

Cabinet – 28 October 2020

Approval of the: Extension of the Walsall Inclusive Economic Growth Programme

Portfolio: Councillor Mike Bird, Leader of the Council.

Related portfolios: Councillor Adrian Andrew, Deputy Leader and Regeneration.

Service: Resources & Transformation

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

To secure an extension of the current Inclusive Economic Growth Programme (IEGP) through to 2023, so the current staff, services, development and investment activity can continue to support the growth of Walsall's economy, and local people into sustainable employment. Together with staff continuing to secure external funding capable of assisting in the delivery of the Councils Corporate Plan's priorities, underpinned by effective programme management.

2. Summary

- 2.1 On the 4 April 2012, Cabinet approved the creation of the Inclusive Economic Growth Programme (IEGP), effectively bringing together previously approved funding streams into one cohesive budget, so that these funds could be fully utilised and targeted to stimulate economic growth; ultimately creating more jobs and opportunities for local people.
- 2.2 Subsequently Cabinet reviewed the performance of the IEGP and as a result of continued success in attracting external resources and the delivery of outcomes, issued extensions on the: 17 December 2014, and the 21 June 2017; with the latter providing additional resources and an extension through to the end of March 2021.
- 2.3 This report asks Cabinet to note the continued success in attracting external resources and in the delivery of outcomes, and seeks approval to retain resources and through these, extend the IEPG through to the 31 March 2023 for the main programme. With some resources in support of the Walsall Impact and Community Grants programmes through to December 2023.

3. Recommendations

- 3.1 That Cabinet notes the continued success in attracting external resources and the progress made in the delivery of significant economic outcomes that benefit both the people, the place and the businesses of Walsall.
- 3.2 That Cabinet approves the retention of resources as set out within in section 4.24 of this report, at £13,193,939, to support the services and staff that form the Inclusive Economic Growth Programme (IEPG), including use of the first three years of Enterprise Zone Historic costs from 2020/21 recovered from the BC LEP at £147,000 per year.
- 3.3 That Cabinet approves the extension of the Inclusive Economic Growth Programme (IEPG) through to the 31 March 2023, and through to the 31 December 2023 for those staff required to complete the Walsall Impact and Community Grants programmes.
- 3.4 That Cabinet delegate's authority to the Executive Director for Resources & Transformation in consultation with the Leader and Deputy Leader of the Council and Regeneration Portfolio Holder. To make the appropriate revisions or additions to the Inclusive Economic Growth Programme's design, costs, income, contents, duration and flexibility as required; together with the reinvestment of any identified reserves, and the use of any additional funding secured.

4. Report detail – know

- 4.1 On the 4 April 2012, the Inclusive Economic Growth Programme (IEPG) effectively brought together previously approved funding streams into one cohesive budget, so that these funds could be utilised and targeted to stimulate economic growth, ultimately creating more jobs and opportunities for local people.
- 4.2 Cabinet reviewed the performance of the IEGP and as a result of continued success in attracting resources and the delivery of outcomes, issued extensions on the: 17 December 2014, and the 21 June 2017; with the latter providing £2million of additional resources and an extension through to the 31 March 2021.
- 4.3 This report asks Cabinet to note the continued success in attracting external resources and the delivery of significant outcomes, and seeks approval to retain these resources; and by utilising them extend the IEGP through to the 31 March 2023 for the main programme, with some resources approved to support the Impact programme through to December 2023.
- 4.4 The June 2017 Cabinet report set out the outcomes achieved by the IEGP up to March 2016, mirroring this approach, table 4.4.1 below sets out achievements through to March 2020 and those anticipated through to March 2021 and 2023. Categorised under the headings of; People, Place, Business and External Funding / Income focussed outcomes, it is clear that council staff working together with key local, Black Country and regional partners are achieving significant outcomes and outputs; that contribute towards the Economic Growth for the people, communities and the businesses of Walsall.

Table 4.4.1 – Inclusive Economic Growth Programme (IEGP) Outcomes / Outputs.

	Details	Outcomes & Outputs Achieved / Anticipated				
		Up to March 2016 (reported to Cabinet)	April 2016 - March 2020	Anticipated during 2020/21	Combined Totals	Outcomes / Outputs Anticipated - April 2021 - 2023
People Focused Outcomes	Key Outcomes / Outputs					
	People supported into Apprenticeships (All - including Pre and Full)	1534	364	116	2014	175
	People enrolled onto an EPG Supported programme (Impact / Walsall Works etc.)	Not Reported	9705	250	9955	3400
	People Placed / Supported into Employment	5235	1690	130	7055	1200
	People supported through / into training/ traineeships / work placements etc.	Not Reported	3560	250	3810	2200
	Local Jobs created through investment in Local Economy (links directly to Investment secured)	3114	948	120	4182	2496*
Place Based Outcomes	Additional Homes Delivered	Not Reported	1072		1072	1267*
	Floor Space Delivered in square mts (new and refurbished)	124,170	25,567		149,737	£135244*
	Investment Secured (public and private)	£464,000,000	£167,000,000		£631,000,000	£329,000,000**
Business Focussed Outcomes	Businesses Assisted	1298	591	100	1989	240
	Businesses Creation Supported	Not Reported	35	0	35	12
	Business / Enquiries Managed	2064	340	180	2584	180
	Investment Enquiries Handled / Engagements	347	57	12	416	24
	Value of new business / investment enquiries realised / constructed within Walsall	£24,200,000	Not Reported	Not Reported	£24,200,000	Not Reported
	Organisations supported to access EU funds through External Funding / Technical Assistance Teams	Not Reported	1108	50	1158	400
Income / External Funding	Local Growth Fund (LGF) Approved Projects	Not Reported	£60,194,165		£60,194,165	£0
	DfT Retained Approved funding for M6 Junction 10.	Not Reported	£29,650,000		£29,650,000	£0
	Combined Authority / (LPIF) Property Investment Funding Secured	Not Reported		£36,851,338	£36,851,338	£7,500,000
	Enterprise Zone Funding bids / potential for Walsall Projects	Not Reported	Being Developed		£0	
	EU/ Lottery resources secured / attracted into the Borough of Walsall through External Funding Team	Not Reported	£16,618,959		£16,618,959	£13,268,500
	EU/ Government Funded Impact (Youth Employment Initiative) Programme	Not Reported	£7,449,930	£3,021,628	£10,471,558	£0
	Town's Fund (Town Deal)	Not Reported	£1,500,000		£1,500,000	£50,000,000
	New Business Rate and Council Tax income generated	Not Reported	£2,400,000		£2,400,000	£5,000,000*
		Income / External Funding Totals			£157,686,020	£70,768,500

Notes – *Outputs dependent upon securing additional public and private investment.

**Represents the total value of our current Project Pipeline seeking investment.

- 4.5 The previous table 4.4.1 sets out the outputs and outcomes achieved and forecast through to March 2021 and 2023. In 2017, Cabinet received tables setting out the anticipated outcomes they could expect following approval of the Inclusive Economic Growth Programme (IEGP) extension through to March 2021. Table 4.5.1 below sets out at the time of drafting how the IEGP is performing.

Table 4.5.1 – IEGP Achievement Against Anticipated (2021) Outcomes

Key Outcomes/Outputs	Outcomes Anticipated (Up to March 2021)	Outcomes achieved; Actuals and Anticipated
External Funding Secured to Support People & Businesses	£20million	£27million
Apprenticeships (16 – 24 year olds) (Pre & Full Apprenticeships)	477	480
People Placed/Supported into Employment	1,246*	1820*
New Public & Private Sector Investment Secured	£700million*	£720million*
Combined Authority / Local Growth Funding Secured	£50million*	£97million*
Businesses Assisted	1,298	1315
Jobs Created or Safeguarded	8797*	4182*
New Business Secured by local companies (Through 'Meet the Buyer' events etc.)	£14million	No longer captured
New Council Tax and Business Rates revenue income generated.	£12million*	£2.4million*

*Represents all year's outcomes achieved since the beginning of the IEGP, as they occur over time through large-scale capital investment secured and multi-year delivery.

