Department for
Digital, Culture,
Media & Sport

INDUSTRIAL STRATEGY

Connected Growth

A manual for places working to boost their digital, cultural and social connectivity

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Cover
Susan and Bill Marlor in front of The Big One rollercoaster, Blackpool, Lancashire. The sculpture is The Swivelling Wind Shelter designed by McChesney Architects and Atelier One.

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Foreword from Secretary of State

This manual represents an offer from DCMS to local areas in England planning for future growth and prosperity. DCMS sectors are the foundations of prosperity because they make places where people want to live, work, visit and invest.

As this manual shows, DCMS sectors are central to our economic future. Digital and creative industries are the fastest-growing sectors in the country, and we are only beginning to realise the potential of technology and creativity in contributing to a wealthier and more sustainable world.

Equally importantly, DCMS sectors make 'liveable places'. Like housing and transport, our digital sectors represent crucial local infrastructure, enabling individuals and businesses to be part of the wider economy. Arts and culture, heritage, sport and libraries create the environment that helps individuals flourish, and the shared spaces that bring communities together. Meanwhile the rich and diverse range of civil society organisations provides vital care and support for the country's most disadvantaged people, and develops innovations that are renewing and reshaping public services.

The future for local communities is what we call 'connected growth'. Digital, social and cultural connectivity will ensure our economy grows in a way that is strong and sustainable. Our sectors unite communities, and in so doing unite the country.

I am proud to present the work which my Department, and our colleagues in the arms-length bodies we support, such as the Arts Council and Sport England, are doing to help places flourish. I hope Local Enterprise Partnerships and other policy-makers will make good use of this manual and help our sectors to make their full contribution to local prosperity.

Rt Hon Jeremy Wright QC MP

Secretary of State for Digital, Culture, Media and Sport

What this manual is for

The Government's Industrial Strategy (2017) included the following commitment: 'We will work in partnership with places to develop Local Industrial Strategies, which will be developed locally and agreed with government.' In 2018 the government announced that reformed and stronger Local Enterprise Partnerships will adopt a single mission: to promote productivity by delivering Local Industrial Strategies.

This manual, which will be updated regularly, is designed to help you develop your Local Industrial Strategy (LIS) by showing how DCMS sectors can support the productivity of local places. It builds on existing guidance, providing a source of advice on the best processes for engaging with communities and stakeholders to develop your LIS, as well as being an accessible source of information and intelligence that you can dip into for a better understanding of DCMS policies and programmes.

Our aim is to ensure that your evidence base, objectives, activities and monitoring draw on best practice from across the country. We also want to provide information on the funding streams available from central government and point to other opportunities - for instance, programmes funded by the National Lottery - that you my wish to explore.

Finally, the manual explains who, in DCMS or our arms-length bodies, can help advise you directly on aspects of your LIS.

Queen Victoria Monument, Piccadilly Gardens, Manchester

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Introduction: Connected Growth
why DCMS sectors are central to local prosperity

About DCMS

The Department for Digital, Culture, Media and Sport (DCMS) drives growth, enriches lives and promotes Britain abroad. We protect and promote our cultural and artistic heritage and help businesses and communities to grow by investing in innovation and highlighting Britain as a fantastic place to visit. We are responsible for digital technology policy; the evolving challenge of internet regulation and cyber security; data and Artificial Intelligence; the creative industries; and the media. We give the UK a unique advantage on the global stage, striving for economic success.

We have around 900 staff working for DCMS, but most of the work that people know us for is carried out by the 45 public bodies that support us. These range from Arts Council England and the National Lottery Communities Fund to Historic England, UK Sport, the British Library and the BBC.

DCMS works closely with other government departments, as a key enabler of policy priorities in healthcare, education, business, skills and employment.

Connected Growth

DCMS sectors directly drive growth and productivity. There are 5.4 million jobs in DCMS sectors, accounting for 16% of all UK jobs.[1] In 2017, all DCMS sectors contributed £268bn to the economy, accounting for nearly 15% of goods and services produced in the UK.[2] The Digital sector contributed £131bn to the UK economy, having grown by a third since 2010 and the Creative Industries are now worth over £100bn to the UK economy.[3]

These are among the most promising sectors for the future. Artificial Intelligence (AI), for instance, has the potential to add £232bn to the UK economy by 2030.[4] The digital era represents an enormous opportunity for a further wave of growth in the creative industries, and the sector's share of the workforce is likely to rise steadily in coming years.[5]

However, the British economy requires more than technology, especially if the benefits of growth are to reach all parts of the country. Economic growth has social and cultural roots: places need to be liveable in order to be productive.

DCMS's contribution to local prosperity is the connectivity we help create, the productive connections between people, businesses, institutions and communities. Connectivity happens because of economic infrastructure, including the right transport links, housing and business facilities. It also happens because of digital, social, creative and cultural infrastructure.

Digital connectivity enables collaboration and makes all places (including remote or disadvantaged ones) viable for work in the global economy. The creative sector, and the industries which rely on creative disciplines to thrive, gives rise to prosperous communities with good jobs and greater earning power. Cultural activity unites us (creating so-called 'bonding' social capital) and makes our differences fruitful ('bridging' social capital). The institutions of civil society create gathering places and enable common purpose.

Our ambition is to create an institutional environment for the growth of local economic and social prosperity over the long-term. We call this connected growth.

By supporting DCMS sectors, you will be investing in some of the most productive sectors of the UK economy, sectors which represent the future of the world. You will also be strengthening the foundations of prosperity, creating places where people want to live, work, visit and invest. You will also help ensure that people and places everywhere can contribute to and benefit from inclusive economic growth.

1 DCMS Economic Estimates (2017) Employment, p.1

2 DCMS Economic Estimates (2017) GVA, p.6

3 DCMS Economic Estimates (2017) GVA, p.6

4 PWC, The Impact of Artificial Intelligence on the UK Economy, 2017, p.4

5 NESTA, Creativity vs. Robots - The Creative Economy and the Future of Employment, 2015, p.6

Inclusive Growth

Over the last four and a half decades, the UK has experienced increasing prosperity alongside a growth in income inequality and in relative poverty. The structural imbalances of our economy have created wide disparities in living standards, cementing social and geographic divisions. Growth has also been uneven within towns and cities. When the fortunes of a deprived neighbourhood are improved, the challenge is to ensure that the original residents benefit as well as new workers who arrive from elsewhere.

The response to these challenges is increasingly known as 'inclusive growth', and is a government priority.[6] This is a contested concept, with multiple definitions. However, it is generally seen as a way to reduce socio-economic inequality within and between areas. It emphasises the need for growth that benefits all parts of society, generally by means of ensuring that people everywhere can both contribute to and benefit from economic growth. It is not sufficient - or sustainable - for some people, places and sectors to do well, and then for government to redistribute part of their income to everyone else. As far as possible, everyone should be involved in the production of economic growth.

This is a complex challenge, but it is one in which DCMS sectors have an important role to play. For example, improved digital infrastructure and digital skills lower the barriers to social and economic participation for marginalised citizens. Culture, heritage and tourism improve the quality of life and wellbeing within local communities. Civil Society policies and programmes deliver increased civic participation, engender community cohesion and help to increase people's overall satisfaction with their lives.[7] The Government Inclusive Economy Unit is developing investment models to increase the amount of private capital that flows into less prosperous places. Our work on Social Value provides local commissioners with the tools to 'build in' social benefits to the procurement of government contracts, for example in housing and skills.

The Government wants to ensure that future economic growth does not leave people and places behind. Our sectors will be critical to deliver this mission.

Supporting Local Industrial Strategies

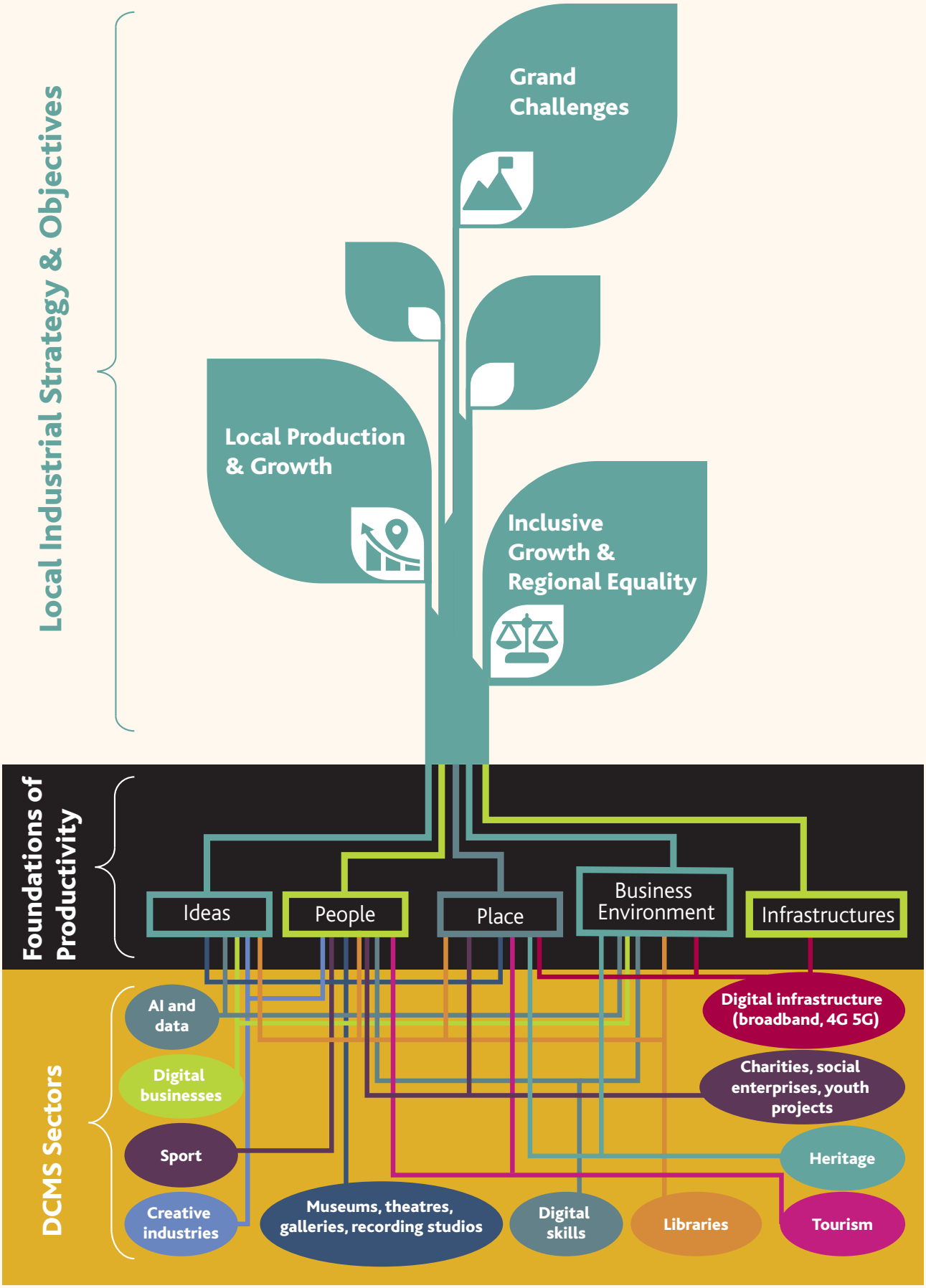
Our sectors directly contribute to boosting productivity and earning power, the key objectives set out in the Industrial Strategy, and to the LISs which LEPs are producing. In developing a LIS, many places' approaches will be shaped by the 'five foundations of productivity' set out in the Industrial Strategy (Ideas, People, Infrastructure, Business Environment and Place), and may involve meeting the government's Grand Challenges (Artificial Intelligence and data, our ageing society, clean growth, and the future of mobility).

The model on the next page demonstrates how DCMS sectors create connected growth and can contribute to the Industrial Strategy foundations and Grand Challenges:

6 Conservative Party Manifesto, 2017, p.35

7 Increasing civic participation: Nesta (2016), People Helping People; Engendering community cohesion: Ipsos MORI (2015), Evaluation of the Community Organisers Programme; Increasing life satisfaction: Centre for Ageing Better (2016), The benefits of making a contribution to your community in later life

Supporting Local Industrial Strategies



The West Midlands and Greater Manchester: Trailblazers for connected growth

The West Midlands and Greater Manchester Combined Authorities have led the way on developing their LISs. They both illustrate the importance of connected growth, and the key role that DCMS sectors can play in LISs.

West Midlands

West Midlands' LIS will build on key sectoral strengths and builds out from landmark DCMS investments, including the Commonwealth Games in 2022, Coventry City of Culture in 2021, and awarding the West Midlands the first multi-city 5G test bed.

Understanding specific sectors' strengths has been key to the West Midlands approach to developing its LIS. The LEP identified strengths within its creative sector, which includes important maker clusters and a globally significant concentration of high-end production, gaming and innovative and immersive content, centered on film, TV and virtual reality.

Major improvements to digital infrastructure will provide jobs and growth, with the West Midlands, trialling new 5G applications and services at scale, paving the way for 5G rollout nationally. The application to industry will be initiated in areas of distinctive strength, particularly health, construction and automotive sectors; benefiting people's lives through participation in new digital tech and transformed public services.

A pragmatic approach to inclusivity informs the West Midlands Local Industrial Strategy. It prioritises ensuring that all residents experience the benefits of rising prosperity. This will create more growth, and the success of the region can best be realised if it capitalises on creativity, talent and ideas in all communities. This will be driven by a place-based approach to change – bringing together transport, housing, skills, Public Service Reform and wellbeing investment.

