services to social enterprises, and had gained valuable links into local people and organisations through these relationships. McTaggart aim to provide a 'lifespan' offer to local residents, by offering site visits to school pupils through education partnerships, employment and progression opportunities on site through local employability partnerships, and eventually new homes for local residents.

Procurement that delivers community benefit was seen by Link to be the 'best tool we've got' to deliver against inclusive growth outcomes. Both Link and McTaggart described how

community benefit clauses have grown in ambition, from the traditional school visits to career fairs to deep relationships embedded in communities, with transformative potential.

We spoke to Andy Jack and Grant Alexander from Link Group and Ross Hammell from McTaggart Construction. Link is a group of social enterprise companies serving more than 15,000 customers, making it one of the largest social landlords in Scotland. It provides affordable housing, property management, regeneration, advice, financial inclusion and employability services.

Key themes and conclusions

Measuring what matters

Measurement presented a number of dilemmas, from the specific to the fundamental. A clear theme that emerged was the challenge of attributing change to a particular place-based intervention. Setting a clear and appropriate baseline against which to measure the impact of a particular intervention, or to grasp what *caused* changes, was often a significant challenge. This was particularly pronounced in place-based approaches. As one participant asked, *'what is the reference category place'*?

Community benefit clauses, which pre-date the inclusive growth agenda, were often used as a reference point from which to discuss and grow inclusive growth ambitions. They provided a clear mechanism through which some inclusive growth activity had been embedded in projects, and had re-shaped ways of working. Through the development of the inclusive growth agenda, ambitions to deliver community benefits had expanded, and the approaches that delivered them had evolved.

We heard that while identifying and agreeing broad criteria for inclusive growth was relatively straightforward, the challenge often came in the 'how'. There were clear tensions when it came to measuring progress towards agreed big-picture goals, and quantifying impact. Improving access to local data was a concern that cut across each of the case studies explored.

Tackling inequality and exclusion by lowering barriers

While the majority of case studies explored in this report take a place-based approach, realising inclusive growth will require attention not just to *where* economic growth is supported, but to *who* within those places has opportunity to contribute to and benefit from that growth. In practice, this means positive action to open up routes into new jobs, learning or training opportunities to people who are under-represented in particular sectors, or who face barriers to getting into or getting on in work. Through the Edinburgh University case study, we saw a strong example of how applying an inclusive growth lens to procurement practice can open up training opportunities to disadvantaged groups of people and strengthen the skills pipeline.

Community partnership

Relationships with local communities were critical to the success of the full range of projects explored. In procurement contexts, we heard that ambitions were often curtailed by a lack of organised and accessible information about local networks of suppliers. At times this presented practical obstacles to identifying strengths and weaknesses in local supply chains, undermining efforts to strengthen local supply chains. In regeneration contexts, strong and

effective local partnerships were viewed as a critical component of success across the full range of activities undertaken.

These local relationships were often established through partnership working with established community organisations, who held invaluable local expertise and facilitate connections between local people and new work, learning and training opportunities. These are live and evolving relationships, which rely on sharing power and expertise. Handing power over to communities was a critical component of success where we found the most powerful examples of inclusive growth in action – such as in the case of Midsteeple Quarter, where a community group came together to decide on how space in the town centre should be best used.

Community leadership often challenged standard processes or approaches. We encountered tension between a desire for ‘oven-ready’ inclusive growth interventions and the recognition that transformative and sustainable change often relies on giving up power and handing it over to communities to shape their own agenda and to develop bespoke local initiatives. The case of Midsteeple Quarter, which cut against the grain of traditional funding routes in its cross-cutting ambitions, serves as an example of how relinquishing power leads to innovative new approaches.

Relationships with partners and suppliers

Building a shared vision with partners and suppliers was often key to successfully embedding inclusive growth across major projects. We heard that having partners who ‘got it’ and were bought in to an inclusive growth ‘mindset’ were often critical components of success – and that this had been made easier by government’s explicit public commitment to inclusive growth. In practice, this often meant larger-scale and longer-term projects were those that were able to develop innovative and effective approaches to delivering inclusive growth outcomes, as they had time and space to develop and deliver against well-articulated objectives.

Language and indicators

There is still some way to go to support practitioners to feel comfortable employing inclusive growth as a framework to shape economic development activity. While inclusive growth is in the process of translation from a theoretical approach to a tangible reality, a lack of shared language had proved a challenge to people working on the ground. This is clearest in a lack of confidence in setting clear and tangible outcomes against which to measure progress. This was made visible through tension between approaches that sought to deliver against clear and scalable outcomes; and those that sought to take a place-based approach that grappled with context-specific challenges.

