

# Leeds South CLLD

European Union  
European Structural  
and Investment Funds



## Then...



## Now...



## The Future?...

# Local Development Strategy 2016



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## 1 Introduction

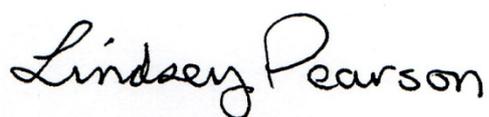
*Leeds is a first-class city capable of hosting world class events and vibrant businesses and venues. In the past few years, it has hosted the Tour de France and subsequent Tour de Yorkshire events, the Rugby World Cup, and the ITU World Triathlon. It is a significant financial centre, and boasts the Leeds Arena, Victoria and Trinity Gate shopping centres, the Leeds United and Rhinos stadiums, and much more.*

*However, there are still significant parts of the city that suffer from severe disadvantage and deprivation, and who gain little benefit from living in a successful, world class city. South Leeds is one such area, and this Strategy seeks to build on the success of our city to create new opportunities for some of our most deprived people.*

*South Leeds has some wonderful qualities. It has vibrant and diverse communities, and compassionate and caring people that help to make our communities and our city great places to live and work. It has a wide range of employers and educational opportunities on the doorstep. There are great choices of development opportunities for businesses and others. Yet deprivation persists. More than that, it is 'sticky' – while our city thrives, poverty and inequality continues unabated.*

*South Leeds Shadow LAG, and our partners, Health for All and Leeds City Council, do not accept that this has to be. We don't expect that this small programme will change the world. We don't even expect that it will change the whole of South Leeds. But we do expect to make a big dent in its problems. A very big dent! We are committed to making that happen, and we invite you to join with us in making sure it does.*

*It is with great pleasure that we endorse and approve the South Leeds CLLD Local Development Strategy.*



*Rev. Lindsey Pearson  
Chair, South Leeds Shadow LAG*



*Cllr. Kim Groves  
On behalf of the Inner South  
Community Committee & Leeds City  
Council*

## 2 CLLD Area & Population

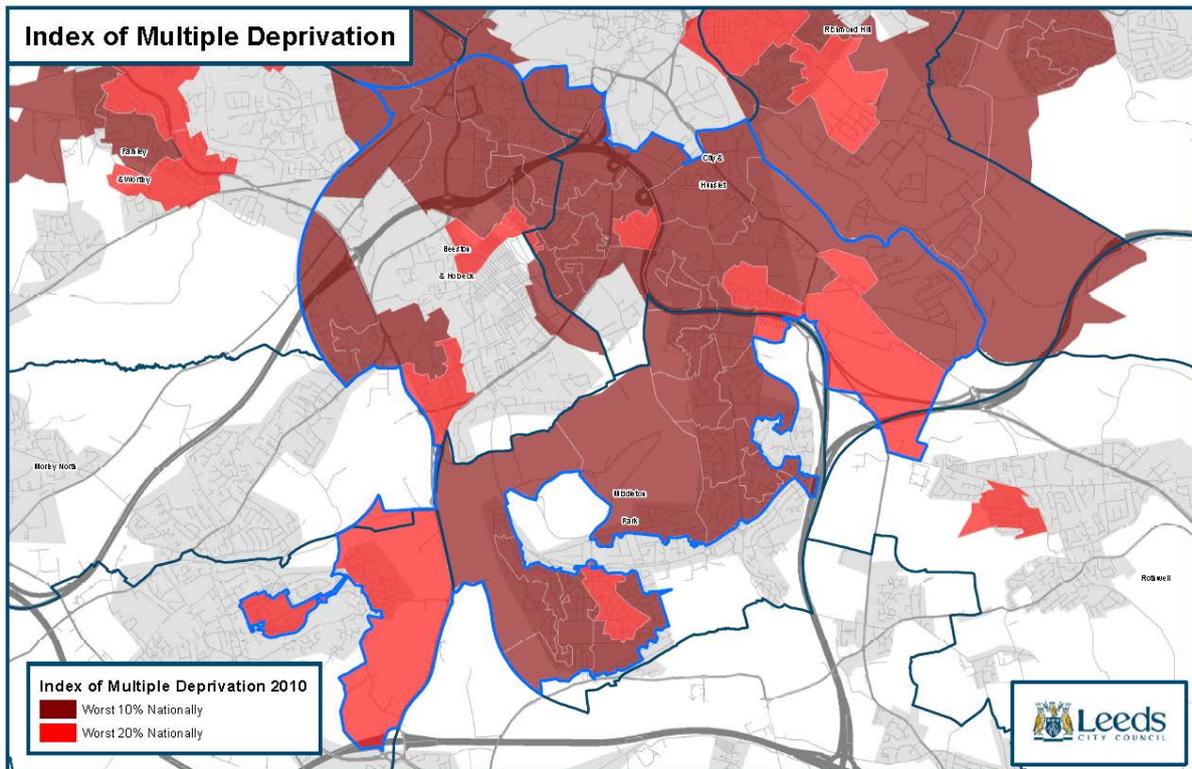
### 2.1 The identified geography

Leeds is a West Yorkshire city in the North of England:



The South Leeds CLLD area comprises an area to the south of Leeds city which includes the wards of Beeston and Holbeck, City and Hunslet, and Middleton Park, plus a small area of contiguous deprivation in the ward of Morley South. The area selected can be seen on the maps below, first in relation to the city, and next in relation to the 2010 IMD wards (lowest 20%):





Produced by P. Ogden, Intelligence & Improvement Team, Leeds City Council  
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REF : 2015 : 003 : 002

*South Leeds CLLD area outlined in blue.*

Detailed ward maps are to be found in Appendix 1.

## 2.2 Description of the area

The designated South Leeds CLLD area comprises a total of 52 LSOAs (see Appendix 2), of which 35 fall into the 20% most deprived areas in the country. The selected area is broadly contiguous with the Leeds Inner South Community Committee area, with the addition of two LSOAs (E01011540 & E01011544) which are immediately adjacent to the Inner South area, fall within the worst 20% nationally, and share common characteristics with the rest of the designated area.

The inclusion of 17 LSOAs which do not fall within the lowest 20% is necessitated by the fact that they are immediately adjacent to and share boundaries with LSOAs within the worst 20%, and in order to create a cohesive geography.

Geographically, the selected area covers the wards of Beeston and Holbeck, Middleton Park, and City & Hunslet, plus a small area of the Morley South ward. It stretches from the city centre of Leeds, and can be characterised as urban. It encompasses, over a distance of some five miles, small city centre pockets of relative comfort; through inner urban areas which comprise part of the urban doughnut effect, with the outward movement of retail and successful residential areas leaving behind blighted communities of poor housing, declining retail choice for the less affluent and less mobile, and poor quality environments; through to outer areas of large scale social housing estates moving towards the urban /rural fringe of Leeds.

The current LSOAs in the selected area are not an exact match to the LSOAs included in the 2010 IMD due to some boundary redefining arising from demographic changes and other issues. These were a result of:

- New housing developments which substantially increased the numbers of people living within the city centre areas,
- Some LSOAs encompassing areas of both high deprivation and relative affluence, causing a dilution in the true level of deprivation in an area,
- Some LSOAs covering illogical geographical areas,
- And particularly relevant to the Holbeck area, a significant number of people being decanted from the area in order to allow for a Private Finance Initiative new build, which had been substantially delayed, reducing the population for a significant period of time. This new build has now been almost completed, but the new population of the area, which includes residents of a large number of new social housing units, is only slowly entering into statistical information.

These changes did not, however, have any impact on the external boundaries of the chosen area. For this reason the LSOAs listed in Appendix 1 are the current LSOAs, and not those used in the 2010 IMD.

The areas closest to the city centre, from which the South Leeds CLLD area emerges, are contained within the wards of City & Hunslet and Beeston & Holbeck. They are typical inner urban areas which developed from small villages south of the River Aire during the rapid industrial growth of Leeds in the late 1800's. These villages had long histories dating back to the Domesday Book and before. To the casual observer, they may now appear to be simply part of the landscape of urban sprawl, yet they still have individual characteristics and identities which make them unique communities. Both wards are characterised by interspersed residential and industrial areas; large amounts of terraced housing including significant numbers of back to backs (the city average of terraced housing, according to the 2011 Census, was 27% of housing stock, whilst it is 43% in Beeston & Holbeck, and 31.1% in City and Hunslet); and a sparsity of family sized homes, with significant levels of high rise blocks of housing units.

Middleton Park and the included area of Morley South are now primarily residential areas, with large areas of Council built social housing in Middleton, the Westwoods and Manor Farm in Middleton Park ward; and the Harrops and the Newlands & Denshaws in Morley South. Although originally considered to be 'garden suburbs' and within five / six miles of Leeds City Centre, they rapidly came to be seen as isolated and lacking in facilities. Despite efforts to improve local facilities, it is still the case that they are perceived to be remote and without good levels of service provision. The construction of the M1 and M621 motorways has scarred the community leading to a physical divide in communities.

### 2.3 Demographic information

The South Leeds CLLD area has a total population 81,173 (63,464 over the age of 18), with 52,059

(38,326 over the age of 18) living in LSOA's falling within the lowest 20% on the 2010 IMD. The 2015 IMD records 52 LSOAs in the designated area, with 35 of them falling within the worst 20%, and 6 falling within the worst 1% nationally. Despite LSOA boundary changes in 2011, outlined above, there is a direct correlation between the two indices which shows that there has been little change in the life prospects of the significant majority of people living in South Leeds' most deprived areas. Some 26% of the deprived population of Leeds lives in this area.

The population profile shows a higher than average number of 25 – 34 year olds, and a higher than average number of females aged 20 – 24 than Leeds. There is also a higher proportion of children under the age of 4 years. There is a lower average profile than the city for both sexes over the age of 45 years.

Approximately 74% of the population describe themselves as White (see Appendix 2), with the majority (over 8%) of the remaining population describing their ethnicity as from South East Asia. However, South Leeds is a very diverse area, and there are also people of Black African, Black Caribbean, Eastern European and Arabic descent represented in the local population.

Across the area there are significant disparities, but within the deprived areas, life expectancy averages between 6 and 8 years lower than the least deprived areas of the city. Within the designated area are found:

- The highest premature death rates for both men and women (City Centre, Hunslet Green and Thwaites)
- The highest recorded alcohol related hospital admission rates for the city (Holbeck)
- The second highest suicide rate in the city (Beeston)
- Highest recorded obesity rate (30.4%) in Year 6 children (Middleton)

In addition, the area is characterised by very poor health, including some of the highest levels of coronary heart disease, COPD, diabetes, premature death from cancers, high levels of smoking, alcohol and substance abuse, and obesity<sup>1</sup>.

Unemployment in South Leeds is much worse than the city average, and in two of the wards the rates of out of work benefit claimants is double (Middleton Park), or approaching double (Beeston & Holbeck), the city average.

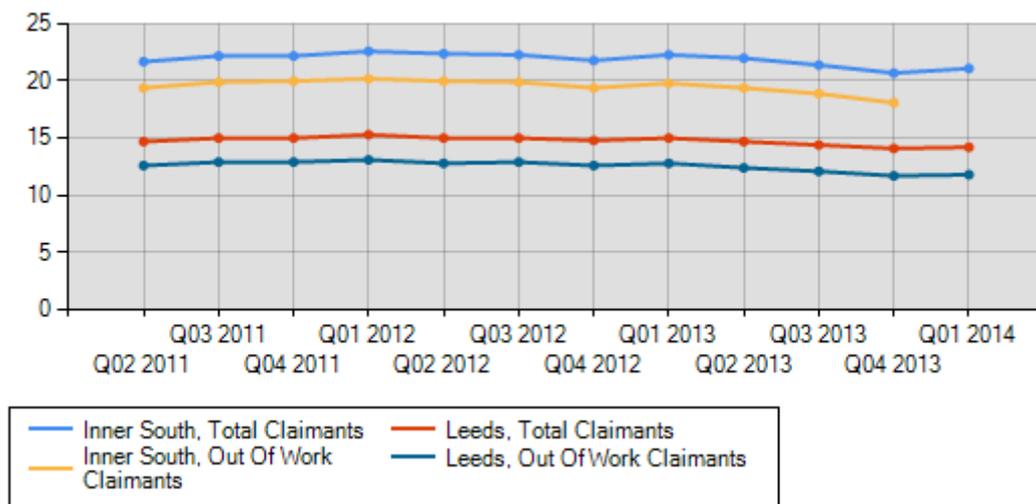
Working Age Client Group Claimants (WACG) - (Q01 2014)		
	Inner South	Leeds
<a href="#">ALL WACG claimants</a>	10955	71460
<a href="#">All claimants (%)</a>	21.1	14.2
<b>Statistical Group</b>		
<a href="#">Job Seekers Allowance Claimants</a>	3560	20210
<a href="#">Job Seekers Allowance Claimants (%)</a>	6.9	4.0

<sup>1</sup> Inner South Public Health Profile: <http://observatory.leeds.gov.uk/profiles/profile?profileId=273>

Working Age Client Group Claimants (WACG) - (Q01 2014)		
	Inner South	Leeds
<a href="#">ESA and incapacity benefits</a>	4435	30550
<a href="#">ESA and incapacity benefits (%)</a>	8.5	6.1
<a href="#">Lone parents</a>	1270	6900
<a href="#">Lone parents (%)</a>	2.4	1.4
<a href="#">Carers</a>	720	5820
<a href="#">Carers (%)</a>	1.4	1.2
<a href="#">Others on income related benefits</a>	340	2030
<a href="#">Others on income related benefits (%)</a>	0.7	0.4
<a href="#">Disabled</a>	575	5120
<a href="#">Disabled (%)</a>	1.1	1.0
<b>Out Of Work Benefit Claimants</b>		
<a href="#">Out-Of-Work</a>	9605	59700
<a href="#">Out-Of-Work (%)</a>	N/A	11.8

Source: Department of Work & Pensions

### WACG Claimants over last 3 Years.



Source: Department of Work & Pensions

In the 2011 Census, 6.5% of the population aged 16 - 74 stated that they had never worked (Leeds, 4.1%), and 3.1% were long term unemployed (Leeds, 1.9%).

Over 50% of households in the area had no access to a car or van and depended on public transport.

