

INCLUSIVE GROWTH AND PUBLIC POLICY PANEL

**MEETING TO BE HELD AT 2.00 PM ON FRIDAY, 4 DECEMBER 2020
AS A REMOTE MEETING – TO BE LIVESTREAMED HERE:
[HTTPS://WWW.YOUTUBE.COM/CHANNEL/UCAZJNSGPQZZT41VIBN2
ZK9A/L](https://www.youtube.com/channel/UCAZJNSGPQZZT41VIBN2ZK9A/L)**

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 16 SEPTEMBER 2020**
(Pages 1 - 4)
- 5. INCLUSIVE GROWTH FRAMEWORK**
(Pages 5 - 80)
- 6. SUPPORT FOR THIRD SECTOR**
(Pages 81 - 84)
- 7. GOOD WORK STANDARD**
(Pages 85 - 92)
- 8. HOUSING AFFORDABILITY & NEEDS STUDY**
(Pages 93 - 96)

Signed:



**Managing Director
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE
INCLUSIVE GROWTH AND PUBLIC POLICY PANEL
HELD ON WEDNESDAY, 16 SEPTEMBER 2020 AT REMOTE MEETING
– TO BE LIVESTREAMED HERE:
[HTTPS://WWW.YOUTUBE.COM/CHANNEL/UCAZJNSGPQZZT41VIBN2
ZK9A/LIVE](https://www.youtube.com/channel/UCAZJNSGPQZZT41VIBN2ZK9A/LIVE)**

Present:

Councillor Shabir Pandor (Chair)
Councillor Jane Scullion
Councillor Andrew Waller
Kate Hainsworth
Karl Oxford

Sam Keighley
Mike Hawking (Advisory Representative)
Dr Peter O'Brien (Advisory
Representative)
Professor Liz Towns-Andrews (Advisory
Representative)
Yannish Naik

Kirklees Council
Calderdale Council
City of York Council
Leeds Community Foundation
African and Caribbean Business
Ventures Ltd
Yorkshire Sport Foundation
Joseph Rowntree Foundation
Yorkshire Universities
University of Huddersfield
South West Yorkshire Health Partnership

In attendance:

James Flanagan
Ian Smyth
Peter Glover
Aaliyah Younis

West Yorkshire Combined Authority
West Yorkshire Combined Authority
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West Yorkshire Combined Authority

20. Apologies for absence

Apologies for absence were received from Cllr Debra Coupar, Cllr Carole Pattison, Rob Webster, Jacqui Gedman, Kamran Rashid and Helen Featherstone.

21. Declarations of Disclosable Pecuniary Interests

There were no declarations of pecuniary interests at the meeting.

22. Possible exclusion of the press and public

There were no items which required the exclusion of the press and public.

23. Minutes of the meeting held on 15 June

Resolved: That the minutes of the meeting held on 15 June 2020 be approved.

24. Chair's Update

The Chair wished to welcome two new members to the panel: Kamran Rashid and Kully Thiarai.

The Chair discussed the issues which would be the focus of the Panel including the impacts of the Covid 19 pandemic and the global reaction to social injustices and inequality, including the Black Lives Matter movement.

25. Covid-19 Impact and Recovery Plan Update

Members considered a report which set out the economic impacts of COVID - 19 and the work underway on the response and recovery.

The West Yorkshire Economic Recovery Plan had been adopted and discussed at the Combined Authority and LEP Board meetings. The Economic Plan focused around three priorities; Resilient Businesses, Employment and Skills and Infrastructure, with Clean Growth and Inclusive Growth embedded across the priorities.

Members discussed the link between health recovery planning and the economic recovery plan as well as the importance of culture and wellbeing to the economic recovery in the region.

Resolved:

- (i) The Panel noted the update in relation to the COVID-19 possible impacts and noted the update on the draft Economic Recovery Plan.
- (ii) The Panel also considered Items elsewhere on the agenda.

26. Role of the Third Sector

The Panel Considered the nature and role of the third sector across the region in the immediate response to the Pandemic and its potential ongoing role in terms of ensuring the region benefits from an Inclusive Economic Recovery.

The paper noted the significance of the third sector in supporting and

protecting the most disadvantaged communities and proposed that the Sector itself should be supported to play a central role in delivering an inclusive economic recovery.

The Panel agreed to establish a task and finish group to collect evidence understand the composition and scale of the third sector, understand its contributions and challenges, and identify what support could be provided.

The work would be reported to the next meeting of the Panel.

Resolved:

- (i) The Panel recognised and welcomed the role the third sector throughout the pandemic.
- (ii) That the task and finish group report its progress to the next meeting of the Inclusive Growth and Public Policy Panel.

27. Good Work Standard

The Panel considered a report regarding the development of a regional Good Work Standard in the region.

The Panel recognised that too few employees in the regional economy are currently in good work in terms of high quality, secure, well paid jobs. It was recognised that this was socially harmful and had a negative impact on productivity.

The Panel received a report proposing a Good Work Standard as one way of addressing this issue through encouraging and incentivising inclusive business and organisational behaviours and practices. A Good Work Standard was considered central to delivering the draft Inclusive Growth Framework which has Good Work as one of its core goals.

The panel welcomed the work to date and emphasised the importance on the diversity and equality aspect of a good employment. Members also discussed the Good Work standards designed in other regions and the possibility to learn from and potentially adopt or adapt one of those examples.

Resolved: That a further progress report outlining possible options for a WY Good Work Standard to be prepared for the next meeting.

28. Strategic Economic Framework Headline Indicators

Members were provided with a presentation by Peter Glover on the Strategic Economic Framework Headline Indicators.

Members discussed the indicators role in measuring the Combined Authority's progress against its ambitions.

Noted the scope to align indicators with those being designed across the different Local Authorities.

Resolved: That the draft Strategic Economic Framework be noted.

29. Employment and Skills Plan Refresh

Members were provided with a presentation by Sonya Midgley on the Employment and Skills Plan refresh.

Resolved: Members noted the context of the presentation and thanked Sonya for the presentation.

30. Inclusive Growth and Green Economy Champions

Members were provided with a proposed approach to ensure the LEP and its advisory panels continue to support the delivery of inclusive growth.

The Combined Authority and LEP Board identified securing inclusive growth as a key priority.

Resolved: The panel endorsed the creation of inclusive growth champions for all panels.

Report to: Inclusive Growth and Public Policy Panel

Date: 4 December 2020

Subject: **Inclusive Growth Framework**

Director: Alan Reiss, Director of Strategy, Policy and Communications

Author(s): James Flanagan, Head of Public Sector Reform

1 Purpose of this report

- 1.1 To update the Panel on the development of an approach on Inclusive Growth, to seek views on key issues and endorsement of the draft Framework.

2 Information

- 2.1 Inclusive Growth, that is, enabling as many people as possible to contribute to, and benefit from, economic growth, is a key regional priority. The June meeting of the LEP Board noted the progress that had been made in developing a regional Framework to drive forward this ambition.
- 2.2 It was recognised that, because inclusive growth is a key priority for the West Yorkshire Economic Recovery Plan (ERP), the Framework would need to be reviewed to consider what changes are necessary in light of COVID-19 and in order to enable a wider future discussion.
- 2.3 A draft Inclusive Growth Framework was endorsed by a private session of the Panel in February, which had been developed through discussion and engagement with public, private and third sector stakeholders, and supported by a dedicated officers group.
- 2.4 This report sets out a proposed revised Framework which is re-focussed around the ambition of an inclusive economic recovery in order to ensure that economic and social disparities, many of which have been exacerbated by the pandemic, are not just reduced, but eliminated. Views are also sought on possible next steps, including supporting investments and interventions.

Complex Challenges

- 2.5 Pronounced longstanding economic inequalities are being experienced by groups of disadvantaged people and in our most deprived places, such as:

- Poorer health and wellbeing evidenced by lower life expectancy
 - Transport and fuel poverty and housing unaffordability
 - Poor social mobility due to lower level (and no) formal skills, and
 - Rapid increase in unemployment since March and the lack of access to good, and well paid, work and in-work poverty
- 2.6 The OECD (Economic Outlook June 2020) has noted that the COVID-19 pandemic "... has triggered the most severe economic recession in nearly a century and is causing enormous damage to people's health, jobs and well-being."
- 2.7 The Resolution Foundation (Low Pay Britain, September 2020) has identified that the lowest paid (especially young people and women) have borne the brunt of the current crisis:
- They are around twice as likely as higher-paid earners to have lost their job, been furloughed, or lost hours and pay as a result of the crisis.
 - Have faced greater health risks – they are a third less likely than higher-paid ones (44 per cent, compared to 83 per cent) to have been working from home at the peak of the lockdown in May.

Opportunities and Assets

- 2.8 The above and other inequalities and impacts resulting from the pandemic present a 'wicked' and urgent set of social, economic, and political challenges to be addressed.
- 2.9 Disadvantaged areas and groups of individuals also have enormous assets and potential (these are often however very difficult to quantify, eg because they have not been mapped/recognised, are about potential and therefore intangible or they are undervalued in national statistics, eg economic contribution of volunteering):
- **Physical assets/capital** – opportunities to re-use redundant buildings, eg as community hubs;
 - **Diversity** – positive correlation between gender and ethnic diversity in the workforce leading to innovation and profitability;
 - **Social capital** from tightly knit communities bound eg by culture and faith;
 - **Community builders and connectors** with the passion, energy, self sufficiency to support disadvantaged individuals to: acquire relevant and transferable skills; regain and retain robust wellbeing; and to build sustainable social enterprises; and
 - **Third Sector Organisations** as enablers building on and co-ordinating these assets and innate untapped and capabilities.

A Framework for an Inclusive Economic Recovery

- 2.10 In response to the above complex challenges and regional opportunities and assets, a revised Inclusive Growth Framework is contained at Appendix 1. This includes the following key elements:
- **Environment/context** comprising Inclusive national, regional, and local context and policies and funding programmes, including the range of regional strategies and plans encompassed in the SEF; and
 - **Asset Based Community Development (ABCD)** creating thriving and inclusive communities, as defined either by place, identity, or interest, noting the key role of Third Sector Organisations (TSOs) in supporting our most disadvantaged communities, including during the response to the pandemic.
 - **Goals**, which remain as originally proposed, i.e.:
 - Wellbeing;
 - Connectivity and Accessibility;
 - Relevant and Transferable Skills; and
 - Good Work.
 - **Mission /ambitions** for our:
 - Individuals and communities to become Socially Mobile;
 - Employers to provide everyone with Good Work; and
 - Region to deliver an Inclusive Economic Recovery.
 - **Measurement** issues:
 - The challenge of quantifying some regional assets, eg volunteer time; and
 - Measuring delivery of the Framework. A working draft dashboard is included, aligned with the SEF indicators considered in September. Appendix 2 includes a working draft data set which quantifies some of the issues, inequalities and gaps facing the region.

Issues and next steps

- 2.11 Panel members are requested to endorse the revised Framework, subject to considering the following:
- Have the right challenges and opportunities been identified (at 2.4-2.8)?
 - Are the Framework's Goals and Ambitions outlined at 2.9 broadly the right ones and sufficiently encompassing and bold?
 - Are the proposed indicators, including those in Appendix 2, considered useful for better understanding our Inclusive Growth strengths and weaknesses and tracking progress against delivery?
 - Much work has already been done across the Combined Authority and LEP to further inclusive growth, eg business grants conditionality, the digital framework and housing policy work. In addition to these and other examples, what types of specific regional actions could contribute the most to eliminating the region's challenges and inequalities which are preventing an inclusive economic recovery, such as by building on mainstream/

existing activity (eg specialist business support for start-up and growing social enterprises) and developing fresh approaches, eg investment in social capital/infrastructure (the latter as set out in the recent Kruger report¹)? Potential interventions are considered as worked up logic models under each Inclusive Growth Goal, plus cross cutting interventions, in Appendix 3, and Panel views are sought on this pipeline.

- 2.12 Subject to the views of the Panel, the draft Framework will be considered for adoption by the LEP Board to form part of the Strategic Economic Framework.

3 Clean Growth Implications

- 3.1 None directly as a result of this report.

4 Financial Implications

- 4.1 None directly as a result of this report.

5 Legal Implications

- 5.1 There are no legal implications directly arising from this report.

6 Staffing Implications

- 6.1 None as a direct result of this report.

7 External Consultees

- 7.1 None as a direct result of this report, however the role of the third sector in delivering an inclusive economic recovery has been considered by a task and finish group of the Panel which has engaged with advocates of the sector and whose emerging findings have informed the proposed delivery pipeline. An update on this work is considered elsewhere on the agenda.

8 Recommendations

- 8.1 The Panel is requested to note and discuss the revised Framework and next steps and questions as set out at 2.11 and 2.12.

¹ "What is missing in our current model is community power: the role of local people, acting together spontaneously or through enduring institutions, to design and deliver the kind of neighbourhood they want to be part of. The economic and social model we need for the future has community power, and the civil society that enables it, at its heart. This is the way to level up the country - to make great places 'from within' rather than by outside interventions."

9 Background Documents

9.1 None.

10 Appendices

10.1 Appendix 1 - Revised draft Inclusive Growth Framework

10.2 Appendix 2 - Working draft Indicator Set

10.3 Appendix 3 - Indicative Inclusive Growth Programme

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Leeds City Region

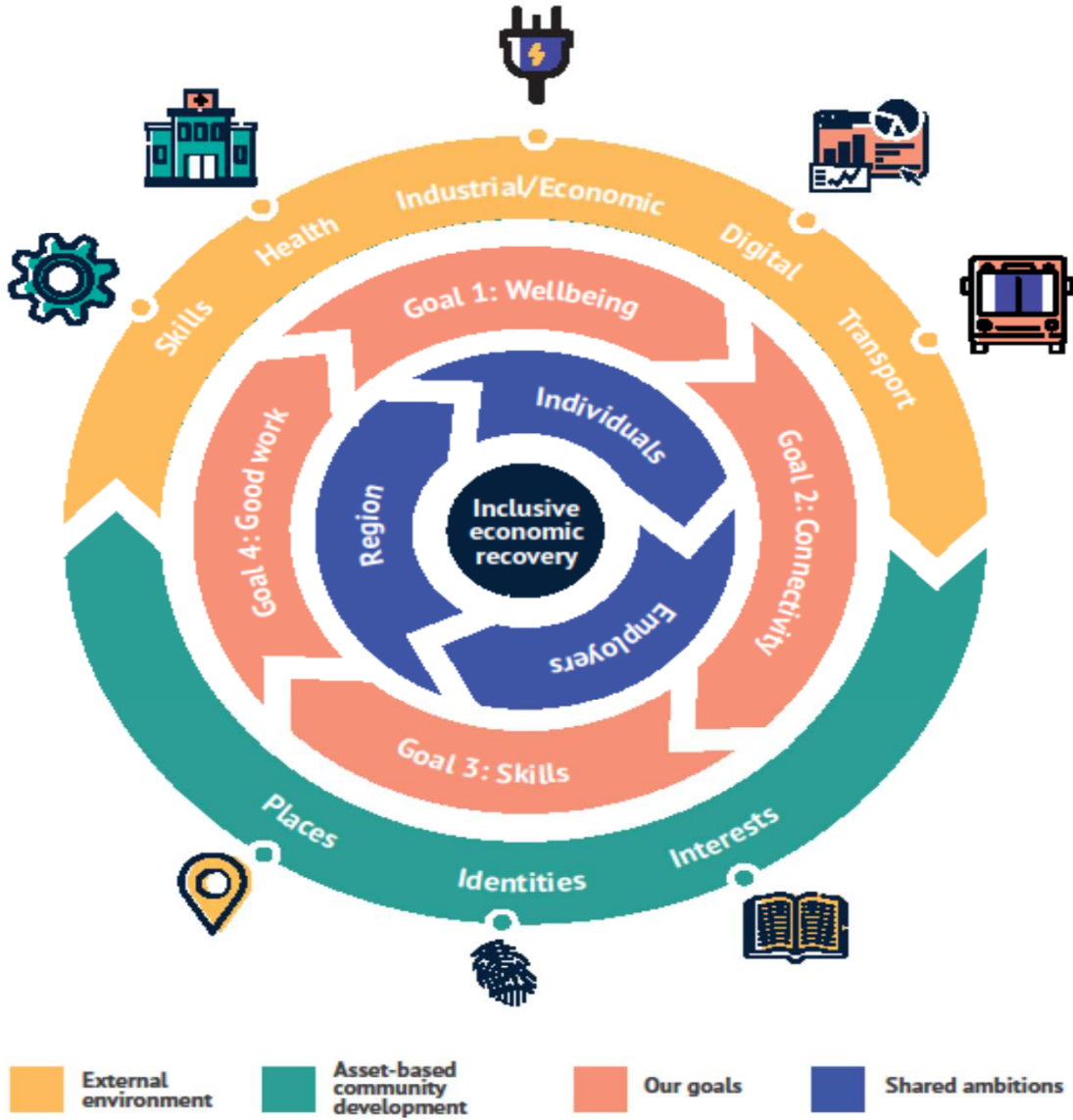
Draft Inclusive Growth Framework

Definition

The widely recognised RSA definition of inclusive growth is applied throughout:

- *Enabling as many people as possible to contribute to, and benefit from, economic growth.*
- This definition of inclusive growth embeds the following key perspectives:
 - of individuals that face barriers to securing good work, including those with protected characteristics (see below); and
 - of our communities facing deprivation, inequality, and exclusion, as defined by *either specific places*, or groups through their **shared interests**, or **collective identities**.
- Protected Characteristics are defined as: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief and sex.

Leeds City Region framework for an inclusive economic recovery



An inclusive External environment

Inclusive national, regional, and local context and policies and funding programmes – covering e.g.:

- industrial/economic such as the WY ERP;
- ¹⁴skills and employment eg the LCR Employment and Skills Plan;
- digital eg the LCR Digital Framework, etc; feeding into and supporting...

Asset Based Community Development (ABCD)

- **Thriving and inclusive Communities** - as defined either by:
 - **Place** - with a focus on our most disadvantaged communities;
 - **Identity** - such as BAME groups; or
 - **Collective interests** - such as in environmental protection.
- **Third Sector Organisations (TSOs)** and public sector organisations located on the ground are pivotal:
 - empowering and enabling communities to understand, connect and utilise their innate skills, gifts, and knowledge of local people, indoor and outdoor physical spaces/assets, and local networks and relationships to deliver social change and improvements.
 - The often hidden value of TSOs was recently seen in their flexible, enabling and rapid response to Lockdown

Inclusive Growth Goals

To deliver inclusive growth, and eliminate inequalities, the external environment of policies and thriving communities must be focussed around delivering the following, broadly sequential, Strategic Goals:

- **Wellbeing** - where an individual faces multiple barriers such as poverty, poor health and inequality, their journey to good work starts with foundational steps such as building confidence and trust as a route to robust physical and mental health.
- **Connectivity and Accessibility** – building on personal wellbeing, an individual currently not in work, eg recently made unemployed, may face barriers in accessing employment or learning/retraining opportunities through a lack of reliable and affordable public transport and digital exclusion.
- **Transferable and Relevant Skills** - where the individual is closer to the labour market (eg because they have good physical and mental health and connectivity to opportunities) or is in work and looking to progress in their career, the journey may then focus on developing and acquiring specific skills, eg foundational digital skills.
- **Good Work** - the healthy, connected, and skilled individual enters sustainable high-quality employment that enables career progression and increases income levels as well as providing a fair and inclusive working environment. This in turn further promotes wellbeing and good health outcomes, creating a virtuous cycle.

Mission/ambitions

- ***Our Individuals and communities become Socially Mobile*** because they are inspired, confident, and engaged
- ***Our Employers provide Good Work*** because they: value and benefit from diversity (at all levels); actively promote employee welfare; and invest in their workforce.
- ***The region delivers an Inclusive Economic Recovery, for both regional and national benefit*** because delivery of our IG Goals (Wellbeing, Connectivity, Skills and Good Work for all) ensures that economic and social disparities are not just reduced, but eliminated.

Measurement – Inputs and Assets

- Understanding the value of our Assets (“what’s strong not what’s wrong”), eg value of volunteer time, and overall contribution of the third sector in WY.
- Without this understanding we only have an anecdotal and partial (based on inferring from national analysis) view of the sector.
- Panel has commissioned a task and finish group to explore further and to advise on the role of the Third Sector in delivering an inclusive economic recovery.

Measurement – Progress and impacts

- Measuring overall progress against our IG Goals – draft dashboard of Indicators has informed both the WY ERP and SEF monitoring framework.
- Each indicator (as far as possible) WY level and needs to compare (a) the most and least deprived areas and (b) protected characteristics with the general population.
- Over time – to become more asset (vs deficit) focused
- Evaluating project and programme level impacts and effectiveness – to understand our specific contribution to IG

Working Draft IG Dashboard

Dashboard of Possible LCR Inclusive Growth Indicators

Goal 1: Wellbeing

1. Number of days lost to sickness
2. % of the workforce with a chronic health condition
3. Number of households in fuel poverty
4. Physical activity levels (>30 minutes per week)
5. Household access to green space

Goal 2: Connectivity & Accessibility

1. Hard to fill vacancies
2. Proportion of jobs accessible by bus within 30 minutes
3. Access to internet and ICT (basic digital skills, broadband coverage)
4. Air quality (poor air quality indicates low active travel/ public transport use/ high car usage)
5. Number of households in transport poverty

Goal 3: Transferable & Relevant Skills

1. Working age population without any qualifications
2. Skills shortages and gaps
3. Economic activity rate
4. NEET rate
5. Social mobility - Attainment at KS4 by FSM eligibility and access to HE by social status
6. Employers engaging with schools

Goal 4: Good Work

1. % Employees in Good Work
2. Pay ratios (CEO/director to median employee)
3. Pay gaps (gender, etc)
4. Workforce diversity (at all levels)
5. % employers providing flexible working – eg incidence of home-based working

Appendix 2

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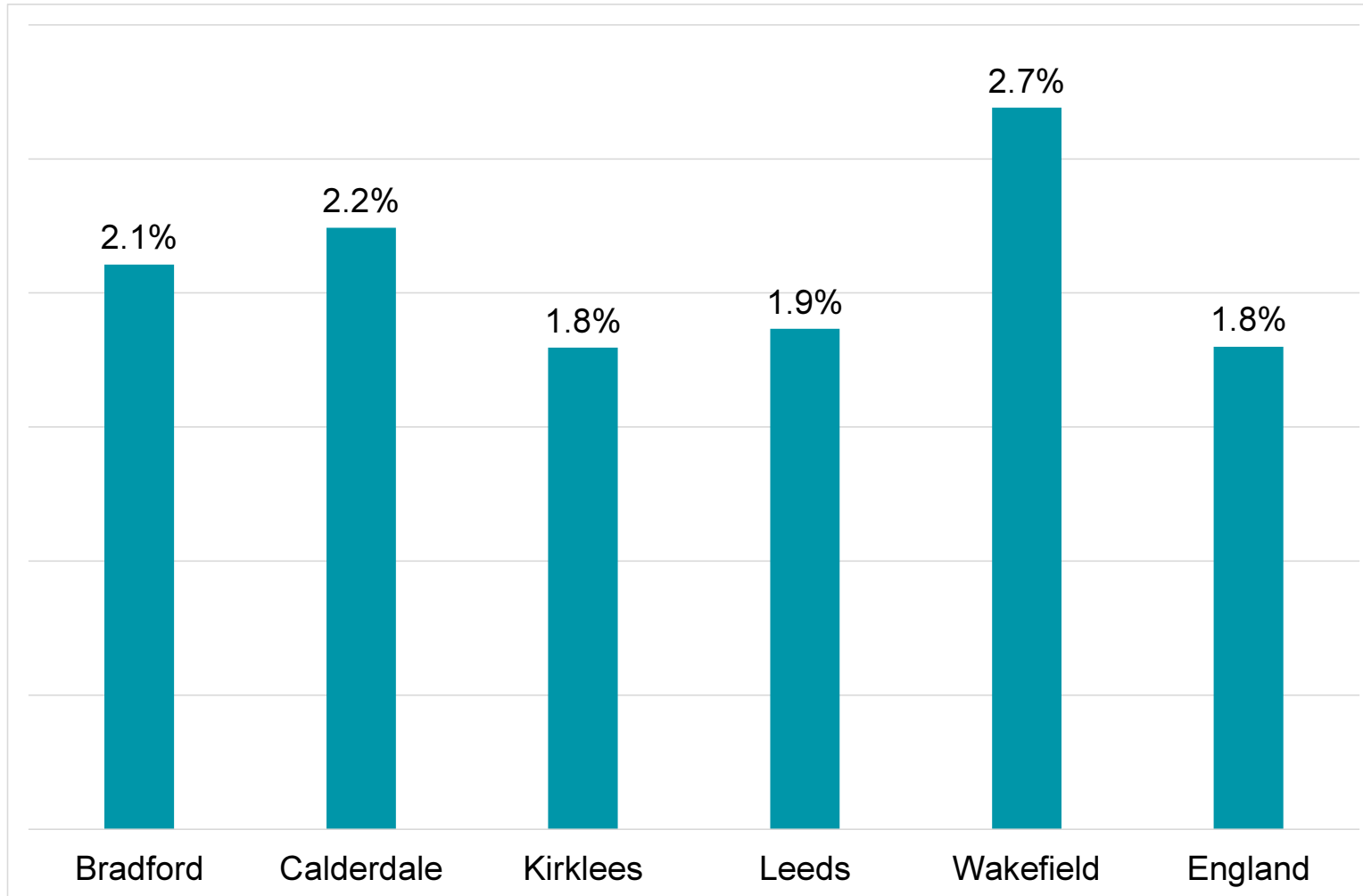
Inclusive Growth Framework

