

North Lincolnshire Community Led Local Development (CLLD) Local Action Group

Local Development Strategy



European Union
European Structural
and Investment Funds



Contents

Foreword	5
Section 1: The North Lincolnshire CLLD LAG Area	6
1.1 Area Description and Functionality.....	6
1.2 Definition of the area.....	7
Section 2: Analysis of the Development Needs and Area Potential	9
2.1.The local social and economic context.....	9
2.2. CLLD LAG Level.....	9
2.3 North Lincolnshire Level	14
2.3.1 Working Age Population	14
2.3.2 Employed	14
2.3.3 Skills.....	16
2.3.4 Economically Inactive	17
2.3.5 Unemployed	18
2.3.6 Claimant Count	19
2.3.7 Employment Support Allowance.....	20
2.4.SWOT analysis of the North Lincolnshire CLLD area.....	20
Section 3: Strategy Description	24
3.1. Intervention Logic	24
3.2. LDS Objectives	24
3.2.1 Priority Objective 1: To address health and disability including mental health as a barrier to employment	25
3.2.2. Priority Objective 2: To support entrepreneurship through pre-start support and support for micro and small enterprises in the CLLD area including social enterprises...	25
3.2.3 Priority Objective 3: To support particular disadvantaged groups into labour market participation.....	26
3.2.4 Priority Objective 4: To deliver early intervention activity which will raise aspirations within communities and address worklessness and deprivation	26
3.2.5 Priority 5: To stimulate local level collaboration amongst local residents, the public, private and voluntary and community sectors, small businesses and other key stakeholders.....	27
3.3. ESIF Outputs and Results	28
3.4.Targets, Results and Outputs	30
3.5.Consistency, complementarity and synergy	30
3.6. Equal Opportunities	35
3.7. Environmental Sustainability	36
3.8. Innovation	37

Section 4: Community Involvement and Consultation	38
4.1.Community Consultation across the proposed CLLD LAG Area	38
4.2.Business consultation and engagement.....	38
4.3.Partner organisation engagement.....	39
Section 5: North Lincolnshire CLLD Priorities and proposed local activity	41
5.1 Priority Objective 1.....	41
5.1.1 Intervention logic	41
5.1.2 Local programme of activity.....	42
5.1.3 Links to Other Activity.....	43
5.1.4 Targets, Results and Outputs	43
5.2 Priority Objective 2.....	43
5.2.1 Intervention logic	44
5.2.2 Local Programme of Activity	45
5.2.3 Links to Other Activity.....	45
5.2.4 Targets, Results and Outputs	46
5.3 Priority Objective 3.....	46
5.3.1 Intervention logic	46
5.3.2 Local Programme of Activity	47
5.3.3 Links to Other Activity.....	47
5.3.4 Targets, Results and Outputs	48
5.4 Priority Objective 4.....	48
5.4.1 Intervention Logic.....	48
5.4.2 Local Programme of Activity	49
5.4.3 Links to other Activity	49
5.4.4 Targets, results and outputs	49
5.5 Priority 5	50
5.5.1 Intervention Logic.....	50
5.5.2 Local Programme of Activity	50
5.5.3 Links to other activity.....	51
5.5.4 Targets, results and outputs	51
5.6 Objectives identified but not included within the North Lincolnshire CLLD Action Plan.	51
5.7 CLLD Action Plan – Part 1 Summary	52
Section 6: Strategy Management and Administration.....	54
6.1 Local Action Group Membership.....	54
6.2 Accountable Body	57
6.3 Project Development and Selection	57

6.4 Monitoring and Evaluation	58
6.5 Communications and Publicity	60
6.6 Training and Development.....	61
Section 7: Financial Plan	62
7.1 Expenditure Profile	62
7.2. Expenditure outside of the 20% most deprived LSOAs	62
Section 8: Conclusion	64
Appendix 1	66
Appendix 2	67

Foreword

The Local Development Strategy (LDS) for the North Lincolnshire Community Led Local Development (CLLD) programme provides a strategy for economic and social growth across key areas within Scunthorpe. It has been developed with extensive community, business and partner engagement and, as such, is fully reflective of the needs of the CLLD area and focuses on key social and economic activities which will support sustainable development throughout the programme period and beyond.

The LDS follows the key priorities of the CLLD programme as set out in the Humber LEPS ESIF Strategy and brings together a sustainable and coherent programme of both ESF and ERDF funded activity.

Working together, the Local Action Group (LAG) and North Lincolnshire Council, as the Accountable Body, are confident that they have the skills, knowledge and expertise to deliver a successful and efficient CLLD Programme which will form an important part of the funding and investment opportunities available across the area.

I look forward to commencing delivery of the LDS in 2017.



Cllr Rob Waltham, Chair North Lincolnshire CLLD LAG

Section 1: The North Lincolnshire CLLD LAG Area

1.1 Area Description and Functionality

CLLD is intended to focus on the most deprived LSOAs in the country (using 2010 Index of Multiple Deprivation) facilitating a step change in community and economic development. The North Lincolnshire CLLD LAG area encompasses 17 LSOAs in the 20% most deprived and 8 adjacent LSOAs which have been included to form a more functional economic geography. The resulting area covers a large proportion of the Scunthorpe urban conurbation and encompasses three communities which suffer high and entrenched levels of social and economic deprivation across many indicators. The total eligible population within the LAG Area is 42,614 (ONS Population Estimates 2011 figures).

Section 2.2 highlights the North Lincolnshire CLLD's targeted areas. The original 17 LSOAs that are eligible using the 20% most deprived areas are highlighted in pink, the extended adjacent LSOAs are highlighted in blue. After extensive community and stakeholder consultation, the additional adjacent LSOAs have been included in the proposed LAG boundary in order to maximize the impact of CLLD activity and unlock many of the main business/industrial areas of Scunthorpe, thus creating a more coherent economic geography. These business and industrial parks provide the employment opportunities which many residents in these most deprived communities will access and their inclusion was therefore seen as essential to the delivery of CLLD as an integrated programme supporting both individuals and businesses. In order to ensure coherence and non-duplication of activities, the geographies of Winterton and Burton, and Barton upon Humber, which are within the 20% eligible IMD area, have been excluded from the North Lincolnshire CLLD project as the former is covered within the eligible activity of the Northern Lincolnshire LEADER Programme and the latter does not demonstrate alignment with the requirements of the Operational Programme.

Although not fully contiguous, the resulting area is based solely in, and covers a large proportion of, the urban town of Scunthorpe which performs a strategic function within the Humber Sub Region as an Economic Centre, particularly for North Lincolnshire. A number of factors and commonalities across the proposed area also ensures it operates as a functional community, with commonality of economic and social barriers to economic development and labour market participation. The skills profile of residents within the CLLD areas share common themes. This is particularly notable within the areas of basic numeracy and literacy and the barrier that this causes when seeking employment. The communities that will benefit from CLLD activity also share very similar high levels of those claiming out of work benefits, this includes individual lower super output areas with claimant counts of over 90. As is evidenced in the SWOT below, the strengths and weaknesses are common across the communities. The area shares extensive voluntary and community sector networks which will be vital in delivering a successful LDS and access to a range of services across the LAG area is generally quite high however, local transport links between these communities are seen as poor, limiting access to vital employment opportunities. In addition, there is a larger proportion of residents speaking non-English languages in the North Lincolnshire CLLD area compared to both North Lincolnshire as a whole which presents a specific set of challenges and opportunities in terms of engagement.

Due to the reasons outlined above, it is felt by all partners that the proposed geographies lead to a coherent functional economic geography. CLLD activity will be planned and managed through the Local Action Group and due to the commonalities amongst the resident populations; it makes the best use of available resources.

1.2 Definition of the area

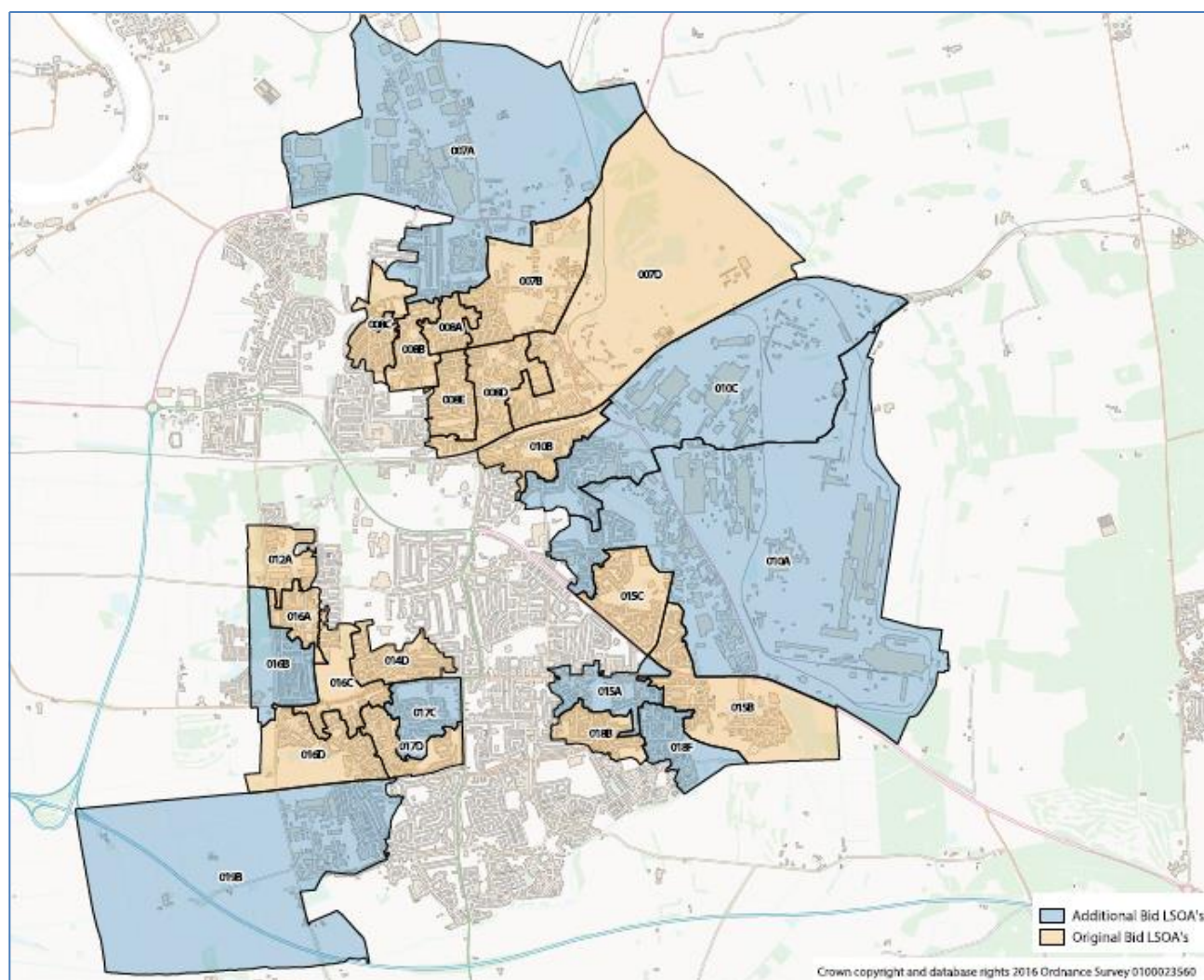


Fig 1: Scunthorpe CLLD Proposed Area

List of LSOAs

LSOA REF	NUMBER	WARD NAME	POPULATION
E01013297	007A	Crosby & Park	2,200
E01013300	007B	Crosby & Park	1,715
E01013331	007D	Town	1,675
E01013296	008A	Crosby & Park	1,663
E01013298	008B	Crosby & Park	1,610
E01013299	008C	Crosby & Park	1,636
E01013330	008D	Town	1,753
E01013332	008E	Town	1,881
E01013310	010A	Frodingham	1,484
E01013312	010B	Frodingham	1,801

E01013313	010C	Frodingham	1,556
E01013279	012A	Brumby	1,469
E01013319	014D	Kingsway with Lincoln Gardens	2,250
E01013238	015A	Ashby	1,691
E01013240	015B	Ashby	2,366
E01013311	015C	Frodingham	1,859
E01013278	016A	Brumby	1,507
E01013280	016B	Brumby	1,466
E01013281	016C	Brumby	1,380
E01013283	016D	Brumby	1,489
E01013282	017C	Brumby	1,587
E01013284	017D	Brumby	1,613
E01013237	018B	Ashby	1,801
E01033296	018F	Ashby	1,438
E01013264	019B	Bottesford	1,724
			42,614

Table 1: Eligible LSOAs

Original LSOAs



Additional LSOAs

Section 2: Analysis of the Development Needs and Area Potential

2.1. The local social and economic context

The majority of published data does not go down to the LSOA CLLD LAG area level. Therefore the key characteristics section of the LDS has been split to show what data is available relating to the CLLD LAG area and North Lincolnshire as a whole. While some of the North Lincolnshire wide data will not reflect fully the context of the LAG area, key assertions can be drawn by looking at the data together with local community knowledge and the cast majority will provide insights in the socio-economic context in which the LDS will be delivered.

2.2. CLLD LAG Level

The North Lincolnshire CLLD LAG area has the following socio-economic characteristics:

- According to the ONS Population Estimates (2011), there is a slightly higher male population percentage in the CLLD target area compared to North Lincolnshire and England as a whole. This obviously means that there is a slightly lower female population percentage in the CLLD area compared to the others.

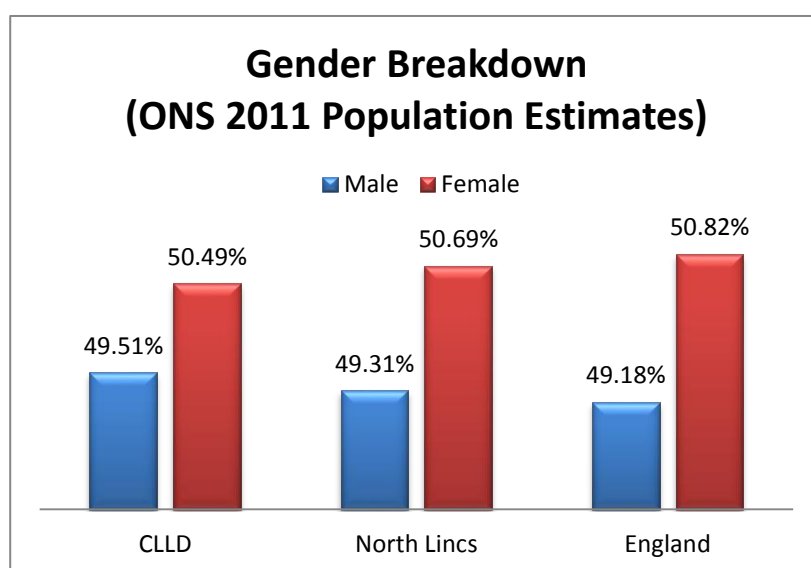


Fig 2: Gender Breakdown

- The ONS Population Estimates (2011) show that the CLLD area has higher levels of people aged 0-15 (22.39%) and of working age (64.45%) compared to North Lincolnshire with 18.66% and 63.24% respectively. However, when it comes to the pensionable age population, the CLLD area is lower at 13.16% compared to 18.10% at the North Lincolnshire level.

