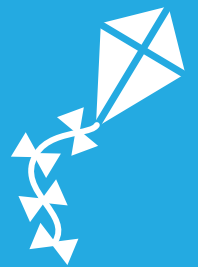
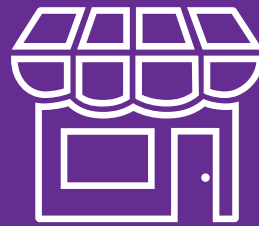
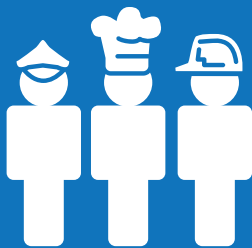


# 4 Community Growth York

## Local Development Strategy



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# 1. Introduction

This submission is the proposed Local Development Strategy (LDS) of behalf of the City of York Council (CYC) with a project name **4CommunityGrowthYork** (4CGY).

It sets out how the Local Action Group (LAG) has responded to the call under the European Commission Funding Programme 2015 – 2020 for European Structural Investment Fund (ESIF) supporting business growth in the Leeds City Region (LCR). Using Community Led Local Development (CLLD) principles, it aims to deliver a programme of activities under the European Regional Development Fund (ERDF) and European Social Fund (ESF) operational strands with the objectives of alleviating;

- Social exclusion, poverty and discrimination (ERDF Priority Axis 8 Investment priority for CLLD)
- Inclusive labour markets (ESF Priority Axis 1 Investment priority CLLD)

Following on from the initial application the LAG has used the guidance and technical support available to ensure this submission is fully compliant and reflective of the defined area needs, the outcomes of the consultations, specialist expertise and procedural expectations of the Accountable Body.

In committing itself to the LDS the LAG is fully engaged in developing its economic potential of the mapped areas using a bottom up approach, using its skill set to support people and organisations not reached with previous development programmes, delivering a multi funded and tailored approach.

## 2. Defined area

Evidence analysed for this section has been at a LSOA level together with comparative York wide data sets and national research.

With a population of 55,844, **4CommunityGrowthYork** contains nine Lower Super Output Areas (LSOAs). Tang Hall Big Local Area (THBL) (see map) has one complete LSOA and part of another within its boundaries.

The areas identified for 4CommunityGrowthYork submission have been chosen because they are the least affluent in the city (ref IMD Scores 2010) and expanded into adjoining areas facing similar issues and offering business or learning opportunities. City of York is a compact unitary authority and is working with the geographically representative Local Action Group, learning and developing together sharing good practice and expertise in order to maximise the impact and sustainability of the programme.

The revised overall map includes adjacent areas to provide facilities and opportunities or potential for delivery that makes sense for local identity and to keep a sense of cohesion within the programme. The adjustment has been based on knowledge of the demographics of the LSOAs and a deeper understanding of how the local community is likely to respond and interact with the suggested programmes.

Some of the areas also included in the Income Deprivation Affecting Children Index (IDACI) with a view to ensuring that the areas of benefit have realistic community access to improve response rates through well known delivery centre, such as Children's Centres and community hubs. Expansion of the areas will also offer a degree of added value to groups with evidenced need, who are established but would not normally access EU funding.

We are including as part of the delivery mechanism of the project the Haxby Road Children's Centre, although not geographically located in one of the identified project areas it serves the project area (E01013386) as it serves the community of Bell Farm and is a priority area for targeted delivery by a range of services including health professionals, family learning providers and offers volunteering opportunities for personal and skills development.

To ensure a high degree of co-terminosity, the boundaries have been adjusted between Bell Farm and Clifton improving geographic coherence, economic functionality and maximising the opportunities to build on emerging good practice in reaching and engaging with people. The refined boundaries extends the Bell Farm area containing LSOA E0101336 extended so that it joins with the Clifton area containing the LSOA's E01013347 and E01013349. This would vastly improve the opportunities and facilities through critical mass creating an area which was more similar in characteristics to the previously described areas and bringing balance/equity to the project and more easily lend itself to the principles of Community Led Local Development.

The areas containing **LSOA E01013399** is extended to fit the Tang Hall Big Local Area as a key match funding partner and in order to make the most of the learning from a project already using 'CLLD' principles and having secured interest from business and academic partners. Directly adjoining this is the area known as Navigation and Walmgate containing **LSOA E01013367**

One area covers Westfield Ward in York rather than simply concentrating on the areas of estate including the **LSOA's E01013443, E01013447 and E01013448** the area has been expanded to include different communities and to cover a significant local shopping area which generates a lot of local interest and is ripe for improvement and development offering lots of potential business/enterprise opportunities.

Each of the areas is unique but has similar characteristics, community facilities, shopping areas, health facilities, green spaces and community challenges and opportunities. Existing community representatives in York are familiar and comfortable in working and thinking strategically or cross area as ward committees or work on a ward area basis, each ward containing several self defining communities of geography and of interest and could support merging representatives with this knowledge and experience.

Some parts of the community are reluctant to use their closest facilities due to historical perceptions that are difficult to dislodge – alternative and neutral facilities are an important aspect of planning to take account of potentially positive response. There is a challenge to adapt and make facilities attractive enough to potential but initially reluctant participants.

Attached:

Overall stylised map showing relevant buildings/area

Overall map showing areas

Individual areas

## 3. Analysis of development needs

### Area profile

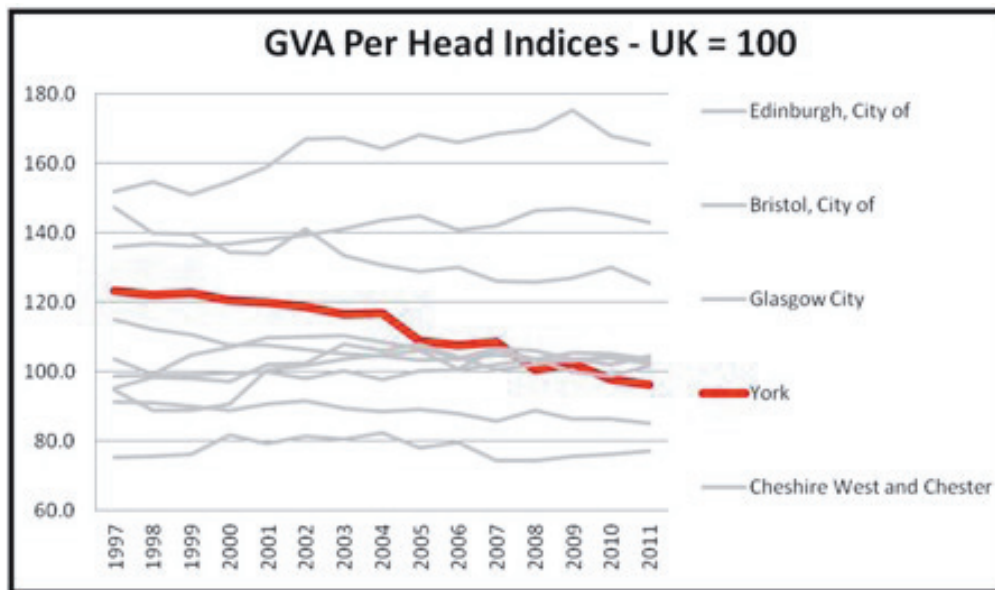
York is a prosperous city tourist city, attracting over 7million visitors a year. It attracts a high degree of inward investment and developing beyond the old manufacturing base into high growth science and technology and a national base for financial and business services. It supports more than 117,000 jobs from over 8135 business units.

