

# OUTCOME FOCUSED DIRECTORATE | INCLUSIVE ECONOMY SKILLS AND CULTURE

**ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL**

**DRIVING ECONOMIC GROWTH AND INNOVATION TO ENABLE GOOD JOBS**

**CHAMPIONING AND INVESTING IN CULTURE, SPORT AND CREATIVITY**

## MULTI-YEAR OUTCOMES

- A thriving and globally recognised business and innovation ecosystem where collaboration and partnerships across the public and private sectors enables all individuals and businesses to be healthy and succeed within a community of fair, responsible and purposeful employers.
- Through system leadership, co-investment by employers, and strategic commissioning, everyone across West Yorkshire, particularly the most disadvantaged, can access high quality support and training to prepare for and make progress in their careers, reach their full potential, and lead healthy and happy lives.
- More people (above the national average) participate in and enjoy culture, heritage, and sport with increased co-investment in assets and infrastructure and elimination of access barriers.
- Create a regenerative economy via a progressive and persuasive response to the climate emergency which delivers a shift in mindset, prioritises sustainability and enables investment in green technologies and services that support a just transition and puts us on track to achieving a net-zero carbon economy by 2038.
- Based on the Economic Strategy, agree the Combined Authority's core offer to West Yorkshire with regards to skills and training, business and innovation, culture, heritage, and Sport and how net zero targets will be achieved in a fair, just and equitable way which enables the economy to thrive and improve quality of life for all.

### OUTPUTS EMPLOYMENT AND SKILLS

**System leadership and strategic partnerships.** Articulate a radical, innovative, and appropriate approach to the employment and skills challenges and opportunities as part of the Economic strategy. Articulate and agree how the employment and skills opportunities and implications of transformational programmes like Mass Transit, Bus Reform and Better Homes Hub will be fully explored and exploited.

**Strategic commissioning,** provider management and assurance of Adult Skills. Support circa 50k adults to upskill or retrain, with 504k qualifications achieved and 9,700 accessing or progressing into work or training (targets embedded to specifically support ethnic minority groups, learners with a disability or learning difficulty, female learners, and unemployed learners). Review the Adult Skills offer (commence Q1) to address labour market mismatches and emerging skills needs; pilot innovative approaches; stimulate demand for training and support so that more adults choose to engage, particularly the most disadvantaged.

**All-age careers.** Transforming the careers destinations of people across West Yorkshire (particularly targeting diverse and disadvantaged groups): support over 180 schools to provide high quality careers education; co-design and implement an all-age careers offer; establish the Combined Authority's role in primary / early years.

**Skills for employers.** Provide an impartial advisory service for employers, supporting them to engage with education and training to create a talent pipeline; continue to operate a levy transfer service to support small to medium enterprise (SME) apprenticeships; launch the Mayor's Graduate Pilot (appoint supplier Q1) and targeted funding for employers to support digital transformation and green skills; 1000 engagements through Skills for Business.

**Employment support.** Ensure more people can move towards, secure and progress within sustained and meaningful employment, delivering targeted employment support at the most appropriate level (particularly to diverse and disadvantaged groups); supporting 4,300 adults to access employment or self-employment; establish the CA's role as a system leader on the employment and adult skills agenda, including establishing appropriate governance across region.

### OUTPUTS BUSINESS INNOVATION AND INCLUSIVE ECONOMY

**Thought leadership.** Develop, launch, and implement the Economic Strategy by end of Q2 through consultation and engagement with diverse stakeholders across and beyond the region. Articulate and agree how opportunities and implications of transformational programmes like Mass Transit, Bus Reform and Better Homes Hub will be fully explored and exploited.

**Promotion of West Yorkshire.** Monthly communications to promote the region; varied and deliberate business engagement and thought leadership events; secure attendance/speaker opportunities at events and trade shows; represent West Yorkshire at 25 priority sector and market partner events to increase inward investment and export activity.

**Strengthened partnerships and convening.** Develop a varied set of investment and funding mechanisms and models, strengthen the role of the West Yorkshire Innovation Network and Healthtech Cluster; creation of a network of ambassadors and champions, renew focus on changing business behaviours (sustainability) and enterprise/start up investment to drive inclusive growth.

**Build a coalition of purposeful employers.** Promote the Fair Work Charter across all relevant CA and partner activities and engagements. Adoption of the Charter will be a prerequisite of receiving Combined Authority support with an initial Year one target of over 200 employers. Promote and celebrate purposeful employers. Champion and enable the growth of alternative business ownership models including coops and employee ownership.

**Increase trade and inward investment activity.** Provide account management of 120 large UK and foreign owned businesses; 30 project successes and 1,500 new and safeguarded jobs, encouraging investment that aligns with the CA's clean growth goals. Foreign owned businesses in the UK are 69% more productive, contribute more than 50% of UK exports and spend on research and development, making a huge impact on the region's economy.

**Successful delivery of existing programmes.** Transform business investment and growth service and key account management offer to ensure clarity, consistency, ease, and simplicity for business. Enable businesses to access the ecosystem via the Growth Hub; provide direct support on sustainability, productivity, innovation, and export. 3000 business supported via the Growth Hub to navigate and access support to innovate and grow.

### OUTPUTS CULTURE HERITAGE AND SPORT

**Publish the Culture, Heritage and Sport framework and translate into the Investment Plan.** Consultation across the Combined Authority, partnering Local Authorities and the sector to agree priorities after the Years of Culture.

**Explore and develop a co-investment model with arm's length bodies.** Through stakeholder workshops and other engagement, develop proposals to maximise our world-class culture, heritage and sports assets, secure national and global events in West Yorkshire and widen participation.

**You Can Make It Here Skills and Business Support for the Creative Industries.** Success will be measured by the number of creative businesses engaged from Investment Priority 6 (IP6) funded activity. Quality of engagement, and what businesses are enabled to do, will be measured alongside quantity, enabling the sector to become more resilient, with increased economic activity, and diversity and accessibility.

**Years of Culture.** Targeted support to Local Authorities in Year of Culture activities; increased diversity in the Creative Industries sector with through engagement with events (success measured by the number of audience engagements with events and workshops).

**Creative Health Investment.** Support the establishment of a West Yorkshire-wide Creative Health Hub through co-investment in a system that enables collaboration between stakeholders (Integrated Care Board, Local Authorities, Higher Education, community groups), increases capacity for creative health provision, increases creative health co-investment, and diversifies employment opportunities for practitioners.

**Local Visitor Economy Partnership.** Coordinate stakeholders and resources in the region to support the local visitor economy, against three priority workstreams: 1) increase awareness and appeal; 2) develop our product and places; 3) effectively manage our visitor economy.

**Grow and diversify the Creative Industries sector.** Work collaboratively to broker opportunities for training to meet sector need, including Creative Industries Bootcamp and Skills Connect activity.

### BUDGET

Revenue:  
£150,975,000

Capital:  
£3,765,000

### OFFICER RESOURCING NEEDS

c. 240 fte's

*The Corporate Centre staff enabling the delivery of the IESC's outcomes are reflected in this figure.*

### EQUITY, DIVERSITY AND INCLUSION

Through system leadership, strategic commissioning, and delivery, drive a verifiable improvement in the quality of life of the most disadvantaged residents of West Yorkshire, particularly people from diverse backgrounds. Consistently ensure that a diverse range of residents and business leaders are engaged in and benefit from the design, development and delivery of policy and programmes to support inclusive growth ambitions.