

# Appendix 2

Indicative Regional Inclusive Growth Programme

“Early Wins” Sift

# Cross Cutting

- Community Hubs
- Digital Inclusion

Community Hubs - Strategic Investment Fund	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• <b>Community-based organisations engage with individuals from disadvantaged groups, promoting inclusion and working to develop skills to access labour market opportunities</b></li> <li>• <b>Capital projects would serve to develop and maintain community hubs to host and co-ordinate such activities</b></li> <li>• <b>Capital resources would support the purchase and improvement of physical assets and equipment</b></li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Revenue funding streams are therefore needed for service delivery instead of being diverted to maintaining and protecting community assets.</li> <li>• Community hubs provide opportunities through volunteering and acting as community anchors</li> <li>• 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.</li> <li>• Addresses all IG Goals</li> </ul>	<ul style="list-style-type: none"> <li>• Increased community access to more services, skills, education and training facilities for disadvantaged communities</li> <li>• Increased social capital</li> <li>• Community anchors acting as focal points within communities</li> <li>• Increased connections between those furthest from the labour market, and the local employment opportunities.</li> <li>• 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"> <li>○ Health and wellbeing</li> <li>○ Satisfaction with local area and sense of belonging</li> <li>○ Social action</li> <li>○ Community cohesion</li> </ul> </li> </ul>

Digital Inclusion	Rationale and IG Goals	Outcomes / Impact
<p><b>Resources to support scale up of learning from 100% Digital Leeds model across WY:</b></p> <ul style="list-style-type: none"> <li>• Mapping of digital access and skills support</li> <li>• Capacity building for community-based organisations</li> <li>• Digital champions training for staff and volunteers in these organisations</li> <li>• Support to enable unemployed/ economically inactive residents to access on-line resource/ learning portals, to develop digital skills.</li> <li>• Digital Inclusion Grants.</li> <li>• Promotion of digital skills and its benefits.</li> </ul>	<p>Address significant levels of digital exclusion in WY:</p> <ul style="list-style-type: none"> <li>• 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)</li> <li>• 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.</li> <li>• 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.</li> <li>• Addresses IG goals of Relevant and Transferable Skills and Connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to digital facilities and online services.</li> <li>• Improved digital skills amongst the most deprived residents and VCSE sector.</li> <li>• Reduced barriers to inclusion and accessing employment opportunities.</li> </ul>

# Good Work

- Good Work Standard
- VCSE Sector support, including:
  - Co-ordination and advocacy
  - Capacity Building
  - Sector support, including Social Enterprise Start-ups

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

Regional VCSE Sector - Co-ordination and Advocacy	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• Facilitate collaboration amongst third sector organisations</li> <li>• Develop impact assessment &amp; shared learning &amp; innovation</li> <li>• Map solutions that work, under what circumstances to provide targeted support</li> <li>• Improve collaborative working at a Leeds City Region scale</li> </ul>	<ul style="list-style-type: none"> <li>• There currently is however no strong, unified regional voice/advocacy for the diverse and fragmented range of third sector organisations</li> <li>• The sector is frequently reliant on short-term funding, often competing against each other, and limited in enterprise and strategic skills &amp; a co-ordinated voice - would enable them to fully capitalise on their strengths and opportunities.</li> <li>• 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.</li> <li>• Underpins all 4 IG Goals</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced collaboration between third sector organisations and social enterprises – leading to sharing of learning and best practice and co-ordinated delivery</li> <li>• Strong, unified regional voice/representation for third sector organisations</li> <li>• Strategic policy alignment with public and private sectors</li> </ul>

Regional VCSE Sector - Capacity Building	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• Two-way mentoring with businesses and public sector organisations to provide commercial and management skills/expertise and drive Social Value</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• The IG Panel has concluded that a key role of the 3<sup>rd</sup> sector should be to ensure the most excluded are enabled to benefit from the recovery</li> <li>• However the sector has capacity challenges, eg 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)</li> <li>• Addresses IG Goal of Skills</li> </ul>	<ul style="list-style-type: none"> <li>• More sustainable, productive and innovative third sector</li> <li>• Increased social capital/ value added eg - volunteering /CSR opportunities</li> <li>• More disadvantaged individuals and communities ultimately supported</li> </ul>