Housing stock and housing affordability has become and issue with York being the least affordable place to live in the region. Since 2001 York has seen a higher than average growth figures for

- Population – 10%
- Percentage of women 51.4%
- BME – from 4.9% to 9.8%
- 0-4yrs, 20-24yr old and over 85's

The population growth has been driven mainly by international migration and an increase in student numbers with the expansion of higher education. With growth and expansion, the pressure on housing is an issue for residents concerned about community cohesion.

The figure below shows the GVA for York in comparison to other UK cities. York has been deviating away from the national picture and similar economies for a longer time than the recent economic downturn. Since 1997, York's GVA has been in decline.



Average earnings in York are higher than the regional and national averages; however a growing wage gap between the average and the lowest earners is apparent (diagram).



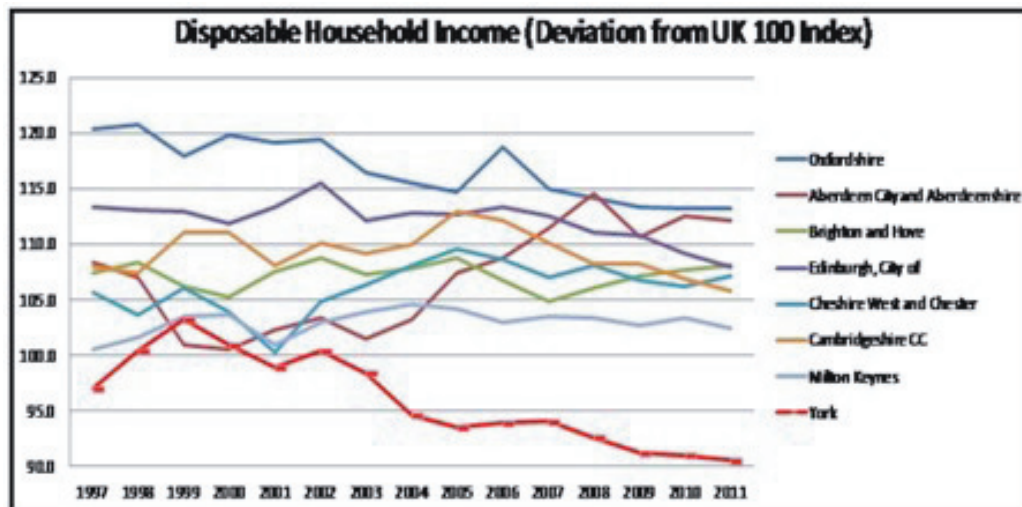
Weekly wages for male workers are comparable to earnings of other males across the country.

Weekly wages for both male and female workers are greater than earnings for male and female workers in the Yorkshire and Humber region.

The difference in earnings between men and women in York equates to men earning £2.94 more per hour than women.

With part-time employment levels higher than both regional and national averages this lowers the average weekly earning figures for people employed in York.

York resident's disposable household income is deviating further from the national trend and further than many comparator economies. This means that disposable income available to a resident in York is decreasing. Disposable household income in York has consistently reduced since 2002.



The mapped areas for 4CommunityGrowthYork are in 2 main areas,

1. In the east and north of the city - adjacent to the historic core with 6 LSOAs
2. Close to the city boundaries, with a cluster of 3 LSOAs

Social and economic conditions are similar across the areas showing why they are classed within the indices of multiple deprivation. Local data highlights significant deviation from the York average in areas that affects residents' ability to develop personal, social, educational and workforce skills shown through higher incidence of;

- Number of lone working age parents
- Long term illness and disability
- Troubled families and workless families'
- Domestic violence
- Anti- social behaviour
- Health, mental health and physical fitness – very high % of GP's visits
- Number of benefit claimants; JSA, incapacity, housing, carer
- Claimants for in work benefits
- % of children in low income families
- Fewer qualifications
- In area 1 pressure on rented accommodation from an increasing student population
- Lower life expectancy of up to 3 and 5 years for female and male respectively

Whilst overall, York has shown greater resilience to economic factors that have contributed to greater unemployment in other areas of the country, there are however some areas of York that have worse outcomes.

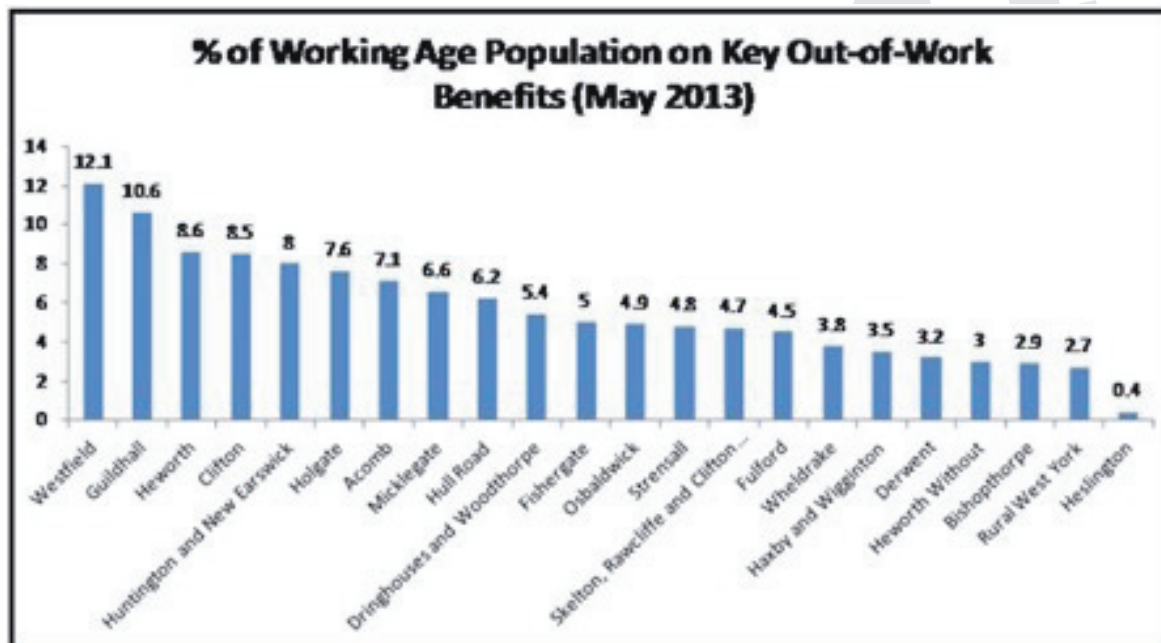
The most deprived areas of York in our mapped have;

- The highest number of benefit claimants
- The highest number of long-term benefit claimants
- The highest number of youth benefit claimants
- The highest number of benefit claimants aged over 50

Ward level claimants of out of work benefits indicates the disparity between the local authority average and those who live in the most deprived wards in York.

For example, the proportion of claimants in Westfield ward is approximately twice that of the overall York figure. The first 4 wards from the left highlighted wards in the graph are within

**4CommunityGrowthYork** area.



Business start ups numbers are much lower in our areas compared to York average. Independent and much loved local shops have been lost in the last few years and replaced with charity and betting shops. Apart from Acomb ward, the other areas do not have a focus for either businesses or shops causing further damage to the fragile but much needed local services. For many going into the centre of the city is an expensive bus ride away and more impersonal. Local consultations found that residents were passionate about wanting to live in a nice area with decent facilities and were distraught when the obvious signs of recessions began to visibly affect the area - as reflected in this quote from an Acomb resident who has lived in the area for over 20 years.



**“I absolutely love the new Acomb market idea, I had no idea about it till I saw on Facebook it was a success and I though damn I missed it but what an amazing idea, Acomb needs stuff like this to get back to its greatness, we used to be able to spend a whole day in Acomb now I last about 20mins and I’m done, just charity shops, hair dressers and bookies. We need more shops.”**

Having access to childcare is key to enabling parents return to work. Whilst there is provision for every 3/4year old and some 2 year olds depending on circumstances, there are concerns about gaps in the cover. Provisions depend on whether or not both parents are working. There are also concerns about coordination of childcare provided for siblings and the impact of conditions, parent working over 16 hours per week, to access the additional 15 hours of childcare.

