

North of Tyne Community Led Local Development Strategy 2017 - 2022

**Endorsed by the North of Tyne CLLD Local Action Group
on 31 August 2016**

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Foreword

Newcastle upon Tyne is a vibrant and successful city; hosting international, national and regional headquarters for leading companies, a dynamic and growing business base and increasing rates of employment. Adjacent North Tyneside has many economic strengths, is home to UK delivery centres for leading software companies and is a leading location for offshore engineering technology in Europe. The North of Tyne Community led Local Development (NT CLLD) area is undergoing a second industrial revolution. Whilst our leading assets provide new opportunities for growth and development, we continue to deal with transition challenges which compel us to ensure our people, communities and businesses are supported to thrive within this journey and are not left behind. This Community Led Local Development Strategy spans two local authorities; ensuring coherence with our local functional economic area to enable effective labour market integration.

Across the OECD, recent growth trends have achieved inter-regional convergence but exacerbated intra-regional divergence. At its worst, this development pattern can lead to a physical, social and mental separation of rich and poor within places; leading to disconnection from opportunity¹. Despite all that is vibrant across our area we know we need to work hard to ensure that all of our residents benefit from these exciting opportunities. We know that growing unequally 'locks in' both privilege and exclusion - undermining inter-generational social mobility, acting as a delay on growth and leading to poorer outcomes in health and education². At the North East level, both the North East Local Economic Partnership (NELEP) and the North East Combined Authority (NECA) recognise that inclusive growth is needed to underpin a successful region. Our CLLD Strategy will help give our communities a real stake in their future prosperity. We will recognise need, build on assets and realise opportunity. CLLD Residents will be given support to develop their skills, gain experience of the workplace, and ensure they get the best possible transition to their working lives. Our Strategy will deliver against the following four objectives:

- A.** Making community assets, organisations and the social fabric in the CLLD area more entrepreneurial,
- B.** Strengthening the business community in the CLLD area,
- C.** Supporting the first steps towards economic activity within the CLLD area through learning, skills, tackling multiple barriers and integrating support services, and;
- D.** Enabling entry to and progression along the employment pathway and connecting local employers with communities

Our thriving voluntary and community sector will lead on mitigating barriers to economic and social inclusion by supporting our most marginalised residents back into work. Existing partnerships across the North of Tyne area will be encouraged to assimilate the Strategy's objectives and support the Local Action Group (LAG) in achieving its vision.

¹ OECD: (2015) : *All on Board: Making Inclusive Growth Happen*

² *Ibid*

This Strategy draws upon local, national and European evidence and extensive local consultation by the LAG and other partnerships. We know that residents in our CLLD area often have additional barriers to gaining work that need tailored support. For example, work with employers and our Job Seekers aged 50 and over in the CLLD area has drawn out different issues, opportunities and challenges to younger age groups. Many others have the desire and ambition to be self-employed but do not necessarily know the steps required to fulfil and sustain their ambition. And there are a significant number of residents currently in employment who could progress their careers and boost their incomes with appropriate in-work support. We will only be successful in achieving the objectives of our CLLD Strategy if we also work with and support our businesses, large and small to grow, and by helping them to find talented, skilled and motivated people. We are clear that by working together, and building on the strengths within our communities, we can enable all NT CLLD residents to share in our future success.

Vision

The North of Tyne CLLD programme will stimulate the local economy to deliver jobs and growth, by supporting activity that addresses local issues and opportunities, delivered by those rooted in the community.

This strategy sets out how we plan to improve employment opportunities for those residents within our CLLD area, and help businesses grow and succeed by providing more and better opportunities to those residents who need greater support. It is not a strategy which has been developed or delivered in isolation. It is aligned to Newcastle's *Working City Strategy* and has coherence with our regional economic strategy; which has explicit reference to our CLLD ambition³. National partners operating locally have supported the CLLD Strategy development through research, consultation and analysis in order to ensure applicability at multi-level governance scales⁴. Local voluntary and community sector partners, academics from our two universities and local businesses have informed a co-produced strategy and demonstrated a commitment to shared responsibility for outcomes.

The NT CLLD area enjoys a history of rich and long established partnerships between both local authorities and the Voluntary and Community Sector (VCS). There are 1,100 registered charities and over 3,000 small community organisations in Newcastle providing services to communities within the CLLD area and more still in North Tyneside. This strategy will build on these links and further develop the CLLD's partnership infrastructure; recognising a need to build upon and strengthen local institutions to ensure the sustainability of benefits arising from our activity⁵. Both local authorities have supported this approach through a shared commitment to cooperative approaches which promote the principles of subsidiarity and reciprocal support⁶. This gives us a platform of mutual trust, and the reach that voluntary and

³ North East Local Enterprise Partnership (2016), *Strategic Economic Plan*, Newcastle upon Tyne

⁴ Barca F, (2009), *An Agenda For A Reformed Cohesion Policy : A place-based approach to meeting European Union challenges and expectations*

⁵ Rodriguez-Pose A, (2010), *Do Institutions Matter for Regional Development?*, Working Papers 2010-02, Instituto Madrilen0 de Estudios Avanzados (IMDEA), Ciencias Sociales <http://repec.imdea.org/pdf/imdea-wp2010-02.pdf>

⁶ Localism Act (2011), *UK Parliament* : Cooperative Councils (2013), *Towards co-operative councils: empowering people to change their lives*

community organisations have in these communities and their understanding of the issues and barriers individuals face, is crucial in enabling people to achieve their full potential.

Drawing upon our CLLD consultation, and recent quantitative and qualitative research with economically excluded people, we will put in place an action plan which tackles the root causes of poor outcomes through a person-centred approach⁷. Our focus is on close partnership working in order to have a real impact on the personal, social and economic success of local residents and the vitality of our small and medium-sized businesses. Our governance structure will ensure that we provide effective mechanisms for continued community involvement; incorporating learning from previous local, national and European initiatives to achieve an exemplar in the co-production of opportunity.

This CLLD strategy has been designed by local partners in response to our shared evidence base and local priorities. Actions following the strategy will meet need, address challenges and realise opportunities. In preparing this strategy, Newcastle City Council and North Tyneside Council worked closely alongside residents, communities, businesses and the voluntary sector; and strategic umbrella bodies including the North East Social Enterprise Partnership, Newcastle Council for Voluntary Service, Blue Stone Consortium and the Women's Network to ensure that our proposals could be sense-checked for deliverability.

North of Tyne CLLD Local Action Group



⁷ Spatial Economics Research Centre (2011), *Strategies for Underperforming Places*

1 Definition of the area and population covered by the Strategy

1.1 Context

The English Index of Multiple Deprivation (2010) is a relative measure which reflects the challenges a number of areas have faced in adapting to deindustrialization and economic restructuring. As a benchmark it allows us to understand the inclusion challenges facing our CLLD area; with domains across economic activity, education and health at small area level⁸. In line with the CLLD guidance, we used the IMD 2010 to define the NT area. Within the North East, levels of deprivation are high with the seven local authorities ranging from the **40th (Newcastle)** to 135th (Northumberland) of the most deprived local authorities nationally (out of 326). Within the urban core of the region, levels of deprivation are even more acute, particularly in Newcastle where **38% of the population live in the 20% most deprived areas** of whom **24% are concentrated in the 10% most deprived areas** (see Annex 1). Some wards in Newcastle are amongst the most deprived nationally: Byker, Walker and Walkergate in the East), Benwell and Scostwood and Elswick (in the West) and Kenton in the North West.

In 2014, both local authorities and their partners undertook a *Governance Review* to map the functional economic market area of the North East Local Enterprise Partnership (NELEP) area. This reflected not only regional travel to work patterns, but also the local labour markets which form a wider contiguous area and support the rationale for a large targeted area. Our CLLD area sits at the heart of the labour market for the urban core of a wider regional economy; meaning residents are well placed to take advantage of opportunities arising from both place-based and sectoral development approaches. Our strategy will enable the economic and social integration of CLLD residents within the wider strategic themes of the city council's *Working City Strategy* and the North East LEP's *Strategic Economic Plan*; ensuring coherence between CLLD labour market integration and future economic opportunities as expressed through our *Smart Specialisation* strategy⁹.

This underlines that our CLLD Strategy is not considered in isolation and the communities which it serves are considered to have a key role to play in ensuring sustainable economic success for the Tyneside area. The geography of our CLLD area is a geography of opportunity; with our aspirations for broader social cohesion and economic inclusion requiring integration between leaders at different spatial scales and an approach to economic governance which supports communities to maximise their unique assets to ensure the whole economy achieves its full potential¹⁰.

⁸ Areas are ranked from least deprived to the most deprived on seven different dimensions of deprivation and an overall composite measure of multiple deprivation. Most of the data underlying the 2010 Indices are for the year 2008.

⁹ NELEP (2014), *Smart Specialisation Strategy for the North East*, Newcastle-upon-Tyne

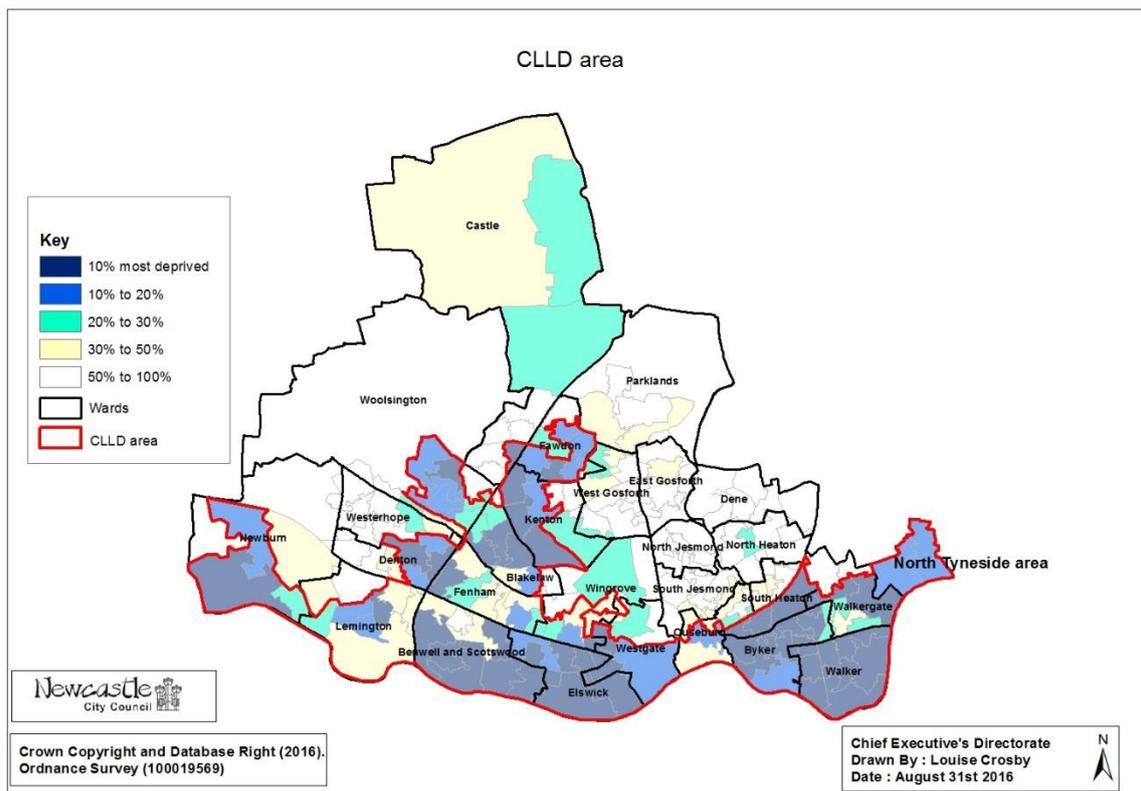
¹⁰ OECD (2006), *Territorial Review: Newcastle in the north east, United Kingdom*, Paris

1.2 North of the Tyne CLLD map – definition and description

The NT CLLD area covers a large area with a total population of **149,766**:

- 112,471 (75% of the whole area population) live in the 20% most deprived areas of whom 69,631 live in the 10% most deprived areas. This corresponds to 69 Lower Super Output Areas (LSOAs)
- Only 37,295 live in the non 20% most deprived areas, including a majority living in the 20-30% most deprived areas, which equates to 23 LSOAs.

The map below shows the NT CLLD area (the red boundary) and the location of the most disadvantaged Lower Super Output Areas.



The CLLD area includes 23 SLOAS in non 20% most disadvantaged areas; they are **all adjacent to the targeted areas** and were included for the following of reasons:

- To maintain the coherence of the area:
 - o Part of Walkergate – to avoid the doughnut effect;
 - o Arthur's Hills Terrace – to avoid separating one community; and
 - o Part of Lemington – to include Newburn Business Park and link up with the pocket of deprivation in the outer west.
- To provide a key link between need and opportunity:
 - o Part of Ouseburn, Westgate and South Jesmond: to provide a key link between East end and West end and city centre jobs; and
 - o Part of Blakelaw, Fenham and Benwell and Scotswood – to bridge West end and North West along the West road.

The area in North Tyneside adjacent to Walkergate (part of Wallsend with the population of 4,675) is also included in the 20% most disadvantaged and presents similar characteristics to Walker. Therefore it was agreed to include it in the NT CLLD area to maintain the community coherence of the East part of the area.

The NT CLLD area was broadly defined and justified at the preparatory stage; however it is the LAG who agreed the details and approved the final proposed map.

Annex 1 provides a list of all Lower Super Output Areas included in the CLLD area.

2. Analysis of the development needs and potential of the area

2.1 The Local Social and Economic Context

2.1.1 Introduction

Newcastle and North Tyneside's economic history has mirrored that of England's heavy industry's growth and decline; reflecting long-standing issues of marginalisation and urban poverty. We are now in the early stages of a second industrial revolution; with our transition to a diverse service-based economy and a high-value added Digital economy being increasingly recognised nationally and internationally. We want all of our people, communities and businesses to share in the opportunities emerging from this transformation. We have significant assets which enable us to prevent and mitigate exclusion, and both local authorities have adopted an asset-based approach to community development and integration.

We have reflected upon a rich suite of local evidence-based programmes and initiatives from which to inform our CLLD Strategy. North Tyneside's boundary-spanning work on child poverty has gained national acclaim, while partners in Newcastle were awarded Beacon status for their local approach. As early adopters of Participatory Budgeting under the '*U Decide*' project, Newcastle were at the forefront of national pilots which aimed to unlock community potential in civic engagement and co-production of service aims and delivery. The mutual trust between partners and communities ensured that our *Newcastle Families* programme was considered a national exemplar by the UK Government; achieving savings of £806,000 through collaborative working in its first year of operation, while delivering improved outcomes for local people and stronger, more sustainable public services.

We have a strong history of working alongside communities to understand their needs and co-produce solutions to problems. In delivering programmes in partnership, including '*New Deal for Communities*', '*Neighbourhood Renewal Fund*' and '*Working Neighbourhoods Fund*', we have achieved substantial progress in the city and built up relationships of mutual trust between local institutions. Newcastle formed a young people's think tank to inform development of our Child Poverty Needs Assessment and Child Poverty Strategy; enabling us to understand and solve the issue of poorer children having more limited access to leisure opportunities. As only 3% of the national skills budget in England supports people over 50 to get the skills they need for work, partners involved with our local *Healthier and Wealthier*

project worked closely with our Age Friendly City partnership and local Chamber of Commerce to produce recommendations for employers to enable their staff to gain skills in the workplace, and advice on how to provide opportunities for others to enter the labour market¹¹. This illustrates the commitment of partners in the CLLD area to think and act in innovative ways to solve the problems our people and communities face. Often the best approach to achieving economic inclusion will be working within community settings, though we are also willing to work with specific partnerships to target and support communities of identity.

Many of the residents within the North of Tyne CLLD area face a range of barriers to economic participation, including mental and physical health conditions. These are often compounded by other difficulties such as including physical mobility, language issues, low skill levels, caring responsibilities, access to finance and low confidence. And the right approach to overcoming these barriers will involve working closely with VCS leaders who know our communities best¹². Local initiatives such as '*Generation North East*' and '*Newcastle Futures*' have combined community and labour market insight with innovative delivery models to achieve better employment outcomes for residents. However, transitions from education to the labour market or from full-time care to employment often requires a different menu of support options to a mid-career review for someone with a pre-existing skill-set which they are keen to update. Our CLLD Strategy allows us the flexibility to empower community leadership and leverage experience, resources and energy to deliver on local priorities.

Newcastle has real experience of being leaders in community-led innovation in our CLLD area on which to build. In 2011, the Byker Estate in Newcastle became England's largest resident-led housing mutual after strong collaboration demonstrated to political leaders that there was sufficient capacity for local residents, social enterprises and voluntary services to handle devolved responsibility for managerial and front-line delivery. The Council worked with tenants in Byker, and government through the *Homes and Communities Agency* and the *Department of Communities and Local Government*, to establish the '*Byker Community Trust*'. Residents voted in a ballot for the stock transfer of 1,800 properties, which meant that they would have a bigger say and influence in how the estate was managed. This aspiration was supported not only by the council and ward members, but also the local Member of Parliament and the Housing Minister; recognising the dividend to local communities when national and local government are coherent in supporting their ambitions¹³. Stock transfer was completed in September 2012, and has since allowed the *Trust* to focus on delivering local priorities.

¹¹ Newcastle University (2016), *Age Friendly City*, Quality of Life Partnership

¹² Ganz M, (2010), *Leading Change: Leadership, organization and social movements*

¹³ Young Foundation, (2010) *The End of Regeneration? Improving What Matters on Small Housing Estates*

2.1.2. CLLD area profile - key socio-economic datasets

Age

NT CLLD area has more people of working age than the city average. With an ageing population, we know that a failure to support people to lead independent lives during their working years will create poorer pensioners; which create an additional public sector cost in terms of benefit payments and demand pressures on services. Relative to Newcastle overall, the NT CLLD area has:

- A lower proportion of people aged 15-24.
- More people of working age (25-64);
- A lower proportion of people aged 65+.

	Newcastle		North East	England	CLLD area
Life stage	Number	%	%	%	%
Early years (0-14)	46,300	16.1	16.6	17.8	19
Transition years (15-24)	60,100	21	13.4	12.7	16.9
Working age (25-64 years)	139,600	48.7	51.6	52.2	50.6
Later life (65+)	40,800	14.2	18.4	17.3	13.5
Total	286,800	100	100	100	100

Ethnicity

Newcastle has benefited greatly from ethnic diversity. From the expansion of economic opportunity in the first industrial revolution in the mid-to-late nineteenth century, through to the second industrial revolution the city is currently undertaking, we have a well-earned reputation for being welcoming to newcomers, hospitable to visitors and a place where people can reach their full potential. Our two universities play a key role in attracting talent, innovation and enterprise. And as an English 'Core City', we benefit from a distinctive infrastructure and connectivity dividend which supports a national and global reach.

Newcastle has a similar proportion of BME residents to the England and Wales average, but the table below shows a higher concentration of BME residents in the CLLD area (16.7% compared to 14.5%). Nearly 60% of the Asian / Asian British, and 73% of the Black/Caribbean/Black British population, in Newcastle live in the CLLD area.

Area	Total	White	%	Mixed /multiple ethnic groups	%	Asian / Asian British	%	Black/African/ Caribbean /Black British	%	Other	%
Newcastle	280177	239533	85.5	4279	1.5	27107	9.7	5160	1.8	4098	1.5
CLLD	149766	121503	83.3	2283	1.6	15914	10.9	3783	2.6	2363	1.6
England and Wales			86		2.2		7.5		3.3		1

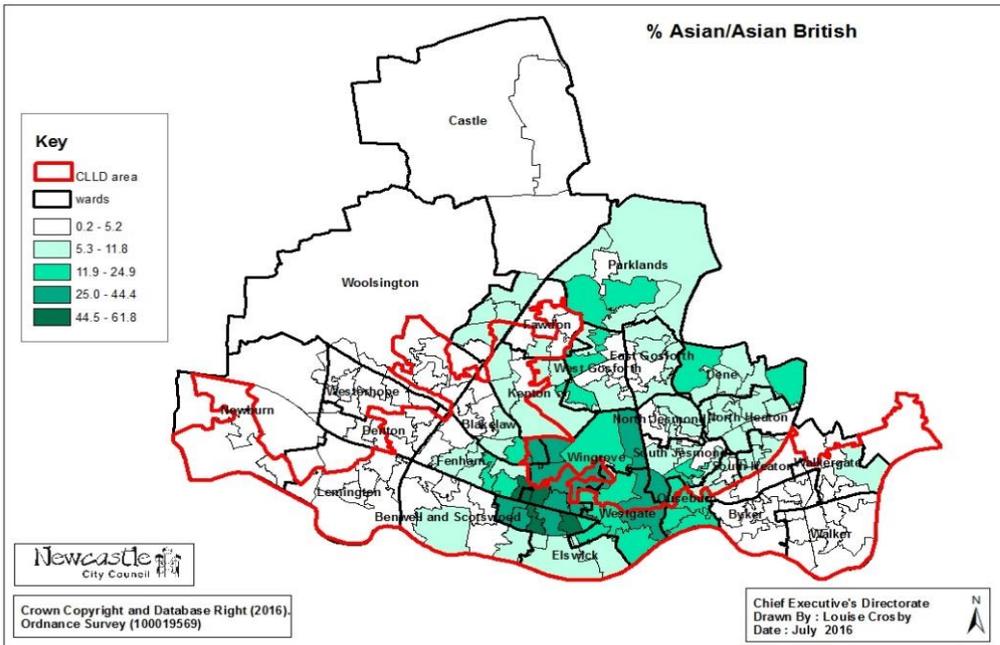
Source: ONS, Census 201

Inter-generational mobility of migrants is higher than the British-born average, but there are still barriers to progression which inhibit some people from participating fully in the labour market; which are often compounded with other risk factors. Muslim women are more likely to be economically inactive than women from other religious groups. Demographic analysis of the 2011 Census found that 65% of economically inactive Muslims over the age of 16 in England and Wales are women, compared with an average of 59% across all religious groups. Nearly half (44%) of economically inactive Muslim women are inactive because they are looking after the home, compared with a national average of 16% of women who are inactive for this reason.¹⁴

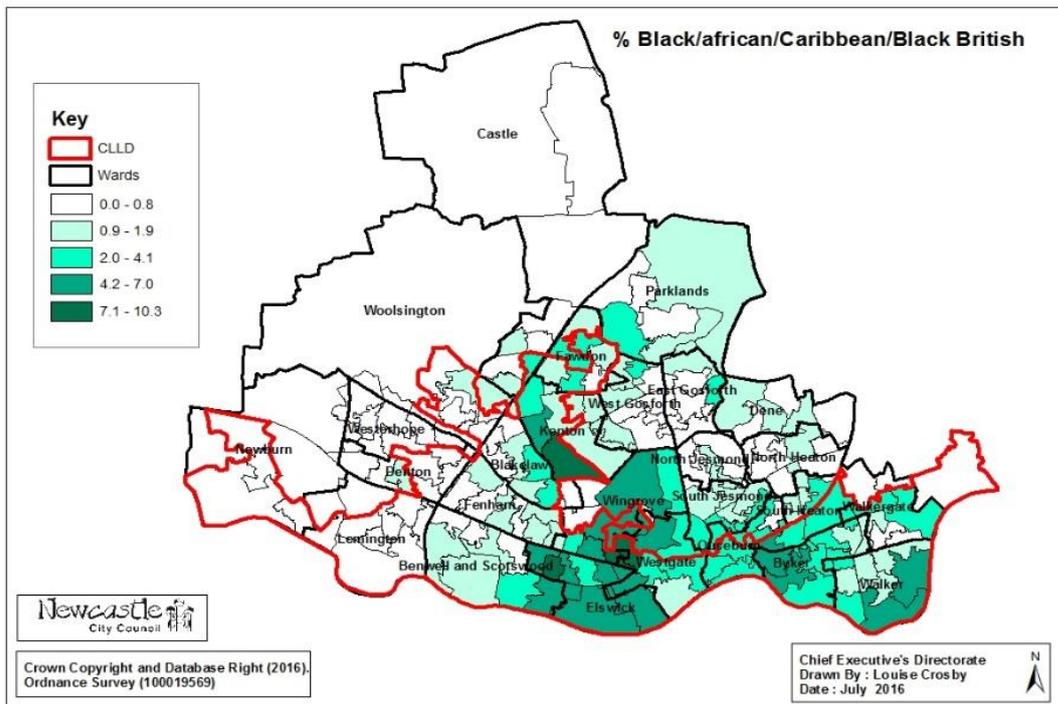
A recent report from the *House of Commons Women and Equalities Committee* noted that eight years on from the National Audit Office's report, *Increasing Employment Rates for Ethnic Minorities*, issues relating to the lack of localised support to target unemployment amongst specific ethnic minority groups have not been addressed ¹⁵. Our CLLD Strategy will build on our innovative work at local level to meet this need. As a 'Cooperative Council', Newcastle has acted to support the social and economic integration of the most excluded. Our LAG group comprises representation from an organisation with specific skills in supporting economic inclusion of BME people. This is an important component of our CLLD Strategy, given that people from ethnic minorities are disproportionately represented amongst residents in our CLLD area.