Name & LSOA	Population aged 0-15	Population of working age	Population of pensionable age	Total Population
Ashby E01033296	267	890	281	1,438
Ashby E01013237	484	1,052	265	1,801
Ashby E01013238	321	1,117	253	1,691
Ashby E01013240	481	1,562	323	2,366
Bottesford E01013264	303	1,140	281	1,724
Brumby E01013278	388	940	179	1,507
Brumby E01013279	275	947	247	1,469
Brumby E01013280	263	933	270	1,466
Brumby E01013281	358	852	170	1,380
Brumby E01013282	355	995	237	1,587

Brumby E01013283	404	897	188	1,489
Brumby E01013284	356	1,021	236	1,613
Crosby and Park E01013296	422	1,128	113	1,663
Crosby and Park E01013297	398	1,482	320	2,200
Crosby and Park E01013298	505	992	113	1,610
Crosby and Park E01013299	457	991	188	1,636
Crosby and Park E01013300	377	1,155	183	1,715
Frodingham E01013310	307	972	205	1,484
Frodingham E01013311	479	1,118	262	1,859
Frodingham E01013312	398	1,255	148	1,801
Frodingham E01013313	287	1,044	225	1,556
Kingsway with Lincoln Gardens E01013319	573	1,465	212	2,250
Town E01013330	352	1,163	238	1,753
Town E01013331	262	1,129	284	1,675
Town E01013332	470	1,223	188	1,881
TOTAL CLLD AREA POPULATION	9,542 (22.39%)	27,463 (64.45%)	5,609 (13.16%)	42,614
North Lincolnshire Total Population	31,266 (18.66%)	105,934 (63.24%)	30,316 (18.10%)	167,516

Table 2: Area Population

- The area has a higher working age population when compared to local authority area and national figures with 64.1% of the population being 16-64yrs compared to 61.8% and 63.5% for North Lincolnshire and England respectively.
- However the CLLD area has a higher claimant count at 3.6% compared with 2.5% for North Lincolnshire and 1.8% for England (source DWP, March 2016).

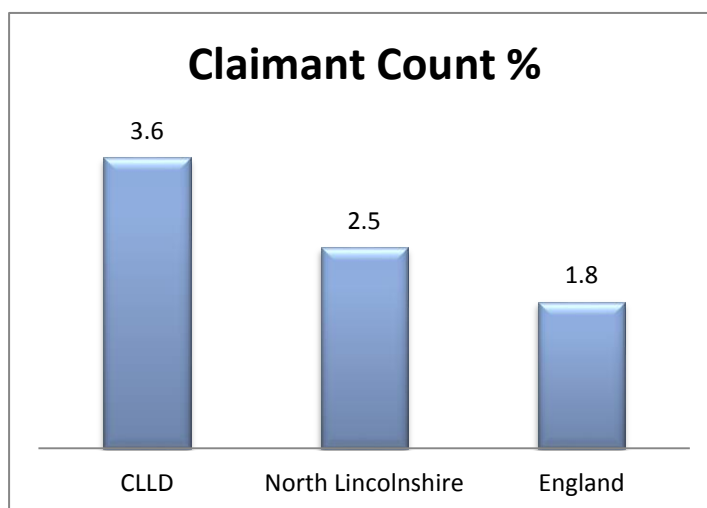


Fig 3: % Claimant Count

- The latest figures supplied by ONS for June 2016 shows the claimant count % for the Ward areas that the LSOAs are located within.

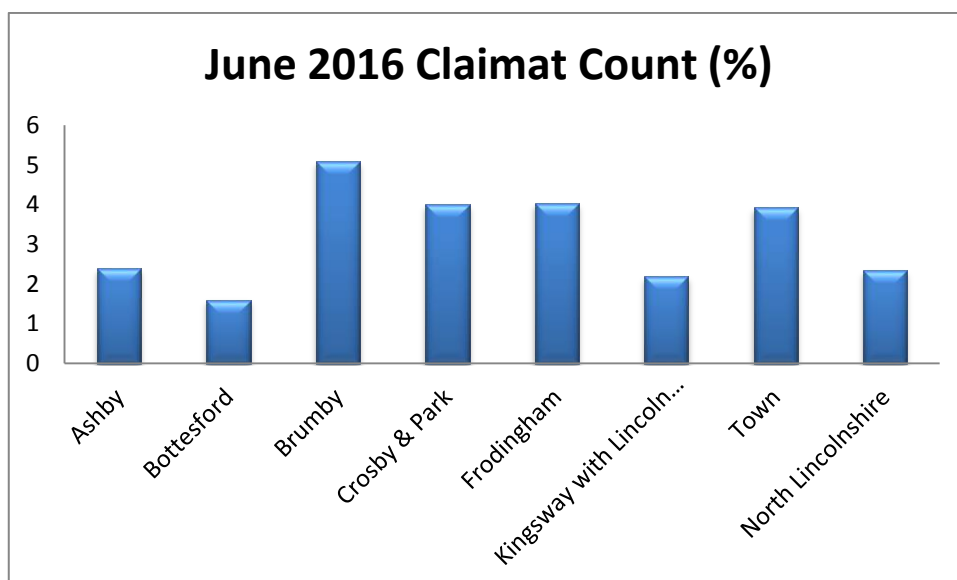


Fig 4: Ward Claimant Count

- Broken down into the three CLLD LAG geographic areas of Town, Ashby/Morrisons/Brigg Road and Westcliff and Riddings, it can be seen that Town has the highest claimant count levels, followed by Westcliff and Riddings and then Ashby.

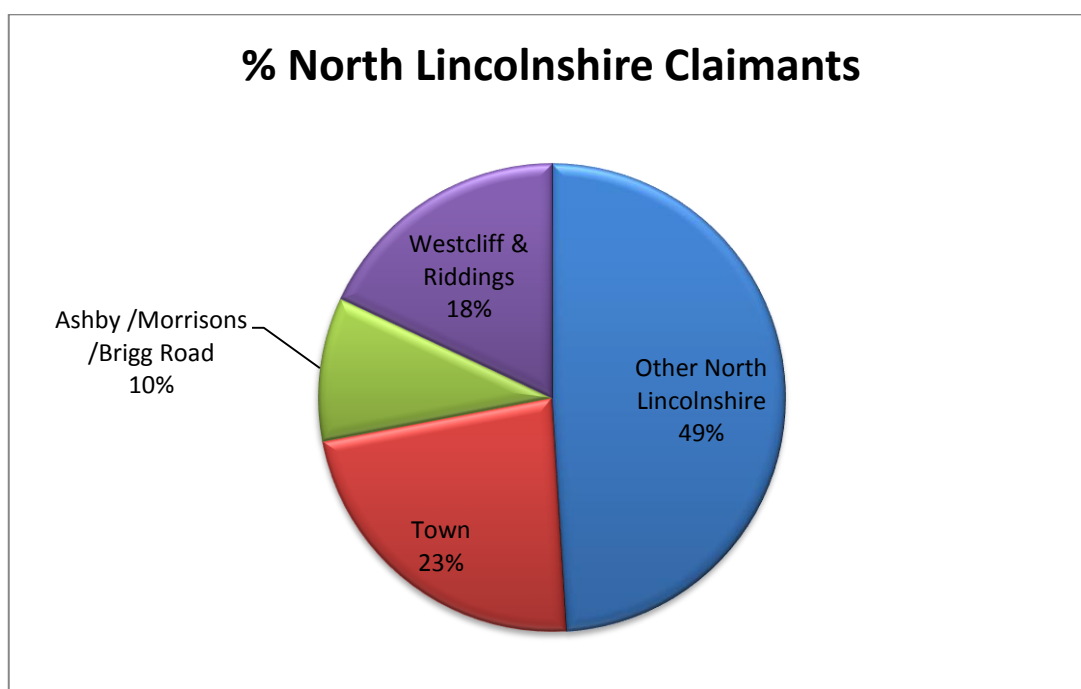
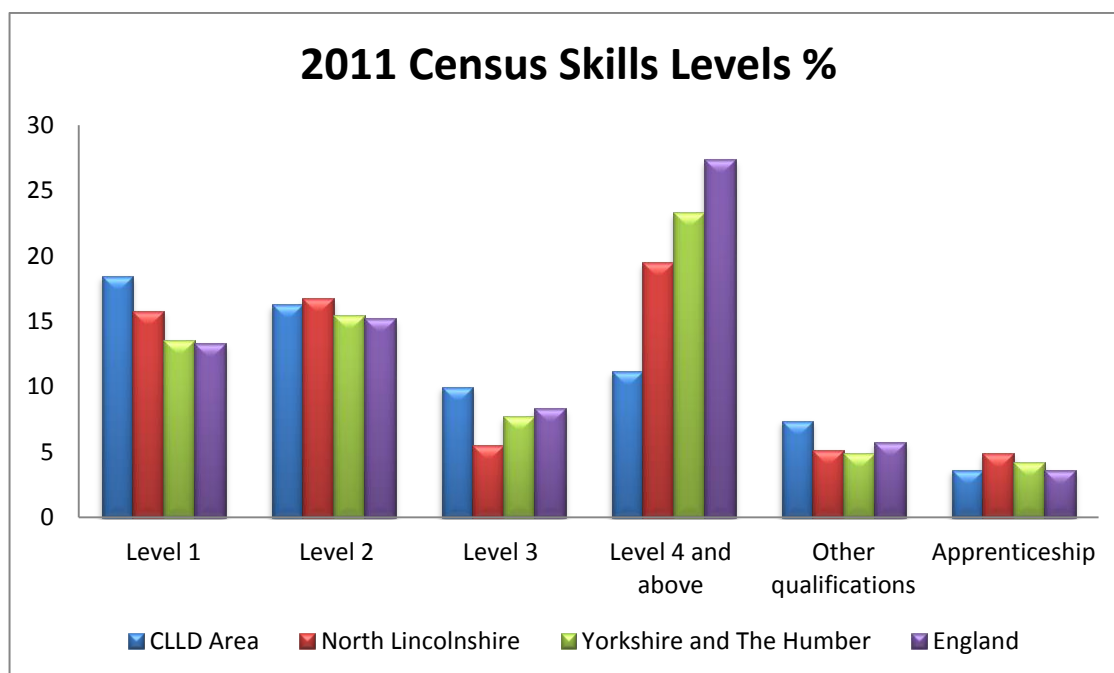
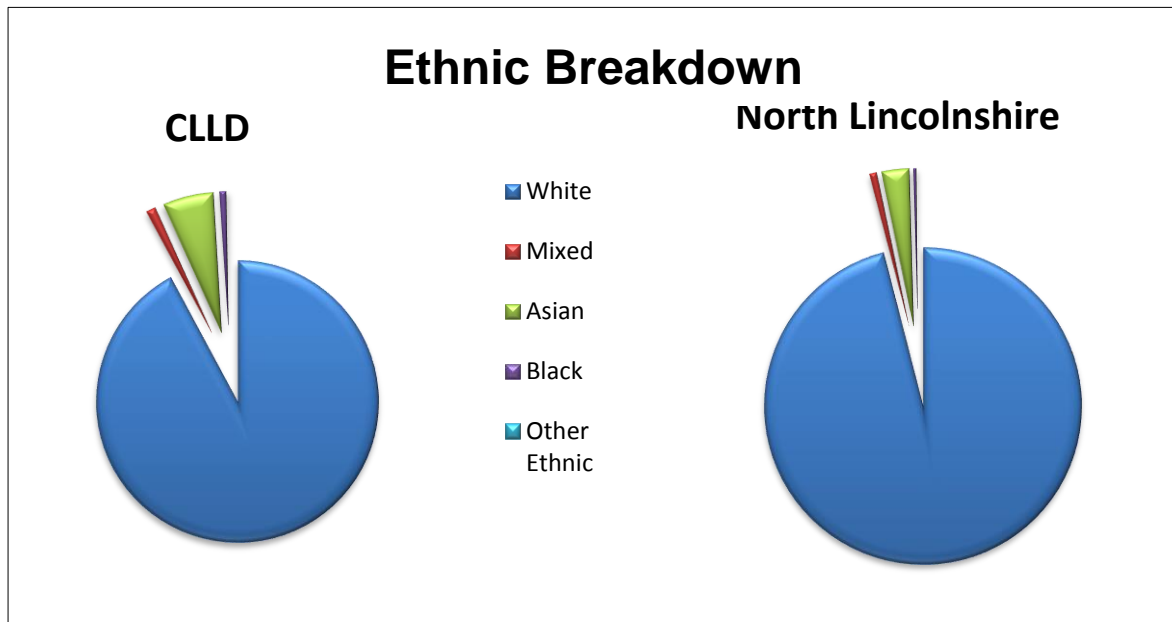


Fig 5: North Lincolnshire Claimant Count

- The 2011 Census showed the skills levels across the CLLD area compared to North Lincolnshire, the Yorkshire and Humber region and England as a whole. The data shows in the CLLD area the number of working aged people qualified up to NVQ Level 1 were the highest compared to the other areas than regionally and nationally. Interestingly, for NVQ Level 3, the CLLD area has a higher proportion of working aged people who are qualified up to NVQ Level 3. However, for working aged people qualified with NVQ 4 and above in the CLLD area the rates are significantly lower than the others.

**Fig 6: Skills Levels**

- The ethnic make-up of the CLLD is mainly of a white population at 92% which is similar to the North Lincolnshire white population of 96%. The next ethnic group being Asian at 5.78% for the CLLD area is higher than 2.82% for North Lincolnshire. Mixed (CLLD 1.13%, North Lincolnshire 0.74%); Black (CLLD 0.68%, North Lincolnshire 0.30%); and Other Ethnic (CLLD 0.25%, North Lincolnshire 0.14%) groups follow.

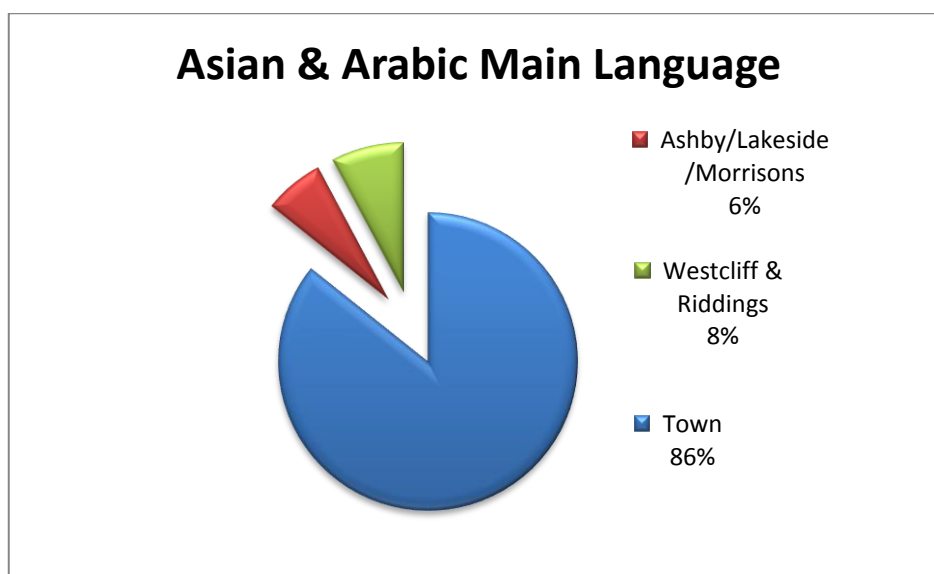
**Fig 7: Ethnic Breakdown**

- Although English is the main language spoken in the CLLD area at approximately 87%, other European (especially eastern European) and Asian languages make up approximately 12% of all languages. The table below illustrates that there is a larger proportion of non-English languages in the North Lincolnshire CLLD area compared to both North Lincolnshire and England (source Census 2011).