Childcare needs to be close to programme centres to encourage attendance and local evidence suggests support is needed for some parents choosing home based/day care when assessing providers.

As the proposed activities are undertaken there will opportunities to support parents who may want become Teaching Assistants/Child minders through providing accredited training. There is also an opportunity to provide local employment for staff who are already stakeholders in the local community and potential peer to peer candidates.

Local initiatives are working towards helping men into childcare as part of an access programme through – caring, Teaching Assistant, nursing etc – [see evidence from York Conference for the way forward](#). There is a willingness locally to use innovative solutions to encourage commitment to programme e.g. apps for training, pathway on app, use parents to help devise app around speech and training.

Research has provided evidence to say early years intervention has a long term impact on emotional resilience and ability to participate with long term commitment in the adult workplace. These programmes therefore are part of a longer term strategy to provide a happier, healthy and more skilled workforce which will naturally reduce pressure and costs on the NHS and relevant government budgets.

Evidence has also shown that improved parenting skills not only improve social, communication within the families but that these life skills are then directly beneficial and transferable into the job market.

Digital literacy is already on the local radar as the cost of not being online multiplies exponentially the length of exclusion. It also becomes more and more essential to the job market and to develop social and personal relationships. (Anna to check if this is right in the morning) Whilst digital exclusion is slowly decreasing and currently on about 12% of the adult population – the excluded are proportionally more likely to be in deprived areas and in more than one of the following groups;

- Over 65 year olds
- Receiving benefits
- Have learning difficulties
- Are in vulnerable or disadvantaged groups

These groups are more likely to be heavy users of government services and therefore would benefit hugely from getting onto and along the digital pathways.

To be added

Impact of cost of transport to work

Add in info about types and quality of jobs – graph and narrative to insert on employment by sector, gender, full time and part in LSOA

MakeltYork the business support agency for York have provided research to highlight the projected skills gaps in York up to 2022

	Current employment (BRES, 2013)	Expansion demand (YNYER projection, UKCES, 2013)	Retirements (UKCES, 2013)	Net requirement (UKCES, 2013)	Median UK wage (ASHE, 2014)
<b>Health and Social Care</b>	<b>15400</b>	<b>1132</b>	<b>5209</b>	<b>6341</b>	<b>£11.83</b>
<b>Retail &amp; Wholesale</b>	<b>16500</b>	<b>388</b>	<b>5047</b>	<b>5435</b>	<b>£8.50</b>
Food and Accommodation	9600	588	3135	3722	£6.63
Education	12000	-245	3918	3673	£13.61
Transport and Storage	8800	800	2667	3467	£11.71
Professional Services	7300	768	2305	3074	£15.33
Support Services	5700	204	1832	2036	£8.75
Construction	3500	530	1061	1591	£12.58
Finance and Insurance	4300	307	1536	1536	£16.92
Information and communication	2600	306	918	1376	£16.78
Public Admin and Defence	5500	-190	1707	1328	£14.53
Arts and Entertainment	2700	193	964	964	£8.81
Manufacturing	4000	-293	1171	878	£12.58
Other Services	2000	133	667	800	£10.08
Real Estate	1900	0	760	760	£12.02
Water and Sewerage	400	0	200	200	£12.69
Agriculture	100	0	38	38	£8.81

Health and social care and retail are the largest in terms of volume of new employees required, and a starting point for those being out of work as a first step on the ladder. Looking at the requirements in proportion to the current size of sector, the greatest needs are in:

- Health & social care
- Construction
- IT, digital and media
- Professional services
- Rail

Providing an active jobs market for those completing targeted action programme to tackle skills shortages overall.

### **SWOT analysis**

LAG SWOT

Ebor Cafe

Communities and Equalities Team

Comments on the survey

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• good sense of community</li> <li>• Events and activity</li> <li>• Voluntary and community groups               <ul style="list-style-type: none"> <li>- Volunteer Coordination</li> <li>- Timebank</li> <li>- CLIC</li> <li>- Community centre</li> <li>- Bell farm Community Group</li> <li>- Youth Group – Burtonstone CC</li> <li>- Dads – going into work – Foxwood CC</li> <li>- Burnholme CC</li> <li>- Teenies, tots and tinies</li> <li>- Religious groups                   <ul style="list-style-type: none"> <li>- Church Together</li> <li>- One voice</li> <li>- York community Church</li> <li>- Interfaith forum</li> </ul> </li> </ul> </li> <li>• Relatively low unemployment</li> <li>• good transport links</li> <li>• Quality of area</li> <li>• Public Face – Sally – someone recognisable to ask questions</li> <li>• Councillors, ward meeting, team meetings etc.</li> <li>• Childcare – makes it so much easier</li> <li>• Sense of pride</li> <li>• Historic</li> </ul>	<ul style="list-style-type: none"> <li>• Childcare is the biggest issue</li> <li>• Small steps are required</li> <li>• Fear of getting involved /Community confidence</li> <li>• Lack of aspiration</li> <li>• Generational worklessness (there's a cycle to break)</li> <li>• Community conflict/disharmony</li> <li>• Over-consultation (TH particularly)</li> <li>• Lack of central info point</li> <li>• Uncertainty surrounding benefits etc.</li> <li>• Professionals to provide info to help them make an informed choice away from the status quo - generational worklessness etc.</li> <li>• Hard to reach groups (housebound etc.) – we need to use existing ways to connect with these groups.</li> <li>• Illness/ mental health issues/ learning difficulties – often undiagnosed</li> <li>• Support into these schemes – transport etc.</li> <li>• People can't afford the business premises - rates are too high.</li> <li>• The area is full of second hand shops</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Aftermath of Floods – Community activity</li> <li>• York Central (employment opportunities)</li> <li>• Southern Gateway</li> <li>• Community Stadium</li> <li>• Hungate</li> <li>• UNESCO City of Media Arts/ Mediale Festival/ Guild of media arts</li> <li>• YESI – York Environment Sustainability Institute</li> <li>• One Planet York</li> <li>• JRF</li> <li>• Central Methodist Church</li> <li>• Internet – fast internet development.</li> <li>• Brass/musical bands thriving</li> <li>• Human Rights Project</li> <li>• Arts Funding (Dave)</li> <li>• Acomb Alive (markets which could lead to starter units/apprenticeships)</li> <li>• York CAB – Outreach (Reaching Communities bid)</li> <li>• Density of Intellect</li> <li>• Business Improvement district</li> <li>• Lots of opportunities for partnership</li> <li>• Volunteering above national average</li> <li>• Student population</li> <li>• Aspirations</li> <li>• Well-paid jobs</li> <li>• Veterinary nurse (jobs which require qualifications)</li> <li>• Start a business (but lack of computer and accounts skills)</li> <li>• Public Health Review <ul style="list-style-type: none"> <li>- Mutual signposting/ health checks with individuals – which could help with consultation etc.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Silo Working/ Competing projects</li> <li>• Lack of communication</li> <li>• Lack of experience with EU funding</li> <li>• Logistics – Timing etc.</li> <li>• Staff – getting the right people</li> <li>• Low Engagement</li> <li>• Austerity</li> <li>• Sustainability – momentum/ issues with short-term project funding</li> <li>• Red tape – distracts from front-line services</li> <li>• Perception of Affluence</li> <li>• Perception of apathy</li> <li>• Perception of communities in project area</li> <li>• Time!</li> <li>• Low wage economy</li> <li>• Service Industry</li> <li>• Seasonality</li> <li>• Ill health leading to fragile community groups</li> <li>• Mental health issues</li> <li>• Engagement with health services</li> <li>• Marketing</li> <li>• Formalising things and putting grant bids together lowers confidence and scares people/ pulls those social units apart. Maybe tutors need information on grants etc</li> <li>• To be honest the area is very drab, so it is understandable that people would rent units elsewhere</li> </ul>

