



WYCA Scrutiny
Inclusive Growth Update

1. Purpose

- 1.1 To inform the Scrutiny Members of WYCA on the progress made by the Inclusive Growth Project;
- 1.2 To receive insight from Members on relevant issues.

2. Information

2.1 What we set out to do:

- To establish a unified mission;
- To have clear metrics on the case for Inclusive Growth, the outcomes we want to achieve and how we would measure Inclusive Growth;
- To create a work programme of activity that would 'launch' Inclusive Growth' from tackling poverty and supporting lower paid workers to People Powered Productivity;
- To deliver on the good growth commitments in the Strategic Economic Plan, developing an inclusive industrial strategy and embedding inclusive growth in local growth strategies;
- Create opportunities for LA's/CA to share skills, innovation and capacity;
- To establish links and relationships with regional, national and international Inclusive Growth organisations. To influence global and national thinking on Inclusive Growth and to promote LCR as a driver of innovation and change.

2.2 What we have done:

- **Mission.** The West Yorkshire Leaders and the Steering Inclusive Growth Group have agreed our mission is: *In Leeds City Region we believe that only by integrating economic and social policy will we achieve Inclusive Growth. Our approach addresses poverty, social exclusion and inequality in harmony with economic interventions that jointly achieve the best outcomes and opportunities for our citizens.*
- Inclusive growth is about living standards and earnings, in-work progression, procurement and productivity and much more. An Inclusive Growth approach takes a long term perspective and the focus is on productive employment rather than merely direct income redistribution as a means of increasing income for excluded groups.
- **Metrics.** The project has high level outcomes agreed by the Leaders. Infographics on the case for IG. A robust tool for measuring IG agreed by Leaders and the Steering Group. Presentations have been made to and welcomed by the Leaders, the Inclusive Growth Champions and the Steering Group.
- **Work Programme.** Ten workstreams developed and led by core group members and focused on the art of the possible. Programme management and RAG rating to monitor progress in place. Developing second phase, with theory of change session scheduled, and emphasis on aligning all CA activity to Inclusive Growth agenda. More detailed information in Appendix A.
- **Anchor/Inclusive Organisations:** To utilise economic assets, producing high quality, well paid good jobs and building capacity of local supply chains. Anchors committed to being Inclusive Organisations and to acting on shared priorities. *Early FE adopters, secured resource from Leeds / JRF / WYCA in kind, and clear plan for delivery from September 2017.*

- **Community entrepreneurialism:** To increase business start-up and survival in deprived neighbourhoods and amongst excluded groups. Encouraging current and future community entrepreneurs. This workstream is about cohesion, enterprise and building community capacity. *Completed mapping of activity, learning regarding what's worked in area based initiatives, held discussion with community anchors regarding their role. Calderdale and Wakefield leading.*
- **People Powered Productivity:** To significantly improve productivity levels in the LCR to improve market competition by focusing on 'people powered' solutions. A business led workstream. *Grant Thornton developing approach with WY thematic workshop in autumn. KPMG committed to Oct / Nov workshop in Bradford around good practice with follow up event in Leeds. Bradford/WYCA leading.*
- **Metrics.** To identify and establish a set of data based indicators that will form an 'inclusive growth dashboard' for the city region that enable us to monitor how well the benefits of economic growth are being shared across different parts of the city region and across different demographic, ethnic and socio-economic groups. *This enables us to identify priorities for action and demonstrate our impact and progress in addressing them. The metrics create an evidence base to support the case for investment in the inclusive growth agenda. WYCA/Bradford leading*
- **Poverty Standards:** To achieve robust and consistent standards of practice, policy and process in our approaches to alleviate and mitigate the impacts of poverty and inequality. Consistency of 'offers' in place for residents living in or vulnerable to, poverty across the WYCA geography. *Standards in process of identification and agreement. Kirklees leading and Leeds supporting.*
- **Supporting Low Paid Workers:** To understand and take action to alleviate in-work poverty in Local Government; ensuring that the lowest paid workers are properly remunerated, treated fairly and that best practice is shared. *Following on from No Silver Bullet, next phase of 'getting our own house in order'. Leeds leading.*
- **Employability and work readiness:** To ensure that everyone with the potential to work is able to access and progress in rewarding and properly remunerated employment. *Scale of existing investment explored and skewing to achieve even greater IG benefits. WYCA leading.*
- **Community Engagement:** To listen to the authentic voices and the lived experience of those not benefitting or contributing to Inclusive Growth. Create an IG programme that makes a tangible difference to their lives. *Scoping project with locality and community anchors. Calderdale leading.*
- **Ambition for WYCA / SEP:** To ensure that WYCA and constituent Authorities will shift current policies to deliver Inclusive Growth and expedite what can be done with existing and potential additional powers. *See Embedding Inclusive Growth.. JRF leading.*
- **Industrial Strategy:** To influence government, stakeholders and colleagues to develop a place based industrial strategy that sets out a shared binding mission, cultivating civic entrepreneurship and embedding inclusive growth. *Agreement on development inclusive industrial strategy at WYCA on 3/8. WYCA leading.*
- **Embedding Inclusive Growth.**