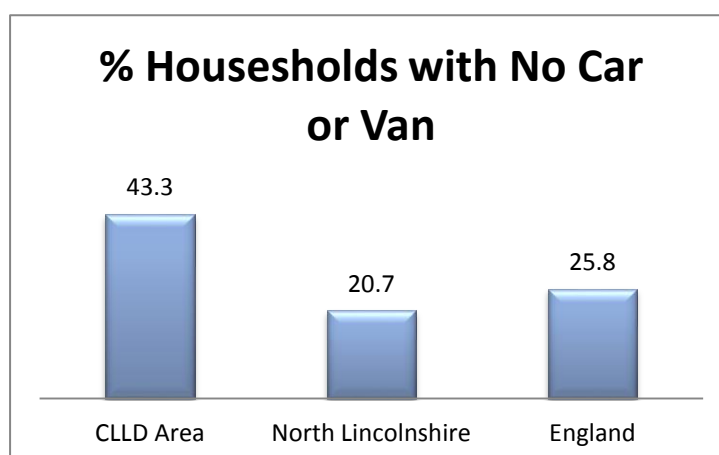
LANGUAGE	CLLD	NORTH LINCS	ENGLAND
English	87.3	95.7	92.0
European (EU Countries)	8.1	2.2	3.1
Asian	3.8	1.3	3.6

Table 3: Language Spoken

- Within the three specific CLLD areas of Scunthorpe (Town, Ashby/Morrisons/Brigg Road, and Westcliff and Riddings) there is a marked difference with Town having a much larger proportion of people whose first language is Asian/Arabic compared to both Ashby and Westcliff areas who both have 96% of the population stating that their first language is English (source Census 2011).

**Fig 8: Asian & Arabic Language Spoken**

- Access to a range of services across the LAG area is generally quite high although some areas do suffer relative levels of isolation in relation to access employment opportunities outside the CLLD boundaries and also due to shift working / public transportation timetable misalignment.
- Difficulties in accessing services and/or employment opportunities is further compounded by the high percentage of CLLD residents having no access to a car or van. This is more than double the about for North Lincolnshire and approximately one third higher than the whole of England.(source, Census 2011)

**Fig 9: No Car or Van Households**

2.3 North Lincolnshire Level

North Lincolnshire's Headline Statistics (Source North Lincolnshire Data Observatory, July 2016):

- 104,300 people aged 16-64 in North Lincolnshire (ONS 2015)
- 73,800 people are in employment
- The average salary for full-time workers is £28,435
- 4,500 people are unemployed
- The claimant count now stands at 2,450
- 2,030 vacant jobs have been posted in the last 3 months
- The mean salary of the job postings was £29,831
- 17.3% of all jobs advertised were for the National Health Service (NHS)

2.3.1 Working Age Population

The working age population (age 16-64) is made up of the employed, unemployed and economically inactive. Everyone of working age falls into one of these categories but nobody can fall within more than one category at the same time. The economically active are those people who are either in employment or unemployed and actively seeking employment.

The table below shows how the three categories of the working age population of North Lincolnshire people are broken down.

	Employed		Unemployed		Economically inactive	
	Number	%	Number	%	Number	%
North Lincolnshire	73,800	71.2	4,500	5.8	25,400	24.5
Yorkshire and The Humber	2,433,600	72.2	160,800	6.2	776,000	23.0
England	25,447,200	73.9	1,394,800	5.2	7,570,400	22.0

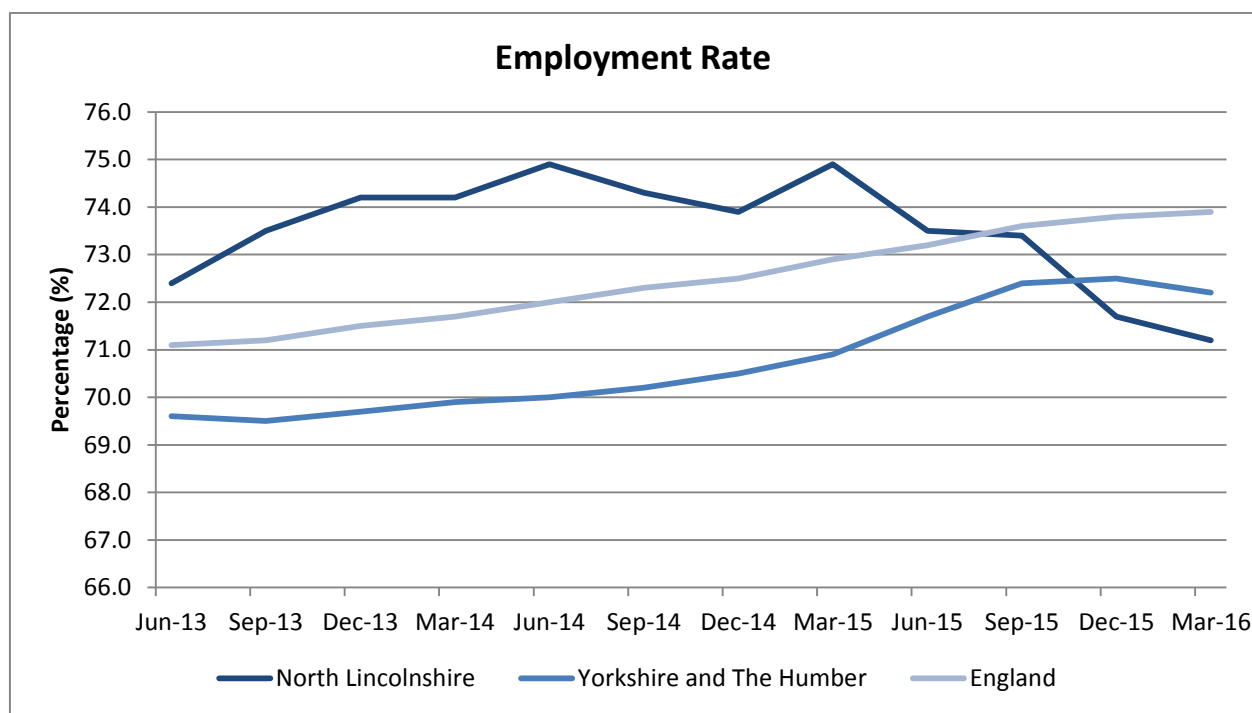
Source: Nomis (Apr 2015 – Mar 2016)

Table 4: Working Age Population

2.3.2 Employed

Anyone doing one hour or more of paid work per week is defined as being employed and is counted in the employment figures. This includes people on Government supported training programmes if they are engaging in any form of work, work experience or work related training. People working without pay (for example volunteers in charity shops) are not included in the employment figures.

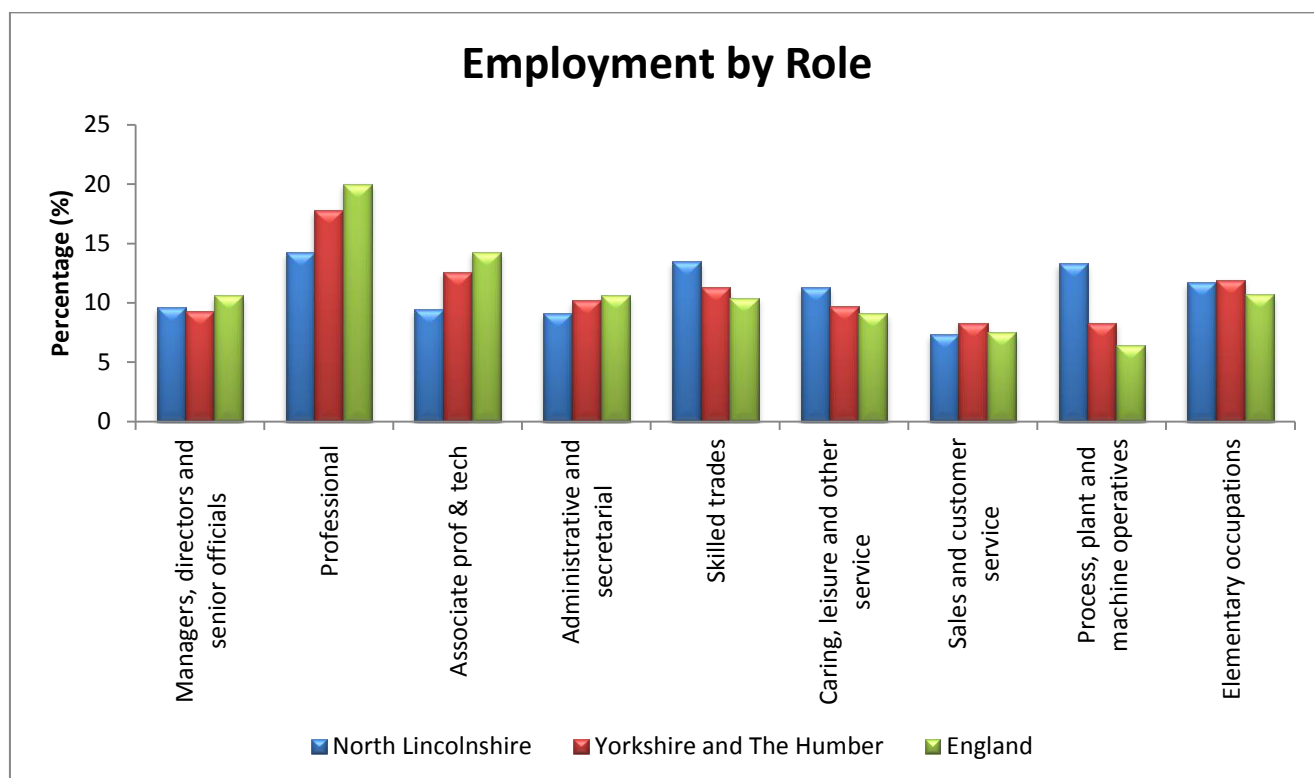
The employment rate is the number of people in employment aged 16-64 expressed as a percentage of all working age people. The employment rate for North Lincolnshire, although it fluctuates, has been consistently higher than regionally and nationally. However in North Lincolnshire in September 2015 figures fell below the national rate and have continued to fall to 71.2%, now lower than the regional rate of 72.2% and the national rate of 73.9%. Nationally the rate has been increasing steadily since June 2013.



Source: Nomis

Fig 10: Employment Rate

Looking at the Employment by Role chart below, it highlights the percentage of process, plant and machine operative that are employed within North Lincolnshire. The figure for North Lincolnshire of 13.3% is more than double the figure for England (6.4%) and is also much higher than Yorkshire and The Humber (8.3%). Skilled trades also employ a high percentage of people in North Lincolnshire. It has 13.5% of people employed in this trade compared to 11.3% regionally and 10.4% nationally.



Source: Nomis (Apr 2015 – Mar 2016)

Fig 11: Employment by Role

Looking at the CLLD LSOA area for the same category of percentage of process, plant and machine operatives, the 2011 Census shows that North Lincolnshire had 12.86% of its working population in this field, compared with Crosby and Park which had a maximum of 27.19% and an average of 22.01%, closely followed by Brumby at 17.09% and Town at 16.97%. This breakdown can be seen in the following table:

Ward Name/LSOA	All People aged 16-74 in Employment (Occupation)	All Managers, Directors and Senior Officials (% of all in employment 16-74)	All Professional Occupations (% of all in employment 16-74)	All Associate Professional & Technical Occupations (% of all in employment 16-74)	All Administrative & Secretarial Occupations (% of all in employment 16-74)	All Skilled Trades Occupations (% of all in employment 16-74)	All Caring, Leisure & Other Service Occupations (% of all in employment 16-74)	All Sales & Customer Service Occupations (% of all in employment 16-74)	All Process, Plant & Machine Operatives (% of all in employment 16-74)	All Elementary Occupations (% of all in employment 16-74)
Ashby E01033296	683	9.66	12.74	10.4	9.37	14.2	9.08	9.37	12.59	12.59
Ashby E01013237	616	5.03	5.03	5.19	8.12	12.18	14.45	10.39	14.45	25.16
Ashby E01013238	781	5.63	6.15	4.74	8.96	15.11	11.91	11.14	16.65	19.72
Ashby E01013240	1051	7.33	9.04	8.47	7.61	13.32	9.71	8.37	17.32	18.84
Bottesford E01013264	900	7.78	11.44	8.44	11.11	16.11	11.33	9.44	11.11	13.22
Brumby E01013278	460	4.35	3.26	7.39	5.65	11.52	13.48	8.26	18.48	27.61
Brumby E01013279	521	5.57	4.99	7.1	6.72	12.48	10.56	10.56	19.96	22.07
Brumby E01013280	676	7.4	10.06	8.14	10.21	10.65	9.32	10.06	15.98	18.2
Brumby E01013281	510	5.1	5.1	6.27	4.9	13.33	12.16	11.37	18.04	23.73
Brumby E01013282	648	7.56	5.86	6.48	8.49	14.51	12.19	11.57	14.35	18.98
Brumby E01013283	531	7.16	6.4	4.14	6.97	11.86	11.68	11.86	18.08	21.85
Brumby E01013284	615	5.85	3.41	6.83	7.48	11.87	11.87	12.2	14.8	25.69
Crosby and Park E0101329	732	6.01	4.92	5.6	4.51	11.48	6.97	7.1	27.19	26.23
Crosby and Park E0101329	1183	6.76	8.71	7.27	8.54	13.44	10.31	8.11	18.26	18.6
Crosby and Park E0101329	536	3.92	5.41	6.72	5.97	14.37	8.4	8.77	18.47	27.99
Crosby and Park E0101329	544	5.15	4.04	4.78	6.8	9.93	11.03	9.38	20.96	27.94
Crosby and Park E0101330	735	5.58	7.89	3.81	5.44	11.7	6.67	5.71	25.17	28.03
Frodingham E01013310	677	4.58	4.28	4.43	8.12	13	13.29	10.49	19.35	22.45
Frodingham E01013311	626	5.27	5.11	3.67	6.71	11.18	13.42	8.95	18.05	27.64
Frodingham E01013312	806	5.83	5.46	5.46	5.83	12.41	10.3	10.92	18.61	25.19
Frodingham E01013313	817	5.26	5.75	6.61	8.81	14.69	10.89	11.14	16.16	20.69
Town E01013330	768	5.34	7.42	7.03	5.47	10.42	6.25	7.16	24.35	26.56
Town E01013331	723	5.39	7.61	7.19	6.36	8.85	10.37	7.47	22.54	24.2
Town E01013332	733	5.87	8.19	6	7.09	13.64	5.73	6.28	22.1	25.1
North Lincolnshire	78101	9.8	12.19	9.61	9.83	13.7	9.55	7.79	12.86	14.66

Source: 2011 Census

Table 5: Employment by Role in CLLD Area

The Annual Survey of Hours and Earnings (ASHE) is the most comprehensive source of earnings information on the structure and distribution of earnings and hours in the UK. It is based on a 1% sample of employee jobs drawn from HM Revenue and Customs Pay as You Earn (PAYE) records. It does not cover the self-employed nor does it cover employees not paid during the reference period.