## Opportunities

- Jobs Fair (?) – Recruiters who want workers and offer internship weeks (Premier Inn) to help people see what work is like and to match people with jobs. Also builds confidence
- Critical Mass mechanism- where people can build a course if they can get the numbers together
- Building relationships ('initial hand holding')
  - Use of volunteers – Flooding response model/ social media
- Finding out what works for people
  - Length – 1 year might be too long and off putting
  - Skills
  - Location – neutral areas are better
- Would be good to have personal support to do courses
- Need good hooks to get people into the programme – which they can progress too.
  - Craft Activity is a hook
  - Bonded social units who can progress together – good for community cohesion
- They need to be encouraged into work when they are young - to put them in good stead for the future.
- People are well known to each other and it has the potential to become something greater if given the right opportunities and support.
- We need our community centre
- People might feel better about the community if it was tidied up a bit got rid of grass verges or did something with them it just looks a mess.

### Community Involvement in the SWOT

Survey results and other consultation which has been conducted with the community have formed part of the SWOT Analysis. In addition to this, specific SWOT analysis sessions were run to add to the table. These were open to all members of the public and publicised both within CYC and externally.

## 4. Strategy and objectives

4Community Growth will be a multi funded approach aimed at building capacity in deprived areas of York identified using the Index of Multiple Deprivation. Historically the mapped areas have had difficulty trying to overcome social and generational disadvantage, with inconsistent levels of relevant support in education, skills training, health, wellbeing (life skills), mental health and emotional resilience.

Strong local social bonds can also exacerbate negative outlooks enhanced by a multiplier effect in concentrated pockets. Attitudes become entrenched leading to social isolation, severely restricting awareness of potential employment possibilities. Our EU funded approach aims to support individuals as they create their own pathway to a healthy outlook and subsequent positive interaction with labour markets.

The focus of York's multi funded approach aims to develop innovative and realistic programmes. We will work on identified spatial disparities missing from previous local, regional, national and EU top down programmes where shorter term outputs lacked the scope to address deeper underlying issues governing areas of multiple deprivation.

Projects will use a bottom up CLLD approach, seeking to address the deeper issues identified, including barriers to personal development that prevent growth of potential and capability of joining in and maintaining an ability to directly access employment markets.

The York programme will;

### **Contribute to reducing the 17% productivity gap between the UK and other G7 countries.**

#### **ERDF and ESF**

By moving the targeted number of people into employment, encouraging and delivering innovation through working with public/private sector partners building on current economic success by expanding activity into broader areas of opportunity and seeking to reduce the gap between the average and lowest earning (York has a significant disparity from the national trend.)

By developing community based tailored plans encouraging individuals and groups to define success and match progress to higher levels of earnings by providing opportunities and training for developing businesses.

By consulting with residents and local economic development partnership (BID in York) to identify local needs, providing extra access and support for early stage funding for new enterprises  
Improve disposable household income (York has a significant deviation from the national trend) ERDF

By improving local infrastructure barring access to higher earning opportunities and ensuring employment opportunities are sustainable over the longer period – providing support at vulnerable times (emotional resilience)



### **Address discrimination and marginalised communities in York. ESF**

By developing community led consultation aiming to identify local needs and develop a tailored response. The response may include working with integrated community health groups, addressing specific transport concerns, improving access to debt and money management and mapping a pathway to sustainable employment opportunities and providing support at vulnerable times (emotional resilience)

### **Reduce carbon footprint through developing relevant amenities with carbon reducing technology e.g. retro fits, renewable energy, passive house standards (One Planet York) ERDF**

### **Reduce in work poverty through up skilling and better paid employment ERDF and ESF**

By using a multi-agency approach to improve adult educational achievements and developing confidence to access higher level employment.

### **Reduce educational attainment gap (among 10% worst in country) ERDF and ESF**

By working with adult learning and mental health organisations to develop CLLD programmes leading to significant improvement in abilities /confidence enabling further training on locally identified job skills.

## **Intervention logic**

Outcome themes from consultation

Extensive consultations across the areas highlighted a number of recurring issues as reflective of current needs that residents and businesses felt were important to take into consideration when designing intervention strategies.

**Small steps** – where there are aspects of multiple deprivations there can be little capacity to enable people to overcome the barriers to work in one fell swoop. Previous work from City of York Council (info from Supporting You programme) in partnership and using a multiple agency approach has recognised the need to breakdown into doable and achievable targets that build confidence and trust. This aspect takes time, detailed help and needs a supportive and nurturing environment that encourages positive steps – toward greater resilience and reducing dependency. A small step may start with recognising the need to change and asking for help/support. Whilst support from official sources will measure outputs, a key indicator of success and longer term viability is to obtain encouragement from family, friends and local community.

**Hyper local** – the focus of both ESF and ERDF CLLD programmes have been to get to parts of the community not reached by previous funding programmes. Where funding is focused on a ‘central access point’ it has excluded those who are unable to travel through cost/accessibility, maybe intimidated by a impersonal form filling approach or limited by time/caring responsibilities. This limits the uptake of programmes even though the eligibility criteria have been fulfilled. As well as being close to amenities it was also considered important that in order to be successful and part of an attractive offer, the facilities were considered neutral and comfortable with easy accessibility and local to users.

**Child care** – many of the discussions with parents have reflected on the difficulty of matching child care with work and home commitments. Universal provision is limited to 3-4year old and some 2 year olds, leaving large gaps making it expensive and time consuming. This limits opportunities for access to skills development leading to work opportunities. Parents need accessible and affordable child care in order to pursue the opportunities developed through the action programmes.

The consultations provided clear guidance to success for local action programme;  
One access point to register – avoids the need to constantly repeat the same information.

A coherent set of integrated programmes with a pathway approach that ensures participants can clearly see where they can step on and off the pathway dependant on their circumstances. This also incorporates a degree of course design by residents defined by hyper local development need.

When able, provide courses that have more than one benefit e.g. train in plumbing or carpentry provides qualifications for work but also practical skills to use at home and save money.

Active support throughout the programme to assist vulnerability, encourage longer term commitment and provide specialist advice when necessary e.g. working as a group or how to apply for funding.

Design and deliver courses that enable participants to use both as key qualification

## Objectives

**1. Wellbeing** – improved personal outlook – feeling supported, designing personal pathways of support, breaking through attainment barriers

Matching LEP objectives

ESF – Identification and tackling specific barriers to employment and skills, social integration

ERDF – Developing skilled and flexible workforce

**2. Committed to area** – no short term fix – sustainable long term development

Matching LEP objectives

ESF - Locally relevant economic development activity

ERDF - Developing a skilled and flexible workforce, Infrastructure for growth

### **3. Community development approach to infrastructure capacity building, power to change area for good.**

Matching LEP objectives

ESF – Social integration initiatives, locally relevant economic activity

ERDF – infrastructure for growth, resource smart city region

### **4. Finance and business networking**

Matching LEP objectives

ESF - Local relevant economic development activity, identification and tackling specific barriers to employment and skills

ERDF – Supporting business growth, developing skilled and flexible workforce, resource smart city region, infrastructure for growth

Innovation is the cross cutting theme with regard to the objectives whether responding to local need in a new way such as the Men in Childcare initiative or using digital solutions that promote, awareness, usage and provide a legacy of achievement. Analysis of programme already undertaken has shown an opportunity to build on previous successful programmes such as Headstart and Support for You delivered via the Leeds City Region.