Greater Manchester

Greater Manchester's LIS is underpinned by the importance of people and connectivity, in line with its landmark Independent Prosperity Review which identified infrastructure and digital innovation as key drivers of productivity for the city region. The Combined Authority has taken a collaborative and inclusive approach to the development of its strategy, leading to a focus on giving people the skills to thrive in the emerging economy; accelerating access to new health technologies to address the local health gap; and sharing prosperity throughout the city region.

The Strategy reflects Greater Manchester's history and strengths in the creative industries. As well as cultivating high-growth firms, the LIS makes clear the role of creative and digital entrepreneurs in revitalising town centres and high streets; enhancing digital skills; and putting public trust at the centre of developing technologies and uses of public data.

GMCA consulted the public extensively over six-weeks, holding twenty events. Council Leaders had a leading role shaping the LIS to focus on the entire region, rather than a small number of high-value assets. This led, for instance, to proposing Greater Manchester's 'advanced materials' manufacturing sites be located in the North East of the city-region, rather than in Manchester. The LIS builds on other local work, most notably the Greater Manchester Strategy, the recently released first Greater Manchester Cultural Strategy and the draft Spatial Framework.

Part 1. Process: how to build a Local Industrial Strategy

About Local Industrial Strategies

Government is committed to Local Industrial Strategies (LISs) so that all places:

- are able to increase productivity and realise their potential: building on well-evidenced and distinctive strengths aligned with the national Industrial Strategy;
- set out the spatial impacts of national and local policy across our cities, towns and rural areas: informing priorities and choices and demonstrating how they will allow all communities to contribute to, and benefit from, economic prosperity.

LISs should be long-term and aligned to the national Industrial Strategy. They will be developed locally and agreed with government. LISs need to be based on evidence, draw on collaboration with a variety of partners, prioritise ambitions and set out clear plans to evaluate progress.

There is a variety of guidance available on developing a LIS, including from the What Works Centre and the LEP Network, which supplement the government's Local Industrial Strategy policy prospectus. The Local Industrial Strategy Analytical Panel, led by the Department for Business, Energy and Industrial Strategy, sets out the following process for developing a LIS:

- Set out a robust and open evidence base.
- Map out specific opportunities and challenges.
- Work in partnership with public and private stakeholders to achieve ambitions.
- Prioritise specific, achievable and long-term ambitions
- Set out clear plans to evaluate progress.

Our guidance supplements this, to support you as you develop priorities involving DCMS sectors.

Each LIS will be different. Part 2 of this manual provides information on each DCMS sector and how to make the best use of it, should your LEP area stand to benefit from this sector. But there are also some cross-cutting principles which, on the basis of the evidence, we think will make your LIS most likely to succeed. These are: involving local people in developing your LIS; maximising digital sectors to drive connected growth; designing the LIS around local anchor institutions; harnessing the power of responsible business; and rural proofing your LIS. Each of these is covered below.

Involving local people in developing your LIS

Extensive consultation with local businesses, public partners and civil society, will allow you to develop a LIS that responds to the unique strengths of your local area, to ensure every community reaches its economic potential and can access good jobs.

DCMS encourages you to use a co-design approach for the development of your LIS, putting communities at the heart of the design and delivery process. This approach will help to identify what your LIS needs to address and prioritise in order that current and future residents benefit from economic growth. Communities often know best what their local challenges are, what assets they have, and can be part of the solution to local challenges. Government has issued guidance on how to involve citizens in the design and delivery of local interventions.[8]

DCMS encourages LEPs to engage with those in our communities whose voices are least often heard. For example, Youth Voice approaches, such as youth forums and co-designing projects with young people, can be used to enable young people to have their voices heard on local issues and involve them in decision making. Government's Civil Society Strategy seeks to change the culture of policy design and implementation so that young people are systematically involved in shaping the policies that affect them. You should consider working with local Youth Voice projects, such as youth councils, to ensure young people are able to be actively involved in local interventions.

8 DCMS & Office for Civil Society, A description of Social Action, 2017

The table below shows some of the available tools to engage communities, with the least ambitious models on the left and the most ambitious on the right. We encourage you to focus on the approaches and tools to the right of the table, as these will help you actively engage with, and benefit from, local people who can identify the barriers to productivity and sources of inequality that your LIS will need to respond to.

	Inform (--) →	Consult (-) →	Involve (0) →	Collaborate (+) →	Empower (++) →
Public Participation Goal	Provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	Obtain public feedback on analysis, alternatives and/or decisions.	Work directly with the public throughout the process to ensure public issues and concerns are consistently understood and considered.	Partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	Place final decision-making in the hands of the public.
Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide.
Example Tools	- Fact sheets - Websites - Open houses	- Public comment - Focus groups - Surveys - Public meetings	- Workshops - Deliberate poling	- Citizens Advisory committees - Consensus building Participatory decision making	- Citizens juries - Ballots - Delegated decisions

IAP2 Public Participation Spectrum, International Association for Public Participation

Maximising digital sectors to drive connected growth

As set out in Part 2, the digital industries have huge potential for growth. They, and digital infrastructure, also represent an enormous opportunity for other parts of our economy and society to prosper.

Tech is increasingly important as the line between sectors becomes more blurred and businesses work in both digital sectors and other sectors. For instance, in 2017 IT, software and computer services was the largest subsector of the creative industries with nearly 145,000 businesses, almost half of all creative industries businesses.[9]

There are opportunities for you to support the improvement of digital capabilities that can make every business in every sector more productive, wherever they are located. It has been estimated that building up digital capability within businesses and charities could unlock up to an additional £84.5bn turnover if they were to develop high digital

9 DCMS Sectors Economic Estimates (2017) - Business Demographics, p.6

capability.[10] Please see the digital skills section, which explains more about what LEPs could do in this space.

Government's Digital Strategy sets out the opportunities of developing a safe and secure cyberspace; developing digital tools, techniques and technologies to improve public services; and, using data to drive innovation this will deliver a thriving, inclusive, outward-looking digital economy, with the benefits and opportunities spread across every region, and every community. This includes putting the UK at the forefront of the 5G and Artificial Intelligence revolutions, which present huge opportunities to boost productivity and grow the economy.

Designing the LIS around local anchor institutions

The sector sections in Part 2 provide details of organisations with particular sectoral expertise. We also encourage you to consider the role that anchor institutions can play. An anchor institution is one that, alongside its main function, plays a significant and recognised role in a place by making a strategic contribution to the local economy.[11] As the Creative Industries Toolkit for Cities and Regions sets out, local 'anchor institutions' play a vital role in defining post-industrial communities. UK Commission on Employment and Skills defines anchor institutions by the following characteristics:

- Spatial immobility: tied closely to a geographic area, through invested capital, mission and relationships with employees and local communities.
- Size: large employers with significant purchasing power. These factors influence the level of impact such institutions can have on the local economy.
- Non-profit: these institutions tend to operate not-for-profit; it is much simpler for private businesses to move, meaning there is no guarantee they will continue serving the local community in the long-term. However, there are examples of for-profit organisations playing the role of an anchor.[12]

Examples of anchor institutions operating in DCMS sectors include universities, theatres, civil society organisations, sports clubs, galleries and specialist cinemas. These organisations have the capacity and expertise to provide leadership, taking on projects and securing funding in ways that may not be possible for LEPs. Anchor institutions and small firms in the UK indicates how anchor institutions can develop interventions to help small businesses in their local area grow.

Harnessing the power of business

DCMS believes there is huge opportunity to work with business leaders to drive growth and productivity in a way that benefits society as a whole, improving understanding and tackling key barriers to inclusive growth.

We are exploring opportunities for businesses to tackle social challenges. We believe that, wherever possible, businesses should increase their focus on creating demonstrable positive social impact alongside financial returns.

To help progress this, DCMS and The Cabinet Office established the Inclusive Economy Partnership (IEP), to bring business together with government and civil society to tackle major social issues. The IEP has scaled social innovations, inspired major new corporate commitments, and has been developing partnerships to find new solutions to shared problems, such as financial inclusion, mental health, and transition to work for young people. The IEP is open for organisations who want to play a positive and purposeful role in society, by creating a systemic change in our economy.

DCMS also leads for government on domestic social impact investing. Social impact investing is the provision of finance to organisations addressing

10 Lloyds Bank, UK Business and Charity Index, 2018

11 UK Commission on Employment and Skills, What is an Anchor Institution? 2015

12 Ibid.

social needs with the explicit expectation of a measurable social, as well as financial, return. It is a means of bringing greater capital commitments to some of the UK's biggest opportunities for social progress, including in those places where traditional investment approaches have previously been insufficient.

There is deepening investor demand with financial market participants keen to do more. To develop this, DCMS is working with the UK National Advisory Board and the Social Impact Investment Implementation Taskforce to help build a culture of social impact investing in the UK. We are talking to a number of LEPs about this work to explore how social impact investment might play a role in helping to finance the delivery of their LIS priorities, for example housing and infrastructure projects in isolated communities that have not fully shared in the benefits that local economic growth is delivering.

Government is determined that public spending generates social value in addition to the services it purchases, and acknowledges that further social value commissioning is needed at all levels of government. The expertise of Civil Society organisations means they are often ideally placed to create compassionate, responsive and efficient public services and to maximise social value creation in your communities.

When engaging with the civil society sector to deliver public services for your communities, The Public Services (Social Value) Act 2012 needs to be considered. It requires commissioners to consider, from the pre-procurement stage, how procurement could improve the social, economic and environmental well-being of that relevant area: further guidance can be found here. The Act applies to all public bodies in England and Wales including Local Authorities and can help identify and deliver wider outcomes with the money you are spending. DCMS has also published guidance for civil society organisations considering selling to central and local government or becoming part of the supply chain for delivering public services.

You should also consider The Commissioning Academy as a development programme for senior leaders from all parts of the public sector, which can help tackle the challenges facing public services, take up new opportunities and commission the right outcomes for your communities. The Academy is run under a concession contract by social enterprise 'PSTA' and is open to all public sector organisations.

Rural proofing your local industrial strategy

Effective rural proofing should assess and take account of the impacts of policies on rural areas, so ensuring these areas receive fair and equitable policy outcomes in LISs.

Thriving rural communities are vital to the UK economy but they face particular challenges around distance, sparsity and demography and it is important that in pulling together your LISs, you consider your rural areas fully.

Urban areas are defined as settlements with populations of 10,000 or more people.[13] Rural areas are therefore those areas outside of these settlements. They make up over 80% of England's land, and are home to around 17% of the English population, nearly 9.3m people.[14] However, rural areas are not all the same and they will include towns (below 10,000 population), villages, hamlets and isolated dwellings, or open countryside. Rural area types can vary from sparsely populated areas in the country through to areas adjacent to larger urban areas. It is important that the individual characteristics of these differing rural areas are considered, with the rural urban classification the basis for this analysis.

Consideration of rural areas is important because nationally they provide positive opportunities including:

- Economy: They contribute 15.8% of England's

13. Official government definition of rural.
14. Census, ONS, 2011

GVA, worth an estimated £246bn (2017).[15]

- Business: There are over half a million registered businesses in rural areas (24% of all registered businesses).
- SMEs: A greater proportion of small businesses are in rural areas compared with urban areas. These employ an average of 6 employees per registered business, compared with an average of 13 employees in urban areas.
- Employment: Rural registered businesses employ 3.5m people.

They also present challenges.

Demographics:

- There are proportionately more elderly people and fewer younger people in rural populations compared with urban ones.
- Access to services: The combination of distance, transport links and low population density in rural areas can lead to challenges in accessing and providing services.
- Service infrastructure: Lower levels of digital infrastructure for broadband and mobile can limit growth in productivity anywhere in the UK. In rural areas, topographical challenges and lower population density mean deployment costs for new infrastructure are often higher than for urban areas.
- Employment: The variety of employment opportunities, the availability of people with the right skills, and access to training can be lower in rural areas.

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15. Contribution of Rural Areas to UK GVA (2017)

I Am London exhibition on display at More London, Southwark, Greater London.

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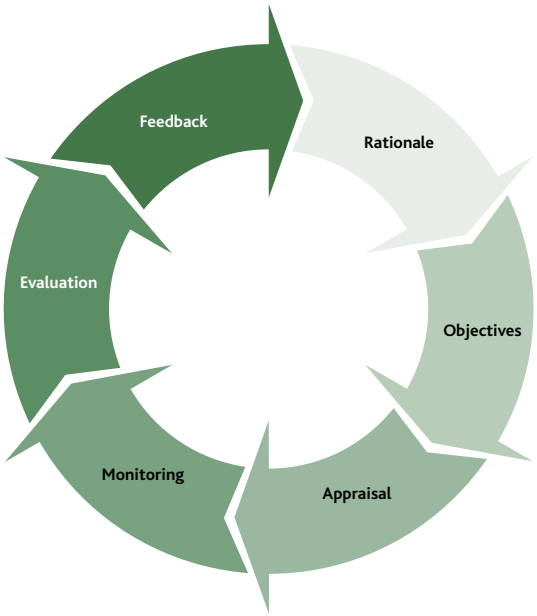
Part 2. Policy: sector-specific guidance

The rest of this manual provides detailed guidance to help you develop your understanding of DCMS sectors, and any relevant evidence, which could be applied to your local area. It will help you to ensure your LIS is evidence-based at every stage of the development of the strategy. The HM Treasury Green Book outlines the policy development cycle as Rationale, Objectives, Appraisal, Monitoring, Evaluation and Feedback.