Regional VCSE Sector – Business Support*	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• A support programme for:               <ol style="list-style-type: none"> <li>1. Creating Social Enterprise spin outs from Vol Comm organisations</li> <li>2. Enabling self employment, including social enterprise start ups, in our most disadvantaged communities</li> </ol> </li> <li>• Delivered including through specialist community-based providers and hubs - e.g. enterprise coaching and specialist advice, with links to procurement/commissioning opportunities &amp; partnership working</li> <li>• Building on previously successful approaches, eg SRB, LEGI, EU etc</li> </ul>	<ul style="list-style-type: none"> <li>• A large proportion of our smaller VCSE organisations is identified as ‘at risk’ following the pandemic and requires support and capacity.</li> <li>• The creation of social enterprise spin outs from existing Vol Comm organisations has the potential to drive innovation, resilience and social and economic impact.</li> <li>• In the 10% most deprived areas, people are almost 50% less likely to be self- employed.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• A more resilient, entrepreneurial and sustainable third sector</li> <li>• Empowered and motivated disadvantaged groups to contribute to growth/local wealth</li> <li>• Increased aspiration and social mobility</li> <li>• Increased access to sustainable employment</li> <li>• Boost to local economies</li> <li>• Diversification of local business base</li> <li>• Local supply chain opportunities</li> <li>• Increased employment in deprived communities</li> <li>• Increased Social Value</li> <li>• Learning from ABCD pilot</li> </ul>

\*The above proposals would be complementary to the proposals contained in the Economic Recovery Plan ambitions around Entrepreneurship discussed elsewhere on the agenda.

# Wellbeing

## Social Prescribing

Social prescribing	Rationale and IG Goals	Outcomes / Impact
<p><b>Referral by GPs to non-clinical services, generally run by VCSE sector</b></p> <ul style="list-style-type: none"> <li>• <b>Link worker broker to relevant providers/services</b></li> <li>• <b>Integration of local community and primary care services with targeted outreach</b></li> </ul>	<ul style="list-style-type: none"> <li>• 60-70% of benefit claimants have a health issue which prevents them from working</li> <li>• Poor mental health more prevalent in WY than nationally</li> <li>• Local pilots in Calderdale and York have proven successful, so would build on best practice</li> <li>• Addresses Wellbeing IG Goal</li> </ul>	<ul style="list-style-type: none"> <li>• Improved health and wellbeing</li> <li>• Reduction in GP appointments</li> <li>• Reduced clinical prescribing</li> <li>• Improved access to support services</li> <li>• Reduction in days lost to sickness</li> <li>• Reduction in health inequalities</li> <li>• Increased volunteering</li> <li>• Reduced spend on benefits</li> </ul>

# Relevant and transferable Skills

- Boosted Inclusive Skills and Employment provision

Inclusive Skills and Employment provision	Rationale and IG Goals	Outcomes / Impact
<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Outreach and engagement with disadvantaged groups</li> <li>• Employer engagement in schools</li> <li>• Tracking the destinations of pupils, particularly those at risk of becoming NEET</li> <li>• Targeted support for schools to raise aspirations eg SEND pupils careers advice</li> </ul>	<ul style="list-style-type: none"> <li>• In Y&amp;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</li> <li>• Disadvantaged pupils are less likely to enter sustainable employment /training/ HE than other pupils across all West Yorkshire districts.</li> <li>• Businesses have an important role to play in partnering with schools and colleges to raise ambition and achievement and improve performance.</li> <li>• Addresses IG Goal of Relevant and Transferable Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Increased aspirations/ motivation</li> <li>• Increased participation</li> <li>• Increased understanding of skills needs and career pathways</li> <li>• Increased job-readiness</li> <li>• Increased access to opportunities</li> <li>• Increased understanding of benefits and how to support diversity for employers</li> <li>• Improved careers destinations of SEND young people</li> <li>• Reduction in NEETs</li> </ul>