

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
- Includes 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
<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 groups 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 TSOs 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. Addresses Wellbeing, connectivity & accessibility and transferable & relevant skills Goals 	<ul style="list-style-type: none"> Increased community access to more services, skills, education and training facilities. Community anchors acting as focal points within our most disadvantaged communities. Connecting those furthest from the labour market with local employment opportunities. Hubs enabled to deliver social value outcomes, verifiable via robust evaluation to establish intervention level impacts (including via boosters of Community Life Survey), eg: <ul style="list-style-type: none"> IG Indicators: 1.2; 2.3; 3.1; and 3.5 Satisfaction with local area and sense of belonging Social action Community cohesion 	<p>£25m 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 • 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. • IG Indicators: 2.3; 3.1; and 3.5 	<p>£3m revenue over 3 years</p>

Inclusive urban design programme	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<ul style="list-style-type: none"> • Build on learning from district WY Streets for People pilots • Urban design measures to make streets in our most disadvantaged areas more 'people friendly' and promote active modes (eg walking, running and cycling) • Examples include traffic calming, green spaces, walking and cycling integrated with public transport 	<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 Wellbeing and Connectivity & Accessibility 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 • IG Indicators: 1.4;1.5; 2.2; and 2.4. 	<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 wellbeing and transferable and relevant skills 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 • IG Indicators: 1.2; 3.1; 3.4; 3.5 	<p>£250k revenue over 2 years</p>

Wellbeing

Social prescribing	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<p data-bbox="257 411 654 615">Referral by GPs to non-clinical services, generally run by VCSE sector</p> <ul data-bbox="257 648 654 1068" style="list-style-type: none"> <li data-bbox="257 648 654 801">• Link worker broker to relevant providers/services <li data-bbox="257 801 654 1068">• Integration of local community and primary care services with targeted outreach 	<ul data-bbox="654 411 1251 1011" style="list-style-type: none"> <li data-bbox="654 411 1251 564">• 60-70% of benefit claimants have a health issue which prevents them from working <li data-bbox="654 564 1251 716">• Poor mental health more prevalent in WY than nationally <li data-bbox="654 716 1251 941">• Local pilots in Calderdale and York have proven successful, so would build on best practice <li data-bbox="654 941 1251 1011">• Addresses Wellbeing IG Goal 	<ul data-bbox="1251 411 1849 882" style="list-style-type: none"> <li data-bbox="1251 411 1849 458">• Reduction in GP appointments <li data-bbox="1251 458 1849 505">• Reduced clinical prescribing <li data-bbox="1251 505 1849 609">• Improved access to support services <li data-bbox="1251 609 1849 714">• Reduction in health inequalities <li data-bbox="1251 714 1849 761">• Increased volunteering <li data-bbox="1251 761 1849 808">• Reduced spend on benefits <li data-bbox="1251 808 1849 882">• IG Indicators: 1.1; 1.2; and 1.4 	<p data-bbox="1849 411 2193 505">£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 • Increase in community / social enterprise • Increased employment rates in deprived communities • IG Indicators: 2.1; 2.4; and 2.5 	<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. IG Indicators: 1.1; 1.4; 2.2; 2.4; and 2.5 	<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 • IG Indicators: 2.1; 2.4; and 4.4 	<p>£25m capital over 5 years (top 10 most deprived area stations)</p>

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 • IG Indicators: 3.1; 3.3; 3.4; 3.5; 3.6; and 4.4 	<p>£5m p.a. revenue over 3 years</p>

Third sector capacity building	Rationale and IG Goals	Outcomes / Impact	Indicative Funding Requirement
<ul style="list-style-type: none"> Two-way mentoring with businesses and public sector organisations to provide commercial and management skills/expertise and drive Social Value 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. 	<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 IG Indicators: 3.2 	<p>£500k revenue over 3 years</p>

Good Work

- Regional Good Work Standard
- Inclusive 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. • IG Indicators: 4.1; 4.2; 4.3; 4.4; and 4.5 	<p>£250k revenue p.a. (over 3 years)</p>

Inclusive 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 start up and survival gap in some BME 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 • 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 • IG Indicators: 3.3; 3.4; and 3.5 	<p>£3m p.a. revenue for business 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	£25m 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	£500k revenue
Good Work	Good Work Standard	£750k revenue
	Inclusive business support	£9.065m revenue
Grand total		£37.565 rev / £73m cap = £110.565m