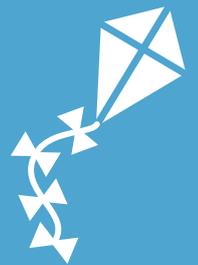
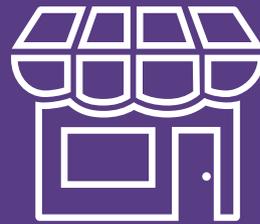
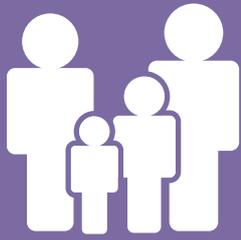


4 Community Growth York

Local Development Strategy



Contents

1. Introduction	3
2. Defined area	4
3. Analysis of development needs	7
4. SWOT	22
5. Strategy and objectives	25
6. How the community was involved	34
7. Action plan	38
8. Management and monitoring	42
9. Financial strategy	51
10. Timeline of activity	52
11. Approvals	53
12. Glossary	54

Appendices



1. Introduction

This submission is the proposed Local Development Strategy (LDS) on 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, and 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 addressing;

- 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 the economic potential of the mapped areas using a bottom-up approach, using its skill set to support people and organisations not reached through previous development programmes, delivering a multi-funded and tailored approach.

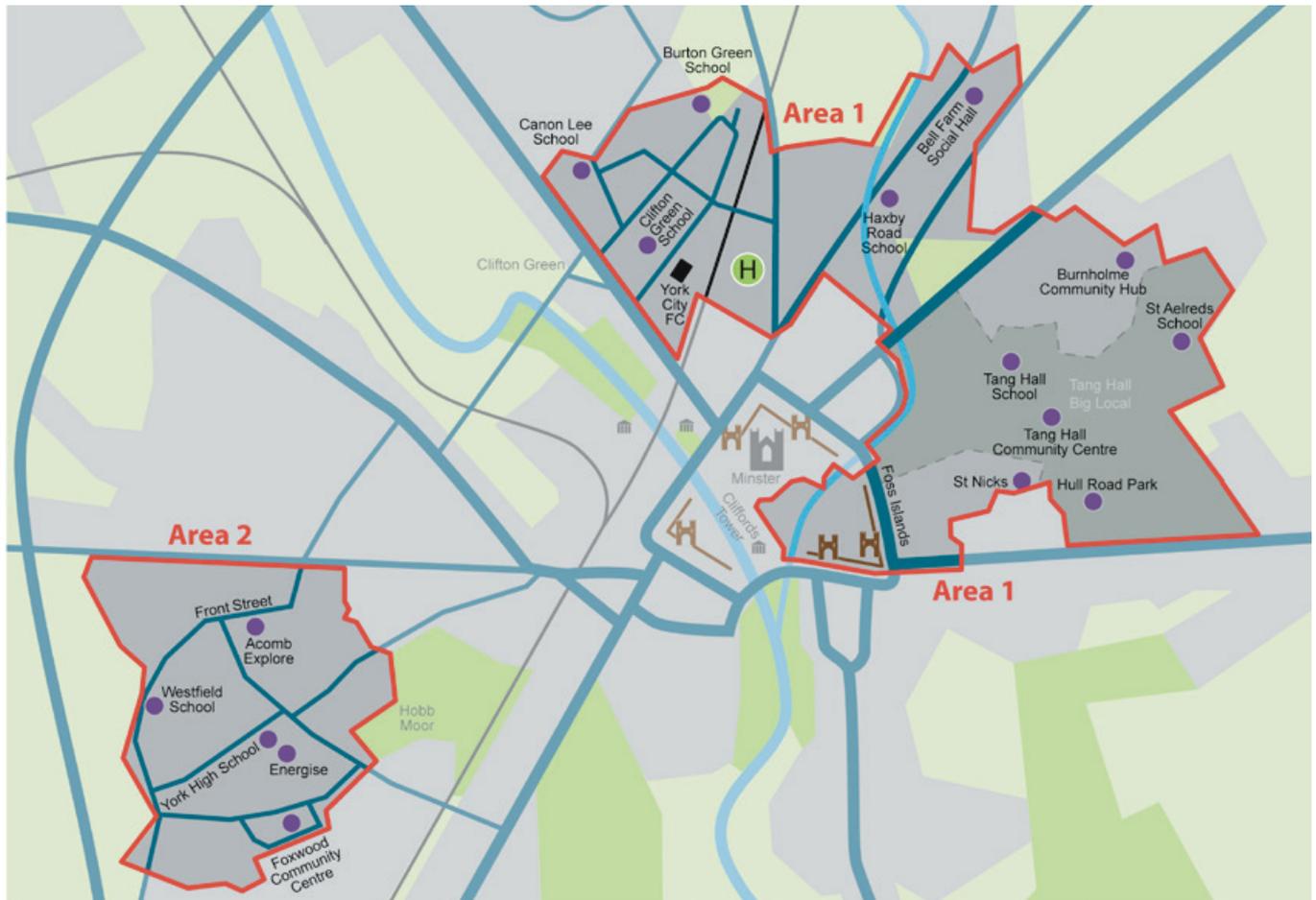
4CGY is a grant giving programme providing opportunities to enable residents and businesses to work together, supported by specialists to:

- Develop hyper local economy responding to local needs
- Reduce barriers preventing access to employment
- Design and deliver relevant skills training
- Work with excluded groups to improve social integration

2. Defined area

Evidence for this section has been analysed at a Lower Super Output Area (LSOA) level, using York Unitary Authority data sets and national research.

With a population of 55,844, 4CGY contains nine LSOAs. Tang Hall Big Local (THBL) has one complete LSOA and the majority part of another within its boundaries.



Map Areas

Area 1 - In the east and north of the city - adjacent to the historic core with 6 LSOAs

Area 2 - Close to the city boundaries, with a cluster of 3 LSOAs

The project area was based on the least affluent areas of the city¹. These were extended to adjoining areas facing similar issues and to ensure the project areas have facilities and business base for development.

City of York is a compact unitary authority and is working with the geographically representative LAG to learn and develop good sharing practice and expertise, in order to maximise the impact and sustainability of the programme.

¹ IMD Scores 2010

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

Within York, these small areas have been historically isolated, fragmented and suffer from negative perceptions and poor outcomes compared to the rest of the city. Too small for previous regeneration funding and without longer term commitment to the people, the area has unaddressed, entrenched and largely hidden inequality living next door to affluence.

Other areas are included in line with the Income Deprivation Affecting Children Index (IDACI) with a view to ensuring that the areas of benefit have realistic community access and to improve response rates through well-known delivery centres, such as Children's Centres and community hubs. Expansion of these areas will also offer a degree of added value by supporting groups who fulfil the eligibility criteria and are established but would not normally access EU funding. These groups can offer tangible ERDF and ESF outputs using the CLLD approach whilst addressing historical injustices.

4CGY includes Haxby Road Children's Centre, which sits in LSOA E01013386 serving the community of Belfarm. It is a priority area for targeted delivery by a range of services, including health professionals and family learning providers, and offers volunteering opportunities for personal and skills development.



To ensure a high degree of co-terminosity, the boundaries of Area 1 have been adjusted between Bellfarm and Clifton to improve geographic coherence, economic functionality and to maximise the opportunities to build on emerging good practice in reaching and engaging with people. The refined boundaries extend the Bellfarm area containing LSOA E0101336 so that it joins with the Clifton area containing the LSOAs E01013347 and E01013349. The opportunities afforded by extension will significantly improve the facilities on offer and provide critical mass, creating an area more similar in characteristics to Area 2, bringing balance/equity to the project and more easily lending itself to the principles of CLLD.

Area 1 encompasses LSOA E01013399 and THBL, (a key match funding partner) in order to make the most of the active learning from a project already using CLLD principles that has already secured interest from business and academic partners. Directly adjoining this is the area known as Navigation and Walmgate containing LSOA E01013367.

Area 2 covers the whole Westfield Ward in York rather than simply concentrating on the LSOA's E01013443, E01013447 and E01013448. It has been expanded to include diverse communities and a significant local shopping area which generates a lot of local interest, is ripe for improvement and development and offers significant potential for business/enterprise opportunities.

Both areas are unique but with characteristics in common, such as community facilities, shopping areas, health facilities, green spaces and similar community challenges and opportunities. Existing community representatives in York are familiar and comfortable in working and thinking strategically across area as members of ward committees or through work on a ward area basis. Each ward contains several self defining communities of geography and of interest which would support the merging of representatives with existing 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 important to ensure positive responses. There is a challenge to adapt and make these facilities attractive enough to potential, but initially reluctant participants

Attached: Overall stylised map showing relevant buildings/area
Overall map showing areas

3. Analysis of development needs

Area profile

A city in the north of England, York is a prosperous tourist city, attracting over 7million visitors a year. It attracts a high degree of inward investment and has developed beyond its old manufacturing base into high growth science and technology sectors as well as a national base for financial and business services. It supports more than 117,000 jobs from over 8,135 business units. While York is considered an economic success, this masks highly marginalised pockets of multiple deprivation and social isolation.

Housing stock and housing affordability has become an issue for concern, with York being the least affordable place to live in the region. Whilst the birth rate for the city has fallen by 5% since 2010² from 2001 York has seen higher than average growth figures³ for

- Population – 10%
- Percentage of women – 0.6%
- BME – from 4.9% to 9.8%
- 0-4yrs, 20-24yr old and over 85's

The population growth has been driven mainly by the expansion of the higher education market and high tech sectors such as biological and agri-sciences often linked to university spin outs. York has seen a large increase in student numbers, with many choosing to stay in the city after graduation. With this growth and expansion, the pressure on housing is an issue for residents concerned about community cohesion.

Whilst the top line figures show a successful economy the underlying trends - as shown in the next section - show a longer term decline in productivity and wages resulting in increasing levels of inequality and deprivation for those not enjoying the benefits of economic success.

Economy

The figure below shows the GVA (Gross Value Added)⁴ for York when compared to other UK cities. York has been deviating away from the national picture and similar economies for longer than the recent economic downturn. York's GVA has been in decline since 1997.

Growth in the labour market has broadly resulted in a two speed economy, with the well paid employment of high tech, bio- sciences and university spin outs and the tourism, and hospitality sector, where the average salary is not only lower but with more fragile working conditions.