This section will help you to use evidence to demonstrate:

- The value our sectors make to raising productivity and to wider social objectives.
- Current challenges for each sector in your local area and strategic policies that can plug into LIS design to address these challenges.
- How to assess the strengths and needs of your local area and how to design LIS objectives.
- Existing DCMS programmes and interventions that will be relevant.
- Sector-specific tips for tracking progress and evaluating impact.
- Links to some useful local level data sources.
- Possible funding sources.

Each section details a different DCMS sector. In line with other government guidance on LISs each section is structured as follows:

Baseline

Analysis of local level data will help you identify the different aspects of your starting position, or 'baseline', i.e. local strengths, opportunities and/or weaknesses. This analysis will generate ideas for the focus and scope of your LIS. It is important that your strategy is built on detailed local evidence of the issues and opportunities at hand. You must consider how locally specific existing data sources are in order to build an evidence base that shows the challenges and opportunities specific to your local area. This is especially important when considering how to monitor the impact of your interventions.

Sources including Public Health England and the Office for National Statistics will help you develop your analysis covering unemployment, job quality, Index of Multiple Deprivation, wellbeing, healthy life expectancy, physical activity, adult education and school readiness, and resident wellbeing. Additional sources of data for DCMS sectors are included in the sector sections and appendix 1.

Agreeing Objectives

This refers to the priorities for your area that you set out in your LIS. This should take into account the evidence base gathered for the local area in the baseline exercise, and thought must be given to how LIS priorities align with the national Industrial Strategy and other wider central government policies. The Treasury Green Book advises policy-makers as follows:

'A small set (up to 5 or 6) of Specific Measurable Achievable Realistic and Time-limited (SMART) objectives should be identified... They will ideally include the outcomes that are the rationale for a proposal and in some cases the outputs required to deliver them.'

Designing Interventions

This is where you state your plans for funding and other policy commitments to achieve the objectives. The Green Book outlines that, where appropriate,

evaluations of previous or similar interventions, national, international and wellbeing evidence, should be used to design options that build on what works, to avoid repeating past mistakes. There should be a clear path from the resources required to achieve the objectives, then the activities of the intervention, through to the immediate outcomes and long term impacts coming from your intervention. It may be useful to develop a theory of change or logic model to understand the wider economic and social outcomes your intervention is likely to have. The Treasury Magenta Book provides more guidance for designing a logic model or theory of change.

Monitoring Progress

Monitoring and evaluation is essential for understanding if your strategy is working, and allowing you to review and adapt plans on an informed basis. A LIS should identify the expected outcomes for the interventions, but it is helpful to also highlight the potential scale of the outcomes. Also consider the inclusivity and geographic distribution of outcomes. There should be a monitoring system set up to look at the broad range of possible outcomes. Consider commissioning or partnering with local universities to conduct a fuller evaluation of impact. That way you can evidence a broader range of outcomes and develop a more in-depth learning.

Here are some guidance documents that could be useful.

- The Magenta Book: HM Treasury guidance on what to consider when designing an evaluation.
- The Green Book: HM Treasury guidance on appraisal and evaluation in central government.
- What Works Centre for Local Economic Growth - How to Evaluate – What to evaluate?
- What Works Centre for Wellbeing - A Guide to Wellbeing Economic Evaluation.
- Better Evaluation: an international collaboration to improve evaluation.

Arts and Culture

Artonik Bell Square
Photo credit: @ Vipul Sangoi

Arts and culture, including museums and libraries, make a substantial contribution to the UK and local economies, creating an estimated £29.5bn for the UK economy in 2017 (1.6% of the total).[16] This has increased by 38.5% since 2010. For every £1 of Gross Value Added (GVA) generated by the arts and culture industry, an additional £1.30 of GVA is generated in the wider economy.[17] In 2017, the culture sector directly supported 674,000 jobs, 2% of the UK total.[18]

Culture also has a wider growth impact, through making places where people want to live, work, visit and invest. Culture is what makes a place distinctive, and helps provide an answer to the question, "Why should I invest in this place over another?"

A strong cultural offer attracts high skilled workers and retains graduates. This in turn attracts firms and boosts business investment across sectors, increasing employment opportunities. There is evidence that the cultural offer is a significant pull factor in the location decisions of businesses, but particularly in creating clusters of creative industries.[19]

In addition, culture attracts other forms of strategic investment, for example transport and housing expansion, and integrates new neighbourhoods and infrastructure to maintain thriving and attractive places.

Culture has wider social impacts, including wellbeing and health. Participation in arts and culture has been linked to reduced stress, depression and need for medication, and to increased volunteering and charitable giving.[20] Culture creates enriching experiences for all, and cultural belonging increases community pride, cohesion and social inclusion. A wealth of evidence for this can be found in the What Works Centre for Wellbeing Knowledge Bank.

16 DCMS Economic Estimates (2017), GVA, p.6
17 CEBR, Contribution of the arts and culture industry to the UK economy, 2017, p.5
18 DCMS Economic Estimates Employment 2017, p.4
19 DCMS, The role of culture, sport and heritage in place shaping, 2017
20 What Works Wellbeing, Visual art and mental health, 2018, p.3

Developing a baseline

You will need to understand the makeup of the cultural sector in your area in order to identify opportunities and challenges for your strategy. The following sources of data for the culture sector can help you develop your baseline:

- Cultural assets in your area (National Heritage List, RSA Heritage Index, Cipfa library profiles).
- Participation rates in culture (e.g. visitors, volunteers, Active Life Survey).
- Income and spending by local cultural assets, as well as local government funding, and Art Council England investment in the area (including sources of income).
- Networks and partnerships.
- Local visitor numbers and spending, and type of visits.

Approach your Arts Council England Area Team for advice and guidance on data and evidence to inform LIS development.

Agreeing objectives

You will want to consider how locally-controlled policies can affect the opportunities and trends identified in your baseline, for example planning, library and museum funding, cultural programming, high street policy and public health funding. In developing objectives, you should consider:

- How to help everyone enjoy the opportunities culture offers, no matter where they start in life.
- How to support a resilient, innovative cultural sector e.g. encouraging private funding partnerships, shared services, and commercial models.
- The strategic role of culture and leisure in the 'offer' of a place alongside transport, housing and employment.

Examples of good objectives might include:

- X% increase in people participating in cultural activity by [20XX].
- X% increase in positive perceptions of a place, measured through a survey.
- Increase of [X number] creative industry and digital firms by [20XX].
- X% increase in the number of people employed in culture by [20XX].
- Attract or generate [£ amount] in non-public income to cultural organisations by [20XX].

The 2016 Culture White Paper Appendix 1 'Measuring the Impact' contains further example indicators and sources of information to establish a baseline so that progress can be measured.

Designing interventions

Place-making through culture requires a long term strategic view and investment, with strong leadership of cultural institutions and a community engagement plan so that culture has buy-in from the people. For an example of a long term cultural strategy see New Anglia 'Culture Drives Growth'. Arts Council England can support LEPs to work with local partners to develop cultural strategies: contact your Arts Council England Area Team.

There are a number of national funds which support the culture sector. You should consider whether bids to these funds could support the objectives of your LIS. They are: Cultural Development Fund, Northern Cultural Regeneration Fund, Creative People and Places, Creative Local Growth Fund, Cultural Destinations, Great Place Scheme and forthcoming heritage high streets element of the Future High Streets Fund.

In addition, the culture sector in a LEP area can be supported by creating local biddable funds modelled on the aims of these national funds. Evidence suggests that small cultural organisations can be effectively supported through a mix of grant funding and sub £150,000 repayable finance, to increase sustainability.

You should ensure that your plans for the arts, herit-

age and tourism sectors complement the objectives of any existing funding in your area, and avoid duplication. The site 360giving.com can give an oversight of where some foundations and public bodies fund projects.

Culture can attract and integrate new development to create a cohesive sense of place. For example, cultural programming around new major infrastructure (e.g. HS2) can assist integration into the fabric of a place and help to build buy-in from communities. Housing expansion plans should consider how new settlements will be integrated into the existing place.

Cultural leadership is key. DCMS strongly encourages the inclusion of cultural leaders in LIS decision making, to help LEPs embed culture and develop a shared understanding and a 'narrative' on what makes a place distinctive. As a starting point, contact your Arts Council England Area Team for advice.

Representation of cultural organisations in decision making can be achieved either through Board representation or by establishing a cultural steering group to advise the Board. A recommended steering group model is a 'Culture Compact' to bring together a range of partners to embed culture in the life of a place, including in approaches to public health, education and criminal justice. We recommend forging cultural partnerships at all levels (e.g. town, city, town, LEP and/or regional level).

The Local Government Association Culture Hub highlights good practice in the delivery of cultural services by councils and their partners, and provides useful case studies.

Evaluation and monitoring

You should think about how the objectives of your intervention(s) will be monitored and evaluated. Evaluation outcomes should align with your objectives. In addition to the core economic and sector-specific indicators measured in the baseline, you may wish to consider the following indicators:

- Cultural participation.
- Perceptions of place and satisfaction with the local area.
- Health and wellbeing.
- Sense of community belonging.
- Number of new/regenerated cultural assets
- Volunteering rate.

If you need more information on monitoring and evaluation the Arts Council self-evaluation toolkit is a helpful resource.

Case study: Physical regeneration

The physical regeneration of disused and unproductive areas can kickstart wider business investment. Flagship buildings can be the anchor point for regeneration, for example V&A Dundee and Chester Storyhouse. DCMS welcomes innovative ways to transfer ownership of existing assets to drive growth in a local area - see the example of 'asset portfolio approaches' in the recent Cultural Cities Enquiry report. Culture-led regeneration - the conversion of underused spaces into cultural venues or affordable spaces for creative businesses - rejuvenates areas and attracts footfall which supports wider economic activity.[21] This can revitalise whole high streets and areas - consider a Community Interest Company social enterprise model e.g. Liverpool Baltic. With creativity, public space can be re-imagined as a destination in itself with public realm art.

21 DCMS, The role of culture, sport and heritage in place shaping, 2017

Case study: Museums improving local economy

Operated by a Cultural Trust, Touchstones Rochdale houses Rochdale's Museum, Art Gallery and Local Studies centre. Rochdale Borough Council recognises that a vibrant cultural and heritage offer is attractive for businesses looking to relocate to the town, with companies feeding back that it contributes to the holistic offer for workers living in the area. This is a key strand of Touchstones' involvement in the emerging Business Improvement District and Place Board. Working in partnership with the council to understand the need for a cultural offer, the museum has created a programme of events and activities that are designed to support the local economy. Touchstones also has a central role in the Heritage Action Zone, which is promoting Rochdale's broad heritage offer, including the Rochdale Pioneers Museum, Greater Manchester Fire Service Museum, and Town Hall.

Case study: One-off events

One-off events can be used strategically as part of a wider cultural plan, either to launch a cultural programme or to galvanise partners towards a common goal e.g. UK City of Culture bid. Liverpool makes effective use of one-off events to raise the international profile of the City Region and attract inward investment e.g. Giant Puppets. One-off events can boost an area or high street through increased visitor spend and bring the community together through shared identity.

Case study: Libraries

Starting in Wimbledon library and now across seven libraries in London and growing, Wimbletech CIC transform under-utilised library spaces in partnership with councils as Workarys. These enable entrepreneurs to start and grow their businesses in their local area, whilest contributing and giving back to their community. To date they have provided £250,000 in sustainable income for libraries and councils, £1.5m of spending locally and created 210 local jobs.

The Workarys have a diverse membership with a higher proportion of 30-40 year olds than the UK start up national average (50% of members in Wimbledon), and most are from their local community (nearly 80% of members in Wimbledon live within two miles of the library). The network of members, partners and supporters run programmes of events and experiences in libraries designed to support growth and enhance community cohesion.

Case study: Business environment

The cultural offer helps to build the business environment; areas with a culture, sport and heritage offer are more likely to see growth in creative industries.[22] Concentrated cultural investment can create clustering effects, offering benefits of shared infrastructure, knowledge spillovers and innovation. Cultural institutions assist SMEs to grow through small business support and commercialising intellectual property, for example the British Library National Network.

22 Ibid.

Hull-born actor Jon Campling, Queen Victoria Square, Kingston Upon Hull. The image includes Hull City Hall and Blade installation by Nayan Kulkarni

© Historic England Archive

Case study: Cultural programming

Ongoing cultural programming, such as pop-up galleries or performances, increases the vibrancy of a place and attracts residents and visitors e.g. Waltham Forest art trail, Coventry High Street Shop Front Festival. Renovation of historic buildings, lighting strategies and pedestrianisation can create new spaces for cultural programming. Hull City of Culture and Liverpool European Capital of Culture demonstrate how major cultural programmes kick start regeneration, improve the perception and pride of places and increase private investment. Spread the economic impact and cultural celebration throughout a LEP area with local celebrations e.g. Borough of Culture.

Creative Industries

Leeds Fashion Cluster

© UKRI

Creative industries are as 'those industries which have their origin in individual creativity, skill and talent and which have the potential for wealth and job creation through the generation and exploitation of intellectual property'.[29]

The UK's creative industries are worth £101.5bn to the economy and grew nearly twice as fast as the wider economy in the period 2016-2017.[30] Film and high-end TV attracted £2bn of inward investment in 2017, creating employment and boosting tourism; the UK has the 4th largest advertising market and 5th largest video games market globally; British publishing, music, and fashion continue to flourish in highly competitive global markets.[31]

These creative industries are a motor of growth in local economies, unlocking opportunities, investment, jobs and higher productivity right across the country.