Working Draft Indicators Tracking

Goal 1 - Wellbeing

Sickness absence levels are broadly similar to national average

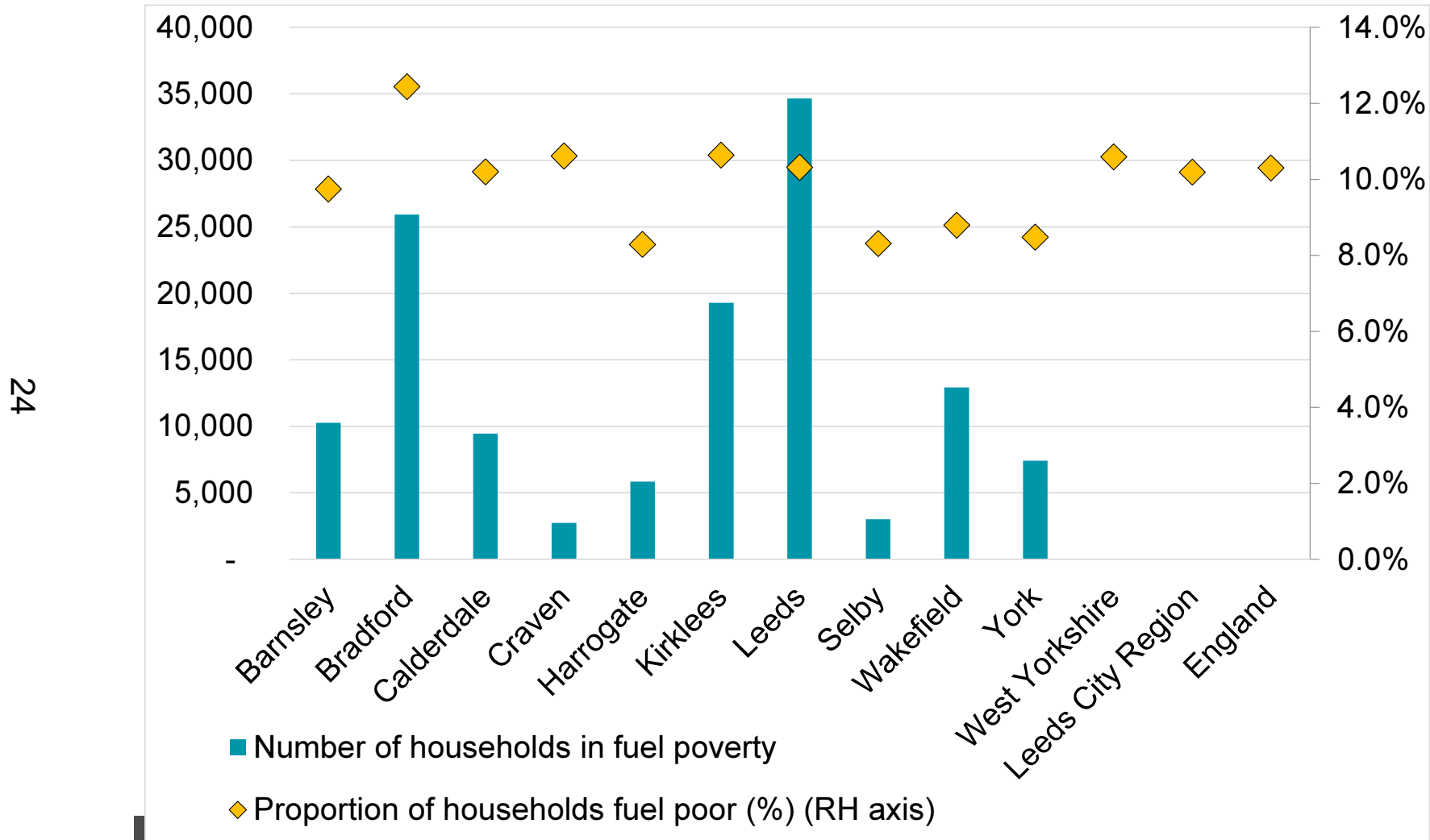
Figure: Sickness absence rate by local authority, 2018



23

10% of households in the City Region are in fuel poverty

Figure: Number and % of households in fuel poverty, 2018

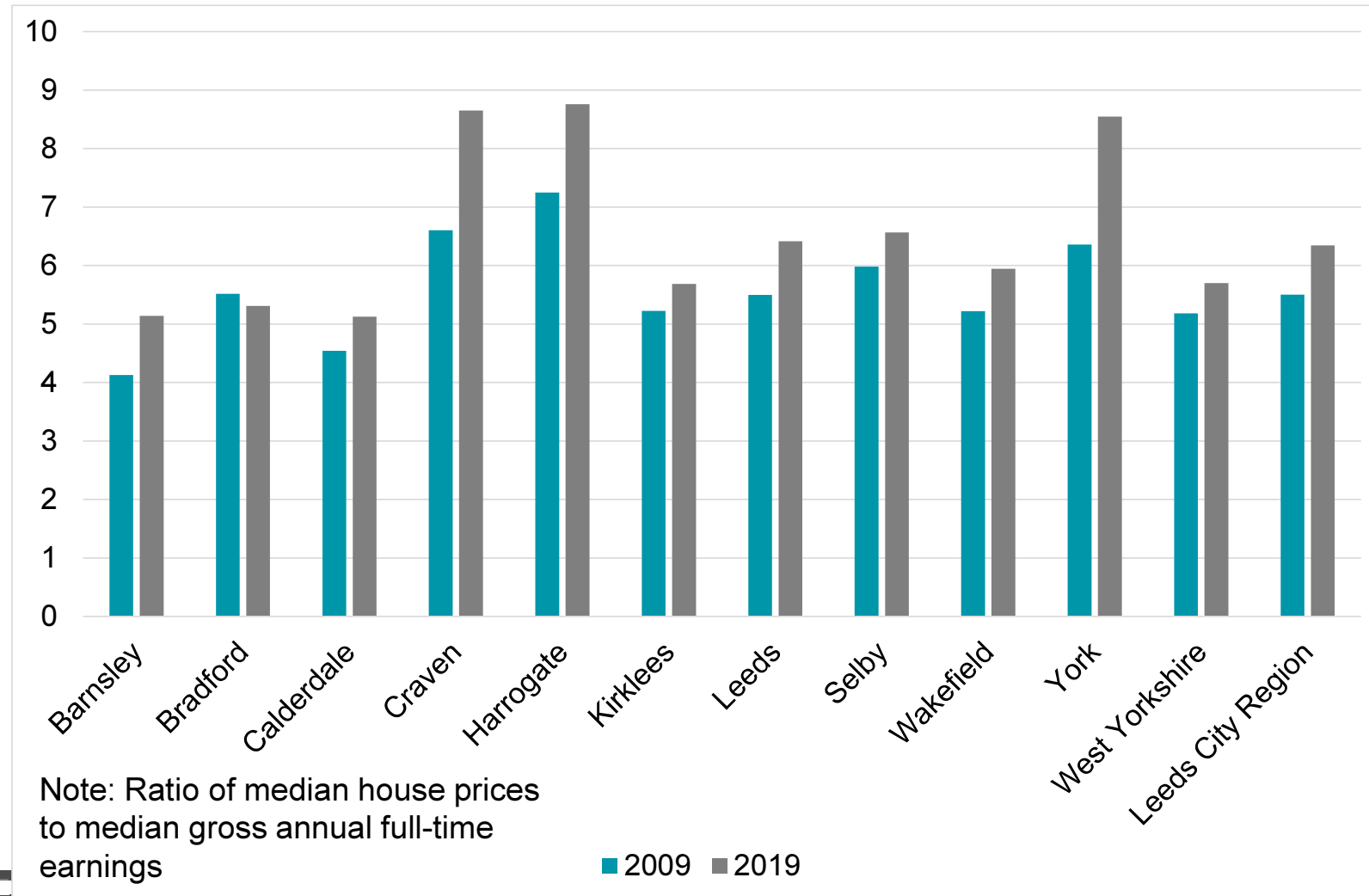


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Housing affordability is a growing challenge in some parts of the City Region

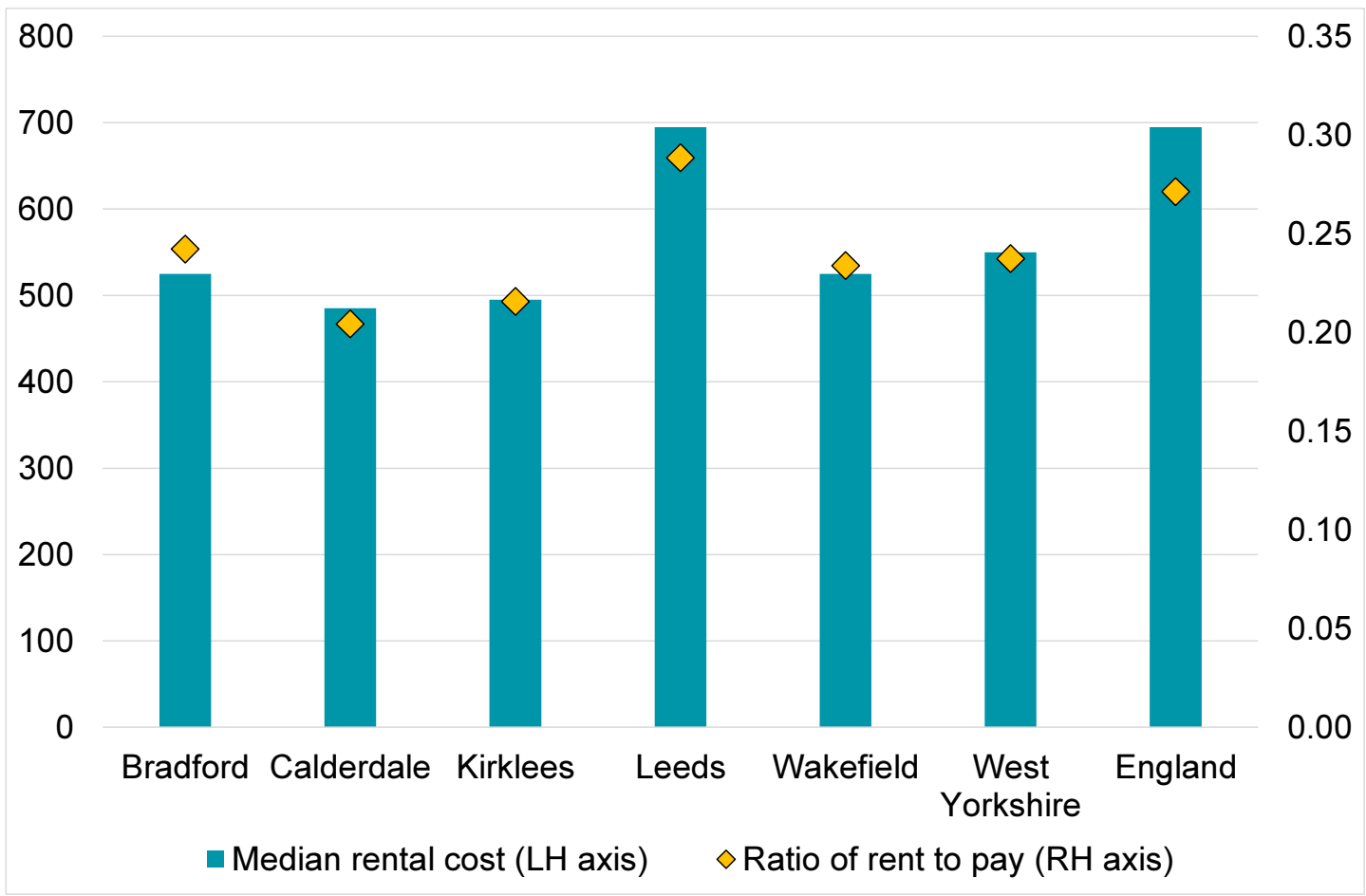
Figure: Housing affordability ratio by district, 2019

25



Rental costs are high relative to pay in Leeds

Figure: 'Two Bedrooms' monthly rents recorded between 1 April 2019 to 31 March 2020



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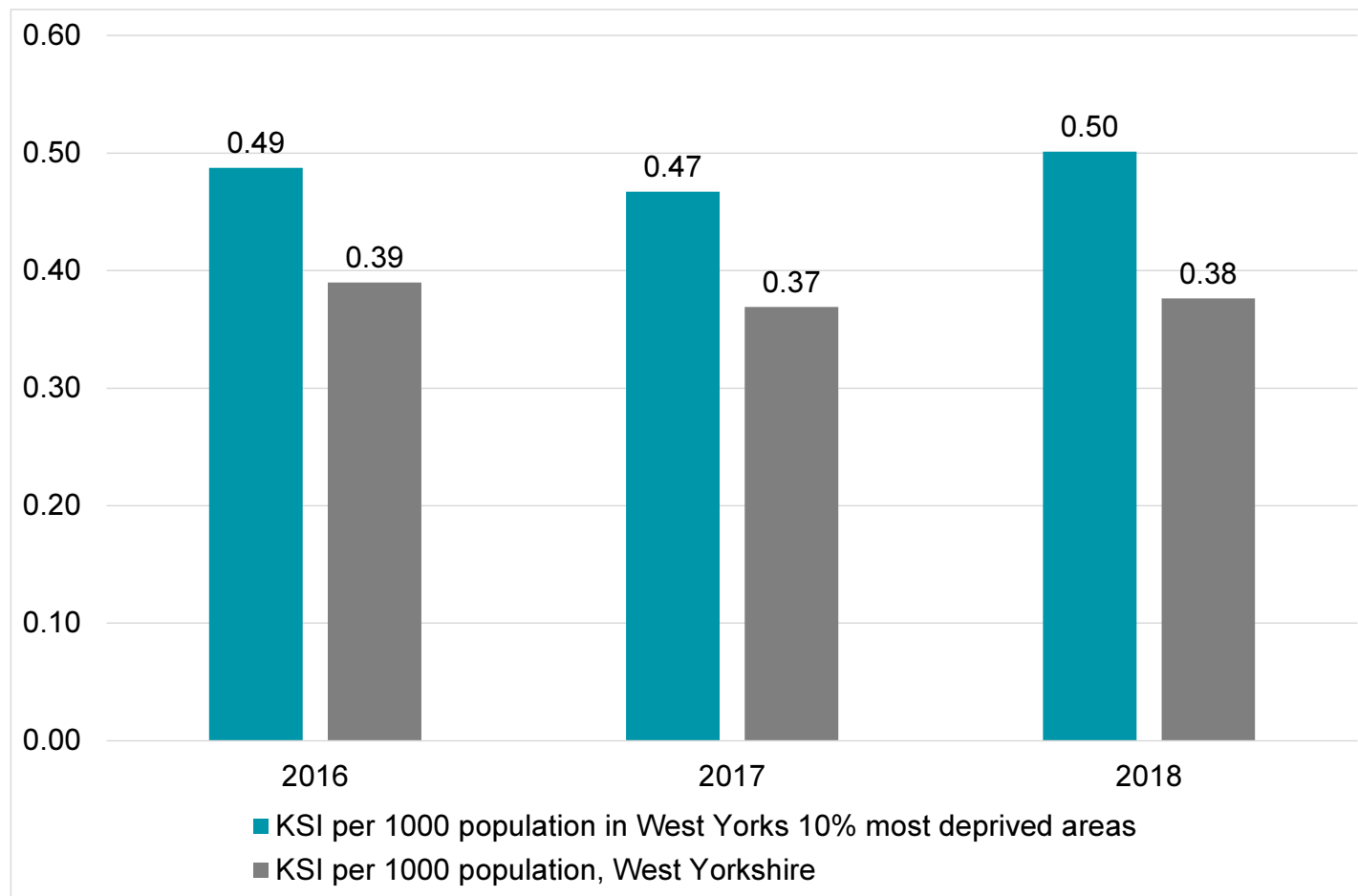
Note: Ratio = 2 bedroom monthly rents versus gross median monthly pay

Source: *Private Rental Market Statistics, Annual Survey of Hours and Earnings, Office for National Statistics*

Goal 2 – Connectivity & Accessibility

Residents of deprived areas are at greater risk of death or serious injury as a result of road traffic accidents

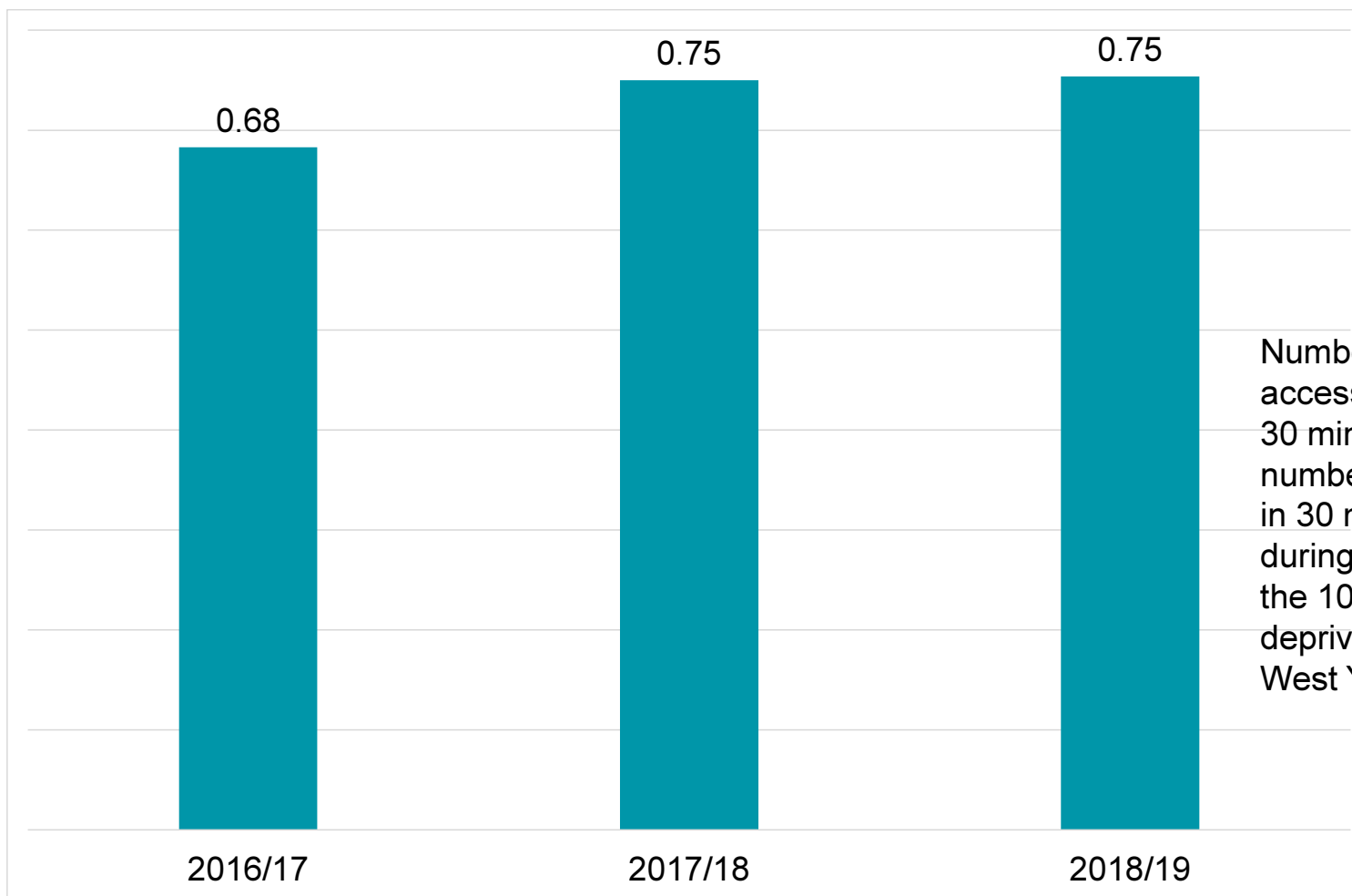
Figure Ratio of annual KSI road casualties and total resident population



28

75% of jobs accessible by car from deprived areas are accessible by bus within 30 mins

Figure: Access inequality ratio (employment), West Yorks

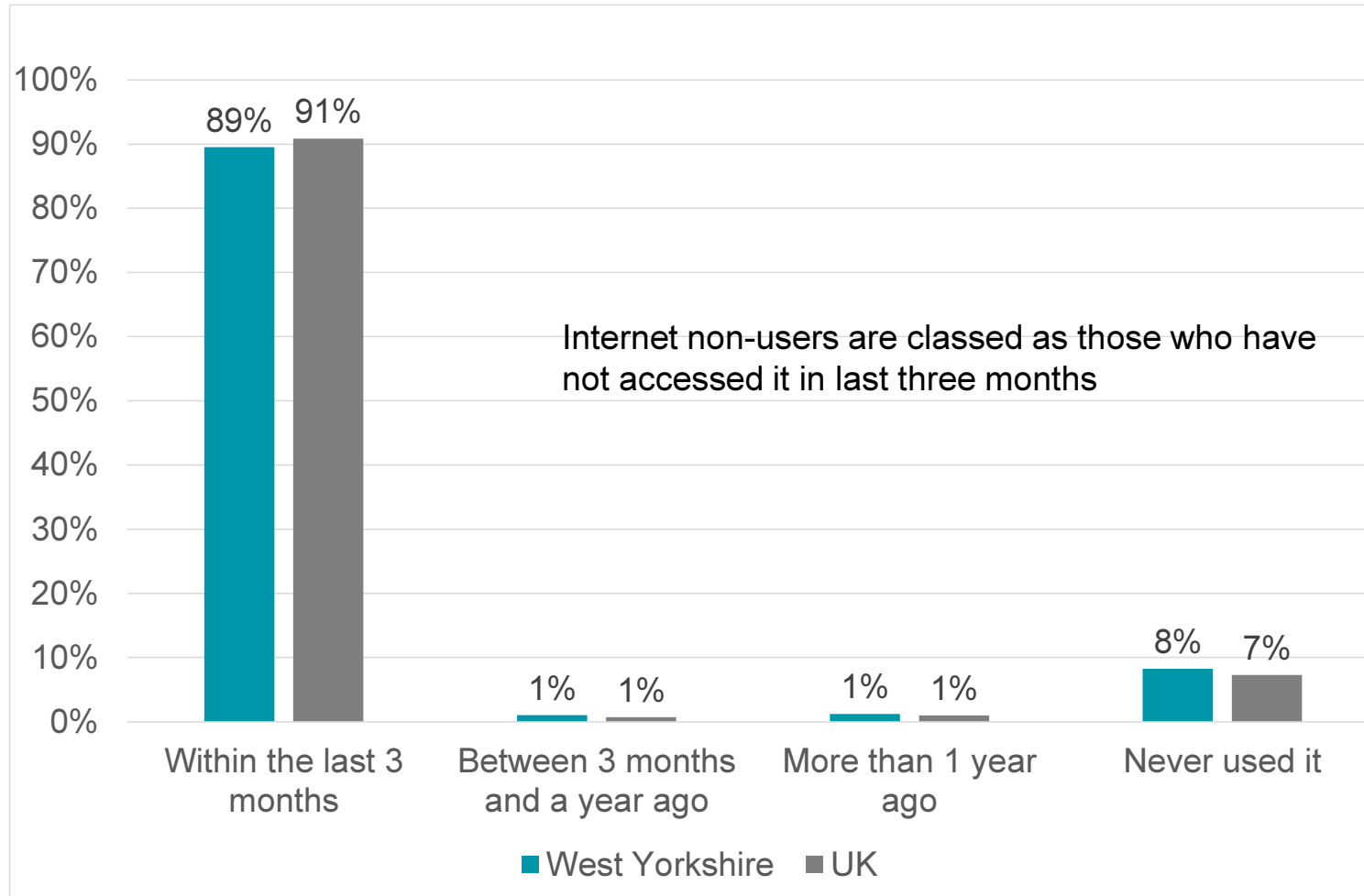


Number of jobs accessible within 30 mins by bus vs number accessible in 30 mins by car, during am peak, for the 10% most deprived areas in West Yorks