According to ASHE in 2015 the median gross annual pay for full-time workers in North Lincolnshire was £28,435, significantly higher than the Yorkshire and The Humber figure of £25,105 and slightly higher than the national figure of £27,869.

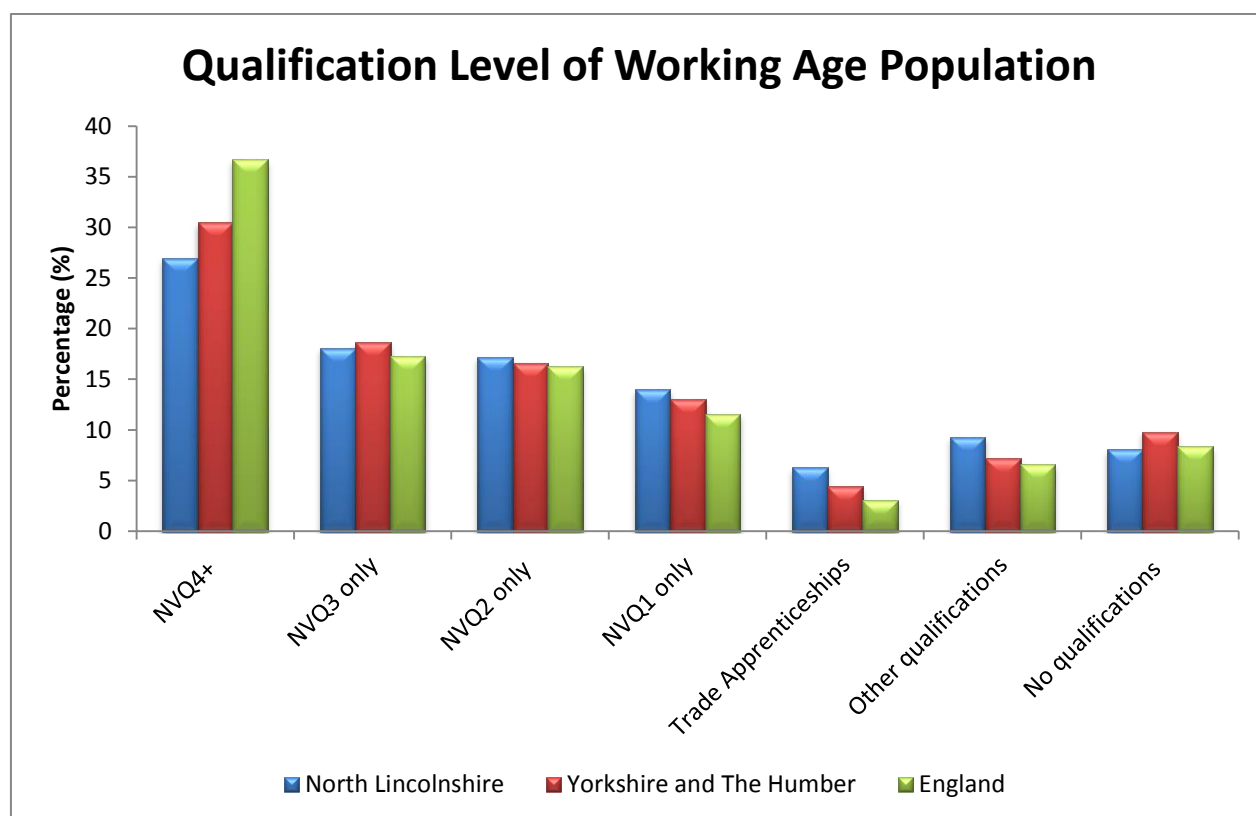
2.3.3 Skills

Recognised qualifications reported on in the UK are:

- **NVQ 1:** 3 or 4 GCSEs grades D-E, BTEC first certificate, Foundation GNVQ.
- **NVQ 2:** 5 GCSEs at grades A*–C, BTEC first diploma.
- **NVQ 3:** 2 or more A' levels, BTEC Ordinary National Diploma (OND).

- **NVQ 4+:** BTEC Higher National Certificate (HNC) or Higher National Diploma (HND), National Qualifications Framework Level 7 to 8, Certificates of Higher Education, one year of full-time study at university, Masters degree
- **Trade Apprenticeship:** Standard – NVQ2, Advanced – NVQ3

27.1% of the working age population have got a qualification of at least an NVQ4 although this figure is lower than regionally (30.5%) and nationally (36.7%). North Lincolnshire has a higher level of people with an NVQ2 qualification than Yorkshire and The Humber and England. At 8.1%, less people in North Lincolnshire have no qualifications than regionally and nationally. However, at 30.9%, of people in employment have a NVQ4+ qualification, more than the average for the working age population.



Source: Nomis (Jan 2015 – Dec 2015)

Fig 12: Qualification Levels

2.3.4 Economically Inactive

Economically inactive people are not in employment but are not counted as unemployed because they have not been looking for work in the last four weeks or they are unable to start work within the next two weeks.

In March 2016 within North Lincolnshire 26.5% of the economically inactive people wanted a job and 73.5% of them did not want a job.

Economic Inactivity Breakdown (%)			
	North Lincolnshire	England	Yorkshire and The Humber
Looking after family/home	26.0	25.6	25.7

Student	20.7	26.2	25.3
Retired	20.2	13.5	13.8
Long-term sick	19.8	21.5	23.3
Other	11.1	10.5	9.4
Temporary sick	2.2	2.3	2.2
Discouraged	N/A	0.4	0.3

Source: Nomis (Apr 2015 – Mar 2016)

Table 6: Economic Inactivity

11,200 people live within North Lincolnshire who aren't currently working would like to. Of these, 22% are unemployed and claiming benefits, 18% are actively seeking work but are not claiming any benefits and 60% would like a job but haven't actively sought work in the last 4 weeks. The 60% will not be captured in official unemployment statistics.

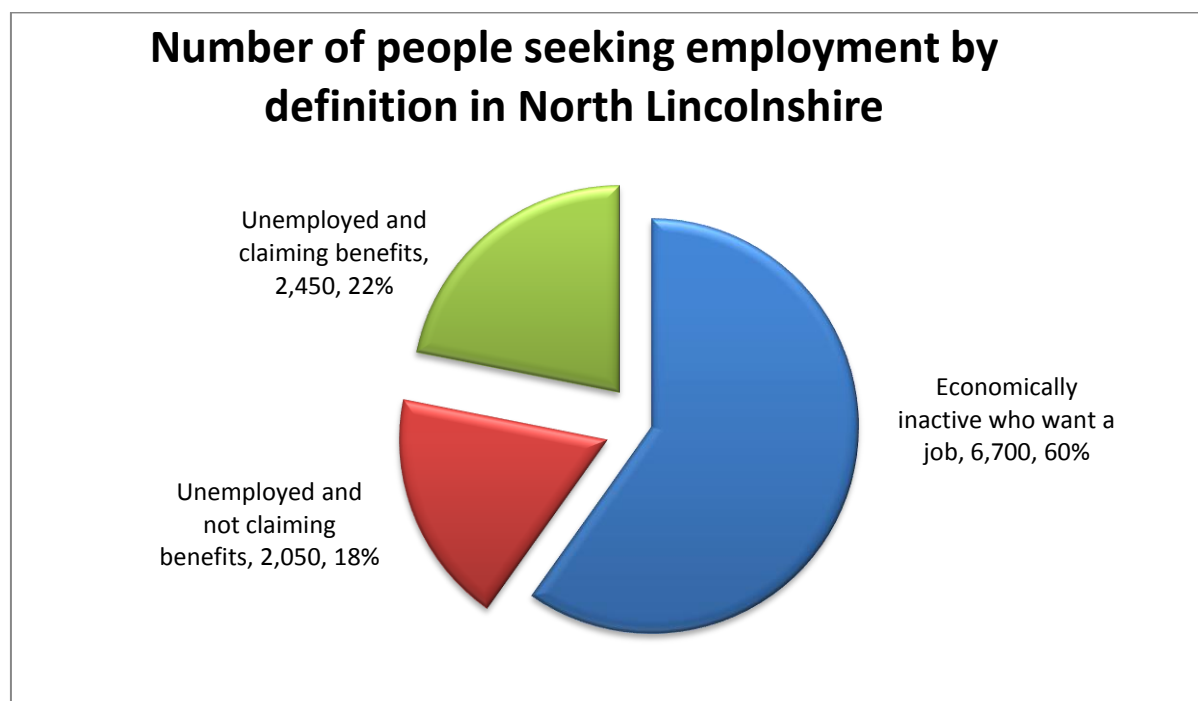


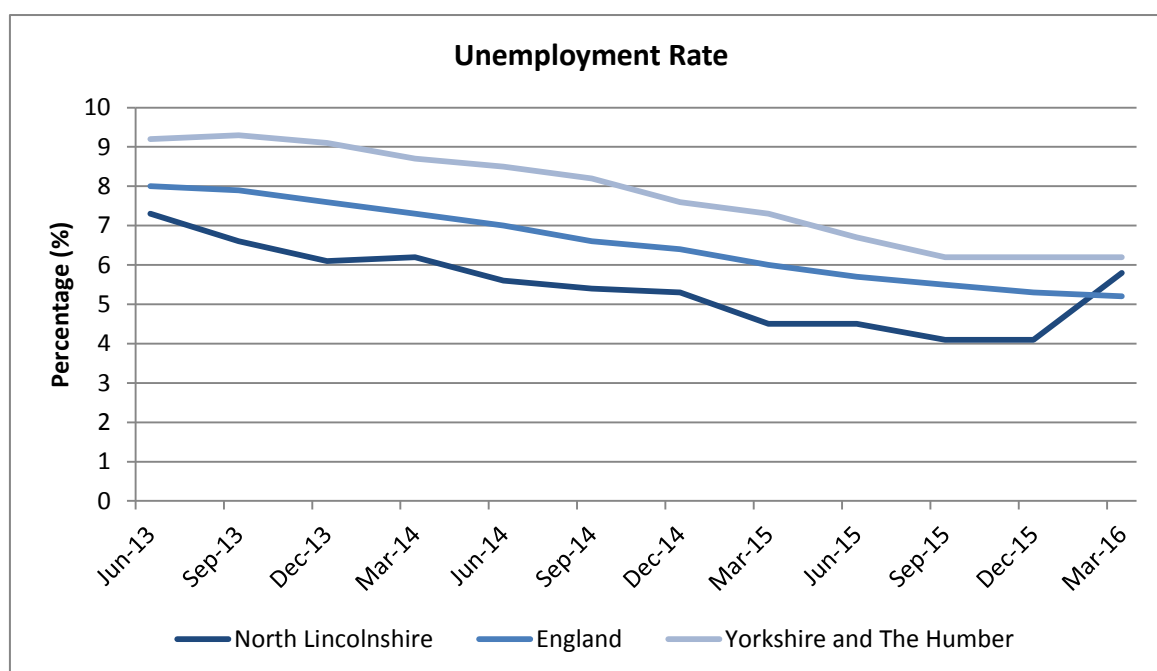
Fig 13: People Seeking Employment

2.3.5 Unemployed

People not in employment are counted as unemployed if they have been looking for work in the last four weeks and if they are able to start work within the next two weeks. It does not matter if the person is looking for a full-time job or a part-time job or whether the person is claiming benefits. The unemployment estimates also include people who are out of work, have found a job and are waiting to start it in the next two weeks.

The unemployment estimates are sometimes confused with the claimant count estimates. A common misconception is that the unemployment figures are a count of benefit claimants and that unemployed people not claiming benefits are excluded from the figures. People who meet the criteria for unemployment are classified as unemployed irrespective of whether or not they claim benefits.

The unemployment rate is the number of unemployed people aged 16-64 expressed as a percentage of the economically active population aged 16-64. The chart below shows how the unemployment rate has changed since June 2013.



Source: Nomis

Fig 14: Unemployment Rate

The unemployment rate in North Lincolnshire has been consistently lower than regionally and nationally for the past couple of years, however since December 2015 there has been a sharp increase in unemployment in North Lincolnshire from 4.1% to 5.8%. The unemployment rate for the two comparator areas has been in decline however over the last 6 months the rate has remained constant for Yorkshire and The Humber and England.

2.3.6 Claimant Count

A new dataset has been released measuring the Claimant Count by sex and age which counts the number of people claiming Jobseeker's Allowance plus those who claim Universal Credit who are out of work. This replaces the number of people claiming Jobseeker's Allowance as the headline indicator of the number of people claiming benefits principally for the reason of being unemployed.

These figures are now the reported headline figures and for North Lincolnshire show there were 2,450 claimants, 2.3% of working aged population, compared to 2.1% regionally and 1.7% nationally in June 2016.

In North Lincolnshire the percentage of population aged 18-24 who are claiming unemployment benefits, at 4.2%, is significantly higher than the regional and national rates of 2.9% and 2.4% respectively.

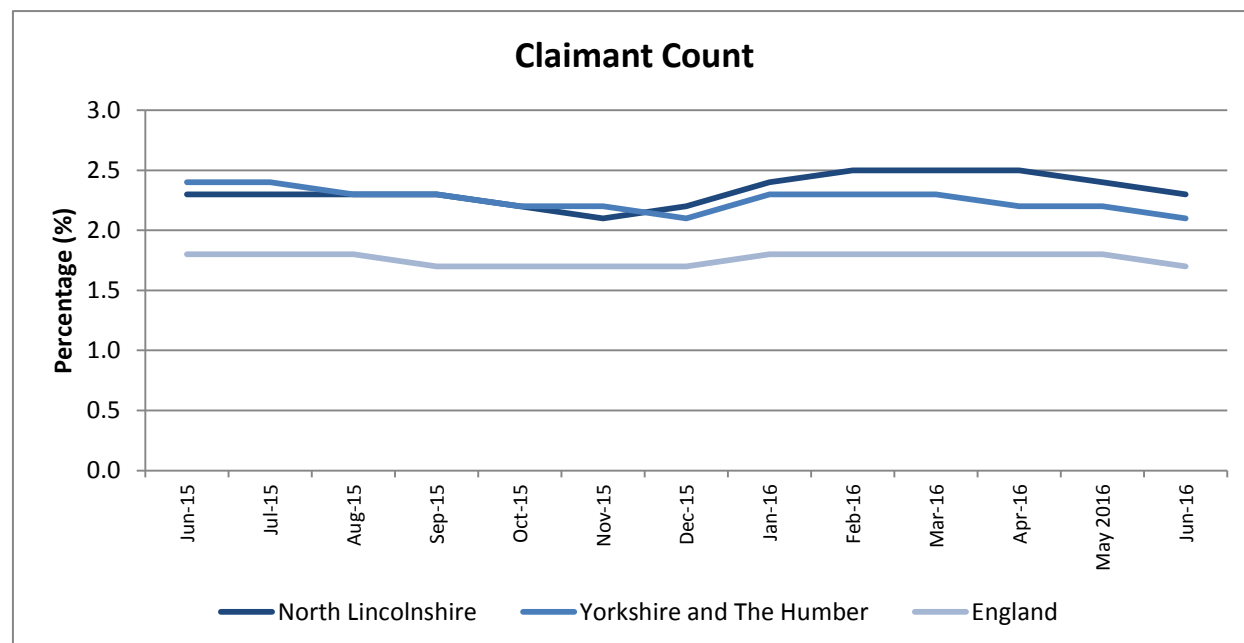
	North Lincolnshire		Yorkshire and The Humber		England	
	Number	%	Number	%	Number	%
All claimants	2,450	2.3	71,860	2.1	590,110	1.7
Aged 18-24	530	4.2	15,290	2.9	117,490	2.4
Aged 25-49	1,305	2.5	40,055	2.3	327,810	1.8

Aged 50+	615	1.8	16,405	1.6	143,835	1.4
-----------------	-----	-----	--------	-----	---------	-----

Source: Nomis (June 2016)

Table 7: Claimant Count

The claimant count in North Lincolnshire over the past year has followed the trend regionally and nationally, after increasing over recent months it is now falling.