Baseline

In order to prioritise objectives and shape plans to support growth, first conduct an objective assessment of local creative industries. This could include analysis of the size of the local creative industries relative to other industries; specialisms in particular creative industry sub-sectors, or industries that will be central to future growth; and the local capacity for innovation including investment into public research facilities and private centres, universities and spin-out companies, and spaces for innovation. NESTA has conducted research into regional creative employment and business agglomeration on a sub-sector basis.

Identifying local assets which can be leveraged will more effectively build on existing strengths and activity in the creative industries. Assets could include:

- Existing creative clusters: NESTA's 'Geography of Creativity' report identifies 47 hotspots of creativity across the UK, and outlines their contribution to local and national growth.
- Anchor institutions or large companies supporting SME communities which provide the capacity, knowledge and expertise to demonstrate leadership, take on projects and secure a wide range of funding.
- Particular sub-sectors which have competitive advantage or form a key part of the value chain.
- Other major industries and employers that benefit from creative skills, content and services (e.g. designers in the automotive industry).
- A well-known local 'brand' or strong sense of place.

Specific opportunities could include:

- Strategic opportunities to play a leading role in the next generation of products or services.
- Competitive local advantage in a particular industry.
- Exploiting a recognised specialisation or centre of innovation.
- Increased export opportunities.
- Harnessing creative skills, technology and techniques in other sectors to transform products, processes and services.

29 DCMS, Forward to Creative Industries Mapping Document, 2001

30 DCMS Economic Estimates 2017: GVA

31 DCMS, Creative Industries Sector Deal, 2018

The Creative Industries Sector Deal

Led by the Creative Industries Council and supported by the Creative Industries Federation and the sector, the Creative Industries Sector Deal includes a range of measures to increase the number of opportunities and jobs in the creative industries across the country, and improve productivity. Local areas should emulate the approach taken by the programmes, which include:

- Creative Careers Programme: an industry-led Creative Careers Programme to ensure there is a larger and more diverse intake of talent and a broader range of routes into the creative industries. The programme is being delivered by partners including the Creative Industries Federation (CIF) and aims to reach 2,000 schools and 600,000 pupils in two years.
- Cultural Development Fund: £20m to invest in local creative and cultural initiatives.
- Creative Industries Clusters Programme: £39m Industrial Strategy Challenge Funding to support nine creative R&D partnerships.
- Audiences of the Future Challenge: £33m Industrial Strategy Challenge Funding to invest in immersive technology products, services and experiences.

When developing a strategy for the creative industries within a local area, you should use the baseline review to identify region-specific barriers to growth and productivity, such as those set out in the Creative Industries Sector Deal. The challenges facing the creative industries on a national level set out in this document can also be addressed on a local level, and they include:

- Reduced capacity for, and access to, R&D (relevant to the Ideas foundation of the Industrial Strategy). While the creative industries are highly innovative and an important part of the UK's research agenda, they can lack the capacity for strategic, cross-sectoral R&D, including linkages with universities.
- Existing and emerging skills shortages (relevant to the People foundation). Skills gaps exist in many parts of the sector, caused by multiple factors including social and informational barriers to entry, and the quality, availability and consistency of post-secondary education and training.
- Difficulties attracting investment and accessing finance (relevant to the Business Environment foundation). Creative businesses demonstrate a clear demand for investment, yet often lack access to, or knowledge of, financial and business expertise. Coupled with a lack of investor understanding of the characteristics of creative businesses, this makes creative firms in some sub-sectors much less likely to access the finance they need to grow.

All of these challenges are magnified by the proportion of SMEs and micro-businesses in the creative industries, with 95% of creative businesses employing fewer than ten people.[32] This reduces creative businesses' absorptive capacity, ability to access R&D and investment, and capacity to engage with skills and training programmes. Conversely, by bringing creative firms together, business support, R&D, talent and infrastructure can be shared across the supply chain, with spillover benefits for the wider area.

Agreeing objectives

Consider different ways in which the creative industries contribute to productivity and local economic growth when considering the objectives to be set in a LIS.

Most obviously, creative industries make a direct economic contribution to an area. Creative businesses specialise in the creation of new ideas, and this ability to serve large markets efficiently gives them the potential to be highly productive. Just as investments in creative hubs can pull up the local economies around them, so creative growth in one area appears to benefit its neighbours.

The creative industries are also enablers of other sectors of the economy. There is significant overlap between the creative and digital sectors, and the wider creative economy, which accounted for over 3m jobs in 2016.[33] For example, 3D modelling, pioneered in the video games sector, is now widely used within manufacturing industries.

Notwithstanding these opportunities, and although creative businesses are more productive than comparably sized businesses, they will not materially contribute to addressing the UK's productivity problems unless they scale-up significantly.[34] You should consider the capability of your local creative industries clusters to scale up significantly in the next decade.

It may be helpful to look at the relation between creative industries clustering and wider adoption of creative practices in other business to examine how creative businesses support the wider economy, and

32 Creative Industries Federation, Growing the UK's Creative Industries What creative enterprises need to thrive and grow, 2018, p.5

33 Employment in the creative economy can be found in Tables 20-30 of the DCMS Employment Estimates 2017.

34 NESTA, Creative Nation (2018), p.27

where there are opportunities for investment to make other sectors more productive.

The strategic policies set out in the Creative Industries Sector Deal provide a helpful framework to support you when designing objectives. Ideas could include plans to:

- Capture new audiences by strategic investment in immersive content; Build new research and development partnerships; Break down barriers to accessing R&D.
- Support greater diversity of talent and a broader range of routes into the creative industries; Help to deliver more apprenticeships.
- Unlock access to finance for high-growth firms; Boost the sector's export performance.
- Invest to develop more world-class creative clusters.

These objectives should be made Specific Measurable Achievable Realistic and Time-limited according to local conditions and ambitions.

Designing interventions

There are a range of government initiatives which LEPs should seek to align with where appropriate. The box alongside details the Creative Industries Sector Deal. There is also the British Film Industry's National Cluster Growth Fund which provides £2m of National Lottery funding to help develop a number of screen clusters around the UK into hubs of international significance.

Case studies of successful creative industries projects delivered by industry, central and local government working together can be found in the Bazalgette Review and could inspire interventions designed in LISs.

Interventions to consider include:

- capital investment in physical spaces, e.g. affordable workspaces and makerspaces.
- funding R&D and the spinouts of new creative businesses from academic institutions.
- links between local creative businesses and schools to encourage aspirations for careers in the creative sector and develop skills among young people.
- scale-up funding to support SMEs to grow and take on new employees.

Evaluation and monitoring

You should think about how the objectives of your interventions will be monitored. In addition to the core economic and sector-specific indicators measured in the baseline, you may wish to consider the following indicators:

- Use or adoption of new digital technologies by businesses.
- Number of research projects funded/started, or number of business spin-outs from R&D projects.
- Number of employees with requisite fusion of STEM and creative skills, or receiving relevant training.
- Number of creative opportunities delivered and taken up in schools.
- Number and turnover growth of local creative businesses.
- Number of investments in creative businesses, or number of businesses successfully levering appropriate finance.

Bermondsey Street Festival, Bermondsey Street, Bermondsey, Southwark, Greater London

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Case study: Social adVentures

Social adVentures spun out of NHS Salford in 2011 as a public service mutual to deliver health and wellbeing services across Salford. It is jointly owned by employees and service users, so they have a meaningful say in decisions made about the future of the organisation. Since spinning out, it has quadrupled its turnover, employs four times as many staff, and is consistently innovating its service offering to support the changing needs of the community. For example, it uses its community hub to work with Mind to run mental health services, deliver social prescribing and offer fitness classes to the community at an affordable rate. In 2014 it identified a need for affordable childcare, and took on social investment to acquire three children's nurseries which are now running successfully under the Kids aDventures brand.

Civil Society

Civil society refers to charities, voluntary organisations or trusts, social enterprises, mutuals and community interest companies. These organisations contributed £23.5bn to the UK economy in 2017, 1.3% of the total.[23]

Beyond its direct economic contribution, civil society helps create the thriving places that growth and prosperity in general depend upon. It gives us a sense of belonging that comes from feeling connected to our neighbours. It offers people a sense of control over their future and that of their community, empowering local groups to provide solutions to the problems they face.

Civil society has local knowledge and real insight into how policies could impact communities. It can offer innovative and flexible solutions in response to local needs and complex issues.

Civil society also creates opportunities for local people to engage in social action such as volunteering, which has a significant impact on wellbeing.[24] Our youth interventions could also help increase human capital by enabling young people to develop skills, networks, and resilience that can improve productivity at work and life chances for young people.[25]

Baseline

You are encouraged to consider developing a baseline of the civil society sector in your area in order to understand the local contribution of civil society and identify opportunities and challenges in collaborating with the sector to meet local priorities.

The additional resources, outside the formal private and public sectors, which are already deployed in our communities is inspiring, and often far more than policy-makers and funders expect. Quantifying these resources, in terms of finance, physical assets, or skills and man-hours, can be highly effective in attracting further funding or assistance from government and businesses.

Measures could include:

- the number of charities, social enterprises and public service mutuals.
- the policy areas that civil society supports e.g. social care, social inclusion, education and training.
- the number of active volunteers and the monetary value of volunteer hours contributed.
- the number of civil society employees, turnover and income including contracts delivered.

You could work with local voluntary sector support and development organisations (civil society infrastructure organisations) to undertake this baseline. You can look for organisations in your area by using the search function offered by the National Association for Voluntary and Community Action.

Several LEPs have undertaken research into the size and nature of their local civil society sector. In some cases this has led to the formation of Civil Society Sector groups to inform LEP policy, enabling civil society representation, access to business development advice and funding for the sector. For instance, South East LEP has developed a Social Enterprise Strategy and established a Social Enterprise specific Working Group.

The NCVO almanac and the Social Enterprise UK State of the Social Enterprise Sector are useful resources for understanding national sector trends, and include some regional data. UK Community Foundations, with local Foundations in almost every area of England, undertake Vital Signs work to identify issues affecting local areas.

Agreeing objectives

Civil society and local actors can come together to help address a range of complex challenges facing society, and thereby improve the growth, livability and productivity of an area. You will want to consider how civil society could help you to deliver your local

23 DCMS Economic Estimates GVA 2017, p.6

24 Wellbeing and Civil Society working paper, 2013

25 NCS Evaluation 2016

priorities.

The sort of objectives you may wish to consider include:

Increase by [X%] the support offered to long-term unemployed residents by local charities

- X% increase in employment in local civil society organisations by [20XX].
- X% increase in social enterprises created by [20XX].
- X% increase in the number of people volunteering locally by [20XX].
- [X amount] employer-supported volunteer hours per month given locally by [20XX].
- X% decrease in residents' subjective loneliness by [20XX].

Designing interventions

The creation of thriving communities and social value to enable inclusive economic growth is the central focus of the government's Civil Society Strategy, published in August 2018. This sets out a vision of how government will work with civil society to create thriving communities, improving prosperity and economic growth. At the local level there is an opportunity to develop LISs that encompass the ambitions of the Civil Society Strategy.

Useful interventions for LEPs to consider focus on developing sustainable funding models for local civil society. A range of funding opportunities are needed to enable the work of small and local social sector organisations. This includes opportunities to increase earned income (trading) and to fund services through grants, which when used well can combine flexibility with the accountability and performance rigour of a contract, as well as bringing additional benefits, such as charitable investment.

LEPs can also help develop public service mutuals to innovate and reduce demand. Mutuals are staff-led social enterprises, charities or co-operatives, and can offer a great way to actively involve communities and customers in service design and delivery. Research shows mutuals are developing better quality, more innovative public services with happier, more productive staff.[26] You can contact the DCMS Mutuals Team if you want to talk through your ideas.

A key local resource is citizens themselves, in the form of social action: volunteering, the giving of money, or simple acts of neighbourliness. Through the commitment and skill of citizens, social action can empower communities and help people in need. Taking part in social action is also associated with higher levels of wellbeing, and can improve people's confidence and skills. LEPs can help promote a culture of social action locally: for example, by championing employer supported volunteering; or by linking up business leaders with social sector organisations to help upskill and advise those further away from the labour market.

Youth social action is particularly valuable, not least because it builds the skills and capacity of young people. In 2017 81% of young people participating in meaningful social action believed it would help them get a job in the future.[27] Government is supporting youth social action nationally through the £40m #iwill fund (jointly funded by DCMS and the National Lottery Community Fund). The #iwill fund has attracted 20 match funders to date and aims to create new social action opportunities for an estimated 450,000 young people by the end of the fund, particularly targeting those from disadvantaged backgrounds. You can find the opportunities available in your area by visiting the #iwill website. LEPs should consider complementary approaches to boosting youth social action.

Evaluation and monitoring

Evaluation you may wish to conduct to monitor progress towards your objectives include participant data and feedback surveys collected before, during and after interventions; local information on rates of volunteering and other forms of social action; and

26 Public Service Mutuals State of the Sector 2018

27 Ipsos-Mori, National Youth Social Action Survey, 2017

qualitative analysis of case studies and stories written by volunteer organisations to help understand the nature of the community activity they supported.

There have been many evaluations conducted across civil society that can be a guide on the type of monitoring data that you may want to collect, for example: Community Organisers Programme, National Citizen Service Evaluation Report 2016, Youth Investment Fund Learning Project, and work from the Government Outcomes Lab (Social Impact Bonds). To test whether your interventions are helping to promote thriving and connected communities, you may also wish to use the ONS's Loneliness Measure.