Scaling challenges

The challenge of establishing a baseline against which to measure progress was clear across each of our case studies. A lack of readily accessible local-level data on education and labour market indicators among other information provided recurring challenges for efforts to identify and understand local challenges and meet them with effective solutions. There was also strong feeling that each project was to some extent reinventing the wheel – beginning from scratch and creating a whole new set of processes, systems and ways of working. We found that, in practice, projects followed a similar process to that set out in the Inclusive Growth framework set out by Scottish Government, but that projects were often developing their own independent systems and approaches, sourcing their own data, and setting outcomes from scratch.

Careful and dedicated efforts to challenge economic exclusion and support people who were long-term unemployed back into the labour market, such as the NHS jobs scheme led by Clyde Gateway, or the paid work placement scheme operated at the Riverside Dalmarnock development, while encouraging, were small in scale. Scaling up successes and learning lessons to develop approaches that improve outcomes over the longer term will be critical to inclusive growth's success.

Translating local successes into national outcomes was consistently viewed as a challenge, with those working on delivering inclusive growth unsure where their work fitted into a broader picture. Local transformation was the driving motivation across these case studies, but it was less clear whether or how this work might be driving a new economic model at the national level. This was clearest in the challenge some experienced in drawing links between local indicators and the National Performance Framework.

Conclusions

This research sought out a range of example activity that could illustrate the potential of inclusive growth in practice across Scotland and, critically, share learning for policymakers and practitioners. The case studies explored just a small range of the activity on offer across Scotland. We heard of many further projects, including a wide range that are still in planning stages or in their infancy. As a result, the examples explored skew towards large-scale activity, and large-scale investment. We anticipate that this will not, however, limit their usefulness as examples of what inclusive growth approaches can look like on the ground. They often point to key mechanisms or new ways of working that have delivered progress against inclusive growth outcomes. We often found that activity that pre-dates the inclusive growth agenda can offer important lessons for practitioners looking to realise an inclusive and sustainable economy for Scotland over the next decade.

More recently, inclusive growth has been reframed as part of wider ambitions to deliver a wellbeing economy – signalling another fundamental re-orientation of government priorities as they relate to our economic model. Wellbeing economy approaches underline the purpose of the economy as delivering wellbeing for people living in Scotland within our planetary boundaries, so as to protect the wellbeing of future generations too. Efforts to deliver a just transition to net-zero are accelerating, but decisive and transformative action will be required to deliver necessary progress over this parliament.

The examples this research explores underline a significant shift towards place-based policymaking in Scotland. These now look to be enhanced by growing interest in community wealth building models at the local level. We found evidence of organic links being made between overlapping approaches to inclusive economic development. In a regeneration context, for example, key concepts that underpin community wealth building approaches were alive in practice – as exemplified by Clyde Gateway’s work with NHS Greater Glasgow and Clyde, and Police Scotland as anchor institutions, with large-scale potential to drive inclusive growth through jobs provision, procurement spend practices, and their land and assets.

Prioritisation challenges persist, however. As the activity spotlighted through these case studies highlights, place-based economic development activity has proliferated across parts of Scotland, expanding beyond the realm of regeneration work, which has had elements of inclusive growth activity at its core for decades. What is less evident, however, is how an understanding of inequalities between groups of people are being proactively tackled through inclusive growth activity – and particularly how this is being scaled up across activity in Scotland. While detailed action plans on the gender pay gap, racial equality and disabled people’s employment have been developed over the last five years, there is a risk that vital work to narrow inequalities is siloed and seen as separate to economic policy decisions taken across the country. Here, we find that city region deals offer important potential where, for example, an inclusive growth approach can recognise the value of prioritising routes into new education and training opportunities for economically disadvantaged groups. To do this effectively, it will be critical that policymakers and practitioners take a holistic approach to understanding disadvantage, and designing solutions that can lower the barriers particular groups of people face across Scotland.