Source: Nomis

Fig 15: National Claimant Count

2.3.7 Employment Support Allowance

Employment Support Allowance (ESA) is the out-of-work welfare benefit paid in the United Kingdom to people who are having difficulty finding work because of their long-term illness or disability.

Number of claimants of ESA by age in North Lincolnshire							
Under 18	18-24	25-34	35-44	45-49	50-54	55-59	60+
10	460	870	1,080	740	900	990	850

Source: Nomis (Nov 2015)

Table 8: ESA Claimants

In total there were 5,900 people (5.7% of the working age population) claiming ESA in North Lincolnshire. This is slightly lower than the regional figure of 6.5% however higher than the national figure of 5.6%. When broken down into age band the group with the highest claimants is age 35-44 with 1,080 people claiming. This age band has the highest number of claimants in both Yorkshire and the Humber and England too.

2.4. SWOT analysis of the North Lincolnshire CLLD area

The SWOT analysis has been compiled through consultation events with the local community and partner organisations, together with the results provided from the business survey. Further development of the SWOT has come through analysis provided by the North Lincolnshire Data Observatory. Statistical information has been collated from the 2011 Census and the Annual Population Survey undertaken by ONS.

Strengths

- Scunthorpe benefits from good external transport links having connectivity to strategic road/rail networks, an international airport and the largest trading estuary in the UK by tonnage. This enables local businesses to have easy access to markets both at home and abroad.
- Good business networks exist in the area and businesses are able to benefit from support and advice right across the CLLD area. The North Lincolnshire Business Network for example attracts over 50 businesses to its monthly meeting and businesses can benefit from targeted business support activity.
- Access to level 2 qualifications is the main barrier to employment however North Lincolnshire is performing above the Yorkshire and Humber target.
- A high proportion of residents work locally, meaning economic interventions in the area have a direct impact on local residents.
- There are high levels of working age economic activity. The area's population continues to grow, attracted in part by the area being an affordable place to live.
- 5.4% of North Lincolnshire's working age population have a trade apprenticeship, a figure higher than regionally (4.1%) and nationally (3.3%).
- Strong FE knowledge base (John Leggott College, North Lindsey College, Humber University Technical College) which supports local skills development.
- The area is located within two Local Enterprise Partnerships (Humber and Greater Lincolnshire LEPs) and is well placed to benefit from investments planned in both LEP regions.
- Well established and active voluntary and community sector.

Weaknesses

- Within North Lincolnshire's deprived areas there are high unemployment rates.
- There are pockets of high social exclusion and unemployment in some of Scunthorpe's LSOAs.
- Multiple deprivation in inner urban areas including high levels of child poverty, workless households and health inequalities. These are compounded by troubled families, generational worklessness and a lack of employability skills.
- Low levels of entrepreneurship and low business start-up rate.
- Lack of space for small business start-ups.
- There is a gap in provision of business grants ranging from £1,000 to £5,000 within the eligible areas. Current provision ranges from the UK Steel Enterprise 'Kick start' initiative for micro start-up grants ranging from £500 to £1,000. The next level up financial support is offered by the Tata/British Steel Support Fund with a minimum grant amount of £5,000.
- The area's economy is predominantly based on lower to mid skilled employment and offers few opportunities for professional, scientific or technical business based careers. This means that graduates leave the area to find employment in these sectors and often do not return.
- Low adult skills levels, particularly at levels 4 and above which limits residents' ability to access professional roles with higher salaries
- Inequalities in education, training and employment outcomes and opportunities for young people in some of the most deprived areas could have a long term effect on the competitiveness and resilience of the current and future workforce.
- Local transport connectivity between local communities within the area is seen to be poor. This, together with the fact that the CLLD area has a higher proportion of households with no car or van compared to North Lincolnshire as a whole, restricts access to employment opportunities.
- There are high levels of 'parochialism' where people are unwilling to move out of their local area to gain employment or training.
- Certain areas (especially in the Town geographic area) have a high proportion of residents whose first language is not English. This may cause communication issues

both for those people wanting to move into employment, those wanting to increase their skills levels and also for support agencies/organisations working with the local community.

Opportunities

- The investment in key sectors by both LEPs provides opportunities for small businesses to benefit through local supply chain improvements. For example, smaller businesses might be able to operate 'downstream' from major activity and investment in the area's renewables sector as part of the product and service supply chain. The renewables sector also offers the potential for new business and employment opportunities.
- By working in conjunction with both the Humber and the Greater Lincolnshire LEPs and other initiatives in the area which aim to support local micro and small businesses, CLLD has the potential to provide investment and other opportunities which can fill the gaps in this support and hence further develop productivity.
- There is scope to develop social enterprises to address market failures in the provision of public services in key areas.
- Investment in Scunthorpe town centre totals £35m. This investment includes £11m on the new Humber University Technical College; an office hub for 2,000 workers; up to 300 new town centre dwellings. The development will create around 390 jobs together with 400 construction jobs.
- The Lincolnshire Lakes development will create thousands of jobs between now and 2028, across the sectors of construction, civils, leisure, administration and the service sector. With the creation of 6 villages, leisure facilities and an iconic football arena, there is genuine opportunity to ensure our most deprived LSOAs in the adjacent Westcliff and Riddings locality can benefit. This can help both by virtue of their proximity to the development site, but targeted interventions linked to the council Action Station etc to promote the opportunities for work and training that this £1.2 billion scheme will bring. The new leisure facilities such as the £5m recreational sporting lake will also be within proximity to Westcliff and it is hoped local people from these localities are able to enjoy the full benefit afforded by these new modern facilities.
- The potential benefits of Hull's designation as UK City of Culture 2017 should not be underestimated and North Lincolnshire's CLLD must ensure it has the resources to benefit from the opportunities afforded.
- There are a lot of existing services across sectors for individuals, however these are underused. There is a desire to work more collaboratively and less competitively between sectors.
- Potential to build upon the strong foundations developed by the voluntary and community sector to better promote and achieve social inclusion.
- The North Lincolnshire CLLD Programme has the opportunity to develop and promote sustainability, both financial and environmental, within the local community and economy through its incorporation of sustainable development principles throughout the programme.
- There are a wide range of current and future interventions targeting unemployment and economic activity presenting opportunities for collaboration with CLLD activity.

Threats

- The voluntary and community sector is facing continued financial pressures with funding cuts and declining resources. As such, there may be fewer organisations able to undertake the project animation and support roles as has occurred in the past.
- The manufacturing sector continues to be 'vulnerable to decline' in the face of growing international competition.
- A low skills profile and poor employability skills that inhibit growth.

- Changes in benefits system, for example the transition from Incapacity Benefit to Employment Support Allowance or the implementation of Universal Credit, may lead to additional support being required.
- Although also an opportunity, the high number of current and proposed interventions presents threats of duplication and lack of coordination between partners leading to incoherent response for individuals.

Section 3: Strategy Description

3.1. Intervention Logic

The Local Development Strategy, and in particular the Objectives and Action Plan outlined below, presents a clearly developed response to the needs and opportunities in the North Lincolnshire CLLD Area. An analysis of the local social and economic context, taken together with other key knowledge and intelligence about the local area formed the basis of the SWOT and hence the identification of local needs and opportunities. Key to this understanding was the extensive community and stakeholder consultation highlighted in Section 4 of the LDS. This not only helped refine the SWOT still further adding very local knowledge and information to headline statistics and figures, and in certain instances, redefining what the statistics were able to tell us at a local authority level regarding need, it also heavily shaped the development and prioritisation of the Strategy Objectives. For example, the local context information was able to demonstrate that while the number of ESA claimants in North Lincolnshire is high, it is lower than regional averages suggesting that health related unemployment might not be a high priority for CLLD intervention. Once the public and stakeholder consultation findings were analysed however, it became obvious that the overall figures masked this particular issue in our most deprived communities and addressing health and disability, including mental health as one of the main reasons for long-term unemployment became a key priority for CLLD intervention.

The intervention logic of the North Lincolnshire LDS has also been driven by the use of available funding and the need to prioritise resources to areas where it will have the most impact and not duplicate existing activity. Given the relatively limited amount of funding available for CLLD activity therefore, the decision was taken to focus on a smaller number of key priorities where impact could be maximised rather than trying to address a broad range of objectives which would spread resources too thinly and limit the outcomes which could be achieved.

The overall vision of the North Lincolnshire CLLD Development Strategy is to deliver social regeneration and economic growth in North Lincolnshire's most deprived communities in a way that is joined-up at a local level and coordinated across agencies and departments in a way that has not previously been achieved. The following chapters highlight how the LAG intends to achieve this vision through the delivery of a number of shared objectives and outputs which provide added value to existing and planned activity.

The intervention logic for each of the specific LDS objectives below is set out in more detail in Section 4.

3.2. LDS Objectives

Based on the above Intervention Logic model, the following North Lincolnshire CLLD objectives have been identified. Section 5 of the LDS provides additional detail regarding how the aims and objectives of each will be delivered and the quantified targets and results associated with them.

3.2.1 Priority Objective 1: To address health and disability including mental health as a barrier to employment

Aims:

- To enable individuals for whom their health and disability presents barriers to entry into the labour market, access training and employment opportunities reducing inactivity and unemployment.
- To encourage and support local businesses to recruit individuals with health and disability issues increasing vacancies and reducing economic inactivity.

Targets to be addressed by objective:

ESF Outputs:

- Number of participants
- Participants that are unemployed including long term unemployed
- Participants that are inactive
- Participants over 50 years of age
- Participants from ethnic minorities
- Participants with disabilities

ESF Results:

- Participants in education or training on leaving
- Participants into employment, including self-employment on leaving
- Inactive participants into job search on leaving

ERDF Outputs:

- Number of enterprises supported

Other Outputs:

- Movement from temporary to permanent employment
- Movement from part-time to full-time employment

3.2.2. Priority Objective 2: To support entrepreneurship through pre-start support and support for micro and small enterprises in the CLLD area including social enterprises

Aims:

- To encourage entrepreneurship and increase the number of businesses in North Lincolnshire's most deprived communities providing employment and training opportunities for local residents.
- To support existing micro enterprises to grow and develop increasing employment opportunities and supporting economic development across the LAG area.

Targets to be addressed by objective:

ERDF Outputs:

- Number of enterprises supported
- Number of new enterprises supported
- Employment increase in supported enterprises

- Number of potential entrepreneurs assisted to be enterprise ready
- Square metres of public or commercial building built or renovated in target areas

3.2.3 Priority Objective 3: To support particular disadvantaged groups into labour market participation

Aim:

- To address and remove the specific barriers to labour market participation faced by particular disadvantaged groups particularly, ex-offenders, veterans, women and individuals from BME backgrounds reducing unemployment and social exclusion.

Targets to be addressed by objective:

ESF Outputs:

- Number of participants
- Participants that are unemployed including long term unemployed
- Participants that are inactive
- Participants over 50 years of age
- Participants from ethnic minorities
- Participants with disabilities

ESF Results:

- Participants in education or training on leaving
- Participants into employment, including self-employment on leaving
- Inactive participants into job search on leaving

Other Outputs:

- Movement from temporary to permanent employment
- Movement from part-time to full-time employment

3.2.4 Priority Objective 4: To deliver early intervention activity which will raise aspirations within communities and address worklessness and deprivation

Aims:

- To reduce levels of unemployment amongst young people within the CLLD area by working directly with young people at risk of becoming NEET or not meeting their potential.
- To affect a step change across the North Lincolnshire CLLD communities by raising aspirations of an entire generation of young people thus reducing entrenched worklessness and deprivation.
- To improve the employability skills of young people to ensure they are able to move into employment in the future

Targets to be addressed by objective:

ESF Outputs:

- Number of participants – this objective will work with participants under 18years

ESF Results:

- Participants in education or training on leaving
- Participants into employment, including self-employment on leaving

Other Outputs:

- Number of young people at risk of becoming NEET moving on into positive activities
- Number of young participants gaining employment in local opportunities such as apprenticeship schemes
- Number of businesses engaged in mentoring activity

3.2.5 Priority 5: To stimulate local level collaboration amongst local residents, the public, private and voluntary and community sectors, small businesses and other key stakeholders

Aims:

- To support and increase innovation amongst local businesses to facilitate the development of new products/services/ways of working
- To build social capacity and ensure a coherent approach to CLLD and other activity within North Lincolnshire's most deprived communities
- To ensure the sustainability of CLLD activity following programme completion by creating lasting networks and structures.

Targets to be addressed by objective

ERDF Outputs:

- Number of enterprises supported
- Number of new enterprises supported

Other outputs:

- Number of indirect business beneficiaries
- Number of networks supported
- Number of volunteer hours provided

3.3. ESIF Outputs and Results

ESF Outputs & Results		Number to be delivered in						
		2017	2018	2019	2020	2021	2022	Total
Outputs								
01	Number of participants	250	250	250	200	200	0	1,150
ESF – CO01	Participants that are unemployed including long-term unemployed	150	150	140	140	100	0	680
ESF – CO03	Participants that are inactive	60	60	50	40	30	0	240
04	Participants that are aged over 50	35	40	35	30	30	0	170
05	Participants that are from ethnic minorities	25	30	25	20	20	0	120
ESF – CO16	Participants that have disabilities	60	65	60	50	45	0	280
Results								
	Participants in education or training on leaving	20	20	30	50	50	0	170
	Unemployed participants in employment, including self-employment on leaving	10	20	30	30	20	0	110
	Inactive participants into employment or job search on leaving	30	40	50	50	30	0	200

Table 9: ESF Outputs and Results

ERDF Outputs		Number to be delivered in						
		2017	201/8	2019	2020	2021	2022	Total
C1	Number of enterprises receiving support	25	25	10	5	5	0	70
C5	Number of new enterprises supported	10	10	8	4	3	0	35
C8	Employment increase in supported enterprises	8	10	4	4	4	0	30
P11	Number of potential entrepreneurs assisted to be enterprise ready	20	20	15	10	10	0	75
P12	Square metres of public or commercial buildings built or renovated in target areas	100	100	0	0	0	0	200

Table 10: ERDF Outputs

3.4. Targets, Results and Outputs

The targets, results and outputs above have been calculated in a way to ensure that they are realistic, achievable and deliverable but also deliver value for money. They are primarily based on previous experience of delivering projects of this nature to these particular client groups, together with some interpretation of the CLLD outputs set out in the Humber ESIF strategy. Due to the nature of the client groups which are the focus of the North Lincolnshire LDS, the expectation of employment outputs needs to be tailored accordingly given the amount of support that many will require. In addition, as a result of the focus of some of the LDS objectives, we expect to engage a greater number of individuals from particular client groups e.g. participants that have disabilities, then we do from others.