Although educational achievement has been rising year on year, expected outcomes still fall below the Leeds average for children resident in the area:

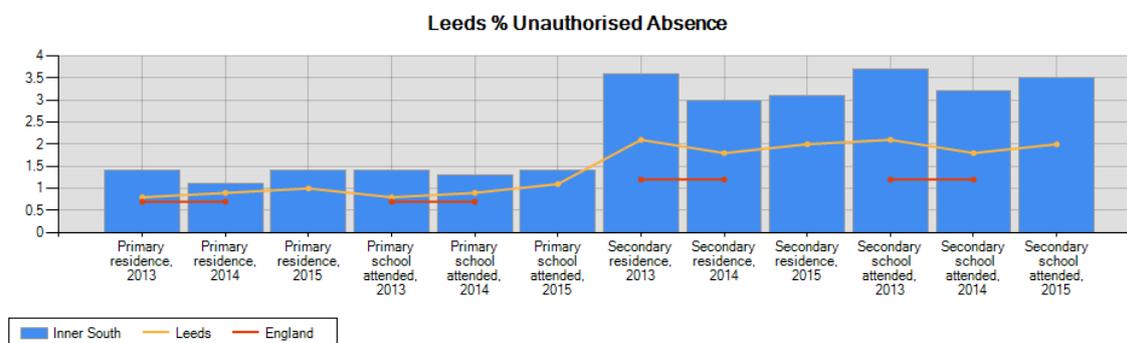
## Leeds KS4 5 A\*-C (from 2014)

Leeds KS4 percentage achieving 5 A\*-C First Results (from 2014)

	2014	2015
<b>KS4 5A*-C Leeds based on first result secondary school attended (%)</b>		
Inner South	46.7	47.3
Leeds	61.0	63.1
England	66.0	66.5
<b>KS4 5A*-C Leeds based on first result secondary school Leeds resident child (%)</b>		
Inner South	45.9	47.7
Leeds	61.0	63.1
England	66.0	66.5
<b>KS4 5A*-C Inc Maths English Leeds based on first result secondary school attended (%)</b>		
Inner South	39.2	38.6
Leeds	51.0	55.5
England	57.0	57.3
<b>KS4 5A*-C Inc Maths English Leeds based on first result secondary school Leeds resident child (%)</b>		
Inner South	36.1	39.9
Leeds	51.0	55.5
England	57.0	57.3

Source: DFE

A significantly higher proportion of resident children finish KS4 with no qualifications than the Leeds average – 9.7% in 2014 (Leeds 1.7%) and 3.1% (Leeds 2.6%) in 2015. Unauthorised and persistent absences are the highest in the city:



Source: DFE

The 2011 Census records that nearly 30% of local residents have no educational qualifications (Leeds, 23.2%); and that adult educational achievement is lower across the board for residents of South Leeds.

South Leeds residents in work are over-represented in lower socio-economic occupations (source, 2011 Census):

National Statistics Socio-Economic Classification	Area	%	Leeds	%
All usual residents aged 16 to 74	56677	~	560,849	~
Higher managerial and professional occupations	4309	7.6	58,491	10.4
Large employers and higher managerial and administrative occupations	662	1.2	11,511	2.1
Higher professional occupations	3647	6.4	46,980	8.4
Lower managerial, administrative and professional occupations	8167	14.4	108,607	19.4
Intermediate occupations	6477	11.4	72,518	12.9
Small employers and own account workers	3203	5.7	41,641	7.4
Lower supervisory and technical occupations	3979	7.0	35,744	6.4
Semi-routine occupations	9008	15.9	74,729	13.3
Routine occupations	8769	15.5	60,678	10.8
Never worked and long-term unemployed	5451	9.6	33,868	6.0
Never worked	3697	6.5	23,012	4.1
Long-term unemployed	1754	3.1	10,856	1.9
Not Classified	7314	12.9	74,573	13.3
Full-time students	7314	12.9	74,573	13.3
Not classifiable for other reasons	0	0.0	0	0.0

#### 2.4 Analysis of the development needs of the CLLD area

The statistics tell us a story of deprivation and lost opportunities. But these are numbers, not people, and it is the story of people that is often lost in the statistics. Statistics are comfortable – they tell us facts without engaging us too closely with what lies behind those numbers. But deprivation is not a quartile – it is an experience. And it is an experience that the majority of South Leeds people live with every single day of their lives.

A child born in South Leeds today will not live as long as their peers in other parts of the city, or in other parts of the country. This child is not predestined to a life of deprivation, but statistically speaking, that is what most of them will get.

- **We need our children to live longer lives.**

A South Leeds child is more likely than its peers to suffer from ill health, including life-limiting diseases and conditions. That means that they are not only likely to live shorter lives, but they will also suffer from conditions that limit their opportunities and life outcomes at various stage of, or throughout, their lives.

- **We need our children to have healthier lives, throughout their lives, so that they can make the most of life.**

A South Leeds child is more likely to obtain few, or no, educational qualifications, making them less competitive as entrants into the jobs market, or for further and higher education.

- **We need our children to succeed at school, so that they are able to enjoy a range of choices and opportunities as young adults.**
- **South Leeds businesses need healthy and educated young adults to fulfil their business needs – if they cannot find them locally, then they will look elsewhere.**
- **We need institutions of further and higher education to engage with local schools and children to raise standards and aspirations.**

As an adult, our South Leeds child is more likely to be unemployed, under-employed, or out of work for reasons of ill health.

- **We need our South Leeds adult to be able to access good quality jobs and to be fit and able to do so.**
- **We need to support our South Leeds businesses to see local people as a good investment, to work with us to improve the local economy, maximise the development opportunities, and get local people into local jobs. We need them to see past the disadvantages of peoples' lives, and focus on the opportunities to mould first class and committed workforces from local people.**

As an adult, our South Leeds child is more likely to live in poor housing conditions in inadequate environments, perpetuating the cycle of deprivation through their limited life opportunities and passing on these limitations to their own children.

- **We need the people of South Leeds to have higher expectations, for themselves and for their children. We need them to be able to see the opportunities and strive to achieve them.**
- **We need to make South Leeds a better place for our children to grow up and spend their lives in.**

We know we have a vibrant local economy, we know we have opportunities for developments in the area, we know we have resourceful people.

- **We need all these to connect with local people in order to make our communities thrive.**

And we know that this is too big a job for us and for CLLD, and that we need to work with others to achieve the big picture. In the meantime, whilst we are doing this, we also need to support those who are furthest from the labour market, and least able to engage with the pathways to employment. That is the development need that we propose to use our CLLD investment to build upon.

## 2.5 **SWOT analysis**

This SWOT analysis has been developed by the Shadow LAG based on the statistical evidence base; the social and economic context; expert knowledge from members of the Shadow LAG, the South East Area team and others working in the area; and from the community consultations undertaken as part of the CLLD preparatory stage (see section 4 and Appendix 7). The Shadow LAG has chosen to slightly amend the wording in response to our understanding of the local area: whilst we understand that there are things which may represent obstacles the Shadow LAG sees these as challenges rather

than simply as threats, and in some cases the challenges also represent opportunities when viewed in a different light. ‘Threats’ feels like too negative a term to describe things which the Shadow LAG feels could become sources of strength, and in some circumstances *are*, in fact, sources of strength, in our communities. For example, our ethnic diversity does create some community tensions, which is a threat; but it also produces a vibrant economic profile and fantastic community events and facilities.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Areas of new high quality housing developments, which includes private, social and mixed ownership/affordable housing is being developed; and there are opportunities for further housing schemes in the area.</li> <li>• Strong community identities – despite adverse conditions in parts of the area, there are large sections of the population(s) who have strong local ties, have pride in their communities, and provide a stable core of residents.</li> <li>• A long and successful record of public and third sector partnerships working, which provides a solid foundation for the delivery of CLLD in the area.</li> <li>• There is a diverse local economy representing a wide range of potential employment opportunities. Some parts of the local economic landscape have a strong history of interaction with local communities, and there are some good examples of joint working initiatives.</li> <li>• A vibrant ethnic and cultural diversity with strong roots in the community, economic activity, and community facilities.</li> <li>• There is already a strong nucleus of voluntary organisations delivering valuable services to the community which are well established, effective and respected.</li> <li>• The area has a number of valuable physical assets including John Charles Centre for Sport, Elland Road football stadium, Middleton Park, and the White Rose Centre shopping centre.</li> <li>• Good quality leisure and green spaces.</li> </ul>	<ul style="list-style-type: none"> <li>• Low levels of educational achievement across the working age population means that people are often not adequately skilled up to enter the world of work.</li> <li>• The loss of stable ‘traditional’ employments has led to significant levels of unemployment amongst older (mainly white) men who are ill equipped to transition to newer forms of employment. This often leads to poor health outcomes and contributes to high suicide rates. There is still a traditional cultural expectation of the family economy comprising a male ‘breadwinner’, and a female homemaker (with perhaps some part-time employment once the children are older). This leads to a failure to adapt to alternative economic models within the family unit.</li> <li>• Health inequalities – high levels of sickness and disability linked claims, particularly around mental health problems (including addictions), which mean that people do not see themselves as work ready; few employment opportunities for people with poorer health outcomes; and employers resistance to employing people with disabilities or poor sickness records.</li> <li>• Although there are some notable elements of good quality partnership working with parts of the private sector (for example, Land Securities, owners of the White Rose Retail Centre, Keepmoat housing developers, and Asda), both public and third sector engagement with the private sector has been difficult. Businesses are often too busy to invest time in matters they perceive as extraneous to their core business interests; and the public and third sector often fail to appreciate the skills and expertise that a business approach and involvement may bring to community developments. There is a</li> </ul>

	<p>perceived difference on both sides between what is ‘social’ and what is ‘business’ that gets in the way of effective working relationships.</p> <ul style="list-style-type: none"> <li>• Transportation links within / across the area are poor.</li> <li>• Lack of affordable childcare.</li> </ul>
<b>Opportunities</b>	<b>Threats (Challenges)</b>
<ul style="list-style-type: none"> <li>• LCC is working with the Joseph Rowntree Foundation to create 'More Jobs-Better jobs' across Leeds including the aims of higher skilled and better paid jobs being the key elements of the approach.</li> <li>• New housing developments in planning.</li> <li>• The managed area for sex workers has presented a unique opportunity for public and third sector services to engage with, and be trusted by, a group of people who traditionally would be amongst the most excluded and marginalised in communities (also contained within the Threats / Challenges)</li> <li>• There is sustained jobs growth in Leeds city centre, including the new Victoria Gate development and the iconic John Lewis store. This will build on retail and leisure strengths shown by the Trinity scheme.</li> <li>• The South Bank areas of Holbeck and Hunslet are areas identified for development and regeneration as the city centre spreads to the South. This is forecast to deliver over 35,000 jobs to the city once developed.</li> <li>• Burberry will be creating a state of the art manufacturing facility in Holbeck where there will be 1000 jobs, 300 new, delivering the worldwide manufacture of the Burberry mac coat.</li> <li>• Over 250 Small and Medium Enterprises are located in the South Bank, with a high proportion in the creative, digital and technology sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor environmental conditions in large parts of the area, especially in back-to-backs, which influence the perception of neighbourhoods, and inform attitudes of self-worth and confidence (people feel that they are more isolated, and “not as good as” people in “better areas”)</li> <li>• Low levels of entrepreneurial activity in some areas.</li> <li>• Community tensions and lack of cohesion as a result new migrant populations and/or shifting residential patterns of longer established ethnic minority groups.</li> <li>• Transient communities, often a result of the area being accessible for new migrant communities, who will move on as they become more established in the city; and also a result of sections of the community who struggle to retain their accommodations, often due to issues such as addictions and poor mental health.</li> <li>• Difficulty in retaining upwardly mobile people within the area – people who achieve success tend to want to move to a ‘better area’.</li> <li>• The ‘managed area’ for sex workers impacts on community perceptions, and on how people outside the area see it. Adverse publicity has influenced the areas image.</li> <li>• Intergenerational unemployment, often linked to some of the poorest health outcomes, is commonplace in significant parts of the community</li> <li>• There are, and will be a wide range of jobs</li> </ul>

<ul style="list-style-type: none"> <li>• Hunslet educational quarter, including the Ruth Gorse Academy, Leeds City College Printwork Campus, The University Technical College at the former Braime factory, and Hunslet campus of the Leeds College of Building is being developed. Over 10,000 students will be located in the area.</li> <li>• Substantial private sector development is expected to follow, building on the renaissance of Leeds Dock, now a corporate home of Sky.</li> <li>• Other investment such as the expansion of the White Rose Centre, and the location and growth of Du Puy in Beeston, illustrate the opportunity in the area</li> <li>• Opportunity provided by the recent launch of the Social Value Charter promoting cross sector partnership - backed by LCC, Chamber of Commerce and signed initially by 24 parties. Looking to become a local recognisable brand for cross sector collaboration and will promote greater interaction.</li> </ul>	<p>created. However they will pass by the target communities, without the intervention proposed through CLLD</p>
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## 2.6 Summary

The designated CLLD area was selected because of its disadvantage. The majority of the area falls within the lowest 20% of LSOAs in the country, and some of the other parts of the designated area are barely any better. There is no getting away from the facts of this. And yet, the area is one of incredible opportunities, ideally located on the fringe of the city centre, with its many employment possibilities; and with a range of existing and proposed developments within the area itself, which will increase still further the opportunities available.

What is lacking in the area, particularly for those furthest from the labour market, are the pathways between where they are now, and where they need to be in order to access those opportunities. Partners in the area have already demonstrated the benefits of joined up approaches. The Asda initiative, where close working between the business and local agencies to prepare for investment and targeted local recruitment, showed that with additional support it is possible to make connections and get local people into local jobs, with some 80% of recruitment for the new store being drawn from local residents. These are opportunities that cannot afford to be missed, and the Shadow LAG, in preparing and approving this Local Development Strategy, wants to contribute to the richness of work that has already taken place, to ensure that more of our residents benefit from the opportunities available.

### 3 The Local Action Group

#### 3.1 Membership

A Shadow Local Action Group (LAG) was established in March 2016, meeting for the first time in April 2016. Due to the time constraints of the preparatory stage, the delivery partners invited membership from individuals who had expressed interest in being involved in previous wider meetings, and based on their knowledge of the local community and community interests; other relevant knowledge (such as business interests); and ability to contribute to an agenda relating to appropriate strategy and strategic fit of the proposed programme. An independent Chair, the Reverend Lindsey Pearson, was also selected. Members, with the exception of the representative from Leeds City Council, are currently members of the Shadow LAG as individuals and not as representatives of their organisations or specific communities, and have committed to serve in this capacity until a decision regarding the progression to a Full Application is formally made, at which time the Shadow LAG will trigger the transitional stage in preparation for the appointment of a formally approved Local Action Group Executive Board which is:

- Representative of the appropriate partners and communities
- Balanced in respect of gender, age, and ethnicity to reflect the local population
- Has the appropriate skills and knowledge of the key themes and objectives to manage the programme, with training where necessary and the support of the programme team.