DCMS data sets may help in monitoring the impacts of policies, depending on the granularity of the data available, including the Community Life Survey and the Taking Part Survey. These surveys provide statistics at a regional level on trends related to social action, empowering communities and participation in DCMS's sectors. For data corresponding with your LEP area, we would suggest consulting your constituent local authorities and social sector organisations to ascertain local rates of social action.

Case study: Smart Works

Smart Works is a volunteering organisation that helps unemployed women back into the workplace by providing high quality interview clothes, styling advice and interview training. The model has a profound impact on the women it supports, many of whom have been out of work for many years and are low on confidence and self-esteem. The government provided funding to Smart Works through the Centre for Social Action Innovation Fund, a fund to support the growth of innovations that mobilise people's energy and talents to help each other, working alongside public services.

Case study: Volunteer It Yourself

Volunteer It Yourself (VIY) pairs professional tradespeople volunteering their time with young people, aged 14-24, to help renovate and repair youth centres and other community buildings. This supports young people to learn trade and building skills on the job, and helps them gain vocational skills accreditations as well as access to further training, work placement and apprenticeship progression opportunities. VIY is a not-for-profit Community Interest Company and has received government funding through the Centre for Social Action Second Half Fund. It has formal partnerships with a range of public and private sector organisations, including Wickes.

Case study: IntoUniversity

IntoUniversity supports young people from disadvantaged backgrounds to attain either a university place or another chosen aspiration. Volunteers offer tutoring and mentoring support to these young people at IntoUniversity learning centres across the country. The IntoUniversity programme can demonstrate evidence of improvements in academic performance, chances of getting to university, and attitudes to learning.[28] The government provided funding for new learning centres through the Centre for Social Action.

28 IntoUniversity Impact Report 2017

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Digital Industries
(including Artificial Intelligence and Data)

As the Prime Minister wrote in her foreword to the Tech Nation 2018 Report: 'The digital tech sector makes an essential contribution to local economies in our towns and cities. Clusters built around AI, machine learning, cyber security and big data industries are supporting growth, jobs and productivity in communities large and small.'

The Digital Sector contributed £130.5bn to the UK economy in 2017, accounting for 7.1% of UK GVA.[35] The contribution from this sector has increased by a third since 2010 (£98.2bn in 2010). Between 2014 and 2017, employment in the digital tech sector increased by 16.1%.[36] The GVA in the UK Cyber Security Sector is estimated to contribute around £2.3bn in 2015/16.[37]

At a local level, digital and cyber security firms are forming more and more business clusters inside and outside the major cities, which are motors for local economic growth and higher productivity.[38]

Developing a Baseline

The Tech Nation 2018 Report can provide you with an initial understanding of the size of the tech sector within local areas, with information on sector density, growth stage, location of high growth firms and sector productivity. It also provides detailed insights into the growth of individual tech clusters, which should provide valuable information on turnover, contribution to local GVA and important firms.

The UK Cyber Sectoral Analysis Report gives an overview of the clusters of cyber security firms throughout the UK. Both reports show that digital and cyber security companies cluster within certain parts of the country, with firms being concentrated within London and the South East, but with clusters developing across the country, with firms not only growing in big cities but smaller cities, towns and suburbs as well.

DCMS encourages you to consider the extent that businesses within your local area outside of the digital sector have adopted digital technologies. The Lloyds UK Business Digital Index provides regional assessments of the digital capability of businesses and civil society organisations that can be used to assess some of the barriers to digital take up among SMEs within local areas and benchmark against the national average.

This take-up is also tied in with levels of digital skills within local areas. See the Digital Skills section below for more guidance.

Many local areas are starting to see the benefits of sharing data across public sector agencies and where possible making that data available as open data. Doing this proactively, and encouraging other local partners to do this, would give a richer supply of data to encourage AI solutions to support local needs.

The box overleaf provides more detail for LEPs seeking to support the Artificial Intelligence and Data sectors, which represent one of the government's Grand Challenges in the national Industrial Strategy.

35 DCMS (2017) Economic Estimates: GVA

36 DCMS Economic Estimates - Employment 2017

37 UK Cyber Security Sectoral Analysis and Deep-Dive Review 2018

38 Tech Nation UK (2018), Tech Nation Report

The AI and Data Grand Challenge

Looking at AI and Data in particular, the following questions can help when considering the contribution that can be made locally to the Grand Challenge:

Current situation

- What is the current extent of adoption of AI technologies among local businesses?
- What is the current level of awareness of AI in your local area?
- What is the composition of the local workforce and how might an increased use of AI impact or be impacted by this composition?
- What is the value of collaborative R&D in AI and data analytic technologies among local industry and research partners?
- What is the current extent of adoption of AI technologies by the public sector locally?

Opportunities

Supply

- Is there an AI ecosystem in your area; are there active AI companies, research institutions, investors or AI hubs?
- If so, what are their specialities and particular needs/challenges?
- What is the AI/STEM skills base in your local area, and how available is AI expertise to local businesses?
- What training opportunities can businesses and individuals access to improve competency and expertise in AI?
- What types of local datasets, private or public, have been, or could be, made available for wider use in your area?
- How diverse is your AI skills base?
- What opportunities are there to create local data trusts and explore other models of data governance to facilitate easy and secure sharing of data?

Demand

- What is the sectoral make-up of your local area and in which are there opportunities for AI adoption?
- What is the level of demand for AI/data expertise from local businesses?
- Which local public services are most in demand and/or least digitised?
- Which local products/processes could be made more efficient through better use of data?
- Is there demand for public datasets that are currently held by local government?
- What linkages exist between industry and academia for collaborative R&D in AI and data analytic technologies?

Agreeing Objectives

The UK Digital Strategy (2017) sets out our plans to develop the digital economy across all parts of the UK. Government's ambition to support all businesses to digitise, grow tech jobs and unlock the power of data are complemented by a commitment to build the skills and infrastructure which people and businesses need.

Local leaders know that investment in the business environment is needed to maximise the local benefits of technologies. The UK is an international leader in the development of a range of the tech of tomorrow; including AI and data, robotics, quantum and autonomous vehicles. In 2017, our tech business sector grew 2.6 times faster than the economy as a whole, increasing by 4.5%.[39]

The Digital Strategy and the national Industrial Strategy can only be delivered in places. Our National Cyber Security Strategy sets out objectives for growing clusters based around interdependent strengths which are applicable to local conditions. Together in partnership with local leadership, businesses and citizens, government is committed to working towards the following outcomes to be achieved through investment in our digital business environment:

- More businesses accessing appropriate external support, and being satisfied that they have access to specialists who understand digital enterprise.
- More businesses understanding the challenges they face arising from technological development, and the opportunities to grow and thrive through digital adoption of productivity-enhancing technologies.
- Increased entrepreneurial activity, including number of startups, and higher firm-level GVA.
- Increased finance for businesses applying digital technology generating higher demand for external finance from diverse sources.

Designing interventions

There may be existing programmes within your local area that are stimulating growth within the local digital and cyber security sectors, investing in and supporting companies at every stage of development. Tech Nation provides a number of Growth Programmes that can help businesses to grow, and you can help promote these growth programmes to companies in your areas. The National Cyber Security Centre Cyber Accelerator and London Office for Rapid Cyber Advancement are designed to help cyber security startups and bring innovative new cyber security solutions to market, while Cyber 101 coaches cyber security leaders in critical business skills.

Evaluation and monitoring

Evaluation should distinguish between the direct impacts of the programmes you are implementing and the secondary impacts to the overall economy. Where interventions focus mainly on supporting individual businesses, we recommend monitoring the individual performance of these businesses. However, you should also consider assessing (and monetising) the wider impacts that supporting these firms has on the wider local economy.

The Tech City UK Impact Evaluation can be a guide to help with monitoring the impact of programmes intended to improve growth of digital companies. This evaluation showed the particular difficulties in directly attributing effects on 'hard performance measures' (such as sales turnover and employment) to the activities of the programme, which should be borne in mind when designing an evaluation.

39 Tech Nation Report (2018)

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Digital Infrastructure

Digital Infrastructure underpins the digital, cultural and social infrastructures to develop places where people want to live, work and visit. Over the next few decades our digital networks will be the enabling infrastructure that drives economic growth and productivity.

The Digital Infrastructure sector contributed £33bn to the UK economy in 2017 (1.8% of GVA), up by a third since 2010.[40] A core contributor to connected growth in local areas, direct benefits from improved digital connectivity include large increases in download speeds leading to more productive economic activity. It is estimated that by subsidising upgraded infrastructure in certain postcodes £9bn of turnover was added to firms in those postcodes.[41]

Government has set targets for nationwide full fibre coverage by 2033 and for the majority of the population to be covered by a 5G signal by 2027. Full Fibre to the Premises (FTTP) will deliver future-proof, reliable, gigabit-capable connections. These will support greater productivity and economic benefits, underpinning growth sectors such as creative industries and tourism, and helping to reduce inequalities between and within regions. Good quality broadband and mobile coverage has become a modern necessity, both at home and work.

A range of evidence shows direct benefits from improved digital connectivity, including large increases in download speeds leading to more productive economic activity.[42] Wider potential impacts are in areas such as remote healthcare, education, travel and transport, and wellbeing, including loneliness. Gigabit-capable technology will ensure future opportunities in these areas, plus technologies such as AI or the Internet of Things, will be available to everyone in every region.

Baseline

There are several areas to consider as part of developing an evidence base and strategy.

Following £1.7bn investment of public money from government and local authorities into the BDUK Superfast programme, superfast (>24Mbps) broadband coverage is at 95% of the UK, according to the latest Connected Nations 2018 report from Ofcom, with Fibre to the Cabinet (FTTC) the most widely used technology.

Full fibre, or Fibre to the Premise coverage is currently at 6.20% across the UK.[43] The BDUK Superfast programme is continuing to roll out and has turned its focus to full fibre, with other government interventions including the Local Full Fibre Networks and Rural Gigabit Connectivity programme designed to deliver full fibre and stimulate commercial investment. The Connected Nations 2018 report can help places quantify the state of local coverage, while Thinkbroadband has detailed maps illustrating local coverage, which can be both browsed by area and searched by postcode.

The Universal Service Obligation is currently being implemented by Ofcom. It is expected to allow consumers with connectivity below 10Mbps to be able to request a USO connection subject to conditions, from the beginning of 2020, funded via an industry cost-sharing mechanism.

Government is working to ensure that 95% of the UK has good coverage by 2022. Government wants the UK to be a world leader in 5G, and for the majority of the population to have access to a 5G signal by 2027. Mobile network operators are preparing for the launch of commercial 5G services, with initial launch cities and investment plans identified and first commercial deployments expected in the second half of 2019.

Agreeing Objectives

DCMS's Future Telecoms Infrastructure Review (FTIR) (2018) sets out our roadmap to achieve the

40 DCMS Economic Estimates 2017: GVA

41 Evaluation of the Economic Impact and Public Value of the Superfast Broadband Programme

42 For example Deloitte, Value of Connectivity: Economic and social benefits of expanding internet access, 2014

43 See Thinkbroadband for updates on broadband roll out statistics: https://labs.thinkbroadband.com/local/

government's digital connectivity targets, chiefly by encouraging commercial investment across the UK and creating the conditions to support deployment. It found c.10% of UK premises are unlikely to benefit from commercial investment without some form of additional funding. Government is committed to an 'outside-in' approach to ensure these harder to reach areas are addressed at the same pace as the rest of the country.

On mobile, the FTIR concluded that 5G offers potential new revenue opportunities for existing carriers and opens up opportunities for new players to enter the UK mobile market. New players could provide tailored solutions to connectivity challenges and help unlock the full potential of 5G. The FTIR recommends policies that maintain the benefits of competition between the mobile network operators, while encouraging new solutions.

The FTIR also focuses on the growing convergence between fixed and mobile markets. Delivering the high speed and high capacity capabilities of 5G will require dense fibre networks, and in some places 5G could provide a more cost-effective way of providing ultra-fast connectivity to homes and businesses.

When developing a strategy for digital infrastructure within a local area, recommendations for LIS objectives include:

- Supporting commercial deployment by reducing barriers for industry providers, and proactively using existing powers to promote commercial provision.
- Publicly funding gigabit-capable interventions targeted at non-commercial areas (the 'final 10%') that are unlikely to receive commercial investment.
- Ensuring any publicly funded interventions are sufficiently future-proofed, and reflect the growing convergence between fixed and mobile networks.
- Encouraging consumer take-up of broadband services in order for users to realise the benefits, and to support greater commercial investment.

These objectives should be made Specific Measurable Achievable Realistic and Time-limited according to local conditions and ambitions.

Designing interventions

Public funding will be dependent on local areas having a clear plan to reduce and remove barriers to deployment and adopting best practice. You should work with providers to support commercial deployment of both broadband networks and mobile coverage infrastructure (in terms of conventional macro-level mast deployment and small-cell deployment at street-level):

- The Digital Connectivity Portal provides guidance for local authorities and network operators on effective policies and processes to facilitate deployment of broadband and mobile networks.
- Introduction to Community-led schemes provides guidance on options.

Public models for deployment of fixed broadband include:

- BDUK Superfast programme: rolling out superfast broadband across the UK via local body delivery partners.
- Local Full Fibre Networks challenge fund: models including Public Sector Anchor Tenancy / Building Upgrade / Asset Reuse.
- Local Full Fibre Networks Gigabit Broadband Voucher Scheme.
- Rural Gigabit Connectivity programme: trialling a public building hub model with rural specific vouchers to deliver gigabit connectivity to rural areas in the 'final 10%'.

