

**Meeting date:** 18<sup>th</sup> March 2021  
**Report to:** Economic Development & Managed Growth Scrutiny Board  
**Subject/report title:** Inclusive Growth  
**Report from:** Director of Public Health  
**Report author/lead contact officer:** Rachel Egan, Head of Inclusive Growth  
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**Wards affected:**

All Wards |  Bickenhill |  Blythe |  Castle Bromwich |  Chelmsley Wood |  
 Dorridge/Hockley Heath |  Elmdon |  Kingshurst/Fordbridge |  Knowle |  
 Lyndon |  Meriden |  Olton |  Shirley East |  Shirley South |  
 Shirley West |  Silhill |  Smith's Wood |  St Alphege

**Public/private report:** Public

**Exempt by virtue of paragraph:** N/A

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**1. Purpose of Report**

1.1 To outline the Council's definition of inclusive growth and measurement parameters.

**2. Decision(s) recommended**

2.1 To consider progress to date and recommend areas for additional activity.

**3. What is the issue?**

3.1 There are many definitions and ways to describe inclusive growth. Locally, our working definition is that inclusive growth describes how we make sure that everyone has a fair and equal opportunity to contribute to and benefit from economic growth, across the borough.

3.2 Solihull has one of the strongest economies in the UK with unprecedented prospects for accelerated economic growth, new employment opportunities and further inward investment through the delivery of High Speed 2 and UK Central. The challenge is to ensure that this growth provides opportunities across the whole Borough and that all can contribute to and benefit from this growth.

3.3 We will be addressing this challenge through the refresh of the Solihull Economic Strategy which will begin in summer 2021 and will fully integrate the principles of

inclusive growth, describing how we will proactively influence and shape the nature of local economic growth and connect local people to the opportunities created through the strategy. The strategy will identify key areas of focus that will have the biggest impact in delivering inclusive growth for the Borough. It will also provide a platform to communicate our intentions around inclusive growth to key stakeholders, acknowledging that in order to create an inclusive economy a move from a traditional view of economic growth to a more inclusive approach to growth is required.

- 3.4 We have started to look at how we can measure our progress towards delivering inclusive growth through the development of an inclusive growth outcomes framework as outlined in Appendix 1. This will be further developed following initial feedback from the Scrutiny Board to provide a clear set of measures linked to local actions.

### The Council's Role in Delivering Inclusive Growth

- 3.5 The role of the Council is to create the right environment and opportunities to enable inclusive growth. This builds on the North Solihull Regeneration Programme, our approach to service delivery and the integration of the principles of inclusive growth into the Council Plan with progress to date detailed below. The Council cannot deliver inclusive growth on its own. Developing and delivering the vision will require shared ownership between all stakeholders with the Council, its partners, businesses and residents all having a part to play.

### Progress to date

#### Building a Vibrant Social Economy

- 3.6 Investing in and supporting voluntary community sector (VCS) development and creating a more sustainable and autonomous voluntary and community sector remains fundamental. With the focus over the last 12 months being on the pandemic, the Voluntary and Community Sector have been critical in the response, being able to respond quickly and in a way that has met the needs of some of the most vulnerable and disadvantaged residents. This has helped to develop and establish the relationships between the sector and the Council, with a focus on enabling individuals, groups and organisations to take action in their communities and to provide help and support to some of the most vulnerable and disadvantaged households. As a consequence of this progress, the mailing lists and networks available to the Community Development Team and the Council have steadily grown, making it easier and faster to disseminate key messages, opportunities and requests, as well as to facilitate collaborative action between the Council and the VCS. It has also increased and improved the flow of information coming back to the Council about what is happening and changing in communities. In addition, the scope of the practical support provided by the Community Development Team and Solihull Community & Voluntary Action (CAVA) includes supporting the VCS to develop its marketing, communication and social media profile. There is now a stronger platform to further develop the Council's VCS and community based newsletters, bulletins, web and social media content, to increase the profile, visibility of and engagement with community groups and organisations and to strengthen community co-design and delivery.
- 3.7 The investment in the Growth Hub to secure a business advisor through iSE,

dedicated to Solihull to support development of social enterprise organisations has seen them work with eight Solihull groups and organisations. There has been a particular interest from green/zero waste organisations in Solihull. Each year iSE runs a major social enterprise festival, this year there will be two events specifically targeting Solihull organisations with one event likely to be focussed on the green economy to grow this interest.