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Annex 1

Inclusive growth in practice: examples

Community Ownership

- Holm Hill is an example of community ownership, with 750 acres of Holm Hill now belonging to the community following efforts from people in the community and investment from Scottish Land Fund, Investing in Communities Fund, Community and Renewable Energy Scheme (CARES) and Community Enterprise in Scotland (CEIS). The area will now start work on their inclusive growth strategy focusing on sustainable values and community ownership.
- The Midsteeples Quarter Regeneration Project is the first UK High Street regeneration project of its kind. The project purchases buildings on the high street and engages with the community and collaborates between community, public and private sectors. The Project has currently facilitated the acquisition of 3 properties and hopes to take a 5-phase approach to ultimately acquiring land for the generation of 50 new homes and 60 new commercial spaces.
- Point and Sandwick Power is a community owned commercial enterprise, which built, operates, and maintains the UK's largest community wind farm based on the Isle of Lewis. The company exists to generate profit from renewable energy and reinvest profits into the community via its charitable sister organisation, Point and Sandwick Trust. During the pandemic all normal operations were suspended to direct all uncommitted income towards the newly created Pandemic Community Support Fund.
- The Regeneration Capital Grant Fund (RCGF) has helped communities across Scotland invest and engage in a series of local economic opportunities from the bottom-up. For instance, the creation of the Tobermory Light Industrial Park (Nonhebel Park), which is operated by a community trust and generates income by providing locals with affordable business space, received investment from the fund. The same is true for the Cairndow Childcare, Early Learning & Family Centre, which received a mix of RCGF and lottery funding to create a new nursery with all profits reinvested within the local community.
- North Ayrshire Council's Community Wealth Building Fund (CWBF) is an attempt to embed inclusive growth practices across the North Ayrshire local authority area with the help of local 'anchor' institutions (larger bodies such as the council, Ayrshire College, and private business) who prioritise local-wealth building in their financial decision making. This way wealth is increasingly created locally, and the economic benefits are enjoyed locally, a symbiotic relationship of economic prosperity. The CWBF also promotes greater local engagement in alternative ownership models of businesses and enterprises, such as co-operatives and grass-roots initiatives in an effort to build economic growth models which promote true inclusive growth and a pre-distribution of wealth.

Inclusive Businesses & Employee Ownership

- Chemco, a Coatbridge-based company which specialises in protective coating and has a global clientele. Chemco have explicitly noted the desire to retain local skills and jobs as part of their succession planning and their move to 100 per cent employee ownership.
- Shore is Scotland's largest product design company. They have undertaken a similar journey to Chemco with explicit mention of organisational culture and ensuring a legacy within the area of employee ownership. An Employee Ownership Trust was formed which will hold a majority of the shares on the employee's behalf.
- 20/20 Project Management is an Aberdeen-based employee-owned business that supports and provides businesses and organisations with project management training. The Employee Ownership Trust holds 61 per cent of the shares on behalf of company employees, with the option to acquire the remaining 39 per cent in the future should the staff desire it.
- Glasgow Canal Co-op is an example of a consortium cooperative which was established to "unlock the potential of the canal to create a vibrant neighbourhood for people to live, work and visit". A group of member organisations, working as a collective as part of the Co-op, have successfully pooled resources, shared risks and come together during the pandemic to develop projects which benefit the community. From the Getting North Glasgow Active initiative to boat maintenance training courses, the Co-op is actively engaged in a myriad of programmes along Glasgow's portion of the Forth and Clyde Canal.
- Crunchy Carrot is a community cooperative which expanded dramatically throughout lockdown in response to growing community need for fresh fruit and vegetables. Utilising local supply chains, they remained resilient throughout Covid-19 and able to meet the needs of residents. They are a prime example of the kind of community-based organising and inclusive model which sprung up during the height of the pandemic as a demonstration of social solidarity.
- The Libertie Project Ltd is a women led micro social enterprise in Inverness that uses technology and creativity to bring families and communities together. They run a prison-based printing enterprise in HMP Inverness, a creative studio that produces ceramics, awards and trophies, a digital inclusion service that provides support and learning to reduce digital exclusion, and a community urban garden with a surplus food fridge and pantry. During the pandemic they have begun providing digital services and mental health support.

Grassroots Urban Development

- HALO Scotland, Kilmarnock is an urban regeneration project intent on developing a brand new 28-acre quarter of town, consisting of an Enterprise and Innovation Hub, a one-of-a-kind Live Work Studios, and a Fashion Foundry with direct links to aspiring designers and textile artists at the local college, just to name a few. Plans for the

project were drawn up through a community-partnership consultation and a commitment to realising long-term economic and social benefits, with sustainable, partnership-led growth at its heart.