² Source – ONS ³ Source – ONS

⁴ GVA measures the contribution to the economy of each individual producer, industry or sector in the UK and is used in the estimation of Gross Domestic Product (GDP).

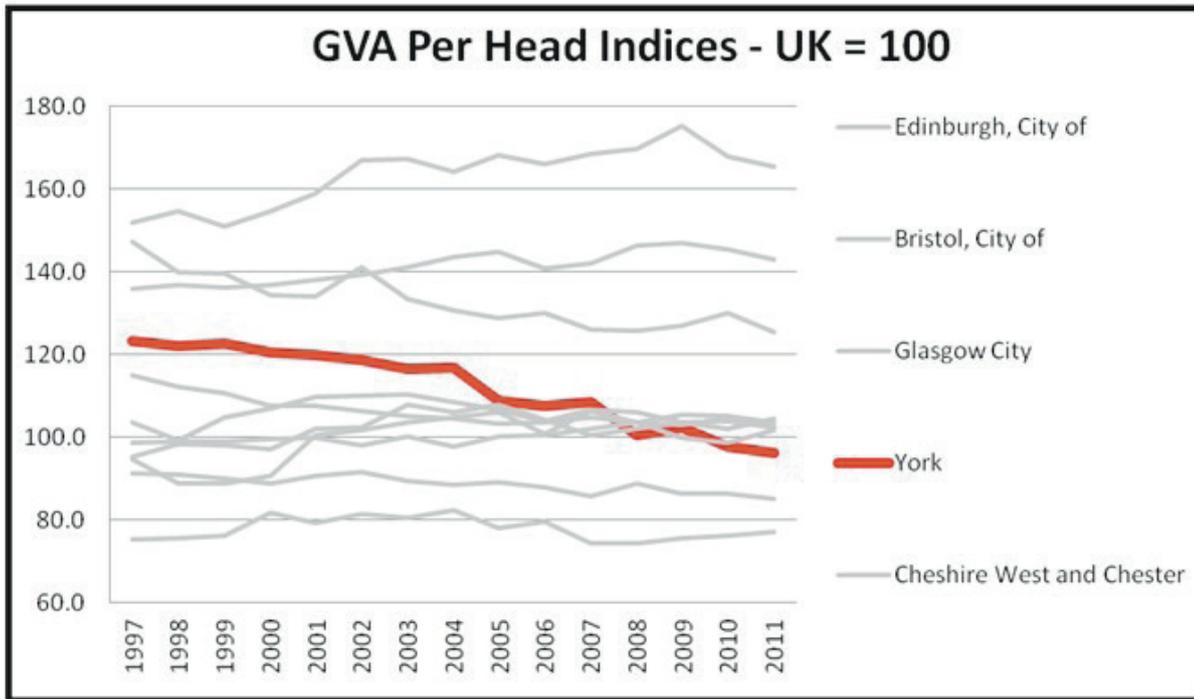


Figure 1 (ONS)

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 leading to inequality and in work poverty (Figure 2).

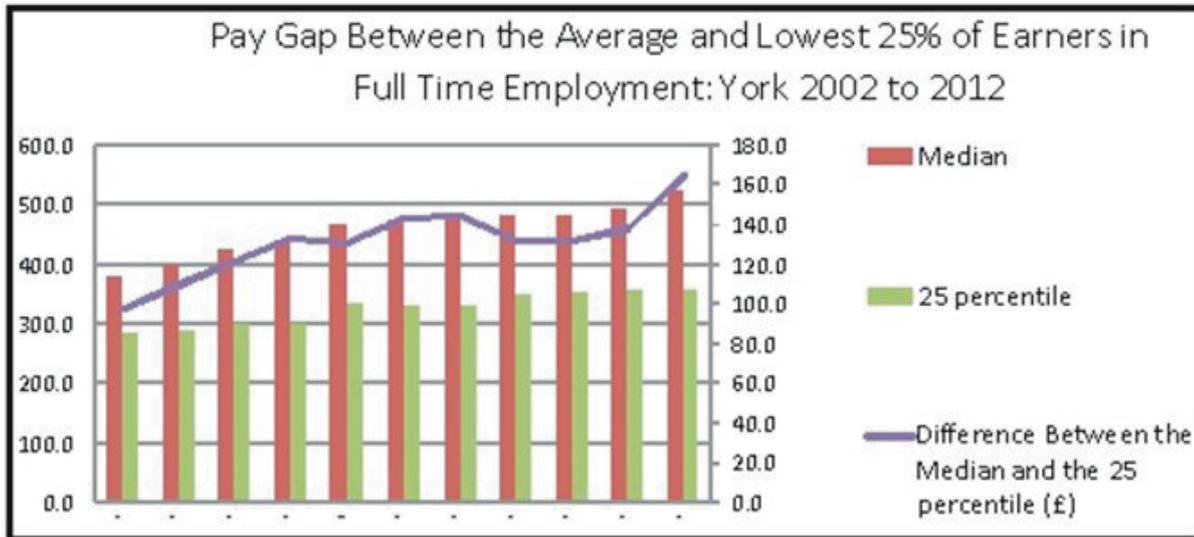


Figure 2 Pay Gap between the Average and Lowest 25% of Earners in Full Time Employment(ONS)

	Earnings by Workplace 2013		
	York (£)	Yorkshire and The Humber (£)	Great Britain (£)
	Gross weekly pay		
Full-time workers	527	479.1	517.8
Male full-time workers	558.5	517.5	558.3
Female full-time workers	420.7	416.3	459.6
	Hourly pay		
Full-time workers	13.11	12	13.17
Male full-time workers	14.19	12.5	13.8
Female full-time workers	11.25	11.15	12.27

Figure 3: Earnings by Workplace 2013 (NOMIS - ONS)

As seen in Figure 3, weekly wages for male workers are higher compared to the whole of Yorkshire and comparable to earnings of male workers nationally.

Weekly wages for both male and female workers are higher compared to equivalent 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. Based on average full time hours (37 hours per week) this leads to an £3,578 annual pay gap. So while working the same hours, women are more likely to be affected by significant in work poverty. Part-time employment levels are higher than both regional and national averages and this lowers the average weekly earning figures for people employed in York.

York residents' disposable household income is deviating further from the national trend, and further still 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.

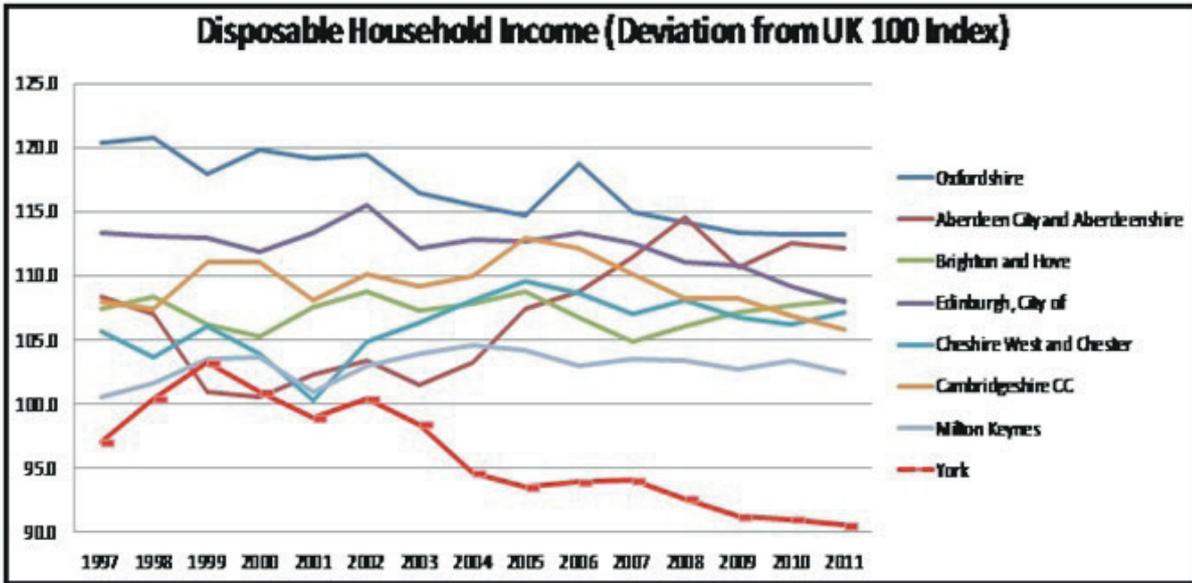


Figure 4: Disposable Household Income (Deviation from UK 100 Index) (ONS)



Multiple deprivation

The mapped areas for 4CGY are in two areas,

- Area 1 - In the east and north of the city - adjacent to the historic core with six LSOAs
- Area 2 - Close to the city boundaries, with a cluster of three LSOAs

Social and economic conditions are similar across the areas showing why they are classed within the indices of multiple deprivation. The list below is taken from an analysis of York data by LSOA. It highlights significant deviations from the York average in areas that affect residents' ability to develop personal, social and educational skills. Those skills that prevent active participation in the workforce are in bold:

- **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**
- **Higher % of children in low income families**
- **Fewer qualifications**
- Number of lone working age parents
- Numbers of benefit claimants (working age 16-64): JSA, incapacity, housing, carer, disability
- Claimants for in-work benefits
- Pressure on rented housing from an increasing student population in area 1
- Lower life expectancy of up to three and five 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 some areas of York with worse outcomes.

The most deprived areas of York in 4CGY have the highest number of:

- benefit claimants
- long-term benefit claimants
- youth benefit claimants
- benefit claimants aged over 50

Ward level out of work benefits claimants indicate 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 four wards from the left and Hull Road in Figure 5 are in 4CGY's project area.

