



## Work Programme 1 Update

### Anchor/Inclusive Organisations:

#### Ambition

Utilising economic assets, producing high quality, well paid good jobs and building capacity of local supply chains.

Anchors committed to being Inclusive Organisations and to acting on shared priorities.

#### Outcomes:

- A greater proportion of anchor organisations procurement spend in the local area – leading to greater opportunities for local businesses;
- Increased number of ‘good’ job opportunities for local people;
- Better support and conditions for lower paid workers, improving quality of life and inclusion and supporting circulation of money into local economies;
- Routes into flexible apprenticeships for those with low level qualifications (including adults);
- Enhance productivity through people powered change, improving management and supervision to solve the productivity puzzle.

#### Phases

Catalysing change by working with the anchor institutions already recruited to the programme (at least 5 and potentially 7 FE colleges and a university) as well as local authorities and WYCA.

Develop a clear framework for what is expected of anchor organisations in the city region. Scoping a ‘responsible business standard’ for West Yorkshire/Leeds City Region which recognises the contribution of different types and sizes of organisations and businesses in the region. Establish basic set of minimum standards for procurement (place based, connected to social values work & in partnership with YPO).

An extended programme of action which targets a wider range of anchor institutions over a broader range of activity. Tracking Anchor Institutions wider contributions to the local community.

Alongside this work, Grant Thornton are exploring support for a project on ‘people powered productivity’, which will focus on business to business advice and support for SMEs in the region. It is envisaged that phase two of this work will require liaison with this project.

### Community entrepreneurialism:

#### Ambitions

Increasing business start-up and survival in deprived neighbourhoods and amongst excluded groups. Encouraging current and future community entrepreneurs. This workstream is about cohesion, enterprise and building community capacity.

#### Outcomes:

- Growth of community entrepreneurialism;
- Shift from the informal to formal economy;
- A culture of entrepreneurialism is fostered and embedded in communities and individuals,

and barriers to entrepreneurialism are reduced or removed;

- Local community anchors and anchor institutions maximising their role and collaborating as economic assets committed to driving Inclusive Growth and action on shared priorities within that;
- More businesses and employment in deprived neighbourhoods and traditionally economically excluded cohorts.

### Phases

- Relevant communications to engage and test appetite, including at the most basic one-to-one level using role models and community organisers.
- Map existing Corporate Social Responsibility Activity of Anchor Institutions and engage with Anchor Institutions to explore how they might use in-house skillsets as alternative CSR offer.
- Engagement with 3rd sector to identify barriers/opportunities for start-ups/ business growth in deprived areas.
- Extend connections between community anchors and tiers of intervention to better reach local areas and disadvantaged neighbourhoods.
- Facilitation of collaborative approaches between anchors.
- Research into past programmes i.e. New Deal, SRB.
- Explore sibling approach of enterprise mentoring across communities.
- Targeted business support for start-ups/microenterprises in more deprived neighbourhoods

and harder to reach cohorts – for start-up survival and growth.

### Metrics:

#### Ambition

To identify and establish a set of data based indicators that will form an 'inclusive growth dashboard' for the city region that enable us to monitor how well the benefits of economic growth are being shared across different parts of the city region and across different demographic, ethnic and socio-economic groups. This will enable us to identify priorities for action and demonstrate our impact and progress in addressing them. The metrics will create an evidence base to support the case for investment in the inclusive growth agenda.

The metrics will be understandable and meaningful to the full range of stakeholders. Ultimately, they will support accountability, provide focus, drive performance and delivery, guide allocation of resources and contribute to the active engagement of local people in the inclusive growth agenda.

#### Outcomes:

A clearly understood and effective set of indicators that will underpin strategic decision-making and practical action.

Our approach:

- To understand how the benefits of economic growth are being spread across the city region;
- Helps us to identify needs, priorities and outcomes (what difference we want to make and for whom);
- Measures impact of the actions we are taking;
- Makes the case for investment in the inclusive growth agenda;
- Provides an evidence based to underpin our theory of change;

- Is easily communicated and understood by a wide range of stakeholders.