- 4.6 All people focussed outcomes have not only been achieved, but surpassed through the range of services available. The levels of revenue and capital investment secured have also exceeded those anticipated and are resulting in Jobs Created or Safeguarded and additional Council Tax / Business Rate income generated. These are below anticipated 2021 levels due to delays, largely due to the complexities associated with large-scale projects arising from historic ground conditions, multiple ownership and planning / external funder's requirements.

Context

- 4.7 Walsall has a number of development opportunity sites that once remediated will be capable of creating 1000's of new jobs and homes for local people. Walsall Town Centre and the Walsall to Wolverhampton Growth Corridor are just two areas where ours, the Black Country and our regional partner's investment and intervention is focused. In July 2019 Cabinet supported ten catalytic interventions contained within the Walsall Town Centre Masterplan, and in February 2020 Cabinet approved additional resources and expertise to support its delivery. Alongside other activity set against the Walsall Development Pipeline; this includes housing- led interventions in locations such as Willenhall and north and west of

Walsall Town Centre that are supported by Devolution funding, and employment generating projects in the west of the Borough.

- 4.8 Opportunities for employment and industrial development are available, for example; within the Darlaston element of the Black Country Enterprise Zone (BCEZ), together with sites in the vicinity of M6 Junction 10. The BCEZ comes with a range of added-value benefits including the retention of all Business Rates generated by the Local Enterprise Partnership (LEP) for reinvestment. Phoenix 10 is one of these sites, being the largest employment site in the Black Country with the capacity to deliver circa 620,000 square foot of industrial floor space. Funding is now in place to remediate the land and a development partner is now in a formal legal agreement to commence the project, starting with consultation upon and submission of a planning application in 2020/21.

The Council is also seeking to secure investment in Walsall Town Centre having submitted a multi-million pound funding application to the government's Future High Street Fund Programme and ensuring synergies with other funding opportunities including those set out in paragraph 4.9 below and operated regionally/ sub regionally.

- 4.9 With the Walsall economy, along with the rest of country suffering from the negative effects of COVID-19, government has begun to stimulate the market place through a range of funding opportunities. It is vital that Walsall Council and its key stakeholders and partners are able to respond to secure all resources on offer and ensure their delivery. A recent example of this includes the opportunity to submit bids into the Town's Fund, with £25million available for each of the eligible Bloxwich and Walsall town areas. Cabinet considered the approaches, governance and projects to utilise the £1,5million of Acceleration Programme funding available, approving these arrangements and the formation of the Town Deal Board in September 2020.
- 4.10 The Programme Management Service (Resources & Transformation Directorate), together with the Regeneration, Housing and Economy Service (Economy, Environment and Communities Directorate) have developed staff teams, funded through the EGP who hold the skills, experience and capabilities to bid for, deliver and manage large and complex projects.

For example, the Programme Management service area's staff teams deliver;

- Walsall Impact Programme, EU funded, provides support and training for 1000's of 16-29 year olds who are Not in Employment, Education or Training (NEET).
- Community Grants Programme, supporting local community groups / associations across the Black Country to access / receive small EU funded grants.
- External Funding Team provides bidding expertise, guidance and support in the drafting and submission of bids for external funding.
- Single Accountable Body role for the Black Country Local Enterprise Partnership
- Economic data / information, Communications & Marketing services.
- Programme Management for key projects and services.
- Walsall Economic and Town Deal Board secretariats.

Council Corporate Plan priorities

4.11 Economic Growth for all people, communities and businesses together with the development of prospering and resilient communities are two of the priorities within the corporate plan that the Economic Growth Programme (IEGP) can actively contribute towards, achieved through;

- Supporting our young (16-29) people into employment & training through the continued delivery of the Impact programme.
- Supporting local people to find and secure employment through the Walsall Works, Apprenticeship, Jobs Brokerage / Matching Programme.
- Providing support to local businesses to provide or access the support / finances, they need to flourish.
- Supporting our businesses to access new markets, supply chains and business opportunities matched to our capital programme... Keeping the Walsall £ local.
- Through our successful External Funding Team identifying, bidding for and securing significant levels of external funding to support key priorities and service delivery in support of economic development and our communities.
- Supporting the delivery of community based services that supports local people into positive outcomes, one example being the Community Grants programme.
- Delivering the Accountable Body role for the Local Enterprise Partnership's Local Growth Fund, Local Property Investment Fund and Enterprise Zones, estimated at around £400million across the Black Country.
- Securing external Capital resources capable of bringing forward development sites attractive to the market, resulting in significant levels of new employment floor space capable of creating 1000's of new jobs and creating the conditions for the delivery of a diverse tenure of homes to meet local needs.
- Bids for both internal and external capital funding capable of reclaiming and developing sites that maximise the numbers of new jobs created and safeguarded have, and will continue to be submitted and once approved delivered.

4.12 The IEGP will also continue to contribute significant outcomes and outputs towards, the following Corporate Plan Priorities;

- Economic Growth for all people, communities and businesses, contributing towards the outcomes of;
 - Creating an environment where business invests and everyone who wants a job can access one.
 - Education, training and skills enable people to fulfil their personal development.
- Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion, contributing towards the outcomes of:
 - Housing meeting all people's needs, is affordable, safe and warm

- People are proud of their vibrant town, districts and communities.

- 4.13 The Marmot Review ('Fair Society, Healthy Lives') presented a national strategic review of health inequalities post 2010. It concluded that reducing inequalities will require action on six policy objectives, being:
1. Give every child the best start in life.
 2. Enable all children, young people and adults to maximise their capabilities and have control over their lives.
 3. Create fair employment and good work for all.
 4. Ensure a healthy standard of living for all.
 5. Create and develop healthy and sustainable communities.
 6. Strengthen the role and impact of ill-health prevention.

The Economic Growth Programme has the potential to make significant contributions towards these policy objectives.

Risk management

- 4.14 There is a risk that employers, developers, landowners and investors within the Borough could reject the offer of support from the Inclusive Economic Growth Programme (IEGP) and therefore, not work with the Council to create the conditions within which jobs are created. To mitigate this risk, the Regeneration, Housing and Economy service area (Economy, Environment and Communities) will work jointly with the private sector, understanding their needs, building confidence and creating programme designs that meets their needs within identified timeframes.
- 4.15 There is a risk that local people will not receive the support they need; both the Programme Management and Regeneration, Housing and Economy service areas will mitigate this risk by working jointly the right providers of services based on understanding people's individual needs, building confidence and creative programme designs that meets these requirements, and places them into work.
- 4.16 There is a risk that action taken will not support and encourage inward investment, this will be mitigated through joint working with specialist organisations, such as the West Midlands Growth Company, who will support the Council to maximise the attraction of Foreign Direct Investment (FDI).
- 4.17 There is a risk that local people and businesses may not receive the services they ask for and need. Service teams will mitigate this through a constant dialogue with our two key customer groups (local people and employers) and the use of data and information from our customers to shape our service delivery moving forward.
- 4.18 There is a risk that externally approved funding will not be delivered in accordance with approvals or grant agreements issued to the council by the funding bodies, resulting in claims for funding being rejected or claw back if found in breach of conditions. This will be mitigated by the Programme Management Team, within the Resources & Transformation Directorate, who hold a significant track record in successfully managing capital and revenue programme resources at all levels.

- 4.19 There is a risk that as a significant number of staff delivering services operated by the Programme Management and Regeneration, Housing and Economy service area's are funded through the Inclusive Economic Growth Programme (IEGP). That without sustainable funding being identified before mid 2023, these services will have to close. Officers will continue to bid for funding to continue or evolve the IEGP and to successfully deliver those services required.
- 4.20 There is a risk that elements of the external funding included within the funding tables (attachment 1) are not realised, putting the IEPG at risk. All funding is in place and contracted except for three elements as set out within the notes section of Attachment 1, all of which are undergoing the final stages of their approval and contracting is expected to complete before the end of 2020/21 over the coming months. To mitigate any risks from any funding not being approved /realised, the associated expenditure funding plans will be changed to remain within financial limits through the curtailing of programmes that failed to secure funding. Further details on these funding streams is also set out within section 4.26 of this report.

