

LEEDS THIRD SECTOR STRATEGY

Leeds is a city where all partners work together to ensure that the third sector is more diverse and resilient, and therefore better able to continue supporting our communities.

COMMISSIONING

All partners invest in who is best placed to provide the service or support needed in the city. Commissioning relationships are centred around **trust, values, flexibility and outcomes** and is a partnership of equals.

WORKFORCE

Leeds has a thriving, local and diverse third sector workforce that is valued and fairly remunerated for their work. Careers in the third sector in Leeds are **attractive, sustainable and values driven**.

VOLUNTEERING

Leeds is a city that **celebrates volunteering in all its forms**. It's easy for people in Leeds to find ways to make a difference and get involved in the city. All partners work together to support an innovative and diverse volunteering environment.

DIGITAL

Leeds is a city where all communities have access to digital technology and skills. **The third sector is key in digital innovation and accessibility**, and partners invest in training, data-sharing and systems ensure the third sector can support communities who experience the most inequalities accessing digital technology.

CLIMATE ACTION

The Third Sector is an active partner in reaching net zero, by **creating capacity and empowering communities** to take effective action against climate change.

SOCIAL VALUE

Partners direct resources derived from social value towards the third sector. Leeds has a clear set of **co-designed priorities** for where social value activity will have most impact. There are **clear routes for larger organisations to be matched with opportunities** that create social value, and to see the impact this has.

INWARD INVESTMENT

Partners have a shared understanding of the city's priorities for investment. All partners in Leeds **support the third sector to attract more external funding** to the city, and have a consistent approach to matching/utilising investment from different sources.

EVIDENCE

All partners commit to **gathering and analysing data about how the third sector in Leeds looks**, how it is funded, what is working and what is not on a regular basis. This information is made accessible to everyone.

The third sector and, crucially, communities themselves have the ability to **identify gaps in knowledge, influence agendas and lead research** in the city.

PARTNERSHIPS

City anchors, public sector partners and the third sector work together in a **fair and equitable partnership** as a whole system to make Leeds the best city to live in. Partners are open and transparent, and **leaders actively share their decision-making power**.

COMMISSIONING

All partners invest in who is best placed to provide the service or support needed in the city. Commissioning relationships are centred around trust, values, flexibility and outcomes and is a partnership of equals.

How could this be achieved?

- Embedding a shared understanding of good practice around commissioning consortia, including engaging through a neutral trusted party (such as infrastructure), investing time in building partnerships, and considering additional costs
- Continuing to promote opportunities for trust-based funding, taking the learning from the pandemic

Promising practice

- Health inequalities funding

Mechanisms

- Commissioning code of practice
- Compact
- Consortia working toolkit

PARTNERSHIPS

City anchors, businesses and the third sector work together in a fair and equitable partnership as a whole system to make Leeds the best city to live in. Partners are open and transparent, and leaders actively share their decision-making power.

How could this be achieved?

- All partners commit to engaging with the third sector (ideally through infrastructure) at the earliest possible moment when developing investment policy with a view to co-designing interventions
- Equitable representation on strategic boards within the city and the region
- Develop streamlined ways for the third sector to work in partnership on different levels; neighbourhood, place and regional
- Develop infrastructure led by culturally diverse communities

Promising practice

- Co-designed approach to Household Support Fund

Mechanisms

- Harnessing the Power of Communities (HPoC)
- Emerging WY Engagement Structures
- Third Sector Partnership Group
- LCAN/LCP/other neighbourhood structures

SOCIAL VALUE

Partners direct resources derived from social value towards the third sector. Leeds has a clear set of co-designed priorities for where social value activity will have most impact. There are clear routes for larger organisations to be matched with opportunities that create social value, and to see the impact this has.

How could this be achieved?