### Phases

- Initial framework of metrics / indicators that reflects our approach to inclusive growth.
- Identify key priority groups for inclusive growth and assess / track their position against relevant metrics.
- Initial baseline assessment using these indicators.
- Headline dashboard using a small number of key indicators.
- Input to inclusive growth blog.
- Summative evaluation of the LCR inclusive growth programme at a suitable point in time.

### People Powered Productivity:

#### Ambition

To significantly improve productivity levels in the LCR to improve market competition by focusing on 'people powered' solutions.

#### Outcomes:

- Our economy performs more effectively through having a more skilled and motivated work-force;
- We are able to support and improve people productivity in areas most associated with low skills and low pay;
- We will show how high performance working practices improve productivity, pay and profitability.

#### Phases

- Developing framework via the LEP business support offer; reflecting "*How good is your*

*business really*" principles, High Performance Working Practices

- Private sector advocates engaged, GT, PWC, KPMG.
- Expanding Engage for Success programmes in the region.
- Flexible hiring creating more access to quality jobs.
- Redirect investment of the LEP skill services, B2B approach, Project Manager seconded from the business sector. Council' also investing in programmes e.g. Timewise, Masterclass programme.
- Link to National Workforce Strategy.

### Poverty Standards:

#### Ambition

To achieve robust and consistent standards of practice, policy and process in our approaches to alleviate and mitigate the impacts of poverty and inequality.

#### Outcome:

Consistency of 'offers' in place for residents living in or vulnerable to, poverty across the WYCA geography.

#### Phases

- Map agreed indicators relating to "Poverty Standards", for example:

Reducing the poverty premium in relation to the costs of: energy and services, food and access to credit. For example: access to basic financial products such as a bank account, the ability to use social housing rent payment history to benefit from an improved credit rating, access to fair and competitive energy tariffs and ability for lower income householders to move from traditional prepayment arrangements to credit based accounts.

Enable the maximisation of benefit uptake, access to Free School Meals, and access to free nursery provision.

- Buddy officers across the Districts to work on specific areas where improvement is required to meet "Poverty Standards".
- In partnership with WYTS, increase money management and budgeting skills, raise awareness of scams, frauds, doorstep lenders and to improve confidence in consumer rights.
- Support disadvantaged communities to connect to better paid employment.

## **Community Engagement:**

### **Ambition**

Listen to the authentic voices and the lived experience of those not benefitting or contributing to Inclusive Growth. Create an IG programme that makes a tangible difference to their lives.

### **Outcomes:**

- Residents in LCR are engaged with Inclusive Growth;
- Communities and citizens understand how they can contribute to and benefit from the agenda;
- Greater cohesion, equality and entrepreneurialism within communities.

### **Phases**

- Link with Community Entrepreneurial workstream to map approach.
- Identify best way of utilising community anchors to connect and engage with citizens.
- Set up work programme e.g. meetings, workshops.

- Use behavioural insight as a key tool to changing behaviour i.e. understanding the limitations of council activity and becoming engaged citizens.
- Digital inclusion a key instrument for tackling poverty and creating skills and work opportunities.

## **Ambition for WYCA / SEP:**

### **Ambition**

WYCA and constituent Authorities will shift current policies to deliver Inclusive Growth and expedite what can be done with existing and potential additional powers.

### **Outcome:**

West Yorkshire Combined Authority is aware of the powers, policies, and delivery mechanisms in place to deliver inclusive growth in the city region. WYCA using uses existing powers and shifting programmes and projects to embed Inclusive Growth. WYCA is aware of what more could be done with additional powers to create and sustain Inclusive Growth.

### **Phases**

Evidence base for inclusive growth is utilised to provide framework to analyse current progress of WYCA and constituent authorities

- Joseph Rowntree Foundation (JRF) review WYCA/LEP Strategic Economic Plan and associated documents.
- Complete Report on SEP and associated documents.
- JRF/RR presented report to WYCA leadership team.
- JRF/RR attended WYCA Department meetings to discuss report contents.