Financial implications

- 4.21 One of the guiding principles of the Inclusive Economic Growth Programme (IEGP) is to utilise wherever possible external funding to deliver services that support Corporate Plan priorities. This objective has been met, with significant levels of revenue and capital resources secured, supporting services delivered through staff supported by the IEGP, with 34 staff in Programme Management within Resources & Transformation, and 41 staff funded via the programme in Regeneration, Housing and Economy, part of the Economy, Environment and Communities Directorate.
- 4.22 Should the Council be successful in attracting additional funding through staff supported by the IEGP, or by others who wish to call upon the expertise held, these resources will form part of the Inclusive Economic Growth Programme. Subject to acceptance by the Executive Director for Resources & Transformation in consultation with the Leader and Deputy Leader / Portfolio Holder for Regeneration.
- 4.23 The financial figures associated with this report have been set out and agreed with Finance colleagues who confirm that the budgets are available and that the spend tables prepared are accurate. With the mainstream budgets included, taking into account saving reductions as approved by Cabinet, with £550,000 included to cover redundancy / costs should the programme end during 2023, together with any unforeseen costs throughout the programme. This would leave the remaining mainstream funding only to deliver services, details included in Attachment 1
- 4.24 Table 4.24.1 below sets out the funding approved by Cabinet in 2017 against the funding requested to support the extension of the current IEGP through to 2023.

Table 4.24.1 - IEGP Funding Steams

Inclusive Economic Growth Programme (IEGP) Income	Approved in 2017	Proposed
Council Mainstream Funding Approved	£6,190,108	£4,170,133
Income Already Secured	£3,798,817	£6,411,689
Existing Economic Growth Programme Resources Held	£2,452,708	£2,612,117
Sub Total	£12,441,633	£13,193,939
Additional Revenue Funding Request	£2,000,000	£0
IEG Programme Income Totals	£14,441,633	£13,193,939

In 2017, Cabinet approved £1million of revenue support for a duration of two years, a total of £2million. With success in almost doubling the amounts of external funding secured and by retaining all funding as set out within table 4.24.1 above as part of the IEGP. This creates a budget of £13,193,939 capable of funding the extension of the current Economic Growth Programme through to 2023.

- 4.25 Once approved the budget will support the activities as set out within table 4.25.1 below, including; extending the Impact and Walsall Works programmes, bidding for additional funding, supporting business growth and diversity, and development activity supporting housing and employment floor space construction. Together with the delivery of Accountable Body responsibility for a range of council projects and the Black Country Local Enterprise Partnership. The figures contained in Table below for the Regeneration, Housing and Economy service reflect proposed changes to the service areas team responsibilities as part of the Walsall Proud Programme.

Table 4.25.1 – Proposed 2023 IEGP Budget Categories

Inclusive Economic Growth Programme (IEGP) Expenditure	Approved in 2017	Proposed
Programme Management Service Teams - Staffing Costs	£4,227,005	£5,275,648
Programme Management Service Delivery / Other Costs	£999,080	£662,676
Walsall Works Costs	£475,000	In below
Sub Total	£5,701,085	£5,938,323
Regen, Housing and Economy Teams - Staffing Costs	£7,130,277	£5,970,006
Regen, Housing and Economy Teams - Other Costs	£1,332,644	£735,610
Sub Total	£8,462,921	£6,705,616
Contingency & Redundancy Cost Provision	£277,627	£550,000
IEG Programme Expenditure Totals	£14,441,633	£13,193,939

- 4.26 Funding tables (attachment 1) include two income streams also included within a Cabinet report (Approval of the Supplemental Deed of Variation to the Black Country Joint Committee Collaboration Agreement) being presented on the 21 October 2020 that will support the IEGP. Within which paragraph 4.32 proposes

the recovery of historic Enterprise Zone revenue costs totalling £1,470,316 by Walsall Council over a ten-year period, together with paragraph 4.33 proposing the allocation of £250,000 per year for five years to support the on-going development of Walsall's project pipeline.

- 4.27 The Black Country Local Enterprise Partnership (BC LEP) approved the recovery of historic and future revenue costs by BC Councils at its meeting on 24 August 2020, on their way to being considered by the Black Country Joint Committee (BCJC) for approval during 2020/21. For the IEGP £147,000 per year has been included of the Enterprise Zone recovery funding, together with £250,000 of the pipeline development funding for each of the; 2020/2021, 2021/2022 and 2022/23 financial years. It is recommended to Cabinet that these are accepted into the IEGP, with any future historic Enterprise Zone refunds beyond 2022/23 considered for use to support further extensions of the IEGP in due course.
- 4.28 The ability to capture and calculate the Social Return on Investment is now a key IEGP priority, essential if we are to demonstrate the full benefits of the work staff teams, service providers and partners are delivering in supporting local people into a range of positive outcomes. Walsall Works and the Impact programme are making a difference to thousands of people's lives, as they support beneficiaries into training, volunteering and employment.

Service teams are now capturing the Social Return on Investment, the following example taken from the Impact programme and included as Attachment 2 sets out the further details and case studies for participants, summarised as:

- The process begins with identifying the mentoring and interventions that take place between the participants and the advisors. Followed by linking these to the Corporate Plan and social value priorities. Together with the evidencing of participant progress through paperwork that records the journey each has taken along with the barriers overcome and the outcomes achieved.
- The fiscal savings attached to each barrier can then be calculated to demonstrate an estimated saving to public service. Once the participants have completed their training etc. and entered a positive outcome, the value or savings attributable are calculated, based upon the evidence provided.
- These values and definitions are derived from the Housing Association Charitable Trust model. For example; *'an Impact participant engaging in regular volunteering would have a saving of £3,249'*.

Attachment 2 also gives examples of the social, financial and health benefits that can be achieved through the support and interventions provided by the Walsall Impact programme. Together with a number of case studies that set out the significant savings that are possible; for example, the four case studies illustrated alone could provide a social return in investment calculated at £133,341.

Legal Implications

- 4.29 Any contracting and future expenditure will need to be in accordance with both existing and future legal and procedural requirements and fall within approved

spending limits and authorisations. Advice will sought from Legal Services / appointed advisors as required throughout the programme.

- 4.30 Legal Services will be consulted with and involved in the drafting, approval and execution of any contracts and funding agreements, where required in accordance with the Council's Contract Rules. Legal Services / appointed advisors will be consulted as required in relation to any potential State aid issues that may arise.
- 4.31 All externally approved funding will be delivered in accordance with approvals or grant agreements issued to the council by the funding bodies. Officers within the council will ensure these are complied with to mitigate any potential claw back.

Procurement Implications/Social Value

- 4.32 Existing approved arrangements will be utilised where possible to support service delivery, examples include;
- the Dynamic Purchasing System (DPS), administered by the Accountable Body for the Impact programme, Dudley Council, allows Walsall Council to access and pay for a range of services and activities as required by Impact participants.
 - the Strategic Advisor- Development pipeline procured via an OJEU compliant framework and undertaken contractually by Arcadis providing a multi-disciplinary and technical service to support development related activity including the preparation of pre development business cases to secure funding and investment.

Examples of this include: training courses, specialist services, travel, protective clothing / tools and counselling & guidance. If required additional service providers can be added to the DPS to meet participant's needs, again through Dudley Council. If items or services are required at short notice Walsall councils officer can spot purchase in accordance with EU eligibility and Walsall Council procurement rules and procedures.

- 4.33 Where Walsall Council enters into contracts with providers for services, officers from both Procurement and Legal services will be consulted / engaged to ensure the appropriate procedures are followed, value for money is achieved and that the right agreements set into place.
- 4.34 As set out within section 4.28 and Attachment 1 to this report, IEGP staff are now capturing the Social Return on Investment for participants as part of the value chain for the programmes. This allows the potential savings on the public purse to be calculated and published as part of the outcomes achieved.

Property Implications

- 4.35 There are no direct property implications arising from this report. However, the Councils current and future asset portfolio is likely to have a critical role in the successful delivery of the IEGP and achievement of its outcomes through the development related activity IEGP will support.

Also, specific projects will call upon both the Council's and third party owner's property to delivery our services. For example , the renting of space, such as the Impact Hub in St Pauls, Asset Management and Legal services personnel are engaged to provide advice and guidance to ensure that the best value for money agreements are reached and the interests of the Council are protected. This approach will be utilised throughout the Impact programme, including that no obligations are entered into that go beyond the terms of funding available and that all costs are met etc.