Consultation and local academic support has provided an opening for using an element of gamification to open access using digital gateways drawing interest into toward using apps to measure progress and to provide a platform to encourage and mutually support programme participants. It provides digital engagement through discovery whilst feeding directly into the SMART objectives of the programmes – offering both an exciting social experience that could attract those not normally engaged and an opportunity to be part of a co-design innovation that gathers data incidentally in an upward spiral of development with the participant core to design and delivery.

### **Consistency, complementarity and synergy**

Taking into account other funded programmes in the York area will be an ongoing interaction to avoid duplication and overlapping but also to ensure a cohesive and integrated approach to deliver – enhancing service delivery for the participants allowing for ongoing programme updates and providing a matrix to move to other relevant programmes if eligible and after graduating from 4CommunityGrowthYork.

Building Better Opportunities- York, North Yorkshire and East Riding delivered through by YorConsortium

## 5. How the community was involved

The local community have been consulted as part of the development of this LDS. The LAG was also keen to ensure that the consultation was based on the Asset Based Community Development (ABCD) model. This underpinned all of our consultation including the design of our Survey, the questions we asked at consultation events and to a lesser extent at our engaging lunchtimes: SWOT Analysis sessions.

4 ways:

- Survey
- Event-based consultations
- Consultations
- Desktop research

### Survey

The survey was the most efficient way of collecting the views of local people in a format which allowed responses to be grouped but be specific at the same time. A 10 question survey was created with both mandatory and optional questions to identify what local people thought about their community. One of the questions asked respondents to agree or disagree ('Don't know' option was included) with positive statements about their community. The survey was open from 27 June 2016 to 9 August 2016 and gained 201 responses. We had a representative set of age groups and a mix of residents, employees, voluntary and community groups and business owners and managers.

\* 4. My Community has...

	Agree	Disagree	Don't know
good skill levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
lots of local businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
successful local businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a good range of jobs available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
lots of business premises available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
plenty of help available for people who want to find work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
plenty of help for people who want to start a business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a nice environment to work or run a business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
sufficient levels of good quality childcare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
local support for people with physical health problems or disabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
local support for people with mental health problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
confidence and/or is aspirational	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
good local skills and qualifications linked to local employment opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
local information, advice and guidance on support and opportunities which are readily available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
local training and development opportunities linked to local employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
good local business networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
good local business support and advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a local entrepreneurial culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
lots of investment available for businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
good support for small businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

We also took paper-based copies of the survey with us to events to boost the response. The survey was also publicised on:

- Press release
- 4CGY Facebook page
- Tang Hall Big Local and other organisation's Facebook.
- CYC Facebook and twitter pages
- 4CGY website
- CYC Consultation webpage
- Posters displayed at events
- Internal & Customer Service screen in CYC Offices

## Events-based consultation

<p>Consultations in the form of one to one and group interviews were conducted at local events. These generally had a much better attendance rate than consultation-only events. And as these events were part of the community, they drew in respondents that may not have encountered the Programme or consultation. This was also an opportunity to capture views that may not have been expressed within the confines of a survey.</p>	<ul style="list-style-type: none"> <li>• Haxby Road Primary School Sports Day</li> <li>• Tang Hall Primary School Sports Day</li> <li>• Ebor Coffee Morning</li> <li>• Family Fun – Hull Road Park</li> <li>• Family Learners Celebration Event</li> <li>• Tang Hall Volunteers Event</li> <li>• York Residents Federation</li> <li>• Hull Road Warm Team Meeting</li> <li>• Guildhall Ward Team Meeting</li> <li>• Clifton Ward Team Meeting</li> <li>• Communities and Equalities Team Meeting</li> </ul>
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## Consultation events

<p>Specific consultation in certain areas were undertaken to ensure fair representation across the project area. General consultation events were also held at CYC Offices to allow everyone to have the opportunity to contribute to the LDS.</p>	<ul style="list-style-type: none"> <li>• Acomb Explore Cafe</li> <li>• Acomb Front Street</li> <li>• 2 x Engaging Lunchtimes: SWOT Analysis</li> <li>• 4 x Engagement Events</li> <li>• 2 x LAG Inductions</li> <li>• 3 x Partners' Event</li> </ul>
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## Desktop research

<p>In addition to the first-hand consultation, we also identified research previously conducted for other projects which could be used to inform the LDS.</p>	<ul style="list-style-type: none"> <li>• Acomb Community Survey</li> <li>• Rewiring Event Feedback</li> <li>• CYC Early Years Reports</li> </ul>
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All of the consultation was collated and grouped to form the SMART Objectives. These were then agreed by the LAG as representatives of the local community.

Attached: LAG endorsement

## 6. Action plan

Themes/test against consultations

### Draft programmes to be referenced against SWOT – ERDF and ESF/York objectives

- Matching skills to employer needs and local opportunities with reference to the skills shortages
- Bring in York employers together with hyper local business to share knowledge and start local networks
- Work with employers and community to co-design skills training and subsequent work experience
- Financial aid and support including small business equipment grants
- Infrastructure training for developing local business opportunities e.g. developing social enterprises or co-ops
- Infrastructure training for community development – building community capital and resilience for longer term sustainability.
- Bespoke training to improve social skills e.g. improving self-esteem, confidence, presentation skills
- Offer childcare, caring, Teaching Assistant qualifications to enable local community stakeholders to work and develop their skills in their own community
- Health prevention activities to promote a healthy outlook and happier workforce
- Offer and co-design basic/intermediate/advanced English/Maths/Digital Literacies for those not engaged in other funded programmes
- Capacity building to enable participants to design and manage own courses
- Peer to peer support – share your story – encourage recommendations to attend with loyalty scheme
- Celebrating achievement with the community
- Identifying bespoke training and support schemes for marginalised and discriminated communities.
- Support community hubs to develop welcoming and accessible venues for programme delivery
- Work with other funded programme to provide an integrated one stop access point to pathways to clearly show small steps and future possibilities as options are explored using digital stories.
- Build on other successful local initiatives to build personal pathways to transformation
- Provide entry points for scheme graduates to access wider York networks such as Venturefest and Guild of Media Arts.

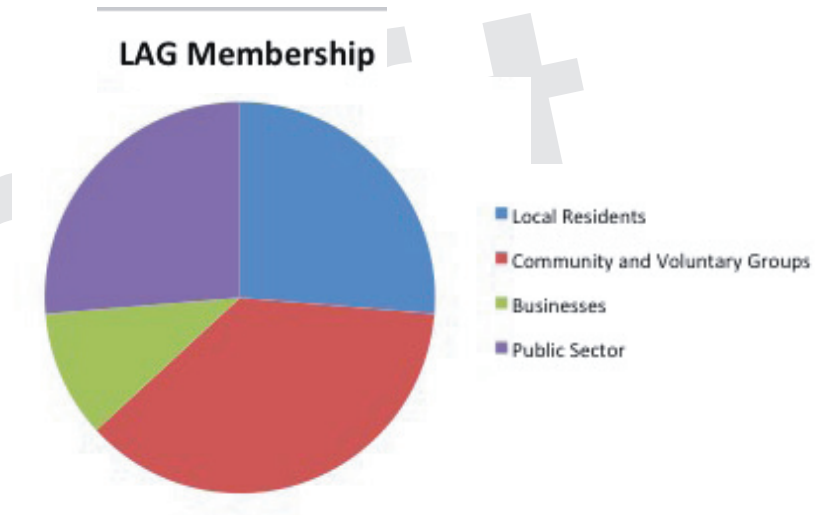
## 7. Management and monitoring

The LAG is an unincorporated association made up of local residents, community and voluntary groups, businesses and public sector bodies within the project area and other individuals and groups who have expertise of project delivery and the project area. Members have been chosen to ensure a fair representation of voices across the mapped area that covers the economic, environmental and social interests of the area.