### Enterprise

- 3.8 The Enterprise for Success (E4S) programme aims to increase entrepreneurship and small business growth across the Greater Birmingham & Solihull Local Enterprise Partnership (GBS LEP) area by providing an improved, streamlined approach to delivering pre-start, start-up and post-start support. During the first phase (November 2016 – March 2019) in Solihull the programme advised 131 people on starting a business, supported 40 businesses to start trading and provided business advice to 112 businesses.
- 3.9 Phase 1 also resulted in increases in employment among beneficiary businesses with 43 jobs created (36 FTEs). Further employment increases are expected over the period to 2025 as a result of the support provided. It also increased turnover among beneficiaries with further increases forecast. The programme has delivered a range of wider benefits including improving market understanding, investment in new equipment and access to funding. It has also successfully addressed the barriers to enterprise and growth faced by beneficiaries and increased the confidence of business survival among beneficiaries.
- 3.10 The programme has been successful in responding to the needs of beneficiaries by providing both one-to-many support as well as more tailored individual support. This has resulted in very high satisfaction rates among beneficiaries with the services provided.

### North Solihull Regeneration

- 3.11 In May 2005, the Council signed a 15 year regeneration agreement which created the North Solihull Partnership with the aim of bringing about the physical, social and economic regeneration of North Solihull. The vision included building new homes, schools, village centres, health care and leisure facilities, improving the local environment and transport connectivity and creating employment and training opportunities. Through an investment of £534m to date, the programme has built nearly 1700 new homes, seven new primary schools, an enterprise centre, two village centres, new health and medical facilities, invested £3m in improving open space and play facilities, £2.7m in a new cycle network and £1.8m on social and economic projects.

### Social Value

- 3.12 Social value means ‘value’ not in its narrow [financial] sense but in its true sense – recognising the importance of social, environmental and economic well-being across our neighbourhoods and in our lives contributing to the long term wellbeing and resilience of individuals, communities and society in general.

- 3.13 The Council, Birmingham & Solihull Sustainable Transformation Partnership (BSol STP) and West Midlands Combined Authority (WMCA) have all invested in the same social value procurement system (Social Value Portal). To date the Council has used the portal to capture social value commitments of £6.5m through 32 contracts with £47k delivered to date through one completed contract.
- 3.14 We are developing skills in this area and have a lot to build on. For example, our contract with Balfour Beatty to deliver the Wildlife Ways programme has focused on four key areas: providing local employment and skills opportunities, supporting local businesses and economies, the local environment and engaging with local communities. This approach has delivered a range of benefits already including 100% of non-hazardous waste diverted from landfill and 73% of total contract value spent with SMEs. Our challenge is to grow this at pace and work with contractors to focus on groups of people or parts of the borough that we particularly want to see benefit from social value investment and to measure this consistently so we are clear what the local impact has been and that this is visible to our communities.
- 3.15 The Council won an award at the National Social Value Conference in February 2021 in recognition of the outstanding work undertaken to embed social value in contract management. This involved a contractor who was unable to deliver on their original social value plans due to the COVID 19 pandemic. Through working closely with the Council they were able to find an alternative way of delivering the agreed level of social value and actually delivered 10% more than originally planned.