Health and Wellbeing implications

- 4.36 The Inclusive Economic Growth Programme (IEGP) will through its staff and service delivery make positive contributions towards the Health and Wellbeing of local community members and employers staff. This will include assistance with the removal of health barriers to employment through joint working with key agencies (e.g. Public Health) to develop and deliver initiatives that help to ensure that local people are fit and able to accept employment when offered and then remain in it.
- 4.37 The work of the Inclusive Economic Growth Programme (IEGP) will take into account and contribute towards meeting the six policy objectives from the Marmot review, as set out earlier in section 4 of this report.

Staffing implications

- 4.38 Council staff will manage and administer all aspects of this programme and work to understand the needs of customers, with all costs budgeted for as set out previously. Fixed term contracts of those employees currently supporting the programme will be extended as additional resources are attracted, the need for staffing will be reviewed and the appropriate approvals sought, and contracts put into place in accordance with council procedures.
- 4.39 There are currently 75 council staff supported by or funded completely through the EGP, if the EGP extension is not approved or the Council fails to secure funding to extend the programme post 2023 staff supported will be at risk of redundancy. Within the budget for the IEGP £550,000 has been included to cover redundancy costs, this figure will be continually reviewed, ensuring that it is sufficient to meet these costs. For any mainstream staff affected by redundancy, these costs will continue to be met from council budgets line with current procedures and policies.

Reducing Inequalities

- 4.40 The Equality Impact Assessment (attachment 3) – Is a continuation of a previous EqIA and has been revised and attached to this report.
- 4.41 The Inclusive Economic Growth Programme has an overall objective to reduce inequalities by having a positive impact on residents by improving their socio-economic positions and actively reducing barriers. For example, the Walsall Impact project proactively supports individuals who face social and financial exclusion, by working with young people to address a range of issues that prevent an active and positive engagement in society. Individuals are supported to overcome key barriers including health, housing, confidence and skills deficits through personalised and targeted support. The project also works with employers

to address workplace barriers that could prevent an individual joining the workforce, including disability awareness advice and guidance and ongoing in work support following placement.

Consultation

- 4.42 A wide range of organisations and partners, such as local colleges, training providers and housing associations have been involved in the delivery of past services, and also acted as key partners. Council staff are continually working with these organisations to seek advice on how to structure the provision as part of the (Inclusive) Economic Growth Programme (EGP).
- 4.43 The Economy Environment & Communities Directorate continually review service content and delivery from customers' perspectives, taking into account their needs, views and requirements to ensure that we are offering solutions that really work and maximise the chances of success and the outcomes achieved

5.0 Decide

- 5.1 If Cabinet accept the proposal to extend Inclusive Economic Growth Programme through to 2023, and utilise the existing external and mainstream budgets available totalling £13,193,939, including retaining the historic Enterprise Zone funding currently undergoing approval. This will sustain the delivery of services, generating significant additional outcomes and outputs, as set out within table 4.4.1.
- 5.2 This will also support staff with the ability to seek out, bid for and secure external funding to support the Council's Corporate Plan, supporting local people into work and the development of our local economy.
- 5.3 By delegating authority to the Executive Director for Resources & Transformation in consultation with the Leader and Deputy Leader / Portfolio Holder for Regeneration to make revisions or additions to the Inclusive Economic Growth Programme. This will ensure that timely changes are be made to support its continued success, and changes to its contents, the use of any identified reserves, and the use of any additional funding secured.

6.0 Respond

- 6.1 If approved by Cabinet it will allow Walsall Council to continue with the delivery of Inclusive Economic Growth Programme and its key programmes, projects and initiatives currently underway, through to 2023. Together with continued bidding for additional external funding capable of supporting the councils ambitions as set out within the Corporate Plan.

7.0 Review

- 7.1 Progress against agreed milestones and targets is reviewed regularly by the service teams and their respective directorate management structures. Where external funding is accepted, each externally funded contract or agreement sets

out clearly what's expected and when, this responsibility sits with the staff teams responsible and is monitored and reported as required. For example; Walsall Works and Impact produce monitoring reports and dashboards, which are reported to their respective management boards, with at least 8 held per year.

- 7.3 For the role played by the Programme Management Team, as the Black Country Local Enterprise Partnerships (LEP) Accountable Body a formal and monthly reporting process exists that feeds into a number of advisory boards and the LEP Board and the Black Country Joint Committee.
- 7.2 Evaluations built into the IEGP's budgets support / allow officers and external advisors to capture and review how the programme is progressing and the quality of service provided for its participants. This process helps to shape future provision, ensuring its delivering what participants really need and is progressing their development and progression into positive outcomes. Detailed records of achievement are held by each service area as evidence of outcomes and performance as summarised in Attachment 4

Background papers

Previous Cabinet Reports approved on the: 17 December 2014, and the 21 June 2017.

Attachments

- Attachment 1 - IEGP Extension & Investment Plans Financial Tables
Attachment 2 – Black Country Impact Walsall – Social Return on Investment Paper.
Attachment 3 – Inclusive Economic Growth Programme Equality Impact Assessment
Attachment 4 – Evidence sources / kept associated with key outcomes and outputs

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Interim Executive Director of Resources
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20 October 2020



Councillor M Bird
Leader of the Council
20 October 2020

Attachment 1 - IEGP Extension & Investment Plan Financial Tables

INCOME DETAILS

Inclusive Economic Growth Programme - Income Details					
Financial year	20/21	21/22	22/23	23/24	Totals
Council Mainstream Funding					
Programme Management	£79,846	£79,846	£79,846		£239,538
Regeneration & Development	£976,865	£976,865	£976,865		£2,930,595
Investment	£1,000,000				£1,000,000
EE management funding for consortium					£0
Sub Total Mainstream funding	£2,056,711	£1,056,711	£1,056,711		£4,170,133
Income					
Programme Management					
LA ERDF Income excl WMBC	£23,379	£18,419	£0		£41,798
LA ESF Income excl WMBC (other LA income)	£4,662	£0	£0		£4,662
Hestletine (LEP)	£21,259	£0	£0		£21,259
ERDF (grant from DCLG)	£21,259	£0	£0		£21,259
ESF (grant from DWP)	£37,388	£24,559	£0		£61,947
Business Support	£13,114	£5,028	£0		£18,143
Community Grants funding	£89,654	£73,142	£0		£162,796
BC LA & Hestletine		£35,136	£67,676		£102,812
LGF Capital/interest/LPIF/EZ	£441,770	£446,276	£300,228		£1,188,274
Impact***	£359,312	£412,068	£439,553	£307,437	£1,518,370
NHLF	£25,682	£50,895	£53,246		£129,822
Finance Contribution	£73,705	£75,437	£78,103		£227,245
TOTAL Programme Mangement Income	£1,111,183	£1,140,960	£938,807	£307,437	£3,498,387
Income					
Regeneration, Housing and Economy					
View agreed grant	£150,000				£150,000
Aim Income	£30,230				£30,230
Impact***	£301,286	£333,896	£351,045	£85,251	£1,071,477
Walsall for All	£18,500				£18,500
Walsall Works		£61,936	£61,936		£123,872
Black Core Strat reserve	£51,568	£51,700	£51,900		£155,168
NHLF	£5,398	£11,329	£11,329		£28,056
EZ Historic*	£147,000	£147,000	£147,000		£441,000
Black Country Dev Pipeline (EZ income)**	£250,000	£250,000	£250,000		£750,000
TOTAL Regeneration, Housing and Economy Income	£953,982	£855,861	£873,210	£85,251	£2,768,303
VIEW End & Transition funds		£145,000			£145,000
TOTAL COMBINED INCOME	£4,121,876	£3,198,531	£2,868,728	£392,687	£10,581,822

Notes

* EZ Historic income / costs were approved by the Black Country Local Enterprise Partnership (LEP) on the 24 August and will be considered by the Black Country Joint Committee (BCJC) for approval as soon as possible during 2020/21.

** Black Country Development Pipeline income / costs were approved by the Black Country Local Enterprise Partnership (LEP) on the 24 August and will be considered by the Black Country Joint Committee (BCJC) for approval as soon as possible during 2020/21.