Job descriptions, expressions of interest form and personal profiles were used to draw in specialist support to potentially help with the delivery of the LDS. The selection process was based on inclusive principles and open to support individuals where needed to ensure effective engagement with the community.

### Membership of LAG

- Organisations, CAB, 2 Ridings, Tang Hall Big Local, York Flourish, Edible York, St Nicks, CVS
- Cllrs
- Accountable body -
- Residents
- Businesses, Support for Success
- Partner organisations



	Number
Local Residents	5
Community and Voluntary Groups	7
Businesses	2
Public Sector	5

The LAG will hold an EGM and constitute the Terms of Reference once the funding is approved. The LAG will then formally elect a chair, vice-chair and nominate the members of the DMB and SG.

4CGY has not been approached by any organisation wishing to be partner. The Programme does not intend to seek a partner as CYC's infrastructure is more than adequate for the LAG's needs. Furthermore, the management would be more efficient if it was within one organisation and this would reduce management costs.

LAG members main role will be to determine the strategic vision and direction of the whole Programme. Members will ensure that the Programme enables community engagement and is in line with the CLLD approach. Annual reviews of the Local Development Strategy must be completed and presented at the AGM for the WPN. The LAG members will also take part in and foster the discussion of major issues that affect the developmental needs of the project area. They also have a role to promote and raise awareness of the issues facing the local community. The LAG Member's job description contains a more comprehensive overview of the role of LAG Members.

The LAG will have a DMB which will make the final decision regarding any project applications. Programme staff will conduct an initial assessment of any applications to ensure that all applications are eligible and that they require any support to ensure they make the best application. Once an application is suitable, Programme staff will present this to the DMB. The DMB will also get updates on the progress of all applications that Programme staff have rejected on the basis on eligibility or applications which are being supported further. They will be presented with an appraisal from Programme staff who will recommend action for the DMB. A scoring sheet will be used to allow the DMB to see why recommendations were made. The DMB will then score the project proposal according to the specification of the ESIF aims, LDS, Annual Review and the project call. A decision will then be taken by majority vote. The chairperson of the DMB shall have a second/casting vote in the absence of a majority.

A register of all personal, financial and organisational interest will be kept by the Programme staff. Members who have an interest in an item will declare said interest at the meeting, not take part in the discussion and will not be entitled to a vote. The Programme staff will ensure that reminders of the responsibility to declare interests will be placed on all the meeting agendas.

A copy of the LAG's Terms of Reference can be found in the appendix.

City of York Council was chosen as the Accountable body by the LAG in order to ensure full compliance with EU regulations, for its staff expertise and financial probity and procedures. CYC has the necessary systems and procedures, such as procurement and finance procedures, to support the Programme. It also has staff with the necessary expertise to deliver and support the programme. CYC staff who support the local community have networks which have proved to be key to community involvement in the Programme and staff can help to ensure continued community involvement.

Attached: Written confirmation from CYC



## Project Development and Selection

4CGY will take proactive steps to encourage applications for projects. Project calls will be publicised widely through networks within York and LAG members. The process will have an initial application which allows any organisation to apply so that ineligible applications can be terminated at an early stage. Programme Staff will support applicants with eligible projects which fall within the LDS action plan and annual review. The application process and estimated timescales will be made publically available together with project calls. The application process will also outline the decision making process. The DMB will have formal meetings and minutes will record how and what decisions were made.

### Application procedure



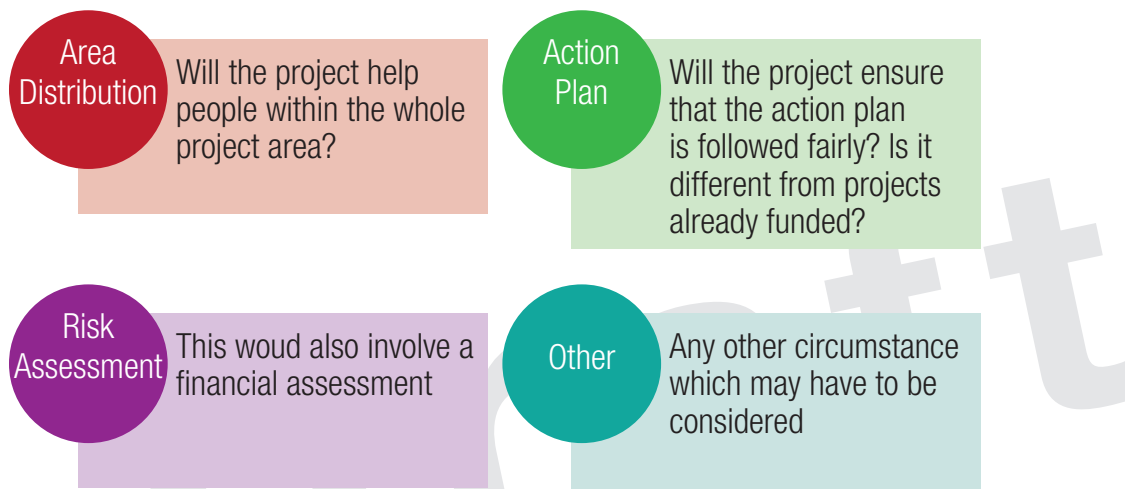
Programme staff will ensure that the initial application satisfies the managing authority selection criteria:

1. the activity and associated expenditure is eligible for European Regional Development Fund or European Social Fund support as set out in:
  - a. the relevant European Regional Development Fund or European Social Fund Regulations and National Eligibility Rules
  - b. The relevant Operational Programme
    - i. European Social Fund activity must be in line with Investment Priority 1.5 of Priority Axis 1 of the European Social Fund Operational Programme
    - ii. European Regional Development Fund activity must be in line with Investment Priority 9d of Priority Axis 8 of the European Regional Development Fund Operational Programme
2. the activity would support the delivery of the objectives of the Local Development Strategy
3. the activity represents value for money in the context of the Local Development Strategy
4. the project proposer has the capacity to deliver the proposal
5. the project proposer has appropriate management and control systems in place to manage the grant funding in a compliant way
6. the project is compliant with:
  - a. European Regional Development Fund and European Social Fund regulations and national rules
  - b. State aid and public procurement regulations. N.B the accountable body must ensure that procurements undertaken by the grant recipients are compliant with the Managing Authorities' procurement requirements
  - c. European Regional Development Fund or European Social Fund publicity requirements.

7. the activity makes a positive contribution to the European Regional Development Fund or European Social Fund cross cutting themes of
  - a. Gender Equality and Non-discrimination and
  - b. Sustainable Development

Some of this information may not be available at the initial application stage and so will be assessed at the full application stage before formal approval.