¹⁴ Demos, *Rising to the Top*, 2015

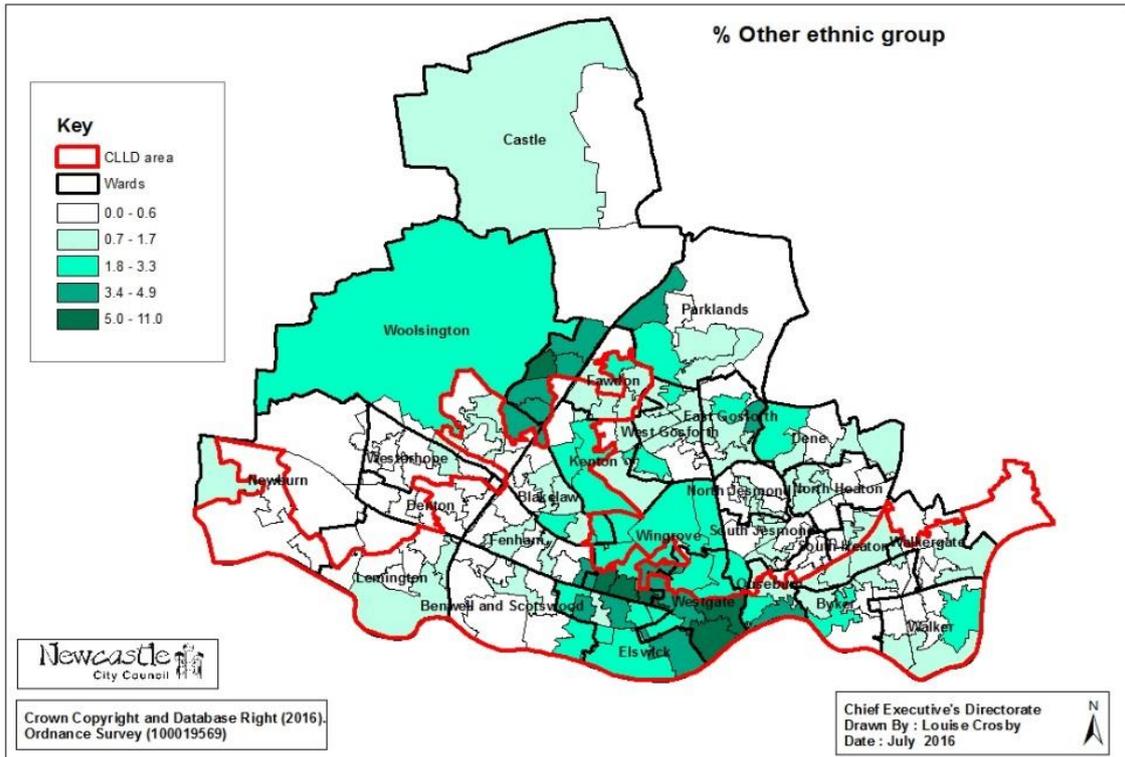
¹⁵ House of Commons Women and Equalities Committee **Employment opportunities for Muslims in the UK** Second Report of Session 2016–17



The proportion of Asian/Asian British residents in the city is highest in the LSOAs North West of Scotswood, and North of Elswick, at 44.5% to 61.8%.



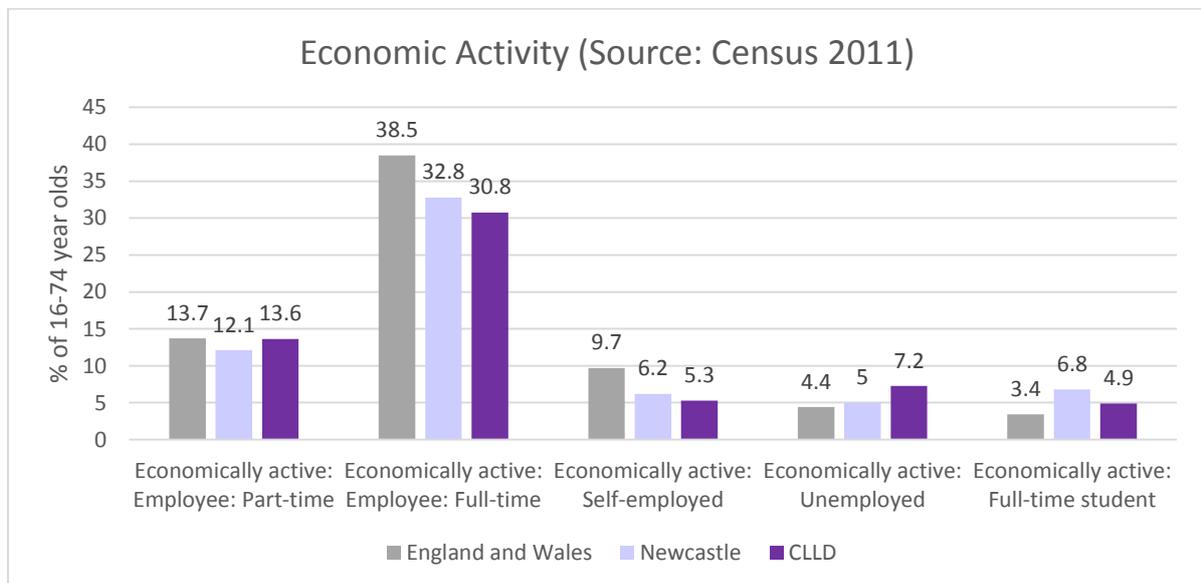
The proportion of Black/African/Caribbean/Black British is highest, at 7.1%-10.3% in the LSOAs around Kenton, Westgate and Scotswood.



The proportion of other ethnic groups is highest, at 5.0 - 11.0% in the LSOAs around Westgate, north of Scotswood, East of Woolsington, and East of Gosforth.

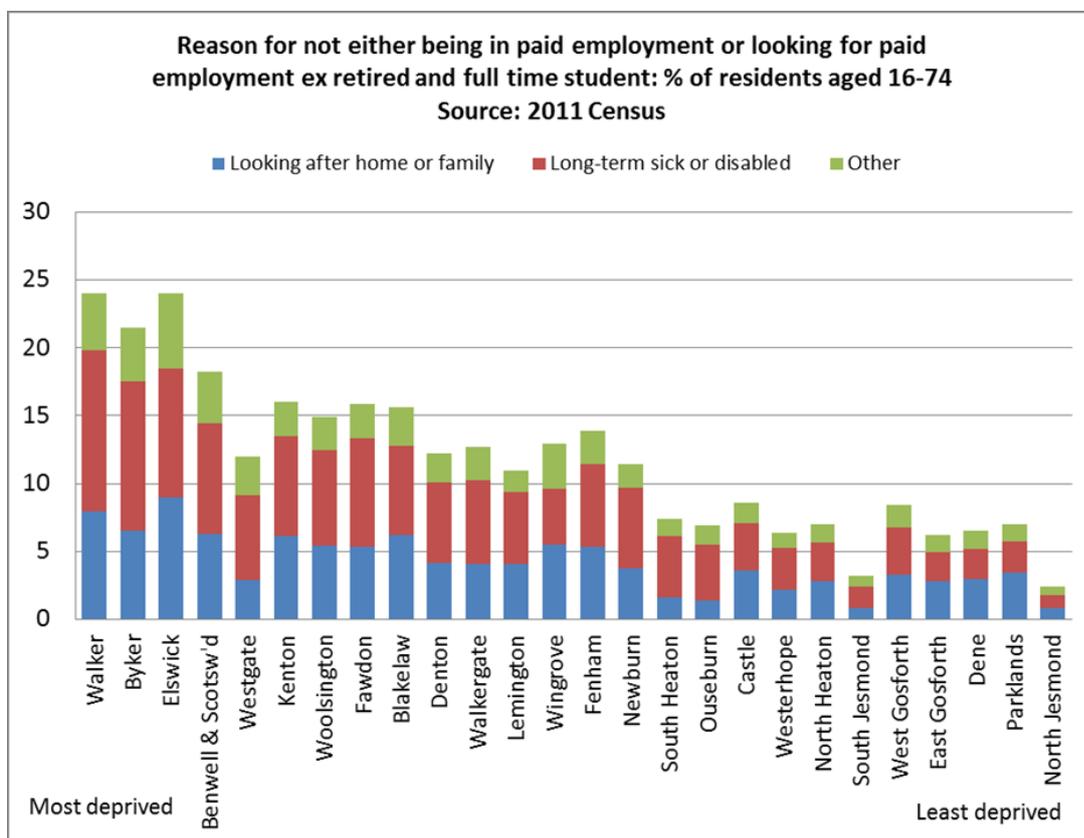
Economic Activity and Employment

The graph below shows economic activity with comparisons between England & Wales, Newcastle and the CLLD area. When compared with people in Newcastle as a whole, residents in the CLLD area are shown to have worse outcomes than the city average across all vitality indicators.



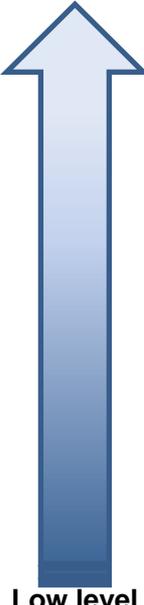
However, we know that poorer employment outcomes reflect broader life chances for individuals and their families in the CLLD area. The *Social Mobility and Child Poverty Commission*,¹⁶ chaired by former Health Secretary Alan Milburn, showed a strong correlation between social capital and inter-generational performance in the labour market. We are dealing with these issues proactively in Newcastle. Our *'Learning Challenge'* is ensuring that all schools and pupils have a connection to our growth sectors, and our CLLD Strategy will work alongside, challenge and improve local initiatives as well as undertaking independent projects for the benefit of residents. This is important, as there are a number of barriers facing individuals and families in our CLLD area, which prohibit them from realising their full potential in the labour market. Analysis of Census 2011 data shows that the top three most deprived wards in terms of percentage of long-term sick, looking after home or family and other are: Walker, Byker and Elswick.

The graph below shows reasons for not being in paid employment by ward (source: Census 2011).

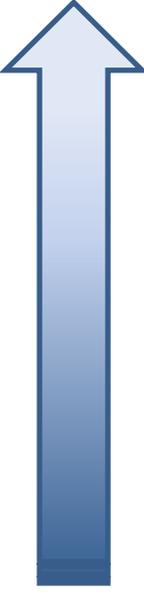


¹⁶ Cabinet Office (2013), *Social Mobility and Child Poverty Commission*, UK Government

The following tables show significant variations between CLLD residents and Newcastle residents in relation to occupation levels.

Female occupations	CLLD	Newcastle	Level
Females Aged 16 to 74 in Employment; 1. Managers, Directors and Senior Officials	4.9	6.0	 High level
Females Aged 16 to 74 in Employment; 2. Professional Occupations	12.4	21.5	
Females Aged 16 to 74 in Employment; 3. Associate Professional and Technical Occupations	7.9	9.5	
Females Aged 16 to 74 in Employment; 4. Administrative and Secretarial Occupations	16.7	16.9	
Females Aged 16 to 74 in Employment; 5. Skilled Trades Occupations	2.5	1.9	
Females Aged 16 to 74 in Employment; 6. Caring, Leisure and Other Service Occupations	18.6	14.6	
Females Aged 16 to 74 in Employment; 7. Sales and Customer Service Occupations	17.2	14.9	
Females Aged 16 to 74 in Employment; 8. Process, Plant and Machine Operatives	1.6	1.1	
Females Aged 16 to 74 in Employment; 9. Elementary Occupations	18.2	13.6	

Source: ONS, Census 2011

Male occupations	CLLD	Newcastle	Level
Males Aged 16 to 74 in Employment; 1. Managers, Directors and Senior Officials	7.2	9.9	 High level
Males Aged 16 to 74 in Employment; 2. Professional Occupations	11.1	19.3	
Males Aged 16 to 74 in Employment; 3. Associate Professional and Technical Occupations	9.7	12.0	
Males Aged 16 to 74 in Employment; 4. Administrative and Secretarial Occupations	5.9	6.3	
Males Aged 16 to 74 in Employment; 5. Skilled Trades Occupations	19.9	16.2	
Males Aged 16 to 74 in Employment; 6. Caring, Leisure and Other Service Occupations	4.9	3.9	
Males Aged 16 to 74 in Employment; 7. Sales and Customer Service Occupations	8.9	8.2	
Males Aged 16 to 74 in Employment; 8. Process, Plant and Machine Operatives	15.2	10.9	
Males Aged 16 to 74 in Employment; 9. Elementary Occupations	17.3	13.3	

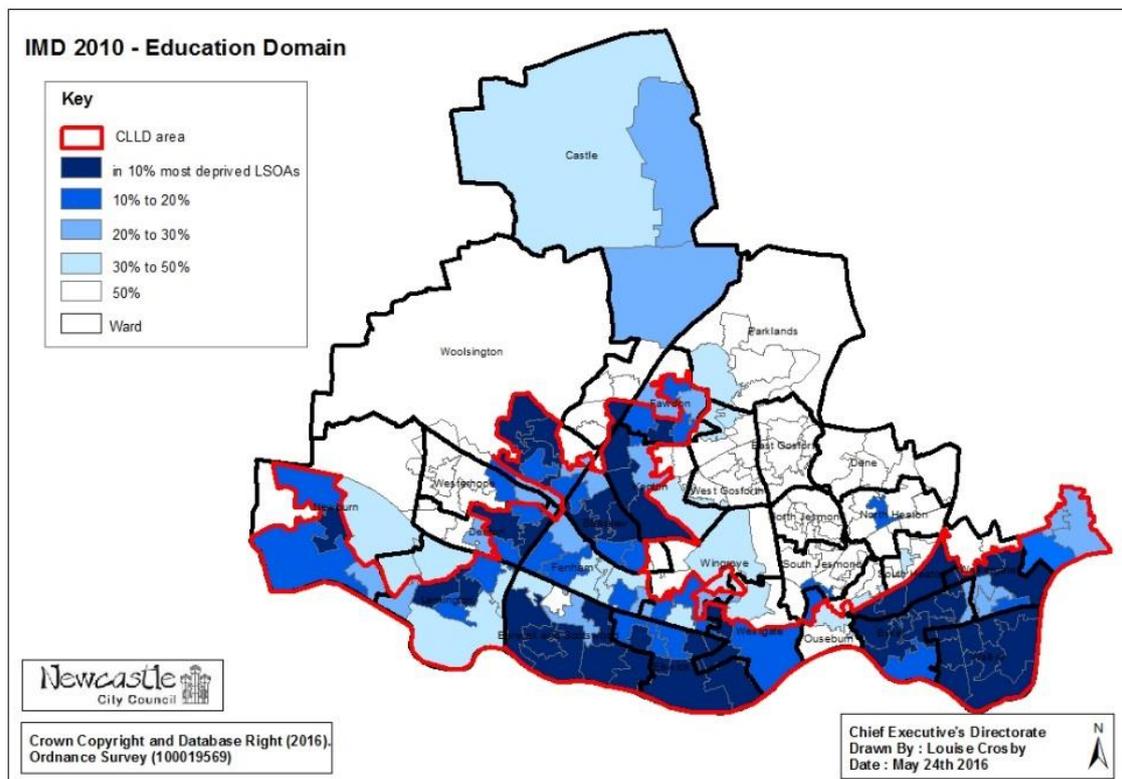
Source: ONS, Census 2011

The overall trend is that CLLD residents are more likely to be in low level occupations (e.g. Elementary, Process, plant and machine operatives, and Sales and customer service occupations) and less likely to be in high level occupations (Managers, directors and senior officials, and Professional occupations) compared to those living in Newcastle, by at least 10 percentage points for both women and men. The tables also show that gender differences are reinforced in the CLLD area, with women over-represented in caring, leisure and other service occupations, as well as sales and customer service occupations.

Our CLLD Strategy will boost employment by working directly alongside employers, building on our significant success in supporting industry to grow and provide sustainable employment. The ‘*Lets Grow Fund*’ in the North East, was a local *Regional Growth Fund* initiative which employs locally-based fund managers to work with business networks, promote finance, nurture investment and stimulate demand. It has a cost-per-job of £10,444, which is under one third of the total from the nationally-administered programme.

Education, skills and qualifications

A visual map of educational attainment in Newcastle confirms that the concentration of deprivation among people in the CLLD area is inter-generational in nature. Although the CLLD area is divided into LSOAs, it is possible to see that large sections of 8 wards in Newcastle are in the top 10% most deprived LSOAs in education: Newburn, Benwell and Scotswood, Lemington, Elswick, Byker, Walker, Walkergate and Blakelaw.



The indicators for CLLD residents show a staggering underperformance in educational attainment. About **a third of the CLLD residents have no qualifications** (32.8% compared to 23.6% for the whole of Newcastle). CLLD residents are less likely to have a level 4 qualification or above than the whole of the city – only 17.7% compared to 27.7% (see table below).

	Newcastle (%)	CLLD area (%)	Summary
No Qualifications	23.6	32.8	People in CLLD area are more likely to have no qualifications
Highest Level of Qualification; Level 1 Qualifications	11.3	14.2	More people in CLLD area are likely to have a level 1 qual as their highest
Highest Level of Qualification; Level 2 Qualifications	12.5	13.7	More people in CLLD area are likely to have a level 2 qual as their highest
Highest Level of Qualification; Apprenticeship	3.4	3.8	More people in CLLD area are likely to have an apprenticeship as their highest
Highest Level of Qualification; Level 3 Qualifications	17.1	12.1	Less people in CLLD area are likely to have a Level 3 qual as their highest
Highest Level of Qualification; Level 4 Qualifications and Above	27.2	17.7	Less people in CLLD area are likely to have a Level 4 qual as their highest
Highest Level of Qualification; Other Qualifications	4.9	5.7	More people in CLLD area are likely to have another qualification as their highest
Schoolchildren and Full-Time Students; Age 16 to 17	2.3	2.6	More people in CLLD area are full time students aged 16 to 17
Schoolchildren and Full-Time Students; Age 18 and Over	16.2	10.2	Less people in CLLD area are likely to be full time student aged 18 or over
Full-Time Students; Age 18 to 74; Economically Active; In Employment	4.2	2.7	Less people in CLLD area are likely to be full time student aged 18 to 74 (employed)
Full-Time Students; Age 18 to 74; Economically Active; Unemployed	1.4	1.1	Less people in CLLD area are likely to be full time student aged 18 to 74 (unemployed)
Full-Time Students; Age 18 to 74; Economically Inactive	10.6	6.4	Less people in CLLD area are likely to be full time student aged 18 to 74 (Economically inactive)

Source: ONS, Census 2011

Health

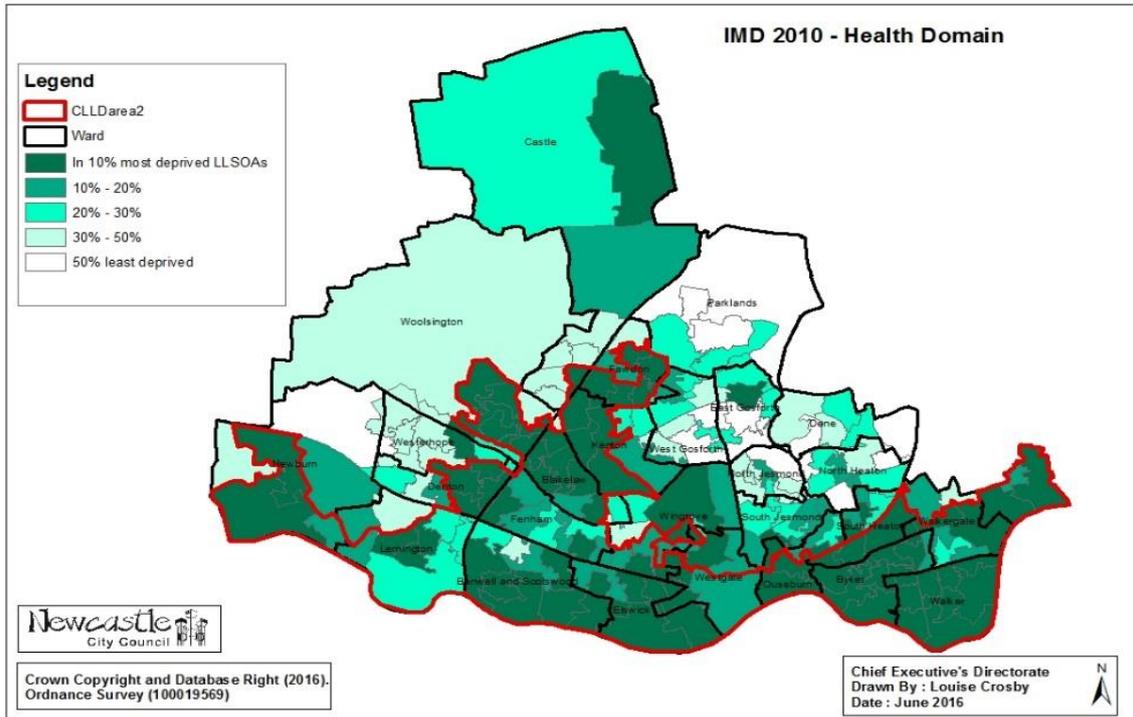
The relationship between work, unemployment, poverty and health, have been well documented; and reflected heavily in Professor Michael Marmot's review '*Fair Society: Healthy Lives*'¹⁷. Unemployment is associated with a higher risk of death and increased mental health problems. Job insecurity is also damaging to health, and has been linked to higher rates of hospital admissions, increases in heart disease and deterioration in mental health. In addition, the presence or absence of employment has a range of consequences for people's lives, materially, socially and psychologically.

Latest figures have shown that male life expectancy in the 10% most deprived areas in Britain is 13.5 years lower than male life expectancy in the 10% least deprived areas. For females, the gap in life expectancy between the most and least deprived is 9.1 years. Newcastle has recently undertaken work through its 'Healthier and Wealthier' project to understand the relationships between health and economic activity, which have informed our action plan. For those in employment, work provides fulfillment and offers individuals a degree of control over decisions that bring benefits to health. In addition research has shown that:

- Ill-health in the working age population has been estimated to cost the British economy £100 billion a year in lost productivity, lost tax and health and welfare costs (CBI).
- Work is, for most people, good for long term health outcomes
- Disabled people's income is, on average, less than half of that of people who are not disabled
- Households containing at least one person with a limiting long term condition are twice as likely to have an income of less than £15,000 p.a. than households where nobody has a limiting long term condition
- Across the UK, adults in the poorest fifth of the population are twice as likely to be at risk of developing mental illness as those on average incomes
- People with mental health problems are three times more likely to be in debt and less than a quarter of adults with a long-term mental health problem are in employment - the lowest rate amongst disabled people.
- The majority of people with mental health problems want to work but often the support they need is not available.

North of Tyne CLLD wants to deliver support to address these issues at local level, through expanding what we know works well and supporting our communities and local partners to develop local, innovative approaches to support people to re-enter and stay in the labour market. We will work with Public Health England and the DWP '*Work and Health Unit*' and '*Fuller Working Lives*' team to include national agencies in our policy design, delivery and evaluation. As reflected in other socio-economic trends, the map of health inequalities in Newcastle highlights poorer outcomes for our CLLD area residents.

¹⁷ Marmot, M (2010), *Fair Society: Healthy Lives*, UK Government



The Equality Act covers disability as a protected characteristic. However, we know that people with disabilities often have worse labour market outcomes due to a 'compound effect' of having relatively fewer suitable options available, which can lead to poorer physical and mental health outcomes as a result of exclusion. Our LAG group and their partners are well placed to identify these barriers and design solutions for CLLD residents.

The table below shows the number of people with a long-term health problem or disability by broad age group in Newcastle.

Disability	Age				Total
	0 to 15	16 to 49	50 to 64	65 and over	
Day-to-day activities limited a lot	942	5,952	7,014	12,753	26,661
Day-to-day activities limited a little	1,128	7,224	6,788	10,776	25,916
Day-to-day activities not limited	45,904	135,179	31,327	15,190	227,600
Total	47,974	148,355	45,129	38,719	280,177

Source: Census 2011

Business Base

There are a record number of businesses operating in the UK, but people living in the most deprived communities still face barriers to start up their own businesses.