*** Impact extension to current contract has been approved by DwP and is now going through contracting with the BC Accountable Body (Dudley Council), expected completion before December 2020.

Attachment 1 (Cont'd) - IEGP Extension & Investment Plans Financial Tables

EXPENDITURE DETAILS

IEGP Expenditure Details					
Financial year	20/21	21/22	22/23	23/24	Totals
Programme Management Staffing Costs	-£1,571,106	-£1,664,163	-£1,586,114	-£454,265	-£5,275,648
Walsall Works Spend					£0
Programme Management Other	-£216,000	-£242,338	-£204,338	£0	-£662,676
Sub total P Mgt existing expenditure	-£1,787,106	-£1,906,500	-£1,790,452	-£454,265	-£5,938,323
Programme Management - Expansion Request					
TOTAL Programme Management Expenditure	-£1,787,106	-£1,906,500	-£1,790,452	-£454,265	-£5,938,323
R&D Place Staffing Costs	-£1,694,883	-£2,027,065	-£2,126,979	-£121,079	-£5,970,006
E&S Staffing Costs					£0
Other - Place	-£249,044	-£243,283	-£243,283		-£735,610
Other - E&S					£0
Sub total Regen, Housing & Economy - expenditure	-£1,943,927	-£2,270,348	-£2,370,262	-£121,079	-£6,705,616
Regen, Housing & Economy - Expansion Request					
TOTAL Regeneration, Housing and Economy	-£1,943,927	-£2,270,348	-£2,370,262	-£121,079	-£6,705,616
Other Costs					
Contingency	-£50,000	-£50,000	-£50,000		-£150,000
Savings to Find					£0
Redundancy Costs			-£400,000		-£400,000
Other Costs - Totals	-£50,000	-£50,000	-£450,000	£0	-£550,000
TOTAL EXPENDITURE	-£3,781,032	-£4,226,848	-£4,610,714	-£575,344	-£13,193,939

OVERALL POSITION

Inclusive Economic Growth Programme					
Financial years	20/21	21/22	22/23	23/24	Totals
INCOME IDENTIFIED SO FAR (from table above)	£4,121,876	£3,198,531	£2,868,728	£392,687	£10,581,822
Expenditure Variance (from table above)	£340,843	-£1,028,317	-£1,741,986	-£182,657	-£2,612,117
Funding (IEGP Reserve)	-£340,843	£1,028,317	£652,671		£1,340,145
Funding (Centrally held)			£1,089,315	£182,657	£1,271,972
TOTAL IEGP Funding held in Reserve / Centrally	-£340,843	£1,028,317	£1,741,986	£182,657	£2,612,117
VARIANCE +Over/-Shortfall	£0	£0	£0	£0	£0

Attachment 2 – Black Country Impact Walsall – Social Return on Investment

Add pdf here

Equality Impact Assessment (EqIA) for Policies, Procedures and Services

Proposal name	The Inclusive Economic Growth Programme (IEGP) Extension.		
Directorate	Resources & Transformation		
Service	Performance Management and Regeneration and Development		
Responsible Officer	Mark Lavender		
Proposal planning start	09.09.20	Proposal start date (due or actual date)	21.10.2020
1	What is the purpose of the proposal?	Yes / No	New / revision
	Show which category the proposal is and whether it is new or a revision.		
	Policy	No	
	Procedure	No	
	Guidance	No	
	Is this a service to customers/staff/public?	Yes	
	If yes, is it contracted or commissioned?	Yes (part)	Revision
	Other - give details		Revision
2	What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?		
	The outcomes of the service revision is the extension and enhancement of the current successful Inclusive Economic Growth Programme in terms of duration and scope.		
	It aims to create new employment opportunities by supporting Walsall companies to form, expand or locate in Walsall, complemented by supporting local unemployed people to gain the skills employers need and then support for them to find and secure local employment. The Extended Inclusive Economic Growth Programme (IEPG) will also include the development of land and environments to encourage the growth of employment through new buildings to house employers and new homes for local people.		
3	Who is the proposal likely to affect?		
	People in Walsall	Yes / No	Detail
	All	Yes	The opportunities are open to all people of working age.
	Specific group/s		
	Council employees		
	Other (identify)		
4	Please provide service data relating to this proposal on your customer's		

protected characteristics.

The Inclusive Economic Growth Programme consist of a range of capital and revenue funded projects and programmes, which have a different effect of service users or beneficiaries, for example capital projects will set into place new facilities / roads and employment floor space. These developments will take into account customers' needs and characteristics as required to meet planning requirements and legislation etc.

For revenue projects these for example support long term unemployed residents through mentoring and training into a range of positive outcomes including education and employment. Throughout their participation, the need of all participants will be taken into account and met where ever possible.

The cabinet reports summarises the past and anticipated achievement levels.

5 Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).

The development and continued delivery of the Inclusive Economic Growth Programme involves consultation with stakeholders and community groups / members, together with local employers and the training programmes participants. This also includes on-going dialogue with the Councils customers, who include: local employers, local people and the providers of services associated with this proposal.

The Walsall Economic Board (WEB) consists of around 20 local (significant) employers who represent many key employment sectors across Walsall, the WEB supported the development of the programme and have been actively consulted as part of its expansion / development.

As part of the development of strategies for implementation and the work carried out through the Inclusive Economic Growth Programme we will ensure that no person or persons are discriminated against.

The teams involved in service design and delivery operate on-going engagement with service users (often Local People) and customers (often Local Businesses and Employers), two examples of this on-going engagement and consultation are:

Consultation Activity

Type of engagement/consultation	Business Community Feedback	Date	ongoing
Who attended/participated?	Walsall Business Community / Employers		
Protected characteristics of participants	All		
Feedback			
As part of on-going consultation with local employers and business owners, team members discuss issues needs and barriers to employment, together with issues hindering growth etc.			
Comments are collected and used to inform service delivery, development and changes, and to identify key companies who are supportive of ensuring a diversity of employment and wish to take part in the programme etc.			

Type of engagement/consultation	Service User Feedback	Date	ongoing
Who attended/participated?	Individuals who use or benefit from our services		
Protected characteristics of participants	All		
Feedback			
We seek the views and comments of service users so that we are able to respond to specific needs and requirements and also adapt our delivery to meet the needs of those with protected characteristics. For example clients of the Impact and Walsall Works programmes are asked for feedback by their mentors and service providers, these details assist us to improve the quality and range of provision on offer.			

6 Concise overview of all evidence, engagement and consultation

Consultees expressed a desire to ensure that members within local communities, especially those furthest from the labour market within the protected characteristic's receive support to overcome barriers to work including:

- access to affordable Childcare,
- specific support for those in age groups shown to be vulnerable or holding a higher than average unemployment rates,
- those possessing low / no skills or experiencing wider problems that are limiting their access to employment.
- Those with a disability

Service users expressed a desire to undertake training and support that was tailored to meeting both their employment ambitions and their individual needs, that could

	overcome barriers they are experiencing, so that they are able to move forward and meet their individual goals.		
7	How may the proposal affect each protected characteristic or group? The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.		
	Characteristic	Affect	Reason
			Action needed Yes / No
	Age	Affect - All groups will be eligible to enrol onto training programmes and also benefit from physical developments completed.	
	Disability		
	Gender reassignment		
	Marriage and civil partnership	Reason - Positive outcomes – Improved access to training and employment opportunities.	
	Pregnancy and maternity	Action needed - No	
	Race		
	Religion or belief		
	Sex		
	Sexual orientation		
	Other (give detail)		
	Further information		
8	Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details.		(Delete one) Yes / No
	<p>The programme will assist with the delivery of many complementary programmes, including the Local Growth Fund, current European Programmes (Impact) and those funded through the IEGP programme including Walsall Works.</p> <p>It's not possible to quantify the impact on any particular equality group as this is to be determined. However all services will be available for all people throughout the borough, subject only to the eligibility criteria set by the funding organisations.</p> <p>The proposal will also utilise existing council reserves harnessing these to support local businesses to create new jobs, and local people to apply and successfully gain them.</p> <p>The addition of a new Customer Relationship Management IT system will help us to capture customers comments and their journey to better inform us of the effects on particular groups. This will feed into further documents and reviews of provision etc.</p>		
9	Which justifiable action does the evidence, engagement and consultation		

feedback suggest you take?	
A	No major change required
B	Adjustments needed to remove barriers or to better promote equality
C	Continue despite possible adverse impact
D	Stop and rethink your proposal

Action and monitoring plan				
Action Date	Action	Responsibility	Outcome Date	Outcome
October 2020	Implement the extension of the new programme, as approved by Cabinet.	Head of Programme Management & Head of Regeneration & Development.	April 2021	Extension of all staff and processes / programmes in place and up and running to continue post April 2021, through to March 2023.