29

11% of adults do not use the internet

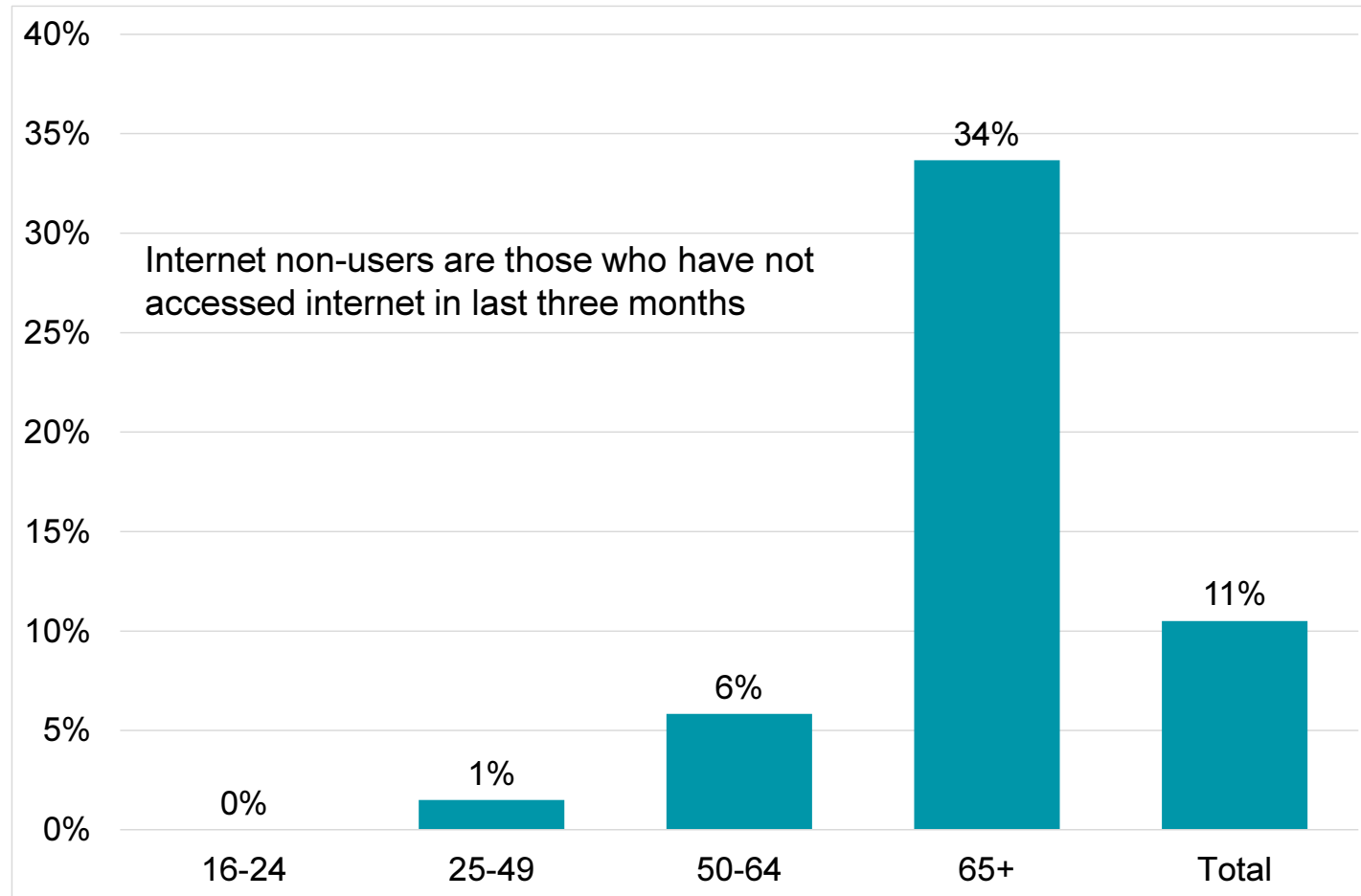
Figure: Period within which last used internet



30

One third of people over 65+ are internet non-users

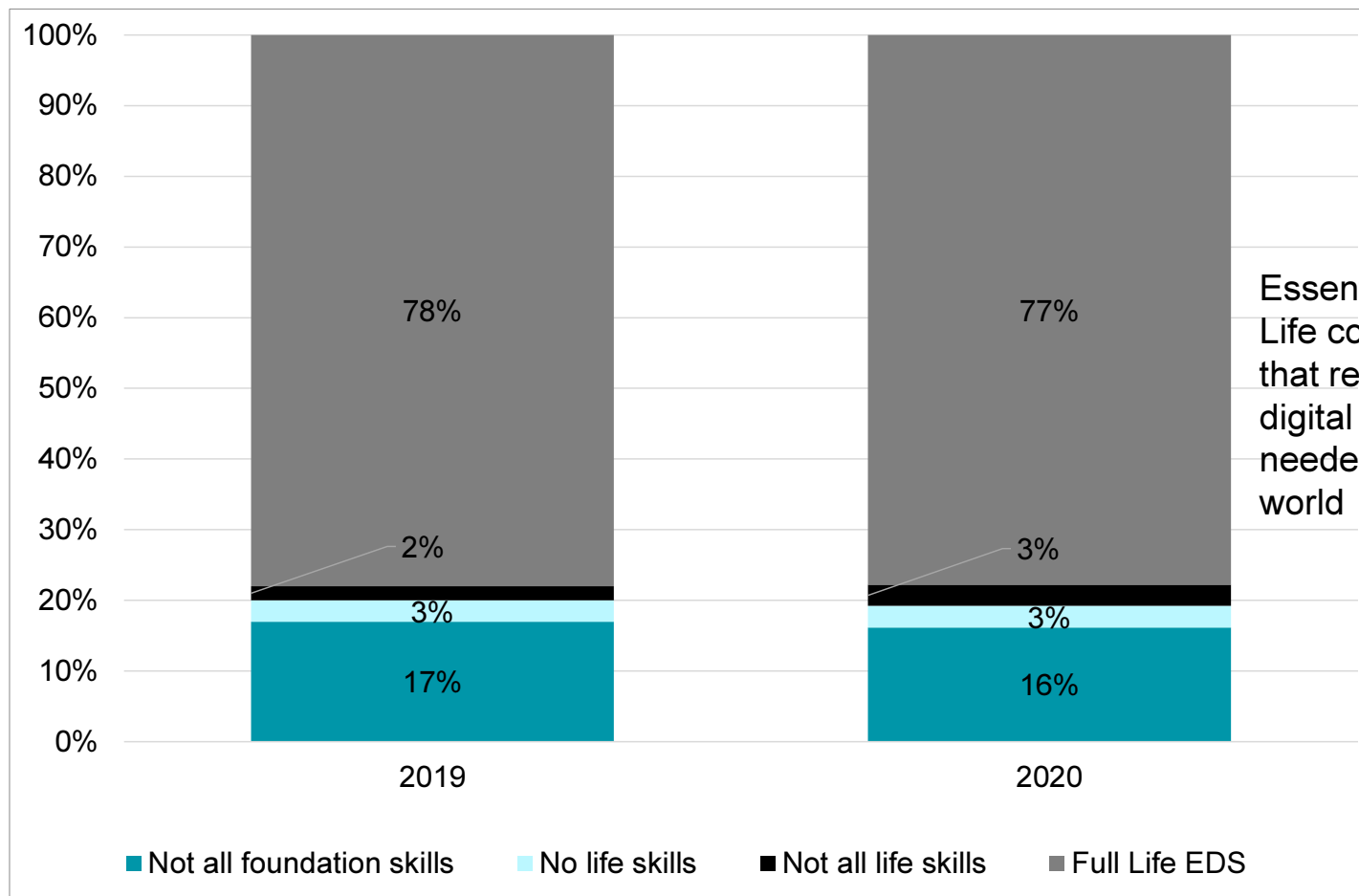
Figure: Proportion of population who are internet non-users by age band, West Yorkshire



31

23% of adults in Yorkshire lack the full range of Essential Digital Skills for Life

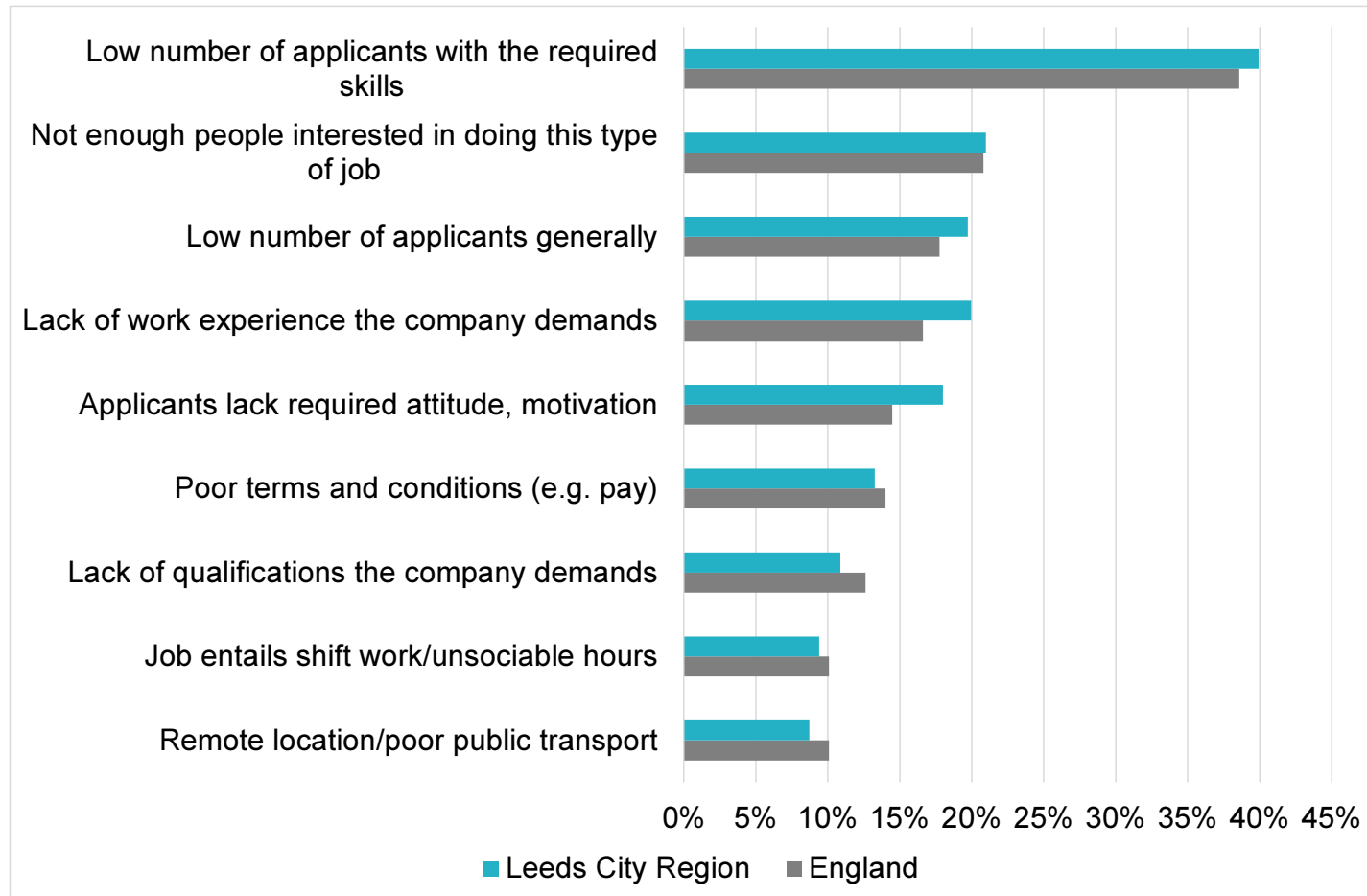
Figure: Proportion of people aged 15+ and their level of EDS for Life, Yorkshire and the Humber



Essential Digital Skills for Life comprise 5 skill areas that represent the level of digital literacy and capability needed for today's digital world

1-in-10 employers with hard-to-fill vacancies say location / access via public transport are a cause

Figure: Proportion of employers citing each of following as cause for hard-to-fill vacancies

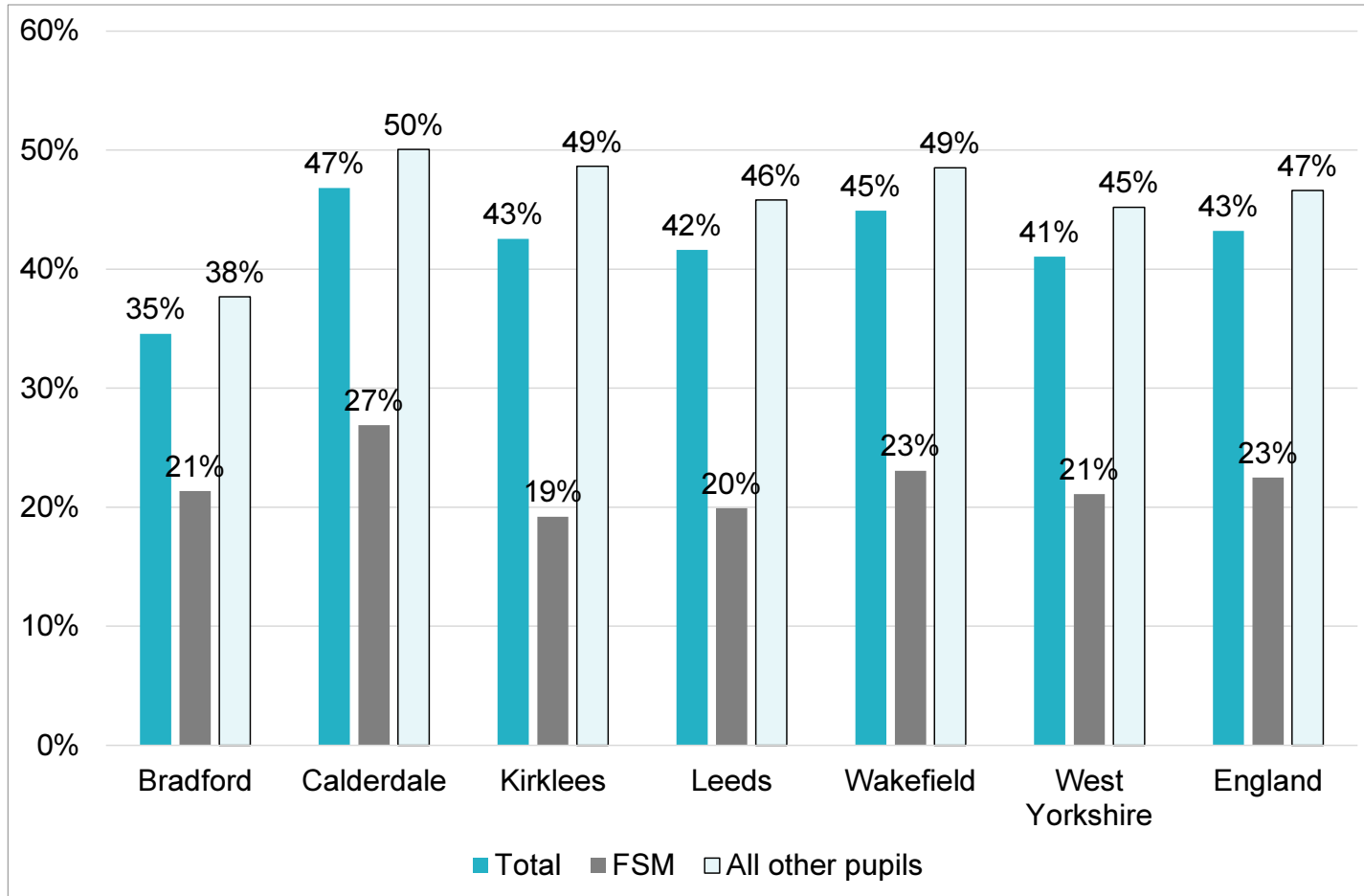


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Goal 3 – Transferable and Relevant Skills

Free school meal pupils underperform at KS4

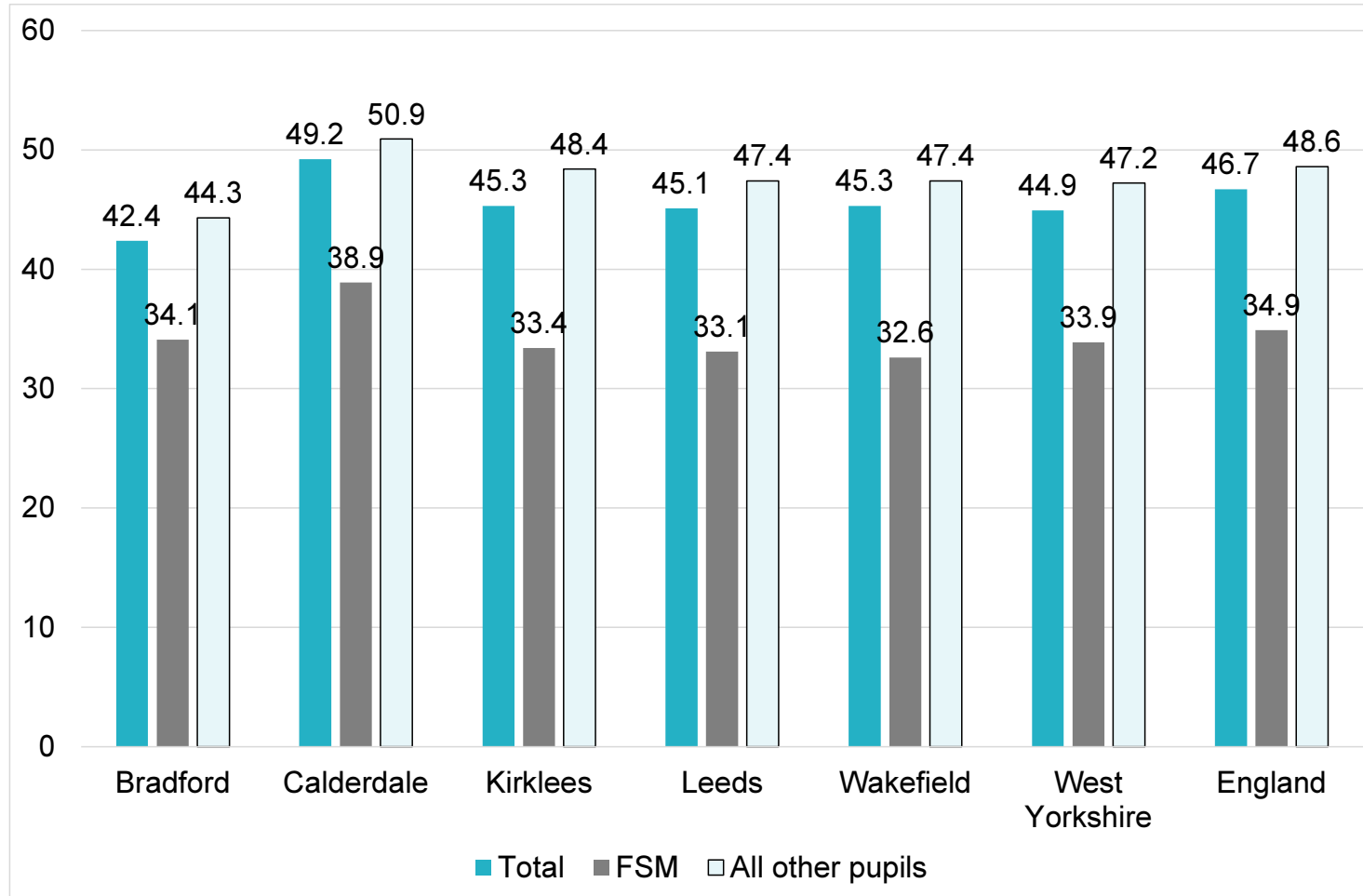
Figure: % of pupils achieving 9-5 in English and Maths GCSEs by free school meal status



35

Free school meal pupils underperform at KS4

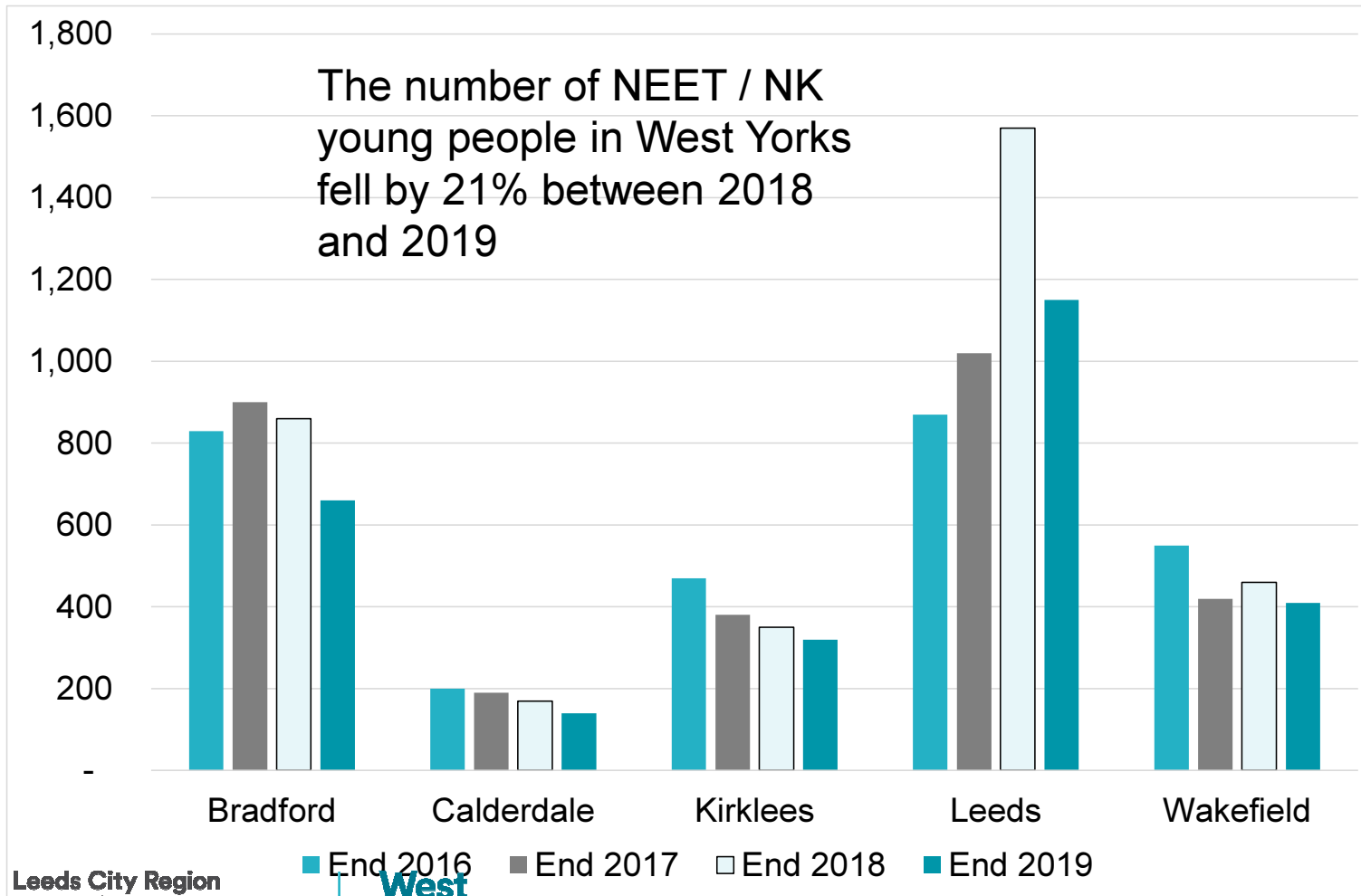
Figure: Average Attainment 8 score per pupil by free school meal status