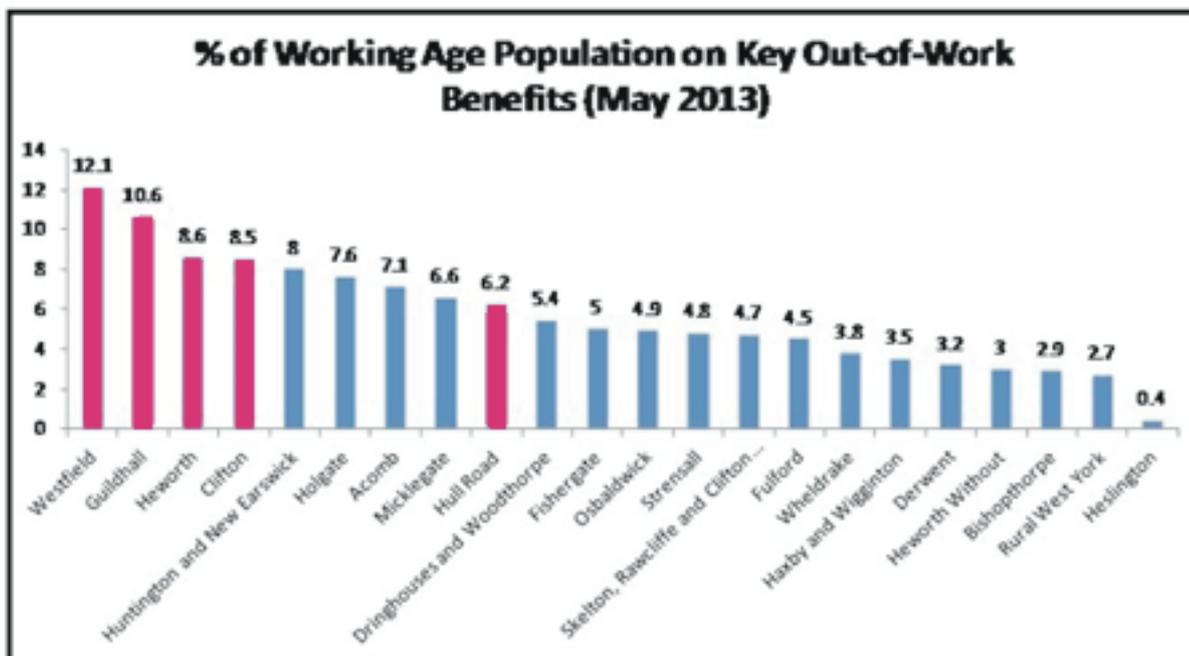


Figure 5: % of Working Age Population on Key Out-of-Work Benefits (May 2013) (ONS)

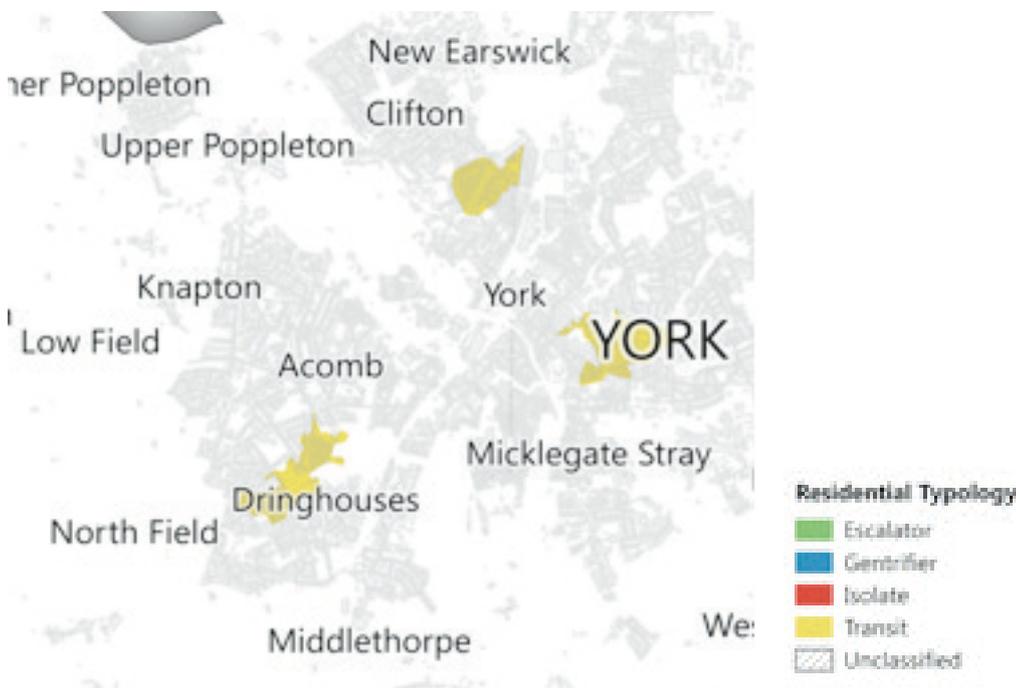
A recent report⁵ from the Joseph Rowntree Foundation (JRF) has highlighted some of our project area as 'disconnected core' areas, in which there are more residential workers compared to the jobs available. Furthermore residents work within a close proximity (less than 5km away), but there is limited variety of workplaces. This demonstrates the need to both up skill workers and support local businesses to grow sustainably thereby creating local jobs.

⁵ Alasdair Rae, Ruth Hamilton, Rich Crisp and Ryan Powell, 'Overcoming deprivation and disconnection in UK Cities' (Joseph Rowntree Foundation 2016)



Figure 6: Travel-to-Work Typology (JRF)

Furthermore much of the area is classified as 'transit', where people move into the area from less deprived areas, and then move out into less deprived areas. This suggests a high student population or young households getting onto the housing ladder for the first time. This transient population creates instability in a community as any work aiming to raise aspirations is ineffective due to the constant changes within the population.



Business outlook

Business support is delivered through targeted market sector support, encouraging inward investment and individual business support. From early stage funding to specialist support throughout the business cycle, help is focused on the high growth sectors and developing tourism in the centre of city. Retail outside the centre has focused on large scale developments such as Clifton Moor and Monks Cross, which whilst attracting national brands have increasingly squeezed out hyper local businesses affecting 4CGY leaving it with little or no business coherence. Resident led complaints have focused on the prevalence of unoccupied shops and streets with charity and betting shops. Potential business development in the deprived areas has been hampered through poor access and a lack of business confidence in developing successful local trade.

The local economic development agency, Make It York provides a service available for all across the city. 4CGY will aim to develop and support its participants to develop the skills and confidence to enable access to this. This could be both as both a physical or virtual presence.

There is also little knowledge of home based businesses at a local level and whether higher visibility will improve local custom. As part of the developing THBL's local plan, student led research⁶ was tasked with consulting with local businesses to determine levels of need and potential support – the results highlighted instances of drastic losses of income (up to 40%) due to surging student numbers not buying locally.

Fewer local shops means less diversity than other successful and award winning local high streets⁷, in turn making it difficult to attract retail outlets that would contribute to the creation of local focal points for resident and business interaction. Successful local businesses can: increase the resilience of the local economy by encouraging money to stay local rather than sending it out of the area to multinationals, enable people to support local families and respond to local needs rather than becoming an employee.

Business start-up numbers are much lower in 4CGY compared to the York average. Independents and much loved local shops have been lost in the last few years with many replaced with charity and betting shops. While Area 2 has Acomb Front Street as a retail focus, Area 1 does not have a geographical focus for either businesses or shops causing further damage to 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 recession began to visibly affect the area. This is 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; we used to spend a whole day in Acomb. Now I last about 20mins ..., just charity shops, hair dressers and bookies.'

⁶ Enactus, 2014, University of York

⁷ Bishy Rd winner GB High St of the Year 2015(DCLG)

Local residents in Acomb, through our consultation, have described a retail decline in recent years leading to a feeling of being left out. A recent opening of a Credit Union on the High St in Acomb seeking to improve excess consumer debt is beginning to address deep issues around financial exclusion and the high costs of borrowing for the needs of a digital nation. Research in Acomb by a local community group⁸ has shown the determination of the community to restore trade and pride in the area.



Employment

Main market sectors employment figures in York

4CGY has nine LSOAs within five wards – the chart below is indicative of the differences in employment numbers across the LSOAs, highlighting Westfield as the most deprived area within 4CGY’s project area and compared to the overall York total. (Normalised per 1,000 population, 2010)

	York	Westfield (3 LSOAs)	4CommunityGrowth
Sector	Employment by Sector		
Retail/Wholesale	79	8-9	8-18
Manufacturing	32	2-4	2-4
Education	59	2-4	2-11
Health	64	6-8	6-11
Accommodation/food services	38	3-4	4-18
Science/Professional	30	1-3	3-5
	Employment by type		
Male	249	22-24	22-53
Female	237	21-26	21-45
Full- time M/F	328	98	98-408

Figure 8: Employment by Sector/Type (York Open Data)

⁸ Acomb Community Survey 2013

MakeltYork the business support agency for York, have provided research to highlight the projected market sector growth 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)
Health and Social Care	15400	1132	5209	6341	£11.83
Retail & Wholesale	16500	388	5047	5435	£8.50
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

Figure 9: Projected Market Sector Growth (MakeltYork)

Health/Social care and retail are the largest sectors in terms of volume of new employees required, and a starting point for all those out of work needing 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
- Retail

This LDS will aim to provide work experience and an active jobs market for those completing targeted action programmes to tackle overall skills shortages in York and in 4CGY areas, contributing to both ERDF and ESF priorities in the LCR.

With York having two universities and a highly qualified population, employers are taking on over qualified staff leaving fewer opportunities for those with little or no qualifications. Students are also taking on jobs that need no qualifications, leading to their underemployment and to a further squeezing of the job market for lower skilled local residents. There is a need to work with local employers to identify and promote appropriate short-term, part-time, meaningful employment for the students at population so that their skills can complement rather than compete with the local work force. This in turn would help to develop career opportunities for students and a skilled workforce for local employers.

Family centred caring responsibilities

Having access to quality childcare is key to enabling parents to return to work. Whilst there is a 15 hour childcare provision for every 3/4year old and some two year olds, depending on circumstances, there are concerns about gaps in the cover as the offering is for 38 weeks in the year. York is currently an early implementer of the free 30 hour childcare offering from 1st September 2016. However there are concerns about the impact of the condition that a parent must be working over 16 hours per week to qualify for the free 30 hours of childcare.

Residents have confirmed good quality childcare is essential to enable participation in personal development and training activities. Childcare needs to be close to programme centres to encourage attendance.

Many adults also have caring responsibilities limiting their ability to train and find work. Looking at 2013 figures for York⁹ nearly 40% of working age job claimants were classed as carers, highlighting the need for flexibility in approach to developing skills, supporting programmes and finding relevant employment opportunities.