Identifying the location of areas within the non-commercial 'final 10%' will become clearer with further roll out in the coming years. Currently, premises without access to superfast broadband are considered more than likely to be within the 'final 10%'. It is recommended that any public investment be initially targeted at areas and premises with sub-superfast speeds.

Fixed broadband policies are strongly encouraged to align with government policy to deliver gigabit capable networks. While publicly funded interventions should be targeted at the non-commercial 'final 10%', they should align with areas and premises currently targeted by other public programmes to avoid overbuild (e.g. DEFRA's Rural Broadband Infrastructure Scheme which funds Local Authorities to deliver superfast broadband to rural businesses and communities).

Interventions to consider include encouraging planning authorities to adopt de minimis provisions with regard to small-cell mobile infrastructure, and working with Mobile Network Operators to proactively identify possible sites for infrastructure deployment / improvement.

Monitoring progress

Projects should assess reducing the digital divide between communities, as well as benefits to the economy and the public sector.

The Ofcom connected nations report should be referred to in order to monitor geographical coverage of fixed and mobile infrastructure, which are likely to be important outcomes for any digital infrastructure programme outlined by a LIS.

Monitoring of interventions should also focus on the connection between the policy outputs (i.e. FTTP coverage) and specific economic outcomes, such as the effect on local firm performance and productivity. Monitoring should also consider value for money.

The Superfast Broadband evaluation provides an example of how these outcomes are monitored at a local level. This will provide you with ideas of how to evaluate your interventions in the digital infrastructure space and highlights the tangible economic and wellbeing benefits that increased connectivity brings to communities.

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Digital Skills

Digital skills are critical across the majority of sectors and occupations, and are essential entry requirements for two thirds of UK occupations. Local economies will benefit from investing in both those individuals who already have advanced digital skills and work at the heart of the growing digital economy, as well as those who have yet to gain the essential basic skills.

It is estimated that nationally, closing the digital skills gap could unlock £85bn in turnover every year.[44]

- 8.4% of UK adults have never used the internet (down from 9.2% in 2017), and 10% of households do not even have internet access.[45] According to the Lloyds Bank Consumer Digital Index, 11.3m people (aged 15 and over) lack one or more of the five Basic Digital Skills; 4.3m have zero.
- The Employer Skills Survey 2017 identified that a third (33%) of all skill-shortage vacancies in the UK were attributed, at least in part, to a lack of 'digital skills'. This includes both basic computer literacy (23%) and/or more advanced or specialist IT skills (21%). Around 35% of businesses reported that their current staff was lacking digital skills. You can learn more about digital skills shortages and gaps in your local area using the data here.

The challenge is particularly acute in the SME and social sectors. According to the Lloyds Digital Index in 2018, 16% of SMEs and 30% of Charities nationally have low digital capability, so are not taking advantage of the improvements in productivity that digital skills uptake can provide.

Baseline

Working with your Skills Advisory Panel and if in place locally, your Local Digital Skills Partnership, you should review what skills interventions and policies you can influence. This should include publicly funded provision delivered through HE/FE colleges, T-levels, apprenticeships, and private/third sector provision.

Your baseline exercise should seek to identify gaps, where demand for digital skills is not being met by the supply of individuals with relevant qualifications, and therefore where investment in a new programme/provision would be beneficial. It is also important to analyse, where possible, the diversity of people in digital roles and taking up digital skills courses in the area, in order to design programmes that successfully engage the local community.

One particular challenge when developing your baseline is the variety of terms used to define 'digital skills', which will require you to draw on a range of quantitative and qualitative sources as part of your evidence gathering. Broadly you should collect data assessing digital skills needs at the basic (essential), general and advanced levels and with reference, for example, to the new Essential Digital Skills Framework.

Skills shortages and gaps can be difficult to quantify. The following resources will help:

- Employer skills survey 2017.
- Online vacancy data e.g. Burning Glass and Adzuna.

DCMS is collaborating with the Department for Work and Pensions to develop a digital skills information service (data tool), which will enable you to understand the digital skills needs in your area. A prototype is expected in spring 2019 and once it is launched we will be encouraging you to use this service to help produce the baseline for your LIS.

The analysis produced through the Skills Advisory Panels (a Department for Education programme supported by DCMS) will underpin the 'people' pillar of each region's LIS.

44 Lloyds Bank, UK Business and Charity Digital Index, 2018

45 ONS, Internet users, UK: 2018

Agreeing objectives

You are strongly encouraged to work with cross-sector partners to develop initiatives that increase digital capability at all levels, and that improve the diversity of those in tech roles. DCMS encourages you to consider embedding a Local Digital Skills Partnership as part of your LIS. Alignment with the objectives set out in the Digital Strategy (2017) will be important to ensure that everyone can access the skills they need to fully participate in society. DCMS has developed a five-step model in consultation with DSP partners, which it encourages local DSPs to adopt:

- Build the partnership. Ensure that local businesses, academia, charities and training providers are represented and contributing.
- Create a strategy. Gather and analyse evidence, and match provision to needs.
- Deliver training.
- Monitor and evaluate the impact of provision.
- Share data, tools and practice with other region.

Designing interventions

DCMS is supporting Local Digital Skills Partnerships (LDSPs), which are being set up to tackle local digital skills challenges to help build thriving and inclusive local economies. Working closely with LEPs and other regional stakeholders, these partnerships are encouraged to design and deliver new and innovative digital skills provision that can then be replicated and scaled across the country as more Local DSPs are set up.

The local DSP Delivery group that reports to the main DSP Board is developing a "Playbook" that will collate and showcase best practice and best in class digital skills provision across the country. This will include sections around the setting up of a Local DSP, the governance required, and will enable regions without Local DSPs to develop their own. The DSP is currently collecting content for the Playbook, and a first iteration will be live by Summer 2019.

Monitoring progress

You should set up evaluation and monitoring strategies that demonstrate the improvement in digital skills in individuals, and what wider effects these improvements have at a local level. The Employer Skills Survey, the Lloyds Bank Consumer Digital Index and the Lloyds Bank Business and Charities Digital Index are metrics you can use to measure.[46]

If you need more information on monitoring and evaluation the Digital Inclusion Evaluation Toolkit is a helpful resource.

DCMS has commissioned an evaluation outline plan to identify a strategy and metrics for evaluating the impact of the Digital Skills Partnership programme, including that of the Local DSPs. This work is due to be completed in spring 2019, with evaluation and monitoring beginning later in the year. The framework and metrics identified to measure the impact of Local DSPs, could be adapted to monitor and evaluate digital skills policy/programmes in your regions.

46 DfE, UK Employer Skills Survey 2017; Lloyds Bank, Consumer Digital Index, 2018

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Cyber Skills

An expansion of digital skills, cyber security is central not only to our national security, but also in realising the ambition to make the UK the safest place in the world to be online and the best place in the world to start and grow a digital business. As such, local economies would benefit from an additional focus on investing in initiatives that increase both the number and diversity of individuals working in the cyber security profession, and providing necessary training and education to build understanding in the general workforce.

- In 2017, over 70% of large businesses, 64% of medium businesses and 42% of micro/small businesses in the UK suffered a cyber breach.[47]
- We know that only 27% of UK businesses and 21% of charities have a formal policy or policies covering cyber security risks and many organisations lack the knowledge, understanding and confidence around cyber security to implement appropriate measures.[48]

Baseline

Working with your local employers, you should review what skills interventions and policies you can influence. This should include publicly funded provision delivered through HE/FE colleges, apprenticeships, and training providers.

Your baseline exercise should seek to identify gaps, where demand for cyber skills is not being met by the supply of individuals with relevant qualifications, and therefore where investment in a new programme/provision would be beneficial. It is also important to analyse, where possible, the diversity of people in cyber roles and taking up cyber skills courses in the area, in order to design programmes that successfully engage the local community.

One particular challenge when developing your baseline is the variety of terms used to define 'cyber skills'. An initial definition of a cyber security skill has been set out in the initial Cyber Security Skills Strategy (2018). Cyber security skills have been defined as the combination of essential and advanced technical expertise and skills, strategic management skills, planning and organisation skills, and complementary soft skills that allow organisations to:

- Understand the current and potential future cyber risks they face.
- Create and effectively spread awareness of cyber risks, good practice, and the rules or policies to be followed, upwards and downwards across the organisation.
- Implement the technical controls and carry out the technical tasks required to protect the organisation, based on an accurate understanding of the level of threat they face.
- Meet the organisation's obligations with regards to cyber security, such as legal obligations around data protection.
- Investigate and respond effectively to current and potential future cyber attacks, in line with the requirements of the organisation.

Agreeing objectives

Alongside the cross-sector work with partners to develop initiatives that increase digital capability at all levels, you are encouraged to work with partners to identify, develop and scale up initiatives that address the cyber capability gap at all levels ranging from general awareness to cyber security practitioner. This includes a focus on boosting not only the number, but the diversity of those in cyber roles.

47 DCMS/Ipsos Mori, Cyber Security Breaches Survey, 2018

48 DCMS/ Ipsos MORI and Pedley, D., McHenry, D., Motha, H., Shah, J, Cyber Security Breaches Survey, 2018; Ipsos Mori Understanding the UK cyber security skills labour market, 2018

Designing interventions

DCMS is supporting interventions that look to develop the supply of homegrown cyber security talent, whilst funding specific interventions in the immediate term to help meet known skills gaps. This includes a range of initiatives sponsored by the Cyber Skills Immediate Impact Fund (CSIIF), which includes a full-time cyber retraining bootcamp for women, online training portals and a training programme for individuals retraining around existing work and caring requirements.

Alongside this, government has supported a range of bursaries for individuals undertaking both undergraduate and postgraduate courses in cyber security, while also delivering a £20m Cyber Discovery Schools Programme for 14-18 year olds.

Monitoring progress

DCMS will be evaluating all interventions to understand the effectiveness of these in developing a talent pipeline in the longer term, while addressing current cyber skills needs in the immediate term. Alongside this, you should set up evaluation and monitoring strategies that demonstrate the improvement in digital skills in individuals, and what wider effects these improvements have at a local level.

Photo by Kaitlyn Baker on Unsplash

Freddie Gilroy and the Belsen Stragglers sculpture, North Bay, Scarborough, North Yorkshire. The sculpture by Ray Lonsdale depicts retired miner Freddie Gilroy, who was one of the first soldiers to relieve the Bergen-Belsen concentration camp at the end of the Second World War.

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Heritage is increasingly recognised as a key component in shaping the development of places where people live, work, visit and invest. From prehistoric henges and medieval market towns to postwar city centres, each place has a unique history and its own distinctive character. That distinctiveness is a resource that can be harnessed to deliver future prosperity.

Across England, the heritage sector currently generates £13.1bn for the economy, higher than either the security, defence or the aerospace industries.[49] Investing in historic areas can deliver substantial economic as well as environmental benefits to a local community. £1 of public sector investment on heritage-led regeneration generates £1.60 additional economic activity over a 10-year period.[50]

Heritage shapes people's perceptions of place; is an important 'pull' factor in business location decisions; and provides an attractive backdrop for businesses and visitors. Investing in historic areas and buildings can be a catalyst to regenerate and revitalise both communities and local economies.[51]

Baseline

There are a range of publicly held sources of information that can support your work on your local baseline. These include:

- Your local Historic Environment Record (HER). HERs are locally run information services that provide access to comprehensive resources relating to the historic environment in that area. Access to HERs in England are available from the Heritage Gateway.
- The National Heritage List for England.
- The Heritage at Risk Register.
- Heritage Counts, the audit of England's heritage.
- Local Authority Heritage profiles.
- The RSA Heritage Index (2016).

Historic characterisation is a useful tool for regeneration strategies and master-planning to assess and identify local strengths. Historic England (formerly English Heritage) has supported survey work in historic towns, cities and suburbs across the country. The results of these projects are typically held by local HERs, and can be used for a wide range of purposes, including strategic planning and development management. Many of these projects are also available on the Archaeology Data Service website.

Case study: the Bristol Temple Quarter Enterprise Zone

The Bristol Temple Quarter Enterprise Zone uses a heritage assessment to highlight heritage significance, placing it at the heart of subsequent master-plan work and informing the vision for the redevelopment of sites around Isambard Kingdom Brunel's Grade I listed Bristol Temple Meads Station. A key component of this Enterprise Zone is the Engine Shed: an innovation centre for companies, in the high-tech, creative and low-carbon sectors, which provides flexible work-spaces within the station.

49 CEBR for Historic England, The heritage sector in England and its impact on the economy, 2018

50 AMION and Locum Consulting, Impact of Historic Environment Regeneration, 2010, p.72

51 Historic Environment Forum, Heritage Counts, Heritage and the economy, 2018, and Heritage in Commercial Use, 2018

Agreeing Objectives

You have an opportunity to develop a vision and objectives that can support positive heritage strategies developed by Local Planning Authorities as part of their spatial development plans. These ensure that the benefits of the historic environment are maximised. The delivery of these objectives will be most effective if they are agreed with, and shared by, all partners and stakeholders.

Examples of objectives you may want to consider are:

- X% increase in footfall to the (high street/ market place/other heritage destination) by [20XX].
- Attract [£ amount] in non-public funding to support environmental improvement works (public realm, building repairs/ enhancements) by [20XX].
- Increase by [X%] the number of people (including under-represented groups, youth, BAME etc) participating in heritage related events/ activities/ volunteering in X place by [20XX].
- X% increase in individuals' feelings of belonging to their community and subjective well- being [by 20XX].
- X% increase in positive perceptions of the heritage of X place, measured through a survey.
- X% decrease in the number of At Risk heritage assets (for positive reasons) by [20XX]

Heritage Counts provides further guidance that can help you develop economically and socially focused objectives.