36

NEET numbers were falling prior to the Covid crisis

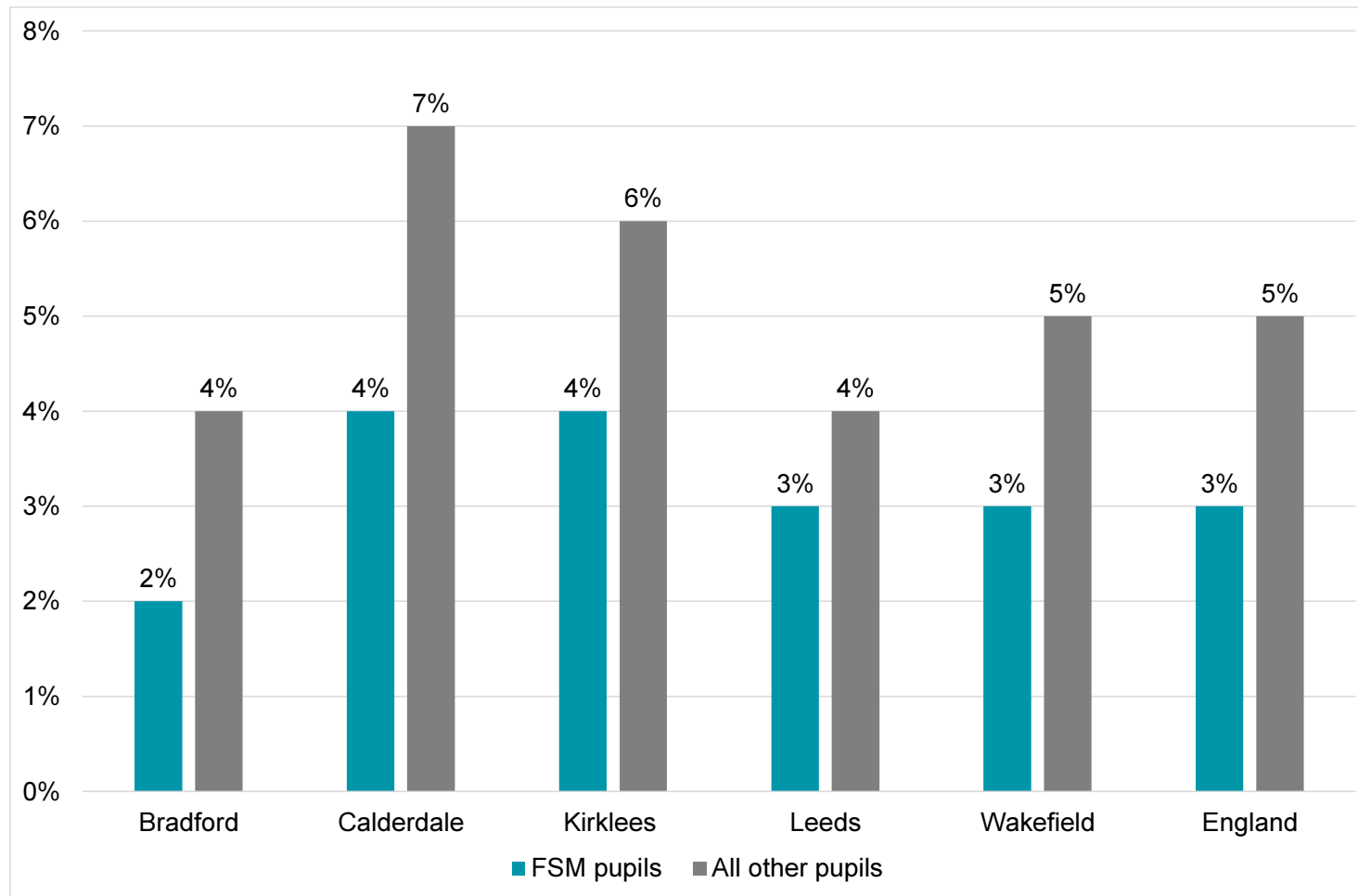
Figure: Number of 16 and 17 year olds who are NEET or whose activity is not known



37

Disadvantaged pupils are less likely to participate in apprenticeships

Figure: % of pupils entering sustained apprenticeship following completion of key stage 4 by free school meal status



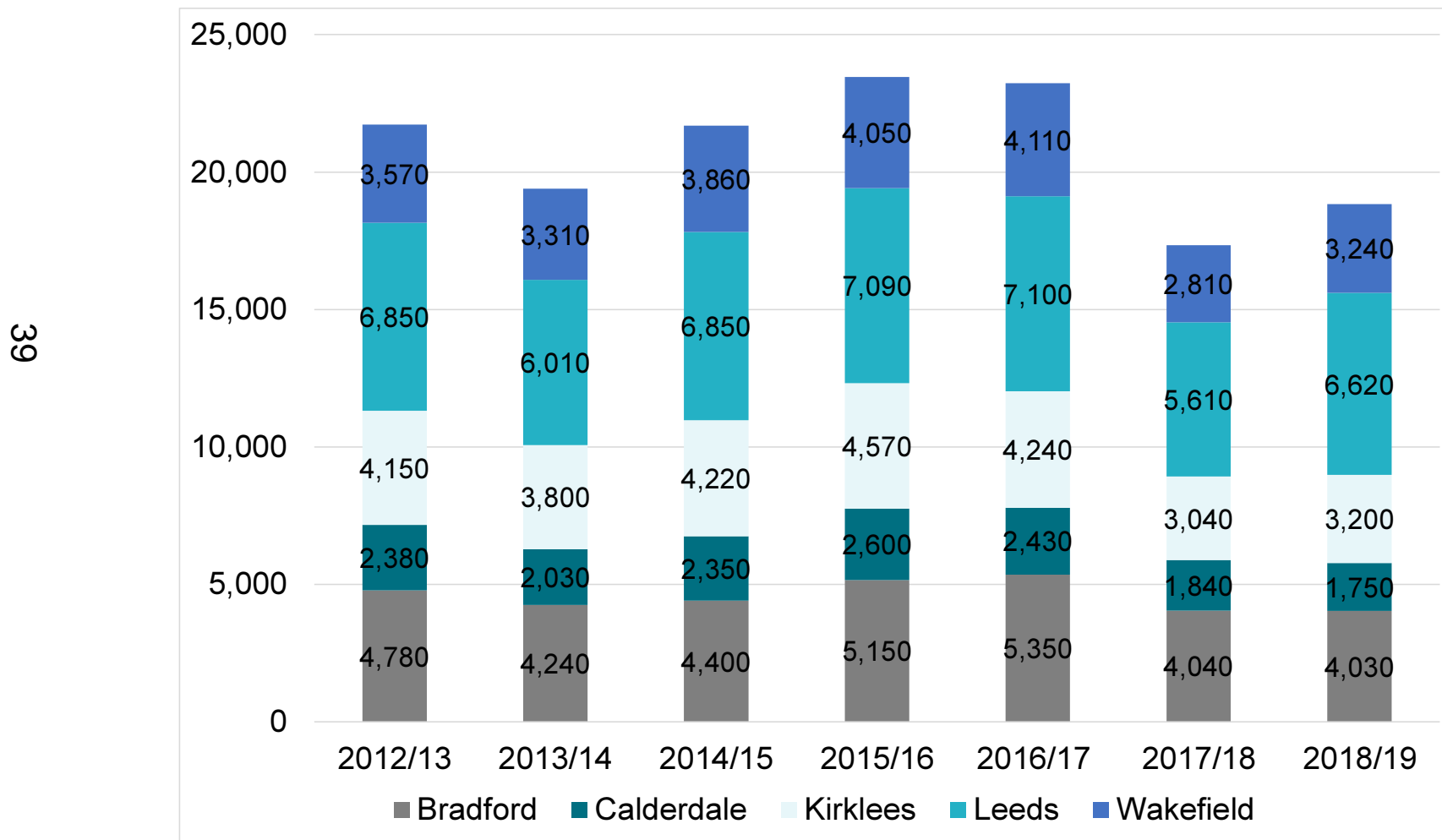
38

Note: Analysis shows 2017/18 destinations for the 2016/17 cohort (state-funded mainstream and special schools).

Source: Department for Education.

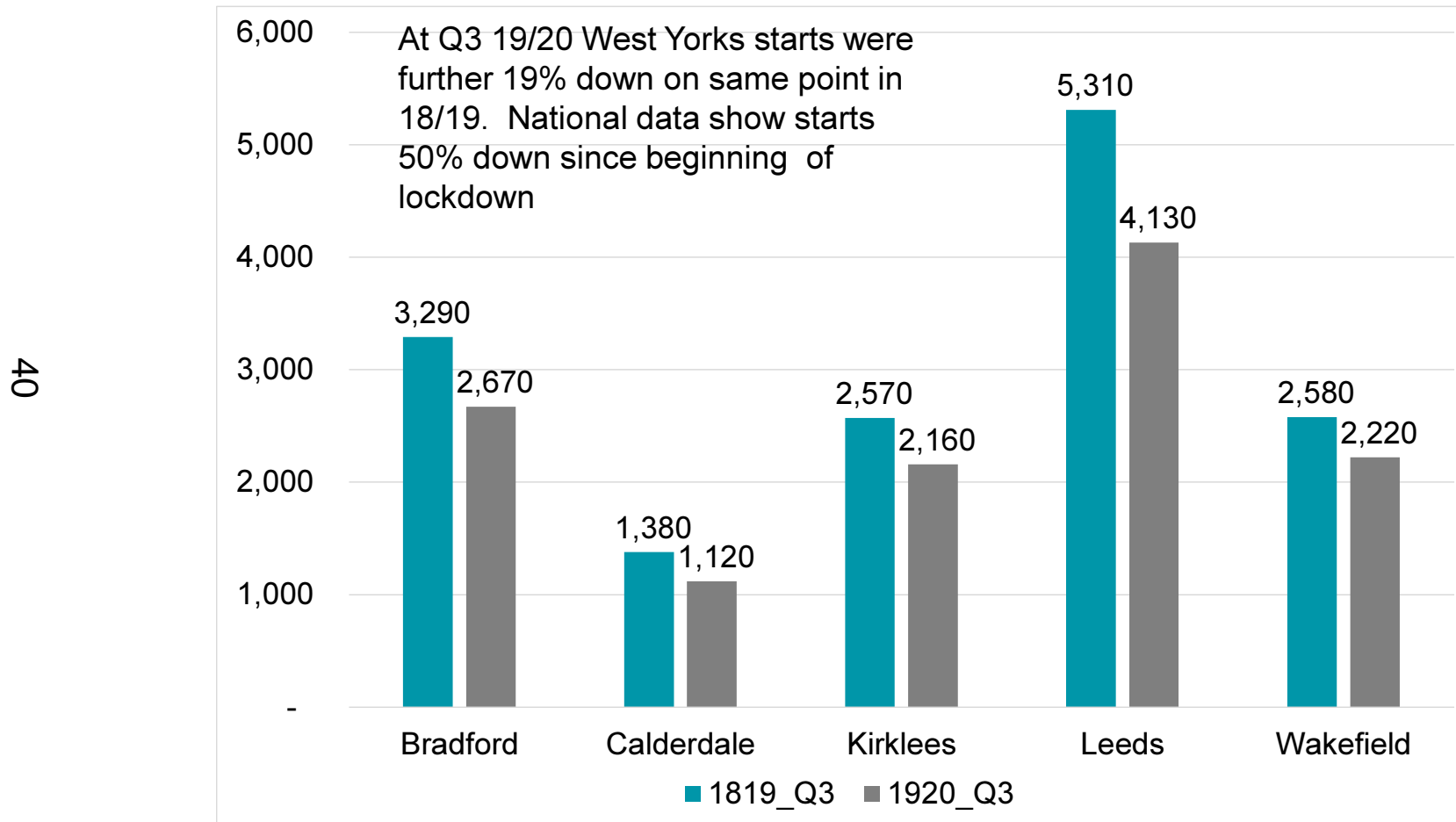
Apprenticeship starts in West Yorkshire were 19% lower in 2018/19 than in 2016/17

Figure: Trend in apprenticeship starts by district



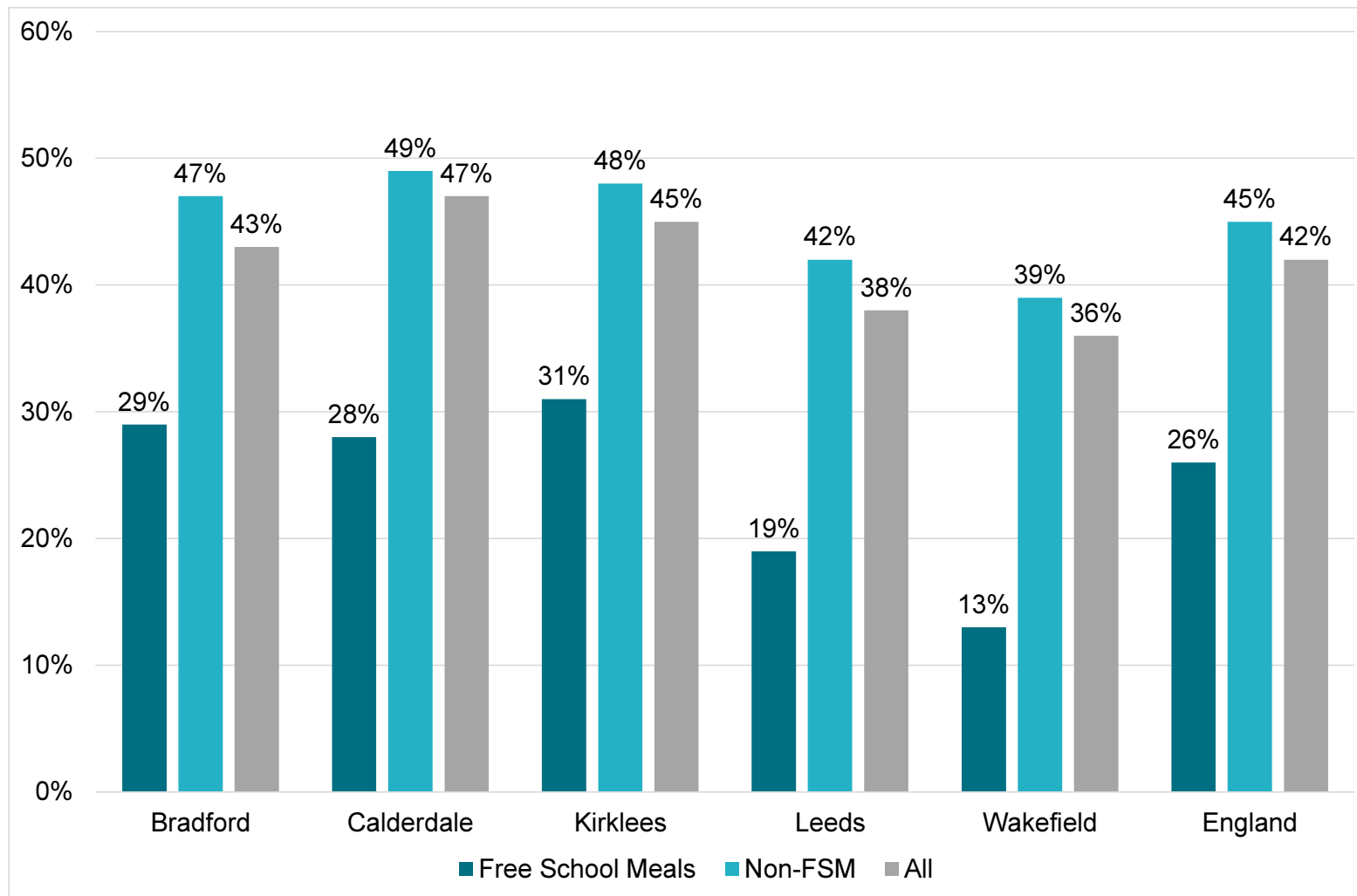
Provisional figures suggest that apprenticeship starts were significantly down in 2019/20

Figure: Apprenticeship starts by district at Q3 2019/20 academic year versus Q3 2018/19



Disadvantaged pupils are less likely to participate in higher education

Figure: % of pupils from state-funded and special schools entering higher education by free school meal status



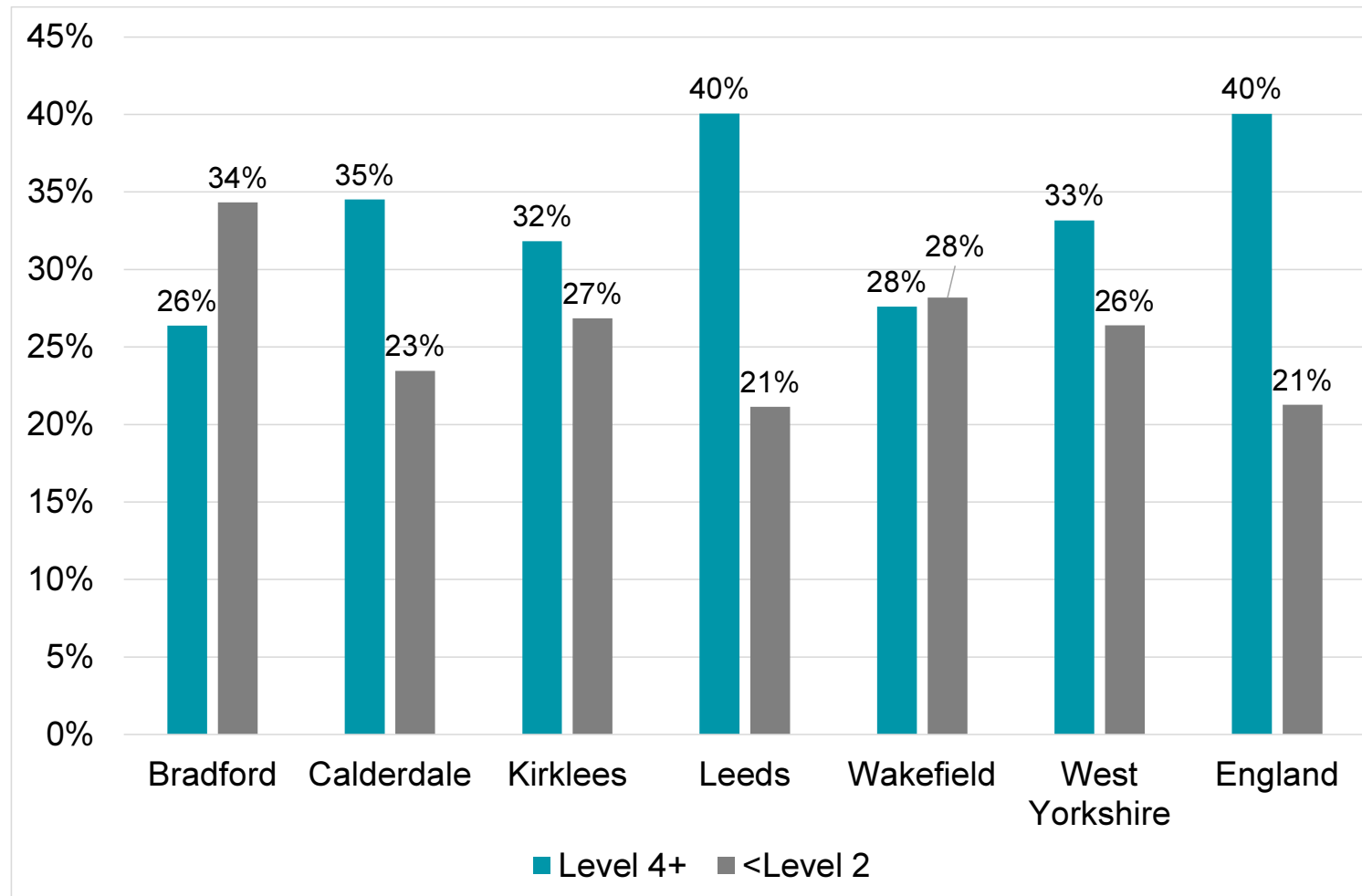
41

Note: Entered HE by age 19 in 2017/18 academic year

Source: Department for Education

More than a quarter of adults in West Yorks are low qualified (<L2) rising to more than a third in Bradford

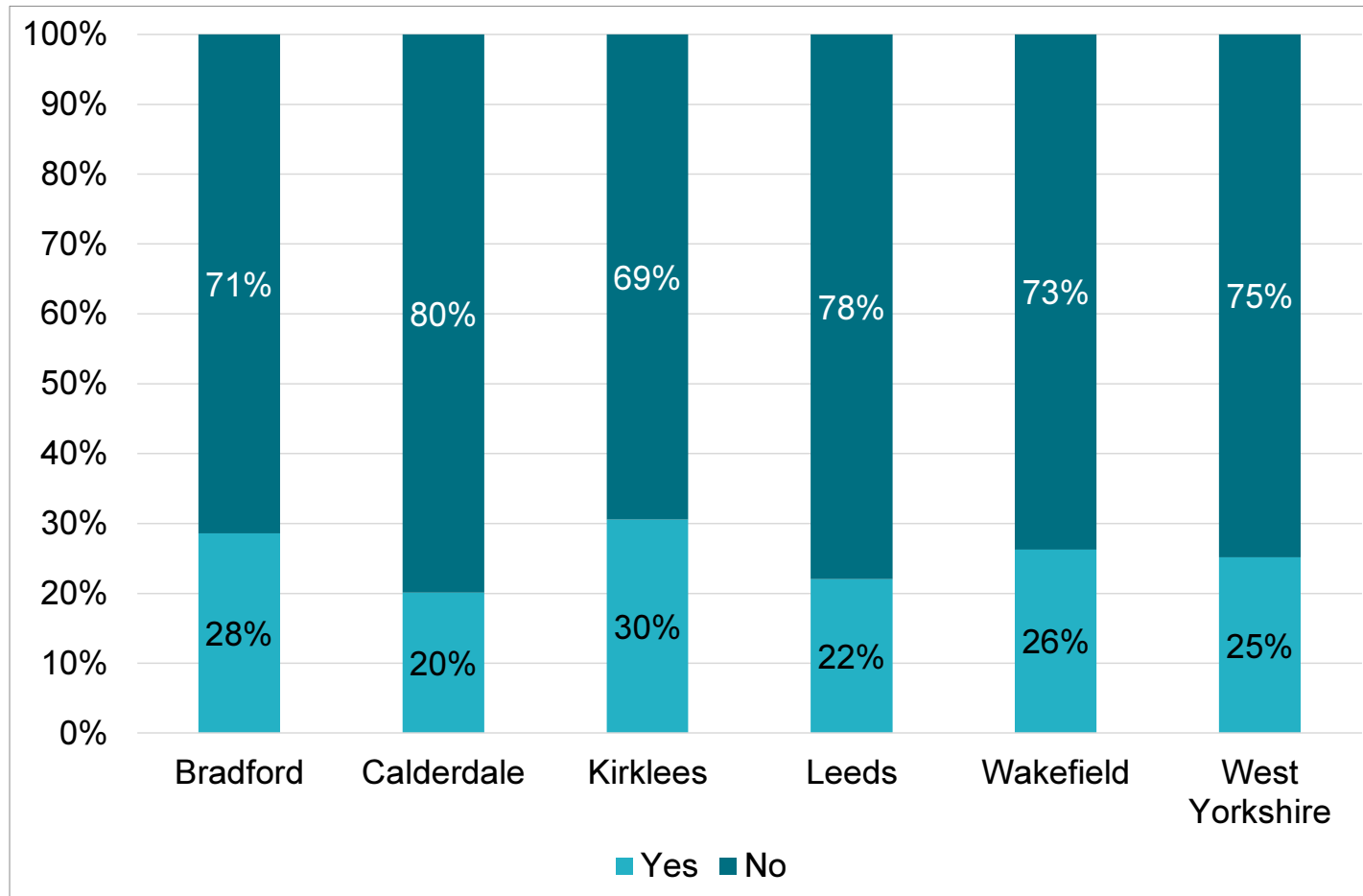
Figure: Profile of highest qualification held by working age (16-64) population