⁹ NOMIS

Digital

Digital literacy is strongly related to digital and social exclusion. For example, access to the job market is increasingly dependent on technological access, appropriate expertise, and online social relationships. Whilst digital exclusion is slowly decreasing and currently at 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
- Those with learning difficulties
- Socially disadvantaged or vulnerable

These groups are more likely to be heavy users of government services and therefore would benefit hugely from digital access, competence and expertise. Low literacy is also likely to be a major factor in lack of access to ICT and supporting this issue needs to be built into any engagement programmes.

Qualifications

August 2016 figures from the Department for Education show that the percentage of students eligible for free school meals at state school who then went on to higher education has fallen for the first time since current records began. Only 22% of 19-year-olds who had been able to claim free lunches when they were 15 were in higher education in the 2013-2014 academic year. This was down from 23% the previous year. Jo Johnson, the Minister of State for Universities and Science, commented: 'With a gap still persisting depending on a student's background, there is still more work to do to build a society that works for everyone. Everyone in our country should be allowed to rise as far as their talents will take them.'

In 4CGY the number of residents without qualifications (below level 1)¹⁰ is nearly double the York average. Within the 16—24 age groups in two of the wards those with no qualifications are nearly four or five times the York average.

One of the higher performing cities for the number of working age population holding a university qualification (40.8% of York's working age population holding a university level qualification in 2011)

Centre for Cities, Cities Outlook 2013

¹⁰ Regulated Qualification Framework (RQF) for qualifications regulated by Ofqual (general and vocational qualifications in England and vocational qualifications in Northern Ireland), the Credit and Qualifications Framework for Wales (CQFW) for qualifications in Wales, and the Framework for Higher Education Qualifications (FHEQ).^{[13][14]}

Environment

York CO2 emissions and per capita emissions: the challenge is to meet the 40% reduction in CO2 emissions by 2020. So far we have achieved 19% reduction in total city-wide CO2 emissions (24% per capita). There is still more to do in order to achieve the overall targets.

Year	Carbon (KtCO2)	Population	Per Capita Emissions (t)
2005	1,318.5	188.2	7.0
2006	1,311.1	189.0	6.9
2007	1,202.0	189.8	6.3
2008	1,178.8	190.8	6.2
2009	1,083.0	192.4	5.6
2010	1,150.5	195.1	5.9
2011	1,040.0	197.8	5.3
2012	1,086.8	200.0	5.4
2013	1,068.6	202.4	5.3

Figure 10: Carbon Volumes York (York Open Data)

Under the Low Income High Costs (LIHC) definition 9% of the private sector is in fuel poverty and, as seen when comparing 2011 figures with 2014, is an increasing issue across 4CGY.

LSOA Code	2011			2014		
	Estimated number of households	Estimated number of Fuel Poor Households	Proportion of households fuel poor (%)	Estimated number of households	Estimated number of Fuel Poor Households	Proportion of households fuel poor (%)
E01013347	664	64	10%	677	104	15.4
E01013349	502	47	9%	531	76	14.3
E01013386	739	52	7%	768	88	11.5
E01033067	N/A	N/A	N/A	741	59	8
E01033070	N/A	N/A	N/A	710	68	9.6
E01013399	655	59	9%	689	114	16.5
E01013443	732	48	7%	718	74	10.3
E01013447	648	62	10%	626	81	12.9
E01013448	673	29	4%	613	42	6.9

Figure 11: Increase in Fuel Poverty York (DECC Sub-regional Fuel Poverty Eng (LIHC) 2011-14)

A household is said to be 'fuel poor' if it needs to spend more than 10% of its income on fuel to maintain an adequate standard of warmth.

Volunteering

Andrew Haldane, Chief Economist, Bank of England, has said:

'It is estimated that 170 million hours a year are volunteered by people less than once a month... According to calculations recently released by the ONS (Office for National Statistics), informal volunteers provide anywhere between 1.7 and 2.1 billion hours of extra help each year. So, all in, volunteering in the UK might amount to as much as 4.4 billion hours per year. That is 1.7 hours per week for every UK adult aged over 16. It is not far off 10% of the total hours worked by all UK paid employees. That is quite an army.'

The Institute for Volunteering Research (IVR) agrees and in their 'What is the economic value of volunteering?' paper they say:

'Putting a financial value on volunteering – an activity defined by the fact that it is unpaid – remains somewhat controversial. However, it can be a helpful way to get a sense of the scale of its value. Figures tend to be calculated by attributing an hourly wage, and multiplying this by the total number of hours contributed by volunteers over a year, nationally. Here are some recent estimates:

- **The Office for National Statistics recently estimated the annual value of regular formal volunteering to be £23.9 billion**
- **Earlier work by Volunteering England put the annual output figure for all formal and informal volunteers at £45.1 billion**
- **The DWP (Department for Work and Pensions) and the Cabinet Office recently estimated that the wellbeing value to frequent formal volunteers themselves is around £70 billion per year.'**

Volunteering can and does lead to

- Jobs. Time Bank says; 'volunteering gives your CV a boost – a survey of some of the UK's leading businesses and 73% said they'd employ someone who's volunteered over someone who hasn't.'
- Gaining confidence, meet new people, and acquire specific job-related skills and experiences through volunteering. This helps expand CV's and provides references - all key factors in getting jobs.
- An improvement in health. Evidence suggests that; 'volunteering has a positive effect on social psychological factors, such as one's sense of purpose. In turn, positive social psychological factors are correlated with lower risks of poor physical health. Volunteering may enhance a person's social networks to buffer stress and reduce risk of disease.' This was taken from the Corporation for National and Community Service Report in 2007 entitled 'The Health Benefits of Volunteering'.

Two case studies from York showing the path to work via volunteering

As a new local graduate specialising in IT/Business Management, I wanted a job to develop my skills. After months of not gaining work, I volunteered with Citizens Advice York. This was the best thing I ever did. It boosted my confidence, helped me overcome disability barriers and built my skills. After a year of volunteering I am now in a paid position. The opportunity they gave me was incredible, I felt appreciated and valued as my work was noticed whilst volunteering.

After volunteering for 3 years, I obtained a paid role as a Research and Campaigns Coordinator. My volunteering gave me a unique insight into the running of the service. It was hands-on, practical, and essential to the running of the advice service. I gained communication skills and the ability to deal with anyone who comes through the door with any problem!...my volunteering gave me skill set needed to obtain this role..

City of York, through York CVS (Centre for Voluntary Service) gets over 3,000 enquiries on average each year from people who are looking to volunteer, and works with up to 300 organisations who are looking for volunteers. This demonstrates the ongoing need for this for individuals, communities and organisations and the importance of volunteering to the city. One of the aims of this programme will be to increase volunteering in the project areas. Previously this type of activity has been at lower levels than the average across the city.



4. SWOT

The SWOT is collated from a number of sessions including LAG SWOT, Ebor Cafe – coffee morning for parents, Communities and Equalities Team – CYC and comments on the survey

Community Involvement in the SWOT

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

SWOT analysis resulted in priority themes:

- Community confidence and well-being
- Skills development
- Local business and employment opportunities

‘There is a good sense of community but there is noticeable unemployment...’
4CGY Consultation

Community Strengths	Community Weaknesses
Community confidence and well-being	Community confidence and well-being
Willingness to recognise need for change Established health networks Easy access to quality green space Basic childcare networks Ability to pull together in crisis/pragmatic Mixed neighbourhoods Established community groups willing to help Strong sense of pride in place Good transport network including cycling	Historical under achievement Fear of being involved/Lack of aspiration Community mistrust/suspicion Lack of confidence/Social isolation Marginalisation High incidence of health, mental health, disability issues Higher levels of anti-social behaviour Poor community engagement Fragile infrastructure – lack of money/support for maintenance Community facilities – underfunded and underused Lack of a integrated network of support Low affordability of housing
Skills development	Skills development
Volunteering Some established events and activity	Lack of capacity building No training in community decision making Attainment gap aged 19 – higher than national average

<p>Local business and employment opportunities</p> <p>Community buildings in each local area High profile support from Council/Cllrs Support from local schools/children's centres</p>	<p>Local business and employment opportunities</p> <p>Embedded worklessness Suspicion of interventions Lack of local support for interventions Social impact of offenders/offending Few local employment opportunities Lack of visible local economic development Low wage economy</p>
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<p>Opportunities for the community Community confidence and well-being</p>	<p>Threats to the community Community confidence and well-being</p>
<p>Small steps to build confidence Offer flexible and attractive programmes Ensure accessibility Public Health – working with the community initiatives Bespoke personal support for vulnerable times/groups Develop sustainable lifestyles to improve disposal income for residents Networks – to provide capacity building Work with trusted local group for referrals Build on locally successful initiatives Build on volunteer /peer to peer support networks</p> <p>Skills development</p> <p>Digital support via innovation e.g. apps Volunteering above national average Student start ups Student community involvement including volunteering</p>	<p>Lack of trust in interventions Lack of continuing commitment Continuing poor ill health outcomes Lack of health support for action programmes Silo thinking threatening integration Critical mass – not enough commitment to create viable programmes Lack of engagement in community life Community conflict Lack of integration</p> <p>Skills development</p> <p>Lack of communication Failure for high risk ideas Lack of uptake</p>

Local business and employment opportunities

Facilities improvement shown to aid successful outcome

Digital infrastructure dev/digital literacy

Respond quickly to local ideas/initiatives to deliver bespoke services and co-design future courses

Community decision making increases commitment and loyalty

Use of evidence/research to encourage positive interventions

Support networks for marginalised groups willing to work in cohesive and integrated processes.

Work with other funding partners – city wide, regionally and nationally where relevant and appropriate

Develop networks with willing employers

Jobs – York Central, Festival City, Southern Gateway, Community Stadium

OnePlanetYork for env.sustainability, Mediale(Guild of Media Arts)

Partnership development e.g. JRF

Develop sustainable business lifestyles to improve disposal income using existing expertise and new funding

Local business and employment opportunities

External economic/political decisions

Programmes are high risk

Lack of delivery partners due to poor perceptions of EU programmes/bureaucracy

Sustainability in longer term

Change in employment demand

Adverse perceptions of area leading to reluctance to participate

Continuing cuts to national and local budgets

Lack of longer term commitment from employers

'Would be good to have personal support to do courses'

4CGY Consultation



5. Strategy and objectives

4Community Growth is 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 and severely restricting awareness of potential employment possibilities. Our EU funded approach aims to support individuals as they create their own pathway to a healthier outlook and subsequent positive interaction with labour markets.