#### Supporting Communities to Thrive

- 3.16 The Council is supporting the sustainable development of communities based on their strengths and potential, working differently with local communities and agencies to harness the resources, assets and capabilities within communities to provide effective 'core' community services that help people to help themselves and support in times of need. This includes aligning the community development function in the Council to various statutory functions and services that the Council, Police, Health and Schools are responsible for to provide alternative strengths and assets based approaches to working with children, young people, families and adults in need of advice, help and support.
- 3.17 A multi-agency locality framework has now been well embedded across the Borough to support multi agency working (Solihull Community Housing, the Council, Police, VCS, Clinical Commissioning Group) and is now moving onto its next iteration to be able to focus on emerging, seasonal and long-term priorities affecting communities. Over this next year we will see each Locality identifying a single priority for all agencies and stakeholders to focus on collaboratively, as well as ways of working which bring agencies together around seasonal challenges in, for example, community safety, health or education.
- 3.18 The establishment of the Community Development Team has allowed the Council to develop a wealth of community knowledge, contacts and networks and work is underway to ensure that this is accessible to everyone. As well as aligning the team to different Council functions, like social care to bring together knowledge and practice the development of a Borough wide "My Solihull Maps" will be completed in the coming months to provide a comprehensive web-based map and directory for

community groups, activities, services, facilities across the Borough – places to go, things to do, people to talk to and listen. This resource will be open and accessible to all individuals, groups and agencies to access and will support front-line services to connect with citizens in their communities.

### Creating Environments that Enable Health Living

- 3.19 The natural and built environments where people live, grow, work and play have a significant impact on health and wellbeing. The ability to encourage people and communities to make healthier choices will be more successful if our local environment supports, promotes and reinforces healthier outcomes.
- 3.20 WMCA's Inclusive Growth Decision Making Toolkit has been piloted to inform the redevelopment of Kingshurst village centre in order to deliver economic, social and environmental benefits. We have also developed a Health Supplementary Planning Document which challenges thinking and design of place to put health and wellbeing at the forefront of new developments, using Kingshurst as a testbed.
- 3.21 Kingshurst village centre has the potential to act as a catalyst for wider public service reform focussed on an integrated service offer designed to tackle health inequalities. Officers are currently in discussion with health partners and community representatives regarding the opportunity to develop an integrated health and social care community hub as part of the development. This would provide an opportunity to have a range of blended spaces within the development, particularly between the health and community space, and to use the space to engage the community in services and activities that they might not otherwise consider

### Creating good employment opportunities for all

- 3.22 Good employment is a key factor for inclusive growth. This includes a focus upon attracting and developing businesses and other employers that create good jobs and delivering strategies to increase skill levels and access to employment. It also involves tackling barriers to employment such as transport access and mental and physical health issues.
- 3.23 Whilst the availability of good employment opportunities relates to the state of the local economy and labour market, the ability of individuals to access these opportunities will be affected by a range of factors including their early years development experience, their education, health and mental wellbeing. The Council delivers a range of programmes to support these aspects including:
  - a) '1001 days' focusing on the first 1001 days of a child's development. As part of the first 1001 days work, 276 families have been supported at the antenatal stage, 78 with virtual groups during the pandemic and 198 have accessed online Solihull Approach antenatal parenting courses. A further 464 parents/carers have accessed online parenting courses for older children (0-19 years) and the Parenting Team have virtually supported 368 families since March 2020 as well as 46 parents/carers attending virtual parenting groups.
  - b) The 'Life Ready Programme', focusing on careers education, raising aspirations and connecting local schools with local businesses. The

programme is working with 16 primary schools, all 15 secondary schools, both of the Colleges and all of the Pupil Referral Units and special educational needs schools in the Borough.

- c) Employment support programmes that over the last two years have supported 1,180 people of which 540 declared a disability or health condition. Through this support 232 residents were supported into employment and 139 into training.
- d) Working with West Midlands Combined Authority to promote their Thrive at Work programme which supports local businesses to create a workplace that promotes employee health and wellbeing

3.24 The Council's employment and skills team work with local communities, including vulnerable groups, to support them to access skills and employment and also access support from partners delivering specialist services (e.g. housing) enabling people to secure and retain employment. We are working closely with BSol STP to develop an approach to better connecting career opportunities within STP partners with local people. This includes raising awareness of the jobs available and building employment and training pathways into these opportunities through existing funding streams such as the Adult Education Budget and European Social Fund as well as reviewing core internal investment in skills.