42

A quarter of employers offer work experience placements to pupils in local schools

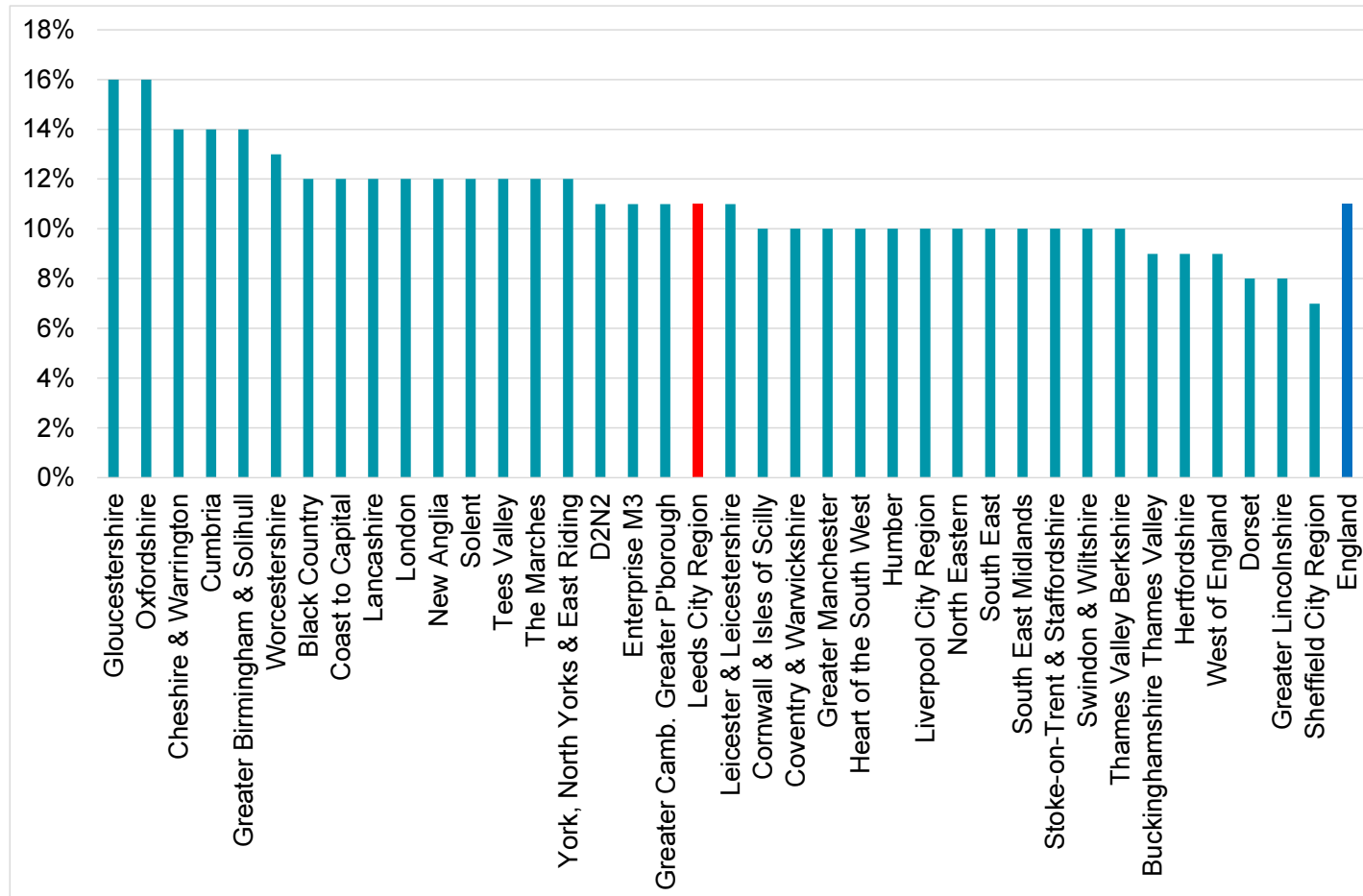
Figure: Proportion of employers offering work experience placement for school pupils



43

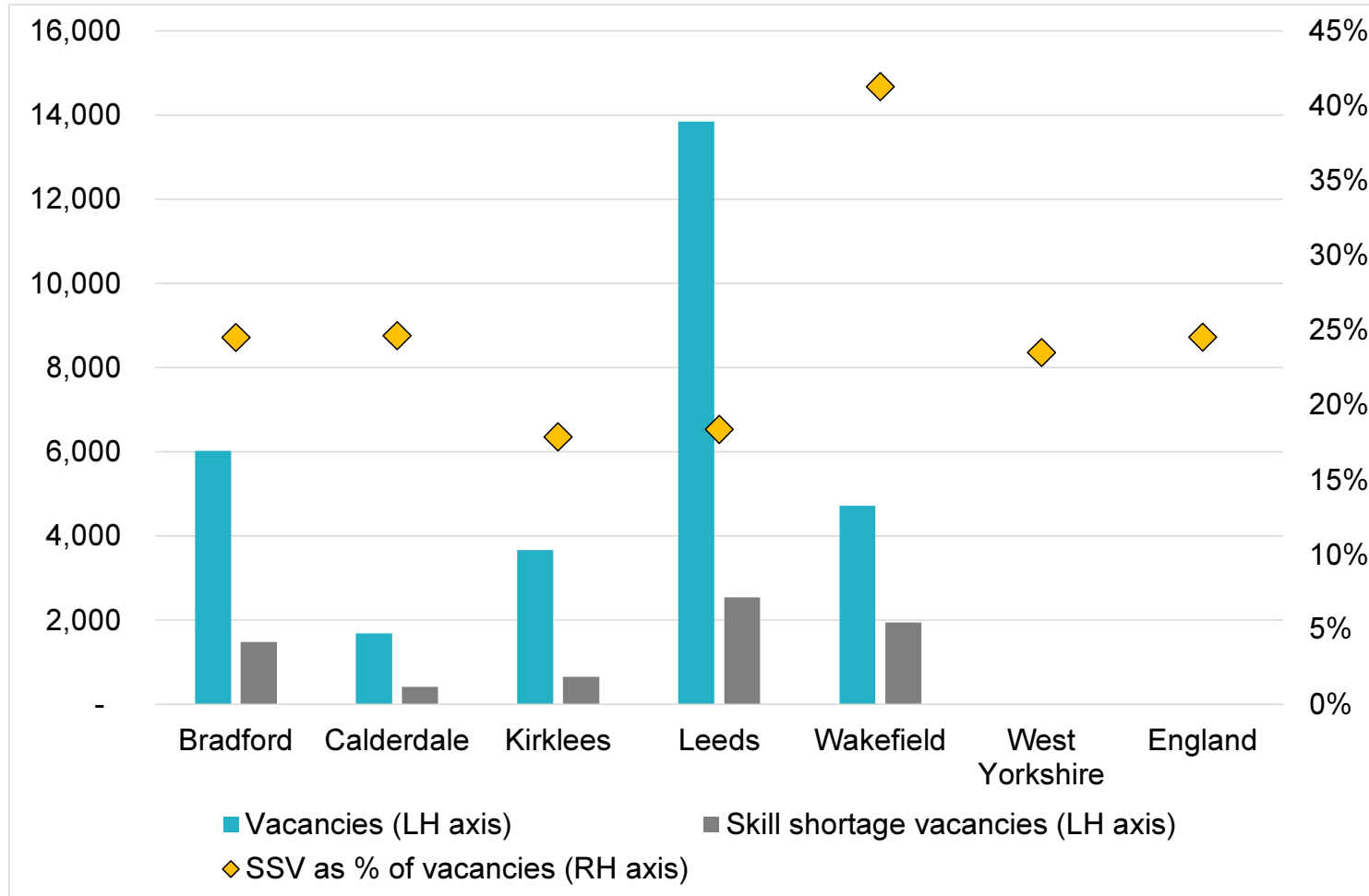
11% of employers offer work inspiration activities to local educational institutions

Figure: % employers who have engaged with educational institutions to offer 'work inspiration' activities in last year



Around a quarter of West Yorkshire vacancies are skill shortage vacancies

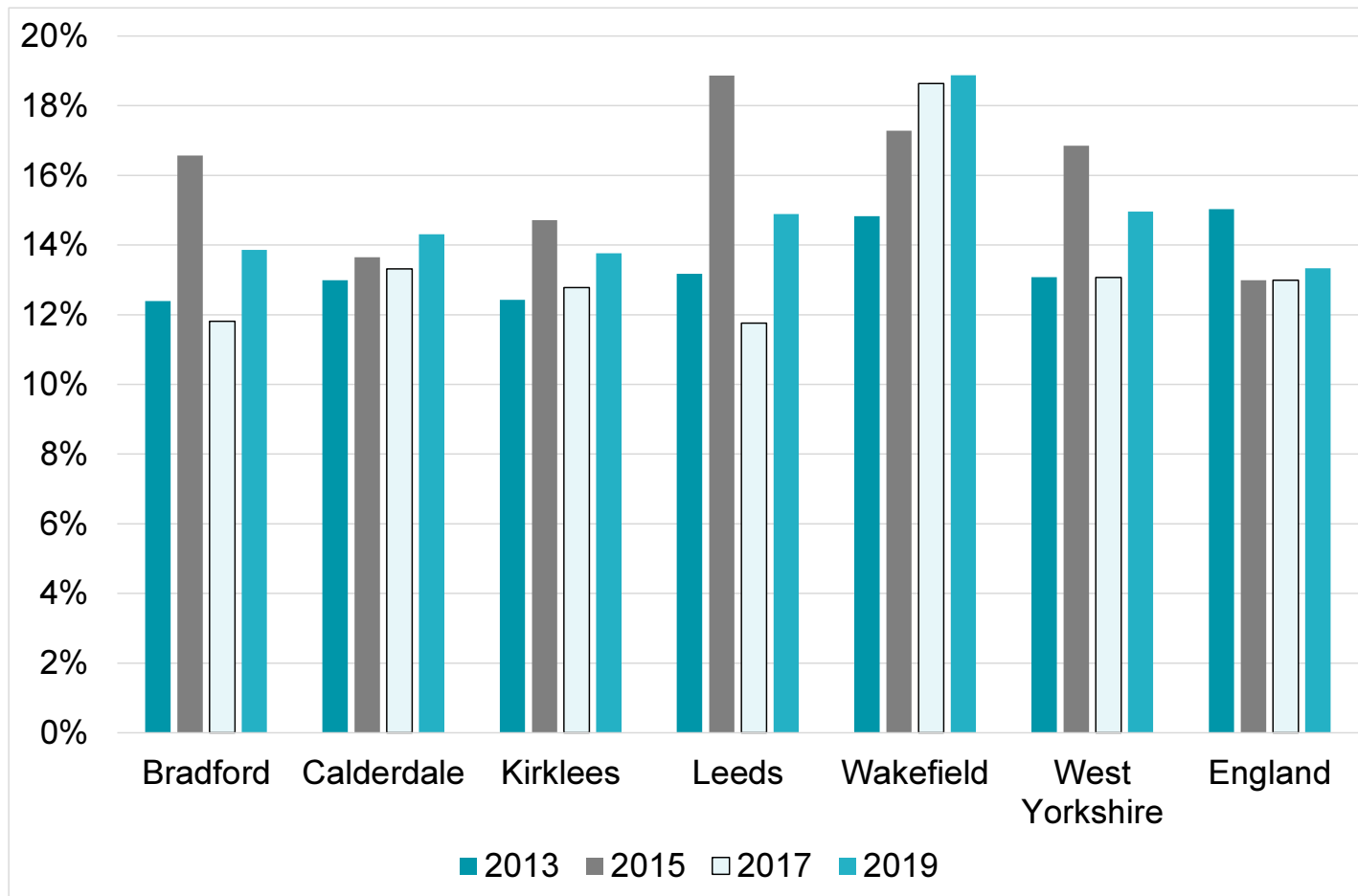
Figure: Summary of vacancy situation by local authority (vacancy base)



45

Skills gaps have been consistently high in Wakefield

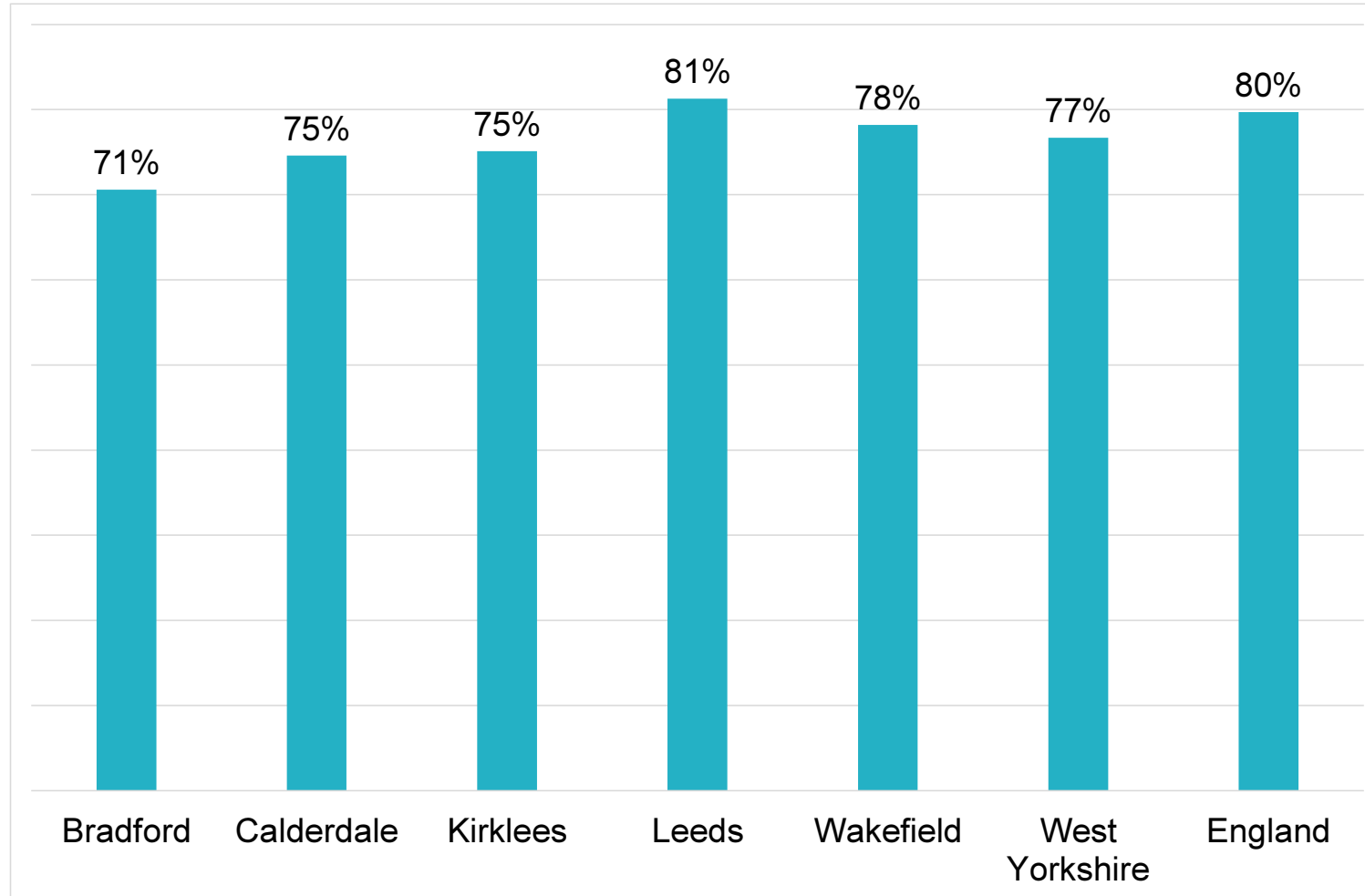
Figure: Proportion of employers who have existing staff that are not fully proficient



46

Bradford's economic activity rate is almost 10 points below the national average

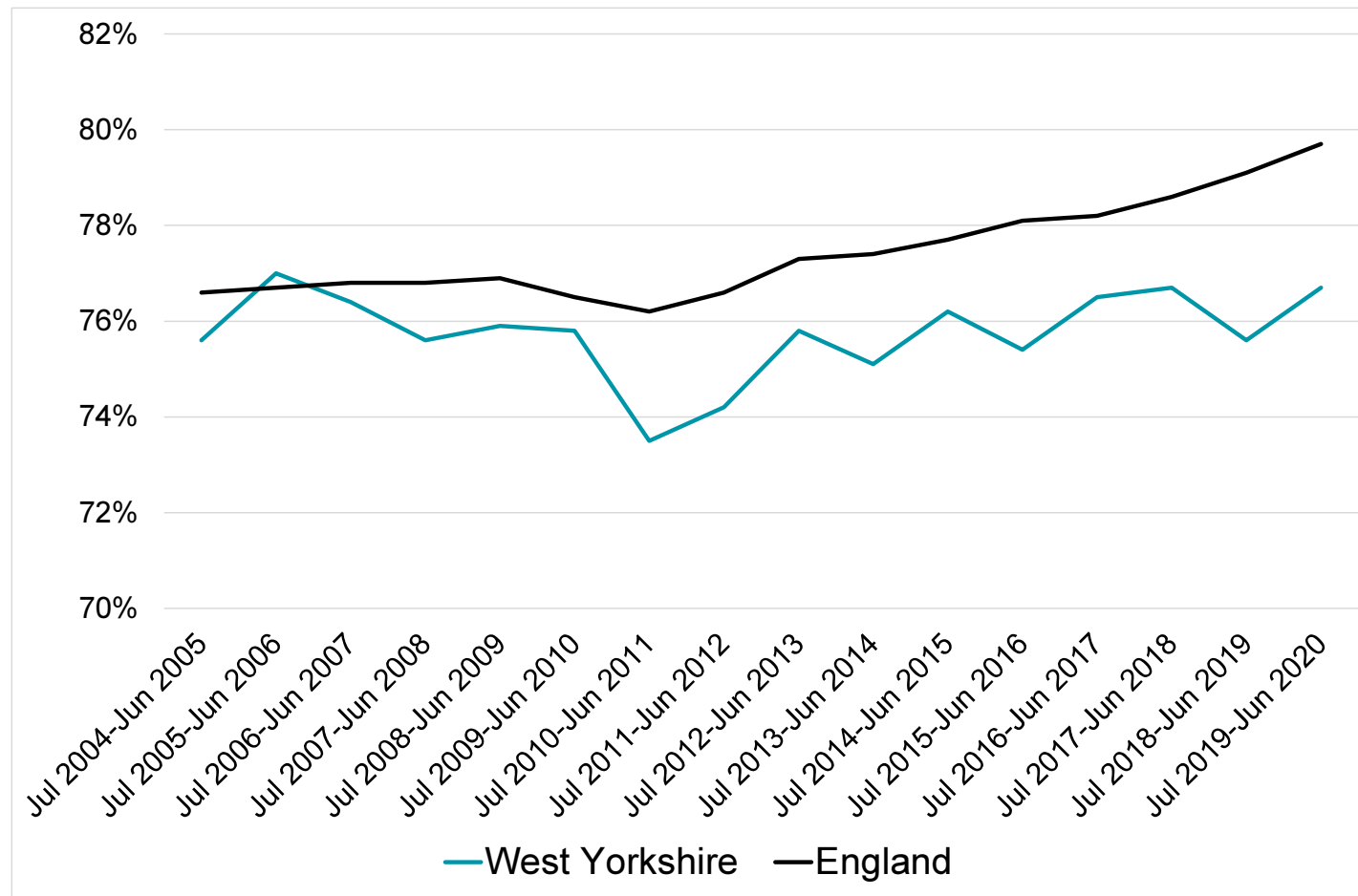
Figure: Economic activity rate - aged 16-64 by local authority



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West Yorkshire's economic activity rate has diverged from the national rate over time

Figure: Economic activity rate - aged 16-64

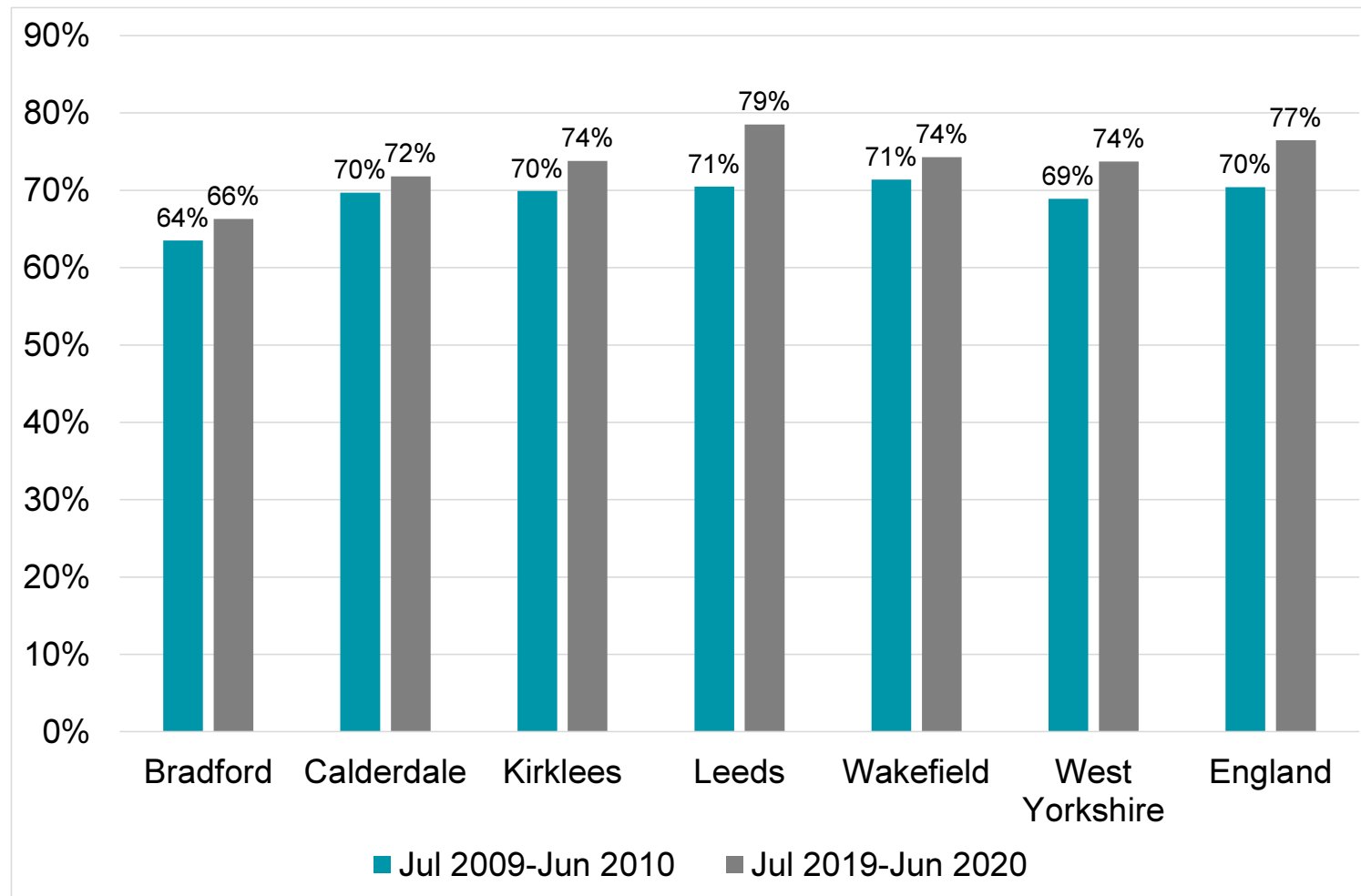


48

Goal 4 – Good Work

Employment rate is below national average in all parts of West Yorkshire except Leeds