'I believe that all local people have strengths and assets which have huge potential to contribute to a better neighbourhood - start with people, not with problems.'

4CGY Consultation

The focus of York's multi funded approach aims to develop innovative and realistic programmes. It 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, capability of joining in and maintaining an ability to directly access employment markets.

It will focus on areas other regeneration programmes have been proven not to work or have limited capacity to ensure success and CLLD has been identified as a potentially positive approach.

The York programme will;

Contribute to reducing the 17% productivity gap between the UK and other G7 countries (ERDF and ESF)

- By developing skills and moving the targeted number of people into sustainable 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 earnings gap.
- 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 to identify local needs, providing extra access and support for early stage funding for new enterprises

Improve disposable household income (ERDF)

- By improving local infrastructure barring access to higher earning opportunities, ensuring employment opportunities are sustainable over the longer period and providing support at vulnerable times (emotional resilience)
- By developing a community targeted OnePlanetYork(OPY) lifestyle programme which will encourage individuals and groups to save money and improve their disposal income through adopting a sustainable 'one planet' lifestyle. This would include community champions and integrated services of a variety of city (Stockholm Environment Institute) and council partners to provide tailored advice to groups / individuals on switching energy suppliers, saving energy in the home, creating warmer, healthy homes, sustainable transport and how to reduce food bills and grow your own. This could also bring together other public services such Public Health, CAB, OPY partnership to create a co-branded lifestyle campaign which will improve disposable income, whilst improving health, wellbeing, the local economy and local natural environment. The scheme would create skills that could be used to help residents save money in their home (and could also be accompanied by other learning schemes linking into the city's Green Jobs TaskForce / others). It would be based on an award winning Green Neighbourhood Challenge.

Address discrimination and marginalised communities in York (ESF)

- By developing community led consultation aiming to identify local issues where discrimination and marginalisation has severely affected life chances and resulted in ingrained social injustice and develop a committed and socially balanced response. The response may include working with integrated community health groups, addressing specific transport concerns, improving access to debt and money management creating appropriate opportunities for learning 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 the carbon footprint of York by using a multi-agency approach through:

- **Community assets**

This work will utilise the Council's Salix funding, York Community Energy and EU ELENA funding (subject to securing funding (LCR are currently bidding for this work)) to explore opportunities for various energy efficiency/renewable energy schemes on community assets in the 4CGY area and to create low carbon, warm, healthy and cheap to run community assets.

- **Local Businesses / SMEs**

This work will utilise ERDF PA3 funding to provide SMEs with advice and funding to become resource smart, One Planet organisations(subject to securing funding (LCR are currently bidding for this work)). This will build capacity and skills to deliver a low carbon economy and support local businesses to save money through using fewer resources, aiding growth and competitiveness. This will be delivered through the City's Green Jobs Taskforce.

- **Communities / individuals**

As above see- Improve disposable household income objectives and reduce York's Carbon Footprint.

Reduce in work poverty through up-skilling and better paid employment (ERDF and ESF)

- By using a multi-agency approach to increase referral to and uptake of learning/training opportunities to improve adult educational achievements and developing confidence to access higher level employment.

Reduce educational attainment gap (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'
4CGY Consultation

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 CYC¹¹ in partnership and using a multiple agency approach has recognised the need to breakdown work into doable and achievable targets that build confidence and trust. This aspect takes time, has 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. Gathering and harnessing the support of local community groups can capture key local knowledge and be prepared for contributing to the delivery of relevant action programmes.

'Childcare is worse after closing down of existing provisions at the school.'
4CGY Consultation

¹¹ Supporting You, 2015

Caring responsibilities including 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 3-4 year 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.

Delivering Differently in Neighbourhoods – case study from Haxby Rd¹²)

1. A significant number of parents involved in the project led to volunteering and involvement in adult education via foundation courses and level 2 training courses.
2. Partnership/relationship building used to; integrate teamwork, share relevant data and facilitate intensive community development ensuring positive impact leading to measurable success in an area with traditionally low engagement and expectations.
3. Working with local partners to encourage investment in an important community building had employers and parents working together to co-design a space to improve local facilities with visible results enhanced by community participation with residents committed to developing social and community capital.

Once the proposed activities begin there will be opportunities to support parents who may want to become Teaching Assistance/Child minders through providing accredited training. There is also an opportunity to then provide local employment for residents who, having gained their accreditation and as stakeholders in the local community, could be potential peer to peer candidates, adding to community capital and developing a deeper community resilience.

Local initiatives are working towards helping men into childcare as part of an access programme through – caring, Teaching Assistant, nursing etc – There is a willingness locally to use innovative solutions to encourage commitment to programme e.g. apps for training, pathway on app, working with parents to help devise an app around speech and training.

Research has provided evidence to support the idea that early years intervention has a long term impact on emotional resilience and ability to participate in and have a long term commitment to the adult workplace. These programmes therefore are part of a longer term strategy to provide a happier, healthier 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 and parental involvement in supporting children's learning and development not only develops social communication within the family, but these life skills are then directly beneficial and transferable to the job market.

¹²Haxby Rd Children's Centre, implementing the neighbourhood family focus model 2015(DCLG)

Programme design

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 and supporting sustainable development in the area

When able, provide courses that have more than one benefit e.g. training 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 gain qualifications, to enhance life skills and develop neighbourhood networks.

Innovation

Innovation is the cross cutting theme with regard to the objectives and developed as a bespoke response to York's situation, whether responding to local need in a new way, such as the Men in Childcare initiative, or using digital solutions that promote awareness, skills development and use. Analysis of programmes already undertaken has shown an opportunity to build on successful programmes such as Headstart and Support for You delivered by City of York in the LCR.

Community consultation and local academic expertise in digital engagement has prompted the early development of a creative digital engagement programme as a means to open access, through a strategy of discovery, to those in disadvantaged group. Known as the Dream Factory, these activities will encourage community engagement, the development of peer-support networks, and sustainable literacy programmes through 'gamification'. In addition, the underlying technologies will measure progress and inform interactive programme development. It will feed directly into the SMART objectives of the programmes, by offering both an exciting social experience, that attracts those not normally engaged, and an opportunity to be part of a co-design project that gathers data incidentally in an upward spiral of development.

Objectives

1. Community confidence and wellbeing

Why?

- improved personal outlook
- feeling supported, designing personal pathways of support,
- breaking through attainment barriers,
- committed to area, no short term fix, sustainable long term development

Matching LEP objectives

ESF – Identification and tackling specific barriers to employment and skills, social integration, locally relevant economic development activity

ERDF – Developing skilled and flexible workforce, infrastructure for growth, reduce carbon footprint.

2. Skills development

Why?

- Attainment gap, development of potential, qualifications for employment
- Lack of capacity building, lack of communication, failure of high risk ideas
- Lack of uptake, digital support through innovation,
- Volunteering
- Student start ups and community involvement
- Lack of integration.

Matching LEP objectives

ESF – Locally relevant economic activity, identification and tackling specific barriers to employment and skills.

ERDF – Supporting business growth, develop a skilled and flexible workforce.

3. Local Business and Employment Opportunities

Why?

- Community development approach to infrastructure capacity building
- Power to change area for good
- Finance, business and business networking

‘They need to be encouraged into work when they are young - to put them in good stead for the future.’

4CGY Consultation

Matching LEP objectives

ESF – Social integration initiatives, locally relevant economic activity, identification and tackling specific barriers to employment and skills.

ERDF – Infrastructure for growth, supporting business growth, developing skilled and flexible workforce, resource smart city region.

Consistency, complementarity and synergy

Taking into account other funded programmes in the York area, it will be an ongoing process to avoid duplication and overlapping, but also to ensure a cohesive and integrated approach to enhanced 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 4CGY.

Building Better Opportunities LCR will have projects on early intervention families and marginalised migrants in York. In the York, North Yorkshire and East Riding LEP BBO the focus is on those who are out of work, furthest from the labour market and at most risk of social exclusion. It will be delivered by Your Consortium as part of the ESF funding priority. 4CGY is aware of this initiative and has been in discussion with Your Consortium to ensure programmes are complementary and avoid duplication.

Ad:Venture is a £13.76m programme offering wrap-around business support for start-ups and early stage firms with growth potential particularly in key priority sectors. It will provide information, advice, guidance and capability-building and best practice in enterprise development appropriate to the age, stage, readiness and ambition of participants. Participants will also be helped to source finance to support their business growth plans. This is a city wide initiative with regular liaison planned to avoid duplicate referrals and confusing marketing across the geographical areas.

York CVS, York CAB and the Two Ridings Community Foundation are all represented on the Local Action Group and as well as benefiting from their local knowledge and expertise this will ensure a coordinated approach to projects and will minimise the risk of duplication.

Back to Work (DWP Opt in YNYER LEP) 4CGY are aware of this programme which is designed to support unemployed and inactive people into work, with success is based on sustainable job outcomes. Successful providers will be notified in June with delivery commencing September 2016 - March 2018. With no start date as yet 4CGY will ensure connectivity to avoid duplication once the programme begins.

Step-up Into Construction – this supports unemployed, inactive and 16-18 year old NEETs with a 6 week construction programme to secure a CSCS card, work experience and interview with employers in the sector. CYC (14-19 & Skills) is a strategic partner of the consortia led by Leeds College of Building, with York College as the local delivery partner, working closely with JCP and developers across the city. Delivery March 2016 – July 2017.

NEET 16-24 (SFA opt-in) via LCR – York Learning and York College have applied to be part of the supply chain for prime providers.

Enterprising Young People, 15-24 (SFA Opt-in) – across both LEPs – CYC (14-19 & Skills) is working with other LAs to strategically shape and influence Prime Providers and delivery consortia to ensure that resulting activity fills gaps and compliments existing Careers Guidance, enterprise and employability activity.

Apprenticeship Hub developments (SFA Opt-In) via LCR – CYC (14-19 & Skills) is working with other LAs on submitting a bid (Kirklees Council as lead) to continue to drive the take-up of apprenticeships with young people and SMEs, providing an independent recruitment service to SMEs

Support for Redundancy – this is a flexible call off contract, that will facilitate a range of support to individuals within businesses at threat of redundancy.