3.25 An example of this approach is the recruitment support provided to the health and social care sector through the employment and skills team. The team develops meaningful working relationships with local care providers so that they understand their needs and how this relates to the skills and aspirations of local people that the team is supporting into work. Through this approach the team has received very positive feedback praising the partnership working within the local area which is invaluable in a difficult recruitment sector like care. Specifically it has been identified by a local provider that "...to deliver great care and support we need a workforce of individuals with the passion and drive to support individuals in our community" and that the service from the employment and skills team enables them to do this.

3.26 We are also testing approaches to providing more holistic, community based support locally through the Chelmsley Wood Recruitment & Training Centre, based in the shopping centre. This will provide skills and on-site training and advice with built in low-level mental health support to be trialled.

### **The Inclusive Growth Programme**

3.27 Inclusive Growth has now been fully embedded into the Council Plan and is becoming part of how the Council does business. As such there are many projects and programmes that contribute to the Council's inclusive growth ambitions that are delivered and governed through existing structures such as the Sustainability Board, UKC Board, Thriving Communities and Health & Wellbeing Board. To compliment this activity, an Inclusive Growth Programme has been developed to focus on areas of work that are not part of established programmes, add value to existing activities and can have an impact on taking forward the inclusive growth agenda. It is designed to address identified gaps in activity where the Council is best placed to lead.

- 3.28 The Inclusive Growth programme complements the emerging Health Inequalities Strategy which is being led by Solihull's Health and Well-being Board. Jobs, skills and good growth are all key factors influencing people's long term health status and life expectancy and their contribution to health has been noted in the national and international Marmot reports which set out an evidence-based approach to tackling health inequalities.
- 3.29 The areas identified to form the initial Inclusive Growth Programme are as outlined below. A detailed action plan will be developed to monitor the progress and impact of the programme based on the high level actions outlined in the report and incorporating any feedback from Scrutiny Board:
- a) Inclusive Growth Outcomes Framework
  - b) Social Value
  - c) The Council's role as an employer
  - d) Anchor Institutions

#### Inclusive Growth Outcomes Framework

- 3.30 An inclusive growth outcomes framework for Solihull has been developed that reflects the priorities of the Council Plan and builds on the work carried out to develop the Kingshurst Outcomes Framework. This is based on the 'doughnut' model which identifies the social, economic and environmental factors that need to be balanced in order to create an inclusive economy and has been aligned to the Council Plan.
- 3.31 Doughnut models lend themselves to simply and accurately reflecting the social, economic and environmental factors that need to be balanced in order to create an inclusive economy. The inner circle of the doughnut shows the social need we wish to meet, the type of economy we want, and broad participation in both. The outer circle shows the environmental limits to achieving the inner circle goals: limits which can in themselves be seen as an economic opportunity. The 'doughnut' model has been chosen as the basis for developing the inclusive growth outcomes framework as it complements the 'economic, environment, people and communities' strategic framing in the Council Plan.
- 3.32 Figure 1 in Appendix 1 shows the original doughnut model by Kate Raworth, which has recently been adopted by Amsterdam as their Covid-19 economic recovery model. The West Midlands Combined Authority (WMCA), with regional partners including Solihull Council, developed Raworth's original model in 2018 to become the WMCA Inclusive Growth Framework and this has been further tailored to Solihull in Figure 2.
- 3.33 This approach was originally developed and tested in relation to the Kingshurst Village Centre redevelopment to support the maximisation of the social, environmental and economic value of the investment and to define the overarching outcomes for the project, as well as provide a benchmark that elements of the development proposal can be assessed against.
- 3.34 Further work is being undertaken to identify what inclusive growth means for local

residents and the metrics that can be used to measure this. The working draft for comment is identified in Appendix 1 figures 3 and 4. While developing the metrics it is important to recognise the profound impact that COVID 19 will have on inequalities and that given the lagged nature of many of the data sets available the impact of COVID 19 may not be evident in some of the data until 2022. Therefore measuring success over the short to medium term will be problematic and there may be a need to investigate the availability of interim measures. Following initial feedback from the Scrutiny Board each metric will be thoroughly assessed to determine its timeliness, frequency and validity. A basket of indicators will then be selected to assess the short, medium and long term impact on progress towards key elements of inclusive growth.