Case study: Nottingham Heritage Strategy

Nottingham's Heritage Strategy aims to understand the contribution that the historic environment makes to the city, to capitalise on the existing and potential roles that heritage brings to city life and to celebrate the city's rich past, promoting Nottingham as a distinctive place to live and visit.

The strategy was developed for the City Council, working with partners, including the local community, business, government agencies, civil society organisations and educational institutions. It sets out how heritage will be used to attract investment, foster local identity, increase volunteering, promote social cohesion and well-being, as well as feeding into the other strategies for local development. These include the city's Local Plan and its Growth Strategy, which seeks to grow and diversify the city, reconnecting it with its history of manufacturing success, generating a distinctive and unique local brand.

Designing interventions

Strategies should include positive measures to ensure the historic environment plays its fullest role in contributing towards the ongoing economic, social and environmental success of any area. Developing local distinctiveness, through intelligent investment in the historic environment, can promote retail activity and attractive, vibrant places.

Heritage Works is a best practice toolkit that provides a step-by-step guide on how to develop heritage-led regeneration projects. Successful models including letting space in historic buildings to small arts and creative businesses as office space, with spaces for exhibitions and cultural events, including 'pop up' events.

Inspirational case studies of successful intervention and investment is found in Heritage Foundation for Success.

As noted in Translating Good Growth for London's Historic Environment, cities are always evolving and will need to change further in response to growth pressures. In addition to providing high quality places, investment in the historic environment can also have transformative effects on surrounding areas. The development of King's Cross has transformed former railway backlands, and catalysed regeneration in Camden and Islington, supporting Camden Council's Community Investment Programme which refurbishes estates around King's Cross, the transformation of the Caledonian Road and the redevelopment of Euston Station.

Unfortunately some historic buildings and areas have suffered from lack of investment and care. With thought and investment it is usually possible to bring them back into productive use. Risky Business demonstrates that investing in even the most challenging historic buildings leads to 'good growth' and unrivalled regeneration, from economic and employment outputs to community engagement and education.

Case study: Our Northern Mills Engines of Prosperity

Historic England's cross Pennine project has helped to understand the potential for growth that vacant historic textiles mills offer, as well as the economic benefits that investing in heritage can bring to a local area. These benefits may not be fully captured by private investors due to the potential poor condition of these assets. However studies covering West Yorkshire and the North West showcased successful re-uses of textile mills and identified 20 target mills where Historic England are engaging with the owners to identify opportunities to make mills viable investments and ensure that the wider regeneration benefits are fully captured.

The project concluded that across West Yorkshire and the North West there is 3m sqm of untapped economic potential which could provide 35,000 homes, 200,000 jobs, £9bn GVA and £23m PA in Business Rates.[52]

The regeneration of Sunny Bank Mills, Farsley, Leeds illustrates the opportunity, creating 300 jobs and becoming home to 70 businesses. Sunny Bank Mills was a major employer for more than a century. Production of woollen cloth ended in 2008 and the owners commenced incremental regeneration to re-establish an employment centre and to create high-quality commercial floor space. They have used the individual character of the buildings and the site's history to make and market a unique product. It is now home to designers, textile artists and a children's play gym and houses a café, art gallery and shop, and hosts a community festival, drawing thousands of visitors every year.

52 Historic England, Engines for Prosperity: New Uses for Old Mills, 2017, p.73

Monitoring progress

Developing specific and measurable objectives, such as the examples above, will help you to monitor the contribution that your interventions to the historic environment are making to regeneration and growth. These can be supported by performance indicators tied to Local Spatial Development Plans assessing the impact of development on the historic environment; by public survey data; by participation data held by event organisers; and by investment data held by Local Authorities, and grant funding bodies including NLHF and Historic England.

Where your interventions are tied to a broader heritage strategy we recommend ensuring that monitoring and evaluation criteria are embedded within the strategy, and supported by all stakeholders. This will ensure that the benefits of conserving and enhancing the historic environment, and allowing communities to engage with and benefit from it, including increased productivity, public perception of places and improved sense of local identity, can be captured and reinforced by future interventions. The Derby PSiCA Monitoring and Legacy Report demonstrates how qualitative and quantitative data can be captured and effectively presented to illustrate the impact of investments in the historic environment.

Case study: Derby Cathedral Quarter

Derby Cathedral Quarter illustrates how collaboration between Historic England, a local authority (Derby City Council), cultural organisations like Derby Museum and Art Gallery, and local retailers has resulted in the historic city centre being transformed. Once one of England's poorest-performing retail areas, the scheme has brought 2,800 sqm of floor space back into use. It has created 42 new jobs, saved many more, and helped the Cathedral Quarter win the category of Best City Location in the 'Great British High Street Award' 2016.

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Sport and Physical Activity

Sport and physical activity is a significant economic sector which may itself be a priority for development in many areas. As importantly, sport and physical activity can also be used to help drive economic impact across all other sectors and this chapter helps local areas explore both of these considerations.

Sport and physical activity are at the heart of many people's personal, local and national identities. The UK invented many sports and we take pride in hosting some of the greatest sporting competitions in the world. Sport and physical activity opportunities provide part of the fabric of place, and make place attractive to people to 'work, rest and play' and hence for businesses to base themselves.

As well as mental and physical wellbeing, sport and physical activity supports individual development, nurturing character and teaching important skills such as leadership and teamwork. Being active plays a key role in brain development in early childhood and is also good for longer-term educational attainment. Physical activity can also lessen the costly burden of health and social care. It also brings communities together and fosters cohesion.

Sport supports economic development, contributing £9.8bn to the UK economy in 2017, up 5% on the year before.[53]

World class sports events not only contribute significantly to GVA but also creating connected and cohesive communities and civic pride.

Investing in the growth of the local Sport sector will not only provide jobs to significant numbers of people, it will also benefit the wider economy and society more generally by ensuring that people are fit and healthy enough to participate fully in work and local life.

Being fit and healthy benefits economic productivity, resulting in fewer work absences and less illness. In England, the costs of lost productivity have been estimated at £5.5bn per year from sickness/absence and £1bn per year from the premature death of people of working age.[54]

Physically active employees have lower levels of absenteeism, greater efficiency and are less likely to suffer from stress or depression and are more productive.[55] 26% of adults in England are inactive (i.e. they do less than 30 minutes of physical activity a week). National data shows that only 18% of children and young people (1.2m) are meeting the current Chief Medical Officer guidelines of taking part in sport and physical activity for at least 60 minutes every day.[56] A further 26% (1.8m) sit just below this threshold, taking part on average for 60+ minutes a day across the week, whilst 33% (2.3m) do less than an average of 30 minutes a day.

Investing in the growth of the local Sport sector will not only provide jobs to significant numbers of people, it will also benefit the wider economy and society more generally by ensuring that people are fit and healthy enough to participate fully in work and local life.

Baseline

Increasingly, the focus of sport policy has been to move beyond assessing participation to assessing how sport and physical activity can be an economic and social good. The following considerations will help develop your evidence base for how people and communities within your area experience sport and physical activity:

- How many people are meaningfully engaged in watching, playing, working and volunteering in sport and physical activities in the local area?

53 DCMS Economic Estimates 2017: GVA

54 Department of Health Start Active, Stay Active

55 Nuffield white paper report commissioned by Sport England in 2018.

56 Sport England, Active lives children and young people survey academic year 2017/18

- What are the demographics of these people? What barriers do they face in engaging sport and physical activity?
- What are the economic and wider benefits this engagement brings in terms of productivity, health, educational attainment, reducing recidivism and promoting social cohesion?
- How productive and sustainable is your local sport sector?

In order to answer these questions for your local area, the following evidence sources can assist:

Produced by Sport England, the Active Lives Survey provides metrics on participation and volunteering levels in sport and physical activity, broken down for nine regions, 43 Active Partnerships and 353 local authorities. Active Lives Online Query Builder is a user-friendly tool that can build a more accurate picture of participation in physical activity across your local area and understand more about the barriers to participation faced by particular groups.

The Active Lives for Children and Young People Survey provides data for under 16s, again broken down to a local level. This survey provides the most detailed and reliable information on this age group yet.

The Sport Satellite Account provides figures on the economic value of sport to the UK economy and the number of people employed. This can be used for benchmarking the local sports economy against the national economy. Sport England's The Economic Value of Sport is a data tool that provides a starting point for understanding the size of the local sport economy, measuring both direct impact on local GVA of sports companies (covering companies that facilitate participation and companies that facilitate spectating), numbers of jobs supported as well as estimations of wider monetary benefits to health, volunteering and wider spending within the local area.

The Sport Industry Research Centre has produced guidance on the Social Return of Investment of Sports, which you can use to understand the wider benefits of investing in sports. Work is currently underway to update this (due by Summer 2019).

These sources will help provide an understanding of the strengths within their local sport sector and participation, as well as considering the challenges.

The Active Lives Survey has shown that participation varies massively across different communities depending on deprivation, and within communities depending on age, ethnicity and a number of other demographic groups. It is important to understand where these differences exist in order to design the best interventions to tackle them.

Agreeing objectives

When developing a strategy for sport and physical activity within a local area, you may wish to consider adapting the participation targets for 2020 agreed with Sport England. These are an increase in the number of people being regularly active across the English population by over 500,000, including an increase in the number of women by at least 250,000 and an increase in the number of people from lower socio-economic groups being active by 100,000. The aim is that this will pave the way for a major step change in engagement by 2025 and Sport England will propose targets for additional increases in participation by 2025 before 2021.

The five outcomes identified in the government's Sporting Future: A New Strategy for an Active Nation are: Physical wellbeing; Mental wellbeing; Individual development; Social and community development; Economic development.

Your developed baseline should help you reach achievable objectives for each of these different areas. The Sporting Future measurement dashboard provides further data which might be a helpful reference. The latest copy of this can be found here.

Designing interventions

There are a wide range of interventions that can be used to grow the sport and physical activity sector, tackle inactivity and drive engagement in sport and physical activity as a means to supporting the local

economy. Plans should be based on sound evidence and insight. They must understand and cater for the needs of local people.

It is increasingly recognised that a place based 'whole system' approach that encourages a more active everyday lifestyle through a combination of physical, policy and social design, underpinned by collaborative leadership, behaviour change principles and community understanding is key to tackling inactivity. For example new housing and infrastructure developments offer an unrivalled opportunity to start creating physical environments that encourage physical activity by design through high-quality walking and cycling infrastructure.

The Sports Outcomes Evidence Review, produced by Sports England should be used as an introduction to understanding the strength of evidence supporting the outcomes of sporting interventions. This will give you an idea of the key risks and opportunities involved in designing certain interventions.

You should also consider the wider benefits of investment of any intervention that you plan. The National Institute for Health and Care Excellence (NICE) has developed an online tool for demonstrating the return-on-investment of interventions encouraging physical activity that can help when developing interventions.

Case studies: Great Sankey Neighbourhood Hub, West Warrington

Funded with a £1.5 million National Lottery grant through Sport England's Strategic Facilities Fund, Great Sankey Neighbourhood Hub in West Warrington is a flagship wellness hub which replaced an old leisure centre with new sport and leisure facilities, a vibrant learning and cultural centre, plus GP and other primary health care services. It is next to a secondary school so the pupils there also benefit from new sporting opportunities on their doorstep. Great Sankey Neighbourhood Hub has been designed to accommodate people with specific health and lifestyle, needs, for example it is the first Dementia accredited building in the UK.

Case studies: Campus Skatepark – Bristol

Sport England's Community Asset Fund is a programme dedicated to enhancing the spaces in a local community that give people the opportunity to be active. It helps sports clubs or community organisations with great ideas that will make a difference to the places where people play sport and get active. This could be by taking over existing underused facilities in a community for example, or making improvements to existing experiences, projects or facilities. With the help of Sport England funding, as well as investment from a range of other sources including crowd-funding, founders Andre Seidel and Tim Nokes have transformed a disused swimming pool into Campus Pool, a vibrant indoor skatepark with reception area, skate shop and café. The skatepark provides 200 free annual memberships to young people from local deprived areas, and reduced entry fees. The café is highly-valued by the wider community, offering parents and toddlers a space to meet and enjoy coffee and a friendly atmosphere.

Examples of intervnetions that may contribute to Local Industrial strategy priorities

- Employability – programmes to enhance sport and physical activity contribution to supporting those currently outside the labour market through engagement, health and skills improvement and opportunities to get involved in work experience, volunteering and training which will help them be more prepared for employment.
- Productivity – creating more healthy, motivated and productive workforce through programmes to promote Active Work Places
- Active Aging - Responding to the Aging Society, through initiatives for active aging and early preventative work through workplace health initiatives
- Technology - Exploring how wearable technology from the sport and PA sector and opening up participation data could meet the AI and Data grand challenge around preventative health.
- Housing Growth Infrastructure & Active Design – building sport and physical activity into the new homes, towns and infrastructure to encourage active local environments.
- Further information on Sport England funds can be found here.
- You should also consider working with your local Active Partnerships. Active Partnerships work at a local level tocreate the conditions for an active nation, and use the power of sport to improve lives, and will be able to work with you to maximise the social and economic impact of the sector.