- Use our evidence base, including insight from third sector forums, to establish a set of priorities for social value activities where they will have the most impact
- Resource the brokerage of social value opportunities, including:
 - Understanding larger organisations values and aligning with Leeds social value priorities
 - Connecting larger organisations to opportunities with community organisations
 - Communicating the impact of social value activity with the funding organisation

Promising practice

- Digital inclusion working group

INWARD INVESTMENT

Partners have a shared understanding of the city's priorities for investment. All partners in Leeds support the third sector to attract more external funding to the city, and have a consistent approach to matching/utilising investment from different sources.

How could this be achieved?

- Use our evidence base (State of the Sector reports, Joint Strategic Needs Assessment and engagement through forums to identify community ambitions) to identify priority areas for investment in the city
- Invest in a trusted, independent resource to horizon-scan, facilitate the right people coming together to deliver the right services, and support the bid writing process
- Recognise the value of, and create conditions for, more Leeds based community business (social enterprises, enterprise activity and cooperatives)
- Invest in supporting forums for informal networks to develop, as these build the trust needed for more formal delivery partnerships to thrive

WORKFORCE

Leeds has a thriving, local and diverse third sector workforce that is valued and fairly remunerated for their work. Careers in the third sector in Leeds are attractive, sustainable and values driven.

How could this be achieved?

- Maximising unrestricted funding streams to give third sector organisations greater choice over how they pay staff
- Committing to funding contracts and grants that sustain the Leeds Living Wage for all staff
- Invest in promoting third sector career choices, for instance exploring third sector job fairs, third sector graduate programmes
- Monitoring and increasing the diversity of the third sector workforce

Promising practice

- WYCAS apprenticeships
- Health and Care Academy
- Good jobs, Better Health, Fairer Futures project

VOLUNTEERING

Leeds is a city that celebrates volunteering in all its forms. It's easy for people in Leeds to find ways to make a difference and get involved in the city. All partners work together to support an innovative and diverse volunteering environment.

How could this be achieved?

- Volunteers contributions are formally recognised at a city level and there is a demonstration that they are valued
- There is long term resourcing to support the management and support of volunteers, including BeCollective
- City anchors commit to actively encouraging pro bono volunteering

Promising practice

- Community Champions - volunteer sharing
- Giving Time

Mechanisms

- Volunteering Strategy
- BeCollective
- Volunteer Managers Network

A STRONG EVIDENCE BASE

All partners commit to gathering, analysing and making data accessible about how the third sector in Leeds looks, how it is funded, what is working and what is not on a regular basis. Both quantitative hard data and qualitative insight from communities are valued and used to inform decision making. The third sector and, crucially, communities themselves have the ability to identify gaps in knowledge, influence agendas and lead research in the city.

How could this be achieved?

- Partners commit to investing in the core evidence base (annual State of the Sector report and Investment Analysis) to inform understanding about the sector, its diversity and resilience
- Partners work together to identify a pipeline of key research and to scope community led research that supports the wider aims of the strategy

Promising practice

- Previous and current State of the Sector reports

Mechanisms

- LeedsACTS!

DIGITAL

Leeds is a city where all communities have access to digital technology and skills. The third sector is key in digital innovation and accessibility, and partners invest in training, data-sharing and systems ensure the third sector can support communities who experience the most inequalities accessing digital technology.

How could this be achieved?

- Work across the city to support people digitally is co-designed with the third sector
- Improve access to, and quality of information about (Third Sector) services for system partners and citizens through investment in shared digital information infrastructure

Promising practice

- LCF work on Digital Ball

Mechanisms

- 100% Digital Leeds
- Leeds Digital Strategy

CLIMATE ACTION

The Third Sector is an active partner in reaching net zero and moving towards climate justice, by creating capacity and empowering communities to take effective action against climate change.

How could this be achieved?

- Resourcing for organisations to reduce environmental impact e.g insulating third sector spaces
- City partners to engage through infrastructure organisations ensure there is a shared understanding of climate ambitions across the sector and maximise collective action

Promising practice

- Climate Action Leeds community hubs

YOUR THOUGHTS

Is there anything missing across these themes?

What examples are there of promising practice or mechanisms?