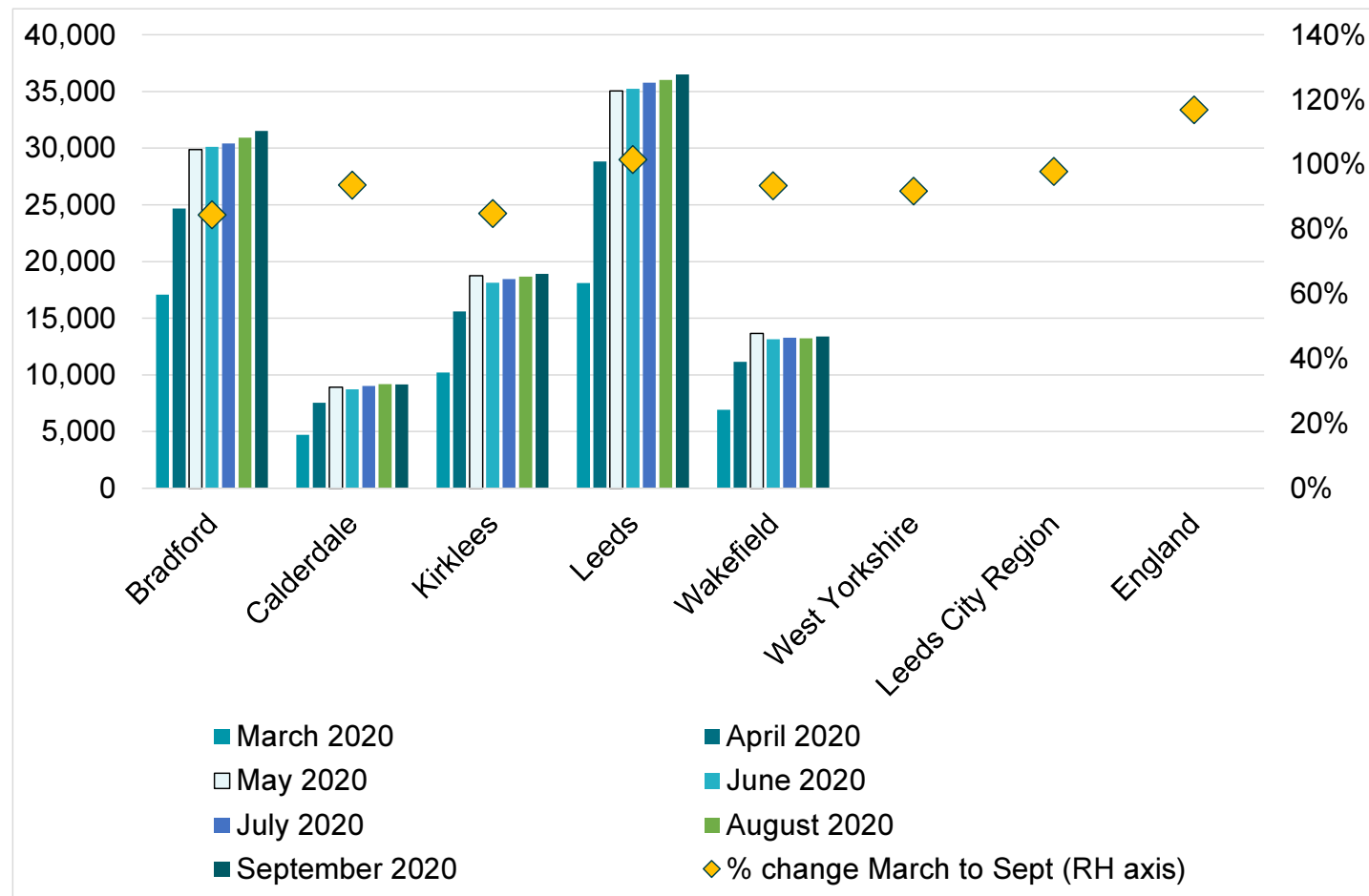
Figure: Employment rate (% of population aged 16-64)



50

Count of unemployed claimants increased by 92% in West Yorks between March and September to a total of 104,500

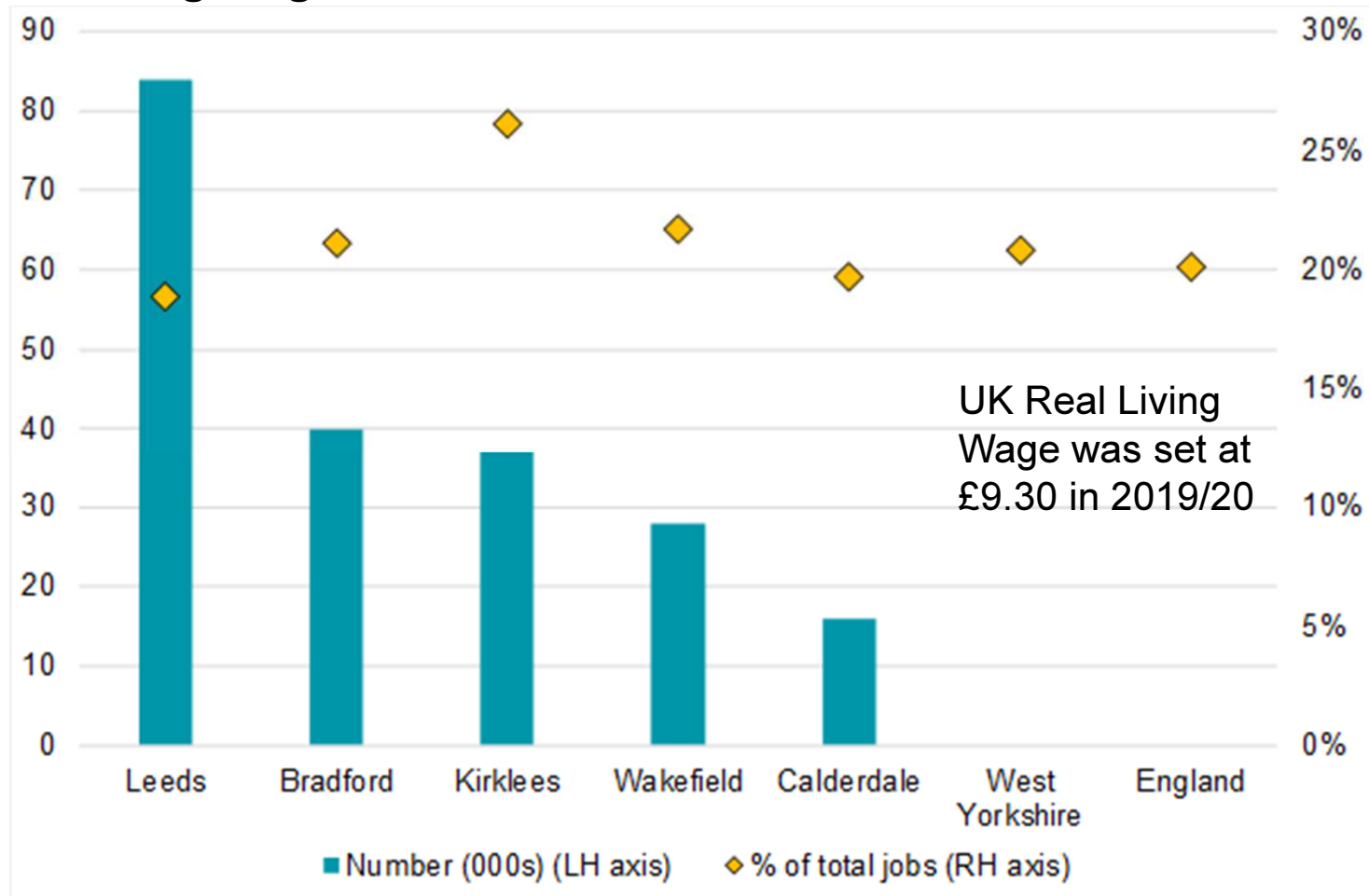
Figure: Unemployed claimant count



51

A fifth of jobs in West Yorkshire pay below the Real Living Wage

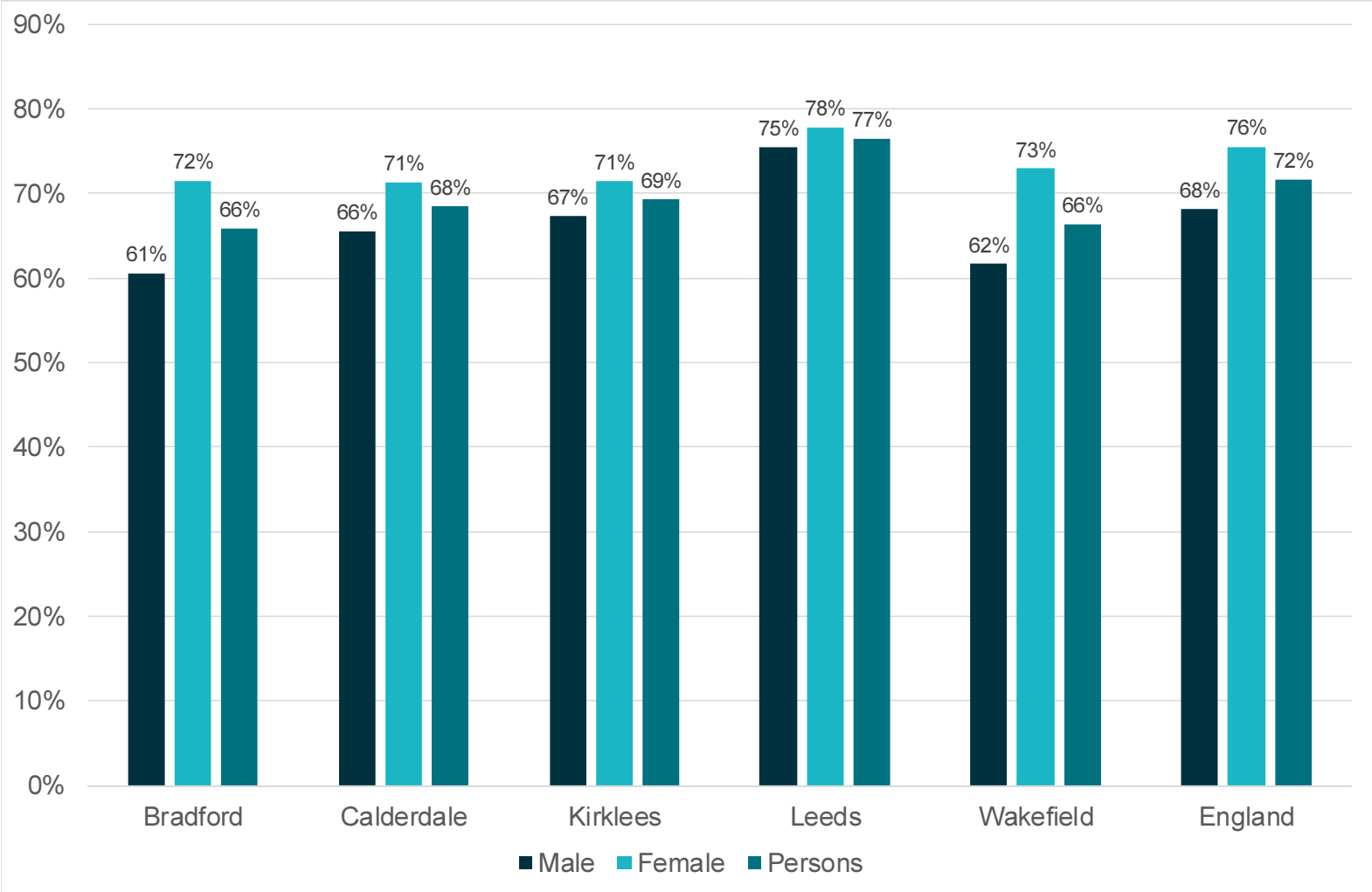
Figure: Number and proportion of employee jobs in West Yorkshire paying below the Real Living Wage



52

Leeds has a high proportion of people in quality work but rest of West Yorks lags behind national average

Figure: Proportion of residents who are employees in quality work by sex, 2018



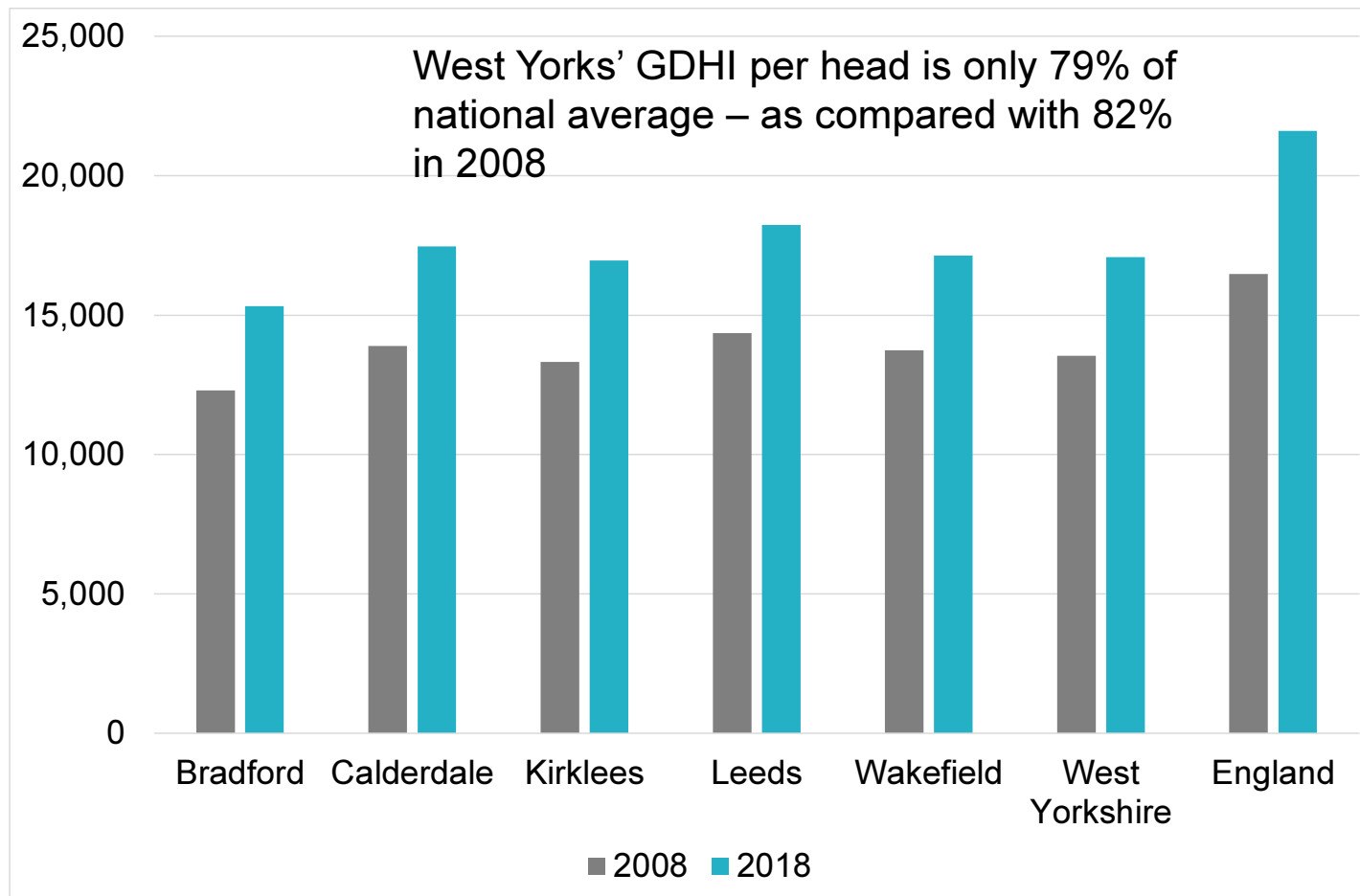
53

Note: Employees in high quality work have satisfactory hours, are not in low pay and have desired contractual status.

Source: Office for National Statistics, Quality Work publication

Income gap between West Yorks and national average has increased over last decade

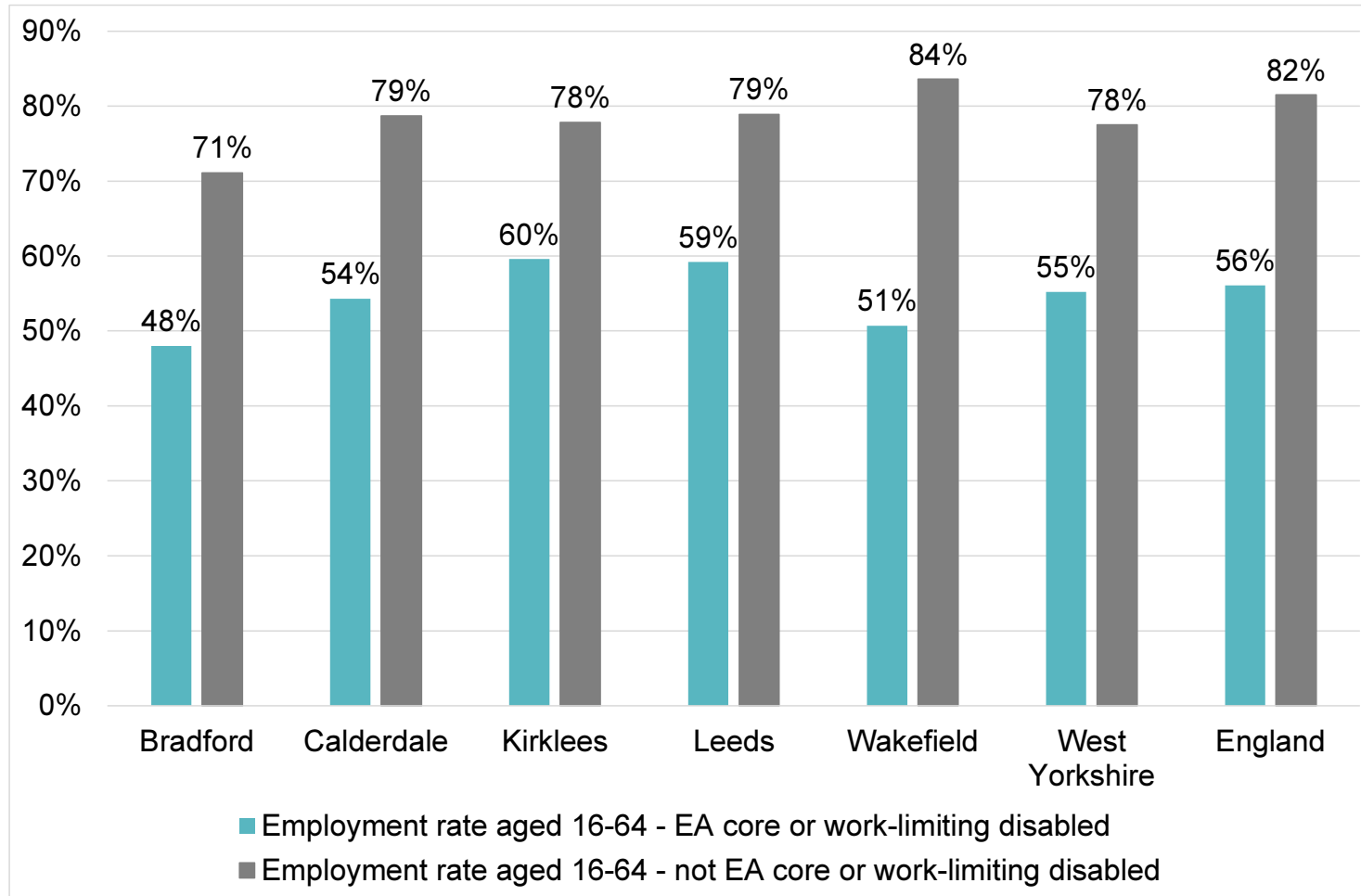
Figure: Gross Disposable Household Income (GDHI) per head



54

The disability employment rate gap in West Yorkshire is 22 percentage points and is 33 points in Wakefield

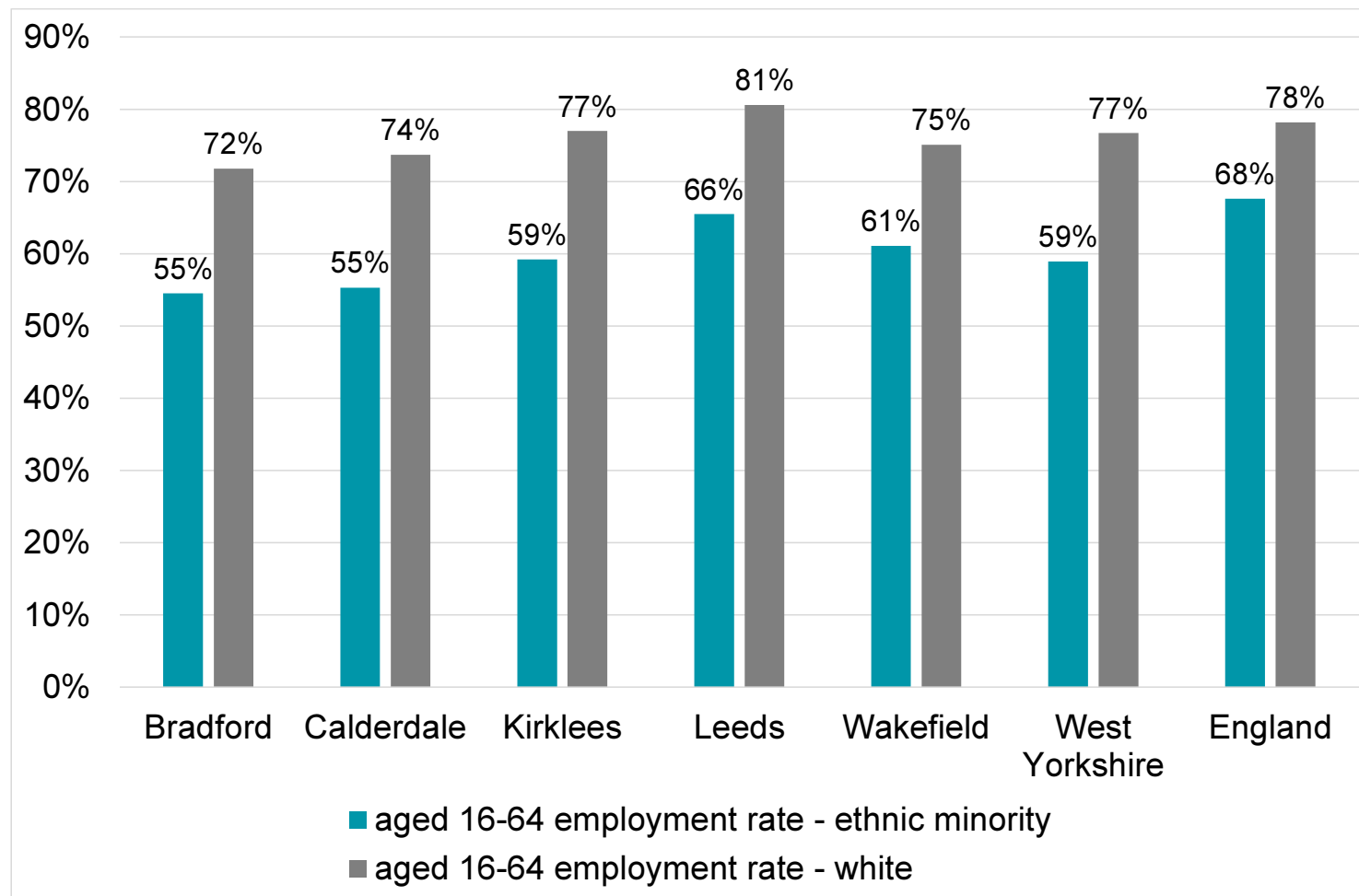
Figure: Employment rate by disability status and district



