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Inclusive Growth Knowhow Network

- i. The Joseph Rowntree Foundation (JRF), Metro Dynamics (MD), Centre for Progressive Policy (CPP) and the Royal Society of Arts (RSA) (the ‘partners’) have been working over the past year on the development of a proposition of an Inclusive Growth Knowhow Network based in the UK with international links.
- ii. This note presents the final proposal of the Inclusive Growth Knowhow Network, put forward by JRF, MD, CPP and the RSA. This proposal forms the basis of a submission to the CPP Policy Council in late October and the JRF Trustees in December for approval.
- iii. The strategic purpose of the network is to equip those who want to lead inclusive growth in their places within the practical ‘know how’ (evidence, knowledge, expertise) through peer learning, building on the foundation of the combined work by those places and the CPP, RSA, JRF, MD and (previously) the Inclusive Growth Commission. The development of the network will be a shared endeavour with places, driven by their needs in conjunction with partners.
- iv. Following two workshops with local stakeholders, desk research led by MD and conversations between JRF, MD, CPP and RSA over the past year, the following core offer has been developed:
 - A local inclusive growth network of places;
 - Implementation advisers and thematic working groups; and,
 - A website and online communication tools.
- v. It is hoped that the IGKN could be launched in April 2020. An indicative timetable November 2019 – April 2020 can be found at the end of this document.

Defining terms: A set of terms are referred to throughout this report, defined:

- *Funder:* Joseph Rowntree Foundation (JRF)
- *Host:* Centre for Progressive Policy (CPP)
- *Partners:* JRF, CPP, Metro Dynamics (MD), Royal Society of Arts (RSA)
- *Implementation advisors:* JRF, CPP, MD, RSA and others to be determined
- *Members:* places participating in the IGKN network

Part I - What is a successful Inclusive Growth Knowhow Network?

- vi. Following feedback from places and discussion between the partners the **objectives of the network** should be to:
- Facilitate the sharing of expertise and experience between local areas that are committed to the inclusive growth agenda;
 - Provide support through demand led procurement of expertise on delivering inclusive growth by local areas; and
 - To highlight the common barriers on progress on this agenda at a local level and develop solutions, including enabling places to press national government for change.

- vii. To reflect this, the proposed **mission statement** for the network is:

“Members of the Inclusive Growth Knowhow Network across the UK have the commitment, knowhow and tools to develop, deliver and measure inclusive growth. Through this, the Network will help to tackle inequalities, alleviate poverty, drive productivity and create sustainable, inclusive local economies.”

- viii. In order to assess progress against these objectives and mission, the following **milestones** should be assessed:

- **Year 1** – The knowhow network has a membership of up to 12 local areas committed to the inclusive growth agenda. These initial member areas will have been involved in the development of the network prior to launch and will continue to work with partners as the network evolves during its first ‘pilot’ year. Member areas will be required to demonstrate active involvement (to be defined), including relevant senior attendance at the annual workshop, hosting/participation in thematic working groups, and deep place engagement with partner implementation advisers. The nature and scale of implementation advisory support will vary depending on where members are currently with inclusive growth.
- **Year 2** – The knowhow network has built profile and new areas have approached the coordinator and requested to join. A formal review of impact will be conducted at the end of year 2 as a way of: holding partners to account for funding (see below), ensuring maximal efficacy of the network into years 3 and 4, and highlighting early examples of successful new inclusive growth practice stimulated by the network. By this stage international join up might have been established and membership expanded, but primary concern will be continually refining the operating model for greatest impact.
- **Year 4** – The network has a continuing active membership. Members have found new ways to learn from each other and work and there are numerous examples of where areas have put into action ideas from other areas. An evidence base of successful intervention is building. A second formal review will assess the progress of the network to date (in line with the JRF’s outcomes/OKR framework) and explore proposals for the longer-term future of the membership (see below). There is a willingness from political leaders and senior local officers to consider a subscription model, such is the tangible value

of the network, or an offer has been made by a potential long-term host of the network.

- ix. Ideally, in the **longer term**, the network could be driven forward by the local area members. For example, it could be that by the end of the proposed funding period (currently end of year 4) each local area member takes it in turn each year to lead the network, including the resourcing of it. Alternatively, local areas could have committed to a membership fee to fund the network on an ongoing basis. Or, it could be embedded into the work of an existing organisation (e.g. the LGA) or spun out into a new organisation.

Part II – How would the network function in practice?

Activities facilitated and offered by the network

- x. It is proposed that the network offers a range of fora and ways of engaging in order to achieve the objectives of the network. These should include:

- 1. Facilitated, thematic working groups:** these meetings of the network give members particularly the opportunity to share ideas, information and tackle shared problems. Chaired by a member place (elected by the group), members would self-select which topics are most pertinent for inspiration, learning, and/or to develop existing interventions through input from others.