According to 'Boosting enterprise in more deprived community'¹⁸ (DWP/BIS, Mar 2016) the main barriers individuals face to starting up included:

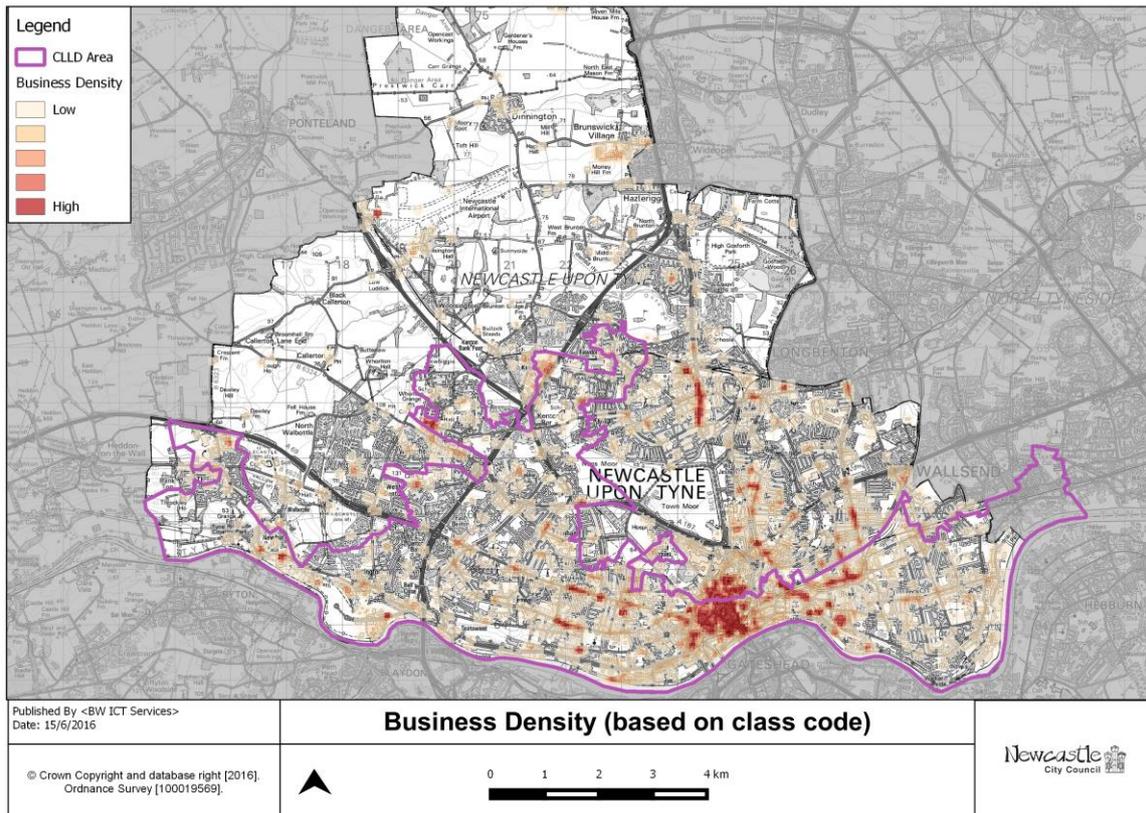
Top tier	Second tier	Third tier
1. Lack of confidence	5. Space/premises – cost, inflexibility and availability	9. Tax
2. Loneliness	6. Startup funding	10. Input cost – e.g. utilities
3. Income security	7. Childcare	11. Not having an idea
4. Poor networks/not knowing where to find support/lack of advice	8. Short length of support programmes on offer	12. Difficulty in dealing with paperwork
		13. Long term illness (although self-employment preferable to full-time employment)

The map below shows the Business Density (based on class code) within the North of Tyne CLLD area. Areas without highlighting indicate little to no businesses are present in that location. As the colour darkens, this indicates that the numbers of businesses within that area increases. This map helps identify the location of potential beneficiaries of business support, and gives a proxy indication of where economic activity is concentrated in the city. It should be noted that the map includes all premises, and not just those operated by SMEs. Also, the map does not necessarily indicate economic activity or productivity. For instance, the riverside area around Walker indicates a low to medium business density, but we know that there is a substantial amount of economic activity and employment in the area. This activity is largely delivered by very large companies, who employ a large number of people, but their premises are reasonably well-spaced apart which means a relatively low business density.

Geographical hotspots include:

- Ouseburn Valley and Shields Road in the East End
- Adelaide Terrace and the West Road in the West End
- Newburn
- Redburn Road
- Kingston Park
- The city centre

¹⁸ <https://www.gov.uk/government/publications/boosting-enterprise-in-more-deprived-communities>



Local infrastructure provision and access to services

Participatory Appraisal with residents in Byker highlighted persistent barriers to labour market entry despite relative proximity to employment opportunities. Transport costs often limited residents' ability to engage with and benefit from training programmes, or access childcare provision¹⁹. In 2011 Newcastle City Council was awarded 'Beacon Status' for its work on preventing and mitigating Child Poverty in the city. The evidence which underpinned Newcastle's work pointed to a need for support to deal with transitions in people's lives to support sustainable employment (these transitions are overly prevalent in the CLLD area). These include²⁰:

- Help with transport costs in the first weeks of employment to enable people to access employment before their first pay;
- Working with transport partners, such as bus companies and network operators, to ensure that public transport is reliable and affordable for people who live on less profitable routes; and
- Support for affordable and flexible childcare in local community settings to enable people to access opportunities within and outside the local area.

Community facilities have been severely affected by public fund cuts and there has been a reduction in the number of buildings as well as opening hours, in particular those operated by local authorities. As an example, Newcastle has less

¹⁹ Byker Co. (2016), Newcastle-upon-Tyne

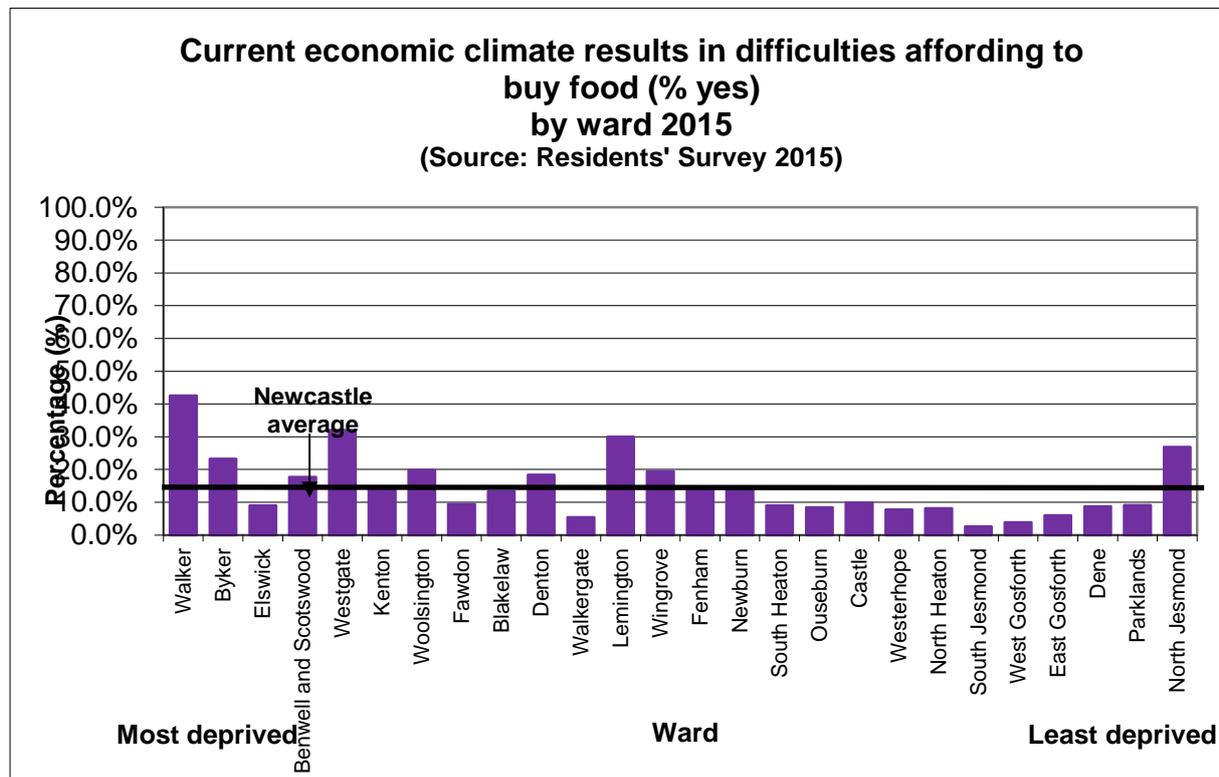
²⁰ Newcastle City Council (2011), *Child Poverty Needs Assessment*

neighbourhood libraries acting as community facilities compared to three years ago and the city library has had reduced opening hours from April 2016.

2.1.3. Other supporting information

Newcastle's 2015 Residents Survey

As well as Nomis labour market statistics, Newcastle's 2015 Residents Survey illustrates how the current economic climate is impacting on the city. Nearly six in 10 (58%) of respondents said they had been affected. This manifested in difficulties paying food and utility bills (20%), an inability to buy or move home (19%), job insecurity and the fear of job loss (15%). The majority of respondents expected no change in their personal financial circumstances (56%). These concerns are more apparent in the most deprived wards that constitute part of the CLLD area. Further research is needed to establish whether perceptions of the area's economic outlook influences labour market performance. The results of the survey are presented in the graphs below.



Additionally, a greater proportion of BME residents are economically inactive (38.3%) compared to 38% in the North East and 31.5% in Newcastle.

Recent national research²² found that;

- Local jobs do not mean local employment for residents of deprived areas – in many poorer areas jobs are filled by residents from more prosperous areas.
- Some areas experience ‘double disconnection’; they are not well connected to jobs or housing in their cities – there are 524 of these areas across the UK.
- The geography of poverty matters. There is often a mismatch between where people live and where jobs are located.

Maps accompanying the research show the NT CLLD area to be one of disconnect between employment opportunities and the areas of deprivation within the area.

2.2. The SWOT analysis

2.2.1. Community Asset Based Approach

From the outset members of the LAG have been clear in their view that the approach to be adopted through the NT CLLD programme would be one focussed upon asset-based community development. Members of the LAG expressed a clear and consistent view that such an approach emphasising the positive characteristics of neighbourhoods (whilst also acknowledging their challenges) would engender increased levels of motivation and a greater sense of local empowerment in communities across our target area.

In asset-based community development, we acknowledge that each individual has something to contribute to local development and increased local prosperity. The LAG is determined to ensure that the programme continues to enhance and augment local assets rather than simply adopt the negative stance of treating the target area as a series of problems to be addressed. Such an approach will therefore more effectively draw upon already existing community strengths, maximise potential impact and value for money, and contribute to the construction of stronger and more sustainable communities in the future. It will complement the wider ESIF Strategy; with LAG members playing a leading role in challenging projects to deliver sustainable outcomes under these objectives.

The LAG has been structured so that it provides a deep understanding of local physical, social and economic assets; as well as awareness of the history of those places that comprise the target area. Individually and collectively, they have extensive local knowledge, networks and relationships combined with a track record of creativity and innovation. This support will be crucial in enabling communities to engage with and benefit from projects at all stages of implementation and delivery.

²² Joseph Rowntree Foundation (2016) *Overcoming deprivation and disconnection in UK cities*

2.2.2. SWOT analysis

The SWOT analysis builds on the evidence cited in the CLLD area profile to add further data, knowledge and community consultation findings (see section 4) as overseen by the LAG.

Elements have been grouped and colour-coded by theme to facilitate reading and the extraction of key themes to support the formulation of objectives and the intervention logic in the following sections.

STRENGTHS	WEAKNESSES
<p>PEOPLE</p> <ul style="list-style-type: none"> Retained levels of community cohesion across the target neighbourhoods despite prevailing economic situation. Residents are emotionally involved with their community The community regards itself as being welcoming and seen as good for older people, minorities, families with young children, immigrants, and young adults without children. Notable levels of local volunteering across age ranges and interest groups within the target area Additionally, there are significant numbers of people across the area acting as carers There is a positive assumption that people who live in this area are resilient despite facing many barriers <p>COMMUNITY ASSETS, FABRIC AND INFRASTRUCTURE</p> <ul style="list-style-type: none"> Positive action to secure key local community facilities as important factors in the life of the local community including Local Authority asset transfer Many examples of local social/community innovation to improve the quality of local life and increase local social capital 	<p>PEOPLE</p> <ul style="list-style-type: none"> Difficulties faced by long term unemployed in re-entering the labour market A proportion of the population continue to suffer from low levels of personal aspiration A third of people have no qualifications, and a low % (compared to the whole of the city) have high level qualifications Complex and multiple issues faced by people in their daily like meaning that their priority was to just “keep going” <p>COMMUNITY ASSETS, FABRIC AND INFRASTRUCTURE</p> <ul style="list-style-type: none"> Inevitable rationalisation and consequent reduction in the number of local/neighbourhood facilities Poor/inconsistent public transport links in some areas combined with affordability creates challenges in some neighbourhoods Car ownership across the area is low increasing reliance upon public transport links Communication infrastructure is poor – limited use of broadband (access and affordability)

- Strong, long term relationships between communities and local anchor organisations
- Examples of strong collaborative working between communities, public sector and third sector organisations
- Continued strong relationship between local communities and local elected members (representative democracy)
- Significant intellectual capacity across communities and local stakeholders
- Continuing high levels of local commitment within local communities
- Positive engagement with communities across the target area through the consultation process on the potential contribution and increased opportunities to be derived from a CLLD programme
- Environmental awareness and sustainability are increasingly important issues in the lives of communities and the work of local organisations relating to not just the physical quality of the environment but also issues such as the food supply chain, accessibility and affordability

INSTITUTIONAL / STRUCTURAL / SERVICES

- Housing development programmes underway in parts of target area to increase availability and sufficiency
- Continued (although reduced) investment in early years interventions through Family Hubs within target area

INSTITUTIONAL / STRUCTURAL / SERVICES

- Loss of historical manufacturing industrial base and consequent long term economic impact
- Contracting public services producing additional stresses at local level around access to services/support
- Limitations on availability of resources (services, human and financial) to meet local need
- Low wages, zero hours contracts and underemployment are factors in the prevailing national economy - they are also characteristics of disadvantaged areas and impact the local economy
- Diminished local play and youth services reduce local opportunities for children and young people in both social education and social recreation

ENTREPRENEURSHIP

- Low business density

OPPORTUNITIES	THREATS
<p>PEOPLE</p> <ul style="list-style-type: none"> • People expressed the view that they would welcome more opportunities for employment in their local area • Appetite within the community to discuss issues openly and resolve them within a reasonable period of time in a democratic fashion is high and demonstrated through consultations. <p>ENTREPRENEURSHIP</p> <ul style="list-style-type: none"> • Economic opportunity for business investment in the CLLD-area (availability of local workforce, favourable rents, young population) • Successful entrepreneurship support will generate new income to circulate within the community. • Increasing the success rate of business start-ups promotes new jobs with employers who already have chosen to live in your neighbourhood <p>CONNECTING OPPORTUNITIES AND COMMUNITIES</p> <ul style="list-style-type: none"> • The wider region has benefitted from significant cultural economic development. There is a unique cultural character of residents that we should build upon • High tech industries - region and Newcastle in particular has a science base, through 3 leading research-oriented universities. 	<p>INSTITUTIONAL / STRUCTURAL/ SERVICES</p> <ul style="list-style-type: none"> • Economic crisis continuing over the long term. • Government further withdrawing statutory care authority to the most vulnerable • Unemployment not due to choice but the shutdown of industries over the years and the recent recession • Social stigmas attached to CLLD area • Further changes to the welfare reform and sanctions regime

Codes: **People**, **Community assets, fabric and infrastructure**, **Institutional / Structural / Services**, **Entrepreneurship**, **Connecting jobs and communities**

There is a significant intellectual capacity across our communities and their local stakeholders. Positive engagement with communities across the target area through the consultation process noted a strong willingness not only to connect with economic opportunities, but also **to make community assets and organisations in the CLLD more entrepreneurial.**

The historical legacy of an industrial base which depended on manufacturing is that the CLLD area has a disproportionate number of low waged, often zero-hour contracts and underemployment in the CLLD area. The economic downturn exacerbated these problems; with a subsequent impact on businesses in the local economy through loss of income. CLLD residents and businesses responding to our consultation are determined to support growth of labour market opportunities which meet business need. To ensure that inclusive growth can be achieved and sustained, we will back local businesses and **strengthen the business community in the CLLD area.**

Our CLLD area has high levels of volunteering across age ranges and interest groups; with significant numbers of people acting as carers. Despite those talents and competencies, CLLD residents have less qualifications than the people living in the whole of Newcastle, and aspirations remain low. Our strategy will build on the real appetite within the community to discuss issues, solve problems and support people to **take the first steps towards economic activity through learning, tackling multiple barriers and integrating support services.**

Entering or re-entering the labour market is a key challenge for CLLD residents despite opportunities at their door step. Newcastle in particular has a strong digital, service and life sciences base; with two leading universities and a successful Further Education college which drive continuous innovation for our businesses and skills for our people. A people-centred approach with “incentives rather than sanctions” as well as a stronger partnership between businesses, employers and communities are both essential to **enabling entry to and progression along the employment pathway.**

2.2.3. Fit within local priorities and alignment with local development needs

NELEP, in the ESIF Strategy and its Strategic Economic Plan (SEP) makes it clear that inclusive growth is important to our economy.

Regional disparities, geographical inequalities and clusters of entrenched deprivation exist and have in some parts of the region, even increased. Our socio economic analysis and the findings of our extensive community consultations have re-affirmed this situation for the NT CLLD area.

Inclusive growth is embedded in the NELEP ESIF strategy and the NELEP Inclusive Growth research (July 2013, report by Ekosgen) provides additional information about how inclusivity is essential to meet the NELEP growth needs.

Both documents recognise that all residents have a role to play in the North East’s economy and that it is essential that people with disadvantages are supported along the pathway to work. People who live in disadvantaged communities are one of the key target groups. Eskogen’s research report states that “there is a need to involve marginalised groups in the development of the vision and strategy for economic growth, to ensure they have a stake in the development of the North East’s economy. The delivery of economic interventions needs to be done *in* partnership

with disadvantaged communities (co-production) rather than being done *to* them.” (p. 13).

The methodology used to construct the NT CLLD SWOT and the related intervention logic was based on community engagement with the LAG playing a key role in facilitating conversations, events and overseeing the development of the strategy.

Economic disparities are recognised in the NELEP ESIF strategy: “Huge disparities exist in educational achievement within the area. The proportion of secondary schools judged as good or outstanding for teaching in the least deprived areas is 85% - almost as equal to the national average of 85%. In the most deprived areas, however, this drops to 29% compared with a national average of 65%.” (p. 13) and “The English IMD (2010) demonstrates considerable challenges in all of our local authorities” (p. 32).

The NT CLLD area and its profile are highly representative of the challenges described in the ESIF strategy.

The SWOT analysis provides a broad framework to identify activities and interventions under a number of objectives which show good alignment with the local priorities outlined by NELEP in CLLD call (0. 16-17), including:

- New/improved community hubs
- Support for new forms of enterprise (including social enterprise)
- Interventions which support entrepreneurship and enterprise including pre-start up activity, in a holistic manner which links businesses to local accommodation and support
- Interventions which focus on connecting businesses and fostering good relationships with local residents
- Deliver learning, skills and employability activity to build re-engagement of those who would not access this provision through other areas of the ESIF programme, mainstream provision or employment. The proposed activities should reach and engage with people ... and provide the necessary stepping stones to make this kind of participation achievable for more residents.

3. Description of the Strategy and its Objectives

3.1 Our Strategic Objectives

The extensive consultation undertaken across the CLLD area in recent months has illustrated to us that many unemployed people, like all individuals, have a unique employment history and personal circumstances which bring specific assets to the table for prospective employers. However, people outside of the labour market face additional, often multiple, barriers to progression and are more likely to have complex needs to navigate in order to move forward.

Consultation identified a number of prevalent issues amongst residents in Newcastle and North Tyneside, which act as a barrier to labour market entry and prohibit people moving forward with their lives and careers: low confidence and self-esteem; lack of references; anxiety and other mental health problems; lack of awareness of employers' expectations; out of date employability skills; lack of recent work experience and language, literacy or numeracy difficulties and childcare responsibilities. Other barriers may be more tacit or difficult to quantify, or may emerge over time as a result of the compound effect of multiple deprivation. For example, we know that individuals often hold bad experiences from previous training and employment programmes (particularly when these have been mandatory), have been the victim of discrimination or do not have basic skills, or qualifications or may have long gaps on their CV.

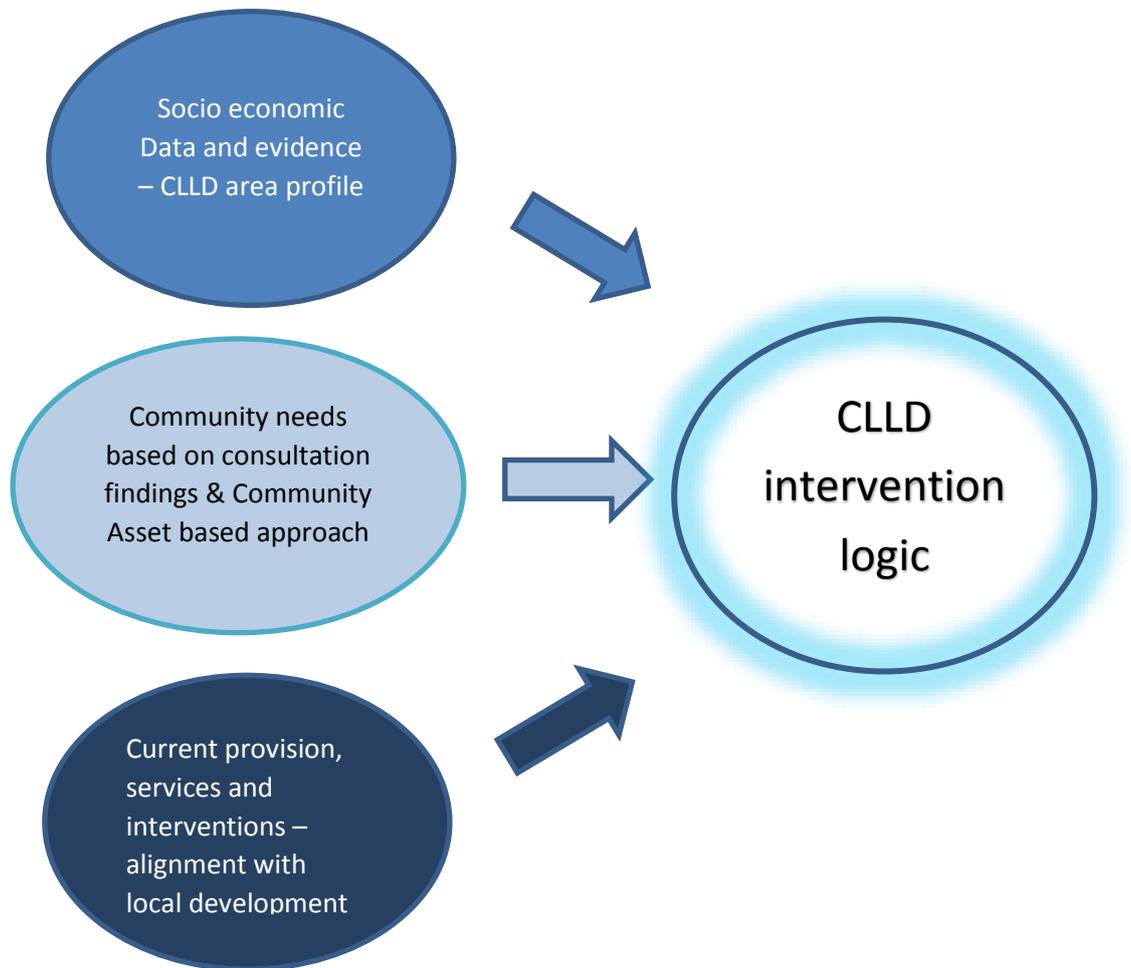
Understanding 'need' allows us to develop a person-centred approach to realising opportunity; offer flexibility in approach to CLLD residents, VCS partners and providers to empower people to develop practical and innovative programmes to support people through employment pathways. Based on our SWOT analysis, our Strategy has four objectives which will direct work in support of our residents:

- A.** Making community assets, organisations and the social fabric in the CLLD area more entrepreneurial,
- B.** Strengthening the business community in the CLLD area,
- C.** Supporting the first steps towards economic activity within the CLLD area through learning, tackling multiple barriers and integrating support services; and
- D.** Enabling entry to and progression along the employment pathway and connecting local employers with communities.

As described in the Intervention Logic as follows, all 4 objectives have measurable targets to be achieved by 2022.

3.2 Intervention Logic

Based on the SWOT analysis, the LAG undertook a prioritisation exercise to identify key activities. Further work was carried out to define relevant objectives, quantify targets for outputs and results and the funding allocations required.



The table below explains the Intervention Logic – how local needs and opportunities link with the Strategy’s objectives, proposed activities and targets as well as funding allocations. Monitoring and evaluation processes have been described in Section 6.4 of this Strategy.