Skills Support for the Workforce (SFA opt-ins) in both LEP areas – with a focus on higher level skills for those already working to help drive productivity. Higher York partners are well placed to be part of the supply chain for prime providers.

Adult Skills Funding - agreed annually from central Government to support apprenticeships, develop literacy and numeracy and provide other qualifications up to and including Level 2 qualifications.

There will be similar targets as the CLLD programme but without a specific geographical focus and not tasked with leaving a longer term legacy within the communities.

These projects are across the city and in single funded more dispersed projects. We would work with the agencies involved to ensure no duplication and encourage referral and signposting, ensure clarity of approach, integrated outcomes as well as sharing best practice and community building tactics.

Building resilient partnerships

As part of the application process a number of potential partnerships have arisen with the potential to enhance and develop the CLLD approach in 4CGY. THBL is a key stakeholder. Initial interest includes;

- 1. Local Area Co-ordination** – a scheme with co-ordinators working across York, including the 4CGY project area. Part of an internationally recognised approach to create networks of support around people to increase independence and reduce dependence on statutory services.
- 2. Make It York** – an arms length business development organisation tasked with increasing high value employment across York.
- 3. Unltd** – a sister organisation to Local Trust (manages THBL). It aims to increase and support social enterprises. It provides grants to individuals to help them become social entrepreneurs in a stepped programme building confidence and resilience through training and support.
- 4. Local health sector** – from Public Health, Clinical Commissioning Groups, local surgeries and community health groups.
- 5. Housing Services** – both local authority and housing associations have provided specialist knowledge and support to improve community engagement and provide insight into potential approaches to reduce social isolation.

6. **OnePlanetYork** – York is part of a network of cities committed to encourage and implement behavioural change as part of a commitment to build environmental resilience and address the impact of climate change.
7. **Area based approach from Children’s Centres** – building on successful pilot project to develop parenting skills using a community based approach and enabling the transference of skills into work opportunities.
8. **York Skills Strategy/Learning City York partnership** – a strategy which recognises the value of skills development and lifelong learning in raising aspirations, improving peoples’ job satisfaction, employment security and earning potential, as well as promoting the health and well-being of individuals.



6. 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.

5 ways:

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

* 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"/>

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.

'The reason I want to be part of this project is because I am very passionate about learning and development and the power it has to change people's lives.'

4CGY Consultation

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
- THBL Facebook page and Twitter account and shared with other Tang Hall community pages.
- CYC Facebook page and twitter account
- 4CGY website
- CYC Consultation webpage
- Posters displayed at events
- Internal & Customer Service screen in CYC Offices

Events-based consultation

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.

- Haxby Road Primary School Sports Day
- Tang Hall Primary School Sports Day
- Ebor Coffee Morning
- Family Fun – Hull Road Park
- Family Learning Celebration Event
- Tang Hall Volunteers Event
- York Residents Federation
- Hull Road Ward Team Meeting
- Guildhall Ward Team Meeting
- 2 x Clifton Ward Team Meeting
- Communities and Equalities Team Meeting
- THBL Partnership meetings

Consultation events

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.

- Acomb Explore Cafe
- Acomb Front Street
- 2 x Engaging Lunchtimes: SWOT Analysis
- 4 x Engagement Events
- 2 x LAG Inductions
- 3 x Partners' Event

Stakeholder Development

Throughout the period of strategy development one to one meetings were held and continue to be held with potential stakeholders in order to capture local issues, local expertise and encourage engagement with the project.

- Chair, Tang Hall Big Local
- Head of Communities and Equalities, CYC
- Representative, Strategic Business Intelligence Hub CYC
- Head of York Learning, CYC
- Representative, Changing Lives
- Representative, United Response
- CEO, York CVS
- CEO, Two Ridings Community Foundation
- Ward Councillors, CYC
- Head of Early Years, CYC
- Representative, Clifton Green Primary School
- Head of Burton Green Primary School
- Family Focus Employment Advise, CYC
- Managing Director, Make It York
- Representative, Working Men's Club & Institute Union
- Representative, Prince's Trust
- Representative UnLtd
- Sustainability Officer, CYC
- Representative, Imagine Projects
- Representative, University of York

Desktop research

In addition to the first-hand consultation, we also identified research previously conducted for other projects which could be used to inform the LDS.

- Acomb Community Survey
- Rewiring Event Feedback
- CYC Early Years Reports
- THBL Plan

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.

4CGY will strive through the management, decision making and delivery of the strategy to ensure fair representation of the communities in the project area. The LAG is continually seeking to become more representative of the area and as the project moves forward it will seek to recruit more representative members of the community. LAG members have also suggested the development of composite personas to aid the decision making process.

¹³Birkner, Christine, 'The Power of Personas' Marketing News, Feb 2013, 47(2)

Composite personas are a marketing tool which combines characteristics of various people to create an overall persona which enables the group to understand its users better. 'You have to really understand your target persona like it's your best friend'¹³. The LAG wants to ensure that they understand the hopes, dreams, aspirations and difficulties faced by 4CGY's communities. They will refer to the personas when assessing, monitoring and evaluating projects and making strategic decisions.

The LAG and programme staff will proactively seek to ensure representative engagement with the community at all levels.



7. Action plan

Following the consultations, SWOT analysis, and intensive LAG development 4CGY has put together a theme based approach action plan reflecting ERDF, ESF, and LCR required outcomes through a programme which is tailored to York following CLLD principles.

Pathways to work will also seek to reflect opportunities within the York market – as mentioned earlier about the two speed economy of highly paid specialist sector and the low wage sector. Training for available employment and identification of apprenticeship and training needed for higher skilled work.

Community confidence & wellbeing

Improved personal outlook – feeling supported, designing personal pathways of support, breaking through attainment barriers, no short term fix, sustainable long term development, providing accessible, attractive and convenient programmes as a platform for success.

Key SWOT

Small steps required, fear of getting involved, community confidence, lack of aspiration, community conflict disharmony, hard to reach groups (housebound), initial hand holding, addressing mental health, health issues, social isolation, suspicion of intervention, embedded worklessness, high transport costs, historically low engagement, perception of apathy, fragile community framework, lack of hyper local infrastructure support

Matching LEP Objectives

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

ERDF – Developing skilled and flexible workforce, reduce carbon footprint.

Action Programmes

- One to one support at vulnerable times during course progression encouraging a ‘it is ok’ culture
- Bespoke training to improve social skills e.g. improving self-esteem, confidence, communication skills
- Well-being activities to promote a healthy outlook and happier workforce
- Working with healthcare agencies to work with the community to support to healthier pathways – such as well being courses, mindfulness, confidence building, exercise classes
- Using the small steps approach to encourage and develop volunteering as a basis for social skills and community development leading to transferable job skills
- 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
- Work experience with local community groups

- Developing a community targeted OnePlanetYork lifestyle programme, encouraging individuals and groups to save money and improve their disposal income through adopting a sustainable 'one planet' lifestyle. This would include: switching energy suppliers, saving energy in the home, creating warmer, healthy homes, sustainable transport and how to reduce food bills and grow your own. This could also bring together other public services such Public Health, CAB, OPY partnership to improve disposable income, whilst improving health, wellbeing, the local economy and local natural environment. The scheme would create skills that could be used to help residents save money in their home (and could also be accompanied by other learning schemes linking into the city's Green Jobs TaskForce / others).
- Debt and money management courses
- Bring York employers together with hyper local businesses to share knowledge and start hyper local networks
- Offer childcare, caring, Teaching Assistant qualifications to enable local community stakeholders to work and develop their skills in their own community
- Peer to peer support – share your story – encourage recommendations to attend with loyalty scheme
- Celebrating achievement with the community as part of developing community projects co-designed by residents
- Identifying bespoke training and support schemes for marginalised and discriminated communities.
- Support community hubs to develop welcoming and accessible venues for programme delivery
- Develop volunteering capacity building programme to enable support of volunteers from disadvantaged backgrounds.

'When I embarked on the opportunity for some free learning seven years ago it led me into my current career and changed me and my life forever.'

4CGY Consultation



Skills development

Key SWOT

Poor educational attainment figures, lack of qualifications, demand for skilled workforce, build on previous successful initiatives, support needed for vulnerable groups

Matching LEP Objectives

ESF - locally relevant economic activity
- Identification and tackling specific barriers to employment and skills

ERDF - develop a skilled and flexible workforce

Action Programmes

- Offer and co-design basic/intermediate/advanced English/Maths/Digital literacy for those not engaged in other funded programmes
- Capacity building to enable participants to design/manage own courses
- Provide entry points for scheme graduates to access wider York networks such as Venturefest and Guild of Media Arts.
- Provide training and support for those with learning and mental health difficulties using CLLD principles and working with employers to provide skills training, empowering the local community to take up locally identified job opportunities.
- Capacity building for volunteers to help develop social skills, make local connections and provide training for skills relevant to job market.

Local business and employment opportunities

Community development approach to infrastructure capacity building, power to change area for good, finance, business support and networking

Key SWOT

Lack of local employment opportunities, few businesses, social isolation, lack of confidence/training to enable change, fear of getting involved, lack of central access point in each area for information and to meet, lack of support for marginalised communities to enable fuller involvement in community decision making, lack of hyper local access to support network needed to grow and develop sustainable business, isolation of marginalised groups, identification of referral networks

Matching LEP Objectives

ESF – Social integration initiatives, locally relevant economic activity, - identification and tackling specific barriers to employment

ERDF – infrastructure for growth, resource smart city region, reduce carbon footprint, supporting business growth, developing skilled and flexible workforce.