55

The employment rate gap for ethnic minorities in West Yorks is 18 points compared with 11 points nationally

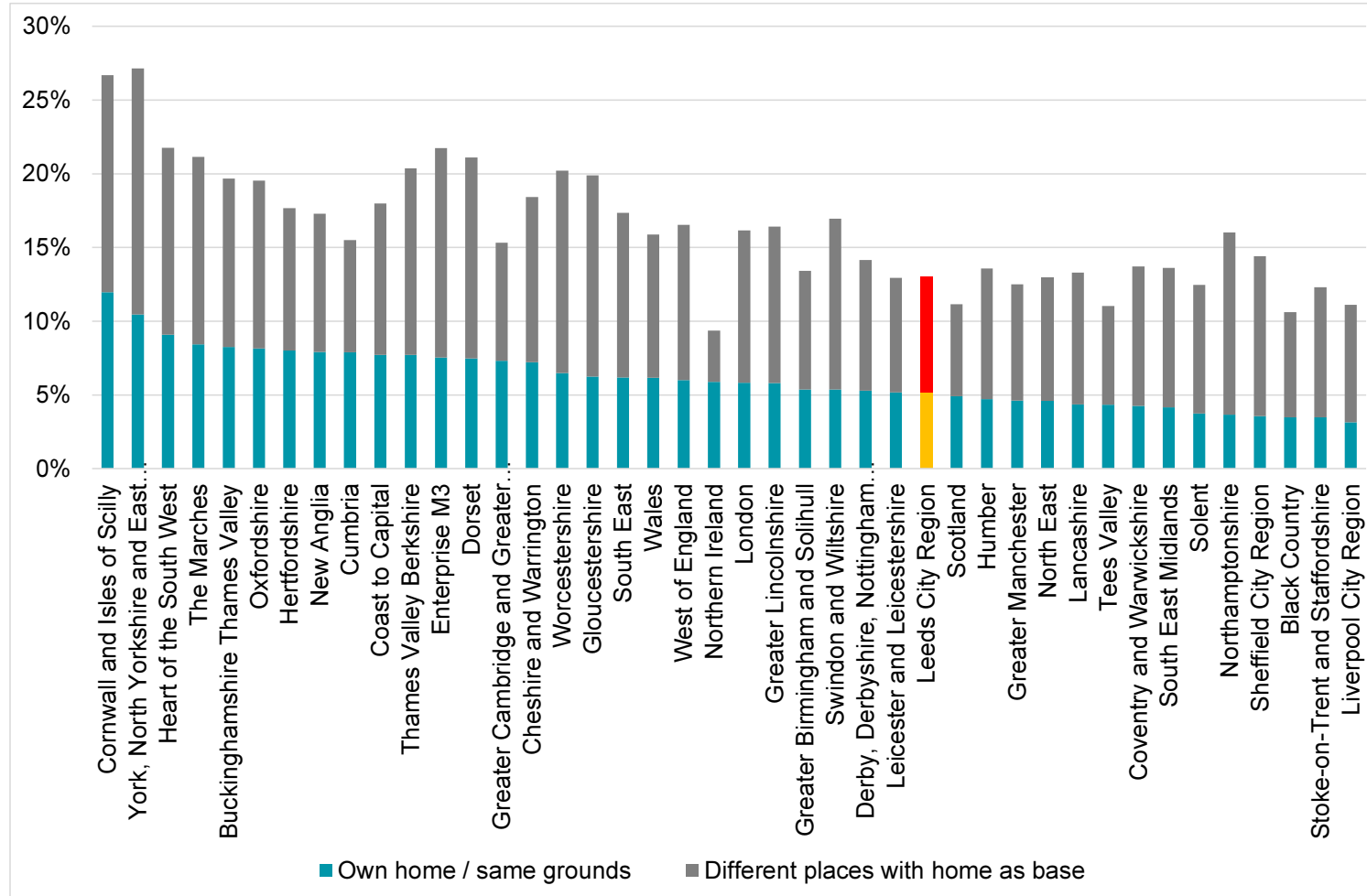
Figure: Employment rate by ethnic group and district



56

The prevalence of home working is relatively low locally

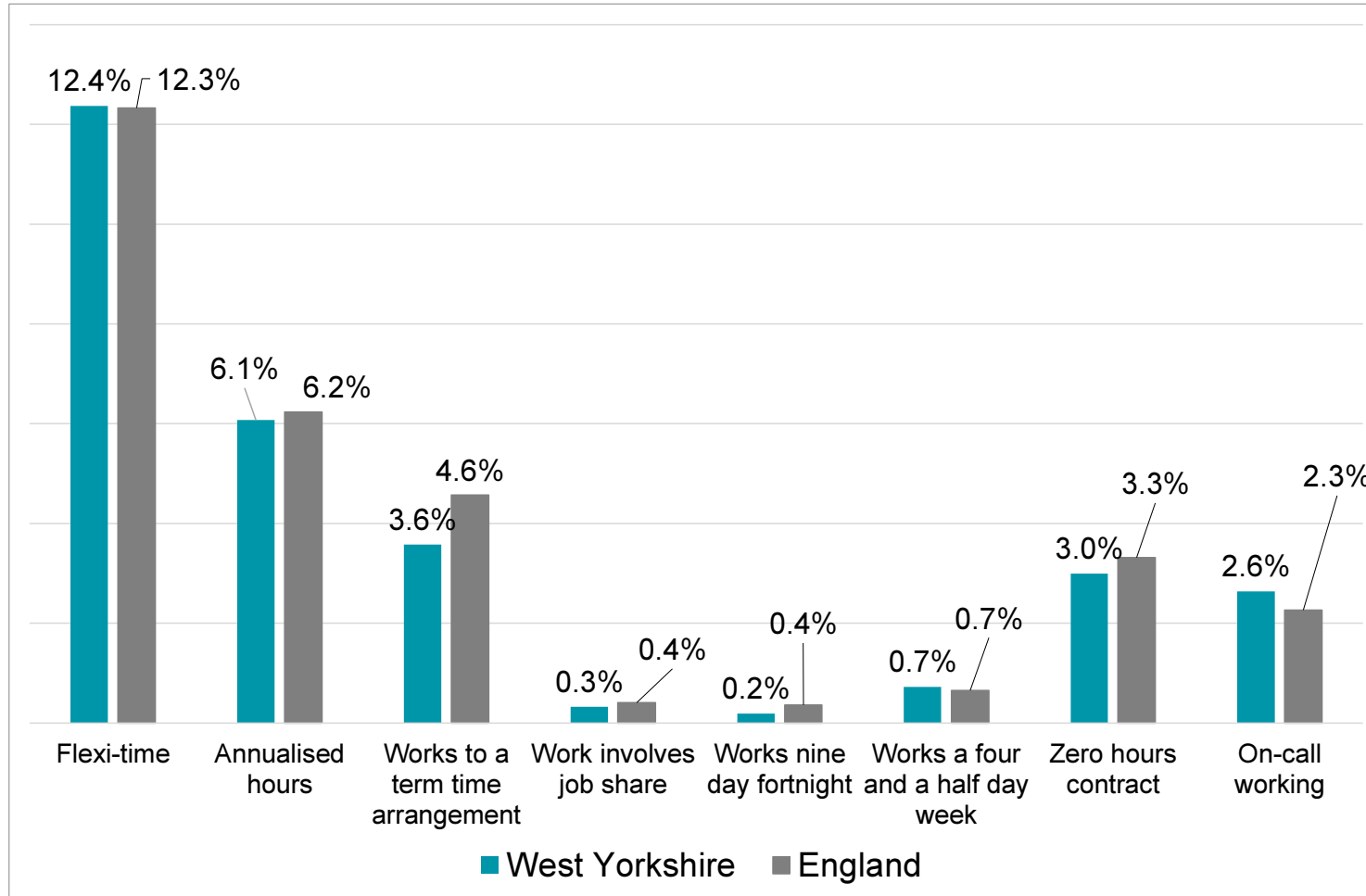
Figure: % of people in employment working from home by LEP area



57

Few people have access to flexible working arrangements

Figure: Proportion of people in employment with flexible working arrangements



58

Appendix 3

Indicative Regional Inclusive Growth Programme

Possible Interventions/Investments

- Given the Framework goals and ambitions, the Panel is asked to consider: What could do the most - at the regional level - to narrow gaps and enable Inclusive Growth?
- Possible opportunities have been identified through partner consultation and engagement
- Include a mixture of building on mainstream/existing activity (eg business support) and entirely fresh regional approaches (for WY), eg support for communities and TSOs as proposed by Panel Task and Finish Group.
- Logic models follow for discussion outlining:
 - Intervention/Investment proposed (Top Left Corner)
 - Rationale and IG Goals
 - Outcomes/Impact
 - Indicative Funding Requirement

Cross-cutting

- Regional VCSE Co-ordination and advocacy
- Community Hubs - Strategic Investment Fund
- 100% Digital WY - roll out of learning
- Inclusive urban design programme
- Holistic restorative practice and diversionary support

Regional VCSE Co-ordination and Advocacy	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<p>62</p> <ul style="list-style-type: none"> • Facilitate collaboration amongst third sector organisations • Develop impact assessment & shared learning & innovation • Map solutions that work, under what circumstances to provide targeted support • Improve collaborative working at a Leeds City Region scale 	<ul style="list-style-type: none"> • There currently is however no strong, unified regional voice/advocacy for the diverse and fragmented range of third sector organisations • The sector is frequently reliant on short-term funding, often competing against each other, and limited in enterprise and strategic skills & a co-ordinated voice - would enable them to fully capitalise on their strengths and opportunities. • Gap in WY in terms of regional representation vs other regions, sharing learning and scaling up approaches to achieve positive outcomes for disadvantaged group across the City Region. • Underpins all 4 IG Goals 	<ul style="list-style-type: none"> • Enhanced collaboration third sector organisations and social enterprises – leading to sharing of learning and best practice and co-ordinated delivery • Strong, unified regional voice/representation for third sector organisations • Strategic policy alignment with public and private sectors 	<p>£1m revenue over 5 years</p>

Community Hubs - Strategic Investment Fund	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<ul style="list-style-type: none"> • Community-based organisations engage with individuals from disadvantaged groups, promoting inclusion and working to develop skills to access labour market opportunities • Capital projects would serve to develop and maintain community hubs to host and co-ordinate such activities • Capital resources would support the purchase and improvement of physical assets and equipment 	<ul style="list-style-type: none"> • 59% of Locality members are reporting that over a quarter of their income is at risk due to coronavirus. For organisations who earn more than 50% of their income through trading, this increases to 75% reporting at least a quarter of income. • Revenue funding streams are therefore needed for service delivery instead of being diverted to maintaining and protecting community assets. • Community hubs provide opportunities through volunteering and acting as community anchors • Need therefore to invest in existing and new assets and actively involve communities and empower third sector organisations serving them to develop innovative services and support. • Addresses all IG Goals 	<ul style="list-style-type: none"> • Increased community access to more services, skills, education and training facilities for disadvantaged communities • Increased social capital • Community anchors acting as focal points within communities • Increased connections between those furthest from the labour market, and the local employment opportunities. • Hubs enabled to deliver social value outcomes, verifiable via robust evaluation to establish intervention level impacts (via boosters of Community Life Survey), eg: <ul style="list-style-type: none"> ○ Health and wellbeing ○ Satisfaction with local area and sense of belonging ○ Social action ○ Community cohesion 	<p>£10m Capital over 5 years</p>

100% Digital WY - roll out	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<p>Resources to support scale up of learning from 100% Digital Leeds model across WY:</p> <ul style="list-style-type: none"> • Mapping of digital access and skills support • Capacity building for community-based organisations • ⁶⁴ Digital champions training for staff and volunteers in these organisations • Support to enable unemployed/ economically inactive residents to access on-line resource/ learning portals, to develop digital skills. • Digital Inclusion Grants. • Promotion of digital skills and its benefits. 	<p>Address significant levels of digital exclusion in WY:</p> <ul style="list-style-type: none"> • 16% of YH population (879,000) is digitally excluded, ie they do not possess the full range of Foundation skills (the skills needed to start using the internet) • 96% of properties in WY are able to connect to Superfast Broadband (SFBB), slightly above the national average. However, access to SFBB falls to 69% in the 20% most deprived areas. • Also, in-sector exclusion, eg almost a third of charities still remain in the lowest digital capability category, almost double that of SMEs who themselves are late-adopters. • Addresses IG goals of Relevant and Transferable Skills and Connectivity 	<ul style="list-style-type: none"> • Improved access to digital facilities and online services. • Improved digital skills amongst the most deprived residents and VCSE sector. • Reduced barriers to inclusion and accessing employment opportunities. 	<p>£3m revenue over 3 years</p>

Inclusive urban design programme	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<p>Build on learning from district WY Streets for People pilots</p> <p>Urban design measures to make streets in our most disadvantaged areas more 'people friendly' and promote active modes (eg walking, running and cycling)</p> <p>Examples include traffic calming, green spaces, walking and cycling integrated with public transport</p>	<ul style="list-style-type: none"> • Blight in many communities from poor urban design (excessive traffic, noise and air pollution, poor road safety, low levels of active travel), especially in our most disadvantaged communities • Addresses all IG Goals. 	<ul style="list-style-type: none"> • Reduced RTAs, noise and air pollution, improved accessibility, seating and shelter • Improved community links to town centres, employment opportunities, learning opportunities, and green space 	<p>£10m capital over 5 years</p>

Holistic restorative practice and diversionary support	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<ul style="list-style-type: none"> • Community based (including ABCD) support piloting different partnership working • Restorative and diversionary activities that promote personal development and community cohesion and safety • Mentoring support and role models • Transition support, including for care leavers 	<ul style="list-style-type: none"> • Higher than average crime across WY • Vulnerable people over-represented in the criminal justice system, eg care leavers, those with disabilities, learning difficulties and mental health issues • Addresses all IG Goals 	<ul style="list-style-type: none"> • Improved health and wellbeing • Improved community safety and cohesion • Increased social capital • Reduction in crime related costs • Social mobility 	<p>£250k revenue over 2 years</p>

Wellbeing

Social prescribing	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<p data-bbox="103 496 499 699">Referral by GPs to non-clinical services, generally run by VCSE sector</p> <ul data-bbox="103 735 499 1161" style="list-style-type: none"> • Link worker broker to relevant providers/services • Integration of local community and primary care services with targeted outreach 	<ul data-bbox="499 496 1097 1102" style="list-style-type: none"> • 60-70% of benefit claimants have a health issue which prevents them from working • Poor mental health more prevalent in WY than nationally • Local pilots in Calderdale and York have proven successful, so would build on best practice • Addresses Wellbeing IG Goal 	<ul data-bbox="1097 496 1697 1134" style="list-style-type: none"> • Improved health and wellbeing • Reduction in GP appointments • Reduced clinical prescribing • Improved access to support services • Reduction in days lost to sickness • Reduction in health inequalities • Increased volunteering • Reduced spend on benefits 	<p data-bbox="1697 496 2047 592">£1m revenue over 3 years</p>

Connectivity and Accessibility

- Community based demand responsive public transport
- Inclusive active travel infrastructure and promotion
- Accessible Rail

Community based demand responsive public transport	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<p>Eg small demand responsive bus vehicles that respond to passenger requests – run by and for local communities</p>	<ul style="list-style-type: none"> • Transport access, affordability and reliability is a barrier for low paid in deprived communities • There is a greater reliance on bus in our most deprived areas and within the 10% most deprived areas in West Yorkshire, only 75% of the jobs that can be accessed within 30 minutes by car can also be accessed via bus • 13% of vacancies in WY are hard to fill because of poor transport links • Addresses all IG Goals, but especially connectivity 	<ul style="list-style-type: none"> • Delivery of WY FMZ ambitions • Reduction in transport poverty and barriers to good jobs • Increase in community / social enterprise • Increased employment rates in deprived communities 	<p>£10m over 3 years 50:50 capital revenue</p>

Inclusive active travel infrastructure and promotion	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<ul style="list-style-type: none"> Expanding the City Connect walking and cycling infrastructure in more of our harder to reach communities. Promotional campaigns for active travel and physical activities - using the City Connect infrastructure, and working with partners such as Yorkshire Sport Foundation 	<ul style="list-style-type: none"> Over 550,000 people across Leeds City Region are inactive (ie do less than 30 minutes of activity per week) Quality of life & wellbeing impacted by lack of physical activity - need for active travel options. Inactivity rates are higher in the more deprived areas of the region and they are linked to inequalities in healthy years of life and life expectancy. Addresses wellbeing and Connectivity IG Goals 	<ul style="list-style-type: none"> Higher levels of active travel linked to greater levels of wellbeing in staff and increased productivity Reduction of emissions with higher use of alternative travel and improved air quality Being more physically active can increase healthy years of life. 	<p>£10m over 5 years (80% capital)</p>

Accessible Rail	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<ul style="list-style-type: none"> • Accelerated capital investment through “Access for All” to deliver an obstacle free, accessible route to and between platforms at rail stations • Improvements include the addition of lifts and ramps • Focus on our most deprived areas 	<ul style="list-style-type: none"> • Too many of our rail stations still lack the facilities needed to cater for people with reduced mobility despite substantial public funds invested to date. • Based on current investments it would however take 71 years to make all rail stations in West Yorkshire compliant with accessible design standards. • Addressed IG Goal of Connectivity and Accessibility 	<ul style="list-style-type: none"> • Reduction in transport barriers to accessing work for those with mobility issues • Increase in use of public transport - both for commuting and non-work. • Increased ability to sustain employment • More accessible employment locations 	<p>£25m capital over 5 years (top 10 most deprived area stations)</p>

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Relevant and transferable Skills

- Boosted Inclusive Skills and Employment provision
- Third sector capacity building

Inclusive Skills and Employment provision	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<ul style="list-style-type: none"> • Egs: • Employer engagement in schools • Tracking the destinations of pupils, particularly those at risk of becoming NEET • Targeted support for schools to raise aspirations eg SEND pupils careers advice 	<ul style="list-style-type: none"> • In Y&H, our disabled people are three times as likely to have no formal qualifications as non-disabled people, and far less likely to be in employment • Disadvantaged pupils are less likely to enter sustainable employment /training/ HE than other pupils across all West Yorkshire districts. • Businesses have an important role to play in partnering with schools and colleges to raise ambition and achievement and improve performance. • Addresses IG Goal of Relevant and Transferable Skills 	<ul style="list-style-type: none"> • Increased aspirations/ motivation • Increased participation • Increased understanding of skills needs and career pathways • Increased job-readiness • Increased access to opportunities • Increased understanding of benefits and how to support diversity for employers • Improved careers destinations of SEND young people • Reduction in NEETs 	<p>£5m p.a. revenue over 3 years</p>

Third sector capacity building	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<p>Two-way mentoring with businesses and public sector organisations to provide commercial and management skills/expertise and drive Social Value</p> <p>Bespoke package, including action based learning for cohorts running and governing Social Enterprises focussed on eg financial and risk management, implementing digital projects, and succession planning.</p>	<ul style="list-style-type: none"> The IG Panel has concluded that a key role of the 3rd sector should be to ensure the most excluded are enabled to benefit from the recovery However, a large proportion of smaller VCSE organisations are identified as at risk following the pandemic and require support and capacity. A survey by Skills Platform in 2017 found that, while almost three-quarters of charities recognised the potential for digital transformation, only a third believed they had the capacity to deliver it. Without this capability the sector will be unable to access new opportunities (eg online service delivery and volunteering) Addresses IG Goal of Skills 	<ul style="list-style-type: none"> More sustainable, productive and innovative third sector Increased social capital/ value added eg - volunteering /CSR opportunities More disadvantaged individuals and communities ultimately supported 	<p>£200k revenue over 3 years</p>

Good Work

- Regional Good Work Standard
- VCSE Sector business support

Regional Good Work Standard	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<p>Promotion and delivery of a regional Standard for employers (business, third and public sector anchors) to sign up to including commitments to:</p> <ul style="list-style-type: none"> • Fair Pay • Fair Contracts • Management & Leadership • Workforce Representation • Physical and Mental activity and Wellbeing • Work-life balance • Skills & development • In-work progression • Equality, diversity & inclusion (including recruitment) 	<ul style="list-style-type: none"> • 271,000 WY employees (29% of the total) are not in good quality work (ONS definition based on Taylor Review) • Distribution, quality and accessibility of employment differs across the region – need to get all employers to offer only good work. • Low productivity in LCR and evidence of diversity and fair pay stimulating productivity and innovation • Employment and pay gaps and discrimination for disadvantaged groups • Skills mismatch - need to widen the labour market pool • Delivers Good Work IG Goal 	<ul style="list-style-type: none"> • Reduced employment gap for disadvantaged groups / increased workforce diversity and social mobility • Increased proportion of workforce paid living wage • Reduced levels of in-work benefits • Increased workforce skills development and skills utilisation • Reduced skills shortages/gaps • Reductions in staff turnover • Reduced absenteeism • Increased in-work progression. 	<p>£250k revenue p.a. (over 3 years)</p>

VCSE sector business support	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<ul style="list-style-type: none"> • Building on previous approaches, eg SRB, LEGI, EU funded etc • Promoting and facilitating Social Enterprise / self-employment as an option for excluded groups and individuals. • Targeted events • Business support & skills development - delivered through community-based providers and hubs - e.g. enterprise coaching, links to procurement opportunities & partnership working • Potential for an ABCD pilot 	<ul style="list-style-type: none"> • In the 10% most deprived areas, people are almost 50% less likely to be self- employed. • Enterprise gap - amongst most poorly educated in deprived communities. • Less likely for those living in deprived communities to feel that starting or owning their own business is an aspiration within their reach. • Self-employment increasingly viewed as a viable option, however, those in disadvantaged areas are unlikely to access the mainstream support available - or do not seek support to sustain businesses once started through programmes such as New Enterprise Allowance. • Delivers Good Work and Skills IG Goals 	<ul style="list-style-type: none"> • Increased social enterprise start-ups/ sustainability/survival • Increased innovation /profitability • Empowered and motivated to contribute to growth/local wealth • Increased aspiration and social mobility • Increased access to sustainable employment • Boost to local economies • Diversification of local business base • Local supply chain opportunities • Increased employment in deprived communities • Increased Social Value 	<p>£3m p.a. revenue for enterprise start-up support over 3 years</p> <p>£65k for a 2 year local ABCD pilot</p>

Summary Indicative Pipeline

IG Goal	Possible Intervention	Indicative Funding Requirement
Cross cutting	VCSE co-ordination and advocacy	£1m revenue
	Community Hubs	£10m capital
	100% Digital	£3m revenue
	Inclusive Urban Design	£10m capital
	Restorative practices	£250k revenue
Wellbeing	Social prescribing	£1m revenue
Connectivity & Accessibility	Community transport	£10m (50:50 cap/rev)
	Inclusive active travel	£10m (80% cap)
	Rail accessibility	£25m capital
Relevant & Transferable Skills	Inclusive Skills & Employment	£15m revenue
	VCSE capacity building	£200k revenue
Good Work	Good Work Standard	£750k revenue
	VCSE Sector business support	£9.065m revenue
Grand total		£37.265 rev / £58m cap

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Report to: Inclusive Growth and Public Policy Panel

Date: 4 December 2020

Subject: **Support for the Third Sector**

Director: Alan Reiss, Director of Policy, Strategy and Communications

Author: James Flanagan, Head of Public Sector Reform

1. Purpose

- 1.1 To consider the progress made in articulating the role and potential support for the region's third sector in delivering an inclusive economic recovery.

2. Information

- 2.1 At its September meeting, the Panel considered the nature and role of the third sector (or voluntary, community and social enterprise sector) across the region in the immediate response to the pandemic.
- 2.2 The significance of the third sector was acknowledged and welcomed in supporting and protecting the most disadvantaged communities during the pandemic, and it was proposed that the Sector itself should be supported to play a central role in delivering the ambition contained in the Economic Recovery Plan of an inclusive economic recovery.
- 2.3 The Panel agreed to the establishment of a task and finish group to collect further evidence to better understand the composition and scale of the third sector, its contributions and challenges, and identify what regional support could be provided to fulfil that ambition. The initial views of the group, which were informed by wider discussions with a number of advocates of the region's third sector, including from the voluntary and community, social enterprise, voluntary sports and faith sectors, are set out below.