Local needs and opportunities	Objectives	Activities	Targets (Outputs and Results)	Funding (see section 7)
<p>Evidence indicates that new alternative economic development must have a focus upon enterprising neighbourhoods in contributing to increased local social and economic resilience. There is a significant role for existing anchor organisations and small organisations within target neighbourhoods as catalysts for a new local entrepreneurialism. CLLD offers the opportunity for deeper local reach and the co-ordinated provision of a range of support mechanisms to stimulate small business activity and social/micro enterprise within the target area.</p> <p>Such an approach would respond to prevalent local need in terms of:</p> <ul style="list-style-type: none"> • The ability to modify existing premises to accommodate targeted support activity • The local provision of tailored and more appropriate and accessible packages of support directly and indirectly • The ability to work in and with communities to examine the potential for the development of a range of business propositions and models within a framework that provides greater and more holistic support, 	<p>Objective A</p> <p>Making community assets, organisations and the social fabric in the CLLD area more entrepreneurial</p>	<p>Activity 1</p> <p>Provision of new, and the promotion and expansion of existing small scale community hub facilities (including neighbourhood hubs that engage with beneficiaries through phone or online chat facilities) to support small and medium enterprises (including social enterprises).</p>	<p>200 Sq metres public or commercial building built or renovated in target areas (ERDF output P12)</p> <p>22 enterprises receiving support (ERDF output C1)</p> <p>15 new enterprises receiving support (ERDF output C5)</p> <p>17 employment increase in supported enterprises (ERDF output C8)</p> <p>30 potential entrepreneurs assisted to be enterprise ready (at least 12 hours of support) (ERDF output P11)</p> <p>27 potential entrepreneurs engaged (less than 12 hours of support) (LAG output)</p>	<p>Total: £323,000</p> <p>Consisting of:</p> <p>£193,800 ERDF</p> <p>£129,200 public match</p> <p>£0 private match</p>
		<p>Activity 2</p> <p>Promotion of entrepreneurship and self-employment (including small grants to entrepreneurs).</p>	<p>248 potential entrepreneurs engaged (less than 12 hours of support) (LAG output)</p> <p>270 potential entrepreneurs assisted to be enterprise ready (ERDF output P11)</p>	<p>Total: £323,000</p> <p>Consisting of:</p> <p>£193,800 ERDF</p> <p>£102,200 public match</p> <p>£27,000 private match</p>
	<p>Objective B</p> <p>Strengthening the business</p>	<p>Activity 3</p> <p>Tailored business support activities including: mentoring,</p>	<p>82 enterprises receiving support (ERDF output C1)</p>	<p>Total: £200,000</p>

<p>accessible in well established and accessible locations by trusted local organisations/partners</p> <ul style="list-style-type: none"> The strategic potential to bring together existing delivery programmes to augment and add value to the available package of support and simplify the process for beneficiaries 	<p>community in the CLLD area</p>	<p>coaching, information, advice and guidance (on general business running skills and also on e.g. digital opportunities, insurance, supply chains and communications), small grants to existing and start-up businesses as well as creating and supporting trading and networking opportunities.</p>	<p>60 new enterprises receiving support (ERDF output C5)</p> <p>62 employment increase in supported enterprises (ERDF output C8)</p>	<p>Consisting of:</p> <p>£122,400 ERDF</p> <p>£51,600 public match</p> <p>£26,000 private match</p>
<p>At a regional level statistics show 25% of individuals possess no qualifications. There are areas within the programme geography where that figure rises to over 45% with serious implications for the local economy. Opportunities exist through the CLLD programme for greater and improved collaboration across providers to deliver more effective, timely and strategic interventions to raise the level of local skills. Opportunity also aligns with the needs of the client group through the important community based network of local providers of services to build skills and capacity.</p>	<p>Objective C</p> <p>Supporting first steps towards economic activity within the CLLD area through learning, tackling multiple barriers and integrating support services.</p>	<p>Activity 4</p> <p>Improving low level skills amongst all beneficiaries including communication, ICT and digital skills (mainly community based learning).</p>	<p>700 participants of the activity (ESF output O1), including:</p> <ul style="list-style-type: none"> - 491 participants that are unemployed incl. long-term unemployed (CO01) - 176 participants that are inactive (CO03) - 133 participants that are over 50 years of age (O4) - 119 participants that are from ethnic minorities (O5) - 202 participants with disabilities (CO16) - 350 participants that are women (LAG output) - 63 participants that are carers (LAG output) 	<p>Total: £640,000</p> <p>Consisting of:</p> <p>£320,000 ESF</p> <p>£320,000 public match</p> <p>£0 private match</p>

			133 participants in education or training on leaving (ESF result CRO2 – a subset of O1)	
<p>The needs of individuals within the target area can necessitate intensive and sometimes longer term interventions in order to effectively address multiple barriers and complex needs. The CLLD programme has the potential to act as a first level intervention to address these needs or work in conjunction with other complementary programmes e.g. Building Better Opportunities to provide coordinated progression opportunities as part of a longer term solution. More specialist services around IAG (Information, Advice and Guidance) financial inclusion might be integrated as part of the service offer.</p>		<p>Activity 5</p> <p>Reducing employment barriers linked to social and economic isolation, for example by addressing health and transport issues and increasing access to information and sources of advice on issues such as debt and money management.</p>	<p>590 participants of the activity (ESF output O1), including:</p> <ul style="list-style-type: none"> - 414 participants that are unemployed incl long-term unemployed (CO01) - 148 participants that are inactive (CO03) - 112 participants that are over 50 years of age (O4) - 100 participants that are from ethnic minorities (O5) - 171 participants with disabilities (CO16) - 295 participants that are women (LAG output) - 53 participants that are carers (LAG output) <p>112 participants in education or training on leaving (ESF result CRO2 – a subset of O1)</p> <p>109 unemployed participants in employment, incl. self-employment, on leaving (ESF</p>	<p>Total: £960,000</p> <p>Consisting of:</p> <p>£480,000 ESF</p> <p>£480,000 public match</p> <p>£0 private match</p>

			<p>result R1 – a subset of CO01)</p> <p>71 Inactive participants into employment or job search on leaving (ESF result R2 – a subset of CO03)</p>	
<p>Low levels of aspiration, skills and connectivity across the public, social and commercial sectors are characteristics of the target area. Activities under this measure seek to address these issues through targeted work with individuals and increased levels of collaboration. Consultation indicates strong support for improved communication and closer working across sectors to build local capacity</p> <p>The CLLD area has a number of local organisations successfully delivering services to local communities. They do so, generally, in an unconnected way despite some good examples of local collaboration. The CLLD programme and governance structure provides an opportunity for wider strategy formulation and delivery mechanisms that respect the autonomy of local organisations and the quality of the work they deliver but enable a more strategic architecture to facilitate increased collaboration, more effective targeting and maximising local impact.</p>	<p>Objective D</p> <p>Enabling entry to and progression along the pathway to employment and connecting local employers with communities</p>	<p>Activity 6</p> <p>Providing individual (or personalised) pathways to integration, re-entry and progression into employment and better employment, for example through developing collaborative links between individuals, local employers, the social economy, social enterprises and intermediaries able to provide information, advice and guidance on employment and self-employment options.</p>	<p>500 participants of the activity (ESF output O1), including:</p> <ul style="list-style-type: none"> - 351 participants that are unemployed incl long-term unemployed (CO01) - 125 participants that are inactive (CO03) - 95 participants that are over 50 years of age (O4) - 85 participants that are from ethnic minorities (O5) - 145 participants with disabilities (CO16) - 250 participants that are women (LAG output) - 45 participants that are carers (LAG output) <p>95 participants in education or training on leaving (ESF result CRO2 – a subset of O1)</p> <p>91 unemployed participants into employment, incl. self-employment, on leaving (ESF</p>	<p>Total: £1,600,000</p> <p>Consisting of:</p> <p>£800,000 ESF</p> <p>£800,000 public match</p> <p>£0 private match</p>

			result R1 – a subset of CO01)	
			59 inactive participants into employment or job search on leaving (ESF result R2 – a subset of CO03)	

More details about the activities and types of interventions can be found in the action plan section.

3.3 Outputs and Results

The NT CLLD Strategy will deliver a range of ESF and ERDF outputs and results as well as a couple of additional indicators. The table below shows the split of outputs and results between Activities.

			Activity 1	Activity 2	Activity 3	Activity 4	Activity 5	Activity 6	TOTAL
ESF type of activities	ESF outputs	no of participants, of which:				700	590	500	1,790
		unemployed				491	414	351	1,256
		inactive				176	148	125	449
		over 50				133	112	95	340
		ethnic minorities				119	100	85	304
		disabilities				202	171	145	518
	LAG output	women				350	295	250	895
	LAG output	carers				63	53	45	161
	ESF results	in education or training upon leaving				133	112	95	340
		into employment (incl self-employment) upon leaving				0	109	91	200
into employment or job search upon leaving					0	71	59	130	
ERDF type of activities	ERDF outputs	enterprises supported	22	0	82				104
		new enterprises supported	15	0	60				75
		employment increase in supported enterprises	17	0	62				79
		sq m of buildings built or renovated	200	0	0				200
		potential entrepreneurs assisted (at least 12 hours of support)	30	270	0				300
	LAG output	potential entrepreneurs engaged (less than 12 hours of support)	27	248	0				275

The targets allocated to CLLD projects in Tyne and Wear and Northumberland included the North East LEP Area European Structural and Investment Fund Strategy 2014-2020 were taken into account when forecasting the targets for NT CLLD. Moreover, proposed funding allocations were considered to ensure that targets are achievable within the levels of investment per Activity. The detailed considerations are listed below.

Activity 1

- Capital projects will be part on this activity, therefore it includes a target for m² built or renovated; small scale projects will be considered here and the target has been set to reflect this;
- Capital spend is likely to take up a large proportion of the funding allocation to this Activity, therefore only about 20% of the established and new enterprises are allocated to Activity 1 and 10% of the potential entrepreneurs assisted;
- Number of jobs created has been estimated at 77% of established enterprises supported in line with requirements of the ERDF Operational Programme (p.174).
- An additional output of potential entrepreneurs engaged (less than 12 hours of support) has been added to capture all those beneficiaries that will receive entrepreneurial support but may not need the full 12 hours or may decide that entrepreneurship is not an option for them and will drop out; the number has been estimated based on the Accountable Body's experience from the Enterprising Newcastle project – on that project 48% of engaged clients did not reach the required by the ERDF definition level of support; the same percentage has been used here.

Activity 2

- The number of entrepreneurs engaged (less than 12 hours of support) was included to capture all those beneficiaries that will receive entrepreneurial support but may not need the full 12 hours or may decide that entrepreneurship is not an option for them and will drop out; the number has been estimated based on the Accountable Body's experience from the Enterprising Newcastle project – on that project 48% of engaged clients did not reach the required by the ERDF definition level of support; the same percentage has been used here.
- Activity 2 will support 270 entrepreneurs with at least 12 hours of support; with the level of intervention at £323k it gives an average unit cost of about £1,200 per client which provides value for money.

Activity 3

- Activity 3 is the main activity for the business support, therefore 80% of the outputs in relation to established and new enterprises supported was allocated to this activity.
- Number of jobs created has been estimated at 75% of established enterprises supported in line with requirements of the ERDF Operational Programme (p.174).

Activity 4, 5 and 6

- The targets for the number of participants were estimated based on the level of intervention allocated to each of the Activity, as part of the prioritisation exercise: 20% of the funding was allocated to Activity 4, 30% to Activity 5 and 50% to Activity 6. Moreover, the assumption is that support provided to beneficiaries under Activity 4 and 5 should be cheaper per unit than under Activity 6 as these “first step” activities usually are carried out over a shorter period of time and may include small group sessions rather than 1-2-1s. Activity 6 is about providing individual and personalised support over a longer period of time.
- All the other ESF outputs and results are subsets of the number of participants and they have been calculated in line with the respective percentages based on the target allocation to CLLD projects in Tyne and Wear and Northumberland included the North East LEP Area European Structural and Investment Fund Strategy 2014-2020; the only exception is the number of participants from ethnic minorities – the Tyne and Wear and Northumberland allocation sets this target at 11% of the number of participants; however 17% has been used here to reflect the actual proportion of residents from ethnic minorities within the NT CLLD area (16.7% of residents of the NT CLLD area are from ethnic minorities).
- In order to better align the outputs and results with the target groups, the LAG has added 2 more outputs: number of women and number of carers – both subsets of the number of participants. The targets for these outputs have been calculated at respectively 50% and 9% of the number of participants to reflect that 50% of residents of the NT CLLD area are women and 9% are carers.

3.4 Consistency, Complementarity and Synergy

The proposed interventions highlighted in this strategy will take into account current and future planned initiatives that will have an impact on our identified target beneficiaries and project applicants. If we were to develop interventions in isolation, there is a risk that some activity would be duplicated, resulting in wasted resource and possibly confusion amongst beneficiaries. We may also fail to address a pressing issue in the misunderstanding that mainstream provision would pick this up.

As such, it is our intention to deliver interventions that either meet the gap in current and future planned mainstream delivery, or complements the mainstream delivery resulting in enhanced added value in terms of outputs, outcomes and value for money. As the CLLD strategy includes pre-engagement activities, it will also act as a “stepping stone” to mainstream provision.

Mainstream activity can be loosely split between ESF type interventions and ERDF type interventions:

ESF type interventions in the North East area

CLLD is a small part of the ESF programme for England 2014-20 and fits within the Inclusive Labour Markets Priority Axis (PA1.5). Part of the programme has already been allocated and the projects listed below provide details of the ESF provision in place or due to start this year and to be delivered over the next 2 or 3 years. All projects cover either the whole of the North East or part of it (e.g. Tyne and Wear).

We analysed activities and the ESF community grants (Skills Funding Agency) and the Building Better Opportunities (BBO) projects are most likely to raise questions about potential duplication.

A proportion of CLLD ESF resources will be allocated to small size projects (see selection section). Further work is needed to fully understand the criteria related to the SFA ESF community grants programme. We will liaise with Gateshead Council, which is delivering the SFA contract to establish how we can ensure complementarity.

The BBO (see Box 1 below) provision in Tyne and Wear, and in particular the multiple barriers to employment project targets similar groups as in CLLD, although it does not have a geographical focus. BBO activities could be seen as mirroring the Activity 5 and Activity 6 of the NT CLLD Programme. However, an important difference is that, as opposed to BBO, CLLD will enable better connection between local businesses and employers and communities. In addition, the place-based approach at the heart of CLLD will enable to offer services at the doorstep of beneficiaries making use of local community facilities. It will also be able to tackle very localised pockets of multiple deprivation which require a tailored approach rather than an adopted blueprint. Social innovation will be encouraged as well as a flexible approach necessary to reach disengaged residents and retain them. In addition the CLLD staff will liaise with the lead deliverer of the BBO projects in Tyne and Wear to better understand the actual activities, coverage and focus. This will help maximise complementarity when designing calls, prioritising activities and types of beneficiaries as well as appraising proposals.

Box 1: ESF activity and Generation North East

NE Mental Health Trailblazer: Integration of IPS employment support with IAPT provision

The NE Mental Health Trailblazer is one of four Trailblazers established by the government to test ways of integrating employment support and mental health services. It secured ESF funding via an open call published in 2015. It provides an individual placement support model of tailored and intensive support, using a central resource of employment coaches co-located with psychological and well-being services.

Eligibility: Voluntary for eligible Employment Support Allowance and Job Seekers Allowance customers with common mental health conditions such as anxiety disorders and depression. Job Centre Plus, GPs and Improving Access to Psychological Therapies (IAPT) services will be the main referral route.

The programme is running from 2015 to 2018 with £2.1 million funding coming from a combination of Transformation Challenge Award and European Social Fund.

DWP ESF Opt-In: Programme for Work Programme leavers

This Programme is voluntary and will aim to improve job outcome rates for claimants who have left the Work Programme without a successful outcome, to prevent them from becoming longer term unemployed and further detached from the labour market.

The Provision will provide intensive support to gain employment which is tailored to the needs of the individual and delivered by an Employment Coach.

The maximum duration of this ESF Provision for a Participant is a continuous period of 52 weeks from the Participant's start.

To be eligible for this Provision individuals must be unemployed or inactive and fall into one or more of the following categories:

- Long-term unemployed or Inactive (26 weeks or longer);
- Basic Skills need
- Have more than one barrier to employment. Barriers may include:
 - A lone parent;
 - An older worker (50+);
 - An ex offender;
 - Caring Responsibilities (including those returning to employment when caring responsibilities end);
 - Have physical disability or health condition, including Sensory Impairments;
 - Mental Health or Learning Disability
 - Drug/Alcohol dependency;
 - An ethnic minority;
 - Have low or no qualifications;
 - Language barrier (English not first language, etc.).

Skills Funding Agency ESF tender: Skills support for the unemployed

Aim: To provide bespoke support and training for people aged 16+ who are unemployed or economically inactive and seeking a return to the labour market, but facing skills-related barriers to entering the labour market. The Service will deliver the vocationally-related skills needed by local employers in any one of 14 priority sectors.

This tender has just been issued, so the winning contractor is not known yet.

Skills Funding Agency ESF tender: North East Employment Skills for NEET

Aim: To deliver a programme of skills provision to move those at risk of becoming/already not in education, employment or training into work.

This contract was won by the Newcastle College Group.

Skills Funding Agency ESF tender: North East Community Grants

Gateshead Council submitted a successful bid on behalf of the seven local authorities for this tender.

These grants are awarded to third sector organisations to fund projects aimed at increasing the number of disadvantaged or excluded unemployed and inactive people participating in positive activity that will bring them closer to entering the labour market.

Projects will support a range of projects including: initial help with basic skills; taster work experience including voluntary work; training, advice and counselling; link with/enhance job search assistance including the provision of equipment and other assistance necessary to secure employment; confidence building, and first contact engagement activities.

Priority will be given to projects working with the following groups: people with disabilities and health conditions; lone parents; people aged 50+, ethnic minorities, and women.

Unlike CLLD, North East Community Grants are:

- not geographically restricted to only certain parts of the North East LEP area;
- contribute 100% of the costs up to £15,000 per voluntary/community sector organisation working with the priority groups described above.

Big Lottery - Building Better Opportunities ESF call: Multiple barriers to employment in Tyne and Wear

Aim: To support the most disadvantaged groups in Tyne and Wear, who are furthest from the labour market and who experience significant barriers to work, via three themes:

- Multiple barriers to employment – helping people address entrenched and multiple barriers to work, for those furthest away from the labour market;
- Financial inclusion – activities will focus on addressing the root causes of poverty which create barriers to work;
- Digital inclusion – activities will focus on supporting people to improve their basic digital skills, with an emphasis on progression into economic activity.

Big Lottery - Building Better Opportunities ESF call: Health barriers to employment in Tyne and Wear

Aim: To support the most disadvantaged groups in Tyne and Wear who are furthest from the labour market and who experience significant health barriers to employment.

This project will provide activities that focus on health barriers to employment and address health-related behaviours that increase the risk of illness. Activities will promote, exercise, smoking cessation and reducing alcohol consumption, and support people with mental health issues to progress towards economic activity.

Mental Health Concern was awarded a stage 2 development grant in May 2016, and will hear in early 2017 if it has won this contract.

Generation North East (www.generationne.co.uk)

This is a devolved programme of employment support for 18-24 year olds, actively engaging with businesses and employers. It is currently not funded via ESF, but will submit a bid should there be a relevant open call.

Generation NE tests the principles of delivery for devolved employment programmes. It was implemented within a context of devolution negotiations with the intention of testing, at scale, the impact of locally-designed approaches to tackling youth unemployment.

Wider than this it is in a confused landscape within employment and skills that suffers from duplication, fragmentation and continual reform. Additionally the programme sits within an economic context of a low level and insecure labour market for young people and an abundance of unattractive and unfilled vacancies, predominantly apprenticeships.

Generation NE set out to blend locally-integrated delivery with the benefits of a single brand and a clear offer of support to young people and businesses. As the programme has developed it has gone further than this and is now underpinned by a single and consistent quality and performance management framework, with some core functions and support services delivered at a programme level to ensure consistency and to take ownership of core programme performance risks and their management.

Achievements to date include: 4,665 young people have been supported, with 1,777 into work, and 793 with sustained employment at 26 weeks.

ERDF type interventions

Support and services for people wanting to start or grow a business is available across the North East. Part of this provision is funded by the Priority 2 Axis of ERDF Operational Programme for England 2014-20.

In this section, we first review this provision and then comment on how the proposed CLLD activities complement and add value to what is currently available.

Current provision includes:

- The New Enterprise Allowance (NEA) is a nationwide programme funded by the Department of Work and Pensions (DWP) that provides mentoring and business planning support for certain benefit claimants over 8-12 weeks and gives access to an allowance for up to six months as a business starts trading.
- Start Up Loans Company (SULCo), funded through Government, provides affordable finance, free mentoring and support for those who cannot obtain funding from alternatives sources.
- The North East Growth Hub – online resource providing information and a forum to pose questions
- ERDF PA2 projects – see box below, apart from the North Tyneside and ARCH projects, all other initiatives cover the whole of the North East and provide either a generic offer or focus on specific sectors (e.g. digital).
- Private, voluntary and charity sector support from start-up accelerators, specialist support for disabled, homeless, deprived areas and other disadvantaged groups. There has been a notable decrease of finance for this type of activity, leading to a reduction in support available to start or grow social enterprises.
- Informal networks – this in particular can be more challenging in deprived areas due to lower concentrations of businesses.
- Educational establishments

Current provision for start up is constrained by clients' characteristics and other parameters. Financial support other than loans (such as grants or advice) is actually fairly limited. Online/virtual support can be accessed through the NE Growth hub and other business growth support initiatives cover a wide geography with no particular focus on disadvantaged areas. CLLD entrepreneurial proposed activity will clearly fill a gap, and enhance the value and scale of some of these initiatives:

- Focussing on a people-centred approach, open to all CLLD residents, providing tailored support and micro-grants
- Delivering activities within the community, building on existing business assets and creating new ones
- Expanding informal networks and the limited provision for the creation and growth of social enterprises

An important aspect, unique to CLLD, is the ability to connect ERDF activities with the ESF provision and maximise opportunities between local businesses and people under the same banner and a joined-up approach.

Box 2: ERDF PA2 Projects

- *North East Business Support Fund* delivered by Northumberland Business Services Ltd will provide support to new and existing SMEs, targeting those with potential to grow their market and innovate to unlock growth through a voucher style contribution.
- *Designing Better Business delivered* by RTC North will promote the use of quality design with the development of new products and services, facilitating and part-funding individual SME projects which will be used as exemplars, and developing collaborative mechanisms between companies and stakeholders
- *Business Northumberland* from ARCH is a demand led programme, predominantly delivered online and within Northumberland to support the growth and sustainability of SMEs
- *Sunderland Software City* delivered by Sunderland Council focusses at the digital technology sector, covering enterprise, innovation, skills, community engagement and infrastructure.
- *Creative Industries SME* delivered by Norther Film and Media will provide a range of business support to the North East film and TV sector, digital content companies and professional digital arts businesses.
- *Made in North Tyneside* delivered by North Tyneside Council will provide business start up and business growth support in North Tyneside
- *Internship & Enterprise delivered* by Sunderland University will deploy graduate level skills via placements into SMEs to work on business growth projects.
- *Advancing Competitiveness of NE Automotive Alliance* delivered by the NE Automotive Alliance will provide bespoke support to increase trade and develop business excellence within the sector.
- *Digital Futures* delivered by Generator will provide business support for new and existing SMEs and potential entrepreneurs with the creative digital industries across the NE.
- *Enterprise Support in the NE* co-ordinated by NEEAL and delivered by a range of organisation will provide support for 1300 individuals who want to start a business or social enterprise through targeted engagement, outreach and delivering advice and support.
- *Better Off in Business* delivered by the Prince's Trust will work with 18-30 year olds from under-represented group that have the potential to establish and grow a business.
- *Northumbria Enterprise & Business Support Programme* delivered by Northumbria University will offer a graduate internship scheme and enterprise support for Northumbria University graduates.

- *SME Growth through facilitated market access and energy management* delivered by NEPIC will mentor SMEs within the process sector around sales and energy efficiency across the NE.

3.5 Equal Opportunities

The LAG will operate in full compliance with the Equality Act 2010 by ensuring that people are not discriminated against by virtue of their age; disability; sex; race; religion and belief; sexual orientation; pregnancy and maternity; and gender reassignment.

Specifically, the LAG will:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Remove or minimise disadvantages within LAG activities and projects suffered by people due to their protected characteristics.
- Take steps to meet the needs of people from protected groups within LAG activities and projects where these are different from the needs of other people.
- Encourage people from protected groups to participate in LAG activities where their participation is disproportionately low.

Tackling inequalities is a massive challenge. While the prosperity of the country as a whole is improving, the inequalities in income and other negative outcomes are widening. The causes and consequences of poverty are complex and require concerted action across government to address community, economic, cultural and environmental factors.

Under the previous Coalition Government, work on integration was guided by the Department for Communities and Local Government's (DCLG) strategy, *Creating the conditions for integration*²³:

- **Common ground:** A clear sense of shared aspirations and values, which focuses on what we have in common rather than our differences.
- **Responsibility:** A strong sense of our mutual commitments and obligations, which brings personal and social responsibility.
- **Social mobility:** People able to realise their potential to get on in life.

²³ Department for Communities and Local Government, *Creating the conditions for integration*, 2012

- Participation and empowerment: People of all backgrounds have the opportunities to take part, be heard and take decisions in local and national life.
- Tackling intolerance and extremism: A robust response to threats, whether discrimination, extremism or disorder, that deepen division and increase tensions.