Section 3.2 above together with Table 17 below demonstrates that certain objectives will deliver a greater number of ESIF defined outputs than others. However, given the intention of the CLLD model and its focus on bottom up community empowerment, it is felt that their inclusion, and the additional outputs identified as a result, contribute to the innovative nature of the LDS and are central to the success of CLLD in North Lincs.

As such, In addition to the outputs identified in the tables above, the North Lincolnshire CLLD strategy has outlined a wider set of outcomes and outputs to measure the success of certain activities against, depending on the objective under which it is funded, and the nature of the project. For example, being in employment could equate to 1 hour per week therefore monitoring part time and full time jobs and those moving from temporary to permanent although not a requirement would give better contextual data. Equally in work poverty is an issue especially with 0 hours contracts therefore understanding this as a problem is as important as finding someone a job. For the more community focussed projects it is envisaged that these additional outputs and outcomes will enable a more robust evaluation at programme closure and will allow the LAG to determine the Social Return on Investment for individual projects, or the programme as a whole. Outputs which will be collected include:

- Movement from temporary to permanent employment
- Movement from part-time to full-time employment
- Number of young people at risk of becoming NEET moving on into positive activities
- Number of young participants gaining employment in local opportunities such as apprenticeship schemes
- Number of young people engaged in aspiration raising activity
- Number of businesses engaged in mentoring activity
- Number of indirect business beneficiaries
- Number of networks supported
- Number of volunteer hours provided

3.5. Consistency, complementarity and synergy

This LDS draws out, via consultation and previous programmes of activity, the key areas (geographically, socially and economically) of need and highlights the activities that will address these areas. However, CLLD can only concentrate on the gaps that other existing programmes cannot reach. In order to avoid duplication but to target additionality, the LDS identified the other main programmes currently working within the locality. The LDS will target different age bands and target beneficiaries, for example, compared to the eligible age bands in the other identified programmes.

3.5.1 ESIF Activity

As part of the ESIF programme, CLLD will also complement current and future ESF and ERDF calls within the 2014-2020 ESIF programme including:

ESF PA1: INCLUSIVE LABOUR MARKETS

1.2 Sustainable integration into the labour market of young people				
To support the rise in the participation age by providing additional traineeship and apprenticeship opportunities.	To engage marginalised 15-18 year olds and support them to re-engage with education or training.	To address the basic skills needs of young NEETS so that they can compete effectively in the labour market.	To provide additional work experience and pre-employment training opportunities to unemployed 18-24 year olds.	To support young lone parents to overcome the barriers they face in participating in the labour market (including childcare).

ESF PA2: SKILLS FOR GROWTH

2.1 Enhancing equal access to lifelong learning		
Increase the skills levels of employed people from the existing level to the next level to encourage progression in employment.	Increase the number of people with technical and job specific skills, particularly at level 3 and above and into higher and advanced level apprenticeships, to support business growth.	Increase the skills levels of employed women to encourage progression in employment and help address the gender employment and wage gap.

ERDF PA3: ENHANCING THE COMPETITIVENESS OF SMES

Investment Priority 3a
Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new firms, including through business incubators.
Investment Priority 3c
Supporting the creation and the extension of advanced capacities for products, services and development.
Investment Priority 3d
Supporting the capacity of Small and Medium Sized Enterprises to grow in regional, national and international markets and to engage in innovation processes.

3.5.2 Building Better Opportunities (BBO)

Building Better Opportunities (BBO) is a National Lottery ESF Co-financed programme. It brings together funding from the Big Lottery Fund and the European Social Fund (ESF) to help tackle the poverty and social exclusion faced by the most disadvantaged

people in England. The North Lincolnshire CLLD area is covered by both the Humber BBO and the Greater Lincolnshire BBO programmes.

- BBO Humber

The Humber LEP BBO will provide £3.2m for the Humber up to October 2019, aimed at beneficiaries aged 25 years and over. The funding will be apportioned over the four unitary authority areas based on total numbers of target beneficiaries. 2 bids to run BBO have been submitted (Humber Learning Consortium and Hull College) with the successful organisation being announced on 28 August. It is anticipated that whatever the outcome of this bid, there will be significant opportunity to link this programme with CLLD activity in North Lincolnshire and further work will be undertaken to work with the successful organisation to ensure specific CLLD projects complement BBO activity.

- BBO Lincolnshire

The Big Lottery Fund and the Greater Lincolnshire LEP have commissioned four projects from the BBO fund as follows:

- (1) Considering employment options
- (2) Engagement into learning
- (3) Money and debt advice
- (4) Supporting the economically inactive

The projects will have a specific focus on those out of work and people who are most at risk of social exclusion. Participants must be unemployed or economically inactive, and legally resident in the UK and able to take paid employment in EU member states

3.5.3 Springboard

Springboard is a Humber wide programme co-ordinated by the Humber LEP which aims to reduce the NEET population by supporting them into training or employment. North Lincolnshire has two Springboard programmes, Springboard A which provides 1-2-1 support for 18-24 year olds, whilst Springboard B works with 16-18 year olds.

Through a dedicated team of Personal Advisors (PAs) in each of the Humber LEP's local authority areas, assisted by a Youth Ambassador, the programme is able to offer:

- One to one support with a dedicated PA to overcome barriers to work/training
- Assistance with finding suitable training and apprenticeships
- Help searching and applying for vacancies
- Support with completing job applications and CV's
- Access to funding

3.5.4 Action Station

The Action Station opened by North Lincolnshire Council aims to raise aspirations, employment and skills across the area. One of the purposes of the centre is to work with people who have been unemployed for a long period of time. It also provides assessment and signposting services to help people get into work in suitable posts.

Drop-in sessions are provided offering support, advice and guidance from:

- Action Station
- Job Club
- Information, Advice and Guidance (IAG) Team

- Armed Forces
- Training providers

3.5.5 Skills Support for Workforce

Funded by ESF via the UK Skills Funding Agency, the focus for the programme is to deliver workplace learning courses to meet individual, employer and regional needs. By upskilling the workforce, the Skills Support for the Workforce programme aims to reduce the risk of long-term unemployment and enhance employee skills and career prospects.

3.5.6 DWP Flexible Support Fund Activity

In North Lincolnshire, Flexible Support Fund Activity is used to support people back into employment and training from the following beneficiary groups:

- People aged 40+
- People with Mental Health Issues
- People with a disability or limiting illness

The initiatives provide 1-1 support for eligible clients through the provision of Progression Advisors who set individual Action Plans and pathways to employment for each client taking into account individual needs and goals.

In North Lincolnshire, these programmes are due to run only until 31st March 2016.

3.5.7 LEADER Programme

The 2014-2020 LEADER Programme runs on similar lines to the CLLD programme. However there is one main difference which is that LEADER funding is only available for businesses in the rural economies of North Lincolnshire.

The Programme is officially launched in November 2015 and runs until March 2020. There is £1.53m available for projects that will create jobs and economic growth in the following areas:

- Priority 1: Support for increasing farm productivity
- Priority 2: Support for micro and small enterprises and farm diversification
- Priority 3: Support for Rural Tourism
- Priority 4: Provision of rural services
- Priority 5: Support for cultural and heritage
- Priority 6: Increasing forestry

There is no overlap between the eligible geographies of the LEADER and CLLD LAGs to avoid duplication of activity. There is the opportunity however, for the two programmes to work cooperatively should this cooperation benefit both programmes, particularly in the creation of networks or sector business support for example.

3.5.8 British Steel Support fund

North Lincolnshire Council on behalf of the British Steel Taskforce is managing a £3m support fund for businesses within the British Steel supply chain and other local businesses in North Lincolnshire, with the aim to help create and safeguard jobs.

There are two strands of support available via the British Steel Support Fund, Grants for Growth and Business Support. Grant funding is available at various investment ratios depending on the support provided, but can cover the following activities:

- Organisational Development and Training
- Capital Investment
- Wage Subsidy for Particular Groups
- Research and Development.

Although the fund is open to all SMEs within North Lincolnshire, the take-up from micro-businesses has been extremely low and therefore it is felt that the CLLD route is preferable to the business as it is less bureaucratic.

3.5.9 Talent Match

Talent Match is targeting young people and young lone parents who are furthest from the jobs market, including those who are completely outside of the benefits, work and training system and facing severe barriers to gaining the skills they need to get into work.

Talent Match will boost opportunities for young people by bringing together partnerships of employers, education providers and others, led by local charities.

The £5.2m investment over 5 years for young people aged 18-24 years old in the Humber area runs up to December 2018.

3.5.10 ESF Community Grants

The aim of the fund is to help unemployed people progress towards employment through access to learning and training opportunities. The fund comprises small grants from £5,000 to £15,000 for voluntary organisations to deliver small employability projects to people aged 18+ years old. Total project cost £2m delivered in both the Humber and the YNYER LEP areas. Funded activities must be aimed at unemployed individuals aged 18 years and over from the hardest to reach communities.

3.5.11 Westcliff Hub Initiative

The overall regeneration project for the Westcliff Precinct will deliver 41 new homes in a range of types and tenure, provide a new retail offer, deliver a scheme which helps to combat and design out crime and deliver a Wellbeing and Enterprise Hub, to become the social heart of the area offering all cross sector services required to tackle the full range of health, social and economic inequalities.

The Hub will be a single storey building managed by a social enterprise and will comprise:

- Reception area offering advice, support and signposting services
- Training rooms including IT facilities, to enable the delivery of job clubs, training, support, advice and personal development
- Managed space for business start-ups including fully equipped managed office space, hot-desking, meeting rooms, training facilities and administrative service for located businesses to utilise.
- Training kitchen for accredited outcomes
- Community bistro
- Flexible area including young people's space

- Pre-school unit

The Hub will create a central focus for support, direction, guidance and facilitate provision for all ages with a key focus on economic outcomes. The Hub is an integral part of the overall regeneration programme for the Westcliff area.

Through the Hub, residents will be supported to gain skills and qualifications, undertake training and increase their employability chances helping them to access good quality employment, to progress into work and/or set up their own enterprises. Residents will be supported to play an active role in the employment market and break the cycle of entrenched unemployment that is currently widespread throughout the area. In turn businesses will be able to access a more skilled local workforce and grow their business. Local businesses will also be able to play a large role within the Hub to drive the skill requirements in the area.

Local businesses will be able to access expert support and advice to help them develop and grow their businesses. Trained business advisors linked with the main stream Economic Development function within North Lincolnshire Council will spend time in the Wellbeing and Enterprise Hub offering support and advice to local businesses. In addition, there will be managed space for business start-ups including fully equipped managed office space, hot-desking facilities, meeting rooms, training facilities and an administration service for located businesses to utilise.

The scheme will have a huge social impact on the area. The aim of the project is to be transformational for one of the most deprived area in England. The potential benefits of the Hub include: increased employment levels, decrease in JSA claimants and long-term unemployed, better health outcomes for local residents, decrease in child poverty, reduced crime and anti-social behaviour, and increased educational attainment.

3.5.12 The North Lincolnshire FaSST Programme

The North Lincolnshire Families are Safe, Supported and Transformed (FaSST) programme aims to work together and build upon families' strengths to break the cycle of disadvantage and develop stronger and more cohesive communities.

The programme supports families to reduce crime and anti-social behavior, improve school attendance and attainment and to support adults to gain employment

The North Lincolnshire FaSST programme is part of the National Government Initiative called Troubled Families which aims to deliver a multi-agency partnership approach to working with the whole family in a new, different and challenging way.

3.6. Equal Opportunities

The LAG has agreed to operate and abide by North Lincolnshire Council's Diversity Policy, which ensures compliance with the public sector equality duty. The policy outlines the principle that all people are valued and respected regardless of personal difference and sets out a Code of Conduct in relation to this and a mechanism for dealing with diversity complaints. The LAG will implement equal opportunities across all of its activities including the delivery of the Local Development Strategy and Annual Delivery.

The Diversity Policy will be included in the LAG Member Induction Pack and the LAG Secretariat will ensure that each member understands the policy and how it applies to all areas of LAG business, including: marketing and communications, meetings and events, general LAG business and ESIF project funding.

Any breach of the policy, or complaint relating to equal opportunities will be investigated by the Council in accordance with the diversity complaints procedure and the results will be provided to the LAG Co-ordinator and LAG Chairman for consideration.

3.7. Environmental Sustainability

The LDS, and all of North Lincolnshire Council's policies, under which the LAG will largely operate, undergo in-depth Integrated Impact Assessments to ensure they meet and deliver sustainable development principles. Key policies such as procurement, recruitment and travel policies have been fully assessed and impacts on four key areas identified and mitigated where possible.

Environmental: transport, natural habitats, built environment etc..	Economic: business, enterprise, learning and employment etc...
Customer and community characteristics: diversity, health, safety, participation and human rights	Statutory: legal, health and safety, finance, risk, procurement, insurance

Table 11: Sustainability Assessment Criteria

The assessment has identified that the proposed Programmes of Activity for North Lincolnshire CLLD largely deliver sustainable community development and provide the social, economic and environmental elements which communities need to thrive. The assessment identified a number of areas in which CLLD in North Lincolnshire will have positive impacts such its potential to improve education, skills and training and health, but also areas where CLLD will have limited impact but which will need to be considered throughout strategic Programme delivery. These areas include:

- Housing
- The built environment
- Community safety
- Natural resources

There is the potential for CLLD projects within North Lincolnshire to complement activity in some of these areas in order to promote sustainable development in our local communities.

In addition to this, the long term sustainability of the Programme will be ensured through project development and assessment procedures to provide confidence that individual schemes and projects have considered the future viability and sustainability of their project, both financially and environmentally.

The North Lincolnshire CLLD LAG will also have regard to the following issues:

- Energy efficiency and renewables: encouraging where practical, projects, which are energy efficient and seek to make use of renewables. For example in terms of capital development, projects should make use of renewable materials and building materials with a high recyclable content.
- Waste management: working hard to ensure that projects effectively address this issue. This will involve asking key projects to set out their proposals for waste management as a discrete aspect of the project application process.