- 3.35 In addition to an outcomes framework at Borough level there may be a need to focus on specific outcomes at neighbourhood level or linked to specific projects, for example the redevelopment of Chelmsley Wood Town Centre

### Social Value

- 3.36 The use of the national themes, outcomes and measures (TOMs) framework (<https://socialvalueportal.com/national-toms/>) is now well embedded into procurement activity and work on benefits realisation is ongoing for our major projects. To take this work to the next stage the following actions are under development:
- a) Development of a clear, broad definition of what the Council means by social value, i.e. the things that the Council, partners and stakeholders can do to deliver our inclusive growth outcomes as employers, procurers, service providers and system influencers. To include procurement alongside other levers such as planning and the broader corporate social responsibility agenda.
  - b) An action plan to be developed in line with this broader definition as appropriate
  - c) A prioritised set of TOMs based on the inclusive growth outcomes framework and priority communities with close alignment to the Council Plan.
  - d) A menu of projects aligned to priority TOMs that prospective contractors can select from. This is being developed through cross directorate consultation, involvement of the VCS sector and the Council's localities work.
  - e) Review the current Social Value Policy along with the development of a Social Value Statement to consolidate the Council's approach and communicate to internal and external stakeholders.

### The Council's Role as an Employer

- 3.37 There are a number of ways that the Council can use its role as an employer to create opportunities that support our inclusive growth priorities. They include supported employment programmes, apprenticeships, work experience, traineeships, etc., which can be openly available or targeted at specific groups. A clear set of options and targets for the Council is under development although the timeline is subject to when staff are able to return to the office to provide the level of support that some individuals may require.



- 3.38 Work has already started to develop the approach in relation to Kickstart (6 month work placements for 16-24 year olds claiming universal credit) and opportunities for people with learning disabilities and they will form the initial areas of focus.

### Anchor Institutions

- 3.39 The role of anchor institutions will be crucial to accelerating and embedding the approach to inclusive growth. Anchor institutions are the large and influential public and private sector organisations based in the Borough whose role as an employer, procurer and service provider could be harnessed to drive our inclusive growth ambitions at scale. Together they employ thousands of people, spend hundreds of millions of pounds, own and manage land and assets and deliver vital services. BSol STP are already engaged in developing their role as an anchor institution with us and officers have had initial (pre-COVID) conversations with Solihull College & University Centre who are also keen to work with us to understand how they could develop their strategy to support inclusive growth.
- 3.40 The emerging Integrated Care System – the joint health and social care partnership that operates across Birmingham and Solihull is developing plans around the NHS as an anchor institution as part of wider work to reduce health inequalities. Through the leadership role of the Health and Well-being Board, this gives further opportunities for our inclusive growth approach.
- 3.41 The Council will develop an approach to working with anchor institutions based on deliverables and learning from the other inclusive growth workstreams and building on existing activity such as the programme of senior officer engagement with businesses. This could include different levels of engagement/involvement based on an overarching framework.

### Future Plans

- 3.42 Further areas for exploration include the development of an inclusive growth impact assessment against which to test new policies and plans and reviewing the Council's role in the employment and skills system.
- 3.43 Whilst the emerging approach to inclusive growth will be captured in strategy and planning documents, further work is required to articulate a clear shared vision for inclusive growth through the development of the outcomes framework and to further embed this into ways of working and wider policies so that the Council, its partners, businesses and residents can all understand and contribute to achieving this vision.
- 4. What options have been considered and what is the evidence telling us about them?**
- 4.1 The actions outlined in the report are based on a review of the research, evidence and best practise available to deliver inclusive growth and also take into account the wider impact of the COVID 19 pandemic. They are designed to support the delivery of the Council Plan and wider plans, adding value rather than duplicating activity. It is anticipated that the scope and nature of the Council's work on inclusive growth will continue to evolve over time as new challenges and opportunities arise.