These themes run throughout the Strategy, and all project applicants will need to demonstrate how they have fully considered ways to address inequalities in their funding applications. Applicants will also need to submit an up-to-date Equal Opportunities policy that covers both their organisation and the new activity they intend to carry out through the programme. This will also be an area of attention in the midway and final evaluation of the programme.

As part of the on-going monitoring of the CLLD programme, at the implementation stage, characteristics of beneficiaries will be monitored to ensure targets (e.g. gender, ethnicity in particular) are achieved. For example, the LAG may consider designing and launching calls for projects targeted at specific groups, as permitted in the ESF Operational Programme.

3.6 Environmental Sustainability

The NT CLLD area is distinctly urban in its nature, but with large and small pockets of green space dotted throughout, and bordered by the River Tyne to the south. It is within this urban setting that the LAG will aim to work with and enhance our local environmental assets.

There is often a balance to be maintained between economic growth and environmental sustainability. The productivity gains that are intended to result from the Strategy will therefore be focused on the more effective harnessing of resources to reduce costs and increase efficient working.

The LAG will encourage the principles of 'Green Communities'. These are communities who strive to minimise and then eliminate environmental damage due to human activity. As such the LAG is committed to:

- encouraging the re-use of buildings rather than build new, where possible
- using local materials where possible.
- producing as little waste as possible - waste reduction is where neighbourhoods can step up by making sure that their events produce as little waste as possible and provide on-the-spot recycling bins.
- Promoting energy efficiency and sustainable transport

Project applicants will be asked to demonstrate how they have considered the principles of environmental sustainability within their application forms. This will also be an area of attention in the midway and evaluation of the programme.

3.7 Our Innovative Approach

In both the development and implementation of the Strategy we have identified the following approaches we believe are innovative and add genuine value to the Strategy:

- **Cross-boundary working.** From our very first community consultations and discussions in November 2015, it became clear that local communities (identified by the IMD) do not adhere to Local Authority boundaries in their everyday lives. In particular, the communities in the Outer East of Newcastle and the Western perimeter of North Tyneside have been inextricably linked for generations. With this in mind, the LAG took the innovative decision to plot the North of Tyne CLLD boundary around the communities themselves regardless of Local Authority boundaries. We believe this will result in a more coherent and complete programme area allowing project delivery to take place within whole rather than divided communities.
- **Encourage consortia and joint working among VCS providers.** The LAG recognises that small, voluntary and community sector providers who are rooted in their neighbourhoods are often best placed to deliver services and support to beneficiaries within a community setting. However, due to their size and structure, they can find it difficult to access funding. Our approach will be to actively encourage consortia and joint working among VCS providers to come forward with joint funding bids. This will strengthen their offer, and result in better outcomes for beneficiaries. Applicants from the public, private and larger VCS organisations will also need to demonstrate they have genuine links with small VCS providers if they wish to access funding.
- **Alternative funding options.** Identifying sources of match funding will be a significant barrier to some applicants. To help address this issue, the LAG will actively encourage applicants to consider alternative funding options – in particular rewards-based crowdfunding. This is where the crowd offers funding to projects in return for specified rewards. This could be a monetary return, but often comes in the form of other incentives. This form of raising finance has a number of benefits, including community buy-in; awareness raising for the local project, and a method of attracting funding from outside the locality.
- **Focus on innovative activity within calls.** The LAG will encourage applicants to deliver innovative activity through the call from project process and the application form. Where prioritised within a call, project applicants will be scored higher where they can identify innovative activity leading to better or more cost effective outcomes. Projects will also be encouraged to link residents and businesses with economic activities, in particular those based around our centres of innovative excellence (e.g. Science Central, North Bank of the Tyne

4 Community Involvement in the development of the Strategy

The rationale behind involving the voluntary and community sector

In submitting the proposal to develop a CLLD Strategy the Steering Group established at the beginning of 2016 agreed that this would be a task that had to be delivered in partnership. They agreed that worklessness is not homogeneous. The available data from the IMD clearly demonstrates concentrations of worklessness in particular neighbourhoods and across many of the city's communities and in these neighbourhoods it is vital to address the complex barriers to training and employment.

To significantly reduce worklessness in the most deprived communities, therefore, requires a targeted and multi-sector approach. The voluntary and community sector (VCS) in Newcastle and North Tyneside is a strong and vital resource and has supported both councils to deliver successful programmes and are sub-contractors within their own right to larger national agencies.

The Steering group knew that the VCS could help drive this community involvement process by:

- providing access to tight-knit communities,
- having local knowledge and intelligence,
- offering locally-available capacity,
- developing innovative approaches to engagement.

Local VCS groups play a crucial role in data collection. The advantage of using Nomis (National Statistics) is it has been validated as robust and reliable and can provide comparative data over time. However, like many others not all of the data is available for small areas, and community intelligence is essential to complement and enhance quantitative data analysis.

To enhance our understanding of the issues that residents had within our neighbourhoods, the LAG knew the data and information needed to be supplemented by individuals' experiences from local community based organisations. This approach requires some expertise in consultation and the knowledge only gained by working at a very local level with people, but the LAG knew it would be effective in understanding the barriers to work for individuals in our target neighbourhoods.

VCS organisations can also be vitally important in helping to target specific sections of the community that may have been identified as part of local research and consultation activity.

Community consultations

A varied programme of events, workshops and discussions have taken place to help define the CLLD area (the local people identified links between Newcastle’s West End communities and the Riverside in North Tyneside and said in one of the events: *“It feels like a natural geography for many local people who are used to crossing local authority boundaries for shopping, job and training opportunities etc.”*).

This range of events and conversations has also shaped the direction of the Strategy, prioritise its objectives and activities, inform the SWOT analysis and intervention logic and help decide on the target groups.

Initial discussion with local organisations and individuals informed how we would involve the wider communities in the engagement process:

- People told us they would like a visual and accessible visual presentation which could be used to inform / promote opportunities for involvement which was produced and used in all our events with communities;
- Consensus was that we should build on what we have / use existing organisations with links and ‘use what we already know’;
- Crucial factor for success was identified as business involvement therefore focus groups were held to bring together business’s to share their local knowledge, experiences and identify gaps in provision and opportunities for interventions with the needs of our target groups;
- There was agreement that the process should be inclusive and involve hardest to reach groups and we used partners working in our areas to seek the views and expertise;
- People told us that they wanted their Local Action Group members to be have Local knowledge, be a mix of private, public voluntary / representative of areas, have knowledge of funding and understand barriers in the areas.

The LAG members have facilitated many local conversations with a wide range of different communities - local residents and groups active in the neighbourhoods as well as communities of identity and interest including disabled people, BME, women, young people, employers and older people. The table below lists the most important events, workshops and meetings.

Community Events	Participants Involved
<p>CLLD Event – 11 November 2015</p> <p>The event was organised by Newcastle City Council, NCVS and Blue Stone Consortium to:</p> <ul style="list-style-type: none"> • Identify key economic opportunities across the area. • Map existing networks and exploring opportunities to work with existing community partnerships. • Encourage involvement by all groups to gather evidence and involve communities in shaping the programme. • Develop a Local Action Group 	<p>Community and voluntary organisations and other stakeholders including: Age UK, Healthworks, Scotswood Strategy, YMCA, Henshaws, Blakelaw Partnership, Barnardo’s, Building Futures East, Newcastle College, Newcastle CVS, NE1, JET (Jobs Education and Training), Housing Providers, The Princes Trust, Millin Centre</p>

<p>The findings were used to inform the NT CLLD preparatory proposal.</p>	<p>Collectively these groups involve communities across the area including young people, older people, disabled people, volunteers and vulnerable adults.</p>
<p>Business Start-Up & Grow Focus Group – Area Wide – 13 June 2016</p> <p>The meeting explored the views of current providers with experience of delivering to the CLLD’s proposed beneficiary group.</p>	<p>Current providers of start-up and business support representing new and growing community businesses in the CLLD area.</p>
<p>Reviving the Heart of the West End’s Connecting Business event – 21 July 2016</p> <p>Feedback on what pre-start-ups and existing businesses need to start or grow their business (the participants indicated that business support events as well as business advice and guidance were the type of support they most needed; they also mentioned workshops on business topics, test trading opportunities, virtual services and enterprise clubs)</p>	<p>People at a pre-start-up stage with a business idea or interested in self-employment (25% of participants) and already trading businesses.</p>
<p>Youth Council Focus Group – 21 June 2016</p> <p>Discussions and feedback around work readiness.</p>	<p>Members of the Newcastle Youth Council.</p>
<p>Benwell & Scotswood Partnership – Our Place event – 19 July 2016</p> <p>The meeting explored local assets, resources and opportunities in the area. Discussions were held to identify people, communities and groups in most need of support including the barriers and challenges. Ideas and approaches were suggested to make accessing this support easier for local people.</p>	<p>Representatives from the community and voluntary sector in the West End of Newcastle.</p>
<p>West End Learning Hubs Awards – Millin Centre – 25 June 2016</p> <p>Discussions and surveys asking for residents’ views on any help received to access volunteering, training or employment. This was done to identify barriers people face to access opportunities and possible improvements.</p>	<p>People living in the West End of Newcastle including employed, volunteers, in training and people with caring responsibilities.</p>
<p>Millin Centre - consultation meeting with women – 12 July 2016</p> <p>Women explained the obstacles they face when looking for employment, training and volunteering opportunities; what support is available and what their needs and gaps in support are.</p>	<p>Local women</p>

<p>Blakelaw Partnership – Parents Focus Group – 20 July 2016</p> <p>Residents gave their views on their experiences of accessing employment and training - positives, barriers, what has worked well and what could be improved.</p>	<p>Residents of Blakelaw – parents and carers of children aged 5-10 years.</p>
<p>Blakelaw Partnership – Stakeholder Group – 21 July 2016</p> <p>The meeting explored local assets, resources and opportunities in the area. Discussions were held to identify people, communities and groups in most need of support including the barriers and challenges. Ideas and approaches were suggested to make accessing this support easier for local people.</p>	<p>Partnership Manager, Children and Young People’s Lead Officer, local volunteers.</p>
<p>Blakelaw Learning Hub – 27 June 2016</p> <p>Discussions and surveys asking for residents’ views on any help received to access volunteering, training or employment. This was done to identify barriers people face to access opportunities and possible improvements.</p>	<p>Residents of Blakelaw including: employed, in training, people with caring responsibilities, young people, BME people.</p>
<p>Refugee forum – 27 June 2016</p> <p>Information was provided via the ‘Skilled Report’ including the needs of the target group and suggestions for good practice based on experience.</p>	<p>Refugees and asylum seekers</p>
<p>Walkergate Ward Event – 28 June 2016</p> <p>Flip chart exercise with local residents and local councillors at scheduled ward meeting in Walker. Residents were asked to share experiences of access to jobs and training, help received and barriers encountered.</p>	<p>Local residents of Walker, mainly 50+</p>
<p>Throckley Learning Hub - Community Hall – 29 June 2016</p> <p>Surveys asking for residents’ views on any help received to access volunteering, training or employment. This was done to identify barriers people face to access opportunities and possible improvements.</p>	<p>Local residents of Throckley including people who were employed, volunteers, unemployed, people with caring responsibilities and older people.</p>
<p>Community Conversation – Building Futures East – 29 July 2016</p> <p>The meeting explored local assets, resources and opportunities in the area. Discussions were held to</p>	<p>Training providers, local residents, volunteers, community groups, start up providers, funders, DWP, local</p>

<p>identify people, communities and groups in most need of support including the barriers and challenges. Ideas and approaches were suggested to make accessing this support easier for local people.</p>	<p>credit union across Byker / Walker and East End of Newcastle.</p>
<p>Wallsend Memorial Hall and People's Centre User Group – 3 August 2016</p> <p>Residents gave their views on their experiences of accessing employment and training: positives, barriers, what has worked well and what could be improved.</p>	<p>Residents of Wallsend who are JSA and ESA claimants (volunteers, on work experience, using centre for online job search, self-employed) and volunteers of working age but not eligible for ESA or JSA.</p>
<p>North East Womens Network - Millin Centre – 15 July 2016</p> <p>The meeting explored local assets, resources and opportunities in the area. Discussions were held to identify people, communities and groups in most need of support including the barriers and challenges. Ideas and approaches were suggested to make accessing this support easier for local people.</p>	<p>Community and voluntary organisations supporting local women, Muslim women, women of Czech and Slovak background, women with pre-school children and Romanian women.</p>
<p>Skills Hub Partner Event – 20 July 2016</p> <p>The meeting explored local assets, resources and opportunities in the area. Discussions were held to identify people, communities and groups in most need of support including the barriers and challenges. Ideas and approaches were suggested to make accessing this support easier for local people.</p>	<p>Partners included Skills Hub (Libraries), Newcastle City Learning, Connexions, Newcastle Futures, National Careers Service, Newcastle College, J.E.T.</p>
<p>Community Conservation - Lemington Centre – 13 July 2016</p> <p>Residents gave their views on their experiences of accessing employment and training: positives, barriers, what has worked well and what could be improved.</p>	<p>Female, aged 50+, employed, parents of young children aged 0-2 years</p>
<p>Byker participatory conversations – 15 July to 15 August 2016</p> <p>Information collected by frontline delivery workers from the Byker Co organisation, which aims to improve the quality of life for people living in Byker</p>	<p>Residents of Byker ward</p>
<p>Let's Talk Survey – Area Wide – 29 June – 31 July 2016</p> <p>Digital Online survey asking residents views on their experiences of accessing employment and training, positives, barriers, what has worked well and what could be improved.</p>	<p>Respondents identified as: unemployed, employed, retired, male, female, disabled located in the following areas: Arthurs Hill, Walker, Ouseburn, Elswick, Benwell & Scotswood and Heaton.</p>

5 Action Plan

The NT CLLD Strategy will be delivered through the following 6 packages of activity:

Activity 1 (ERDF)

Provision of new, and the promotion and expansion of existing small scale community hub facilities (including neighbourhood hubs that engage with beneficiaries through phone or online chat facilities) to support small and medium enterprises (including social enterprises).

Examples of projects may include (this list is for indication only):

- setting up a digital centre in each one of the larger CLLD areas for IT expertise but also for space/support for business start-ups;
- refurbishing existing community hubs to better meet the needs of their clients.

Activity 2 (ERDF)

Promotion of entrepreneurship and self-employment (including small grants to entrepreneurs).

Examples of projects may include (this list is for indication only):

- promoting entrepreneurship among the groups whose distinct barriers to entrepreneurship are not addressed by the mainstream provision e.g. women, BME individuals, people with disabilities, long term unemployed, people with a history of offending, people who are 50+;
- small grants to entrepreneurs e.g. up to £200.

Activity 3 (ERDF)

Tailored business support activities including: mentoring, coaching, information, advice and guidance (on general business running skills and also on e.g. digital opportunities, insurance, supply chains and communications), small grants to existing and start-up businesses as well as creating and supporting trading and networking opportunities.

Examples of projects may include (this list is for indication only):

- supporting social enterprises as they have a specific social remit and their success is likely to have a greater positive impact on local communities;
- supporting businesses led by women, BME individuals and people with disabilities – these groups often face additional distinct barriers not met by the mainstream provision;
- small grants to businesses e.g. up to £500.
- Supporting other business support activities when there is no duplication with mainstream provision

Activity 4 (ESF)

Improving low level skills amongst all beneficiaries including communication, ICT and digital skills.

Examples of projects may include (this list is for indication only):

- community based learning (which may progress into gaining qualifications) targeted at beneficiaries living mainly in LSOAs in eight wards that are in the 10% most deprived in education (Newburn, Benwell and Scotswood, Lemington, Elswick, Byker, Walker, Walkergate and Blakelaw)

Activity 5 (ESF)

Reducing employment barriers linked to social and economic isolation, for example by addressing health and transport issues and increasing access to information and sources of advice on issues such as debt and money management.

Examples of projects may include (this list is for indication only):

- reaching out to individuals, supporting them into regular activity and positive routines and helping them to connect with others;
- the introduction of Individual Development Accounts – credit unions aimed at helping people overcome barriers that prevent financial stability and growth, however slow it may be;

Activity 6 (ESF)

Providing individual (or personalised) pathways to integration, re-entry and progression into employment and better employment, for example through developing collaborative links between individuals, local employers, the social economy, social enterprises and intermediaries able to provide information, advice and guidance on employment and self-employment options.

Examples of projects may include (this list is for indication only):

- creating a CLLD Partnership Employability Forum – which would establish an effective, collective voice for the third sector and stakeholders on employability;
- setting up a fund to support journey of individual (from the target group(s)) from unemployment to employment/entrepreneurship, structured like Key Fund (staged release of funds upon reaching self-determined targets: £250, £500, £1,000 and £2,000) facilitated & monitored by voluntary organisations working with the individual;
- clustering employers in a very local geography (e.g. local high street) and supporting them to offer joint opportunities for local people (e.g. placements);
- inspiring individuals from target areas to access employment opportunities created in the areas of growth (e.g. Science Central, Newcastle International Airport, business parks); this may include working with employers from these areas.

- working with employers to support the employment of people who have experienced poor mental health e.g. including flexible working and other reasonable adjustments; encouraging workplaces to promote strong mental health and wellbeing in the workplace to provide those with a mental-health condition an environment in which they are more likely to be able to sustain employment outcomes.

More details in relation to these activities have been included in section 3.1 Intervention Logic. They include information on the indicative allocation of funding, performance indicators and ERDF and ESF outputs and results, link to the objectives and needs.

Target beneficiaries of the activities

Target beneficiaries of the activities described above are SMEs, local VCS organisations and individuals (mainly unemployed and economically inactive) from the CLLD area.

Within these groups, the following have been identified by the LAG as priority groups:

- a) **social enterprises and community and voluntary organisations** looking into setting up a social enterprise

Social enterprises have a specific social remit and their success is likely to have a greater positive impact on local communities. Due to cuts in public spending community and voluntary groups are encouraged to look into setting up social enterprises so that they could invest the profits into their work for local communities and in this way reduce the need for grant funding. Currently mainstream provision does provide adequate support for this sector.

- b) **women**, especially those who have struggled with any kind of economic activity

Women's participation in the labour market contributes significantly to the British economy. However, for many women a range of barriers exist, preventing them from achieving their full potential in all sectors and at all levels in the labour market. Occupational segregation features as a key characteristic of modern labour markets with an associated tendency for the market to undervalue the jobs that women do. Tackling all forms of gender inequality and supporting women to access and participate in employment is vital for the economy, health, family life and the community.

The reality within communities is that women face particular additional barriers and within the CLLD area these are exacerbated even further by wider family responsibilities. The LAG recognised that the CLLD Strategy would not be able to address the complex issues of troubled families but should work alongside the mainstream provision to help women become economically active and progress along the pathway to employment.

c) people from ethnic minorities

Areas within CLLD that have a significant proportion of people from ethnic minorities include:

- LSOAs in North West of Scotswood and North of Elswick (proportion of Asian / Asian British residents is 44.5% and 61.8% respectively)
- LSOAs around Scotswood, Westgate and South Jesmond (proportion of mixed / multiple ethnic groups ranges from 94.8% to 99%).

Levels of economic activity are lower amongst BME groups including women and other barriers such as language or cultural require tailored intervention at community level.

d) people with disabilities (also including people with mental health issues)

Economic activity rates for people with disabilities are typically much lower than non-disabled people. Annual Population Survey data for 2012 shows that 46% of working age disabled people are in work, compared with 80% of non-disabled people of working age. However, there are variations according to type of impairment. For example: disabled people with mental health problems have the lowest employment rates of all impairment categories at only 21%; the employment rate for people with learning disabilities is 26%.

Individuals with mental health problems often find it difficult to obtain and sustain paid employment. They now form the largest proportion of people claiming incapacity benefits and over a third of incapacity benefit claimants cite mental ill health as their primary reason for claim. Research has uncovered that only 20% of people with serious and long term mental health problems are in paid employment, yet 80% want to work. The low rates of employment for people with mental health problems could be the result of a number of factors, including a combination of stigma and discrimination, low expectations, and a lack of appropriate supports. It could also be the result of inflexible or inadequate organisational procedures and practices.

e) carers

Carers make a substantial but often unseen contribution to the local community and economy. Many are young carers who combine their education with caring commitments. The vast majority balance paid work with their unpaid caring responsibilities. It is estimated that one in five carers have to give up their jobs because of the burden of caring. Many of them cannot find the flexible working arrangements to combine both, with some instances of not claiming allowance or pursuing work opportunities because of this.

f) people who have never worked

The data that the LAG have examined suggests that those in the CLLD area are more likely to be in this category than in you live outside of that area.

g) people who are between 50 and 64

The general population is ageing and the proportion of older people in the workforce is increasing. The 2011 census figures show that there are now more people aged 65 and over than under 15 in Britain the first time that a census has

recorded this. With people living longer and many having to supplement their retirement income through working beyond the state pension age, the UK Government has announced that the state pension age will be increased to 67 by 2028. In view of the above, older people are playing an increasingly important role in the economy. However, many face barriers in finding and retaining employment.

Rationale behind choosing the above packages of activity and target groups

Potential entrepreneurs and businesses based in the North of Tyne CLLD area have benefitted from previous rounds of ERDF support. We have assessed some of these projects to learn how future interventions should be shaped. The ERDF projects assessed were: Business & IP Centre; Enterprising Newcastle; Newcastle Go Digital; Raising Enterprise North Tyneside. The following are the key messages from this work:

- Try to develop work with private sector partners to develop and deliver workshop activities and events that generate and support creativity and innovation, providing SMEs with the capacity and enhanced capacity to grow their businesses.
- Support community based business support activity.
- Business support (in particular 1:1 support) and events/masterclasses should continue.
- More focus on online and social media as a communication and connection platform
- Projects need to remain focussed on supporting targeted groups.
- General enterprise awareness activity may lead to new enterprises, but not necessarily sustainable enterprises. For greater sustainability, resources should be focussed on supporting those who are closest to setting up in business but face barriers.
- Projects should demonstrate how they reach our priority groups, rather than merely supporting the population as a whole.
- Prioritise activities that have the flexibility to deliver activity in a time and place most appropriate for the beneficiaries e.g. outside office hours perhaps.

In addition, during the preparatory stage, we ran a workshop with enterprise and business support providers with experience of delivering in this area and/or delivering with clients groups similar to ours. In the workshop we encouraged providers to share their views on demand, areas of success, and future activity. Key points raised in the workshop include:

- Workshops and 1:1's remain very popular ways to provide support to both pre-start and established businesses.
- Welfare rights advice integrated with pre-start support can be very effective, perhaps through a dedicated advisor.

- Where possible, activity delivered from outreach venues should keep to a regular timetable so beneficiaries can expect when and where services are available.
- Business support programmes offering peer support were welcomed (particularly those targeted at female entrepreneurs)
- Intensive pre-start support (looking at personality and business skills) is likely to lead to a greater business survival rate later down the line.
- Online support (such as webchat) for residents and businesses can be incredibly effective at supporting those who lack the confidence or time for face-to-face/telephone appointments. However, there also needs to be provision for those unable to get online either due to lack of access or skills.
- Small grants to support businesses to startup were deemed useful, in terms of removing barriers and engaging the beneficiary in the programme. Modest grants (£150-200) were deemed to give better value for money than larger grants.
- There may be a gap in tailored support for social enterprises within Newcastle. Any activity supported through the CLLD programme would need to complement any activity already taking place within Wallsend (North Tyneside).
- Activity to support 50+ residents considering self-employment (particularly those with a history of long-term unemployment or offending) should be considered as this is currently considered to be a gap.
- Face-to-face interactions with SMEs to understand their needs and offer advice was deemed to be useful, but only if delivered by a third-party organisation.

6 Monitoring and Management and Evaluation Arrangements

6.1 The Summary of the Local Action Group

The proposed legal status of the Local Action Group

The Local Action Group (LAG) is an advisory committee to the Accountable Body. LAG does not have a separate legal personality and does not employ staff. Its membership is voluntary.

Details of the membership of the LAG and the groups they represent

An informal partnership for the preparatory stage of NT CLLD was formed consisting of the following organisations:

- Newcastle City Council
- Newcastle Council for Voluntary Service
- Active Inclusion Newcastle
- Blue Stone Consortium

- North Tyneside Council
- North East Women's Network
- North East Social Enterprise Partnership.

The partners designed a recruitment process for the LAG, agreed the LAG applicant pack and widely advertised the opportunity among their networks (e.g. on the NCVS website from 9 March 2016). 18 expressions of interest were received by the deadline on 29 March 2016 via a SurveyMonkey tool:
<https://www.surveymonkey.co.uk/r/NorthofTyneCLLD>.

The applicants broadly represented the community (77% women, 76% white British, 70% did not have a disability, 94% heterosexual, 47% Christian, 41% no religion and came from organisations that provided support and represented diverse groups and communities.

Officers from Newcastle City Council and Newcastle Council for Voluntary Service met on 4 April 2016 to select LAG members on behalf of the wider partnership. There was no scoring and, as indicated in the application pack, the selection panel took into consideration how the applicants articulated their link to the CLLD area (residents and/or workers and/or volunteers) their knowledge and expertise related to community economic development and how well they met the LGA team attributes. In addition the selection panel ensured that there was a good balance between specific areas of interest (enterprising communities, jobs, training/volunteering, steps to work and business) and sectors amongst the group.