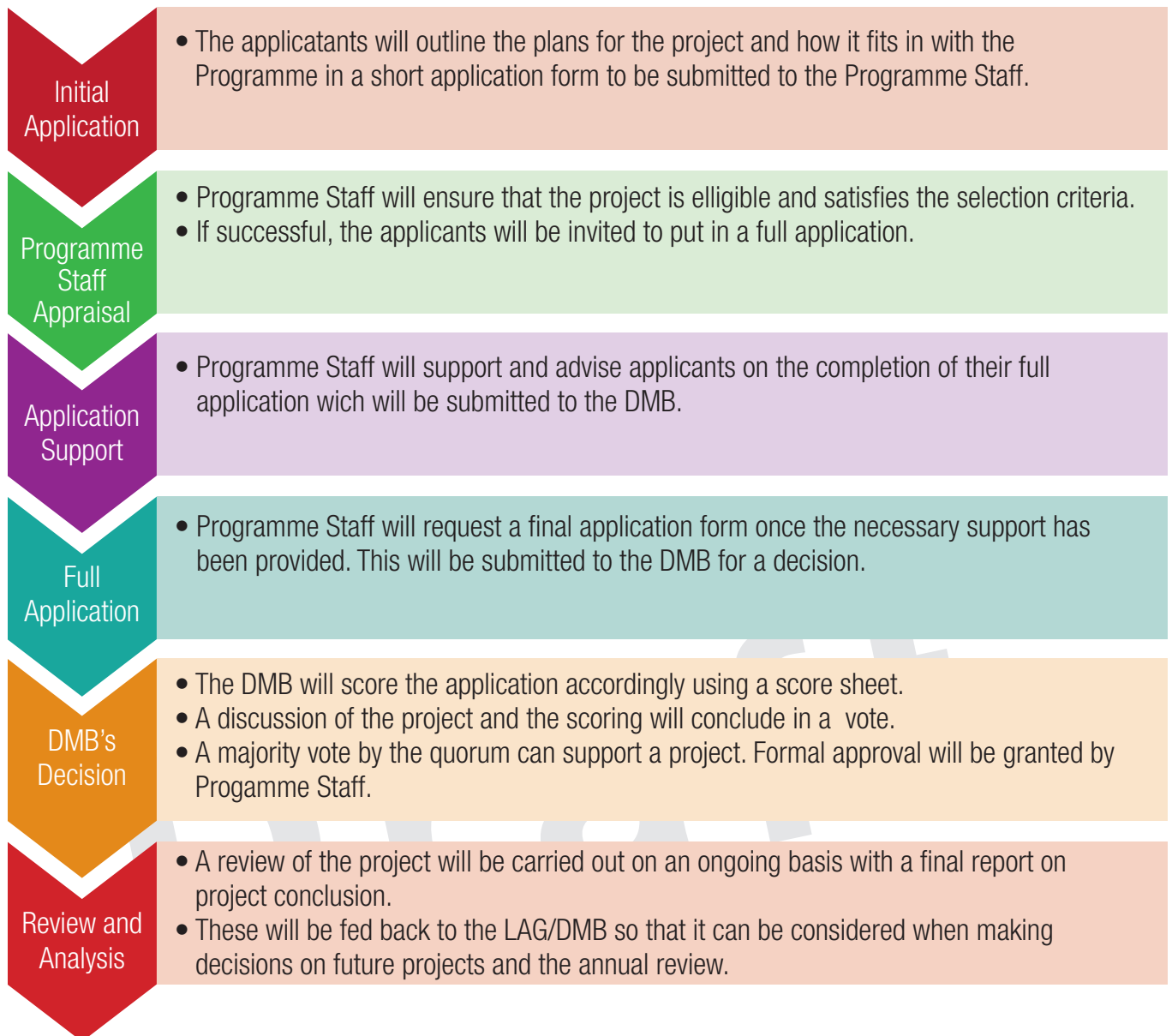
The Local action group will assess the application with additional criteria before deciding on whether to support it.



Any decisions will be made by a simple majority vote of those present and eligible to vote. In the event of a tied vote the Chair shall have a second or casting vote. For a decision to be made, the DMB must have its quorum of 5 members of which at least 50% of the votes must come from non-public sector partners. In addition, public sector interest groups or any single interest group cannot have more than 49% of the voting rights.

Once the DMB supports an application, a final assessment will be undertaken by Programme staff for formal project approval.

Programme staff will ensure that there is an appropriate level of separation in their functions in order to maintain financial probity and mitigate the risk of fraud as described in ESF-GN-1-21 – Additional Guidance for Accountable Bodies.



## Communications and Publicity

The LAG is keen to ensure that 4CGY communicates regularly and effectively with the local community to ensure continued engagement with the Programme. 4CGY produce periodic newsletters which enable the LAG, WPN and mailing list to be kept up to date about the Programme activities together with support that they can provide. LAG members have found this beneficial and want to continue providing updates in this form. The LAG also suggested the use of social media to support the project and keep stakeholders updated. The LAG has also set up a Communications subgroup that holds responsibility for raising awareness of the LAG and the Programme. They have been tasked with formulating the formal communication strategy. They will ensure that the strategy:

- publicises the LAG and the programme
- encourages applications to deliver programme's action plan
- celebrates the successes and impact of specific projects
- communication is accessible, clear and easy to understand
- complies with EU publicity regulations.

In the absence of a formal communication strategy, 4CGY has followed the CYC Communication Strategy, and put in place separate communication plans for certain aspects of the Programme. For example, a communications plan was drawn up to ensure that the local community were aware of the project and consultation process (attached).

4CGY Programme staff and the LAG will also attend local events to consult local people on annual reviews and to spread awareness of the Programme. They will also ensure local people are aware of potential project calls and encourage applications.

**4CommunityGrowthYork**

**Welcome**  
Welcome to the first 4CommunityGrowthYork newsletter. Over the past few weeks as I have been out and about talking to people about the project there have been a number of recurring questions:

**Frequently asked questions**

**Q What is Community Led Local Development**  
A Community Led Local Development (CLLD) is a European funding programme all about bringing together local communities to understand the challenges and experiences that can make it difficult for people to find employment, or start and run a business of their own

**Q What is 4CommunityGrowthYork**  
A This is the name for our project in York which covers areas in Tang Hall, Bell Farm, Navigation and Walmgate, Clifton and Westfield and an area around Haxby Road Primary Academy and Children's Centre

**Q What is the timescale for the project?**  
A The project is in 2 stages. We are currently in stage 1 which is all about working with residents to create a Local Development Strategy and stage 2 bid. See opposite for a table showing the timescale for Stage 1. If our CLLD Local Development Strategy is approved and Stage 2 application successful then the delivery of the main project will be for 5 years from April 2016.

**Q What is a Local Action Group?**  
A A key element of this funding programme as the title suggests is the bringing together of a Local Action Group made up of a majority of community and business representatives. This group will be

**Local Action Group Meetings**  
Thank you to everyone who has expressed an interest in being a member of the Local Action Group. In order to keep momentum up I have arranged a couple of themed meetings over the next couple of weeks and you are warmly invited to come along:

**Governance & Format**  
**Monday 16<sup>th</sup> May 6 – 8pm**  
**West Offices**  
This meeting will look at the structure of the Local Action Group, how decisions will be made and how meetings will be run including dates, times and frequency. If you are unable to attend this meeting please let me know your availabilities and these will be taken into consideration.

**Local Development Strategy**  
**Thursday 26<sup>th</sup> May 6 – 8pm**  
**West Offices**  
This meeting will have a look at the recently published guidance in order to understand what is required when

## Training and Development

LAG Members are asked to complete a Personal Profile (attached to the terms of reference) when they join. This assesses for skills which will help them fully engage with the LAG and the Programme. Programme staff will analyse these profiles and put in place training for skills that the LAG as a whole is lacking in through training sessions or by providing resources. Internal staff expertise and LAG member organisations will also be utilised to benefit LAG members.

All LAG members will have training in:

- roles and responsibilities
- CLLD principles and Leeds City Region Strategy
- Managing conflicts of interest
- Code of conduct

Further training would be available for sub-groups

- Project appraisal
- State aid
- Financial & Budgetary
- Communications and publicity
- Media training

New LAG members will attend an induction and they will be allocated a mentor to help them settle into the role.

Programme staff will circulate internal and external courses that may be of interest and LAG Members will also be able to request specific training if they wish.

LAG members will also be encouraged to attend conferences and seminars that occur regionally, nationally and internationally to network and share best practice with other LAGs and organisations.