## 5. Reasons for recommending preferred option

- 5.1 The inclusive growth programme provides the Council with a clear set of actions to pursue in addition to the wider activities of the Council that contribute to this agenda. The development of an inclusive growth outcomes framework will set out the overall ambition for inclusive growth providing focus for the activities of the Council and its partners.

## 6. Implications and Considerations

- 6.1 Delivery of key themes in the Council Plan:

How will the options/proposals in this report contribute to the delivery of the key themes in the Council Plan? *(select which themes apply and briefly state how the options / proposals in this report contribute to their delivery):*

- Improve Health and Wellbeing –

The natural and built environments where people live, grow, work and play have a significant impact on health and wellbeing. The ability to encourage people and communities to make healthier choices will be more successful if our local environment supports, promotes and reinforces healthier outcomes.

- Managed Growth –

Good employment is a key factor for inclusive growth. This includes a focus upon attracting and developing businesses and other employers that create good jobs and delivering strategies to increase skill levels and access to employment. It also involves tackling barriers to employment such as transport access and mental and physical health issues.

- Build Stronger Communities –

The Council cannot deliver inclusive growth on its own. Developing and delivering the vision will require shared ownership between the Council, its partners, businesses and residents with all playing a part. Social economy organisations including social and community enterprises; associations; co-operatives and mutuals along with the voluntary and community sector (VCS) all provide a unique contribution to the local economy. Building a vibrant social economy is a way of investing in the local community, supporting vulnerable and marginalised communities and creating a more balanced and inclusive economy.

- Deliver Value –

There are many projects and programmes that contribute to the Council's inclusive growth ambitions that are delivered and governed through existing

structures such as the Sustainability Board, UKC Board Thriving Communities and Health & Wellbeing Board. To compliment this activity, an Inclusive Growth Programme has been developed to focus on areas of work that are not part of established programmes yet which add value to existing activities and thus could have an impact on taking forward the inclusive growth agenda addressing identified gaps in activity where the Council is best placed to lead.

## **6.2 Implications for children and young people, vulnerable groups and particular communities:**

- 6.2.1 Ensuring that everyone can contribute to and benefit from economic growth will deliver greater prosperity and equity across the borough. This will have greatest benefit in the North of the borough but will also benefit other groups who have poor outcomes and life chances such as looked after children or adults with learning disabilities.
- 6.2.2 Inclusive growth enables a way of investing in the local community, supporting vulnerable and marginalised communities thus creating a more balanced and inclusive economy.

## **6.3 Consultation and Scrutiny:**

- 6.3.1 The Kingshurst Outcomes Framework, upon which the emerging Solihull Outcomes Framework is based, was developed through consultation with a wide range of stakeholders through a workshop and one to one discussions.
- 6.3.2 It is envisaged that the hard data within the outcomes framework will be enhanced through soft insights from residents through surveys and other means.

## **6.4 Financial implications:**

- 6.4.1 The Inclusive Growth Programme and Council actions it identifies have been developed with regards to the Council's available resources and funding. There are no additional direct financial implications as a result of this report.

## **6.5 Legal implications:**

- 6.5.1 There are no direct legal implications as a result of this report.

## **6.6 Risk implications:**

- 6.6.1 The main potential risks concern the impact of COVID 19 on the capacity of the Council and its partners to deliver the actions identified and also on exacerbating inequalities for our residents that may in turn hamper the delivery of the ambition for inclusive growth.

## **6.7 Statutory Equality Duty:**

- 6.7.1 Reducing both poverty and inequality is at the heart of the meaning of inclusive growth. It is measured not only by how much growth is generated but also by how well it is shared across the whole population and place making sure that everyone can

contribute to and benefit from economic growth, delivering greater prosperity and equity across the borough.

6.7.2 A Fair Treatment Assessment will be carried out on the inclusive growth outcomes framework.

## **7. List of appendices referred to**

7.1 Appendix 1 – Draft Inclusive Growth Outcomes Framework

## **8. Background papers used to compile this report**

8.1 [Click here to enter text.](#)

## **9. List of other relevant documents**

9.1 [Click here to enter text.](#)