The composition of the LAG is as follows:

First name	Last name	Organisation	Sector	Gender
Terri	Nicholson	Business in the Community	private	F
Anthony	Woods-Waters	Building Futures East	private	M
Caroline	Afolabi-Deleu	Success 4 All CIC	private	F
Maureen	Madden	Wallsend Memorial Hall and People's Centre	community	F
Alexandra	Johnson	Reviving the Heart of the West End	voluntary	F
Julie	Fernyhough	JET (Jobs Education & Training)	voluntary	F
Sarah	Miller	Millin Centre	voluntary	F
Ann	Schofield	Newcastle Councillor	public (local authority)	F
Kim	McGuinness	Newcastle Councillor	public (local authority)	F
John	Harrison	North Tyneside Councillor	public (local authority)	M

LAG members represent the following groups and organisations:

- **Business in the Community**
Business in the Community began in 1982 and was registered as a charity in 1987. Its three principal objectives are: to promote the practical interest and involvement of companies in advancing industry by creating or assisting with the creation of opportunities for employment in disadvantaged areas; to advance research relating to corporate social responsibility and community involvement; otherwise to advance education, protect and preserve the environment and further other charitable purposes which are beneficial to the public. www.bitc.org.uk
- **Building Futures East**
Building Futures East delivers people and place based projects to provide local community regeneration solutions. They target the 30% most disadvantaged communities, offering services north and south of Tyne. These include: vocational skills training programmes; environmental maintenance and landscaping services; local capacity and resilience building programmes e.g. Walker SOUP in addition to contributions to the formulation of social and economic policy and strategy. www.buildingfutureseast.org
- **Success 4 All CIC**
Success 4 All engages and equips volunteers to help build a collaborative learning environment to support children, young people and families of their community. They run Learning Hubs & Clubs in deprived areas of Newcastle, marked by low academic attainment. They do this by giving free to low-cost access to a tutor/mentor, online learning programmes, learning resources and clubs. This way, they are combating educational inequality between privileged and less-privileged which is the highest in the country in terms of 15/16 years and their achievement of GCSEs. They have been serving 13 most deprived wards of Newcastle this way since 2006. www.s4a.org.uk
- **Wallsend Memorial Hall and People's Centre**
Wallsend Memorial Hall & Peoples Centre is a charity dedicated to providing Social, Cultural and Educational opportunities for residents of Wallsend and beyond. www.wallsendmem.co.uk
- **Reviving the Heart of the West End**
Reviving the Heart of the West End (RHWE Ltd) began in 1997 and was registered as a charity in 2002. It was established to promote, for the public benefit, urban regeneration in areas of social and economic deprivation, principally in the West End of Newcastle upon Tyne. It aims to: to run a successful business providing office and workshop space to encourage and nurture new businesses to grow and in turn the local and regional economy; to reinvest profits into new and innovative projects within our local community to assist further with regeneration and improving confidence in the area; to explore and identify new business development and income generation activities in line with our objectives. www.rhwe.org

- JET (Jobs Education & Training)
JET primarily help ethnic minority individuals, in particular those with English as their second Language, to access employment, education or training opportunities, overcome personal barriers and gain awareness of the UK job market, access mainstream services and integrate in their community. www.jetnorth.org.uk
- Millin Centre
The Millin Centre Charity is located in the West End of Newcastle. They run Local Women Local Enterprise initiative that has successfully engaged hundreds of unemployed local women who are considered to be furthest away from the job market, and who are living in the lowest 10% areas of deprivation in the UK. Through their unique community-based approach, and by using enterprise as the catalyst for change, women have been supported to overcome major personal barriers, regain self-confidence, unearth latent talents and develop the skills, aptitudes and attitudes they need to start making positive choices about their futures. Through Local Women Local Enterprise women can start moving forward on their journey to economic independence along whatever route they choose - finding a job, starting a business, volunteering or enrolling for college. www.millincentre.co.uk;
- Local authorities (Newcastle and North Tyneside Councillors)

Any plans to change the LAG as work progresses

The current composition of the LAG, summarised in the table below, provides a balance between private (3 members), public (3 members) and voluntary and community sector (4 members).

Sector	Number of LAG members	%
Voluntary	3	30%
Community	1	10%
Private	3	30%
Local authority	3	30%
Public (other)	0	0%
Total:	10	100%

However, at the beginning of the implementation stage of the Strategy, LAG will review its membership and skills base. LAG has the ambition to become a more diverse group to better represent the population of the target area (although currently members do represent organisations serving diverse communities) with a better gender balance and a wider skills base to successfully develop calls and assess projects.

The LAG is also determined to be a dynamic body and continue to review its membership throughout the duration of the implementation of the Strategy. It needs to respond to local needs and local specificities on an ongoing basis.

The LAG also recognises that in order to ensure effective operation (including assessing grant applications which is expected to be time consuming), the LAG needs to become a larger group with a wider skill and knowledge base.

As the LAG and its role develops in the implementation stage, it will form sub-groups that will focus on specific tasks. The Assessment Panel - considering grant applications and selecting local projects to receive funding, will be one of the sub-groups. The number of sub-groups, their focus and frequency of meetings will be decided at the beginning of the implementation stage and will be reviewed as and when needed.

The LAG, in its first full meeting, will elect the Chairperson and Vice-Chairperson as per the Terms of Reference included in Appendix 3. The Chairperson and Vice-Chairperson will preside over the meetings of the LAG and will have a role in the project selection as described in section 6.3.

The roles of partner organisations in the LAG

The partner organisation of the LAG will be the advocates for the NT CLLD project. They will disseminate information on the CLLD project among the communities they serve and the networks they are part of. In practical terms they will promote funding opportunities by informing their clients and partners on any new and ongoing calls. They will direct the potential applicants to Community Engagement Officer who will support the development of individual projects. They will also encourage their clients and partners – potential grant applicants, to participate in CLLD training opportunities in relation to project development, delivery and management, grant application process, funding requirements etc. organised by Community Engagement Officer.

A summary of the role of the LAG members

LAG members have the following role:

- agree an application pack for local grants (including an application form);
- agree a project approval and payment process for the local grant scheme;
- draw up a non-discriminatory and transparent selection procedure and objective criteria for the selection of projects; LAG ensure coherence with NT CLLD Strategy when selecting projects, by prioritising the projects according to their contribution to meeting the NT CLLD Strategy's objectives and targets;
- prepare and publish calls for proposals and establish an ongoing project submission procedure, including defining selection criteria;
- receive and assess applications for support;
- select projects, fix the amount of support and present the proposals to the Accountable Body (AB) responsible for final verification and eligibility before approval;

- recommend to the AB if a project may receive an advance payment;
- provide a strategic direction to the Project Manager and agree recommendations on the course of action;
- receive regular progress reports from the Project Manager;
- actively work for building the capacity of local groups and organisations (and for fostering their project management capabilities) to develop and implement successful CLLD projects; this role is carried out by disseminating information on CLLD funding opportunities and encouraging the clients and partners of LAG members' organisations – potential grant recipients, to participate in training opportunities and support provided by Community Engagement Officer;
- carry out a peer review evaluation (initially discussed with the officers involved in the development of other CLLDs that North Tyneside is part of; a potential to include other CLLDs).

How the LAG will make decisions e.g. which projects to fund

LAG will make two types of decisions: funding decisions and decisions related to the general direction, progress, monitoring and evaluation of the NT CLLD Strategy implementation.

The process for making funding decisions will depend on the size of projects:

- Smaller projects (grant value of up to £10k in one financial year) – there will be a simplified assessment process introduced – a virtual Assessment Panel; LAG members will carry out the assessment in their own time (no need for a meeting) and inform the LAG Chairperson and Project Manager on their recommendations via e-mail; the Project Manager will prepare a summary of all recommendations received (and a count of public and non-public sector respondents) and inform the Chairperson; if the decision is unanimous (and at least 50% of the votes comes from non-public sector members) the Chairperson will confirm the selection of the project in an e-mail to the Project Manager; if there is a lack of agreement between LAG members (or not enough votes have been cast by non-public sector members), the Chairperson will facilitate the process of reaching the final decision (via e-mails or if needed a meeting).
- Bigger projects (grant value above £10k in one financial year) – they will be considered by the Assessment Panel in a meeting; a unanimous decision will be required:
 - the Assessment Panel will consist of LAG members only; the exact make-up will be decided by the full LAG and will take into account the field of expertise required for a given call; it will be reviewed regularly (e.g. before issuing calls) and it will always consist of at least 50% non-public sector members;
 - there will be a rotating system of membership in the Assessment Panel as there is no requirement for all LAG members to participate in all Assessment Panels. This will ensure that LAG members with the relevant expertise assess applications in a given area. Moreover, this will allow

LAG members to plan their workload in advance and be realistic about the level of commitment required.

- the Assessment Panel will meet separately to the regular LAG meetings – as and when needed.

All the other types of LAG decisions will be made in meetings (including sub-group meetings) and virtually (e.g. using e-mails). The LAG will reach a decision when during a vote at least 51% of the members present in a meeting / respondents are in favour of a certain solution.

ICT tools, like Skype and / or conference calls, may be used to enable the maximum number of LAG members to participate in LAG meetings.

How conflicts of interest will be managed

LAG has developed Conflict of Interest Protocol which was approved in LAG meeting on 18 August 2016. The Protocol forms Appendix 4.

LAG members are obliged to identify and declare any potential conflicts of interest, actual or perceived. The declaration must be done in one of the following ways:

- a) A written declaration (e.g. an e-mail) sent to the NT CLLD Project Manager as soon as a conflict of interest is identified (the Project Manager is then responsible for informing all the other LAG members);
- b) A verbal declaration at a LAG meeting (to be minuted) e.g. in relation to the LAG Assessment Panel decisions.

The main actions that will take place to address conflict of interest situations depending on their nature (the list is not exhaustive):

- a) LAG member will be excluded from making decisions on the subjects related with the declared conflict of interest e.g. LAG member will leave the room when a grant application in question is assessed and decision is made by the LAG Assessment Panel;
- b) LAG member will ensure that there is a separation of duties within their organisation (e.g. there is a different person working on applications for CLLD grants).
- c) Other actions may be required at the discretion of the LAG Chairperson.

A copy of Terms of Reference of the LAG

LAG's Terms of Reference are included in Appendix 3.

6.2 The Accountable Body

The Local Action Group, at its meeting on 4th August 2016, chose Newcastle City Council to act as the Accountable Body for delivering NT CLLD Strategy.

The reasons for this decision are as follows:

1. Newcastle City Council has a track record of delivering complex externally funded projects both with a strong community involvement as well as focussed on SME creation and growth, e.g.:
 - Newcastle Target Communities Package (ERDF and ESF 2000-2006 Programme),
 - Newcastle Enterprise Package Phase 1 and 2 (ERDF 2007-2013 Programme),
 - Newcastle Science City Community Engagement Project (ERDF 2007-2013 Programme).
2. Newcastle City Council has the financial capacity to deliver the project of this size, scale and complexity as well as:
 - Financial systems for processing grant claims both from local grant recipients as well as claims to funders;
 - Project management systems and processes allowing effective delivery of projects in line with ERDF and ESF requirements;
 - Staff experienced in delivery and management of ERDF and ESF funded projects;
 - Other services (e.g. Legal, Procurement, Communications etc.) available to provide specialist input into the delivery of projects.

Newcastle City Council has agreed to undertake the role of the Accountable Body and a letter of support is included (Appendix 5).

6.3 Project Development and Selection

Project Development

LAG members, their organisations and the wider partnership (organisations listed in section 6.1 The Summary of the Local Action Group) will promote funding opportunities among their clients and networks and signpost potential applicants to the Community Engagement Officer. Further discussions are required among Partners to agree formal arrangements for this post.

The Community Engagement Officer will have an important role in the project development stage. He / she will also support the LAG in their role of building the capacity of local actors. He / she will work directly with local groups and organisations in the target communities and help them identify project proposals that

will contribute to meeting the NT CLLD Strategy's objectives and targets, that are feasible and meet the funding conditions.

Community Engagement Officer will be the first point of contact and a helping hand throughout the whole project development and application process. He / she will provide advice, support and training to project proposers in relation to project development, delivery and management, the objectives and targets of the NT CLLD Strategy, funding requirements, grant application process, completing funding applications etc.

Project Application

There will be 2 types of Project Application process:

- An on-going project submission procedure for smaller projects (grant value of up to £10k in any given financial year);
- Calls for proposals for bigger projects (grant value of above £10k in any given financial year).

In both types of process, applications will be submitted electronically to a given e-mail address. The Accountable Body will identify and communicate a specific e-mail address for this purpose which will be accessed appropriately by the Chair of the LAG and the Accountable Body staff.

An on-going project submission procedure:

At the beginning of the NT CLLD Strategy implementation stage, the LAG will issue an invitation to submit projects. These projects will be limited to a grant value of £10k. A simplified application form will be used and the Community Engagement Officer will help the applicants to complete the form. The process will be open to any organisation, however it is envisaged that smaller community groups may favour this approach. Organisations will submit their applications whenever they are ready. However, at the end of the delivery stage of NT CLLD programme, the LAG may issue a final Call date when the applications can be submitted, this is to ensure that all projects finish within the NT CLLD timescales. Also the LAG reserves the right to limit the annual budget for the open call.

Calls for proposals:

LAG will issue calls for proposals for bigger projects. They may be general calls (especially at beginning of the delivery stage of the Strategy) or they may be aimed at addressing specific needs identified within the Strategy e.g. targeted at specific groups or geographic locations and/or achieving specific outputs and results. The Calls are seen as an important tool in the LAG's hands to address the wider issues identified within the Strategy as well as any gaps in delivery of the Strategy, especially during the second half of the CLLD duration.

Applicants will be required to submit a more detailed application form and provide match funding confirmation. It is anticipated that this approach may be preferred by

larger organisations (however, it is extremely important as a point of principle for the LAG that larger organisations always work in effective and real partnership with smaller local groups). The Community Engagement Officer will support the groups in filling in applications and the LAG will set deadlines for submitting them.

Project Assessment and Approval

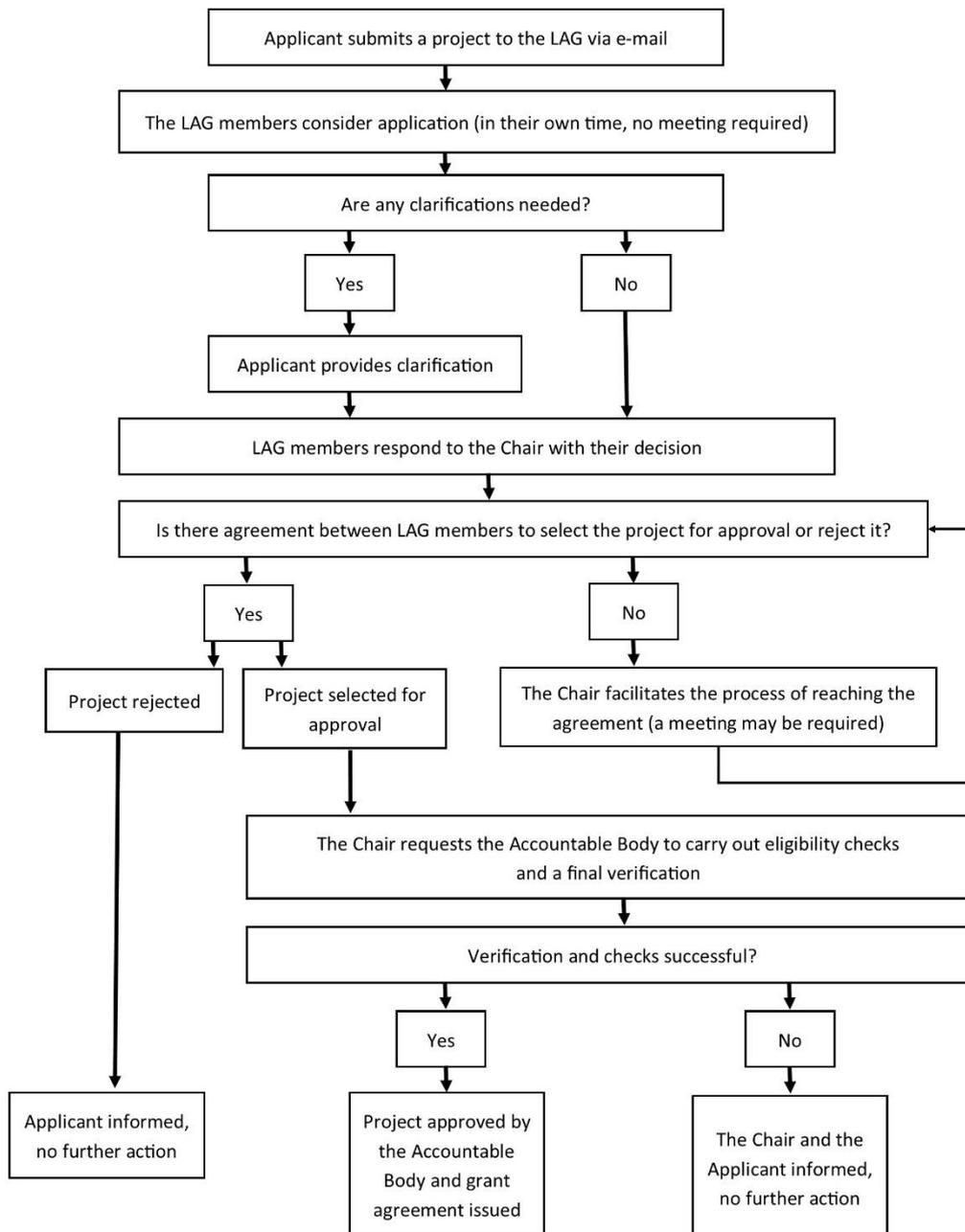
The project assessment process will also depend on the size of the project.

In relation to smaller projects submitted in response to the on-going project submission procedure, the assessment process will be as follows:

- Project Support Officer will distribute the submitted application among all the LAG members via an e-mail marked as 'confidential';
- The LAG members will have 10 working days to e-mail their recommendations to the LAG Chairperson (and copy Project Manager). Within these 10 days the LAG members will be able to ask the applicant for clarifications and the Project Manager will be facilitating this process; If there is more than one application submitted around the same time or there are any other circumstances that may make it more difficult to achieve the quorum (at least 50% of the LAG members need to respond) or a required make-up of the votes (at least 50% of the votes need to come from non-public sector members), the LAG Chair person may extend the number of days that the LAG members have to respond;
- The LAG members will use the selection criteria (included in Appendix 6) to facilitate the assessment process. The LAG may decide to alter these criteria and re-design a scoring system to respond to changing circumstances. Information on selection criteria will be included in the applicants' pack;
- The Project Manager, under the guidance of the Chairperson, will prepare a summary of all recommendations received and a count of public and non-public sector respondents;
- if the decision is unanimous (there is quorum and at least 50% of the votes comes from non-public sector members) the Chairperson will confirm the selection of the project in an e-mail to the Project Manager and request the Accountable Body to carry out a final verification and eligibility check;
- if there is a lack of agreement between LAG members (or not enough votes have been cast by non-public sector members), the Chairperson will facilitate the process of reaching the final decision (via e-mails or a meeting, if needed);
- the final verification and eligibility check will be carried out by the Accountable Body and will last between 5 and 10 working days depending on the volume of projects;

- The Project Manager will inform the LAG Chairperson on the outcome of the checks, will inform the project applicants grant agreements for all the successful applicants will be issued.

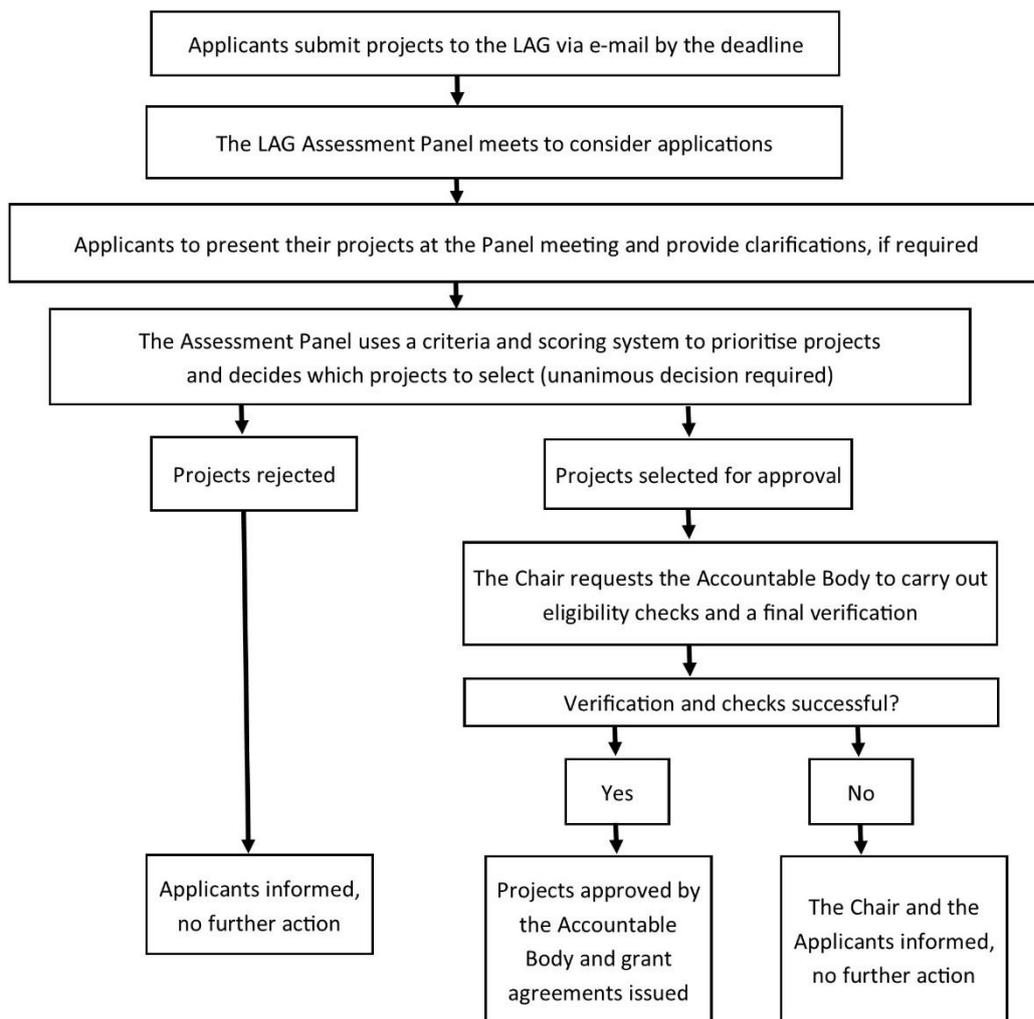
The flow chart below illustrates this process:



For bigger projects submitted in response to a call for proposals, the process will be as follows:

- Project Support Officer will organise all that is needed for the Assessment Panel to take place – book a room, refreshments, IT and also will distribute the submitted applications among all the LAG members via an e-mail marked as 'confidential';
- the Assessment Panel will meet within 5 working days following the application submission deadline; the Panel may meet at a later date if it is not possible to achieve the required make-up of the Panel within the 5 days (at least 50% of votes to come from the non-public sector members);
- The Assessment Panel will consist of at least 50% of all LAG members;
- The LAG may decide to invite all respondents to a given Call to present their projects to the Assessment Panel in any means they find suitable e.g. a Power Point presentation, a video, a speech etc. and answer any queries from the Panel; if applicants are unable to attend the Panel meeting, they may provide a video (or any other electronic tool including a conference / Skype call) presenting their project;
- The Assessment Panel will select projects by a unanimous decision; the decisions will be minuted;
- The LAG will use selection criteria (included in Appendix 6) to facilitate the assessment process. The LAG may decide to alter these criteria and re-design a scoring system to respond to changing circumstances and / or take into account the specifics of a given Call. This will be decided by the LAG before issuing the Calls and the applicants will be informed on the details of the scoring system in the Call.
- the Chairperson of the Assessment Panel will request the Accountable Body to carry out final verification and eligibility checks;
- the final verification and eligibility check will be carried out by the Accountable Body and will last between 5 and 10 working days depending on the volume of projects;
- Project Manager will inform the Chairperson of the Assessment Panel on the outcome of the checks, will inform the project applicants and grant agreements for all the successful applicants will be issued.

The following flow chart below illustrates this process:



6.4 Monitoring and Evaluation Plan

The Local Action Group will monitor the implementation of the NT CLLD Strategy and measure progress towards meeting its objectives. This will be done in close collaboration with the Accountable Body's delivery team.