Update to EqlA	
Date	Detail
09.09.20	EqlA updated to take on board proposed extension request to October 2020 cabinet meeting.

Use this section for updates following the commencement of your proposal.

Contact us

Community, Equality and Cohesion
Resources and Transformation

Telephone 01922 655797

Textphone 01922 654000

Email equality@walsall.gov.uk

Inside Walsall: [http://int.walsall.gov.uk/Service information/Equality and diversity](http://int.walsall.gov.uk/Service_information/Equality_and_diversity)

Attachment 4 – Evidence sources / kept associated with key outcomes and outputs

Key Outcomes/Outputs	Outcomes Achieved April 2016 – March 2020	Evidenced Through	Comments
People supported into Apprenticeships (All including Pre & Full)	364	Signed individual employment contracts / grant agreements with employers & providers.	Information held as part of the Walsall Works and Impact contracts / records, audited by funding bodies regularly. These details form part of our claims submitted for the funding associated with these programmes.
People enrolled onto an IEGP Supported Programme	9705	Individual records or recruitment on programmes etc.	
People Placed / Supported into Employment	1690	Evidence from employers participating with providers.	
People supported through training, placements etc.	3560		
Businesses Assisted	591	Records of engagements held by staff teams. Outcomes achieved through the teams supporting employers.	Records held by the Regeneration and Development Service area and the Performance Management teams.
Business Enquiries Managed	340		
Business Creation Supported	35		
Investment Enquiries Handled	57		
Organisations supported to access EU funding.	1108	Records held by staff teams, including External Funding and Community Grants.	
EU / other external resources attracted into the borough of Walsall.	£157.6million	EU bids submitted / supported that achieved approval.	This is evidenced through a variety of means including EU funds and other bids
Jobs created or Secured (includes additional Safeguarded jobs as a result of development activity)	948	Evidence captured from the projects directly supported or delivered as capital infrastructure projects and schemes resulting in these outputs.	Records held by the Regeneration and Development Service area and the Performance Management teams.
Floor Space Delivered (New and Refurbished)	25,567sqm		
Investment Secured (Public & Private)	£167million		



The project is receiving up to £34 million of funding made up of £17 million European Social Fund and £17 million Youth Employment Initiative, plus match funding of up to £8m from the National Lottery Community Fund and funding from partners



BLACK COUNTRY IMPACT WALSALL

SOCIAL RETURN ON INVESTMENT



The project is receiving up to £34 million of funding made up of £17 million European Social Fund and £17 million Youth Employment Initiative, plus match funding of up to £8m from the National Lottery Community Fund and funding from partners

Introduction

The Black Country Impact (BCI) programme currently being delivered across the Black Country in partnership with Dudley Council, Wolverhampton Council, Sandwell Council and Talent Match. The programme aims to address the barriers faced by individuals aged 16-29 years who are not in employment, education or training (NEET), including young people at risk of social exclusion and young people from marginalised communities.

Since September 2016, Black Country Impact Walsall has supported more than 4000 participants across the Black Country. All participants who have been supported have faced a range of barriers from homelessness, offending, substance misuse, leaving care, disabilities, mental health issues or lone parents to name a few. Often these young people have low levels of self-esteem, little or no basic skills and confidence.

The Impact Programme aims to support those individuals to secure positive outcomes including employment, traineeships, apprenticeships, training and further education. It is recognised that not all participants will achieve a positive outcome, however the programme aims to support young people to overcome their barriers, become more independent and move closer towards a positive outcome.

The programme at Walsall prides itself on the delivery method used which enables participants to receive a solution-focused, holistic support package which includes assistance from specialist services, both internal and external to the project. It also provides intensive mentoring support as well as access to information, advice and guidance, along with accredited training to support participants to achieve their aspirations leading to sustainable outcomes. We aim to help young people:

- Increase confidence, motivation and resilience
- Progress nearer and into sustainable employment

Black Country Impact will continue to engage with participants who require intense support to break down barriers with the view to progress them into sustainable outcomes until July 2021.

An application to extend the current programme has been submitted in the hope that future intensive support can be offered across the Black Country to support NEET residents until July 2023, with a particular focus on young people aged 16 – 29 who are:

- Members of or gang affiliation
- Lone parents or have caring responsibilities
- Have disabilities, learning difficulties or mental health issues
- Homelessness

Social return on investment

As a delivery partner of the BC Impact programme it was important that we linked our Social Return on Investment framework to the Walsall Council corporate plan and Social value priorities:

- Economic Growth for all people and Communities
- People have increased independence, improved health and can positively contribute to their communities
- Children have the best possible start and are safe from harm, happy, healthy and learning well
- Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion

We have identified that the mentoring and interventions that take place between the participants and advisors align well within the corporate plan and social value priorities. This can be evidenced via the participant paperwork which records the journey each participant has taken along with the barriers that have been overcome.

The fiscal savings attached to each barrier can be calculated to demonstrate an estimated saving to public services. **Appendix One details the outcomes measured, the value or saving attributable and the description.** It also gives guidance as to the evidence that is required. These values and definitions are derived from the Housing Association Charitable Trust model. For example, *an Impact participant engaging in regular volunteering would have a saving of £3,249.*

Appendix Two gives some examples of the social, financial and health benefit that can be achieved through the support and interventions provided by Black Country Impact Walsall in relation to the Council's Corporate Plan. For example, *preventing and tackling ill-health and supporting greater independence would lead to better health, reducing usage of health services and social care services. Long term reduction in sickness hours lost, costing employers/government.*

Individual case studies

Using case studies completed (see appendix three) by our advisors for some of our participants with complex needs we have been able to calculate the individual social return on investment value

Case Study 1 - Young male, unemployed for 2-3 years following an accident and suffering from anxiety and depression. He was at risk of being homeless due to his benefits claim being rejected, leading to getting into rent arrears. He wanted re train in a new field and explore new job opportunities which he could manage around his physical restrictions/his ankle which he was recovering from. He was supported with his benefits claim, helped to clear rent arrears and provided with budgeting to reduce further risk. He was also assisted into the supported housing team and then into an independent tenancy. He was also offered work employability support which resulted in securing part time employment with the automotive sector. By using the HACT calculation and deducting Impact costs, the overall **SROI saving is £57,583.15**

Case Study 2 - Young female, unemployed for 3 years and claiming JSA. She aspired to work with the Adult Social care sector, however she had no qualifications or work experience. She also struggled with low self-esteem and confidence, lacking interview skills, poor time management and planning skills. After some intense work and support she gained new qualifications in Health & Social Care, First Aid and improved her punctuality and interview skills. As a result she has entered into a positive apprenticeship outcome within the NHS. By using the HACT calculation and deducting Impact costs, the overall **SROI saving is £17,565.27**

Case Study 3 - Young male receiving support for Mental Health concerns and medical assessments. He struggled with new and social situations along with busy environments. He was supported with confidence and self-esteem skills along with employability skills and career IAG. He was offered a work experience placement to give the participant the opportunity to try something new, whilst enabling the employer to see his skills which he would normally fail to demonstrate during an interview. The participant went from feeling he was unemployable to securing a full time job. He has also confirmed that his confidence has improved so much that he now actively socialises with friends. By using the HACT calculation and deducting Impact costs, the overall **SROI saving is £28,094.82**

Case Study 4 - Young male who was unemployed and facing various personal barriers including mental health. He volunteered for the St Johns Ambulance Service and receive extensive support with confidence building and employability skills. He was offered a part time position within the care sector. By using the HACT calculation and deducting Impact costs, the overall **SROI saving is £30,099.61**

Case Study 5 - Young male who was unemployed and actively engaging in criminal activity. He was supported with employability skills, career advice and guidance along with sector specific training. He completed a two-week Pre Employment Training course with Fortel Construction. The course allowed participant to gain key construction skills along with a Level 1 in Health and Safety in a Construction Environment and more importantly a CSCS card, which would enable him to work on any construction site in the UK. Shortly after completing the course he starting working full time as a Ground Worker Operative. By using the HACT calculation and deducting Impact costs, the overall **SROI saving is £51,573.15**

The case studies demonstrate that the mentoring support provided gives participants confidence and self-belief in their own abilities to achieve and change their lives. The work experience and employability support assist them in preparing for job interviews and securing employment.