- JRF/RR attended WYCA leadership team meeting to discuss actions.
- Final reports to WYCA leadership team due 28/07/17 identifying current programmes to be adapted to embed inclusive growth.
- Decision making on policy shifts to be arranged.

## Supporting Low Paid Workers:

### Ambition

To understand and take action to alleviate in-work poverty in Local Government; ensuring that the lowest paid workers are properly remunerated treated fairly and that best practice is shared.

### Outcomes:

- As Inclusive Organisations we will support our lowest paid workers to alleviate in- work-poverty;
- Inclusive organisations will demonstrate improvements in pay, productivity and employee engagement amongst their lowest paid staff.

### Phases

Under the Low Pay Charter we will develop specific products and interventions. Our headlines are:

- Living Wages
- Pensions schemes
- Apprentices and Life- long-learning
- Health and Wellbeing
- Employee benefits
- Approaches to flexible working

This work will be linked to programmes to support Anchor organisations to alleviate in-work poverty:

- Living Wages - Develop a Regional Position statement

that links progressing Living Wages with the NJC Pay Award due in April 2018;

- Track progress on adoption of Living Wages in each Council;
- Pensions Best Practice Guide to encourage low paid employees to be LGPS members;
- Discuss option to improve membership with the West Yorkshire Pension fund;
- Work with the LGA on options to share best practice/learning exchange, including:
  - Commissioning of learning providers.
  - Recruitment of apprentices.
  - In-work progression.
  - Part-time apprentices.
- Develop a regional protocol with the TUC on best practice.
- Wellbeing Programmes - HRDs to review impact and consider minimum standards.
- Roll-out and optimise benefits for lowest paid employee.
- Consider implications from York and propose recommendations for rest of WY.
- Develop best practice approaches and work-shops on key themes – e.g. agency workers, apprentices, pensions, flexible working/TIMEWISE.
- Masterclasses on Low Pay and Impact Assessments.
- Council's to implement appropriate policy/practice reviews.

## Industrial Strategy:

### Ambition

Influence government, stakeholders and colleagues to develop a place based industrial strategy that sets out a shared binding mission, cultivating civic entrepreneurship and embedding inclusive growth.

#### **Outcomes:**

- An inclusive industrial strategy with a strong city region focus that improves social and economic outcomes (living standards, particularly for low and middle income);
- Major productivity improvements (and improvements in the drivers of productivity). Monitor the jobs rate;
- Dynamic place leadership powers devolved to the right level;
- People reassured about economic shocks (Brexit).

#### **Phases**

- Formal LCR (WYCA and LEP) response to the Green Paper
- Snappy summary of LCR headlines – focusing on improvements in the drivers of productivity, the importance of devolved powers to the right level and ensuring this makes a difference for everyone.
- Responses from others (districts, plus Core/Key Cities, etc.) which sit neatly alongside the city region approach.
- The policy core runs across city region business planning (e.g. economic services).

### **Employability and work readiness:**

#### **Ambition**

Everyone with the potential to work is able to access and progress in

rewarding and properly remunerated employment.

#### **Outcomes:**

- Reduce by 25% the 12,400 workless households in LCR where everyone over 16 is economically inactive;
- Become NEET free (currently 8,730 claimants of out of work benefits aged 16- 24);
- Reduce % of working households in receipt of in-work benefits from 20% to 16% by 2020;
- Increase the employment rate for those aged 16-64 and EA core or work- limiting disabled from 49% to 60%.

#### **Phases**

- Local Labour Market Information and Intelligence
- Adult Education Budget (AEB) and ESIF T8 and T10 programmes including support for unemployed people, NEETs, apprenticeships, in-work claimants and for those in target cohorts to progress in learning and employment
- Enterprise in Education programmes - WYCA will deliver enhanced activity to 6,000 pupils from the most deprived wards in LCR.
- Share the learning and best practice from pilot approaches to improve social mobility in the “Opportunity Area” in Bradford.
- WYCA local employment “Gateway” to maximise the benefits of major infrastructure investment by requiring developers to engage with schools, recruit apprentices and recruit new entrants.