The LAG will use the following indicators to monitor the progress towards achieving the Strategy's objectives:

a) ERDF, ESF and NT CLLD outputs and results

Information on the outputs and results will come from the delivery organisations of the projects supported by the Strategy. Community Engagement Officer (within the Accountable Body structures) will assist local projects in meeting the monitoring requirements e.g. they will explain how to fill in beneficiary and activity forms and prepare progress reports. Local projects will be obliged to report to the Accountable Body on a quarterly basis and provide a narrative progress report and information on the achieved

outputs and results. The Accountable Body staff will verify the figures (this includes on-the-spot visits to projects to check evidence) and every quarter will collate data from all projects into one report. The report will be presented to the LAG at its regular quarterly meeting (the dates of the LAG meetings will be scheduled taking into account the time needed to prepare the quarterly reports).

b) Financial targets

Information on the progress towards the Strategy's financial targets will be collected from 2 sources: from local projects (project expenditure) and from the Accountable Body (management and administration expenditure). Local projects will be obliged to report to the Accountable Body staff on the actual spend against their forecasts on a monthly or quarterly basis (agreed at the project approval stage). The Accountable Body staff will verify the figures (against submitted certified copies of financial documents) and every quarter will collate data from all projects into one financial report. The report will be submitted to the LAG at its regular quarterly meeting (as explained in point a) above).

c) Other economic / social indicators

The LAG will monitor on an ongoing basis relevant data and research relating to the target area from the perspective both of changing patterns of need and their geography and indications supporting that change engineered by the activity of the CLLD programme.

Every quarter the LAG will have up to date information to review the performance of the Strategy delivery. The LAG members will be able to assess the situation and put into place corrective actions, if needed. One of the important tools to ensure that the delivery is progressing into the right direction is issuing Calls for Proposals. The LAG members will be able to direct the remaining resources into those areas where more or different activity is needed to achieve positive outcomes.

The LAG is planning to carry out a peer review midway evaluation and an externally procured final evaluation of the delivery of NT CLLD Strategy. Initial talks have been held at officer level with North Tyneside Council, and specifically with those involved in the development of the other CLLD Strategies for the North Tyneside areas, in relation to 'twinning' our LAGs for the purpose of evaluation. This would involve LAGs (or subsets of the LAGs) visiting their respective 'twin' Strategy areas, speaking with stakeholders and reaching a view on possible ways to improve effectiveness. This would take the form of a SWOT analysis. However, the LAG understands that at this point there is no guarantee of funding for CLLDs, therefore, the North of Tyne LAG, or other LAGs that North Tyneside is involved in, may need to look elsewhere for peer review partners or abandon the idea entirely. It is envisaged that training and support to the LAG members may be required and this will be included in the Training budget.

The final evaluation will be procured externally and this is due to two factors:

- a voice that is entirely independent and removed from all the challenges of the implementation may be better suited to evaluate the whole project and;
- at the late stage of the delivery, the LAG members may be involved in developing initiatives and programmes to supersede the NT CLLD and may not have the additional capacity to carry out a full evaluation of the whole programme.

The estimated cost of the external evaluation is £7,000.

The results of the midway and final evaluations will be shared with, inter alia, Newcastle and North Tyneside Councillors, Working City Board (internal decision making board at Newcastle City Council), funders, all the partner organisations represented in the LAG and forming a wider partnership and delivery organisations of local projects. Press releases will be issued, with the support from the Communications Team at the Accountable Body, to inform the general public and a summary of the results will be posted on the CLLD's website.

Principles guiding monitoring the activities of Voluntary and Community Sector (VCS) organisations:

NCC as the Accountable Body has a track record of building strong and trusting relationships with VCS providers and within the context of project and programme delivery believes that this basis of working prevents risks becoming problems.

NCC's experience tells us that monitoring the performance and evaluating the impact of any contracted VCS activity is only problematic where there is a mismatch of expectations between the VCS and the Council. The vast majority of VCS organisations that exist across the North of Tyne CLLD area are well used to monitoring qualitative and quantitative data for a variety of funding bodies and contracts.

The LAG and NCC acknowledge that VCS groups are often most effective at first step engagement and it is these first step activities that will be the most important in creating the foundations for the Strategy's future delivery. Change in the most deprived communities is gradual and in small steps and the CLLD's evaluation must be sensitive to this.

For these reasons it is important that there is clarity on local project performance targets and a system in place to match payment schedules where appropriate to, for example, client progression or sustainability measures.

The Accountable Body will assist any organisation who is unclear about the level of capacity or skills needed to manage the administration of performance reporting, adhere to and demonstrate compliance with funding requirements, any verification of evidence needed and the governance arrangements that need to be in place to fulfil issues of accountability, to ensure that inexperience of this nature is not a barrier to delivering any project.

NCC as the Accountable Body has considered all of these issues when designing monitoring and evaluation arrangements.

The monitoring of the CLLD Strategy will adhere to the following principles which reflect the arrangements described in the Newcastle Compact²⁴ and reflect the discussions that have taken place within the LAG:

- Ensure that no unnecessary administrative and financial burden is being placed on the VCS organisation;
- Training on performance reporting to be provided;
- Ensure that there is a named individual with the knowledge of the activity and organisation to provide additional support, particularly if this is an organisation new to the council or one that has undergone personnel changes;
- Consider monthly monitoring rather than quarterly; this should not be too burdensome on the VCS organisation; it could reduce the number of reports required and it ensures underperformance can be tackled quickly;
- Ensure that payment arrangements do not create cash flow issues for the VCS organisation, whilst at the same time not place NCC at financial risk.

6.5 Communications and Publicity

The purpose of the CLLD communications and publicity will be twofold:

- To raise the awareness of the CLLD work among partners, Councillors and the general public – to disseminate the information on what CLLD is, why it is important, what our approach to the implementation of CLLD is, what CLLD will achieve, where CLLD will take place, how CLLD is funded, how people and businesses can get involved in CLLD;
- To reach out to the organisations that potentially may want to apply for funding from CLLD.

The LAG with the Project Manager will use the following tools to raise awareness of the CLLD:

Briefings to Partners and Councillors will be organised. Evaluation reports will be distributed among them.

Press releases will be issued to all key media stakeholders within the region to mark the launch of the delivery stage, important milestones (including innovative case studies) and the conclusion of the programme. We will issue press releases to all relevant papers and magazines with the special emphasis on The Evening Chronicle as it is the most popular printed Newcastle based newspaper with a circulation in the region of 35,000 per day and over 100,000 twitter followers.

²⁴ The New Newcastle Compact, May 2014.

In addition to press coverage we will work with national and local broadcast media to promote the CLLD work. Most of the TV coverage we receive comes from local TV Company Made in Tyne and Wear. The channel covers all of Tyne and Wear and has viewing figures in the region of 43,000. The main TV news stations: BBC Look North, North East Tonight on Tyne Tees and local radio stations will also be targeted.

The LAG group will create a Facebook (FB) page to promote and raise awareness of CLLD work. It is expected that the FB content will be informal and one that includes video and dynamic content e.g. videos from local projects approved for funding and individuals involved in CLLD will be promoted on the site. Councils involved will also share this content on their own FB sites and as a result will have the potential of reaching a large number of people e.g. Newcastle City Council now has 10,000 likes.

The LAG with the Community Engagement Officer will go out to the community to promote CLLD opportunities. Existing links with local organisations will be used and information will be disseminated using: CLLD website, existing partners' newsletters (e.g. NCVS newsletter), events and meetings already happening in the community (e.g. many of these sessions have been attended as part of the preparatory phase of CLLD) etc.

Local delivery organisations that are successful at securing grants from CLLD will have the responsibility of promoting their services among potential beneficiaries. They may want to use some innovative ways of engaging with the target groups and they will be asked to explain their approach in their applications.

European Structural Investment Funds' (ESIF) considerations in relation to Communications and Publicity

All communications and publicity related to the NT CLLD Strategy will comply with the ESIF requirements:

- All printed communication to the beneficiaries (e.g. information materials, promotional leaflets, posters, monitoring forms etc.) as well as other printed documents and publications produced by CLLD (e.g. leaflets, posters, flyers, case studies, letterheads, presentations, staff e-mail signatures, reports, meeting papers, project documentation etc.) will display the ESIF logo and reference to the Funds;
- All events, workshops, training sessions etc. (for the beneficiaries as well as LAG members) will have an ESIF logo displayed in the rooms and ESIF funding will be mentioned during the sessions;
- CLLD website will include the ESIF logo on the main page (as a minimum) and it will be visible when landing on the website without requiring the user to scroll down the page;
- Any capital schemes funded by the CLLD will place a poster in a prominent position which will display the ESIF logo and reference to the Funds;
- Press releases will include the ESIF logo, a text reference to the ESIF funding in the main body of the press release as well as the wording required by the guidance in the 'Notes to Editors'.

Evidence of publicising ESIF funding will be retained for audit purposes and in line with the document retention requirements. This will include e.g. press releases and press articles, printed materials, print-outs of the website, photos etc.

6.6 Training and Development

In advance of the commencement of the delivery stage of the CLLD Strategy, the Local Action Group has agreed to review its membership. Additional members will therefore be invited to join the LAG to broaden its skill base, experience and knowledge and in some cases might replace existing members of the group. The main selection criterion will be the local knowledge and experience of working with the Strategy's beneficiaries and not necessarily an experience of being part of a group like LAG. Therefore, once the reviewed and enlarged LAG is formed, its members will be supported to identify their training and development needs. The Project Manager will facilitate this process and the training needs of the LAG both individually and collectively will continue to be reviewed periodically throughout the life of the programme to ensure that LAG members are effectively supported in meeting the demands of their role.

Based on the identified needs, the Project Manager will prepare a LAG Training and Development Plan, propose specific activities and timescales (starting with the most urgent ones) and present it to LAG at an early meeting at the beginning of the delivery stage of the Strategy. Following LAG approval of the Plan, the Project Manager and Project Support Officer will then proceed to organise and deliver the training and development in order to meet the identified and agreed needs.

It is essential that all LAG members have the same level of understanding of the main elements of the delivery stage of the Strategy and their role. Therefore it is envisaged that LAG's needs may include:

- ERDF and ESF (e.g. output and result definitions, eligibility, match funding),
- Project assessment and selection,
- Evaluation (especially peer review evaluation),
- Monitoring.

Training and development opportunities may take the form of:

- Formal training sessions (services bought externally – included in the Management budget),
- Presentations, informal training sessions, memos and guidance documents put together by / carried out by Economic Development staff within the Accountable Body (e.g. ESF and ERDF requirements),
- Networking and cooperation with other LAGs,
- Mentoring.

Any subsequent membership review or situation where vacancies on the LAG occur will also include a training needs analysis. On an annual basis the planning cycle for the LAG include a consideration of the future training and development needs of the group.

7 Financial Plan

The proposed budget for NT CLLD Strategy is nearly £4.7m consisting of about £4.64m public sector funding (ERDF, ESF and other public including VCS contributions) and £53k private sector funding (please the details in the table below). This complies with the requirement for CLLD Strategies to have a budget of at least €3m (£2.1m) public sector funding.

The management and coordination costs are forecasted at £648,300 which is about 14% of the public sector funding. This complies with the requirement that no more than 25% of the total amount of public sector funding can be used for coordinating the LAG and managing the delivery of the Strategy. ERDF has been chosen as the fund to support the management and coordination budget. It is planned that match funding for this part of the budget will be provided by the Accountable Body and possibly also by a partner / partners within the wider Partnership.

The total budget available for local projects is £4,046,000 (ESIF and match funding) consisting of £846k for Activities 1-3 (ERDF contribution of £510k) and £3.2m for Activities 4-6 (ESF contribution of £1.6m). The budget takes into account different intervention rates for ERDF and ESF in the North East: 60% for ERDF and 50% for ESF.

Public match funding for the delivery of projects will be provided by the projects. It is expected that the projects will provide about £1.88m public match. The LAG has identified potential sources of match funding available to applicants as: future rounds of the Newcastle Fund, Community Foundation, Big Lottery programmes (excluding ESF funded ones like Building Better Opportunities) and any other local funds and foundations.

Private match funding will be provided by entrepreneurs and businesses receiving small grants. It is envisaged that nearly 80 businesses and about 200 entrepreneurs will be able to access small grants and will be required to provide 40% match funding towards their costs. The total value of this match funding is forecasted at £53k.

	ERDF	ESF	public match	private match	TOTAL
Activity 1	£193,800	£0	£129,200	£0	£323,000
Activity 2	£193,800	£0	£102,200	£27,000	£323,000
Activity 3	£122,400	£0	£51,600	£26,000	£200,000
Activity 4	£0	£320,000	£320,000	£0	£640,000
Activity 5	£0	£480,000	£480,000	£0	£960,000
Activity 6	£0	£800,000	£800,000	£0	£1,600,000
management	£388,980	£0	£259,320	£0	£648,300
	£898,980	£1,600,000	£2,142,320	£53,000	£4,694,300

The LAG has taken the following into account when designing the budget for the delivery of the NT CLLD Strategy:

- The overall ERDF and ESF allocation for CLLD projects in Tyne and Wear and Northumberland (included in the North East LEP Area European Structural and Investment Fund Strategy 2014-2020) has provided the LAG with an indication of a potential size of the NT CLLD project as well as the intention to direct significantly more resources into tackling economic exclusion (ESF type of activities) rather than business support (ERDF type of activities).
- Due to the fact the NT CLLD area includes LSOAs with the highest levels of deprivation not only in Tyne and Wear but also in England, as well as the fact that it is a densely populated area with a population just below 150,000 (the upper limit for CLLD Strategies), the budget of the Strategy has been designed so that the investment levels have a real chance of making positive changes in local communities;
- The emphasis is put on ESF type of activities (nearly 80% of the delivery budget) as the evidence gathered for this Strategy and LAG members' experience of working with disadvantaged groups show that many individuals from the most disadvantaged areas face multiple barriers before they can be ready for even considering employment or business as a viable option for them. For that reason, half of the ESF budget (£1.6m) is directed at the "first steps" support (Activity 4 and 5 within Objective C).

The LAG will prioritise the most disadvantaged areas when allocating grants to local projects. Within the NT CLLD area the population living within the 20% most disadvantaged LSOAs is 75% of the total NT CLLD population. The LAG will ensure that the value of support provided to these individuals and businesses will be no less than 75% of the overall delivery budget. This will be achieved by the following:

- the location of beneficiaries will be closely monitored as local projects will be required to collect post code information; summary reports will be prepared by the Accountable Body and presented to the LAG;
- the LAG will be able to issue calls targeted at specific geographic areas with the NT CLLD, if need be;
- when applying for funding from NT CLLD the applicants will need to explain how they plan to ensure that at least 75% of the beneficiaries come from the 20% most disadvantaged areas;
- when selecting projects, the LAG will ensure that all projects are focussed on supporting the beneficiaries from 20% most disadvantaged areas (see selection criteria).

APPENDICES

- 1) List of Lower Super Output areas with information on which are within 20% most disadvantaged, which ones have a border with the 20% most disadvantaged ones, which ones are not within 20%, the population of each area.
- 2) Ward characteristics.
- 3) Local Action Group Terms of Reference.
- 4) Local Action Group Conflict of Interest Protocol.
- 5) Confirmation that Newcastle City Council has agreed to undertake the role of the Accountable Body.
- 6) Selection criteria for applications (LAG assessment).
- 7) CLLD Action Plan.

Appendix 1

List of Lower Super Output Areas included in the North of Tyne CLLD area.

LSOA11NM	code	population	0-10% most disadvantaged	10-20% most disadvantaged	20-30% most disadvantaged	30-50% most disadvantaged	50-100% most disadvantaged	areas adjacent to 20% most disadvantaged
Newcastle upon Tyne 025E	E01033547	2,117	1					
Newcastle upon Tyne 004E	E01008459	1,907	1					
Newcastle upon Tyne 024E	E01008439	1,827	1					
Newcastle upon Tyne 029G	E01008438	1,804	1					
Newcastle upon Tyne 029F	E01008437	1,073	1					
Newcastle upon Tyne 020F	E01008436	1,545	1					
Newcastle upon Tyne 020E	E01008435	1,512	1					
Newcastle upon Tyne 028D	E01008429	1,433	1					
Newcastle upon Tyne 030D	E01008428	1,331	1					
Newcastle upon Tyne 030C	E01008427	1,112	1					
Newcastle upon Tyne 028C	E01008426	1,662	1					
Newcastle upon Tyne 030B	E01008425	1,800	1					
Newcastle upon Tyne 025B	E01008415	1,227	1					
Newcastle upon Tyne 014A	E01008400	1,439	1					
Newcastle upon Tyne 024D	E01008399	1,853	1					
Newcastle upon Tyne 022C	E01008398	1,747	1					
Newcastle upon Tyne 026F	E01008392	1,511	1					
Newcastle upon Tyne 026E	E01008391	1,439	1					
Newcastle upon Tyne 030A	E01008390	1,850	1					
Newcastle upon Tyne 028B	E01008389	1,697	1					
Newcastle upon Tyne 028A	E01008388	1,831	1					
Newcastle upon Tyne 021B	E01008382	1,299	1					
Newcastle upon Tyne 008G	E01008380	1,710	1					
Newcastle upon Tyne 008E	E01008377	2,311	1					
Newcastle upon Tyne 019C	E01008345	1,604	1					

LSOA11NM	code	population	0-10% most disadvantaged	10-20% most disadvantaged	20-30% most disadvantaged	30-50% most disadvantaged	50-100% most disadvantaged	areas adjacent to 20% most disadvantaged
Newcastle upon Tyne 003E	E01008340	1,558	1					
Newcastle upon Tyne 029C	E01008333	1,751	1					
Newcastle upon Tyne 029B	E01008332	2,405	1					
Newcastle upon Tyne 029A	E01008331	1,810	1					
Newcastle upon Tyne 015D	E01008327	1,267	1					
Newcastle upon Tyne 015B	E01008325	1,387	1					
Newcastle upon Tyne 026D	E01008305	2,244	1					
Newcastle upon Tyne 026C	E01008304	1,930	1					
Newcastle upon Tyne 018A	E01008303	1,855	1					
Newcastle upon Tyne 026B	E01008302	1,641	1					
Newcastle upon Tyne 016A	E01008300	1,623	1					
Newcastle upon Tyne 011D	E01008299	1,432	1					
Newcastle upon Tyne 011B	E01008297	1,517	1					
Newcastle upon Tyne 008A	E01008295	1,608	1					
Newcastle upon Tyne 027D	E01008291	2,172	1					
Newcastle upon Tyne 027C	E01008290	1,236	1					
Newcastle upon Tyne 027B	E01008289	1,554	1					
Newcastle upon Tyne 024I	E01033554	2,101		1				
Newcastle upon Tyne 024H	E01033545	1,327		1				
Newcastle upon Tyne 024G	E01033543	1,545		1				
North Tyneside 030E	E01008575	1,322		1				
North Tyneside 029B	E01008573	1,571		1				
North Tyneside 029A	E01008572	1,782		1				
Newcastle upon Tyne 004F	E01008460	1,560		1				
Newcastle upon Tyne 004C	E01008457	1,536		1				
Newcastle upon Tyne 004B	E01008456	1,493		1				
Newcastle upon Tyne 016B	E01008450	1,522		1				

LSOA11NM	code	population	0-10% most disadvantaged	10-20% most disadvantaged	20-30% most disadvantaged	30-50% most disadvantaged	50-100% most disadvantaged	areas adjacent to 20% most disadvantaged
Newcastle upon Tyne 022D	E01008449	1,889		1				
Newcastle upon Tyne 023A	E01008406	2,337		1				
Newcastle upon Tyne 014F	E01008405	1,394		1				
Newcastle upon Tyne 014B	E01008401	1,502		1				
Newcastle upon Tyne 021E	E01008385	1,374		1				
Newcastle upon Tyne 021C	E01008383	1,456		1				
Newcastle upon Tyne 008C	E01008375	1,498		1				
Newcastle upon Tyne 019F	E01008348	1,169		1				
Newcastle upon Tyne 003F	E01008341	1,402		1				
Newcastle upon Tyne 003D	E01008339	1,501		1				
Newcastle upon Tyne 003B	E01008337	1,434		1				
Newcastle upon Tyne 003A	E01008336	1,355		1				
Newcastle upon Tyne 029E	E01008335	2,138		1				
Newcastle upon Tyne 029D	E01008334	2,116		1				
Newcastle upon Tyne 015G	E01008330	1,404		1				
Newcastle upon Tyne 015A	E01008324	1,358		1				
Newcastle upon Tyne 026A	E01008301	1,754		1				
Newcastle upon Tyne 022G	E01008455	1,736			1			1
Newcastle upon Tyne 026G	E01008432	1,322			1			1
Newcastle upon Tyne 020A	E01008430	1,353			1			1
Newcastle upon Tyne 014E	E01008404	1,611			1			1
Newcastle upon Tyne 019G	E01008349	1,679			1			1
Newcastle upon Tyne 019B	E01008344	1,646			1			1
Newcastle upon Tyne 011C	E01008298	1,482			1			1
Newcastle upon Tyne 011A	E01008296	1,408			1			1
Newcastle upon Tyne 022H	E01033556	2,504				1		1
Newcastle upon Tyne 023H	E01033553	3,569				1		1

LSOA11NM	code	population	0-10% most disadvantaged	10-20% most disadvantaged	20-30% most disadvantaged	30-50% most disadvantaged	50-100% most disadvantaged	areas adjacent to 20% most disadvantaged
Newcastle upon Tyne 023G	E01033548	1,214				1		1
Newcastle upon Tyne 016C	E01008451	1,799				1		1
Newcastle upon Tyne 020B	E01008431	1,346				1		1
Newcastle upon Tyne 025C	E01008416	1,668				1		1
Newcastle upon Tyne 021G	E01008387	1,364				1		1
Newcastle upon Tyne 021F	E01008386	1,396				1		1
Newcastle upon Tyne 021D	E01008384	1,365				1		1
Newcastle upon Tyne 019H	E01008350	1,430				1		1
Newcastle upon Tyne 019E	E01008347	1,406				1		1
Newcastle upon Tyne 019D	E01008346	1,787				1		1
Newcastle upon Tyne 019A	E01008343	1,534				1		1
Newcastle upon Tyne 027A	E01008288	1,313				1		1
Newcastle upon Tyne 027E	E01008292	1,363					1	1
TOTAL		149,766	42	27	8	14	1	23
Population by area			69,631	42,840	12,237	23,695	1,363	
% of CLLD population			46.5%	28.6%	8.2%	15.8%	0.9%	

Appendix 2

Ward characteristics (selected wards in the West, East and North-West of the NT CLLD area)

BYKER (East)

Patterns of labour market disadvantage in Byker are acute. Economic activity is considerably lower than the national average with 66.6% of the working age population either in work or seeking employment compared to 76.8% in England and Wales. More men (70.2%) than women (62.9%) reported being economically active. This is 10% lower than the national average. Further analysis shows that the majority of economic inactivity is attributable to caring responsibilities (7.2%) and long-term illness or disability (11.8%). As in many of the most severely deprived wards within the city, patterns of economic inactivity are gendered. Ill health or disability accounts for 13.5% of economic inactivity in the working age male population and 10.1% among women. Although poor health is a barrier to economic participation for women and men, the data suggests that women's disadvantage in the labour market is compounded by the necessity to care for others. Only 2.1% of working age men in Byker are economically inactive due to caring responsibilities whereas 12.4% of women are in this position. In both instances men (13.5%) and women (10.1%) are more than twice as likely to be inactive because of poor health compared to the working age population in England and Wales (4.6%). The unemployment rate is also considerably higher in Byker. Male unemployment is 18.2% compared to 12.4% in Newcastle and 8.4% in England and Wales. A large proportion of the female working population are also unemployed (13.8%), which is significantly higher than the average for Newcastle (9.3%) and 6.8% nationally. Fewer men are in employment (57.4%), which is less than the city average of 62.3% and rate for England and Wales (75.1%). Male self-employment is less than half the rate for England and Wales (7.3%). Less women are in employment (54.2%) compared to the Newcastle average (58.9%) and 66.9% in England and Wales. Female self-employment mirrors the trend for men in that it is less than half the national rate (2.9%).

The proportion of men in full time employment (80.8%) is lower than both city (78.7%) and national averages (84.1%). A greater number of men work part-time (19.2%) compared to the national average (15.9%). Nevertheless women's employment is more evenly distributed between full and part-time work. 52.7% of women work full time and 47.3% work part-time. Women are under-represented in full time employment by 2.3% compared to the Newcastle average and 3% in relation to the national average. As a corollary they are over-represented in part-time employment by 2.3% and 3% respectively. Workers in Byker are under-represented in higher paid, higher skilled occupations and over-represented in lower skilled, lower paid jobs. 65.3% of residents aged 16 plus have level 2 qualifications or below and 42.5% are qualified above level 2. This contrasts sharply with skills levels in wards without the 10% most deprived Super Output Areas (SOAs) such as North Jesmond where 92% of the working age population have level 2 qualifications or above.

In Byker the proportion of men claiming Job Seekers Allowance (JSA) is 3.4% more than the national average (2%) and 2.6% higher than the Newcastle average (2.6%). (October 2015). The JSA claimant count for women is double the Newcastle average at 3.1% and significantly higher than the national average (1.2%). The overall claimant rate is 34.2% and the majority are aged between 25 and 49. Most claimants receive JSA for 6 months indicating that securing sustained employment is a key challenge.