Action Programmes

- Work with employers and community to co-design skills training and subsequent work experience
- Infrastructure training for community development – building community capital and resilience for longer term sustainability such as community leadership development, community development courses to encourage effective working as a group
- Infrastructure training for developing local business opportunities e.g. developing social enterprises or co-op
- Reduce carbon footprint by using the OnePlanetYork approach to encourage innovation, integrate environment impact assessments into project evaluation and measure best practice. Encourage sustainable transport as part of pathway to address connections across LSOAs and alleviate the high cost of transport across the city.
- Explore opportunities for energy efficiency/renewable energy on community assets, helping them to become low carbon warm, healthy and cheap to run.
- Work with local community groups to capture relevant local knowledge and contribute to action programme delivery
- Matching skills to employer needs and local opportunities with reference to the skills shortages
- Financial aid and support including small business equipment grants
- Extra access and support during early stage funding
- Make It York will deliver a series of local pop-up 'clinics' to facilitate the creation of new businesses and to help the development of existing businesses. A number of advisors will provide ongoing support.
- In addition, Make It York can help make connections to city job opportunities, particularly in the retail and tourism sectors.
- Use York projects for collaboration; using the Shambles Market to encourage micro business development, ensuring that relevant local communities are fully engaged with the Mediale, the proposed 2018 International Media Arts festival and York Hive, the community project crowd-funding website, to inspire local engagement and community development
- Build capacity and skills to deliver a low carbon economy and supporting local business to save money using fewer resources aiding growth and competitiveness using the City's Green Job Taskforce to save money
- Use multi agency approach and OPY principles to build capacity and skills to support local businesses to save money through reduced use of resources, aiding growth and competitiveness.

8. Management and monitoring

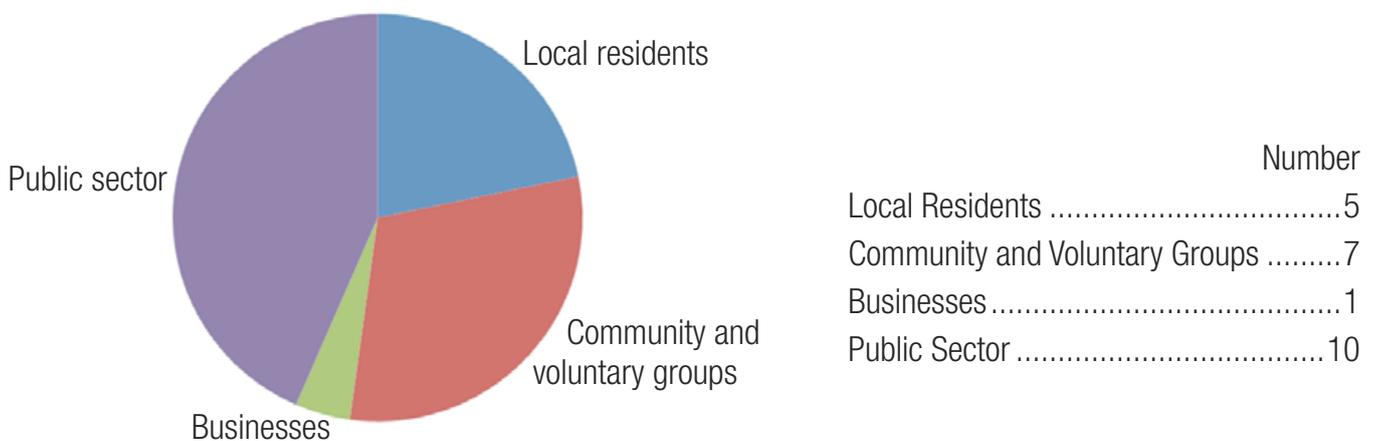
The LAG is an unincorporated association made up of local residents, community and voluntary groups, businesses and public sector bodies within the project area and other individuals and groups who have expertise in project delivery and the project area. Members have been chosen to ensure a fair representation 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

- Anna Bialkowska (Tang Hall Big Local)
- Caroline Stockdale (Local Resident)
- Cllr Andrew Waller (CYC)
- Cllr Denise Craghill (CYC)
- Cllr Janet Looker (CYC)
- Darren Reed (University of York)
- Emily Abbott (Local Resident)
- Frank Healy (Working Men’s Club & Institute Union)
- Jan Garrill (Two Ridings Community Foundation)
- John Hattam (Clifton Green Primary School)
- Karen Doyle (Haxby Road Primary Academy)
- Keith Myers (Friends of Acomb Green)
- Kerry Briggs (Local Resident)
- Lee Davey (York Learning (CYC))
- Martin Crosby (University of York)
- Mora Scaife (CYC)
- Paula Richardson (CYC)
- Penny Bainbridge (Local Resident)
- Sarah Armstrong (York CVS)
- Simon Perry (Local Resident)
- Sue Foster (UnLtd)
- Susan Wood (York CAB)
- Tom Waring (St Nicks Environment Centre)

LAG Membership



The LAG will hold an IGM 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 a partner. The Programme does not intend to seek a partner as CYC's infrastructure is more than adequate for the LAG's needs. Furthermore, it would allow for more efficient management if it was conducted by one organisation and this would reduce management costs.

LAG member's 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 that it 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. They will also support any applications which need further development. The DMB will be updated on which applications have been rejected, being supported and those which are ready for consideration. They will be presented with an appraisal from programme staff who will recommend action for the DMB. This will be based in the form of a scoring sheet which will be available to the DMB when decision making. 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 as an appendix.

CYC was chosen as the Accountable Body by the LAG in order to ensure full compliance with EU regulations, for its staff expertise, financial probity and procedures. CYC has the necessary systems and procedures, for example procurement and finance procedures, to support the programme. It also has staff with the necessary expertise to help deliver and support the programme. CYC staff that 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.

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 start with an initial application which allows any organisation to apply so that ineligible applications can be terminated at an early stage. Programme staff will support the development of eligible applications 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 ERDF or ESF support as set out in:
 - a. the relevant ERDF or ESF Regulations and National Eligibility Rules
 - b. The relevant Operational Programme
 - i. ESF activity must be in line with Investment Priority 1.5 of Priority Axis 1 of the ESF Operational Programme
 - ii. ERDF activity must be in line with Investment Priority 9d of Priority Axis 8 of the ERDF 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. ERDF and ESF 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. ERDF or ESF publicity requirements
7. the activity makes a positive contribution to the ERDF or ESF 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 LAG will assess the application with additional criteria before deciding on whether to support it. These are some of criteria that might be used:

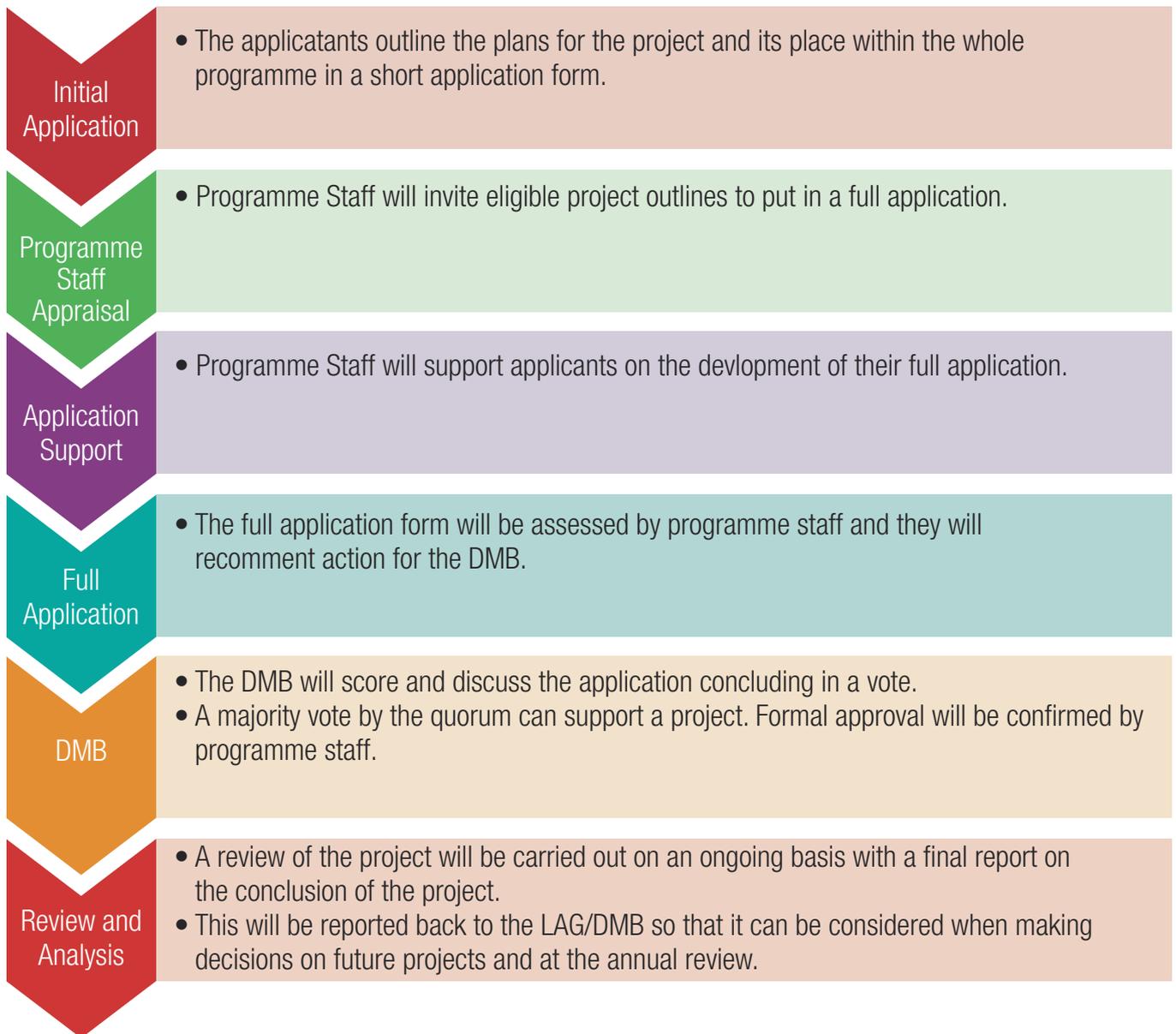


Any decisions will be made by a simple majority vote of those present and eligible to vote. In the event of a tied vote the Chair shall have a second or casting vote. For a decision to be made, the DMB must have its quorum of 5 members of which at least 50% of the votes must come from non-public sector 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.

Full Application Procedure



Monitoring and Evaluation Process

Projects will be expected to provide a quarterly profile of expenditure and outputs as part of their application which will form part of their funding agreement. Variations of more than 10% from this profile will not be permitted without prior agreement from the Accountable Body. Significant changes from agreed profiles will be considered by the DMB before a contract variation is agreed to ensure that delivery is still in line with the Local Development Strategy.