## Sustainability

The LAG is committed to ensuring environmental sustainability underpinning everything we do. To ensure environmental sustainability ( and wider social and economic sustainability) are embedded into everything we do a new impact assessment tool will be used on major projects and strategies to ensure sustainable development principles are considered, and where possible, any negative impacts mitigated. To support this the council and city are developing One Planet York to help raise awareness, enable leadership across the city partners and embed and deliver coordinated action. This will also include 1) new internal One Planet Council policy(see below), flexible environmental management and organisational cultural change 2) new city work including new One Planet City vision and platform to create partnerships and coordinate and accelerate sustainability programmes across the city.

Attached: CYC environmental impact assessment form

## Equal opportunities statement

The LAG with regard to addressing gender inequality will use as its framework the CYC statutory policies according to current legislation together with the specific directions embedded in the ESF gender policy good practice document 2012 aiming to improve the participation of women by using the checklist in order to ensure the LAG understands the barriers to gender inequality and addresses those issues and uses best practice as illustrated below when designing and delivering consultations and delivering ESF programmes in York

Supporting documents

4Community Growth York Equality policy

Monitoring and evaluation needs narrative

## 8. Financial strategy

See attached appendix

## 9. Timeline of activity

Draft

## 10. Glossary

<b>4CGY</b>	4CommunityGrowthYork
<b>AB</b>	Accountable Body (City of York Council)
<b>ABCD</b>	Asset Based Community Development Model
<b>AGM</b>	Annual General Meeting
<b>Annual Plan</b>	The plan drawn up annually to implement the delivery of the Development Plan.
<b>Area</b>	The area shown in the map above
<b>CLLD</b>	Community Led Local Development
<b>Community</b>	Generally, the make-up of a group which is defined by interest or geography
<b>CYC</b>	City of York Council
<b>DCLG</b>	Department of Communities and Local Government
<b>DMB</b>	Decision Making Body
<b>DWP</b>	Department of Work and Pensions
<b>EGM</b>	Extraordinary General Meeting
<b>ERDF</b>	European Regional Development Fund
<b>ESF</b>	European Social Fund
<b>LAG</b>	Local Action Group
<b>MA</b>	Managing Authority - Department of Communities and Local Government (ERDF) & Department of Work and Pensions (ESF)
<b>Partnership</b>	The Local Action Group
<b>Programme</b>	CLLD 4CommunityGrowthYork
<b>SG</b>	Scrutiny Group
<b>VCS</b>	Specifically, the voluntary and community sector.
<b>WPN</b>	Wider Partners Network



# 11. Approvals

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# 12. Checklist

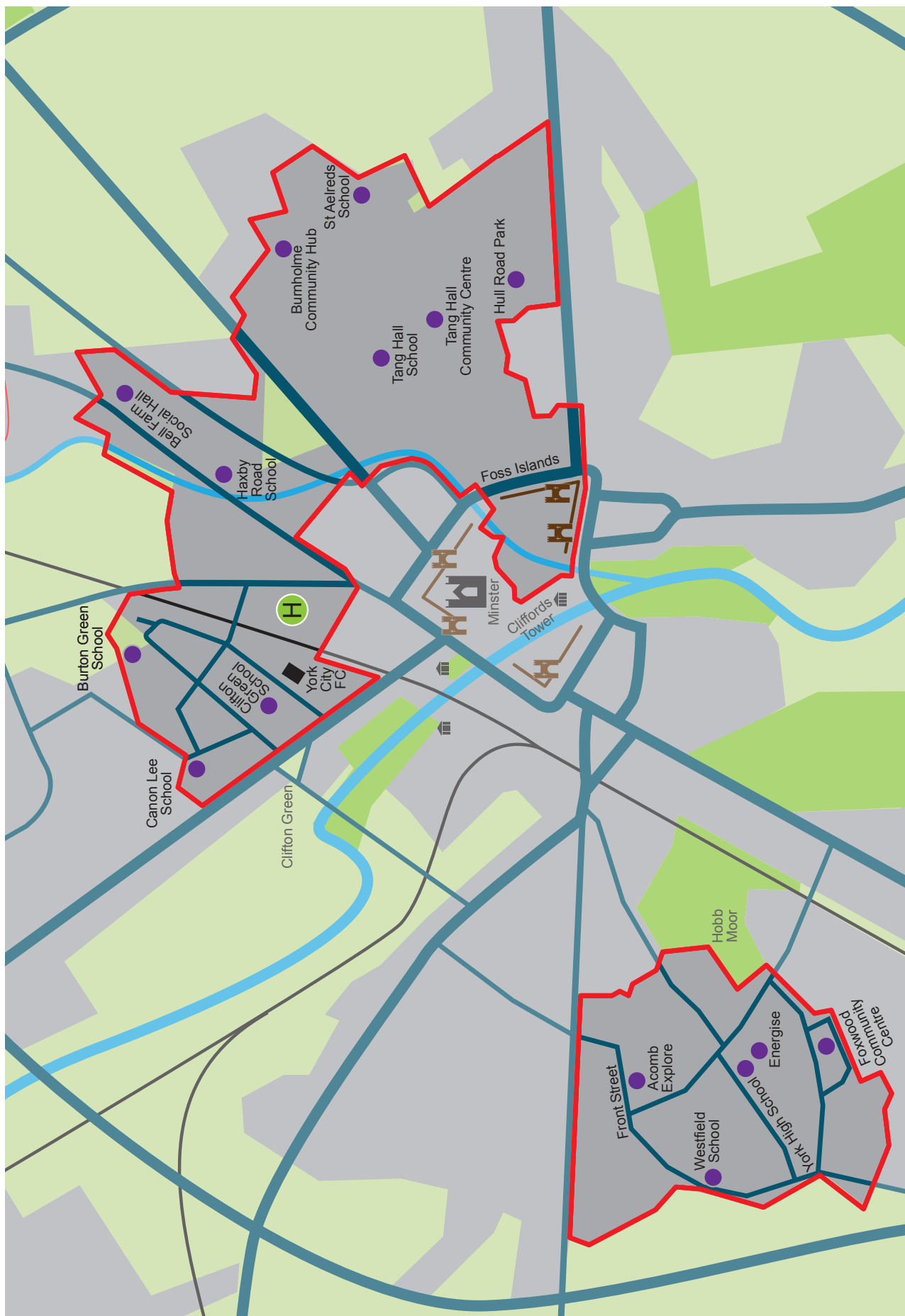
## Local Development Strategy Checklist

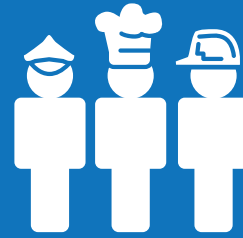
Use this checklist to test whether your Local Development Strategy is complete.

Does the Strategy:

Provide information required by Article 33 of the Common Provision Regulation

- Identify the Local Action Group
- Identify an accountable body for the Local Action Group
- Include confirmation that the accountable body agrees to perform this role
- Include confirmation that the Local Action Group has endorsed the strategy
- Include terms of reference for the Local Action Group
- Include a map of the proposed area and an annexe providing details of it
- Include a Monitoring and Evaluation Plan
- Include all three parts of the Action Plan Summary
  - Part 1: Summary
  - Part 2: ESIF Outputs
  - Part 3: Financial Summary





If you would like this information in an accessible format (for example in large print, in Braille, on CD or by email) please call **(01904) 551550**

**This information can be provided in your own language.**

Informacje te mogą być przekazywane w języku ojczystym.  
Polish

Bu bilgi kendi dilinizde almanız mümkündür.  
Turkish

此信息可以在您自己的语言。  
Chinese (Simplified)

此資訊可以提供您自己的語言。  
Chinese (Traditional)

 **01904 551550**