WALKER (East)

In Walker 64.2% of the working age population is economically active compared to 68.1% in Newcastle and 76.8% in England and Wales. A higher proportion of residents are economically inactive due to caring responsibilities and long-term illness or disability. Caring responsibilities account for 8.9% of economically inactive residents which contrasts with 4.6% in Newcastle and 4.9% in England and Wales. Whereas 12.8% of residents report they are economically inactive due to long-term sickness or disability. This is markedly higher than the national average at 4.6% or 5.7% in Newcastle. The pattern is also gender segregated and unequal. More women are economically inactive (40.8%) compared to men (30.6%). The data suggests women are predominantly economically inactive because of caring responsibilities (15.2%). Conversely only 2.3% of men cite this reason, but 14.8% report long term ill health or disability.

Fewer residents are in full time employment and a greater proportion work part-time. Women in particular are over-represented in part time work. Only 62.3% of the working age population in Walker is employed full time compared to 67.4% in Newcastle and 70.7% in England and Wales. However part-time employment is more prevalent and higher than both the city and national average.

Although 78.8% of men work full-time, only 46% of women are employed full-time. However 54% of women work part-time compared to 21.2% of men. Walker residents are under-represented in higher skilled, better paid jobs and over-represented in lower paid, lower skilled jobs. Similarly the proportion of Walker residents with level 4 qualifications and above stands at 8.3% compared to 29.6% in Newcastle and 29.7% in England and Wales. The percentage of the population with no qualifications is 8.5% and higher than the Newcastle average of 7.5%. The percentage of residents aged 16 or over with level 2, 1 or no qualifications is 74.9% and only 35.4% are qualified to level 2 or above. More men claim Job Seekers Allowance (JSA) than women and a disproportionate number of Walker residents depend on out of work benefits compared to the city and Great Britain. In Walker 7.3% of men claim JSA compared to 3.3% of women and both of these statistics exceed figures for Newcastle at 1.5% and 1.2% respectively. One possible explanation could be that a number of women work part-time and access other forms of benefit to top up household incomes, whereas men tend to seek full time employment. Generally JSA claimants are over-represented in most age ranges compared to the city and national average. However in Walker a higher percentage of JSA claimants are aged 18-24; 19.8% compared to 17.2% in Newcastle and

19.2% in Great Britain. The majority (58.7%) tend to claim JSA for a period of up to 6 months. (October 2015).

WALLSEND (East)

In Wallsend the unemployment rate (10%) is higher than North Tyneside (8%) and England and Wales (7.6%). Fewer men are in employment (72.1%) compared to North Tyneside (75.4%) and England and Wales (75.1%). Rates of self-employment are lower amongst men (8.7%) in contrast to North Tyneside (10.5%) and England and Wales (14.7%). Male unemployment is particularly high at 13.8% as opposed to 8.4% in England and Wales whereas female unemployment is equivalent to the national rate (6.8%). Statistics indicate that long-term ill health and disability is a more prominent factor affecting rates of economic activity in Wallsend (6.6%) compared to North Tyneside (5.5%) and England and Wales (4.6%). In relation to skills, 52.8% of residents aged 16 or over have level 2, 1 or no skills and 57.3% are qualified to level 2 or above. Regarding higher level skills, fewer residents are qualified to level 4 and above (24.7%), which is less than North Tyneside (28.2%) and England and Wales (29.7%). The pattern is replicated at level 3 whereby fewer Wallsend residents (13.7%) are qualified to level 3 compared to 14.2% in North Tyneside and 14.5% nationally. As a result, a disproportionate number of Wallsend residents occupy lower paid, lower skills jobs.

Furthermore, the percentage of male JSA claimants in Wallsend (4.9%) is more than double the percentage for Great Britain (2%). The percentage of female claimants (2.3%) outweighs Great Britain markedly (1.2%). Although the majority of claimants are aged 25 to 49, it is apparent that a higher percentage are aged 18 to 24 (22.8%) compared to Great Britain (19.2%). Most claim JSA for 6 months, but over a fifth of job seekers (23.9%) are out of work for more than 12 months, which indicates that young people may be struggling to gain entry to the labour market.

ELSWICK (West)

The proportion of residents who are economically active in Elswick (60.4%) is below the Newcastle average (68.1%) and national average (76.8%). Employment is 49.6%, which is well below the Newcastle average of 60.6% and national average (71%). Fewer residents are self-employed (10.5%), compared to the national average (10.4%). Unemployment stands at 19.2%, which is 8% more than the city average and 7.6% above the national average. At 54.4% the male employment rate is lower than the city average (62.3%) and England and Wales average (8.4%). Women are also in a disadvantageous position. Only 42.1% of the female working age population are in employment compared to 58.9% in Newcastle and 66.9% in England and Wales. In Elswick 19.7% of men and 18.4% of women actively seeking work are unemployed and this is 11.3% and 11.6% higher than equivalent figures for England and Wales. Elswick has a much higher proportion of economically inactive residents (39.6%) than Newcastle (31.9%) and England and Wales (23.2%). Although these figures include students and retired residents, further analysis shows that caring responsibilities (9.6%) and long-term sickness and disability (9.9%)

account for a significant proportion of this trend. The pattern is also gender segregated in that 18.4% of women are economically inactive because they look after family and 9.1% have a long-term illness or disability. Only 2.2% of men are economically inactive as a result of caring responsibilities, however this is virtually double the rate for Newcastle and even higher compared to England and Wales (0.9%). In addition 10.5% of men are long-term sick or disabled. The data indicates that both men and women experience multiple forms of deprivation which inhibits their ability to participate in the labour market. In relation to full and part time employment, Elswick residents are under-represented. The full time employment rate is 55.5% which is lower than the Newcastle (67.4%) rate and England and Wales average (70.7%). A considerably lower percentage of male residents in Elswick are employed full time (60.4%) compared to averages for Newcastle (78.7%) and England and Wales (84.1%). Furthermore, a much higher proportion of men work part-time (39.6%). This is nearly double the average for Newcastle (21.3%) and substantially higher than the England and Wales average (15.9%). The figures for women are even more pronounced; 48% work in full time employment which is 7% below the city and national average and 52% work part-time.

Elswick residents are under-represented in professional occupations, although a higher proportion (13%) have skilled trades relative to the city's population (9.4%) and average for England and Wales (11.5%). However Elswick residents are concentrated in lower paid, lower skilled positions. There are clear skills needs to be addressed. Data shows that 60.1% of residents aged 16 or over have level 2 skills or below. The DWP claimant rate is 33.8% in Elswick and the percentage of men and women on JSA (5.6%) is more than triple the average for Great Britain (1.6%). Most claimants are aged between 25 and 49. Although most are on JSA for six months (49.1%), a third (31.3%) are unemployed for more than 12 months which indicates job seekers are struggling to gain entry to the labour market and stay in work.

BENWELL AND SCOTSWOOD (West)

In Benwell and Scotswood rates of economic activity are marginally higher than the city average at 69.6% compared to 68.1%, but below the percentage for England and Wales (76.8%). Rates of employment and self-employment are also lower. While 60.5% of working age residents are in employment, this is less than the average of 71% for England and Wales, but congruent with the city average of 60.6%.

More men are economically active (75%) compared to the Newcastle average (71.2%). However this is considerably lower than the national average (82%). Employment rates for men are lower at 62.9% compared to 62.3% in Newcastle and 75.1% in England and Wales. According to the 2011 Census 16% of working age men in Benwell and Scotswood reported being unemployed compared to a city average of 12.4% and 8.4% in England and Wales. The proportion of men who are self-employed equates to 9.3% of the working age population. Although this is markedly lower than the average for England and Wales (14.7%), self-employment accounts for a greater share of economic activity compared to wards such as Walker

(6.4%). Nonetheless, the rate remains less than other wards within and outside the CLLD area.

Gender inequalities are also apparent. Fewer women are economically active, in employment or self-employed and the unemployment rate is higher for this group. In Benwell and Scotswood 64.5% of women are economically active compared to 64.9% in Newcastle and 71.7% in England and Wales. Of the female working age population, 58.1% are in employment compared to 58.9% in Newcastle and 66.9% in England and Wales. Noticeably fewer women are self-employed in Benwell and Scotswood (2.7%) compared to 3.8% in Newcastle and 6.2% in England and Wales. Unemployment among female residents is higher (10%) in contrast to city and national averages of 9.3% and 6.8%.

The reasons for economic inactivity are also split according to gender. In Benwell and Scotswood 11.9% of working age women are economically inactive due to caring responsibilities and a higher proportion are long-term sick or disabled (7.9%) compared to a city average of 5.1% and 4.3% nationally. Conversely only 1.8% of men are economically inactive as a result of caring responsibilities, but 9.4% are long-term sick or disabled compared to a Newcastle average of 5.7% and national average of 4.6%.

Numbers of men and women in full time employment fall below the average for England and Wales at 67.4% compared to 70.1%. This trend is more pronounced when the figures are broken down by gender with 80.6% of men in full time employment compared to 84.1% nationally. And a higher proportion is employed part-time (19.4%) versus 15.9% in England and Wales. Conversely 53.6% of women are employed full-time and 46.4% work part-time compared to 55% and 44.3% nationally.

Workers in Benwell and Scotswood are under-represented in highly skilled, better paid occupations and over represented in lower paid, lower skilled jobs.

Comparably, fewer Benwell and Scotswood residents possess higher level skills (level 4 and above) and a high proportion (30.8%) have no qualifications at all. While 43.1% are qualified to level 2 or above, 66.9% of residents aged 16 or over have level 2, 1 or no qualifications. This trend is reversed in more affluent wards whereby the majority of residents are qualified above level 2 and a minority lack basic skills. For example in South Jesmond 86.1% of the working age population is qualified to level 2 or above and 16.7% of residents have level 2, 1 or no qualifications. In relation to out of work benefits, a higher proportion of men and women claim JSA compared to the national average.

The majority of claimants are aged 25 to 49 which is higher than both the Newcastle and national average. Furthermore, a larger proportion of claimants (37.7%) are out of work for longer than 12 months. This suggests residents find it difficult to gain entry to the labour market. Whereas data from other wards indicates claimants can find work, but sustaining long-term, stable employment is a persistent challenge.

It is worth noting that ward level data can be misleading because it does not accurately reflect pockets of deprivation at super output level and therefore further

analysis is needed to understand patterns of inactivity and unemployment among different groups within specific neighbourhoods. This is especially true in relation to CLLD geography where deprived neighbourhoods in need of intervention are interspersed with more affluent areas.

KENTON (North West)

The economic activity rate (72.8%) and employment rate (64.9%) fall below the England and Wales average by 4% and 6.1% respectively. A smaller percentage of Kenton's working age population are self-employed (6.1%) compared to 6.7% in Newcastle and 10.4% in England and Wales. The proportion of unemployed residents (10.8%) also exceeds the England and Wales average (7.6%). Fewer men are economically active (78.4%) or in employment (68.6%). Consequently, the male unemployment rate (12.5%) is 4.1% higher than the England and Wales average. Female employment follows a similar trend in that less women are economically active (67.3%) and in employment (61.3%) compared to the England and Wales average of 71.7% and 66.9% respectively. Apart from retirees and students, we know that a greater proportion of Kenton residents are economically inactive due to caring responsibilities (6.7%) and long-term health conditions or disabilities (7.8%). This is higher than the averages for Newcastle (4.6% and 5.7%) plus England and Wales (0.9% and 4.8%). The data indicates caring responsibilities are gender segregated with a higher percentage of female residents reporting they are economically inactive for this reason (11.6%) compared to 1.7% of men. While a greater percentage of economically inactive residents are long-term sick or disabled, the rate is accentuated for men (8.6%), but remains high among women at 7.1%. Skills needs are evident too. The proportion of residents with level 2,1 or no qualifications at all is 57.2%, compared to only 12.6% in North Jesmond. Moreover, a lower percentage of residents possess level 2 qualifications or above (52.7%) in contrast to more affluent wards such as North Jesmond (92%). Kenton residents tend to be employed in lower-skilled, lower paid occupations.

A higher percentage of men (3.3%) and women (2.3%) claimed JSA in October compared to the average for Newcastle (2.1%) and Great Britain (1.6%). The majority of job seekers are aged 25 to 49. Although 50% claim JSA for six months, a third are unemployed for more than 12 months. This implies that people experience the dual challenge of securing a job and sustaining employment.

BLAKELAW (North West)

A smaller proportion of Blakelaw residents are economically active (71.4%) compared to the England and Wales average (76.8%). The employment rate is also lower (63.8%) than England and Wales (76.8%). Correspondingly a greater percentage of Blakelaw residents are unemployed (10.6%) in contrast to the England and Wales average (7.6%). The male economic activity rate (77.2%) is below the England and Wales average (82%) and unemployment is more pronounced (13.3%) compared to 8.4%. Fewer men are self-employed (10.9%). Female economic activity (66%) is 5.7% lower than the England and Wales average. Self-employment figures

for women lag behind the rate for England and Wales by 3%. Female unemployment stands at 7.7% and is higher than the England and Wales average. An examination of the explanations for economic inactivity shows that a greater proportion of residents in Blakelaw are not seeking work due to caring responsibilities (6.9%). Sickness and disability also account for a larger share of economic inactivity (7%) compared to Newcastle (5.7%) and England and Wales (4.6%). Considerably more women (11.8%) than men (1.6%) are economically inactive because of caring responsibilities. These figures are higher in Blakelaw than Newcastle (8.1%) and England and Wales (8.8%). While higher numbers of men and women in Blakelaw are sick or disabled, a greater percentage of men are economically inactive for this reason (8.3%). Full time employment rates for men and women are below the England and Wales average. More residents in Blakelaw work part-time (33.2%) compared to England and Wales (29.3%). Women in particular are disproportionately employed part time (46.9%). Most Blakelaw residents (61.1%) have level 2,1 or no qualifications and are therefore concentrated in lower skilled, lower paid jobs. Numbers of JSA claimants are higher in Blakelaw (2.5%) than Newcastle (2.1%) and Great Britain (1.6%). Strikingly, the female claimant count (2.2%) is almost double the rate for women in Great Britain (1.2%). The vast majority of claimants are aged 25-49. Just over half claim JSA for six months, but approximately a third (31.1%) of job seekers are unemployed for over 12 months. Analysis suggests that some residents are struggling to gain a foothold in the labour market, whereas others move in and out of work.

FAWDON (North West)

The proportion of unemployed residents in Fawdon (10.8%) exceeds the percentage for England and Wales (7.6%). Statistics tell us that a smaller proportion of men are economically active (75%) compared to England and Wales (82%). Fewer men are in employment (65.6%) versus 75.1% in England and Wales. Less men are self-employed (8.7%) which is lower than Newcastle (9.5%) and England and Wales (14.7%). Male unemployment is 4.1% higher in Fawdon compared to England and Wales. Similarly, less women in Fawdon are economically active (67.6%) as opposed to 71.7% in England and Wales. Self-employment among women is almost half the national rate at 3.4% and lower than Newcastle (3.8%). Female unemployment is more prevalent in Fawdon (9%) than in England and Wales. Excluding retired residents and students from our analysis, we can see that a higher proportion of residents in Fawdon are economically inactive because of caring responsibilities (6.1%) compared to 4.6% in Newcastle and 4.9% in England and Wales. Long-term sickness and disability also account for a greater share of residents who are economically inactive (8.8%). But the figures are more pronounced for men (10.3%) than women (7.3%). More women are inactive as a result of looking after family (9.8%) than men (2.1%). Women are also marginally overrepresented in part-time employment (45%) compared to England and Wales (44.3%). A lower percentage of residents from Fawdon are employed in high skilled, high paid jobs and therefore account for a greater share of low-skilled, low paid employment. Statistics show that 62.7% of residents aged 16 or over have level 2, 1

or no qualifications and 47.9% have level 2 qualifications or above. This differs sharply from neighbouring wards in the city such as Parklands where the trend is reversed and 75.6% of residents have level 2 qualifications or above and 33.6% have level 2, 1 or no qualifications at all. JSA claimants in Fawdon are predominantly aged 25 to 49 and around a fifth are over 50. Although most jobs seekers claim JSA for six months, a third (33.3%) require this support for more than 12 months.

WOOLSINGTON (North West)

Economic activity in Woolsington lags behind England and Wales. The percentage of working age residents who are economically active is 74.3% compared to 76.8% in England and Wales. Self-employment is broadly similar to rates for Newcastle, but lower than in England and Wales. Unemployment is higher (10.1%). Fewer men are in employment (69.1%), which is 6% lower than England and Wales. A greater proportion of men are self-employed (10.6%). Nevertheless, this is still lower than the England and Wales average of 14.7%. The male unemployment rate in Woolsington (12.3%) is roughly equal to Newcastle, but significantly higher than England and Wales (8.4%). Female employment (64.4%) is 2.3% less than the England and Wales average. By contrast significantly less women are self-employed compared to men (3.4%). The unemployment rate for women (7.9%) is also higher than the national average (6.8%). With the exception of retirees and students, familiar patterns emerge as to the reasons why Woolsington residents are economically inactive. A greater proportion of residents are economically inactive as a result of caring responsibilities (6.1%) compared to the England and Wales average (4.9%). Evidence shows that ill health and disabilities are also significant factors for 7.6% as opposed to 4.6% in England and Wales. Double the number of men have caring responsibilities (2%) compared to the England and Wales average (0.9%). However, this is considerably less than the proportion of women who are economically inactive because of caring responsibilities (10%). Although higher percentages of men and women are long-term sick or disabled compared to Newcastle and England and Wales, health disparities are a more prominent in men (8.4%) than women (6.9%). In relation to working patterns, Woolsington residents are slightly overrepresented in part-time employment (31.2%). This trend is applicable to both men (16.7%) and women (46.1%) and exceeds the percentages for men (15.9%) and women (44.3%) in England and Wales. In relation to skills, 65.3% of residents have level 2, 1 or no skills and 47.1% are qualified to level 2 or above. But 23.2% have no qualifications which is significantly higher than Newcastle (16.5%) and England and Wales (15%). Correlatively Woolsington residents tend to predominantly work in lower-skilled, lower paid jobs. The JSA claimant rate is equal to Newcastle (2.1%), but higher than Great Britain (1.6%). Slightly more men (2.4%) than women (1.8%) claim JSA. The majority (58.9%) are aged 25 to 49 and 56% claim JSA for six months, which indicates that most job seekers are engaged in the labour market but fall in and out of work.

Appendix 3

Terms of Reference

Local Action Group for North of Tyne Community Led Local Development

1. Introduction

The LAG is not a formally constituted group and its members are volunteers therefore it operates under a set of Terms of Reference (TOR) but has no legal responsibility or liability.

2. What is Community Led Local Development

Community Led Local Development (CLLD) brings together local communities to understand the challenges and experiences that can make it difficult for people to find employment, or start and run a business of their own. It is also about sharing ideas and exploring solutions. Community representatives together with public, private and voluntary organisations will form a Local Action Group (LAG) to gather information about these issues and look at what support should be put in place to tackle them. A key part of CLLD will involve exploring and raising awareness of the assets and resources within communities which help people to access jobs, training opportunities or go into business.

CLLD is a new way of delivering local development with European funds. It is part of the 2014-20 European Structural and Investment Funds Programme for England.

The bottom up approach allows businesses, social enterprises, the voluntary sector and communities themselves in an area to be directly involved in shaping its own regeneration and economic development.

3. What is the role of the LAG

The Local Action Group will oversee the development and implementation of the CLLD across the North of Tyne area. It will be representative of and will engage effectively with communities. The group will be a mix of people from public (max 49% of the group), private and voluntary organisations and communities and reflect the diversity of communities in the area while ensuring gender balance. Members will seek input from locally based organisations, networks and community partnerships that have strong links with residents.

4. Membership

To comply with European funding requirements, the LAG will have:

- Up to 3 local authority representatives (Councillor) – including 1 from North
- Tyneside
- Up to 3 private sector
- Up to 3 voluntary sector
- Up to 3 community sector
- Up to 3 public sector (non-local authority)

5. Training

LAG group members will be expected to undertake an induction and training to ensure they understand their roles and responsibilities. All members will be encouraged to engage with an ongoing programme of training and development. All members will be expected to take part in annual events and promotional activity for the group.

6. Operational Arrangements

Meetings: Meeting every second week with facility for urgent decision making via email and teleconference.

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

Quorum: At any meeting of the LAG Executive Group there must be a minimum number of 5 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.

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

7. Declarations of interest

For clarity conflict of interest can be commonly defined as a situation that has the potential to undermine impartiality.

Our key elements which are key to prevention include:

- Being clear about roles, responsibilities and relationships,
- Holding an up to date register of interests of LAG group members,
- LAG group meetings and when appropriate record when a conflict of interest has been raised and what steps were taken,
- The chair will have ultimate responsibility, by this we mean responding to questions or queries and the members' right to be involved in the decision making process.

8. Voting

Subject to compliance / guidelines as laid down by the European Commission, all questions coming or arising before 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 included 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 second or casting vote.

9. Conduct of Members

Members will be expected to fulfil the Code of Conduct in regard to the principles of public life.

In fulfilling the duties of a LAG Executive Group member 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.

Members must not seek to exploit a commercial benefit from any information gained through being a member of the LAG Group.

10. Conduct / conduct of meetings

The LAG members are expected to act within the spirit of the Code of Conduct and Meet Conflicts of Interest policy for the Programme.

Administration: The administration of the LAG is carried out by the programme staff of the Accountable Body. They should be the first point of contact on any issue for registered members.

11. Expenses

LAG representatives act as volunteers or representative of other organisations when attending meetings. When attending a meeting elsewhere as a representative of the LAG then expenses are reasonable. However, expenses should be agreed in advance of representing the LAG at a meeting – for example; at a regional LAG Chair's meeting.

Appendix 4

Conflict of Interest Protocol for the Local Action Group (LAG) delivering North of Tyne Community Led Local Development (NT CLLD) Strategy

Definition

1. A conflict of interest is a situation that has the potential to undermine the impartiality of a LAG member because of the possibility of a clash between the member's self-interest (including the interest of the organisation they are representing) and the interest of delivering NT CLLD Strategy.
2. A conflict of interest may be actual or perceived. A perceived conflict of interest is a situation which gives the impression of a conflict even if it actually does not exist.

Examples of situations

3. Examples of a conflict of interest situation may include (the list is not exhaustive):
 - a) Potential applicants offering gifts or money to a LAG member,
 - b) LAG member's organisation applying for a grant from the NT CLLD project,
 - c) LAG member using information and data obtained as part of their role as a LAG member for competitive gain.

Declaring a potential conflict of interest

4. LAG members are obliged to identify and declare any potential conflicts of interest, actual or perceived.
5. The declaration must be done in one of the following ways:
 - a) A written declaration (e.g. an e-mail) sent to the NT CLLD Project Manager as soon as a conflict of interest is identified (the Project Manager is then responsible for informing all the other LAG members);
 - b) A verbal declaration at a LAG meeting (to be minuted) e.g. in relation to the LAG Assessment Panel decisions.

Addressing a conflict of interest

6. The following actions will take place to address conflict of interest situations depending on their nature – in relation to situations listed in section 3 above (the list is not exhaustive):
 - a) LAG member will be excluded from providing support to the organisation in question on any matters related to NT CLLD Strategy (in relation to situation a) in point 3);
 - b) LAG member will be excluded from making decisions on the related subjects e.g. LAG member will leave the room when a grant application in question is assessed and decision is made by the LAG Assessment Panel (in relation to situation b) in point 3);
 - c) LAG member will ensure that there is a separation of duties within their organisation (e.g. there is a separate person working on applications for grants from NT CLLD) (in relation to situation c) in point 3);
 - d) Other actions may be required at the discretion of the LAG Chairperson.

Appendix 5

Confirmation that Newcastle City Council has agreed to undertake the role of the Accountable Body.

Appendix 6

Selection criteria for projects (LAG assessment)

Essential criteria (relevant to all projects):

Essential criteria:	Yes? / No?*
Does the project contribute to the NT CLLD Strategy's objectives and activities?	
Will the project deliver the outputs and results included in the NT CLLD Strategy?	
Does the project support beneficiaries from the NT CLLD area, with a focus on 20% most disadvantaged areas?	

*Yes' is required for all questions in order for the project to be selected.

Additional criteria (scoring to be applied):

Additional criteria:	Points 0-10**
Does the project provide value for money? (a special consideration should be given to innovative projects)	
How well does the project link with the target groups included in the NT CLLD Strategy?	
How well do the project activities address the needs of its target groups?	
If a project is submitted by a larger organisation, how much is the organisation proposing to involve local and smaller (but relevant) partners?	
How well does the project meet the equal opportunities and environmental sustainability requirements as well as ESIF publicity requirements?	

** At least 50% of the points is required for the project to be selected. The LAG reserves the right to alter this percentage.

The Local Action Group reserves the right to alter the criteria listed above to respond to changing circumstances.

The Local Action Group may add additional criteria and a scoring and weighting system in relation to specific Calls.

Please note that there is a separate set of standard eligibility criteria that will be used by the accountable body to assess project's eligibility.

Appendix 7

CLLD Action Plan.