Pen portraits of the Shadow LAG membership can be found in Appendix 3.

The Shadow LAG has discussed in depth the way in which to ensure that future arrangements are representative, accountable and transparent. It has now determined that the way forward is an inclusive process, as outlined below.

#### 3.2 Structure & Decision Making Process

The South Leeds CLLD LAG will be an unincorporated association and a membership body, with a membership open to anyone who lives or works in the designated CLLD area, as well as to organisations, agencies and businesses with an interest in the area. The LAG will comprise four constituencies:

- Public Sector
- Private Sector
  - Including employees of local businesses
- Third Sector / Community organisations
  - Including faith communities and trade unions
- Residents

Anyone wishing to join the LAG may do so upon completion of an application form, in which they will be asked to declare themselves in one of the constituencies for organisational purposes. No person will be allowed to vote in more than one constituency.

The LAG will elect a LAG Executive Board, which will comprise no more than fifteen voting members. The Executive Board will be constituted in the following way:

- An independent Chair, who will be elected by the South Leeds LAG, who shall not have a vote unless there is a tied vote, in which case the Chair shall have a casting vote.
- Three resident representatives, one from each electoral ward (the area from Morley South being included within the Middleton Park area for these purposes) in the designated area, who will be elected from the resident constituency.
- Three representatives of the Third / Community sector, who will be elected from the Third / Community Sector constituency
- Three representatives of the Private Sector, who will be elected by the Private Sector constituency
- Three representatives of the Public Sector, one of whom shall be appointed by the Leeds City Council Inner South Community Committee, and two of whom shall be elected from the Public Sector constituency.
  
- Plus up to two voting co-optees who may be appointed by the LAG Executive Board to fill gaps in the representative nature of the Board or to enhance the Board's membership by bringing particular skills and experience.

The LAG Executive Board may co-opt further non-voting members as deemed appropriate, who will have time-limited membership of the Executive Board to contribute to specific aspects of the programme with which the Board requires additional support or expertise.

In the event of any of the voting positions on the LAG Executive Board being unfilled or becoming vacant, the Board will have the power to fill those positions by co-option, subject to the nominated person being a representative of the relevant constituency, and to confirmation by the next full LAG meeting.

The South Leeds LAG will meet at least twice per year, and will receive performance, financial and activity progress reports from the Executive Board. Terms of Reference are attached at Appendix 4.

The South Leeds LAG Executive Board will have full delegated powers to manage the CLLD programme for the LAG. It will meet as required, but at least four times per year, to approve appraisals, and to receive and approve the quarterly progress and monitoring reports and claims. It will manage the programme in collaboration with the Accountable Body, and will operate with due regard to the relevant guidance issued by the Managing Authorities, and in accordance with the processes set out in Section 6 below.

The Executive Board may establish sub-groups as appropriate, with the proviso that it may not delegate decision making to any sub-group or other body. Such sub-groups may include advisory groups made up of relevant target populations for the CLLD programme; and an appraisal panel.

The Executive Board will strive to make decisions by consensus; but in the event of a vote being required, matters in question shall be decided by a simple majority of those present and voting. In the event of a tie, the Chair shall have the casting vote.

Notice of meetings of the South Leeds LAG Executive Board will be communicated in writing to all members at least seven days in advance, and the quorum for the Executive Board will be six voting members.

Terms of Reference are attached as Appendix 5.

### **3.3 Transitional Arrangements**

Upon notification that the Local Development Strategy has gained approval from the Managing Authorities, and an invitation to submit a Full Application has been received, the Shadow LAG will initiate the transitional arrangements. This will include further publicising the Local Development Strategy and CLLD to people and organisations in the designated CLLD area, and inviting people and organisations to register as members of the LAG.

A meeting of the LAG will be held in December 2016, at which the LAG Executive Board will be elected. In conjunction with the Accountable Body, the LAG Executive Board will conduct a skills analysis and identify areas of weakness and training that will need to be addressed; and will draw up a plan to address these. The Shadow LAG will formally hand over to the LAG Executive Board in January 2017, in preparation for the outcome of the Full Application.

In the event that the Full Application is not successful, the LAG Executive Board will enter into discussions with the relevant Leeds City Council Community Committee(s), and the Employment and Skills Board(s) to ensure that the priorities and outcomes identified in the Local Development Strategy are embedded in other strategies and activities, and are not lost.

### **3.4 Equal Opportunities Statement**

The LAG accepts the position statement adopted by Leeds City Council:

“An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish. An equal society recognises different people’s different needs, situations and goals and removes the barriers that limit what people can do and can be”

It will operate in accordance with the public sector equality duty and the Equal Opportunities Policy of Leeds City Council as laid out in Appendix 6.

In particular the LAG will work to achieve representative gender and ethnic membership, and will work to identify and overcome any barriers to participation by any disadvantaged group. Equality impact assessments will form part of all policy and decision making.

In accordance with our policy, the LAG will be committed, within the framework of the LDS and funding criteria, to:

- Providing access to funding that is locally driven to meet identified need.

- Treat applicants, beneficiaries, partners, the public and colleagues with fairness, respect and honesty.

### 3.5 **Training requirements and skill set shortages**

The training needs of the LAG will be assessed in more detail once the availability of funding is known. Some initial training will be provided, at risk, during preparation of the Full Application, to enable Shadow LAG members to fully participate in the submission. At present, it is anticipated that all LAG Executive Board members, plus any additional appraising panel members, will undertake appraisal and selection training. We will develop a schedule of subject training to be delivered over the first six months of the programme, themed on the activity areas for this CLLD programme. All LAG Executive Board members and supporting staff will attend training for equalities and equalities risk assessments. Further training will be devised and delivered to meet local needs.

## 4 Community Involvement

### 4.1 Community engagement process

The Shadow LAG wished to engage as widely as possible with the local community and organisations (including businesses), so an intensive period of consultation took place during May, June and July 2016. The full report of the consultation activities and outcomes is attached as Appendix 7.

This consultation included a range of activities, such as:

- Surveys with local businesses and their representatives
- Interviews with the general public through public events such as community galas
- Interviews with organisations and focus groups of their client groups
- Interviews with staff and managers working with out of work groups
- Interviews with people who are out of work

The full list of engagements is attached as Appendix 2 of the Consultation Report, but included more than 20 events and meetings, 17 organisations and businesses, and incorporated results from 8 pieces of previous research or consultations conducted by Shadow LAG partners.

Perhaps our most innovative engagement strategy was our ESIF balloons, used at public events – “get your mum/dad to come over and answer a few questions, and you can have a balloon”!



### 4.2 Community engagement outcomes

The consultation resulted in a very wide range of issues and concerns being identified. These are captured in full in Appendix 7.

A commonly expressed view was that a great deal was already being done, but that it was not engaging with residents of South Leeds effectively. In other words, the means for people to improve their economic position often already existed, but people did not know about them, or there was a lack of connectivity and pathways for people between programmes and opportunities. As a result of this, it was felt that the future LAG Executive Board needed to be more proactive, rather than simply being a means by which to manage CLLD, and needed to act as a ‘critical friend’ to other programmes of work, many of which may also be funded under ESIF, to ensure that resources were appropriately directed towards residents of South Leeds.

Although there were obvious concerns about youth unemployment and youth opportunities, especially for young people who are new to the job market, it was felt that there are specific programmes of support for them, leaving other groups of people less well catered for. Issues most often identified included:

1. Issues around mental health generally, and more specifically relating to suicide risk, addictions, and ‘cultural coping strategies’ (see below for more information on this)
2. Issues of physical health, often multiple problems
3. Learning disabilities, including issues around the impacts of undiagnosed learning disabilities – it has been noted, for example, that South Leeds has a higher than average incidence of

dyslexia amongst children leaving school, although many remain undiagnosed even at that stage. This contributes towards an under-skilled (potential) workforce who struggle with some of the most basic requirements, when a simple diagnosis could lead them to be able to access support and learning strategies to manage their disability, and increase personal confidence (since a lot of people are labelled as, or fear being labelled as, “stupid” when they cannot manage basic literacy).

4. Physical disabilities, which may be compounded by learning disabilities and other problems to create multiple barriers to employment.
5. Parents trying to return to work after time out to raise a family (also see the piece below on ‘cultural coping strategies’).
6. Those for whom English is not a first language.
7. Multiple personal and familial problems which contribute towards making economic activity a low priority.
8. Older people – those who are 40+ (also see the piece below on “cultural coping strategies”)
9. People generally lacking in social skills, including confidence and communication skills.

Again, as with the development needs of the area, there were far too many issues identified for CLLD to tackle effectively. The Shadow LAG therefore agreed to target three areas of work which emerged from the consultations, each identifying groups of people who are furthest from the labour market, and who are not at a stage where they are able to effectively engage with other provision.

#### 4.3 Target Groups

##### **Target 1 – Interventions which support workless families**

One aspect of the consultations connected a number of these key issues together into something which we are currently describing as ‘cultural coping strategies’ for lack of a better phrase for now, although it may be better described as a way in which people are *not* coping. In this respect, ‘culture’ does not relate specifically to ethnicity, but to people who are ‘adrift’ from the modern economy. The groups of people most often associated with this are those experiencing intergenerational unemployment, where at least two generations of adults in a family do not / have never worked, and so there is no model of employment or other engagement with the economic world for young people to see.

However, during our consultations another group of people, generally older (40+), were identified as being adrift from the modern economy. This older, mostly male, group are characterised as having grown up whilst there was still a strong traditional manufacturing base in place, in which they had been working for a substantial period of time. Often made redundant, or unable to continue working in that environment due to health issues, they have grown up and worked in an environment considered ‘stable’ or ‘lifelong’, never expecting anything else. Many may have followed in the footsteps of a parent.

These people typically

- Have little experience of applying for work, and may lack the skills to access modern employment opportunities (can't use technology, don't know how to apply on line, lacking in communication methods, little or no experience outside their field, and few qualifications);
- May struggle in a world where they are no longer the 'breadwinner' – this group are identified as being amongst the biggest suicide risk (rates of suicide in the designated area are the second highest in the city), subject to depression and problems with mental health
- Can become a 'barrier' to others in the family working – there have been reports of women saying that the reason they cannot seek work is because of their partner / husband, who feels disempowered by the woman working; and they can heavily influence choices of young adults in the family, encouraging them into avenues with short term gain over longer term advantage.

Effectively, these are people and families 'out of their time', with family units constructed around ideas of male breadwinners, lifelong work, and female homemakers who may have a 'little part-time job' after the family are grown up; and who find it difficult to adapt to a more flexible view of employment and the family as an economic unit.

It was felt that current approaches, which focus on *individuals*, did not support a process of change within *families* that enabled them to make best use of the opportunities available to them in terms of mainstream programmes and employment opportunities. People in this group may also typically experience multiple disadvantages including unresolved mental and physical health problems which require a more supportive structure to enable the family unit to realign with economic opportunities available.

## **Target 2 – Interventions which support people with disabilities**

During the consultations it became clear that there were a large group of people with disabilities, both diagnosed and undiagnosed, who struggled to engage in the economy. These disabilities range from small, often invisible, but important disabilities (such as undiagnosed dyslexia) through to more significant forms of disability which made engagement with mainstream programmes and educational opportunities impossible. People described being unable to complete application forms, or being 'let go' early in employment because they were unable to satisfy some basic parts of their work, often involving literacy, numeracy, or basic social skills. Others described being judged by their appearance rather than by their abilities or skills; whilst others identified as being unable to operate reliably as a result of their disability, and needing more support to fulfil basic employment conditions like regular attendance.

One particularly poignant engagement, done in 2014 when the initial stages of CLLD in South Leeds started, was with a group of adults with Downs Syndrome who described wanting to work because they "wouldn't be grown up until they could work" (their words), but for whom there was no employment. Opportunities for this latter group of people with such significant disabilities have diminished or disappeared entirely over the last decade.

Regardless of the severity of a disability, it has a significant impact on economic engagement, and the Shadow LAG believes that people with disabilities should have the support they need to become economically engaged.

### **Target 3 – Interventions which support sex workers into alternative employments**

Within the designated CLLD area lies the area of Holbeck, where a unique “managed approach to street sex work is operated. Although there are extremes of views about the managed approach there is broad agreement locally that a managed approach by public authorities provides an opportunity to improve outcomes for residents, businesses and sex workers, in an area where the presence of street sex work has had a long-standing negative impact on the community.

There has been a great deal of lurid coverage by the national press, however, as highlighted in a recent documentary by the BBC, “*Sex, Drugs, and Murder: Life in the Red Light Zone*” (<http://www.bbc.co.uk/iplayer/episode/p04045rz/sex-drugs-murder-life-in-the-red-light-zone>) these sex workers are amongst the most vulnerable and multiply disadvantaged people in the community, with complex social, health and familial problems, and usually addictions which control their lives and their choices. Recent consultations with local people and businesses on whether the managed approach should continue, attached as Appendix 8, say that most people would be in favour of the zone continuing to exist, although with some changes to the way it operates. Despite sometimes lurid headlines, people are more tolerant of the disadvantage that sex workers face and the risks to them than is commonly thought. A significant minority (10%) of those consulted felt that support should be provided to enable sex workers to change their career. The Shadow LAG recognises that a great many of these street sex workers, and those who work indoors, are residents of the designated area, exceptionally vulnerable, multiply disadvantaged, and a long way from the mainstream labour market. The Shadow LAG therefore agreed that a further focus of the CLLD programme should be pilot activities supporting sex workers towards mainstream employment.

Many consultees also identified a lack of support for moving towards self-employment or establishing a business; and a lack of work experience and volunteering opportunities to help people with work readiness. Whilst there are programmes and schemes aimed at stimulation of new business start ups, they are not presently targeted at particular sectors or areas. Baroness Mone in her recent study ‘*Boosting enterprise in deprived communities*’ investigated the disparity between the rate of new business start ups in more disadvantaged areas and those more affluent areas and made a number of recommendations. Key to her findings was opening up ‘opportunities for innovation and learning, as well as tailoring support to tackle local issues’. Encouraging local businesses to mentor start ups, local hubs aimed at providing advice and expertise to particular targeted areas and priority sectors is an important part of our strategy and will be specific to the needs of the South Leeds area.