All projects will complete a headline monitoring form every month via an online form which will be assessed by programme staff. It will be reported to the LAG at every meeting. All approved projects will be required to provide financial and performance returns on at least a quarterly basis. Projects which are assessed by programme staff as high risk at an initial project induction visit, or whose quarterly returns are not to the required standard may be asked to provide all information on a monthly basis in order that they can be offered additional support to develop their reporting capability.

Programme staff will update LAG members at every meeting about project progress. The LAG's Scrutiny Group will be tasked with performance review of approved projects. The chair of this group will also regularly brief the LAG.

Before the AGM, the LAG will complete self-evaluation forms to review their performance. They will also undertake an evaluation of the LDS against the annual plan. This will be used by programme staff to produce an annual review report which will be sent to the WPN and be available at the AGM.

In addition to the ongoing monitoring of required ESF and ERDF performance measures, the LAG is also keen to assess the social value of the programme. Using social return on investment techniques, proxy measures will be used to assess the added social return of project activities. In addition, in order to demonstrate and measure the added value of delivering the programme using CLLD methodology, the activities of the LAG will also be assessed. The following additional outcomes will be measured and used to demonstrate an additional social return as a result of the use of a bottom up governance approach:

- Improved participation of local people in community projects
- Improved quality of local projects addressing local needs
- Improved local capacity with individuals
- Better relationships locally
- Improved local governance

External consultants will be utilised to provide some external verification of internal self-assessment and gather qualitative data from programme beneficiaries through focus groups and interviews to validate the evaluation findings.

The evaluation budget will not exceed £15k over the 5 year programme. Annual costs will be no greater than £2k p.a. with final evaluation up to £7k.

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's progress together with activities that they can support. LAG members have found this beneficial and want this form of updates to continue. The LAG also suggested the use of social media to support the project and keep stakeholders updated.

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 16th 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 26th May 6 – 8pm
West Offices
This meeting will have a look at the recently published guidance in order to understand what is required when

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.

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 to address identified skills gaps 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 LCR Strategy
- Managing conflicts of interest
- Code of conduct

Further training would be available for sub-groups e.g.

- 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

CYC in its Council Plan (2015-2019) aims to put economic, social and environmental sustainability 'at the heart of everything we do' and work towards 'One Planet Living'. The Executive, on 17th March 2016 approved the implementation of a new city programme called OnePlanetYork. The programme includes 10 clear One Planet principles for the city to work towards and an emerging partnership of organisations pledging their support to create a sustainable, resilient and collaborative city. The programme also includes the council becoming an OnePlanetCouncil and it has developed new policies, action plans and tools to embed sustainable 'One Planet' principles into everything it does.

The LAG is committed to working with the CYC and the OnePlanetYork partnership to ensure sustainability underpins everything it does (including economic, social and environmental sustainability issues).

To ensure this happens the LAG will use the OnePlanetYork principles throughout this bid and in our proposed action plan to help create One Planet communities across the 4CGY. We will also use the council's Integrated Impact Assessment tool (attached) on all major projects and strategies to ensure sustainable 'one planet' principles are considered and where possible, any negative impacts mitigated/ new opportunities identified.

Equal opportunities statement

The LAG in its commitment to fairness and equality has adopted an Equality Policy within its Terms of Reference. With regard to addressing gender inequality the LAG 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.

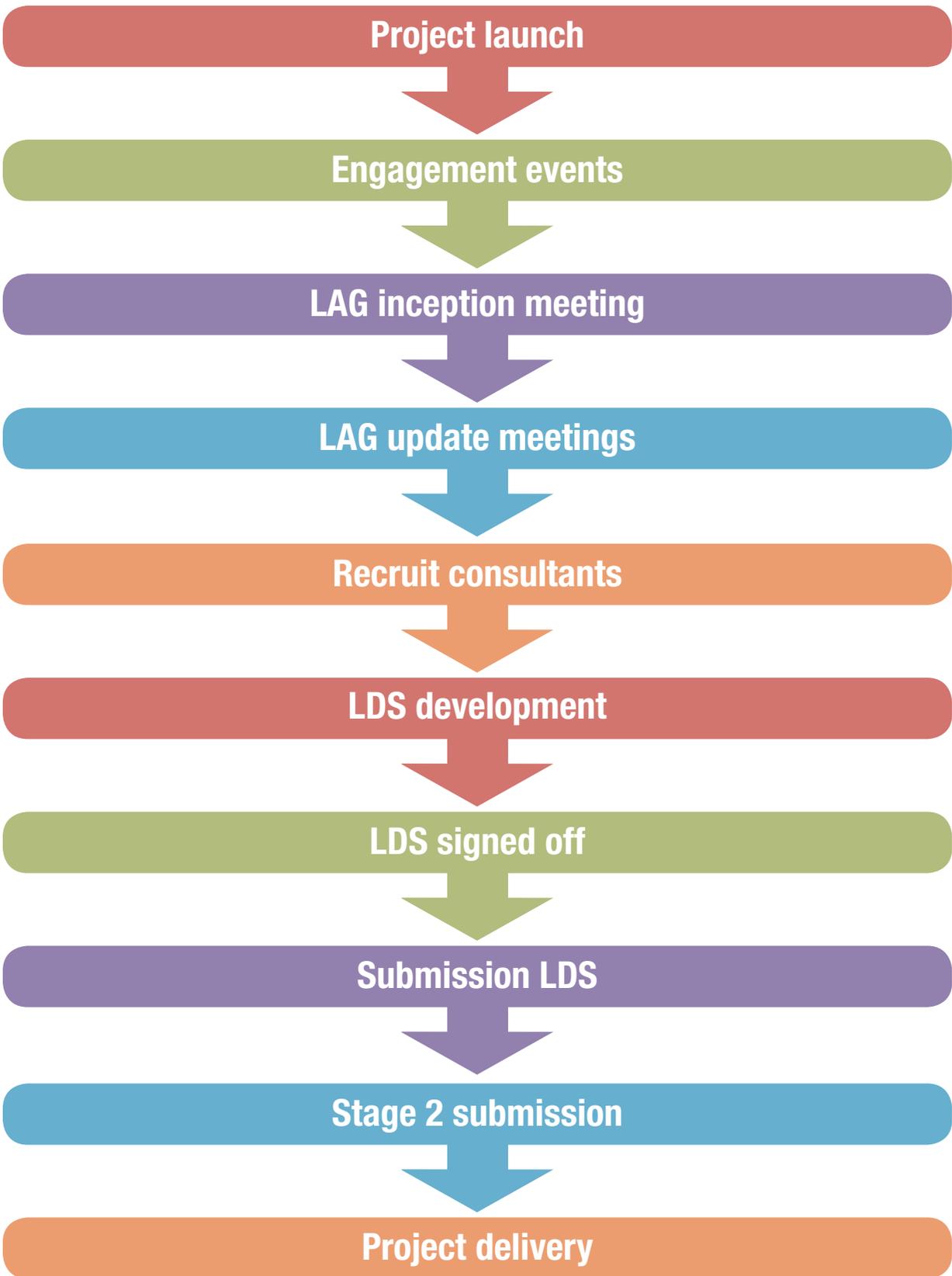


9. Financial strategy

The 4CGY LAG in consultation with CYC as Accountable Body have agreed a financial strategy which maximises the support available for supportive pathways for individuals furthest from the labour market and at the same time recognising the importance of local business and enterprise in sustaining positive change in the project area. This approach has been informed by research and validated by the results of community consultation.

Financial Strategy attached.

10. Timeline of activity



11. Approvals

The development of the 4CGY Local Development Strategy has been a collaborative and necessarily iterative process. The LAG has met regularly during the development process and driven and approved content at every stage culminating in approval of the final draft at a pre submission meeting on Wednesday 24th August. CYC has from the first expression of interest in the LCR CLLD programme offered to act as the Accountable Body. The LAG formerly requested that CYC become the Accountable Body for the project and this was approved at the Decision Session of the portfolio holder for Economic Development and Community Engagement (Deputy Leader) on Tuesday 16th August.



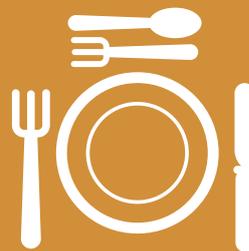
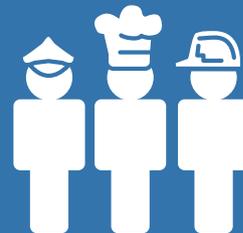
12. Glossary

4CGY	4CommunityGrowthYork
AB	Accountable Body (City of York Council)
ABCD	Asset Based Community Development Model
AGM	Annual General Meeting
Annual Plan	Updated yearly plan to implement the delivery of the Development Plan.
Area	The area shown in the map above
CAB	Citizens Advice Bureau
CLLD	Community Led Local Development
Community	Generally, the make-up of a group which is defined by interest or geography
CVS	Centre for Voluntary Services
CYC	City of York Council
DCLG	Department of Communities and Local Government
DMB	Decision Making Body
DWP	Department of Work and Pensions
ERDF	European Regional Development Fund
ESF	European Social Fund
ESIF	European Structural Investment Funds
GVA	Gross Value Added
IDAC	Income Deprivation Affecting Children Index
IGM	Inaugural General Meeting
LAG	Local Action Group
LCR	Leeds City Region
LDS	Local Development Strategy
LSOA	Lower Super Output Area

MA	Managing Authority - Department of Communities and Local Government (ERDF) & Department of Work and Pensions (ESF)
NOMIS	National Office of Manpower Information Systems (ONS)
ONS	Office of National Statistics
OPY	One Planet York
Partnership	The Local Action Group
Programme	CLLD 4CommunityGrowthYork
SG	Scrutiny Group
THBL	Tang Hall Big Local
VCS	Specifically, the voluntary and community sector.
WPN	Wider Partnership Network

Appendix referenced by chapter

2. Defined Area
 - Overall map & statistics
 - Stylised map
6. How the community was involved?
 - LAG endorsement – meeting minutes
7. Action Plan Summary
 - Summary
 - ESIF outputs
 - Financial Summary
8. Management and monitoring
 - LAG terms of reference
 - Accountable Body approval
 - LAG meeting minutes
 - Decision Making Session meeting minutes
 - Communications plan
 - CYC Environment Impact Assessment Form
 - 10 OnePlanetYork Principles
 - 4CGY York Equality Policy



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**