As part of the development of the LAG, members will receive training on sustainability issues to ensure that every individual recognises the importance of promoting and securing projects

3.8. Innovation

Innovation does not just mean new ways of thinking or methods of research. It can mean doing things in a particular way by a particular group/sector that have not done it before. Innovation is about trying ideas out for the first time and, because of this, there is always a risk that it may not be successful in what was originally planned. The North Lincolnshire CLLD programme provides a nurturing environment for the development of innovative projects and processes to tackle the area's key issues. Types of innovation can include new approaches to project development and implementation as listed below:

- The development of whole person/employer approaches to provide integrated solutions for target groups with multiple and complex needs including new approaches to information and data sharing across initiative and organisations.
- The use of ICT to enhance delivery (for example by bringing job vacancies together at a single point)
- Working with social enterprises and local entrepreneurs to open up new employment opportunities
- Working with new target groups including individuals with mental health problems, disabilities, NEET and ex-offenders
- Matching the needs of local individuals with the needs of local employers
- Creating new networks or partnerships (both business and community based).

Innovation best practice will be disseminated via partnership working (for example, via the Humber Technical Assistance Partnership, North Lincolnshire Business Network, Funding Advice Workers Network); on-line via www.northlincs.gov.uk and www.investinnorthlincolnshire.co.uk; and through an evaluation report to be commissioned at the end of the programme.

Section 4: Community Involvement and Consultation

The North Lincolnshire CLLD LAG is committed to developing a strategy that meets the needs of the local community and is transparent and bottom-up in its delivery. As such, this Local Development Strategy has been developed with extensive community and stakeholder engagement to ensure wider ownership and endorsement. Consultation has taken place with a wide range of individuals, businesses and stakeholder organisations using a variety of methods, over a number of months. Community involvement and consultation has been broadly undertaken with three specific stakeholders:

4.1. Community Consultation across the proposed CLLD LAG Area

This element of the consultation was undertaken by Voluntary Action North Lincolnshire (VANL) with the aim of both identifying and understanding the views of people most distant from the labour market living within the proposed LAG area in relation to potential CLLD activity, and also to promote the Local Action Group element of CLLD and its purpose and function in taking the community-led process forwards. The following methods were used throughout this process:

- 1 to 1 street based research undertaken at key locations across the LAG area
- Meetings with small groups of adults who would be eligible for CLLD support including people with complex needs including in recovery from an addiction, people with health conditions, people with an offending history or a combination of the above
- An on-line co-designed questionnaire distributed through facebook and also Job Centre Plus

As well as reviewing the proposed North Lincolnshire CLLD LAG area to confirm it met the needs of local communities, the range of methods used above enabled the collation of views and opinions which have significantly influenced the analysis of needs within the strategy, including the SWOT and the prioritised action plan. Individuals were consulted on a number of issues pertinent to the formation of the LDS including:

- What problems do you think stop people from being ready for work?
- What might help people get ready to start work?
- What would make the biggest difference to help improve your skills and get the job you like?

A number of key themes priorities and themes emerged from this research and these have been used extensively in the formation of the strategy and action plan. A full copy of the final research report produced by VANL is available upon request.

4.2. Business consultation and engagement

The involvement of the private sector in the CLLD development phase, and on the Local Action Group has been a key priority throughout the process. Business consultation and engagement has been undertaken using a variety of methods including:

- CLLD presentation at the North Lincolnshire Business Network (NLBN) at which 40 small businesses were present.
- Face to face meetings with local businesses and entrepreneurs to discuss the CLLD process, the issues small businesses face what might be done to address some of these issues.

- An on-line business survey promoted through Facebook and twitter, and through the NLBN to reach as many businesses as possible within the CLLD area.

As with the community consultation, this process saw the emergence of a number of key priorities specific to the business community which have been used to inform the priority objectives and action plan as identified below.

4.3. Partner organisation engagement

Extensive consultation has been undertaken with key partner organisations from both the voluntary and community, and the public sector to garner the views of those individuals and organisations who work directly within the most deprived community and who are subsequently best placed to represent the views and needs that exist there. This engagement has also led to the formation of a functioning Local Action Group to oversee the delivery of CLLD activity going forward. This engagement has been undertaken in a number of stages:

- Initial engagement workshops undertaken in September 2015 by VANL at various locations across North Lincolnshire. It is encouraging that there appears to be some triangulation between these initial findings and the results of the wider consultation undertaken later.
- Partner engagement workshops undertaken at the end of May 2016 to build upon these initial workshops, develop the finding and emerging priorities and introduce the concept of the LAG.
- A number of successive LAG workshops at which the emerging issues and priorities have been developed and refined in order to directly shape the Objectives and resulting Action Plan.

Findings from the consultation have been collated and used to create a draft set of local priorities under the ESIF CLLD themes. A final workshop was organised to consolidate the findings and ensure the local priorities identified were the correct ones for the CLLD communities of North Lincolnshire. The following individuals and organisations have been involved in the development of the Local Development Strategy:

- North Lincolnshire Council
- Humber LEP
- Greater Lincolnshire LEP
- Voluntary Action North Lincolnshire
- North Lincolnshire Business Network
- North Lindsey College
- DWP/Job Centre Plus
- E-mentor
- Westcliff Drop-in Centre
- Crosby Community Association
- The Guinness Partnership
- Ongo
- Youth Engineering Scunthorpe
- Raspberry People
- Evolve BD
- Carlton Education
- Admin Centre
- North Lincolnshire Credit Union
- Crosby Employment

- ACTA CIC
- Humberside Fire and Rescue

Community involvement will continue into the implementation and delivery of the LDS. The LAG Coordinator will be a highly visible and accessible resource to the eligible communities of North Lincolnshire CLLD and contact details of how to get in touch will be widely publicised through the marketing and communications activity undertaken throughout the programme. The Local Development Strategy will be shared with members of the community on request, and once approved, will be available for download on both North Lincolnshire Council www.northlincs.gov.uk and Invest in North Lincolnshire www.investinnorthlincolnshire.co.uk websites, together with all other relevant information, documents and publications.

Section 5: North Lincolnshire CLLD Priorities and proposed local activity

CLLD is about innovation and achieving results that bring about lasting change. The first step usually involves building the capacity and resources of local communities to take initiative. CLLD can also be used to cover some of the small scale investments in infrastructure that are pre-conditions for innovation and further development. But these are generally a means to an end. The participative, multi-stakeholder approach of CLLD leads to a different “demand” or “needs-led” way of looking at challenges, which connects the experience of users to the more specialised knowledge of different types of providers. CLLD can go beyond the “usual suspects” to generate new ideas and finance the small “seed” and pilot projects required to test these out in practice. When successful these projects can also lever in more mainstream private and public funds.

5.1 Priority Objective 1: To address health and disability including mental health as barrier to employment

Aims:

- To enable individuals for whom their health and disability presents barriers to entry into the labour market, access training and employment opportunities reducing inactivity and unemployment.
- To encourage and support local businesses to recruit individuals with health and disability issues increasing vacancies and reducing economic inactivity.

5.1.1 Intervention logic

Although the proportion of working age people claiming ESA across North Lincolnshire is below that in the wider Humber region, both community and stakeholder consultation has identified health issues, including mental health and disability, as being one of the main barriers to employment for individuals living in our most deprived communities, particularly for those furthest away from the labour market. In fact, during the face to face consultation undertaken by VANL in these communities, poor health was cited as the top problem preventing people being ready for work. In addition, as highlighted in the SWOT above, changes to the benefit system means that more people with health conditions and disabilities are seeking employment and it is felt that these individuals often require significant support to enable them to do this.

In addition, it was felt that businesses need to be supported to recruit people with particular health conditions as most, particularly micro enterprises do not have the capacity or experience to offer people the support they need and are therefore reluctant to take that ‘risk’.

As such, this priority offers an excellent opportunity to deliver the integrated, multi-fund approach supported by CLLD at the very local level involving clusters and networks of employers who could work collaboratively to offer people the opportunities they require. The package of activity outlined below intended to support both the individuals facing particular barriers to employment but also supporting businesses to recruit people with a range of disabilities and health conditions through the provision of business mentors for example who might engage with economically inactive people, many of whom will have multiple barriers; and prepare them for employment through the use of a range of activities that build their confidence and skills to move towards sustainable employment. This priority will also encourage organisations to adhere to the principles of a high quality work progression model,

which emphasises the development of the individual, not just to equip them for today's job, but also to provide them with the skills to compete in an ever changing labour market.

The Humber ESIF Strategy has highlighted activities under Thematic Objective (TO) 9 Sustainable Communities and Social Innovation Programme to address pockets of persistent poverty, remove barriers to employment, and support active inclusion.

The Strategy highlights provision is needed to improve employability by promoting active inclusion and combating discrimination in a holistic and integrated way; undertake early action before problems become entrenched; deliver outreach activities and access to locally provided services; and partner in delivery of bespoke skills and training for those not currently accessing them.

The intention is not to provide 1-1 mentoring support for individuals as it is felt that this provision already exists in current and planned provision such as Springboard and BBO Programmes, but to encourage projects which target specific barriers faced by individuals including sustainable mental health and well-being support and strongly link this activity to the business support packages.

5.1.2 Local programme of activity

Activity	Target Beneficiaries	ESF Funding	ERDF Funding	KPIs
Provision of interventions which target particular health and disability issues acting as barriers to labour market participation	<ul style="list-style-type: none"> Participants that are unemployed Participants that are inactive Participants aged over 50 Participants that have disabilities Participants from ethnic minorities 	✓		250 120 70 160 30
Support for existing businesses to employ people with health problems and disabilities e.g. Business Mentors	<ul style="list-style-type: none"> No of SMES and micro enterprises within target area Employment increase within supported enterprises 		✓	10 5
Support activities for eligible individuals to sustain them in new employment/training environments	<ul style="list-style-type: none"> Participants that are unemployed Participants that are inactive Participants aged over 50 Participants that have disabilities Participants from ethnic minorities 	✓		110 50 40 70 10
Financial support packages to incentivise business to employ/provide work	<ul style="list-style-type: none"> No of SMEs and micro enterprises within the target 		✓	25

experience opportunities for people with a range of needs	area <ul style="list-style-type: none"> • Employment increase within supported enterprises 			5
Sustainable transport schemes to support people with disabilities access labour market opportunities	<ul style="list-style-type: none"> • Participants that are unemployed • Participants that are inactive • Participants aged over 50 • Participants that have disabilities • Participants from ethnic minorities 	✓		80 20 30 50 10
ESIF INVESTMENT		£277,000	£110,000	
TOTAL ESIF		£387,000		
Match Funding		£279,000		
TOTAL Package Investment		£666,000		
% of LDS resources		29.64%		

Table 12: Priority Objective 1 Programme of Activity

5.1.3 Links to Other Activity

- Springboard programmes - Mental health has been identified as key barrier to employment for young people however interventions targeting this are limited or very short term
- BBO Programmes – Although BBO programmes will offer support for this particular beneficiary group, it is felt that the provision of targeted interventions rather than 1-1 mentoring support offers the potential to add value to these programmes
- FSF programmes – These programmes are due to finish in March 2016 and CLLD provides an excellent opportunity to build on this activity and provide continued support for clients who may be nearer the labour market as a result.

5.1.4 Targets, Results and Outputs

The above package of activity delivers a range of ESF and ERDF outputs representing the multi-fund approach to this priority. As this priority aims to deliver the largest proportion of available LDS resources, the number and range of ESIF outputs to be delivered across the range of activities reflects this. As would be expected given the focus of this objective, it delivers a greater number of outputs targeting people with disabilities than other objectives within the Action Plan

5.2 Priority Objective 2: To support entrepreneurship through pre-start support and support for micro and small enterprises in the CLLD area including social enterprises

Aims:

- To encourage entrepreneurship and increase the number of businesses in North Lincolnshire's most deprived communities providing employment and training opportunities for local residents.

- To support existing micro enterprises to grow and develop increasing employment opportunities and supporting economic development across the LAG area.

5.2.1 Intervention logic

Both the Humber and the Greater Lincolnshire LEPs outline comprehensive support packages for Small and Medium sized Enterprise (SME) support in both their SEPs and European Structural and Investment Fund (ESIF) strategies and as such, the LAG has identified a number of areas where CLLD activity can align with, but also provide added value to these strategies. LEP investment in SMEs has the potential to benefit a large number of businesses in North Lincolnshire but perhaps will not target the micro enterprises vital to the economy of Scunthorpe's most deprived areas, especially those outside of the priority sectors of the LEPs. These very small businesses and business start-ups have the potential to bring innovation and creativity to the economy and it is vital that they are given the opportunity to thrive. By targeting and supporting these micro enterprises, CLLD could be an important part of the business support package available across North Lincolnshire.

Service and retail businesses in particular could benefit from CLLD investment. Deemed ineligible by some other funding streams, they are essential components of the local economy as they provide the services and facilities which are vital to the sustainability of the highlighted eligible areas communities. It is also important however that CLLD investment in this area complements the LEP focus on certain sectors, and other available funding packages such as Tata/British Steel Support Fund, and may have a part to play in ensuring that small businesses are able to benefit from the opportunities afforded by the huge level of investment planned for the renewable sector, or infrastructure for example.

This objective aims to facilitate the development of a network that connects businesses and seed entrepreneurs to examine and actively support diversification and innovation opportunities. Both the statistics and the SWOT highlight low numbers of start-up businesses within North Lincolnshire and this package of activity is intended to address this. However, the intention is also to ensure that these businesses remain sustainable post CLLD activity. It is about supporting equality of opportunity for all eligible area residents and realising the potential of every individual to be enterprising and to make a difference. This objective is also about energising the local economy through innovation. Creating a culture of creativity and entrepreneurship, offering the right, specialist support where it is needed and providing a test bed for new ideas before they are taken to market. It is about safeguarding communities and future-proofing the economy. For example, community entrepreneurship projects will create initiative and change leaders within the community, build a capacity for seeking and recognising opportunity, and build a capacity for accepting risk and taking decisions.

Other key outcomes of the SWOT and consultation which influenced the package of activities set out below include the availability of funding at the right level for micro and small businesses, and the desire to employ individuals from local communities with the right skills. Many businesses have expressed a need for capital equipment purchase; accreditation award provision, assistance with marketing via social media/websites etc which they need to be able to grow and take on local labour.

5.2.2 Local Programme of Activity

Activity	Target Beneficiaries	ESF Funding	ERDF Funding	KPIs
Pre Start-Up Support for micro enterprises and local entrepreneurs	<ul style="list-style-type: none"> P11 – number of potential entrepreneurs assisted to be enterprise ready C5 – No of new enterprises supported 		✓	40 35
Provision of flexible incubation support for micro enterprises and entrepreneurs tailored to local needs	<ul style="list-style-type: none"> C1 – number of enterprises receiving support P12 – Sq m of public or commercial buildings built or renovated in target areas 		✓	10 200sqm
Small business grant schemes to enable business growth	<ul style="list-style-type: none"> C1 – number of enterprises receiving support C8 – employment increase in supported enterprises 		✓	20 10
Community Entrepreneurship schemes	<ul style="list-style-type: none"> P11 – number of potential entrepreneurs assisted to be enterprise ready 		✓	35
Funding for individual training projects which link business need to the local labour market	<ul style="list-style-type: none"> C1 – number of enterprises receiving support C8 – employment increase in supported enterprises 		✓	5 10
ESIF INVESTMENT			£331,000	
TOTAL ESIF		£331,000		
Match Funding		£242,000		
TOTAL Package Investment		£573,000		
% of LDS resources		25.5%		

Table 13: Priority Objective 2 Programme of Activity

5.2.3 Links to Other Activity

- Skills Support for the Workforce – The SSW was designed to provide free bespoke, in-house training to enhance the skill sets of workers aged over 19 in SMEs in the chemicals, ports and logistics, food and agriculture, renewables, construction, engineering and manufacturing, creative digital, tourism, and health and social care sectors were eligible. The CLLD programme will build on the success of SSW, but will

concentrate on micro businesses and look at other sectors more pertinent to the CLLD locale.