**The Shadow LAG has agreed that these become cross-cutting themes in the Local Development Strategy.**

## 5 The Strategy

### 5.1 Description of the strategy and objectives

The Shadow LAG has approached the development of this strategy as underpinned by a series of **values**, which are:

- Nurturing aspiration, confidence, information and knowledge about work and combatting myths about what work is and is not
- Not going for the 'low hanging fruit' – be daring and grasp the nettle
- Focussing more on communities, while current programmes focus on individuals
- Empowerment – "don't do things to me, do them with me"
- Keeping a focus on what businesses need
- Playing a 'critical friend' role in relation to mainstream programmes – why are they not perceived to be helping the people of South Leeds?
- Leaving a legacy of sustainable activity which should influence how mainstream providers do their work.

The strategy is based on the three identified target groups, and the two cross-cutting themes outlined in section 4.3 above. These groups, taken individually and collectively, address key concerns about the ability of many local residents who are furthest from the labour market to access employment opportunities (which may include self-employment or business creation) and programmes of support which will make them job-ready. The delivery of activities to support these groups will be primarily through small, community based initiatives, which are able to demonstrate a more targeted and flexible approach that enable people to make positive steps towards employment.

The identified target groups demand a more granular approach than large mainstream programmes can offer, tailored to individual circumstances, and delivered in the communities they live in, by organisations that they feel they can trust not to judge their circumstances.

The target groups are identified in paragraph 4.3 above.

In supporting these target groups our objectives will be:

#### **Objective 1 – Building capacity within communities as a foundation for economic growth in deprived areas**

We will support projects which enhance the capacity of the community sector to respond to the challenge of delivering economic growth by making communities better able to compete in the urban economy. We will particularly encourage the creation of projects which seek to link communities to local employers, and/or which support target groups towards employment through activity which enhances the local area and environment.

#### **Objective 2 - Provision of small scale community hub facilities to support Small and Medium Enterprise**

We will support projects which encourage and foster the creation and support of SME's, and which will provide facilities for economic activity which promotes the employment opportunities of our target groups. We will, in particular, be looking to support social enterprise as a model. These projects are envisaged as contributing to our cross-cutting theme of business creation.

**Objective 3 - Tailored business support activity, mentoring, coaching, information, advice and guidance.**

We will support projects which provide business support to those falling within, or employing or seeking to employ, people within our target groups. We would seek to utilise existing resources within communities to deliver this objective as additionality to mainstream provisions that create new pathways for target groups into the mainstream support.

**Objective 4 – Embedding access to opportunities for growth for all areas and groups**

We will support projects which provide access to opportunities for groups of people who are currently furthest from the labour market and suffer additional difficulties in accessing growth opportunities. We will work with local employers and businesses to raise awareness of the barriers which may be faced by our target groups, and will work with them to overcome such barriers. We will ensure that good practice is captured and disseminated widely to encourage others to consider new approaches to employment.

**Objective 5 - Addressing persistent levels of unemployment, economic inactivity and poverty, particularly in urban areas**

Our support will be targeted at groups which mainly feature amongst those who are persistently unemployed or economically inactive, and who, as a result, live in poverty within the urban environment of our selected geography. We will be particularly keen to support projects which combine working with those who are persistently unemployed and/ or economically inactive through means which also enhance the urban environment and / or alleviate local poverty, and take a whole family approach to worklessness.

**Objective 6 - Promotion of entrepreneurship and access to local services and amenities**

Our support will target groups who are currently least likely to access local services and amenities, and who are least likely to engage with any form of mainstream activity. Our purpose is not to duplicate that activity, but to create new pathways to support for local residents so that they can fully benefit from what is already available or may become available in the future. We are particularly keen to support entrepreneurship and entrepreneurial opportunities for residents in our target groups, some of whom will have unrecognised resilience, vision and capabilities despite their current position. We will support projects that deliver these pathways and entrepreneurial opportunities.

**And**

**Objective 7 – Supporting the employment needs / employability of the areas most vulnerable residents.**

We wish to support those residents that other programmes cannot reach, hence our selection of the target groups. In making this selection we have deliberately set out on a journey to make improvements for those who are most difficult to help, and who, therefore, often fall beneath the radar of other programmes. We believe that granular delivery at a very local level by organisations within the community can overcome barriers that these larger programmes cannot, and will lead to significant remodelling of the approaches to working with those who are most vulnerable within our communities.

## 5.2 Innovative features of the strategy

South Leeds is no stranger to innovation, and we have an enormous appetite and enthusiasm for trying new approaches. We have modelled applying linkages between site development and the employment of local people, creating new social contracts between business and place. The area also contains one of the first neighbourhood planning pathfinders, which seeks to better align planning with the geography of place and the social context, to create better outcomes for communities. And, as already mentioned, we contain, within the designated area, Britain's first and, so far, only managed area for sex workers. In South Leeds, we are not afraid to take risks to achieve long term gain; and whilst we will always approach innovation with due care, we recognise that sometimes the potential rewards will outweigh the risk of failing. Innovation always comes with a risk of failure.

We believe, however, that our successes have been based upon our outstanding experience of strong partnership working between sectors, and our ability to draw upon the relative strengths of partners to offset the weaknesses of others. Collaboration is our favoured approach, although it is not without its own challenges.

That is why we have, as a Shadow LAG, set our sights very high in approaching innovation in our CLLD strategy. We have not opted for safe target groups or issues, and have taken the Managing Authorities at their word in selecting those who are furthest from the labour market. It is difficult *not* to duplicate activity when one looks at the plethora of activities already in place. Indeed, whilst being more individually tailored, we would anticipate that some (but not all) aspects of projects delivered will bear some resemblance to other activities being delivered elsewhere. If this were not to be the case, we would be most concerned about those programmes missing obvious delivery methods that we have spotted.

What is innovative is that we are seeking out groups of people who we know, and can evidence, are not engaged with those other programmes. We are looking to support those people either into employment, or to a stage at which they are able to engage with mainstream programmes of support. And we are doing so by recognising and facing their unique barriers, rather than avoiding them or brushing them under the carpet.

We know, for example, that sex workers have complex problems which need to be tackled before they can be employment ready. We know that CLLD cannot tackle these problems alone – some of these problems are not even eligible expenditure. But by creatively combining packages of support, we can help people to turn their lives around, and become net contributors to society. Equally, we know that some people with disabilities may never be able to enter mainstream employment, but that does not mean that they cannot be employed, or that they cannot be a part of the world that

many of us take for granted. Where we can support entire families towards a new economic engagement, we can lift people out of poverty by breaking the cycle, often quite quickly, and may even save lives – one ‘accolade’ that we would happily lose is that of having the second highest suicide rate in the city. And a small amount of investment in helping people, for example, to identify undiagnosed disabilities that affect their employment prospects may open up a whole new world of support and coping mechanisms that mean that instead of a life of persistent unemployment or low paid work, people can aspire to other options in employment and education.

It is not a question of what is innovative about the South Leeds CLLD Local Development Strategy – it is a question of what is **not** innovative about it. By using this investment, which is small in many ways, we intend to create new models that can be used by others, and bring hope to other residents that they too can change their circumstances.

### 5.3 Alignment to other activities

The Shadow LAG has taken great care to align the proposed programme to other activities within the area and within the City / City region. The area has a very active Employment & Skills Board, chaired by Cllr. Kim Groves, who is also the Leeds City Council nominee to the Shadow LAG. The Employment & Skills Board has representatives of 29 organisations working locally, including representatives of public sector agencies (including the DWP and Leeds City Council), education (including Leeds City College and Leeds Beckett University), and the private and Third sectors. The Board works to practically enhance the economy of South Leeds and the employment of local residents, and has a strong history of supporting job creation and new opportunities. It was extensively consulted in the formation of this strategy. We intend to maintain this relationship throughout the life of the proposed programme to ensure alignment and additionality, as well as high quality results as part of our ongoing evaluation strategy.

We are aware of other ESIF programmes of work and proposed programmes of work which will have an impact on South Leeds, although none are exclusive to South Leeds and are not community led. These include:

- Local Flexibilities for Reducing Unemployment, which provides for targeted, flexible activity to support people furthest from the labour market into employment
- The Apprenticeship Hub promoting the benefits of apprenticeships to SMEs and young people
- The Back to Work Programme, which in Leeds will focus on mild / moderate mental health problems and care leavers, providing support to the unemployed and inactive to return to the labour market.
- Ad:Venture, which will provide pre start up support for new businesses and support up to 3 years.
- Stronger Families, which focusses on pre-Troubled Families, to divert families from anti-social behaviour, criminal activity and school exclusion, all of which act as barriers to employment.

As we found in our consultation with local people (section 4.2 above) one of the difficulties of such programmes is that residents are often unaware of them or the opportunities they create for residents. As a result, the Shadow LAG/ LAG Executive Board would wish to act both as a signpost

and as a critical friend to other activities to ensure that residents in South Leeds are able to benefit from these programme of activity. CLLD is a small amount of money, and it both needs to maximise the benefits derived from other programmes; and to help to move our target groups, who fall beneath the radar of these larger programmes towards engagement with other programmes of activity and employment as people gain in confidence and skills. Ongoing dialogue through the Employment & Skills Board will enable us to do this, and to create linkages and pathways between our programme and other activities; as well as being able to review our own outcomes and aspirations against the changing environment in which we will be operating.

We are, of course, also ensuring alignment and additionality to mainstream programmes of activity. We have a number of local Job Clubs in the designated area, who have also been consulted, and who we intend to maintain string links with. There are also opportunities through a range of DWP mainstream programmes, including the Back to Work scheme, the Work Programme, the Help to Work scheme, Sector Based Skills Academies, Skills Conditionality and Community Work Placements, to link local residents to the appropriate post-CLLD mainstream programmes of work.

The Shadow LAG very much sees its role as a “pre-pre- programme” supporting those who struggle most to enter the labour market to see new opportunities for themselves, with a local focus that makes them feel safe; and as a promoter of innovative new ways to help people enter the labour market which will inform and challenge mainstream programmes to look at new ways of working.

#### 5.4 Action Plan

Below is a summary of our plans for activity through the programme. The early stages of the programme are more detailed as we would intend to evolve this strategy in line with changing needs and opportunities. This timetable is dependent on approvals and contracts contained within the Indicative Timeline for Community Led Local Development outline in the Supplementary Guidance for Community Led Local Development within European Regional Development Fund and European Social Fund 2014-2020, published in September 2015.

August 2016	Submission of South Leeds Local Development Strategy to Managing Authorities
November 2016	Accountable Body and Shadow LAG collaborate on the submission of Stage 2 Full Application Shadow LAG compiles and distributes LAG member application packs
December 2016	Accountable Body submits Full Application First full meeting of the South Leeds LAG Elections of the LAG Executive Board & Chair
January 2017	Draft systems and processes developed Draft project application pack designed First meeting of the LAG Executive Board Training needs analysis completed by LAG Executive Board
February 2017	Initial training for members of the LAG Executive Board
March 2017	Funding agreements issued by Managing Authorities Appraisal training for members of the LAG Executive Board / Appraising

	Panel members Draft application process approved and application packs made available
April 2017	Funding agreements signed by Accountable Body Approve Communications Strategy Finalise systems and processes
May 2017	Formal launch event First call for projects
June – December 2017	First projects assessed (July) First project decisions (August) First funding committed and contracts issued (September) Commit £250,000 spend
2018	Commit £530,000 Spend £650,000
2019	Commit £270,000 Spend £600,000 Mid programme evaluation and review
2020	Commit £280,000 Spend £600,000
2021	Commit £70,000 Spend £150,000 Exit strategy fully developed and implemented
2022	Programme fully spent Targets achieved All returns to Managing Authorities submitted Independent evaluation

## 5.5 Targets, results and outputs

Details of the anticipated targets, results and outputs can be found at Appendix 9.

## 5.6 Sustainability

The South Leeds Shadow LAG defines sustainability as:

***The aim to ensure that people are able to satisfy their basic needs and enjoy a quality of life that enables them to fully function as a member of society, with all the incumbent rights and responsibilities, without compromising the quality of life of future generations***

***And***

***The ability of organisations and their activities to learn and evolve into the future to enable them to build on successes, and continue past the life of the programme***

The South Leeds LAG Executive Board will ensure the programme supports its sustainability objectives and enhances the social, economic and environmental impacts made by the programme by:

- Rigorous gateway appraisals which ensure that projects have no negative impacts
- Providing support for projects assessed to have sustainability beyond the life of the funding
- Supporting projects which cut across or combine social, economic and environmental impacts to maximise gain from the investment
- Supporting the local £ by procuring local products, and the use of local community facilities and venues

The project will also review all its activities to ensure that practices which reduce impacts on climate change are supported, including:

- Car sharing or the use of public transport for meetings and events where possible
- The use of electronic media and other forms of technology to reduce printed materials and/or alleviate the need for meetings; and the recycling of waste materials

Projects funded under the programme will be expected to produce their own sustainability plans.

## 6 Management & Administration

### 6.1 Accountable Body & Delivery Body

Leeds City Council will act as the Accountable Body, and will operate within the criteria set down in the guidance for accountable bodies published in July 2016. The Council has a strong track record of delivering EU programmes, both in the current, and in previous, programmes. Leeds City Council has agreed to act as the Accountable Body for each of the three Leeds submissions, and in the event that two or more are successful in moving to the next stage, will provide core corporate support to all of the LAG's to provide synergy with other funding streams and economies of scale to maximise available funding into communities.

The core corporate responsibilities of project appraisals, offer letters, project monitoring, claims, management and accounting, financial reporting, relationships with the DWP and DCLG, the training and development offer and programme evaluation will be delivered through a central team based in the Citizens & Communities Directorate, headed by the Assistant Chief Executive. This team will draw upon the collective resources of the Council to deliver the expertise required.

In Leeds South the communications strategy, business engagement, community engagement, project identification eligibility checks and project development support will be delivered through the Leeds City Council South and South East Area Team, who have extensive experience of working with communities and businesses to deliver complex programmes of work. The Area Team will work in partnership with the LAG Executive Board, who will provide the overall direction of the programme, receiving regular reports on activity to ensure community benefit and the achievement of outcomes. The LAG Executive Board will also receive regular reports from the core unit regarding programme performance, financial performance, and project monitoring.

Leeds City Council has extensive experience of working with partnership bodies like the LAG, empowering and enabling them to deliver high quality outcomes. It will be able to provide local synergy through formal links to the Community Committee, the Inner South Employment & Skills Board, and the Neighbourhood Improvement Boards.

### 6.2 Project development and assessment

The chart on the next page outlines the project development process.

#### **Project Development**

Following a launch of the programme strategy and priorities, the programme Engagement Officer / staff from the South & South East Area Team will work with local partners to generate project proposals. The primary purpose of this role is to work with potential partners to identify eligible projects and develop them into full applications for independent appraisal. Support will be provided to empower and enable local community organisations and business to access the programme.