Themes might include innovative local financing mechanisms, measurement, citizen engagement or whole-place leadership for inclusive growth or particular interventions such as basic income pilots or Cities of Learning initiatives. Facilitated working groups will be expected to produce tangible impact, which might be derived through:

- **More effective implementation of existing and emerging interventions** in individual areas
- **Piloting of innovative solutions in two or more member areas**, bolstered by collective support in shaping, implementing and evaluating interventions
- **Identification of shared problems and development of policy proposals** (at a local, sub-regional and national level) to mitigate these barriers
- **Peer learning and informal ‘training’** through active participation
- **Increased capacity and capability to respond to the network’s 121 implementation advisory offer** (see below)

Groups will be supported by relevant partners providing headline data analysis, brokering of relationships and wider stakeholder engagement as appropriate. Initial meetings – hosted by partners or places – might take place quarterly, but it is intended that thematic groups would create their own offline and online momentum as a regular and valuable source of information sharing for network members.

- 2. 121 implementation advice:** this proposition includes budget for 10 days of support for each active member of the network. This would typically entail a 2-day initial deep dive to identify areas of potential focus and joint-working, followed by 8 days of additional implementation advisory. The core network

convenor would play a critical role in helping to align local area needs with an appropriate implementation advisory partner. This will require each implementation adviser to set out in advance the range of services they can provide and to offer a menu of options to local areas. The menu of options could include:

- **Facilitated discussion between local partners to build a coherent vision and sense of mission in their place;**
- **Deep dive data-led problem diagnosis** of the inclusive growth problem by local area;
- **Measurement of inclusive growth**, helping determine what metrics need to be put in to measure outputs or outcomes as determined by local areas;
- **Citizen juries / democratic local decision making;**
- **Horizon scanning and policy development** in response to (e.g.) the future of work, AI and technology;
- **Alternative financing arrangements;**
- **Proposals for pilots and their evaluation** (e.g.) basic income, Cities of Learning;
- **Advice on institutional arrangements locally** to 'inclusive growth proof' decision making processes;
- **Link up to national government and international bodies** to influence national and international stakeholders on the development of the inclusive growth agenda.

It is expected that members would share many of the insights and impact experienced locally on specific topics via relevant thematic working groups and, more generally, at the annual network workshop (see below).

3. **Annual workshop:** a co-developed forum for members, partners, other implementation advisers and wider stakeholders to:
 - **Review overall progress** on developing, delivering and monitoring inclusive growth (e.g. one or two areas could present case studies of where they have had a success or overcome obstacles to progress on the agenda)
 - **Share outputs of the facilitated working groups** and proposed next steps
 - **Agree future working group themes**
 - **Consider membership of the network** and suggest improved ways of working
 - **Identify common key sticking points and negotiate collective positions**, proposals or pilots to advocate to central government
4. **Guest speakers via webinars:** to supplement learning offered from within the network, external UK-based or international speakers from the public and private sectors and civil society could give quarterly talks on topics or case studies of interest to the group. This could be given via webinars, for ease and with costs for partners in mind. Guest speakers might also be invited to present to the annual workshop.

Role of partners and implementation advisors

- i. The **working model** proposed is that the network would be:
 - a. Hosted by CPP; with
 - b. JRF as the primary collaborating partner; and
 - c. MD as an implementation adviser to be drawn on by local areas; and
 - d. The RSA primarily as thematic group facilitator, as well as implementation adviser with international links; and,
 - e. An additional list of implementation advisers.
- ii. **CPP** has been proposed as the host of the network. CPP already works with 12 local areas (at local and combined authority and LEP level) across the UK and has research capacity and therefore is considered the natural home for the development of a network of places involved in inclusive growth and the host of an offer to places in conjunction with other implementation partners.

In practice, as host, this would likely include the physical hosting of the staff of the network as well as hosting the website as part of CPP's main site. CPP would also serve as one of the implementation advisers that would offer time to local areas. CPP can offer local areas advisory on inclusive growth problem diagnosis, measurement, policy idea generation, institutional arrangements locally and national advocacy.

