DELIVERING THE
INDUSTRIAL
STRATEGY
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FINDING THE
GOLDEN THREAD

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RSA
21st century enlightenment
THE ROYAL SOCIETY FOR THE ENCOURAGEMENT OF ARTS, MANUFACTURES AND COMMERCE (RSA) FOUNDED 1754
THE RSA TODAY
Tackling all sorts of social challenges through ideas, research and action.
WHAT HAVE WE LEARNED?

Think about ‘places’ as ‘spaces of flows’.

Dynamic/flow data (eg movement in and out of an area) is often more insightful – but massively under-used – compared to static/stock data. It requires different skills to analyse, visualise and interpret.

Universities are themselves the most significant magnets in their places – attracting and repelling!
WHAT HAVE WE LEARNED?

Think of people as both citizens and consumers, residents and visitors.

Putting citizenship at the centre is a good approach for prioritising long-term sustainability.

For example, the wider determinants of health are not just where people live, but where they work and how closely connected they are to social-spatial networks.

How would we understand the role of students in economic development if we classed them as 3-year business visitors?
WHAT HAVE WE LEARNED?

The strategy for a place is not solely contained in the place strategy.

The direction of a place is not just determined by government, anchor institutions and grand gestures, but by the cumulative nature of millions of individual consumers, citizen and business decisions.

Sculpting these flows is a more effective strategy than directly adding to (or treating) the stocks (eg graduate retention, preventative approach to multiple long-term condition).
Where do people move to & from?

Internal migration, year ending June 2011 to year ending June 2014, England & Wales

Source & data: ONS, Internal Migration Estimates

See more by the ONS Data Visualisation Centre
The places people move to are less deprived than those they arrive from.
Anchor institutions / 
Employers 
Public services

Coventry has several initiatives to better integrate health outcomes with productive employment. This includes a JobCentre Plus trial to locate a Work Coach within a GP surgery, a Job Shop which accepts self-referrals for mental health conditions, a Workplace Wellbeing Charter which includes a “restrictive workers” procedure to support rehabilitation and early return to work following poor health.
ECONOMIC INSECURITY

How would policy design differ if addressing economic insecurity was the goal?

Material Volatility of resources can reduce ability to afford healthy lifestyles.

Psychosocial Volatility in income, status and other ‘positional’ resources can impact stress anxiety levels.

Behavioural The material and psychosocial effects of insecurity can lead to maladaptive coping strategies such as substance misuse.
ECONOMIC INSECURITY

Looking at the ways in which volatility in economic circumstances (e.g. income, wealth, status), and not just the presence or persistence of inequality and poverty per se, links to poor health: which population groups or places are most at risk, and how do these risks change over the life course or in response to events (such as recession) or economic trends (e.g. de-industrialisation, automation)?

This offers the potential to tailor and adapt interventions and target resources, in a way that is sensitive to the day-to-day household economics and dynamics.
APPLICATIONS

Recognition of resources and institutions that provide economic security as key health assets.

More sophisticated assessment of needs, ensuring flexible support is available for those whose circumstances (and eligibility for service support) can shift rapidly.

More effective and targeted preventative support to help those at risk of falling into hardship.

More effective integrated approaches, for example between health, welfare and labour market support programmes with a focus on lifelong learning and job progression as much as job entry.
Building on the agenda set out in the *NHS Five Year Forward View*, *Health as a Social Movement* is a new three year programme, to support social movements in health and care.

Working initially with six *new care model vanguards* across England, NHS England and partners will develop, test and spread effective ways of mobilising people in social movements that improve health and care outcomes and show a positive return on investment. This programme will also work with the wider vanguard network and beyond to support development and spread of social movements in health and care.
BRIEF 1: WORKING WELL

Design a vision and business case for a way to promote greater wellbeing when people are at work, wherever that work takes place, that will contribute to higher productivity and better overall mental health.

SUBMIT YOUR ENTRY

MEET THE JUDGES FOR THIS BRIEF

Background

- Mental health and wellbeing are important for everyone. In the UK, one in six working aged people will experience poor mental health at any given time.