Eligible project applicants will submit an Expression of Interest Form. The Programme Co-ordinator will complete an eligibility check and review of the project aims, objectives and fit with CLLD priorities and principles. This will include liaison with groups with relevant local knowledge (e.g. the

LEP staff, other programmes of activity, key public sector bodies and/or representative bodies) to establish whether there is duplication, or whether the project would be a better fit under a main programme, or is already being delivered. Pre-application training sessions and materials will be given to potential applicants to strengthen the application process and the quality of applications coming forward. This will cover issues such as managing cash-flow, business planning and apportionment.

Eligible projects which contribute to the CLLD strategic priorities will proceed with a full application, or be advised to undertake further development work if applicable. The Programme Co-ordinator will add the eligibility checklist to the full application when the final submission is agreed.

### **Project Appraisal & Investment Decision**

The appraisal criteria for all projects within the CLLD programme will be set and agreed by the South Leeds Local Action Group. The LAG will also approve the application, appraisal and approval process. The project selection criteria will be made available on request.

An appraisal team of no fewer than three people approved by the LAG Executive Board will appraise the application with the support of the Technical Support Officer at the Accountable Body, and will complete a detailed appraisal assessing eligibility, deliverability, strategic fit and value for money. Applications with any missing information would be returned to the Engagement Officer / staff from the South & South East Area Team for discussion with the applicant.

Where appropriate, expert input will be requested from key partners, to ensure complementarity with potential other funding programmes or strategies and for specialist areas of work.

The full applications and appraisal will be submitted to the LAG Executive Board for approval or rejection, to help inform the local approval decision. The LAG Executive Board may conditionally approve a project, subject to, for example, further approvals elsewhere or decisions on matched funding. In such circumstances, the application need not be returned to the LAG Executive Board unless there are material changes to the application.

### **Commissioned Activity using Open Procurement**

In addition to an open call for projects, the CLLD Programme may commission activity to deliver specific outcomes. This will be done using an open procurement process. It will involve a process which includes the following key stages:

- Commissioned activity to be determined by the LAG Executive Board.
- Task and Finish Group established to oversee the procurement process. The Group would bring together the expertise but avoid any conflict of interest.
- Project specification developed. This will include the priorities and objectives it is aiming to address, outputs and outcomes and any other specific criteria. It will also clearly state the appraisal and selection process.
- This project specification would then be agreed by the LAG Executive Board.
- The project specification would then be published in accordance with EU Procurement Rules. The appraisal and selection process will be followed and a preferred provider identified.

- This will be ratified by the LAG.

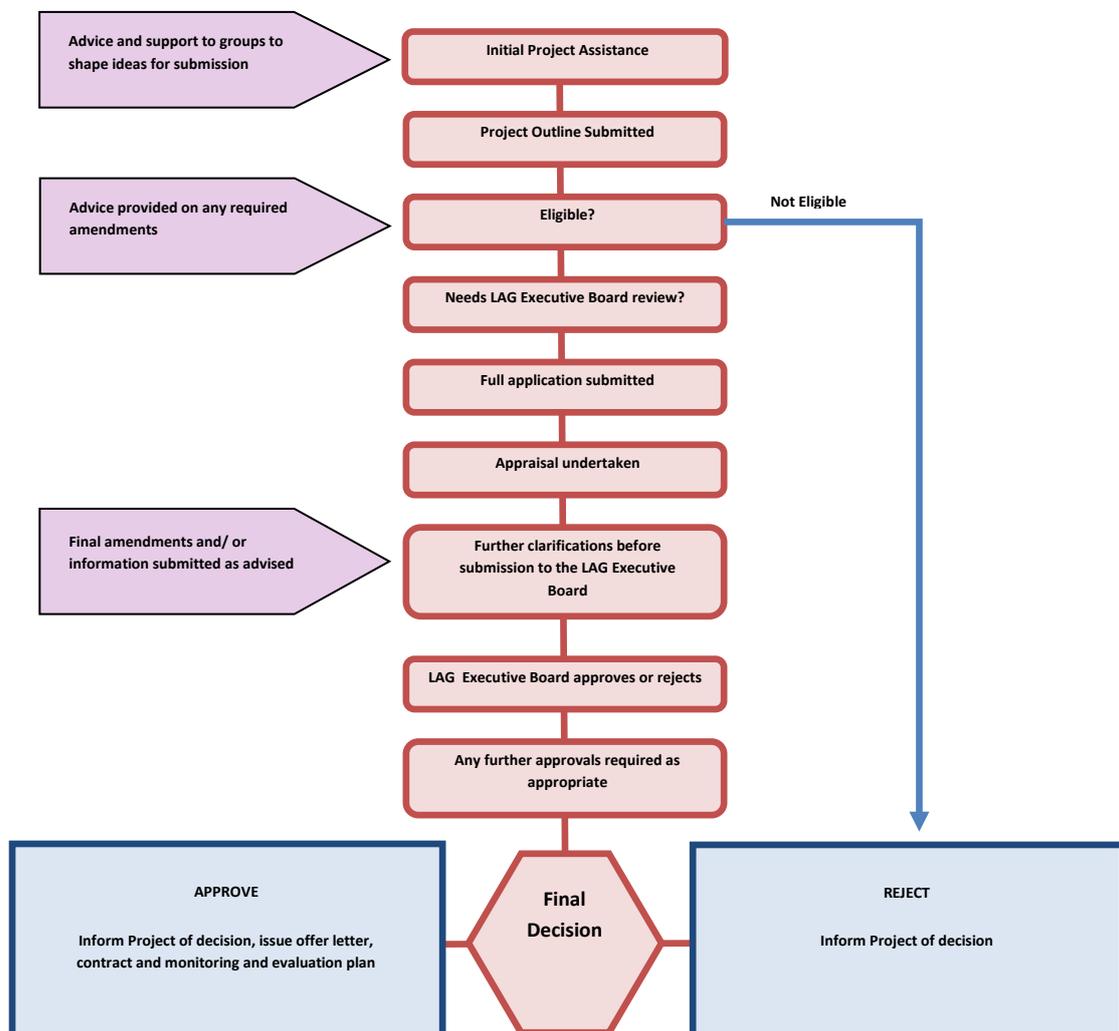
## Contracting

Following project approval the Accountable Body's Technical Support Officer will draw up, and issue, a formal offer letter. This offer letter will form the project delivery contract between the Accountable Body and the applicant and will be signed by the Accountable Body on behalf of the LAG Executive Board.

The offer letter will outline all the standard conditions, for example, project eligible spend, duration of project, outputs and milestones, claims, monitoring and publicity, together with any special conditions imposed and agreed by the LAG. The latter will clearly differentiate between those that are required before the project can formally commence and those that need evidencing during implementation.

Post application training with projects will focus on meeting the contractual requirements and responsibilities of the project and facilitating a smooth claims process.

**NB. At all stages of the process, any person who has a personal or pecuniary interest (including membership of, or association with, an applicant organisation) in any project application will complete a form declaring that interest, and that person will not take part in any part of the process, including monitoring and claims approval.**



## **Project Selection Principles**

At the start of the project development process, all projects will be assessed for eligibility, programme eligibility, State Aid and other regulatory requirements, reasonableness of activity and reliability of applicant. If any issues are identified, the applicant will be informed and advised as to how the project can be adjusted (if appropriate). Where the project cannot be funded, advice on alternative sources of funding will be provided where possible.

At full application, all projects will be assessed to a consistent appraisal standard:

- Selecting appraisers from across the whole community and ensuring they are fully trained and prepared to carry out objective appraisals
- Providing a clear appraisal form
- Ensuring every project is assessed by three appraisers to ensure moderation of scoring
- Ensuring that appraisers have no prior connection to the project, nor any interest in its outcome, positive or negative

Fundamental appraisal principles will include:

- Assessing the contribution of the project to the overall delivery of the Strategy
- Considering the contribution of the project to the local economy
- Reviewing the reasonableness of the project proposal, both in terms of planned activity and delivery organisation
- Reviewing details of delivery that are pertinent to the programme; such as timescales, required permissions, linkages to other activity, etc
- Assessing the appropriateness of the level of funding requested; “could more be achieved for less?”
- Delivery against the programmes cross cutting themes; and for sustainability

Project decisions will be formally documented, and communicated to applicants in full.

### **6.3 Claims & Payments**

All projects will submit a formal request for payment to the Accountable Body according to the payment schedule outlined in their formal offer letter. Payments will be paid in arrears<sup>2</sup> upon submission of the appropriate claim form together with accompanying documentation evidencing defrayment of expenditure.

It will be a mandatory element of the claims process for project applicants to complete a detailed monitoring form. Failure to submit a satisfactorily completed monitoring form, claim form and/or the appropriate documentation will result in the payment being withheld.

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<sup>2</sup> Given the nature of the programme, the Accountable Body may, at its sole discretion, agree to front fund community organisations “at risk”. Organisations so funded should note that they will be contractually bound to repay the Accountable Body in the event of any failure on their part.

Checks will be in place to ensure independence and separation of duties between the Technical Support Officer appraising and contracting with the applicant and the Project Support Officer who processes the claims.

All payments will be processed by the Accountable Body's Project Support Officer and independently verified by an authorised signatory within Leeds City Council's Finance Department. Claims will then be entered onto the finance system for payment.

A monitoring form will accompany the grant claim providing a detailed update on the project, specifically highlighting any potential changes in the delivery and/or costing of the project. Any significant changes would require the approval of the Accountable Body and potential endorsement of the South Leeds LAG.

Desk-based monitoring will be undertaken by the Accountable Body as part of the claims process. This will be supplemented by the Project Support Officer, who will do site visits as and when required. Each project will have a minimum of one visit within its lifetime.

The LAG will have the power to withdraw any offer of funding should a project not be performing to the required standard and if revisions cannot be agreed.

#### **6.4 Communications & publicity**

A Communication and Publicity Plan will be developed to ensure high quality communication and awareness raising of CLLD, its purpose and its benefits to the local area.

This will:

- Create a high level of credibility of the CLLD Programme and the Local Action Group/ LAG Executive Board among the public, partner organisations and other stakeholders;
- Keep potential applicants well informed about the programme and how to access its funds;
- Ensure that it is an open and transparent programme that the community feel they can play a part in and help deliver;
- Generate interest amongst the community of the work of the Local Action Group and Executive Board;
- Keep the public updated and informed about the benefits of the programme;
- Promote its impact beyond the CLLD area.

The communications and publicity plan will form part of the LAG Executive Board handbook

#### **6.5 Monitoring & Evaluation**

The Shadow LAG views the ongoing monitoring and evaluation of projects, and the overall programme, as a critical way of ensuring that the programme and every project within it achieves as much as possible. A system will be devised that enables it to review each project and keep track of their performance to time, budget and in terms of delivery of outputs.

An essential part of this is acting as critical friend to the project, identifying weaknesses and issues, but also providing solutions and suggestions to help resolve issues. Also, the LAG Executive Board will use this process to identify good practice from which it can learn and which it can share with

other projects. To complete the feedback circle, findings from monitoring and evaluation visits and reports will be reported to the LAG Executive Board, any required actions will be noted both for the LAG Executive Board itself and for the individual projects and then followed up through the claim process.

In order to monitor progress and development of the overall programme, each LAG Executive Board meeting will consider the following key management issues:

- Budgets
- Commitment and spend
- Project delivery using a traffic light system to highlight issues
- Programme development and delivery of the Action Plan
- Performance against targets both in the programme delivery plan and those contained within individual project plans
- Where issues or opportunities are identified the LAG Executive Board will agree appropriate actions to ensure that the programme continues to be delivered to time and budget.

In addition to the internal evaluation of the programme, the LAG Executive Board will also form a formal relationship with the Employment and Skills Board for the Inner South, defining a mutually beneficial ongoing evaluation of the programme impacts. This is in order to maximise our learning from the activities undertaken; and to develop the most effective and extensive links between the activities of the programme and other activities taking place across the Inner South Leeds area, and across the city, in order to ensure benefits are derived for local residents.

In the middle and at the end of the programme the LAG Executive Board will commission an independent evaluation to assess the overall impact of the investment in the area and identify any lessons learnt.

## 7 **Financial Plan**

### 7.1 **Projected Annual expenditure by measure**

See Appendix 9.

### 7.2 **Funding profile**

See Appendix 9.

### 7.3 **Use of grants, procurement or other types of financial support**

The primary funding mechanism will be grants delivered through open bidding and following the above described project assessment and selection process. The option of advance payments for community organisations would be beneficial to assist projects with cashflow, but this will be considered on a case by case basis and is subject to the agreement of the Accountable Body.

Where the LAG Executive Board deems it appropriate as the best delivery option, they may decide to go to open procurement, as outlined above.