Better understanding the nature of the sector

- 2.4 A better understanding the sector's contribution to the regional economy is important to:
- Improve external understanding of the contribution the sector makes to the economy; and
 - To help make the case for investment in - and funding of - the sector.
- 2.5 There are data gaps and there is an opportunity for the more co-ordinated gathering of high-level data, including about:
- the sector's overall contribution to the regional economy, eg annual turnover, number of organisations, and valuation of volunteer time;
 - how different parts of the sector are performing/underperforming, eg it would be useful to better understand where some parts of the sector are currently struggling disproportionately – eg because of reduced capacity in the BAME S sector; and
 - wider sector impacts in terms of supply chain multipliers, and prevention/cost savings delivered eg to the benefits system and NHS.
- 2.6 There is some analysis on the overall financial health of the region's sector, eg Third Sector Trends in Yorkshire and Humber 2020, although the data is pre-pandemic, so adverse impacts on sector have not been captured and will not be known through this work until it is repeated in 2022.
- 2.7 In conclusion, because the sector is inherently diverse and complex, the task of measurement is a challenging one. In addition, there is already some data in existence that could be readily pulled together, extrapolated, and built upon, before commissioning of any additional research. A future report will explore the opportunities and approaches for filling key data gaps.

Identifying challenges and pressures currently facing the sector

- 2.8 Voluntary and community sector organisations that deliver vital services through grants and commissions are at risk through cuts to public spending, including by Local Authorities, and are concerned that significant levels of funding will disappear by March next year. Social enterprises, including voluntary sports clubs, that generate their own income, like many private businesses, have found their income falling during the lockdown periods and many of these are at risk in the short term.
- 2.9 The sector had adapted rapidly and professionally to the pandemic which has therefore demonstrated both the sector's inherent agility, but also fragility. Ongoing resilience and survival in many cases third organisations, of all sizes, will require support to re-write business plans to pivot to current challenges, such as addressing the 'how' of delivering a green and inclusive economic recovery.

Possible ways to promote and support the sector going forward

- 2.10 Consideration about the third sector's economic importance, and its strengths, opportunities, and challenges, has led to some early conclusions about the types of regional level support to the sector which could add economic and social value going forward (noting the importance of subsidiarity in everything proposed, ie delivering at the lowest practical and effective spatial level)
- A strong regional voice for the sector, on the following basis:
 - should not simply re-invent what went before (eg the Y&H Regional Forum and latterly Involve);
 - should not attempt to represent the sector, but rather become its advocate; and
 - model needs to be flexible (more like 'scaffolding' for the sector rather than an edifice), so is lean and sustainable.
 - Bespoke regional support for the sector:
 - Business support and advice eg to enable:
 - the re-writing of business plans ('pivoting') across the sector to deliver inclusive growth (eg via creation of viable BAME social enterprises); and
 - succession planning as key sector players start to retire, to enable recruiting 'new blood' into the sector.
 - Skills support, eg digital skills needed for sector staff and volunteers.
 - Self-help through 1:1 mentoring (recognising it is time resource intensive to run and sustain, and it should be both within the sector and two-way with other sectors, eg the third sector can enable the private sector to deliver social value). Should be complemented with network events and cohort action learning/support.
 - Regional financial support which is responsive to the needs of the sector and promotes the innovation needed for an inclusive economic recovery, eg capital investment in community hubs and equipment for social enterprises. Blended packages should be fully explored, eg grants, soft loans and community share equity.
 - Further consideration of the opportunities for greater integration and involvement of third sector providers in the design, commissioning, and delivery of public services provision to enable greater local outcomes, including more inclusive economic recovery and sustainability.
- 2.11 The above views on possible areas of sector support have also been reflected in the indicative pipeline of inclusive growth interventions, considered elsewhere on the agenda.

3. Clean Growth Implications

- 3.1 There are no clean growth implications directly arising as a result of this report.

4. Inclusive Growth Implications

- 4.1 The report identifies the opportunity to better understand and support the third sector in the region, which will have a clear focus on delivering more inclusive growth.

5. Financial Implications

- 5.1 Any costs arising out of progressing the work of the task and finish group, such as commissioning research, will be contained within existing budgets.

6. Legal Implications

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

7. Staffing Implications

- 7.1 There are no additional staffing requirements arising as a direct result of this report.

8. External Consultees

- 8.1 This report has been informed by discussions with advocates of the region's third sector, including from the voluntary and community, social enterprise, voluntary sports and faith sectors.

9. Recommendations

- 9.1 The Panel is requested to note and discuss the initial findings of the task and finish group in articulating the role and potential support for the region's third sector in delivering an inclusive economic recovery.

10. Background Documents

- 10.1 There are no background documents referenced in this report.

11. Appendices

- 11.1 None.

Report to: Inclusive Growth and Public Policy Panel

Date: 4 December 2020

Subject: **Good Work Standard**

Director: Alan Reiss, Director of Policy, Strategy and Communications

Author: James Flanagan, Head of Public Sector Reform

1. Purpose

- 1.1 To seek views on possible options for encouraging the creation of good work and the adoption of better employment behaviours and practices across all sectors of the regional economy.

2. Information

- 2.1 Too few people in the region's economy are currently in good work, in terms of enjoying high quality, secure, well paid employment:
- In-work poverty is a significant problem – 271,000 WY employees (29% of the total) are not in good quality work (ONS definition based on the Taylor Review), so for example they are paid below the real living wage.
 - Poor mental health (15.1% of people in West Yorkshire suffer from depression and anxiety, compared to 13.7% nationally) is not just a wellbeing problem, it increases the risk of permanent exclusion from the labour market. This contributes to West Yorkshire lagging England's employment rate (74% vs 77%).
 - Various inequalities mean that many of our communities face barriers to securing good work, eg BAME, disabled people, and mothers who want to work (especially lone parents), all suffer from higher than average levels of unemployment, also in terms of pay gaps, and opportunities for employment and progression (ie underemployment and lack of social mobility); and
 - The region has a productivity challenge – there is correlation between low pay and lack of workforce diversity and lower innovation and productivity.
- 2.2 The Good Work Standard approach (also sometimes known as a Good Employment Charter, or Pledge), secures commitments from – and gives

recognition to – employers in terms of driving positive employment behaviours and practices.

- 2.3 The model, if effectively designed, resourced, and implemented has the potential to address the in-work poverty, wellbeing, inequality, and productivity issues set out above. As such, it is a key commitment of the West Yorkshire Economic Recovery Plan which seeks to deliver an inclusive economic recovery.
- 2.4 The September meeting of the Panel identified various merits of developing a standard (or charter) for this region and agreed that options should be prepared for considering the most appropriate model, for example designing an entirely bespoke approach, implementing an existing established approach, or working up an approach which builds on an established model. For each option, the Panel suggested the following common principles should apply:
- Relevance to all sectors and irrespective of business/organisation size;
 - Aligns with any local and national approaches and so does not duplicate effort and confuse employers; and
 - Covers a range of employment-related themes, such as fair pay, workforce voice, health and welfare, leadership, and equality, inclusion & diversity.
- 2.5 At LEP Board on 17 November, strong support was expressed by Board members for the development of a Good Work Standard for the region.
- 2.6 Also in September, the NP11 and the Convention for the North committed to adopting good employment charters across the North, setting a common definition of good work for the whole of the North, and encouraging more employers to commit to high standards.
- 2.7 Factoring in the above views about the most appropriate model for the region, following potential options for consideration are set out below:
- Option 1 – implementing an existing model;
 - Option 2 – building on an existing approach; and
 - Option 3 – a bespoke model.

Option 1 – implementing an existing model

- 2.8 There are various examples of good work standards, charters and pledges, both in existence and in development locally, nationally and internationally. The Greater Manchester Good Employment Charter is particularly relevant to our region, in part because it has been developed with regional and pan Northern expert and stakeholder involvement, eg ACAS, Chambers, Universities, and the CIPD.

- 2.9 Membership of the GM Charter requires employers (irrespective of their size or sector) to demonstrate minimum standards across seven characteristics (full details are included at Appendix 1):
- Secure work;
 - Flexible work;
 - Real living wage;
 - Workplace engagement & voice;
 - Recruitment practices & progression;
 - People management; and
 - Health and Wellbeing.
- 2.10 The GM charter has been launched and operational for several months. It is being delivered on behalf of GMCA by an independent Charter Implementation Unit. This is a dedicated resource which is funded for at least three years and is considered a critical success factor by enabling a consistent, rigorous approach to promoting the charter and assessing the suitability of applicants. The unit also provides the necessary capacity to consider a sectoral focus, eg potentially targeting the health and social care sector to address its historic low levels of productivity and pay. To date, the unit has engaged with 230 employers, of which 115 are signed up as supporters of the Charter, and 20 are full members that collectively account for more than 200,000 employees.
- 2.11 Alignment of the GM charter with other local and national approaches is important to avoid duplication and unhelpful competition. Where other charters or standards exist and which are consistent with the GM charter, there are reciprocal arrangements agreed so that membership of a local charter gives automatic membership of the GM charter, and vice versa. Where local initiatives take the form of business engagement in work and skills support and delivering local economic and social goals, employers joining the GM charter will be linked into this provision. A similar pragmatic and reciprocal approach could be adopted in our region.
- 2.12 Adopting an existing model such as the GM Good Employment Charter offers the opportunity for rapid implementation of a robust approach, subject to ensuring alignment with local approaches, and putting in place fit for purpose and delivery arrangements.

Option 2 – building on an existing approach

- 2.13 There are reasons why any existing model may need to be further developed and built upon to better fit within the current West Yorkshire context:
- Although not identified as a headline GM good work characteristic, the principles of enabling equality, diversity, and inclusion are understood to be woven into each individual characteristic. In Appendix 1, under the Recruitment standard, for example, the requirement is for selection processes to be designed to eliminate unconscious bias. A possible

alternative view is that equality, diversity and inclusion should be treated as a headline characteristic in its own right. There would therefore likely need to be regional discussion and agreement on this point which could re-shape the model to some extent.

- The GM characteristics were developed before the advent of the pandemic and it may therefore be useful to consider changes that respond to the health and economic impacts of COVID-19. GM is undertaking a similar review, which has identified the following potential issues:
 - Employees at greater health risk not being disadvantaged by employers' response;
 - Managers adopting new ways of working to keep teams united while working from home; and
 - Greater focus on mental and physical health of the workforce.

2.14 The GM charter requires members to commit to paying the Real Living Wage (currently £9.50 per hour). Ongoing restrictions and economic conditions are likely to place downward pressure on wages and create a challenge in asking West Yorkshire employers to commit to the Real Living Wage. Consideration could be given to relaxing this requirement, at least initially.

Option 3 – a bespoke model

2.15 The option of developing an entirely bespoke model which does not adopt - or adapt - an existing approach would have benefits, including:

- Maximising local engagement and buy-in from all sectors and stakeholders; and
- Developing criteria or standards that are fully reflective of local views of what better employment looks like, and therefore likely to prove most effective in the long run.

2.16 Option 3 also has potential drawbacks including:

- Compared with adopting (or adapting) an existing model, the increased lead time to launch a bespoke model could be significant. Depending on the various stages of engagement, consultation and evidence gathering required, the development period for a bespoke approach could be between 12 and 18 months, based on the experience of others.
- Subject to Panel views, Options 1 and 2 show that a broadly relevant and robust model that could be adopted (and adapted, as necessary, to fit the current regional context) already exists, and this would also be in line with the Convention for the North and NP11 commitment to progressing a common approach across the North;

3. Clean Growth Implications

3.1 There are no clean growth implications arising as a direct result of this report.

4. Inclusive Growth Implications

- 4.1 The report identifies the opportunity to develop a Good Work Standard, or similar model, for the region, which will have a clear focus on delivering an inclusive economic recovery.

5. Financial Implications

- 5.1 There are no immediate financial implications arising as a direct result of this report.

6. Legal Implications

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

7. Staffing Implications

- 7.1 There are no staffing implications arising as a direct result of this report.

8. External Consultees

- 8.1 No specific or official external consultations have been undertaken in relation to this report.

9. Recommendations

- 9.1 The Panel is requested to:
- Note the regional proposal to develop and deliver a fit for purpose approach to encouraging better employment behaviours and practices across all sectors of the economy to deliver an inclusive economic recovery.
 - Consider the three options set out in Section 2:
 - Option 1 – implementing an existing model;
 - Option 2 – building on an existing approach; and
 - Option 3 – a bespoke model.
 - Provide advice to the LEP Board on any preferred option.

10. Background Documents

- 10.1 There are no background documents referenced in this report.

11. Appendices

- 11.1 Appendix 1 – Greater Manchester Good Employment Charter

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Charter Membership Criteria

The Greater Manchester Good Employment Charter is a voluntary membership and assessment scheme which has been created to help deliver good jobs with opportunities for people to progress and develop, along with a thriving and productive economy. The Charter aims to improve employment standards across all GM employers regardless of size, sector or geography.

The criteria below set out the minimum standards expected of a Charter Member across the seven characteristics of good employment. The standards are underpinned by principles enabling equality, diversity and inclusion. They have been developed through a process of co-production to set aspirations for excellence yet provide flexibility to ensure employers of all sectors and sizes can be part of the Greater Manchester Good Employment movement.

Secure Work

Charter members will be expected to provide evidence that employees have security over their income and can manage their work and non-work commitments more easily through:

- Contracts that reflect actual hours worked, including the ability to have contracts reviewed and adjusted if actual hours regularly exceed contracted hours, with zero hours contracts ultimately only for those who want them. The review would take place after 12 weeks of employment and following that every six months.
- A guaranteed minimum number of hours in the advert and job description for any role and no exclusive zero hours contracts.
- Where an employer is offering hours to an hourly-paid worker, they give four weeks' notice of the times that they will work (to aid household planning) and commit to pay people for those hours in the event of cancellation. [This does not preclude an employer offering staff hours in addition to their contracted hours with less than four weeks' notice.]
- After 12 weeks of continuous employment in a role, agency workers are offered the same pay and conditions as direct employees. After 12 weeks and then every six months, formal consideration is given to offering agency and temporary staff members a permanent position.

Flexible Work

Charter Members will be expected to provide evidence of enabling a more flexible workforce to access a broad diversity of skills and talent:

- Designing jobs which flex wherever possible:

- Where people work (working from home; across different offices; mobile working);
- When people work (flexible start or finish times; annualised flexibility; compressed hours; project-based work; shift work); and
- How much people work (part-time; job sharing or job splitting; unpaid leave).
- Having a flexible working policy to:
 - Encourage flexible working where appropriate and reasonable;
 - Give every individual the opportunity regardless of circumstances to request and be considered for flexible working arrangements and for requests to be answered within 28 days;
 - Regular review of flexible working arrangements.
- Advertising all jobs with clarity on the possibility of job flexibility from the outset.

Real Living Wage

Charter members will be expected to provide evidence to:

- Demonstrate payment of the Real Living Wage to employees and details of plans to pay their contractors a living wage, as set out by the Living Wage Foundation.

Engagement & Voice

Charter members will be expected to provide evidence of a confident, empowered workforce creating an effective relationship between individuals, workforce and management

where opinions can be safely heard and shared through:

- Involvement of employees in decision-making and managing change through effective communication and consultation.
 - Placing as much emphasis on listening as talking.
 - Employers actively seeking views, taking account of what they hear from employees, and communicating regularly about employees' contribution to driving the organisation forward.
 - Ensuring that managers at all levels are committed to employees having their say.
 - Genuinely considering employees' views before decisions are taken.
 - Communicating and consulting with employees systematically and regularly.
- Engaging positively with trade unions, including:
 - Allowing access to the workplace by trade union organisers.
 - Making new staff aware of potential trade union membership.
 - Voluntarily recognising a trade union(s) where possible.
 - Providing adequate facilities and time for trade union duties, training and activities.
 - Not seek to derecognise a trade union(s) or dismantle collective bargaining machinery.
 - Implement collectively agreed terms and conditions.
 - Take part in collective bargaining arrangements where they exist.
 - Implement collectively agreed norms in the sector where possible.

Recruitment

Charter members will be expected to provide evidence of the recruitment of a diverse workforce drawing on the talents of all of Greater Manchester's communities through:

- Selection processes designed to eliminate unconscious bias;
- Inclusive and fair recruitment practices with equality and diversity issues integral to all;
- Recruitment processes which are anonymised, including the 'disability confident scheme' (or equivalent) and consistent with the 'ban the box' campaign (removing criminal record tick boxes from application forms, or equivalent);
- Job adverts which set out the potential for flexible working in the role and the number of hours to be worked (see Secure Work);
- Recruiting managers having completed equality and diversity training;
- Recruitment methods appropriate to the role and the candidate – e.g. with adaptable methods of communication, interviews and other activities;
- Recruitment processes, including the advertising of roles, which actively encourage the recruitment of a diverse workforce;
- Monitoring of the diversity of their workforce to understand its changing nature and progress toward greater diversity.

People Management

Charter members will be expected to provide evidence of:

- Clear organisational values and expected behaviours that align to the values, which are clearly demonstrated and confidently articulated by the workforce;
- Leaders and managers have developed a culture that ensure all employees enjoy a positive working life experience;
- Individual objectives that align with the organisation values and overall objectives;
- A performance management framework with 1:1 conversation with managers;
- An organisation development/training plan which ensures that all staff (including managers) receive appropriate training, during paid time, to enable them to do their job effectively, developing and using their skills and experience;
- Development opportunities to support aspirations for progression;
- Multi-source feedback and surveys that indicate the workforce feels valued, invested in and developed;
- Managers' role profiles which build in time to manage the workforce;
- An organisation induction programme;
- Grievance and disciplinary processes in line with ACAS guidance;
- Leaders protecting the workforce from bullying and harassment.

Health & Wellbeing

Charter members will be expected to support everyone to be a productive employee, accepting that all staff are individuals with differing needs, through providing evidence of:

- The commitment of senior leaders to developing a culture where employees have the ability to take ownership of their individual role in relation to creating a healthy and productive workplace;
- Systems to monitor staff wellbeing with a requirement to act on feedback with real and tangible outcomes;
- Acknowledging different life stages and supporting staff to thrive within their working environment, including adjustments for people with long-term conditions and disabilities;
- Acknowledging that mental health is a health and wellbeing issue that needs to be considered in relation to an organisation's wider values and objectives, with strategies subject to regular reviews;
- Managers having a specific objective to discuss employee wellbeing, with support in place to facilitate ongoing training and best practice;
- Internal and/or external support services for staff to access as and when they need them and the management of sickness absence in line with ACAS or equivalent guidelines.

Notice

This document provides a statement of best practice and the criteria listed above are not legally binding.

Supported by



Report to: Inclusive Growth and Public Policy Panel

Date: 4 December 2020

Subject: **Housing Affordability & Needs Study**

Director: Alan Reiss, Director of Policy, Strategy and Communications

Author: Rebecca Greenwood, Policy Officer

1. Purpose of this report

- 1.1 To inform the Panel of the key findings from the Leeds City Region Housing Affordability and Need Study with a particular focus on the implications from an inclusive growth perspective.
- 1.2 To seek views from members particularly focussed on the questions posed for discussion in 2.8.

2. Information

Background

- 2.1 The Leeds City Region Housing Affordability & Needs Study was commissioned in February 2020 to provide an in depth understanding of housing affordability and its impact on access to good quality housing in the region. Nationally, using house price to income/earnings ratios (as used by ONS) many places across the City Region (particularly West Yorkshire) are deemed affordable places to live. However, this study recognises that these measures do not fully take into account wider factors that impact affordability such as transport and costs of living, including the costs of poor quality housing.
- 2.2 The study has been undertaken in consultation with Local Authority housing and planning colleagues, culminating in two workshops. The first addressed the interrelationship between housing markets, transport, spatial labour markets and the economy across the region. The second workshop explored these issues in the context of the March 2020 budget and what was then the beginning of the COVID-19 pandemic.

Headline Findings

- 2.3 The study has revealed the complex nature of housing affordability across the region and the factors that have shaped the housing market over the last 70 years, including the shifts in land use policies and infrastructure investment. Three reports have been produced that analyse and frame the evidence and demonstrate the path dependencies that have shaped the direction of spatial development in the City Region.
- 2.4 The study demonstrates that over the last 70 years there has been a significant shift across the region to 'decentralise' (move away from urban centres) both jobs and housing. This was initially encouraged through public sector intervention but more recently as a result of private investment. However, these have, in general, not shifted together, meaning as people have moved out to the suburbs of town centres, jobs have grown in more 'edge of the motorway' areas. This has led to intense affordability issues, particularly for low income households as people are facing a trade-off between housing costs and transport costs (e.g. to access employment and services). Where individuals are located close to work, particularly those on lower incomes, we find that housing is often of poorer quality, having a further detrimental impact.
- 2.5 It is also recognised that while housing growth has been strongest in the peripheries, population growth has been greatest in more central areas that correlate with higher levels of deprivation. In these areas there is a higher concentration of private rented housing, where rents are unregulated, and greater proportions of over-crowding.
- 2.6 From an inclusive growth perspective, the study highlights the issues relating to affordability that impact those particularly in the most deprived communities of the region. It demonstrates how individuals can find themselves in a 'poverty trap' whereby housing is only affordable in particular areas, however these places may be disconnected from jobs or access to jobs is unaffordable or where located close to jobs the housing is of poorer quality.

Discussion points

- 2.7 The points above summarise a technical study into some key issues. To help shape how the findings are taken forward, the following questions are posed for discussion by the Panel;
- Do panel members recognise the issues highlighted here as concerns in their local areas / within the communities they work with?
 - Disconnection between housing growth and job growth areas
 - People having to choose between housing affordability and accessing good quality jobs
 - Lowest income households being most adversely impacted by poor quality housing when located close to their place of work
 - What interventions may be suitable to address the issue of housing affordability and more inclusive growth at local and regional level? E.g.
 - Considering further subsidising transport to access employment

- Consideration of planning housing and employment more closely
- Interventions to address poor quality housing

Next Steps

- 2.8 The study forms a core part of the evidence base for the emerging Connectivity Strategy, and the reports will be published alongside the Strategy. It has provided a valuable evidence base for developing the key places to connect as part of the strategy. Full versions of the reports are available to Panel members on request ahead of publication.
- 2.9 The Combined Authority is continuing to engage with partners to seek views on the work and are exploring the opportunity to undertake further, more focussed analysis on some of the themes identified. Following discussion with Panel members, further work will be undertaken to develop policy recommendations based on the issues outlined.

3. Clean Growth Implications

- 3.1 The research shows that the trend of decentralisation of jobs and growth has had an impact upon where people can live and work. In some cases this is in areas where access to significant employment opportunities may only be via car (either because transport is not available or the cost of public transport in time or money offsets the benefits of accessing the labour market). This has important implications in terms of future investment decisions relating to infrastructure and land use being addressed within the Connectivity Strategy.

4. Inclusive Growth Implications

- 4.1 The research highlights the impact of housing affordability that is most starkly felt in the most deprived communities across the region. Locations that are deemed most affordable using typical house price to earnings ratios are often in areas of the highest levels of deprivation and where accessibility to jobs can be limited through a lack of available transport or high transport costs.

5. Financial Implications

- 5.1 There are no financial implications directly arising from this report.

6. Legal Implications

- 6.1 There are no legal implications directly arising from this report.

7 Staffing Implications

- 7.1 There are no staffing implications directly arising from this report.

8 External Consultees

- 8.1 Sheffield Hallam University and North Housing Consulting have been commissioned to undertake the research
- 8.2 Consultation with various Local Authority Officer groups has taken place throughout the study, including Directors of Development, Strategic Place Officers and Heads of Planning.
- 8.3 The Place Panel received a report on the findings of the study at their meeting on 14 October.

9. Recommendations

- 9.1 Panel members are asked to note the contents of the report and to provide any comments on the key findings and discussion points.

10. Appendices

- 10.1 None.