- The New Gorbals Housing Association is a non-profit community benefit organisation arranged and established in 1989 by residents with a strong vision to regenerate and renew the Gorbals. The association works to provide locals with high quality and affordable rented housing, as well as support in navigating welfare cuts and high living costs, all in an effort to meet the needs of the most disadvantaged within the community. There is an emphasis on genuine engagement with tenants with a £1 membership fee which grants residents the right to vote on proposals and participate in decision-making.
- The Central Govan Action Plan (CGAP) is a community-led investment and development organisation headed by a Steering Group of Govan residents with ambitions to regenerate Central Govan and see it become a more attractive, vibrant, and prosperous places to live and work. More than £120 million has been invested as part of the 2006 to 2022 action plan with an emphasis on affordable rented accommodation, reinvigorating the high street, and restoring historically significant buildings. The CGAP, in partnership with the Govan Cross Townscape Heritage Initiative (GCTHI), have worked to maximise employment opportunities in cooperation with Govan businesses to boost the local economy.
- Starting with the renovation of a disused hospital site in Raploch, one of Stirling's most deprived communities, the Raploch Urban Regeneration Company (RURC) in partnership with Forth Housing Association and Stirling Enterprise Park (STEP) has since helped create the Kildean Business and Enterprise Hub which runs as a social enterprise by the RURC. Stirling Community Enterprise is a social enterprise which connects those struggling most in the labour market with mentoring and free training, and has been contracted to provide grounds maintenance and window cleaning on the premises. Commercial cleaning needs are met by another social enterprise, All Cleaned Up, which helps people who have been through the justice system by providing them with training and the skills to find sustainable employment.

Social Enterprise

- The Furniture Project Stranraer Ltd opened in 1997 to collect, repair, restore and sell furniture throughout Wigtownshire. The business supports disadvantaged groups, offering 40% discounts on items for those on low incomes, and seeks to empower people, support employment for long term unemployed people, and encourage community inclusion. During the pandemic retail operations closed but employees now help provide hot meals to the most disadvantaged in society.
- Re-Tweed is an inclusive business that focuses on a green approach to business, using recycled and reused materials for at least 70% of items and environmentally

sound manufacturing practices. Re-Tweed supports the professional and educational development of women within its local community.

- Locavore is a social enterprise supermarket and associated cafe supporting local growers and suppliers in Glasgow, Edinburgh and Kirkintilloch. Throughout the pandemic they have supported the food emergency with contributions. Their goal is to build a more local food system which is better for our local economy, the environment, our communities, and for producing community benefit.
- Projekt42 is a social enterprise gym in Leith. Its subscription model is a circular revenue system, with up to 40 per cent of membership fees used to fund free services for community members to access as well as provide services at reduced costs for people on lower incomes such as counselling sessions delivered as part of the Mental Health Club. Their aim is to help communities see and understand the connection between physical and mental health. There is also a dedicated programme to engage senior citizens and enhance wellbeing through a wellness club which organises everything from yoga classes to community walks.
- Totally Locally is an award-winning social enterprise and shop local movement which supports independent retailers to coordinate and promote the value of shopping locally within their community. It has inspired the opening of local markets, co-working arrangements, local community events like produce swaps and much more. It has a global reach, with over 50 towns stretching from the UK to New Zealand engaged in a Totally Locally scheme, simultaneously helping to grow the local economy while building a strong sense of community spirit.
- Wild Ways Well is a 'green space improvement programme' funded in part by the Green Infrastructure Fund and organised by The Conservation Volunteers in partnership with Cumbernauld Living Landscape. It is hoped the scheme will support residents to improve local greenspaces while simultaneously helping the physical and mental health of participants through building relationships to combat loneliness and social isolation.

Other Examples

- Unlocking Ambition (UA) has acted as a significant means of working with companies, both through their ambition to grow but also ensuring that purpose and social drivers are embedded within the firms. All companies seeking to access funding through the programme are Business Pledge signatories. Key masterclasses for UA2 include purpose-driven entrepreneurship and the entire programme this round is 'green' with a strong emphasis on sustainable businesses that support economic recovery and journey to net zero. Talking Medicines is one firm which as a result of connection made on UA went on to secure a £662k investment package from Social Investment Business and Social Investment Scotland – they've since secured another investment of £1m and are rocketing. This began with a

commercially focused MedTech company 'pivoting' and repositioning as a mission led business.

- The Rural Leader Development Programme offers specific advice to those in the sector regarding organisational change, yet also brings them into direct contact with local, national and international structures including the Scottish Government. This may provide a platform where arguably direct engagement through these channels has led to variation in business practice.
- As part of the skills development agenda a Volunteer Tutors Organisation was developed which provides children who are struggling at school with tutors to support them in their education and thus pre-empt educational inequalities and disparities before they become ingrained.



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