## 9 Conclusion

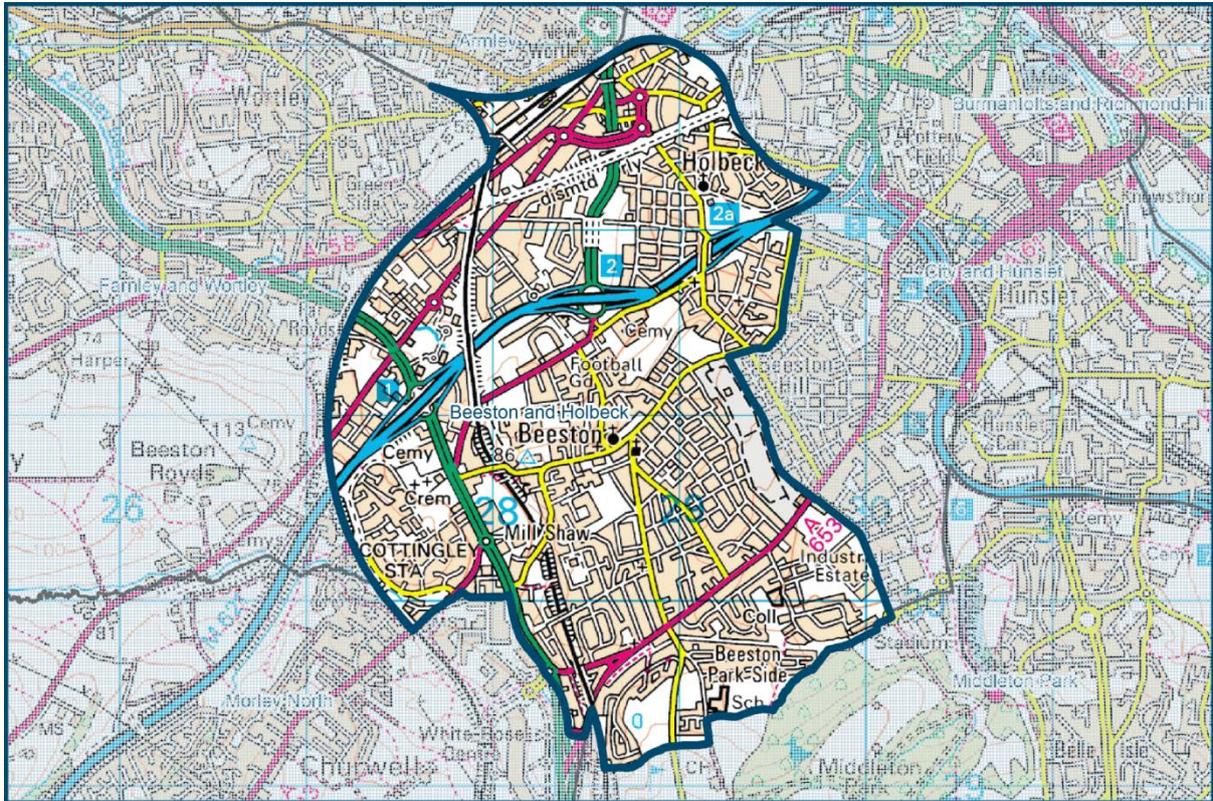
*During our journey in developing this strategy, we have become increasingly excited about the prospect of making real and lasting differences for those residents in our area who are furthest from the labour market, and who are not reached by other programmes of activity. We believe that engaging with our target groups will make a difference to lives, and a difference to communities. What is more, we are confident that we can do it.*

*The Shadow LAG welcomes the opportunity to work in partnership with the European Union, the Department of Work and Pension, and the Department of Communities and Local Government, and to show just how innovative we can be in that partnership.*

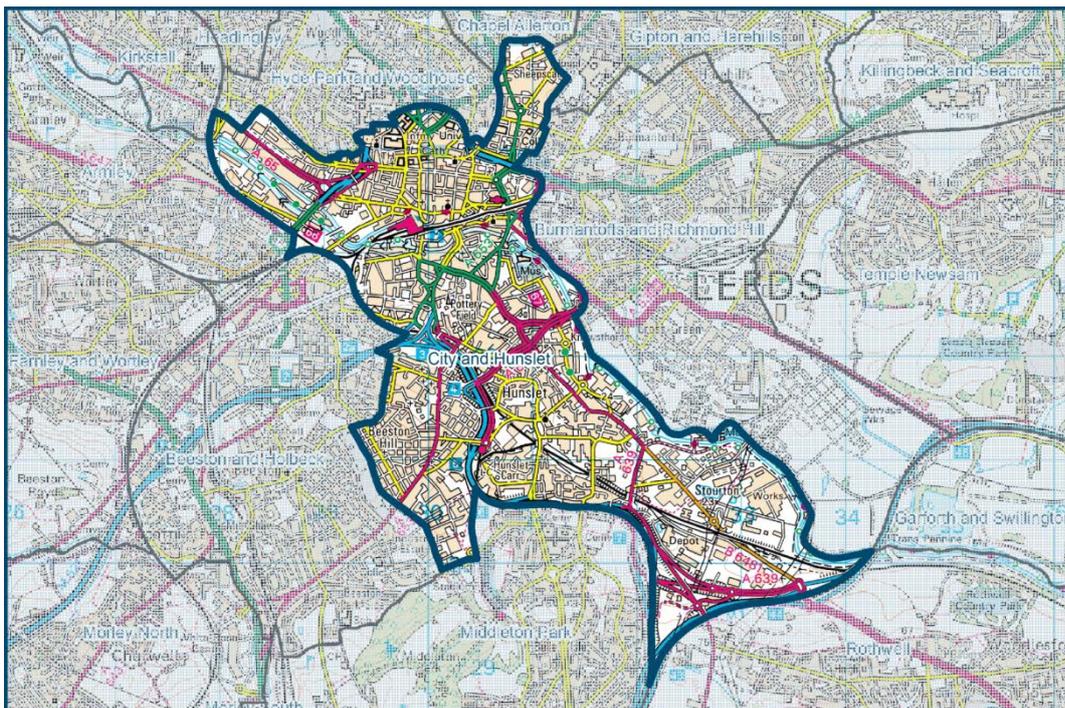
*The South Leeds Shadow LAG is pleased to submit our Local Development Strategy to you for consideration.*

# Appendix 1

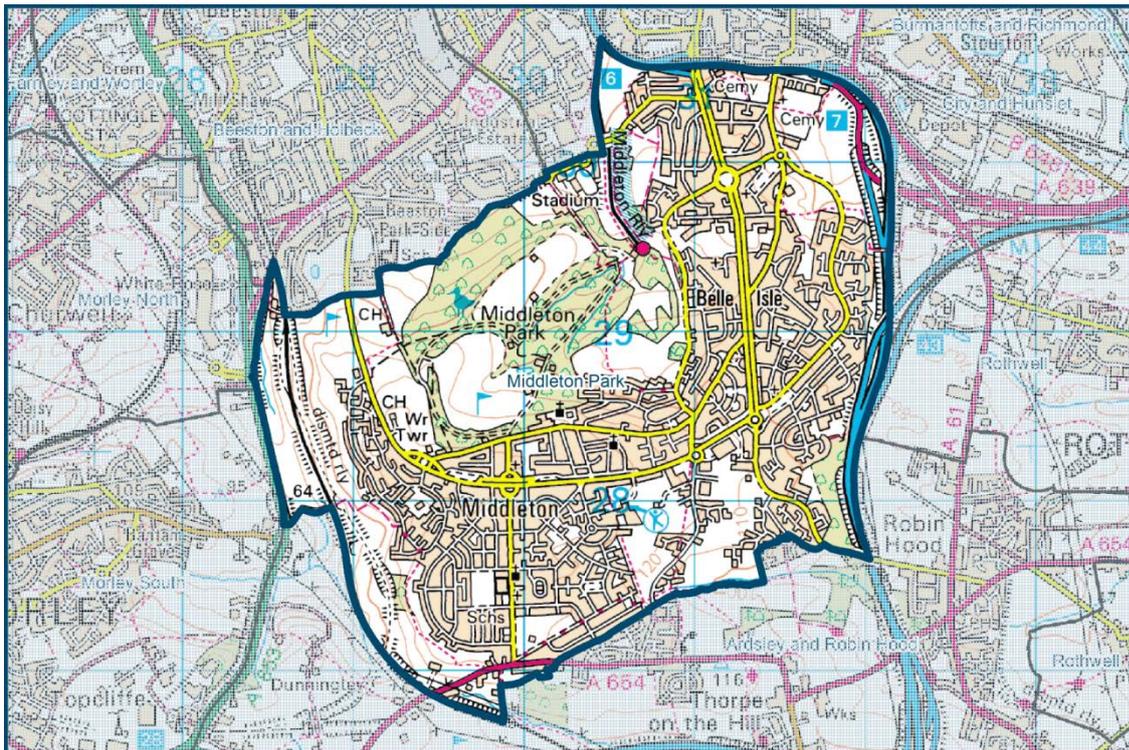
## Beeston & Holbeck



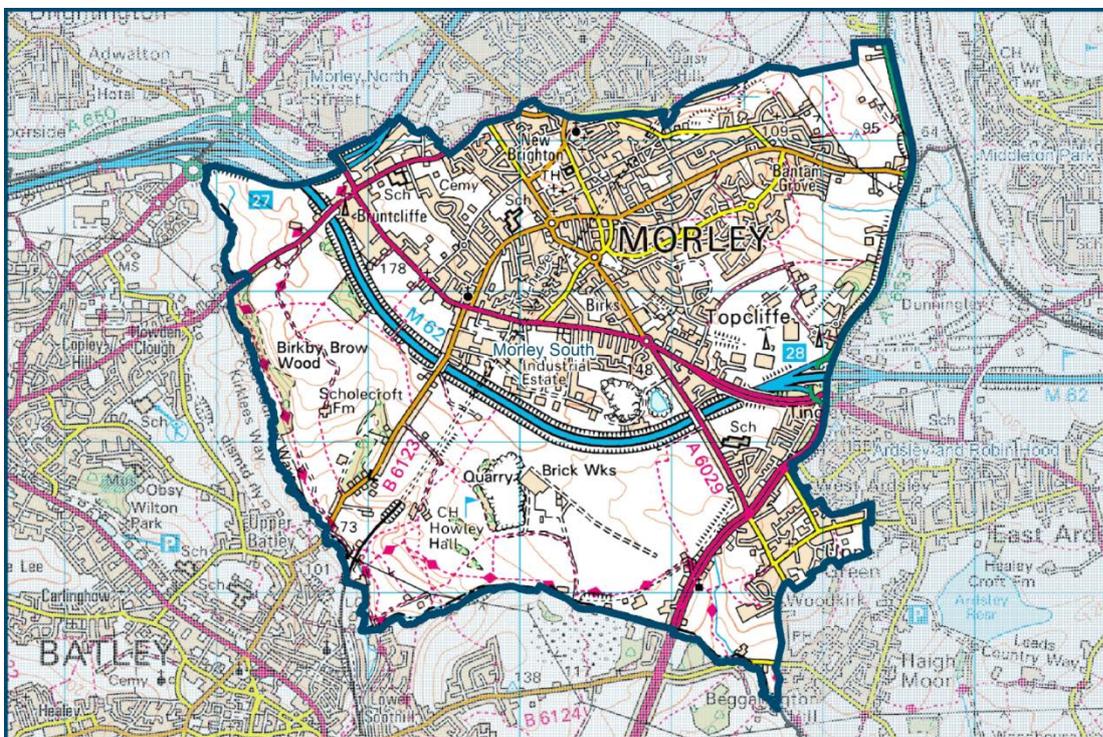
## City & Hunslet



## Middleton Park



## Morley South



## Appendix 2

### LSOAs in Designated Area

Area Codes	Ward	All Ages	Over18
E01011366	Beeston and Holbeck	1,610	1,177
E01011368	Beeston and Holbeck	1,314	955
E01011370	Beeston and Holbeck	1,716	1,329
E01033013	Beeston and Holbeck	1,247	1,077
E01033032	Beeston and Holbeck	1,397	1,270
E01011364	City and Hunslet	1,723	1,298
E01011371	City and Hunslet	1,407	1,086
E01011373	City and Hunslet	1,409	959
E01011374	City and Hunslet	1,166	928
E01011312	City and Hunslet	1,564	1,076
E01011316	City and Hunslet	1,748	1,259
E01011372	City and Hunslet	1,498	960
E01011375	City and Hunslet	1,904	1,277
E01011315	Beeston and Holbeck	1,536	1,171
E01011317	Beeston and Holbeck	1,690	1,304
E01011318	Beeston and Holbeck	1,483	1,029
E01011321	Beeston and Holbeck	1,596	1,147
E01011369	Beeston and Holbeck	1,560	1,229
E01011313	Beeston and Holbeck	1,705	1,213
E01011314	Beeston and Holbeck	1,545	1,150
E01011319	Beeston and Holbeck	1,590	1,200
E01011320	Beeston and Holbeck	1,662	1,297
E01011322	Beeston and Holbeck	1,542	1,189
E01011471	Middleton Park	1,481	1,113
E01011472	Middleton Park	1,575	1,163
E01011473	Middleton Park	1,497	990
E01011474	Middleton Park	1,463	1,039
E01011466	Middleton Park	1,460	1,174
E01011469	Middleton Park	1,481	1,192
E01011475	Middleton Park	1,469	1,090
E01011476	Middleton Park	1,188	846
E01011490	Middleton Park	2,911	2,286
E01011502	Middleton Park	1,357	1,023
E01032497	Middleton Park	1,583	1,066
E01032498	Middleton Park	1,558	1,271
E01011491	Middleton Park	1,353	989
E01011492	Middleton Park	1,348	931
E01011493	Middleton Park	1,561	1,105
E01011494	Middleton Park	1,294	942
E01011497	Middleton Park	1,590	1,122
E01011540	Morley South	1,455	1,081

E01011544	Morley South	1,348	1,074
E01033008	City and Hunslet	1,911	1,875
E01033010	City and Hunslet	2,920	2,886
E01033011	City and Hunslet	1,609	1,585
E01033015	City and Hunslet	1,351	1,319
E01033016	City and Hunslet	1,104	1,077
E01011467	City and Hunslet	1,557	1,215
E01011468	City and Hunslet	1,610	1,235
E01011470	City and Hunslet	1,237	996
E01033018	City and Hunslet	1,396	1,368
E01033019	City and Hunslet	1,894	1,831

Total population	81,173	63,464
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Lowest 10%	
Lowest 20%	

## Appendix 2

### Ethnic Make-up of the Area

Black and Minority Ethnic Population (2011)	
	Inner South
<a href="#">All usual residents</a>	75201
<b>White</b>	
<a href="#">English/Welsh/Scottish/Northern Irish/British</a>	54875
<a href="#">English/Welsh/Scottish/Northern Irish/British (%)</a>	73.0
<a href="#">Irish</a>	650
<a href="#">Irish (%)</a>	0.9
<a href="#">Gypsy or Irish Traveller</a>	104
<a href="#">Gypsy or Irish Traveller (%)</a>	0.1
<a href="#">Other White</a>	4178
<a href="#">Other White (%)</a>	5.6
<b>Mixed/multiple ethnic groups</b>	
<a href="#">White and Black Caribbean</a>	862
<a href="#">White and Black Caribbean (%)</a>	1.1
<a href="#">White and Black African</a>	322
<a href="#">White and Black African (%)</a>	0.4
<a href="#">White and Asian</a>	617
<a href="#">White and Asian (%)</a>	0.8
<a href="#">Other Mixed</a>	392
<a href="#">Other Mixed (%)</a>	0.5
<b>Asian/Asian British</b>	
<a href="#">Indian</a>	1555
<a href="#">Indian (%)</a>	2.1
<a href="#">Pakistani</a>	3475
<a href="#">Pakistani (%)</a>	4.6
<a href="#">Bangladeshi</a>	1322
<a href="#">Bangladeshi (%)</a>	1.8
<a href="#">Chinese</a>	807

Black and Minority Ethnic Population (2011)	
	Inner South
<a href="#">Chinese (%)</a>	1.1
<a href="#">Other Asian</a>	1051
<a href="#">Other Asian (%)</a>	1.4
<b>Black/African/Caribbean/Black British</b>	
<a href="#">African</a>	2876
<a href="#">African (%)</a>	3.8
<a href="#">Caribbean</a>	359
<a href="#">Caribbean (%)</a>	0.5
<a href="#">Other Black</a>	509
<a href="#">Other Black (%)</a>	0.7
<b>Other ethnic groups</b>	
<a href="#">Arab</a>	728
<a href="#">Arab (%)</a>	1.0
<a href="#">Any other ethnic group</a>	519
<a href="#">Any other ethnic group (%)</a>	0.7

Source: Census of Population 2011

## **Appendix 3**

### **Membership / Pen portraits of Shadow LAG Members**

#### **Rev Lindsey Pearson (Chair)**

I am Vicar of Beeston, an area ranging from Beeston Hill to Cottingley, and over my 27 years of ordained ministry I have been much involved in community organisations. This included chairing South Seacroft Friends and Neighbours, and being on the supervisory committee of Seacroft Credit Union. When a number of local Credit Unions merged with Leeds City CU, I became one of the directors. I have long been involved in campaigning and awareness raising on local and international poverty issues, most recently the impact of tax avoidance/evasion, and the (real) living wage.