Monitoring progress

As the government sport strategy Sporting Future has shown, monitoring strategies should consider the best ways to measure economic, social and personal outcomes within the local area. Strategies should attempt to measure both the direct economic impacts of interventions on the local sports economy (i.e. regional GVA, numbers of jobs supported), as well as the wider benefits of increased participation in physical activity on the local economy and the public sector. The Sport England Question Bank provides an understanding of what sort of outcomes metrics should be measured.

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Tourism

Royal Pavilion Gardens, Brighton

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Tourism is one of the UK's most important industries, directly responsible for over 1.6 million jobs throughout the UK.[57] It is worth £68bn to the UK's economy, representing approximately 4% of our total GVA in 2017.[58] In 2017, we received a record number of visitors who spent a record amount, over 39m inbound visitors who spent nearly £25bn.[59]

You should consider how the unique attractions of your local area can drive increases in visitor numbers, thereby driving demand for dynamic businesses to cater to the needs of these visitors.

Developing a baseline

In order to conduct an objective assessment of local tourism sector, you should consider the following factors:

- Numbers of visitors to your LEP area. This can be found through data held through your Destination Management Organisation (DMO). See Visit Britain for details. Your LEP area may or may not be the same as the boundaries covered by your local DMO.
- The amount of money and time these visitors spend in the area, including the number of overnight stays. The Destination Specific Research section of the VisitBritain site has this information.
- How many people the sector employs, both directly and indirectly (e.g. in pubs and restaurants). VisitBritain's 'Destination Specific Research' site has this information.
- What the main tourist attractions are in your area and how they are performing.
- What your visitor profile is, e.g. international versus domestic markets.
- How well connected your area is with major transport hubs, including airports.

In terms of existing evidence available to consider the contribution of tourism to your local economy, the VisitBritain website provides useful statistics on visitor numbers, visitor spend and overnight stays, regional spread of inbound tourism to Britain and splits by domestic and international visitors. The International Passenger Survey can provide some indicative estimates of tourist visits, the amount of money they spend and the number of nights they stay at a regional and county level. A user friendly online tool showing inbound nation, region & county data can be found here.

Visit Britain can provide you with significant amounts of evidence into various aspects of the tourism sector within Great Britain, here is a short list of some of the topics where they can provide you with evidence (this should not be considered to be an exhaustive list and we recommend visiting their website):

- Activities undertaken by international visitors. This shows the variations between activities undertaken by visitors in different regions.
- Film and TV locations as a driver for tourism.
- Areas of Britain where international visitors would like to go. This presents evidence of what areas of Britain international visitors would likely visit during a trip, showing the strengths of different areas of the country.

You are encouraged to consider how the cultural and heritage landscape of their area helps to drive the growth and productivity of the tourism sector. National Lottery Heritage Fund and VisitBritain research notes that heritage driven tourism alone accounts for £4.3bn of GDP and creates employment for 113,000 people.[60]

Other areas that will support the consideration of the impacts on your local tourism economy include:

57 DCMS (2017) Economic Estimates: Employment

58 DCMS (2017) Economic Estimates: GVA

59 ONS, Travel Trends 2017

60 NHLF and VisitBritain, Investing in Success: heritage and the UK tourism economy, 2010, p.9

- Business Events. Business Events are worth £32.6bn into the UK economy annually and DCMS are working closely with VisitBritain to look at how the UK can attract major business events to the UK and internationalise ones that we already have.[61] The Business Events Growth Programme offers financial and advocacy support to destinations looking to host international events. Understanding your capacity in hosting business events is important, and we would suggest talking to your local DMO or Convention Bureau to discuss what's available.
- Accessibility. There is a compelling business case for making tourism venues and experiences more inclusive. People with health conditions and impairments and their travelling companions spend around £12bn on trips in England each year, but an additional £117m could be generated from additional trips if accessibility was improved.[62] People from this market are more likely to take longer trips, spend more and are reported to be very loyal to places that meet their requirements.

Agreeing objectives

Government's Tourism Action Plan sets out its priority areas for growing the UK tourism sector:

- The Tourism Landscape: Strengthening coordination and collaboration.
- Skills: Boosting apprenticeships and attracting more people to careers in tourism
- Common Sense Regulation: Examining the scope of deregulation.
- Transport: Making it easier for visitors to explore by rail, bus and coach.
- A GREAT Welcome: Driving continuous improvements in our visa service.

61 Business Visits and Events Partnership, Opportunities for Global Growth in Britain's Events Sector

62 VisitBritain Business advice: make your business accessible

Case Studies: Manchester and the Great West Way

The following projects from Visit England's £40 million Discover England Fund are currently attempting this more collaborative approach:

Growing Manchester as an International Gateway to the North, led by Marketing Manchester: This project is increasing the volume and value of visitors coming through Manchester Airport by creating itineraries that showcase the city, and excursions that open up the North of England. Working with destinations, travel trade and the tourism industry and targeting the US market, Marketing Manchester will lead a partnership to maximise the potential of the North of England as an international destination and gateway to the North.

The Great West Way: The 'Great West Way' project, led by destination management organisation VisitWiltshire, will develop a new touring route and link a package of tailored visitor experiences, including destinations, accommodation, attractions and transport options, working with rail and bus companies along the route. The 'Great West Way' will make it easier for international visitors to book personalised trips that take in more of the region, boosting tourism along the way.

For more information visit VisitEngland Discover England Fund page.

Designing interventions

VisitBritain's Destination Advice Hub provides support to those looking to create a successful and sustainable visitor economy in your area. Additionally, there are a number of existing funds that you can bid into which can help support tourism. These include the Cultural Development Fund, Future High Streets Fund, Business Events Growth Programme, and the Coastal Communities Fund.

Working with your local DMO should help you understand what encourages visitors to your area, and what work they are doing to increase numbers. The priorities of the Tourism Action Plan can be used as a guide for the kind of interventions that might be required to increase Tourism. Often the effects on the tourism sector should be considered when developing wider interventions. Improvements in transport and communications infrastructure will have effects on tourism to the local area, so it is useful to think about what input you can have into the design of these wider interventions to maximize benefits for the tourism sector.

Evaluation and monitoring

It is important to measure the outcome of any intervention to deem whether it was successful in driving an increase in the number of visitors to the area, as well as the quality of the visitor experience. The Annual Progress Reports of the Coastal Communities Fund can provide help with understanding how multiple programmes can contribute to the sustainable growth of the Tourism Sector within a local area. Your local DMO will also be able to share evaluations of previous marketing campaigns and the impact of visitor numbers.

Gallery visitor, Natasha Tedstill, at Manchester Art Gallery, Mosley Street, Manchester

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Appendix 1: evidence and resources

Title	Date of Publication	Organization	Relevant Industrial Strategy Foundation	Details
DCMS Sectors Economic Estimates	Annual	DCMS	All themes - useful for strength identification	Collection of economic estimates for DCMS sectors, including GVA, Employment, Business Demographics and Trade.
Museum Key Performance Indicators	Annual	DCMS	Place	The Department for Digital, Culture, Media and Sport (DCMS) sponsors 15 national museums which provide free entry to their permanent collections. The data for this release are collected by the museums through sample surveys, with the exception of the information on educational visits and total visits, which are based on actual counts.
The Mendoza Review: an independent review of museums in England	2017	DCMS	Place, People, Business Environment	The Mendoza Review provides detailed analysis of how museums can add to growth, placemaking, health, and communities.
The Geography of Creativity in the UK	2016	NESTA	Place, Ideas, People	Systematic mapping of the UK's creative clusters (CCs) including geographies and demographics. Provides evidence for the importance of CCs in driving local/national growth, and outlines ways to drive the success of CCs.
Creative Nation	2018	NESTA	Place, Ideas, People	Creative Nation uses official, open and web data to map the creative industries in the UK: their evolution, contribution to local economic development, the strength of their support ecosystems, including research and networking, and their connections with each other.
Bazalgette Review	2017	Peter Bazalgette	Place, People	Chapter 2 outlines measures to build world-class clusters and enhance CI growth including:: - "Fused" companies (bringing together creative and STEM skills) - Strong cultural, heritage and sporting offers which make places more attractive to live and work - Tailored, community-based approaches to close skills gaps and improve access to finance

Brighton Fuse Report	2016	AHRC, NCUB, University of Brighton, University of Sussex, Wired Sussex	Place, People	Analysis of the factors driving the UK's creative economy and cluster growth: - Arts and Humanities skills combined with technical STEM skills. -Integrating knowledge from other industries to promote innovation - Local demand, economic environment and strong commercial links - Bottom-up initiatives to build on local strengths and existing firms, support by policy to promote the conditions for growth
Creative Industries: A Toolkit for Cities and Regions	2017	Creative Industries Council	Place, People	Examples of successful local leadership building cultural and creative industries into local and regional policy-making.
Industrial Strategy for the Creative Industries	2017	Creative Industries Federation	Business Environment, People, Infrastructure	Proposes priority areas to be addressed by creative industry policy makers. On a local level these include: - Skills shortages - Finance and funding - Digital Infrastructure
Ofcom Media and Communication report	Annual	Ofcom	People	Provides data and commentary on key market developments in the UK communications sector. Data and analysis on broadcast television and radio, fixed and mobile telephony, internet take-up and consumption
Internet access – households and individuals, Great Britain	Annual	Office of National Statistics	People	Data on how people access the internet and if and how they use it.
Tech Nation 2018 Report	Annual	Tech Nation UK	Ideas	Explore the report to find out about the connections and collaborations that underpin UK tech, drive ambitious entrepreneurs and power economic growth.
Ofcom Connected Nations	Annual	DCMS	Infrastructure	Data on the connectivity of the UK - (breakdown of data by postcode) allows for identification of possible areas of intervention. Report on UK's communications infrastructure, focusing on coverage and performance of fixed and mobile broadband networks.

Superfast Broadband Programme Evaluation	2018	DCMS/Ipsos Mori	Infrastructure	Appraisal of economic benefits (and wellbeing) of the government's Superfast Broadband Programme that rolled out improved digital infrastructure to 95% of premises in the UK. Can be used to estimate benefits of other fixed network (broadband) rollout schemes
Think Broadband Broadband Coverage data	Regularly updated	Think Broadband	Infrastructure	Gives multiple helpful local statistics on local broadband coverage and accessibility.
Broadband Delivery UK	Regularly updated	DCMS	Infrastructure	
Full fibre networks in the UK	2018	House of Commons Library Briefing	Infrastructure	
Telecoms infrastructure international comparisons	2018	NERA, for DCMS	Infrastructure	Benchmarks the UK's readiness to roll out these new technologies against international comparators.
Costs for Digital Communications Infrastructures	2017	National Infrastructure Commission	Infrastructure	
Superfast Cornwall Evaluation Report	2015-8	PFA Research/ SERIO	Infrastructure	
Broadband requirements of small businesses in the UK	2015	BSG	Infrastructure, Business Environment	
Unlocking the digital potential of rural areas across the UK	2018	Rural England	Infrastructure, Business Environment, People	

ICT infrastructure and economic growth	2018	IIMB Management Review	Infrastructure	
National Fixed Telecoms market baseline and projections	2018	Frontier Economics for DCMS	Infrastructure	Provides an overview of the current national baseline for the rollout of FTTP and what interventions are needed to facilitate take-up.
National Mobile Telecoms market baseline and projections	2018	Frontier Economics for DCMS	Infrastructure	Provides an overview of the current national baseline for the rollout of 5G and what interventions are needed to facilitate take-up.
Future Digital Inclusion - Programme Evaluation 2016-2017	2017	Good Things Foundation	People	The Future Digital Inclusion programme aims to help one million digitally excluded people to improve their basic digital skills by using the community reach of the Online Centres Network to support some of the hardest-to-reach groups in society.
Digital Inclusion Evaluation outcomes framework toolkit	2017	DCMS/Just Economics for DCMS	People	Toolkit associated with the Future Digital Inclusion programme.
Lloyds Bank Consumer Index:	Annual	Lloyds Bank	People	Survey, includes measures of financial and digital capability of people in the UK. It has also regional backgrounds.
DCMS Digital Skills Research	Mid-2019	Burning Glass	People	DCMS has commissioned Burning Glass to conduct analysis of data on the relative demand for different digital skills.
DCMS Advanced Digital skills Research	Mid-2019	Pye Tait	People	DCMS commissioned Pye Tait report on advanced digital skills
Taking Part Survey	Annual	DCMS	Place, People	Statistics on regional engagement (England only) in arts, museums and galleries, archives, libraries, heritage and sport. Can be used as indicators of regional cultural and sport engagement.

Community Life Survey	Annual	DCMS	Place, People	Statistics on regional engagement (England only) in community life (volunteering, charitable giving, community participation, belonging and cohesion). Can be used as indicators of regional social engagement.
Heritage Index	2016	RSA	Place, People	The Heritage Index is a resource that consolidates over 120 data sources to provide a rich picture of heritage assets and heritage activity at the local scale.
National Heritage List for England	Updated regularly	Historic England	Place	The NHLE is the official, up to date, register of all nationally protected historic buildings and sites in England (listed buildings, scheduled monuments, protected wrecks, registered parks and gardens, and battlefields).
Heritage at Risk Register	Updated annually	Historic England	Place	The Register includes designated heritage assets that have been assessed and found to be at risk.
Sport Satellite Account for UK Statistics	Annual	DCMS	People	This report provides figures on the economic value of sport to the UK economy and the number of people employed.
Tourism Satellite Account	Annual	Office of National Statistics	People	The annual contribution of tourism to the UK economy from demand for goods and services caused by tourism activity and supply of these goods and services.

Appendix 2: contact details

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