- iii. **JRF** is, at the initial stages, the primary funding provider for the network as well as bringing inclusive growth expertise and an existing network of local places. As well as holding the network to account for its objectives, JRF would also serve as one of the implementation advisers that would offer time to local areas. JRF's main advisory offer would include policy idea generation and policy development.
- iv. **MD** has helped to develop this proposition as a consultant, and it is proposed that their services would also become one of the options for local areas to draw on as implementation advisors. Metro Dynamics main advisory offer would include data and metrics; strategy; project design & implementation; mentoring; governance; and business case development.
- v. The **RSA** has a set of methodologies for the facilitation of thematic working groups around certain themes – notably the future of work, AI and technology – and inclusive growth interventions such as basic income and Cities of Learning experiments. The RSA would also be one of the options for local areas to draw on as implementation advisers, particularly on citizen engagement and democratic decision making. It is proposed that they provide – as appropriate – join up to areas internationally that work on inclusive growth. This would include links to RSA USA, RSA Oceania, Demos Helsinki and other partners in the Global Thinktank network.
- vi. **Additional implementation advisers** that could be offered to local areas would be based on what additional expertise they could bring beyond the partners. It is proposed that the additional advisers could include the **LGA**, **Solace** and the **Scottish Centre for Regional Inclusive Growth (SCRIG)**, as well as other academic institutions or relevant private sector organisations (such as **Arup**, **Grant Thornton**) on a pro bono basis. Additional advisers might also (or otherwise) be invited to present to thematic working groups.

Accountability

- vii. As the initial core funder, the JRF will need clear accountability mechanisms in place regarding the funding of the host organisation, CPP, and the implementation advisers. These will be explicitly linked to JRF's outcomes framework with relevant OKRs.
- viii. As the host, it is proposed that CPP **reports on a six-monthly basis** to the JRF on progress against the network's mission and objectives with examples of the level and nature of member activity, type of implementation advice sought and delivered to local areas and the profile and the engagement of wider stakeholders with the network.
- ix. It is recommended that all partners use this reporting schedule as an opportunity to meet and reflect on their activity within the network. Feedback could also be sought from local areas and used to enhance ways of working and inform medium – long term planning.
- x. In addition to informal six-monthly reporting and formal reviews at the end of years 2 and 4, the network would seek to evaluate any pilots or other programmes established by the network.
- xi. Each year an **annual workshop** will bring together partners, members, other implementation advisers and wider stakeholders (as appropriate). In addition to the purposes set out above, an important function of the workshop will be for all network participants to hold one another to account for achieving tangible impact on the ground.

Communication, website and digital

- xii. Communication between the partners and the sharing of information will be critical to the network's success. At a minimum, the network will need; an email address that is accessed by the network convener and admin support, a Twitter account and a public facing website. It may be that the local area members decide to set up informal communication channels, such as a WhatsApp group, or Slack, but this should be user led, facilitated (where necessary) by the network lead.
- xiii. It is proposed that the **primary website is hosted within CPP's existing website**. The website would provide both a public forum for common materials to be uploaded and case studies to be hosted, as well as upcoming events and contact details for the network. The content could include written materials as well as audio/video. This would also be a vehicle for other interested parties to learn and benefit from the network's building of knowledge.

Part III – How much will the IGKN cost, and are there any other resource implications?

- i. The IGKN will be funded by the Joseph Rowntree Foundation with additional (restricted) in-kind support from host, Centre for Progressive Policy. It is anticipated that funding will be approved for four years in principle, subject to a two-year review and break clause.
- ii. Additional information related to the budget and resourcing implications (including staff) can be found in the supplementary documents prepared by Metro Dynamics. These include:
 - a. **Budget** breakdown (years 1 – 4)

- b. **Additional inputs document**, including branding (see part IV below) and other Frequently Asked Questions
- c. **IGKN Lead Job Description**
- d. **IGKN Coordinator Job Description** (0.5 FTE, part funded by IGKN and part funded by CPP)

Part IV – How will the IGKN be branded?

- i. IGKN will be have a **separate identity within CPP**, akin to the ‘2020 Public Services Trust at the RSA’ model referred to in the accompanying Metro Dynamics document (see part III above).
- ii. However, the IGKN branding will have the same look and feel as CPP to convey CPP as host organisation. The IGKN website will be built into the **existing CPP website** with links to third party resources/materials as appropriate (curated by the IGKN lead). Other functionality will be developed in response to member needs (subject to budget).
- iii. IGKN will not have its own policy function; it will **entirely delivery focussed**. However, insight gathered by members and partners might form the basis for separate policy work and provision has been made in the budget for ‘collective support’ where places identify common barriers/themes/issues for which additional research might be required.
- iv. More on branding and communications can be found in the accompanying Metro Dynamics document under **Frequently Asked Questions**.

Indicative Launch Timetable

Month/Year	Action
November 2019	Proposal to CPP Policy Council for review (no voting rights)
December 2019	Prospective member workshop (see supplementary document for suggested agenda)
	Proposal to JRF Trustees for approval
	Recruitment for IGKN lead and coordinator begins (subject to the above)
March 2020	IGKN staff hire, based at CPP
<i>April 2020</i>	<i>IGKN launch</i>