Before coming to Beeston I worked for Christian Aid, managing the Yorkshire Team, giving me an insight into global poverty eradication through working with local groups. Income generation, education and helping people to build sustainable livelihoods and communities was a big part of this - some of that learning is transferable to our communities in Leeds.

Since coming to Beeston 3 years ago I have got to know many groups and people and I am keen to see us working together to enable all members of our community to have good lives.

Apart from that I'm a long-distance walker, who also enjoys the Beeston streets, and a dedicated grower of runner beans, courgettes, redcurrants and other fruit and veg, which I enjoy cooking and feeding to others (as well as myself).

#### **Cllr Kim Groves**

I have been a councillor for Leeds City Council since 2010, representing the Middleton Park ward. I started the Inner South Employment & Skills Board, and have chaired the partnership for four years. Over this time, we have seen a reduction in JSA claimants of 50%; although this reduction is not reflected in the numbers of claimants for other out of work benefits.

I am the Scrutiny Chair for Economy & Culture, and Strategy & Resources at Leeds City Council; and a member of the Scrutiny & Overview Committee for the West Yorkshire Combined Authority.

I am the Chair of The Point, a partnership project between the Employment & Skills Board and Land Securities, which offers free impartial careers advice and support for all ages from a base in the White Rose shopping centre.

#### **Malcolm Hall**

I am an experienced Senior Commercial Manager with Lloyds Bank, seconded to BITC for 12 months to make a difference in the Community of South Leeds. Throughout my 33 years with Lloyds, I have always tried to broaden the agenda to include interaction with the key people within the Communities we serve. I have been involved with the School for Social Entrepreneurs, mentored a number of small businesses and was a member of the Steering Committee for the Leeds Poverty Truth Challenge. I am enjoying the privilege of being able to devote all of my time and attention to helping build relationships between business, educational institutions and voluntary organisations to the mutual benefit of the whole community of South Leeds. I intend to leave a legacy of responsible

business that will continue long after I leave the role not only in Leeds but in the local colleague population of Lloyds. Personally, I live in Bingley, am married and have 3 children and 1 grandson. All of my children work in education. Professionally I am ACIB qualified, have a BA Hons degree in Town Planning and a Diploma in Performance Coaching.

### **Hanif Malik**

Hanif Malik OBE, is the CEO of the Hamara Healthy Living Centre (HLC) based in Beeston, Leeds and has over 17 years' experience of working within the voluntary & community sector. He has been responsible for raising several million pounds to develop and run the centre, which offers a wide range of services including; health promotion, older people's activities, primary care, youth services and training facilities.

In addition to his role at Hamara, Hanif has represented the voluntary & community sector on the Local Regeneration Partnership Board and the Local Strategic Partnership and is a former member of the Safer Stronger Communities Board.

Hanif has been active in multi-faith and community initiatives for a number of years and is the co-founder of Faith Together in Leeds and Leeds Muslim Youth Forum. He has considerable experience of community regeneration and in particular developing community based solutions to tackling the inequalities agenda. He has worked at a national level advising both Local Authorities and Community organisations as an accredited Peer with the IDEA (Improvement & Development Agency)

He is a former vice-chair of both Leeds Voice and Voluntary Action Leeds and has been a board member of several strategic initiatives within Leeds. Currently he is a national board member for Sport England, where he also chairs the Project Committee and is the board lead for equality and diversity.

### **Maggie Jones**

Maggie is Chief Executive of Foundation UK. Formerly Chief Executive of Children England, Maggie has over 25 years' experience within the statutory and voluntary sectors, including posts with Save the Children and as Assistant Programme Director for England, leading work on children's rights and participation.

Maggie also established the Leeds Health for All (Healthy City) Partnership to tackle poverty, environmental and health inequalities, and has worked for the Joseph Rowntree Foundation, leading research and practice development work on governance, children and young people's services and the future of the voluntary sector.

### **Pat McGeever**

Hi I am Chief Executive Officer of local charity Health for All which delivers a range of services to children, young people, adults, families and older people primarily in the south Leeds area. I was the founder officer of the charity 25 years ago, a Community Development worker by trade with experience of managing a national young people's charity. I previously delivered training and consultancy to community groups and organisations across West Yorkshire and carried out and

published research into the needs of : homeless families; older people in Holbeck, young people affected by Bullying and communities affected by poor environments. I have experience of managing several ERDF funded projects : the HFA Community Transport service, HFA's Mobile crèche, and a project supporting embryonic social enterprises in the south Leeds area. I bring to the LAG knowledge of the target area, its people and places and needs.

**Mike Robinson**

A marketing and public relations professional with 20 years' experience of working with both private and public sector clients. I live in Berwick upon Tweed, Northumberland and commute to Leeds through the week for work where I develop, manage and facilitate award winning PR, Marketing and Corporate Social Responsibility programmes for a multi-million pound private organisation.

I have a passion for creating and being involved with projects that have a direct impact to address local community issues as well as focussing on working with an array of charities. I am also a School Governor at Newlines Primary School and sit on many boards and trust connected with education and health.

Husband and father of two children, I am motivated by championing and challenging attitude and behavioural change, I joined the board of trustees at HFA in 2015 and became Vice Chair in 2016.

**Jackson Turner**

Jackson Turner has over 10 years' experience of managing small to medium size third sector organisations in South Leeds. Founder of Involve Leeds, and manager of St Luke's CARES he is interested in how social enterprise can begin to bridge the growing resource gap between what needs to be provided in, with and for the South Leeds community and what can be afforded through traditional funding streams. His interest in Community Led Local Development springs from a commitment to a community-led strategy and funded projects, and how the programme might build bridges between the public, private and third sector for the benefit of all in inner South Leeds.

## Appendix 4

### Local Action Group Terms of Reference

The full LAG will meet at least twice per year to review progress with outputs and expenditure, and to consider strategic issues relevant to the future successful delivery of the Local Development Strategy; and to, on an annual basis, elect the LAG Executive Board.

Its meetings will be minuted.

**Special meetings:** Special meetings may be called at any time if the LAG or its secretariat receives a request from 8 members setting out the urgent purpose of the business to be considered at that meeting.

**Quorum:** At any meeting of the LAG there must be a minimum number of 15 members present. If a quorum is not present 30 minutes after the start time set for the meeting, it will be adjourned to a later time or another date and time at the Chair's discretion. It will be recorded that no business was conducted because there was no quorum.

Members can identify substitutes to attend meetings, with the agreement of the Chair, when a nominated representative is unable to attend. For purposes of the quorum, participation of members by video-conferencing or phone-conferencing links will be considered as present.

**Chair:** At all meetings of the LAG, and Executive Board and any other sub groups that are established, the elected Chair, or in their absence, the Vice-Chair shall preside over the meeting. If both are absent, members present will choose another member to preside.

**Declarations of interest:** LAG members must operate and be seen to operate fairly and without prejudice. Where an interest is declared by a LAG member as a grant applicant or because of their close relation to a grant applicant, they should not participate in the meeting while that item is discussed or decided upon.

Where a LAG member is from a project match-funding organisation they should declare this. They should not participate in any discussion or decision.

Where a LAG member's organisation shares board members, directors or other senior officials with an applicant organisation, and the LAG representative is aware of or is made aware of such a connection, that representative should declare the connection. Where it is felt this would not unfairly favour or prejudice the application other members present may decide that the organisation declaring the interest need not abstain from the discussion or decision on that item.

**Order of business:** The main business of LAG meetings will include the following:

- Members present and apologies for absence.
- Minutes of the previous meeting, as an accurate record.
- Matters arising from the minutes of the previous meeting.
- Declarations of interest by LAG members.

- Report of the LAG Executive Board on projects approved in the previous period.
- Report of the LAG Executive Board on programme performance and spend in the previous period.
- The annual delivery plan details and/ or any changes to that plan.
- Date, time and location of the next meeting.

**Items of business:** Proposals for other agenda items should be notified to the Chair and Programme Manager at least one week prior to a LAG meeting. Later proposals will be included at the discretion of the Chair.

**Voting:** All questions coming before the meeting will be decided by a majority of the members present. Views from partner organisations not in attendance may be submitted in writing or by email prior to the meeting will be considered by the meeting, but will not be counted as a part of any vote. A vote may be taken by a show of hands. In the event of a tie, the Chair will have a casting vote.

**Code of Conduct:** LAG members will be expected to abide by a code of conduct that sets out the rules governing the behaviour of the LAG. They are expected to abide by the following principles:

- *Selflessness:* members should act solely in the public interest and should not act in order to gain financial or other material benefit for themselves, their family or friends.
- *Integrity:* members should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their LAG duties.
- *Objectivity:* in carrying out the business of the LAG, including making funding allocations, members should take decisions purely on merit.
- *Accountability:* members are accountable for their decisions and actions to the public, and must submit themselves to appropriate scrutiny.
- *Openness:* members should be as open as possible about LAG decisions and actions.
- *Honesty:* members have a duty to declare any private interests relating to their LAG duties and to take steps to resolve any conflicts arising, to protect the public interest.

**Review:** The LAG will review its terms of reference annually, in co-operation with the Accountable Body, and will make such amendments as it deems appropriate, subject to the agreement of the Managing Authority.

## Appendix 5

### LAG Executive Board Terms of Reference

**Main duties:** The main duties of the LAG Executive Group will be to develop approaches to the stimulation of applications; to complete a thorough assessment and appraisal of applications; approve applications; provide feedback to successful and unsuccessful applicants; and monitor project progress against expenditure and outcomes and mentor projects to ensure successful delivery. The group will focus on ensuring the programme achieves its objectives.

**Membership:** There will be 15 LAG Executive Board members, who will be elected from the LAG in accordance with the provisions of section 3.2 of the Local Development Strategy.

**Training:** LAG Executive Board members will be expected to undertake an induction training programme to allow them to understand the delivery of CLLD, and their roles and responsibilities in relation to the programme. All LAG Executive Board members will be encouraged to engage with an on-going training programme.

All LAG Executive Board members will be expected to take part in events and promotional activity for the programme, and will be provided with training to support them in such duties as appropriate. Executive Board members with specific skills will be expected to deliver information sessions to the LAG / Executive Board covering their area of knowledge and expertise, as appropriate.

**Time requirements:** It is envisaged that the LAG Executive Board will require 1 day a month on average, with formal meetings every second month and a facility for urgent grant decision making via email and teleconference.

#### Operational Arrangements – Meetings:

**Meetings:** Meeting every second month with a facility for urgent grant decision making via email and teleconference.

**Special meetings:** Special meetings may be called at any time if the LAG Executive Board or Programme Team receives a request from any two members setting out the purpose of the business to be considered at that meeting.

**Quorum:** At any meeting of the LAG Executive Board there must be a minimum number of 6 members present. If a quorum is not present 30 minutes after the time set for the start of the meeting, the meeting shall be adjourned to another time or to another date and time at the Chair's discretion and it will be recorded that no business was considered because there was no quorum. For purposes of the quorum, participation of partners by video-conferencing links will be considered as present. In the event that a further meeting remains inquorate, the members present shall have the power to conduct any urgent business, which may include the approval of funds.

**Chairperson:** The elected Chairperson, or in their absence, a Vice-Chairperson appointed by the Executive Board will preside over the meetings of the LAG and LAG Executive Board. If both are absent, members will choose a member to preside. The Chairperson will be elected by the LAG at their first meeting and will step down or stand for re-election on an annual basis.

**Declarations of interest:** Where an interest has been declared from a Board member as the applicant, then they should withdraw from the meeting while the item is discussed. For clarification, match funders, if they are not the applicant, are eligible to participate and vote on the discussions relating to the application. Where a LAG Executive Board member's organisation shares board members, directors or other senior officials with an applicant organisation, and is aware or is made aware of such a connection, that member should declare the connection as an interest. Where it is felt that this would not unfairly favour or prejudice the application, the remaining members present at the meeting may decide that the member declaring the interest need not abstain from the discussion of, and decision on, the relevant item.

**Order of business:** The main business of meetings will be the consideration of grant applications and to consider the progress of the CLLD Programme and strategic issues.

Notwithstanding this, the items of business will be considered in the following order:

- Those members present and apologies
- Minutes of previous meetings will be considered as a correct record
- Matters arising
- Progress Reports
- Declarations of interest by members
- Consideration of grant applications
- Urgent business
- Any other competent business
- Date, Time and Location of next meeting

**Voting:** All questions coming to or arising at the meeting will be decided by a majority of the members present. Views from partner organisations submitted in writing or by e-mail prior to the meeting will be accepted and considered as part of the decision making process. A vote may be taken by a show of hands. In the event of a tie, the Chairperson will have a casting vote.

**Conduct of Members:** In fulfilling the duties of a LAG Executive Board people will be privy to confidential information regarding potential projects and the allocation of public funding. Members will need to treat any information gained from being a LAG representative as confidential. It is equally important that members are adequately protected and feel able to work with confidence on the set tasks required. For these reasons members will be asked to complete a register of interest in which they must list any business or commercial interests that they may have. It is then individual members' responsibility to ensure that this register is kept up to date. Where a member comes to an understanding that they have an interest in any matter which has not previously been declared, the member should inform the meeting and withdraw from any further discussion or decision making.

Members must not seek to exploit a commercial benefit from any information gained through being a LAG Executive Board representative. Therefore when they receive an Agenda for a meeting the

members will be responsible for ensuring that do not receive papers or take part in discussions on projects that fall within the scope of their personal or business interests. Members are expected to respect the equal opportunities statements which have been stated in the Strategy.