Whilst this report reflects a small number of case studies, the outcomes presented demonstrate the positive impact that the programme continues to have on people's lives. We also receive feedback on a regular basis directly from participants;

"The Black Country Impact is very important to me as my mentor Helen has ensured I have received all the support and she has boosted my confidence levels she also helped me in finding the Princes Trust programme which was really beneficial to my career goals"

"I feel Black Country impact has supported me by putting me on the right track to becoming an electrician, if I'm stuck with anything I can always get contact to my supporter"

"BCI have helped me to find out what I now want to do, my area which I studied was graphics and at first I did not wish to study or pursue a career in this"

Data Analysis

The BC Impact programme started in September 2016, with an extension approved enabling phase 2 of the programme to start August 2018. The Steering group agreed that phase 2 would have an increased focus on quality and supporting young people with complex needs and so for the purpose of the data analysis within this report, we have included data for phase 2 only. Please see the below:

This table shows the number of participants who have enrolled onto the programme during phase 2 (August 2018 until June 2020) and have gone into a positive outcome.

	BC Impact Walsall Phase 2 Data	As a percentage
Total number of enrolments	955	
Total number of positive outcomes	373	39.06%
(Employment including apprenticeship)	200	20.94%
(Training programmes and education)	173	18.12%

This table shows the number of participants with a specific barrier, who have enrolled onto the programme during phase 2 (August 2018 until June 2020) and have gone into a positive outcome.

Barriers faced by participants engaged during phase 2 - 955 to date	Total number of participants enrolled	As a percentage of those engaged	Total number of participants who have since gone into positive outcome	As a percentage who have since gone into a positive outcome
Lone parent	127	13.30%	38	29.92%
Ex offender	100	10.47%	35	35.00%
Declared physical or learning disabilities or need	210	21.99%	74	35.24%
Declared mental health difficulties	133	13.93%	65	48.87%
Homeless	23	2.41%	8	34.78%

The project is receiving up to £34 million of funding made up of £17 million European Social Fund and £17 million Youth Employment Initiative, plus match funding of up to £8m from the National Lottery Community Fund and funding from partners

In Care or care leaver	23	2.41%	3	13.04%
Travelling community	5	0.52%	0	0.00%

Social Return on Investment ratio

It has been identified that although we can demonstrate individual calculations based on case studies and client feedback, we are not currently able to calculate an overall SROI ratio for the project as we are unable to successfully capture all SROI outcomes.

At present, the majority of our interventions are recorded individually within a paper based system, with only key information stored electronically for analysis. From this system we are able to identify positive outcomes into employment, education or training. We can also identify key thematic groups we are supporting such as care leaver or participants with previous criminal convictions. However the detail in relation to support offered and progress made would need to be manually analysed. With over 4000 participants who have been enrolled onto the project over the last four years, this would be a difficult and time consuming task.

Our current systems do allow us to capture key outcomes such as participants who have progressed into apprenticeships, employment or training, as well as the number of participants who have successfully completed employability interventions. You can see from the below information, we can evidence that for every £1 we have spent we have £2 SROI.

Table shows current SROI outcomes to date for Phase 2 of BC Impact project **Table shows difference Project Spend and calculated SROI to date**

SROI Outcomes	Total number	SROI Per Participant	Total SROI Per Outcome
Apprenticeships	47	£2353.00	£110,591.00
Training & Education	173	£9447.00	£1,634,331.00
Completed Interventions	404	£1567.00	£633,068.00
Full time employment	130	£14,433.00	£1,876,290.00
Part time employment	20	£1229.00	£24,580.00

Total Spend to date for Phase 2 (Q2 2020)	SROI for Phase 2	Variation
£2,304,458.08	£4,313,624.00	£2,009,165.92



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Self-employment	3	£11,588.00	£34,764.00
			£4,313,624.00

To improve our current Programme Management systems we have commissioned a bespoke Customer Relationship Management System (CRM) for the Impact programme at Walsall. This will also help to demonstrate the excellent work the project delivers and improve how we evidence the intervention delivered to the young person. This system will not only record the outcomes for every participant but will also record all interventions that are provided, such as:

- Volunteering within the community
- Supporting health & wellbeing barriers such as substance misuse or mental health difficulties
- Support to establish stable housing and financial independence
- Building confidence and self esteem
- Providing specific training to meet the individual needs

It was been identified that even if a participant does not go into a sustainable outcome, the mentoring and intervention offered by the Impact programme can still demonstrate savings to public services overall. The aim is the once the CRM is in place we will be in a better position to calculate and evidence this.

Appendix One:

Black Country Impact – Walsall - Social Value framework 2020

Social Return on Investment measurements and Definitions

Below Source data from *HACT (Housing association and charitable trust) and the ^unit cost data base

OUTCOME	Value £££	Description of Outcome	Evidence required
Employment & Training			
Full-time employment	£14,433*	Moving from unemployment into FT employment 30 hours or more	Record of Individual moving from unemployment into full time employment
Self-employment	£11,588*	Moving from unemployment into self-employment	Record of individual moving from unemployment to self-employment
Part-time employment	£ 1,229*	Moving from unemployment into part time employment 16 hours plus	Record of Individual moving from unemployment into part time employment
Government training scheme	£ 9,447*	Joined a recognised government training scheme	Record of individuals enrolling on government training courses
Apprenticeship	£2,353*	Enrolment on apprenticeship scheme	Record of individual enrolling onto apprenticeship
Vocational training	£1,124*	Enrolment on specific training	Record of individuals enrolling on specific training
Regular volunteering	£3,249*	Individual who regularly volunteers at least once per month for two months	Record of individuals who regularly volunteer
Regular attendance at voluntary or local organisation	£1,773*	Attends local and voluntary groups at least once per month for two months	Record of individuals regularly attending group
General training for job	£1,567*	Increase skills for a job	Record of individuals attending training
Employment training	£807*	On the job training	Record of individuals attending training
NEETS	£4,637*	Not in Employment, education or training	Record of individual engaging in employment, education or training.

OUTCOME	Value £££	Description of Outcome	Evidence required
Health & Wellbeing			
Avoid repeat offending	£34,840 [^]	Record that interventions have avoided repeat offending and imprisonment	Record that intervention has avoided participant repeat offending and imprisonment
Alcohol misuse	£3,413*	An individual has received support to tackle alcohol dependency issues and reduced dependency.	Record that individual no longer has a problem with alcohol
Smoking cessation	£4,010*	Smoking cigarettes has reduced and/or ceased as a result of interventions.	Record that individual no longer smokes cigarettes
YP with drug issues	£16,894*	Drugs misuse or addiction has reduced and/or ceased as a result of interventions.	Record that the individual no longer has a problem with drug misuse
Relief from anxiety/depression	£36,766*	Individual receives support and as a result participant feels the anxiety and depression is no longer having a negative impact on their life.	Record that individual no longer suffers with anxiety or depression
Improvements in confidence	£13,080*	Use of questionnaires or other measures which evidence changes in behaviours or confidence.	Evidence of improvement in confidence
Feel in control of life	£15,849*	Participant feels in control of their life	Evidence of increase in feeling of control
Rough sleeping to secure housing	£24,467*	Rehoused from rough sleeping	Record of intervention completed
Temporary accommodation to secure housing	£8,019*	Participant has moved from temporary accommodation to permanent housing provision	Record that individual has moved from temp accommodation to secure housing

Appendix Two:

Outline of Financial, Social and Health Benefits in relation to the corporate plan to support offer to Walsall residents.