- The physical setting, culture, norms and activities of work environments all impact on wellbeing. Impacts can be positive or negative, and wellbeing at work is an important factor for employers to attract and retain staff.
Our ongoing work in Rochdale (specifically the ‘sick note capital’ estate) has exposed the adverse incentives that people face in their daily lives: the public sector implores (+subsidises) them to get healthy while, for many, financial stability relies on remaining unwell (=health-related benefits).
PROPOSAL / NEW PIONEERS PROGRAMME

HUB anchoring community life in a community business

SECURE INCOME as an unconditional ‘basic income’, transforming perceptions and opportunities

INTENSE PERSONAL SUPPORT at the HUB to assist in career progress
Meaningful citizen engagement is hard, but worthwhile. Most public bodies enlist it when things have gotten so bad that nothing else will work to rebuild trust.

@citizenseconomy
• Prospectus + Launch Event
• D.I.Y Economics Toolkit
• Animation on democratising economics
• Economic Inclusion Roadshow
• FRSA Engagement workshops Online crowdsourcing
  – Challenge 1: Getting a fairer deal on what we buy
  – Challenge 2: Building trust between citizens and institutions
  – Challenge 3: Sustainable economy
• Citizens’ Economic Council workshops x 5
  – Economy & Society
  – Economic institutions & citizens
  – The world of work & economic sectors (health, food, transport)
  – How economic choices are made
  – Democratising economic policy
This is a bold recommendation. That language would usually preface an official like me lavishing praising on this recommendation, before gently burying it. But not today. I am delighted to announce that the Bank intends implementing in full the RSA’s recommendation. During the course of this year, we will begin the process of setting-up regional citizen councils using our Agency network. This is a natural next step, and will become a central plank, of the Bank’s engagement strategy in the years ahead.

- Andy Haldane, Chief Economist, Bank of England
The UK’s productivity gap is greater in low-wage sectors. Gains in productivity are achievable and would deliver for inclusive growth.
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CONTINUING OUR TRANSFORMATION AS PLACE SHAPERS

TACKLING INEQUALITIES

A NEW TYPE OF POLITICS IS REQUIRED

ECONOMIC GROWTH

INCLUSIVE GROWTH

INCLUSIVE DEVOLUTION
INVEST IN SOCIAL AS WELL AS PHYSICAL INFRASTRUCTURE
INCLUSIVE INDUSTRIAL STRATEGIES

WE WANT THE PEOPLE EXCLUDED FROM GROWTH TO BE THE GROWTH
THE LOW WAGE SECTOR HAS THE GREATEST POTENTIAL FOR GROWTH!

EXAMPLE
SAVE NHS MONEY ROI

FOUR CATEGORIES
1. HEALTH RISKS IN HOMES

Democratic deficit!

Planning laws
LEPs

Can and STEM spending where to replace farmers get from EU

Top tips

Shaun Sleeper
Jonathan Schipperes

The living wage doesn’t help me! And I’m not making jam

The economic growth
TAKEAWAY 1

So what does this mean for designing a public service or intervention to boost economic performance, social outcomes and well-being?

Start with your core activity: teaching and research, procurement, employment, service delivery and property management.

- Talk to people to gain unquantifiable insight on the local economy.
- Design experiments based on an understanding of how agglomeration actually works in practice.
- Explore adjacency and complexity in your industries, and allocative efficiency.
**TAKEAWAY 2**

**So what does this mean for economic development strategy?**

The civic mission is the shared mission of citizens, institutions and the governance arrangements that act on their behalf. Very few places have it. Be shameless.

Scale of investment matters. Coordination matters more.

The key to getting people to coordinate is the collaboration to recognise shared objectives and pursue complementary agenda (not necessarily pool budgets).

US cities are assertive in this. But they are shameless networkers: informal, reciprocal. And they have informal institutions which serve as ‘growth coalitions’.

The World Bank’s research in Gaziantep highlighted a 200-strong assembly, across three municipalities, 80% private sector, which assigns subcommittees and institutionalises a local growth coalition. The ‘secret’ to success has been to ‘speak with one voice’: “we did not find written or sophisticated strategies, but all key city stakeholders knew exactly what the priorities were and who was accountable for them”.

TAKEAWAY 2

So what does this mean for leading an anchor institution?

Be a **shameless networker**.

Get the skills and data to **understand your place in 4 Dimensions** (place, space, flows, change).

Start with your existing strategy/plans, before drafting a new one. **Coordination is often the sticking point.**

Ask what your organisation can do for your place, and what can your place do for your organisation: **map mutual reliance.**

“Plant trees” – you will be credited with long-term success in the after-life.
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