**Executive Board vacancies:** As vacancies arise on the LAG Executive Board they will be advised to the relevant LAG constituency members, and expressions of interest will be invited. The Chairperson of the LAG Executive and Programme Manager will present the candidates information to the next meeting of the LAG Executive Board, and the Board will decide on any co-options from the relevant constituency candidates. Such co-optees shall serve as full members of the Executive Board until the next LAG meeting, at which they should be confirmed or replaced.

## Appendix 6

### Equality and Diversity Policy

#### 2011 - 2015

Leeds City Council has adopted the Equalities Review 2007 definition of an equal society which strengthens our approach to equality and diversity. The definition is:

“An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish. An equal society recognises different people’s different needs, situations and goals and removes the barriers that limit what people can do and can be”

The council is committed to:

- eliminating unlawful discrimination, harassment and victimisation;
- advancing equality of opportunity; and
- fostering good relations within and between our communities with a view to building good community relations

The Policy is in line with Leeds City Council’s duties and responsibilities under the Equality Act 2010.

Our aims are that:

- all our existing and potential service users are treated with dignity and respect;
- our partnership and contract arrangements promote equality of opportunity;
- we will work with and between communities to help develop and strengthen relationships;
- our workforce will be reflective of all sections of society; and
- each employee feels respected and able to give of their best.

We will treat everyone with the same attention, courtesy and respect regardless of:

- Age,
- Disability,
- Race or racial group (including colour, nationality and ethnic origin or national origins),
- Religion or belief,
- Sex
- Marriage and Civil Partnership,
- Gender reassignment,

- Pregnancy and maternity
- Sexual orientation,
- Caring responsibilities,
- Social class, or
- Trade union activity.

We will take all reasonable steps to ensure that we do not unlawfully discriminate.

Our commitment is to create an environment both for staff and people of Leeds:

- that promotes dignity and respect for all;
- where people are treated fairly and according to their needs;
- where no form of intimidation, bullying or harassment is tolerated; and
- in which individual differences and the contributions of all are recognised and valued.

This policy applies to:

- all council Members;
- all service users and those applying to access services;
- all contractors and sub contractors; and
- all employees, whether part-time, full-time or temporary, and all job applicants.

Roles and responsibilities

We all have a right to be treated fairly and with dignity and respect. For this to happen we have a responsibility to ensure that our own actions and behaviours are equally fair and that we respect the dignity of others.

Less favourable treatment should be challenged directly, either by the recipient or by any witnesses. Where this is not possible, for whatever reason, then the complaints procedure can be used.

Good practice

In all our activities we will:

- give due regard to equality and diversity when reviewing existing and developing new strategies/ policies and services/ functions to ensure that we
  - secure flexible and fair working practices,
  - provide excellent services and
  - fairly award contracts, and commission services

- engage and involve interested groups and individuals (both internal and external to the council) with our decision making processes
- deal with all complaints of discrimination, harassment or victimisation promptly and with sensitivity to all those involved
- take all opportunities to advance equality of opportunity and foster good relations within and between our communities.

In delivering our services we will:

- assess the needs of our existing and potential service users and ensure fair access to our services. This includes making reasonable adjustments to enable disabled people to use our services;
- ensure the availability of appropriate support services. This includes translation and interpretation and making key information available in a range of alternative formats,
- provide access points for reporting hate crimes.

In employment, learning and development we will:

- provide increased opportunities in areas of under-representation. This could include school placements, supported trainee schemes or mentoring;
- continue to progress equal pay;
- assess the needs of our existing and potential disabled employees and provide appropriate reasonable adjustments, and
- take appropriate positive action in recruitment and selection.

Support to implement the policy

All our policies and practices are supported by appropriate training or briefing sessions and guidance. For the equality and diversity policy:

- general and bespoke equality and diversity training is available through Human Resources, and
- advice and guidance is also available from the Equality Team.

Monitoring

All our policies contribute to our overall aims around equality. Key policies – such as those relating to employment, service delivery, community engagement, commissioning and procurement - are specifically designed to promote equality of opportunity and protect people against unlawful discrimination, harassment and victimisation. We collect and analyse data relating to these areas of policy, to identify trends and areas of inequality, and then take appropriate action.

Communications

The equality and diversity policy is available on the intranet and our external website. We will use all opportunities to promote the policy. This includes key messages, induction events for new staff, and specific equality and diversity events.

## **Appendix 7**

**Full Consultation Report**

**(attached as PDF format file)**

## **Appendix 8**

### **Managed Approach To Sex Work Research**

**(attached as PDF format file)**

## Appendix 9

### CLLD Action Plan Part 1: Summary

Types of Activity	Total Expenditure (£,000)	ESIF Funding			ESIF Outputs			
		ESF (a) (£,000)	ERDF (b) (£,000)	Total (a+b)	ESF		ERDF	
					Ref	Total	Ref	Total
<p><b>Objective 1 – Building capacity within communities as a foundation for economic growth in deprived areas</b></p> <p>We will support projects which enhance the capacity of the community sector to respond to the challenge of delivering economic growth by making communities better able to compete in the urban economy. We will particularly encourage the creation of projects which seek to link communities to local employers, and/or which support target groups towards employment through activity which enhances the local area and environment. For example, we will seek to support projects which improve the local area, and make it more inviting to investors and small businesses; and we will encourage the positive promotion of the area.</p>	275,000.00	137,500	0.00	137,500	01 C001 C003 04 05 CO16 CR02 R1 R2	800 705 95 85 65 150 180 160 30	None	0
<p><b>Objective 2 - Provision of small scale community hub facilities to support Small and Medium Enterprise</b></p> <p>We will support projects which encourage and foster the creation and support of SME's, and which will provide facilities for economic activity which promotes the employment opportunities of our target groups. We will, in particular, be looking to support social enterprise as a model. These projects are envisaged as contributing to our cross-cutting theme of business creation. We will seek to develop 3-5 community hubs in the locality.</p>	320,000	47,500	112,500	160,000	01 C001 04 05 CO16 R1	75 75 20 20 20 25	P12 C1 C5 P11	640 200 20 40
<p><b>Objective 3 - Tailored business support activity, mentoring, coaching, information, advice and guidance.</b></p> <p>We will support projects which provide business support to those falling within, or employing, or seeking to employ people within</p>	400,000	100,000	100,000	200,000	01 CO01 C003 04	50 50 20 5	C1 C5 C8 P11	200 20 75 40

our target groups. We would seek to utilise existing resources within communities to deliver this objective as additionality to mainstream provisions that create new pathways for target groups into the mainstream support. For example, we would look to deploy projects which will foster the skills and knowledge required for people to start thinking about setting up businesses or self-employment, guiding them towards other provision as they gain in confidence; we will support projects that support our target groups by identifying their specific barriers to employment and working with individuals and groups to overcome their barriers.					05 CO16 R1 R2	5 30 25 5		
<b>Objective 4 – Embedding access to opportunities for growth for all areas and groups</b>  We will support projects which provide access to opportunities for groups of people who are currently furthest from the labour market and suffer additional difficulties in accessing growth opportunities. We will work with local employers and businesses to raise awareness of the barriers which may be faced by our target groups, and will work with them to overcome such barriers. We will ensure that good practice is captured and disseminated widely to encourage others to consider new approaches to employment. For example, we will support projects that build confidence; tackle basic pre- employment skills that prevent people from entering into mainstream programmes; and support work that enables and supports employers to create opportunities for people who are in our target groups.	300,000	100,000	50,000	150,000	01 C001 C003 04 05 CO16 CR02	200 150 50 20 10 5 50	C1 C5 C8	50 5 30
<b>Objective 5 - Addressing persistent levels of unemployment, economic inactivity and poverty, particularly in urban areas</b>  Our support will be targeted at groups which mainly feature amongst those who are persistently unemployed or economically inactive, and who, as a result, live in poverty within the urban environment of our selected geography. We will be	400,000	200,000	0.00	200,000	01 C001 C003 04 05 CO16 CR02	300 250 50 20 20 60 30	None	0

particularly keen to support projects which combine working with those who are persistently unemployed and/ or economically inactive through means which also enhance the urban environment and / or alleviate local poverty, and take a whole family approach to worklessness.					R1 R2	40 20		
<b>Objective 6 - Promotion of entrepreneurship and access to local services and amenities</b>  Our support will target groups who are currently least likely to access local services and amenities, and who are least likely to engage with any form of mainstream activity. Our purpose is not to duplicate that activity, but to create new pathways to support for local residents so that they can fully benefit from what is already available or may become available in the future. We are particularly keen to support entrepreneurship and entrepreneurial opportunities for residents in our target groups, some of whom will have unrecognised resilience, vision and capabilities despite their current position. We will support projects that deliver these pathways and entrepreneurial opportunities.	255,000	15,000	112,500	127,500	01 C001 C003 04 05 C016 R1 R2	70 65 5 20 20 20 40 10	C1 C5 P11	50 10 10
<b>Objective 7 – Supporting the employment needs / employability of the areas most vulnerable residents.</b>  We wish to support those residents that other programmes cannot reach, hence our selection of the target groups. In making this selection we have deliberately set out on a journey to make improvements for those who are most difficult to help, and who, therefore, often fall beneath the radar of other programmes. We believe that granular delivery at a very local level by organisations within the community can overcome barriers that these larger programmes cannot, and will lead to significant remodelling of the approaches to working with those who are most vulnerable within our communities.	300,000	150,000	0.00	150,000	01 COO1 C003 CR02	20 5 15 5	None	0
<b>Management &amp; Administration</b>	750,000		375,000	375,000				

	Total	3,000,000	750,000	750,000	1,500,000	
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## CLLD Action Plan Part 2: ESIF Outputs

2.1 ESF Outputs and results	Number to be delivered in						
	2017	2018	2019	2020	2021	2022	Total
<b>Output</b>							
01 Number of participants	50	200	200	200	150		800
C001 Participants that are unemployed including long term unemployed	45	180	170	180	130		705
C003 Participants that are inactive	5	20	30	20	20		95
04 Participants that are aged over 50	5	20	20	20	20		85
05 Participants that are from ethnic minorities	5	15	15	15	15		65
C016 Participants that have disabilities	0	40	40	40	30		150
<i>LDO 01 Locally defined output: Number of vulnerable adults assisted towards or into employment</i>	0	20	20	20	10		70
<b>Result</b>							
CR02 Participants in education or training on leaving	0	50	50	50	30		180
R1 Unemployed participants in employment including self-employment on leaving	0	50	50	50	10		160
R2 Inactive participants into employment or job search on leaving	0	5	10	10	5		30
<i>LDO2 – Locally defined output: Number of participants into job-search or job-ready programmes.</i>	0	100	120	120	120		460

Output	More Developed	Transitional	Less Developed	Total
01 Number of participants	800			800
C001 Participants that are unemployed including long-term unemployed	705			705
C003 Participants that are inactive	95			95
04 Participants that are aged over 50	85			85
05 Participants that are from ethnic minorities	65			65

C016 Participants that have disabilities	150			150
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<b>2.2 ERDF Outputs</b>	Number to be delivered in						
	2017	2018	2019	2020	2021	2022	Total
<b>Output</b>							
C1 Number of enterprises receiving support		50	50	50	50		200
C5 Number of new enterprises receiving support		5	5	5	5		20
C8 employment increase in supported enterprises		5	25	25	20		75
P11 Number of potential entrepreneurs assisted to be enterprise ready		10	10	10	10		40
P12 Square metres public or commercial buildings built or renovated in target areas.		400	240				640

If the strategy would be delivered in more than one category of region please estimate the number of outputs that will be delivered in each category of region:

<b>Output Reference</b>	<b>More Developed</b>	<b>Transitional</b>	<b>Less Developed</b>	<b>Total</b>
<b>C1</b>	<b>200</b>			<b>200</b>
<b>C5</b>	<b>20</b>			<b>20</b>
<b>C8</b>	<b>75</b>			<b>75</b>
<b>P11</b>	<b>40</b>			<b>40</b>
<b>P12</b>	<b>640</b>			<b>640</b>

<b>3.1 Expenditure</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
	<b>(£,000)</b>							
<b>(a) LAG Management and administration</b>	<b>10,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>40,000</b>	<b>750,000</b>
<b>(b) LDS Project Expenditure.</b>		<b>250,000</b>	<b>650,000</b>	<b>600,000</b>	<b>600,000</b>	<b>150,000</b>		<b>2,250,000</b>
<b>Total LDS expenditure (a+b)</b>	<b>10,000</b>	<b>390,000</b>	<b>790,000</b>	<b>740,000</b>	<b>740,000</b>	<b>290,000</b>	<b>40,000</b>	<b>3,000,000</b>

<b>3.2 Funding</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
	<b>(£,000)</b>							
<b>(a) ESF</b>		<b>50,000</b>	<b>225,000</b>	<b>200,000</b>	<b>225,000</b>	<b>50,000</b>		<b>750,000</b>
<b>(b) ERDF</b>	<b>5,000</b>	<b>145,000</b>	<b>170,000</b>	<b>170,000</b>	<b>145,000</b>	<b>95,000</b>	<b>20,000</b>	<b>750,000</b>
<b>(c) ESIF total (a+b)</b>	<b>5,000</b>	<b>195,000</b>	<b>395,000</b>	<b>370,000</b>	<b>370,000</b>	<b>145,000</b>	<b>20,000</b>	<b>1,500,000</b>
<b>(d) Public sector funding</b>	<b>5,000</b>	<b>190,000</b>	<b>380,000</b>	<b>350,000</b>	<b>350,000</b>	<b>125,000</b>	<b>20,000</b>	<b>1,420,000</b>
<b>(e) Private sector funding</b>	<b>d</b>	<b>5,000</b>	<b>15,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>		<b>80,000</b>
<b>(f) Total match funding (d+e)</b>	<b>5,000</b>	<b>195,000</b>	<b>395,000</b>	<b>370,000</b>	<b>370,000</b>	<b>145,000</b>	<b>20,000</b>	<b>1,500,000</b>
<b>Funding total (c+f)</b>	<b>10,000</b>	<b>390,000</b>	<b>790,000</b>	<b>740,000</b>	<b>740,000</b>	<b>290,000</b>	<b>40,000</b>	<b>3,000,000</b>

If the strategy would be delivered in more than one category of region please estimate the amount of expenditure in each category of region and the amount of ERDF and ESF that will be spent in each category of region:

<b>Category of Region</b>	<b>Total Expenditure (£,000)</b>	<b>ERDF (£,000)</b>	<b>ESF (,£000)</b>
<b>More Developed</b>	<b>3,000,000</b>	<b>750,000</b>	<b>750,000</b>
<b>Transitional</b>			
<b>Less Developed</b>			