Social Value Theme	Outcome	Financial Benefit	Social Benefit	Health Benefit
Economic Growth for all people and Communities	Helping local people to increase their skills and improve their employability	Reducing the time participants are claiming income and housing benefits	Raised aspirations, motivation, confidence and self-esteem. Improving health, integration and relationships	Improvements to both mental and physical health
	Creating and sustaining employment for local people	Increase in income tax, national insurance contributions and VAT payments. Possibly reduce usage of health and social care services.	Integration, cohesion, health, relationships	
People have increased independence, improved health and can positively contribute to their communities	Reducing Social Isolation	Families and communities working together reducing the need for public services	Integration, cohesion, health, relationships. Reduction in social isolation, better community involvement raising community accountability.	Improvements to mental health. Possibly decrease usage of medication due to natural well-being tools such as exercise, socialising, eating well.
	Preventing and tackling ill-health and supporting greater independence	Better health, reducing usage of health services. Also reduction of usage of social care and police services as a result of less criminal activity or inappropriate behaviour. Long term reduction in sickness hours lost, costing employers/government.	Integration, cohesion, health, relationships	Improvements to both mental and physical health
	Improving the health and wellbeing of local people		Integration, cohesion, health, relationships. Reduction in social isolation.	Improvement to health for the individual and family members

Children have the best possible start and are safe from harm, happy, healthy and learning well	Supporting Walsall's Looked After Children and Care Leavers	Increase in income tax, national insurance contributions and VAT payments. Possibly reduce usage of health and social care services / care plans	Become more independent and less socially isolated. Engage in positive activities and increase community involvement and community accountability. Create positive relationships, disengage from criminal / potential criminal activity. Reduced risk of CSE	Reduce risk of CSE, improvements to both mental and physical health
	Increasing the support for vulnerable young people		integration, cohesion, health, relationships	Improvements to both mental and physical health
Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion	Improving local areas and reducing crime	Reducing usage of: Police/probation services - reduce further crime activity Social care services - reduce involvement of social care/early help services as a result of less criminal activity within households Health care - reduced involvement in violent crime therefore less intervention from health care services.	Positive community presence	Improvements to both mental and physical health
	Supporting community-managed facilities and delivering volunteering activities	Better community accountability leading to a decrease in the usage of various support services i.e. health and social care	Integration, cohesion, health, relationships. Reduction in social isolation, better community involvement raising community accountability.	Improvements to mental health. Possibly decrease usage of medication due to natural well-being tools such as exercise, socialising, eating well.

Appendix Three: Black Country Impact Case Study

Black Country Impact officer details:

Partner providing the case study:	
Contact officer:	
Contact number:	
Date of the case study:	

Case study details:

WL Reference:	
Interim or exit:	
Age (If applicable):	
Vulnerable group (If applicable):	
Locality (Ward):	

Other relevant details:

For example, if the case study relates to the wider work of the Black Country Impact. This could include, but not limited to, work with employers, suppliers, providers, amongst partners, etc.

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The case study:

Please describe the circumstances around the participant entering the programme, e.g. who referred them, where did they hear about the programme, what were their initial barriers, think about range of barriers such as social, emotional, attainment, skills.
Please describe the support and interventions, including training, the participant received during their time on the Impact programme, painting a 'picture' of their journey. This should include other funded support, such as travel or clothing.

Please describe the distance travelled. Looking at the barriers identified what progress has been made in overcoming these. This could include increased personal, social, employability skills, achievement of a qualification, successful entry into employment, volunteering or work experience.

Please detail what the next steps are for the individual. Are they entering any further training, employment or education – have they concluded their time on Impact? What post exit support have you arranged?

Intended use and retention of this case study:

This case study will promote the work of the Black Country Impact and will be used by its partners and the Managing Authority for the project, the Department of Work and Pension. The case study will be retained by the Local Accountable Body for the project, Dudley Council, and it will be shared with other organisations and the media during the life of the project (until July 2021) to establish a best practice legacy for the sector. The publication of this case study will include showcasing it at events, through articles in publications and through internet websites. No personal information will be shared unless a signed consent form has been completed.

Please include a picture of the young person (where possible), along with a signed consent form.

For further advice contact BC Impact Programme Management Team BCImpact@walsall.gov.uk.

Please tick all relevant boxes that best describes the participant barriers and support offered. You must ensure that the participant file holds the relevant documents that proves the intervention / outcome has been achieved.

Intervention / Outcome	Description	Examples of evidence required	Tick if relevant	Code
Full time employment	Moving from unemployment into FT employment 30 hours or more	Offer & outcome		14433
Self-employment	Moving from unemployment into self-employment	Offer & outcome		11588
Part time employment	Moving from unemployment into part time employment 16 hours plus	Offer & outcome		1229
Government training scheme	https://www.gov.uk/career-skills-and-training	Record of individuals enrolling on gov't training courses		9447
Apprenticeship	Record of individuals enrolling on an apprenticeship	Offer & outcome		2353
Vocational training	Record of individuals enrolling on specific training	Record of individuals enrolling on specific training		1124
Regular volunteering	Record of individual who regularly volunteer at least once per month for two months	Record of individuals who regularly volunteer		3249
Regular attendance at voluntary or local organisation	Record of individual regularly attending groups	Record of individuals regularly attending group		1773
General training for job	Increase skills for a job	Record of individuals attending training		1567
Employment training	Employment training with an employer or job centre	Record of individuals attending training		807
Avoid repeat offending	Record that interventions have avoided repeat offending and imprisonment			34840*
Smoking cessation	Record of individual either reduced or stopped smoking	Health & Wellbeing action plan		4010
Relief from anxiety/depression	Record of mental health being managed successfully	Health & Wellbeing action plan		36766
Improvements in confidence	Record showing interventions have been completed and improvements have been made	Progress Review		13080

The project is receiving up to £34 million of funding made up of £17 million European Social Fund and £17 million Youth Employment Initiative, plus match funding of up to £8m from the National Lottery Community Fund and funding from partners

Feel in control of life	Record showing interventions have been completed and improvements have been made	Health & Wellbeing action plan		15894
Rough sleeping to secure housing	Rehoused from rough sleeping	Record of intervention completed		24467
Temporary accommodation to secure housing	Housing provision	Record of intervention completed		8019
Relief from being heavily burdened with debt	Record showing interventions have been completed and improvements have been made	Record of intervention completed		10836
Relief from drug/alcohol problems	Record showing interventions have been completed and improvements have been made	Record of intervention completed		26124

Please circle/highlight the ward and neighbourhood the participant lives in.

Ward	Neighbourhood	Neighbourhood	Neighbourhood
North	Bloxwich West Bloxwich North Dudley Fields Sneyd Bloxwich East Lower Farm	Blakenall Heath Blakenall Harden Coalpool Ryecroft	Goscote Birchills Leamore Reedwood Beechdale
South	Town Centre Caldmore The Butts Highgate & Gorway	Pleck Alumwell Old Birchills Palfrey Bescot	Fullbrook The Delves Paddock The Chuckery
East	Aldridge Centre Leighswood Pheasey Daisy Bank Walsall Wood Shire Oak Druids Heath	Streetly Blackwood Brownhills Centre Clayhanger New Town Pelsall Centre Pelsall Wood	Highbridge Ryder's Hayes Rushall Centre Daw End Shelfield Stubbers Green
West	New Invention Allens Rough Coppice Farm Shepwell Green Spring Bank Little London	Short Heath Lane Head Ashmore Lake Bentley County Bridge Darlaston	Fallings Heath Moxley Old Moxley Rough Hay Woods Bank

Please tick all barriers that the participant is faced with and where you have supported.

Barrier	Tick if barrier	Tick if supported	Barrier	Tick if barrier	Tick if supported
Care Leaver / In Care			Health Lifestyle		
Offender / Ex Offender			Independent Living Skills		
Lone Parent			Community Projects		
Traveling Community			Volunteering		
Disability / Learning Need / Mental Health			Counselling		
Substance Misuse			Employability Skills		
Carer			Confidence / Self Esteem		
Homelessness / Housing Issues			Training / Qualification		
Intervention Only			Intervention and Outcome		