Joseph Rowntree Foundation have reviewed WYCA/LEP Strategic Economic Plan and associated documents. WYCA leadership team have discussed the report and each team in WYCA are now identifying programmes, projects and approaches to be shifted to embed inclusive growth; how they might be adapted and the policy shifts or political decisions required to do so.

Bradford and Leeds Growth Strategies are out to consultation following full consideration of Inclusive Growth. Wakefield updated their Growth Strategy in light of recent thinking and Calderdale and Kirklees are preparing their approaches.

o **Sharing skills, innovation and capacity**

We have developed a commonwealth approach to the design, delivery and monitoring of Inclusive Growth. Thus, the IG project has a virtual Team of 18 officers, a Core Group of 8 officers and a Steering Inclusive Growth Group of Members, private, public and third sector regional stakeholders. The project has created an Inclusive Growth Champions Group comprising 8 elected (Members who are not Leaders of Councils) but who will champion the agenda in their political groups. There is a regular update to all officers relevant to the programme c.200 every six weeks.

The Virtual Team initially developed the vision of Inclusive Growth, identified the members of the Core Group and the metrics most compatible for each Authority. We have had three further workshops where the Virtual Team has explored the Inclusive Place, the Inclusive Organisation and stakeholder engagement. The Core Group meets every second week and has designed and are delivering the work programme.

o **Influencing**

The launch of the RSA Inclusive Growth commission launched in Bradford, the RSA work closely with WYCA on their thinking and LCR have been used as examples of good practice on numerous occasions. JRF have supported the programme by seconding a senior officer for one day per week and are co-funding the anchor workstream. Think tanks, Universities, private and public agencies are aware of our programme and utilising the expertise of the Core Group, including; PWC, Grant Thornton, Northern powerhouse, the Peoples Powerhouse, Policy and Practice, Spacehive, TU's, OECD, KPMG, CLES and IPPR.

3. Financial Implications.

3.1 There are no immediate issues.

3.2 We are currently running on the 'art of the possible'. There is no budget and limited capacity, as a result some workstreams have stalled whilst resources are found to support them e.g. Anchor programme.

3.3 The lack of a devolution deal reduces our ability to plan and invest long term, particularly in neighbourhoods and communities who need it the most.

4. Legal Implications. There are no legal implications

5. Staffing Implications.

There are no immediate issues but for the project to gain full momentum more capacity is recommended.

6. External Consultees. The overall content of this report has been subject to discussion with the Steering Inclusive Growth Group.

7. Recommendations. That the Scrutiny Committee welcomes and endorses the report.

8. Background documents

8.1 Appendix A – More detail on workstreams.

8.2 Appendix B - The Inclusive Place

8.3 Appendix C – WYCA report