- ERDF PA3: Enhancing the Competitiveness of SMEs – CLLD will again concentrate on the micro businesses and businesses more prevalent within the CLLG geographic area. These businesses are mainly manufacturing/light industrial and therefore have not traditionally been target SMEs for ERDF programmes.

5.2.4 Targets, Results and Outputs

In order to avoid the duplication of LEP activity, the majority of investment under Priority Objective 2 will be for micro and smaller enterprises where grants are more likely to lead to business growth rather than large numbers of direct job creation. This is based on North Lincolnshire Council's experience of delivering a micro grant scheme under the Regional Growth Fund.

This Priority Objective is where the majority of ERDF funding is focussed and hence delivers the greatest proportion of ERDF outputs.

5.3 Priority Objective 3: To support particular disadvantaged groups into labour market participation

Aim:

- To address and remove the specific barriers to labour market participation faced by particular disadvantaged groups particularly, ex-offenders, veterans, women and individuals from BME backgrounds reducing unemployment and social exclusion.

5.3.1 Intervention logic

Although the evidence from the data analysis and subsequent SWOT identifies the high level of unemployment and economic inactivity in the CLLD target area, few initiatives focus on the specific barriers to employment faced by particular disadvantaged groups such as ex-offenders and BME communities, both of which were issues highlighted strongly throughout the community and stakeholder consultation process. For example, as highlighted in the SWOT, certain areas of the CLLD target community have a high proportion of residents whose first language is not English which may cause communication issues for those wanting to move into employment or increase their skills levels. While there are a number of providers offering ESOL courses to address this, this first involves a step from economic inactivity which many individuals may not be ready for. As a result, additional engagement activity will be supported under this objective in an attempt to reach those furthest from the labour market with specific and complex barriers.

A number of the identified groups also face particular skills challenges, such as ex-offenders or ex-veterans and the package of activities is intended to address this in a way which connects individuals to local businesses who are able to offer accessible opportunities. The Skills for Growth Programme will address some of these issues however this focusses on individuals who already hold a particular level or type of skills to aid progression, and not necessarily the specific skills needs who face exclusion from the labour market due to their background and experiences.

The LAG feels that by addressing the specific employment and skills issues of these marginalised groups, the economic and social capital of North Lincolnshire's most deprived

communities will be developed in a way that promotes cohesion and sustainability. It will involve supporting these groups to find and access satisfying employment where many of the barriers which relate to isolation, exclusion and poverty are broken down.

5.3.2 Local Programme of Activity

Activity	Target Beneficiaries	ESF Funding	ERDF Funding	KPIs
Engagement activity to further understand the complex and specific needs of these groups in terms of barriers to the labour market	<ul style="list-style-type: none"> Participants that are unemployed Participants that are inactive Participants aged over 50 Participants that are from ethnic minorities 	✓		100 30 10 30
Interventions that address the more complex barriers which exist for such groups including housing support, language and cultural barriers	<ul style="list-style-type: none"> Participants that are unemployed Participants that are inactive Participants aged over 50 Participants that are from ethnic minorities 	✓		100 20 10 20
Provision of skills programmes which support re-skilling and up-skilling to meet the needs of local employers	<ul style="list-style-type: none"> Participants that are unemployed Participants aged over 50 Participants that are from ethnic minorities 	✓		40 10 20
ESIF INVESTMENT		£210,000		
TOTAL ESIF		£210,000		
Match Funding		£140,000		
TOTAL Package Investment		£350,000		
% of LDS resources		15.58%		

Table 14: Priority Objective 3 Programme of Activity

5.3.3 Links to Other Activity

- Local Projects such as Empower which supports ex-offenders in to employment by offering 1-1 support and Talent Match for lone parents, do exist to address some of the issues identified above although these are only targeted at a small number of these disadvantaged groups and are limited in scope due to funding. The proposed activity would complement these local schemes where they do exist and provide additional support where necessary
- BBO – BBO activity can be used to support the above identified groups but does not focus on these specifically and perhaps does not have the scope to address some of the more complex barriers such as housing.

5.3.4 Targets, Results and Outputs

The number of outputs attributed to this Objective reflects the amount of investment allocated to it, together with the complex nature of the potential client group. The engagement activity will not necessarily deliver the numbers into work that perhaps some of the other Objectives will, however it is seen as vital in affecting change within many of these communities.

5.4 Priority Objective 4: To deliver early intervention activity which will raise aspirations within communities and address worklessness and deprivation

Aims:

- To reduce levels of unemployment amongst young people within the CLLD area by working directly with young people at risk of becoming NEET or not meeting their potential.
- To affect a step change across the North Lincolnshire CLLD communities by raising aspirations of an entire generation of young people thus reducing entrenched worklessness and deprivation.
- To improve the employability skills of young people to ensure they are able to move into employment in the future

5.4.1 Intervention Logic

Within North Lincolnshire's most deprived communities, community consultation identified high levels of 'parochialism' and a lack of aspiration amongst some residents. People expressed an unwillingness to move out of their local area to gain employment and stakeholder consultation identified that this lack of aspiration is an issue that becomes entrenched early in life, particularly in certain families with long term unemployment and chaotic lifestyles. The proposed package of activity outlined below aims to link a generation within these communities to the aspirational opportunities that exist within the area such as the Able Marine Energy Park and the Lincolnshire Lakes development as outlined in the SWOT.

The majority of other existing and planned initiatives identified throughout this strategy target beneficiaries who are 16years+ and who are already NEET or unemployed and face multiple barriers to labour market participation. The inclusion of early intervention and aspiration raising activity which targets the younger residents of the CLLD target population is seen as vital to the success of the entire strategy and to affecting a step change throughout these communities which will be sustainable long-past the completion of CLLD activity.

This early intervention provides specific value for money by targeting young people in a proactive way and removing the need to provide reactive interventions across a range of services including education, health and criminal justice once issues become entrenched. These do, in the end, require huge amounts of resources which can be better spent on prevention.

5.4.2 Local Programme of Activity

Activity	Target Beneficiaries	ESF Funding	ERDF Funding	KPIs
Activity specifically targeting young people at risk of becoming NEET or not reaching their full potential	<ul style="list-style-type: none"> No of young people at risk of becoming NEET moving into positive activities No of young participants gaining local opportunities 	✓		75 25
Provision of aspiration raising activity	<ul style="list-style-type: none"> Number of young people engaged in aspiration raising activity 	✓		150
Specific, targeted employability activity for young people in these deprived communities	<ul style="list-style-type: none"> Participants engaged in employability activity 	✓		150
Business mentor schemes to link young people to the local labour market	<ul style="list-style-type: none"> No of businesses engaged 	✓		20
ESIF INVESTMENT		£100,000		
TOTAL ESIF		£100,000		
Match Funding		£67,000		
TOTAL Package Investment		£167,000		
% of LDS resources		7.43%		

Table 15: Priority Objective 4 Programme of Activity

5.4.3 Links to other Activity

- FaSST – This Objective will have strong links to the local FaSST programme which works with troubled families across North Lincolnshire. Cross referral will help identify where the two priorities can complement each other
- There are key links with initiatives such as Springboard and Talent Match which work with young people aged 16yrs+. This CLLD Priority objective allows activity to take place prior to this to work with young people at risk of becoming NEET, but also to affect a step change within across the communities by raising aspirations of an entire generation.

5.4.4 Targets, results and outputs

This Objective will not target traditional ESF beneficiaries as it aims to prevent young people at risk of becoming NEET doing so, and raising aspirations for young people and their families from within these communities. The number and type of outputs identified with this priority will

not deliver high numbers of beneficiaries into employment within the 5 year programme, but will have a dramatic effect on preventing young people from becoming unemployed/inactive in the first place and break the cycle. These 'softer' outputs and outcomes will be assessed via the Social Return on Investment (SROI) method. Further details of SROI can be found in Section 6.4.

5.5 Priority 5: To stimulate local level collaboration amongst local residents, the public, private and voluntary and community sectors, small businesses and other key stakeholders

Aims:

- To build social capacity and ensure a coherent approach to CLLD and other activity within North Lincolnshire's most deprived communities
- To ensure the sustainability of CLLD activity following programme completion by creating lasting networks and structures.

5.5.1 Intervention Logic

As the SWOT identifies, there are a number of opportunities to stimulate local level collaboration as part of the CLLD process in order to support innovation, and enable more effective, joined up delivery. As the information contained in this strategy highlights, there is a wide range of current and future skills and employment activity planned for the area and it is felt that collaboration and partnership working is vital to avoid duplication and ensure a seamless customer journey for beneficiaries, particularly in the early stages of CLLD activity.

There also exists the potential to build on existing business and voluntary and community sector networks to better promote and achieve social inclusion and integration.

5.5.2 Local Programme of Activity

Activity	Target Beneficiaries	ESF Funding	ERDF Funding	KPIs
Collaboration and networking activity to promote enterprise innovation amongst local businesses	<ul style="list-style-type: none"> • 01 – Number of participants 	✓		50
Collaboration activity which enables organisations to become more sustainable and less reliant on grant funding	<ul style="list-style-type: none"> • Number of volunteer hours 	✓		Reduction in grant funding dependency
Networking activity to build social capital and encourage local participation in local governance	<ul style="list-style-type: none"> • Networks created 	✓		Increase in local participation
ESIF INVESTMENT		£40,000		
TOTAL ESIF		£40,000		
Match Funding		£26,000		
TOTAL Package Investment		£66,000		
% of LDS resources		2.94%		

Table 16: Priority Objective 5 Programme of Activity

5.5.3 Links to other activity

Existing networks can be formalised and developed as part of this process to ensure they have clear, smart objectives related to CLLD. These include the North Lincolnshire Business Network, voluntary sector networks such as the Financial Inclusion Group and more local networks that exist within these communities.

5.5.4 Targets, results and outputs

The outputs identified to be delivered under this priority objective focus more on ensuring the sustainability and effectiveness of the above four objectives, than on delivering ESIF outputs related to job creation and business support. It is anticipated that the networks and collaboration activity created by the objective support the delivery of these hard outputs in other activity. As with the above objective, these 'softer' outputs and outcomes will be assessed via the Social Return on Investment (SROI) method.

5.6 Objectives identified but not included within the North Lincolnshire CLLD Action Plan

A number of areas were highlighted during the SWOT and consultation processes which have not been included within the CLLD Action Plan. These are:

- **Skills.** The higher level skills gap within the CLLD area and North Lincolnshire as whole has been identified as a weakness and barrier to some employment opportunities, however it is felt that this is being adequately addressed more widely at a LEP skills level and should therefore not be included as part of this CLLD strategy as it would not add value to existing activity.
- **Provision of general transport and travel-to-work schemes.** It is felt that the relatively small amount of funding available through CLLD is not sufficient to make a significant impact on transport issues identified during consultation and that resources would be better concentrated elsewhere. Some provision has been made to address this under Objective 1.
- **Childcare.** As above, it is felt that the flexibility in childcare required to meet individual needs, and hence the investment required in this area puts this outside of the scope of potential CLLD intervention.
- **Unemployment amongst the wider CLLD area population.** The plethora of current and planned activity outlined in this strategy is available to address general unemployment amongst the wider CLLD population and it is felt that the inclusion of any such activity in the CLLD priority objectives would heavily duplicate these schemes and not deliver the added-value required by CLLD.

5.7 CLLD Action Plan – Part 1 Summary

Types of Activity	TOTAL Expenditure (£,000)	ESIF Funding			ESIF Outputs			
		ESF (a) (£,000)	ERDF (b) (£,000)	Total (a+b)	ESF		ERDF	
					Ref	Total	Ref	Total
Addressing health and disability including mental health as barrier to employment	47,000 Private sector 232,000 Public Sector TOTAL = 666,000	277,000	110,000	387,000	01 ESF – CO01 ESF – CO03 04 05 ESF – CO16	500 440 190 140 50 280	C1 C8	35 10
Supporting entrepreneurship through pre-start support and support for micro and small enterprises in the CLLD area including social enterprises	100k private sector 142,000 public sector TOTAL = 573,000		331,000	331,000			C1 C5 C8 P11 P12	35 35 20 75 200
Support particular disadvantaged groups into labour market participation	140,000 Public sector TOTAL = 350,000	210,000		210,000	01 ESF – CO01 ESF – CO03 04 05	300 240 50 30 70		

Delivering early intervention activity which will raise aspirations within communities and address worklessness and deprivation	67,000 Public Sector TOTAL = 167,000	100,000		100,000	ESF – CO1	300		
Stimulating local level collaboration	26,000 Public Sector TOTAL = 66,000	40,000		40,000	01	50		
Management and Administration	170,000 Public Sector TOTAL = 425,000	255,000		255,000	NA			
Total	2,247,000	882,000	441,000	1,323,000				

Table 17: CLLD Action Plan

Section 6: Strategy Management and Administration

6.1 Local Action Group Membership

Community Led Local Development (CLLD) is a term used by the European Commission to describe an approach that turns traditional 'top down' development policy on its head. In line with the responsibilities sent out in the European Commission regulation 1303/2013 – Article 34, under CLLD local people take the reins and form a local partnership (a Local Action Group or LAG) that designs and implements an integrated development strategy. The strategy is designed to build on the community's social, environmental and economic strengths or 'assets' rather than simply compensate for its problems. For this, the LAG receives long-term funding and they decide how it is spent.

The purpose of the LAG is to identify and bring together relevant public, private and voluntary and community sector organisations and agencies to formulate an enthusiastic, inspiring and effective partnership that will influence and shape local development, through the targeting of LAG resources and influencing, signposting and lobbying for other funding including European Structural and Investment Funds (ESIF). Members represent, or will represent after recruitment, important sectors such as economic development, business support and support organisations. In doing so, the LAG is fully representative of all sectors of the local community and is able to benefit from key areas of expertise in order to properly fulfil its main objective to manage and set the strategic direction of the North Lincolnshire CLLD Programme.

The table below illustrates the current North Lincolnshire CLLD LAG Membership. This represents a sector split of Public (45%), Private (20%) and Community (35%).

Organisation	Sector Representing	Number of Representatives
Acta CIC Ltd	Voluntary/Community	1
Carlton Education and Enterprise	Voluntary/Community	1
Crosby Community Association	Voluntary/Community	2
Ongo	Voluntary/Community	1
DWP/Job Centre Plus	Public	2
E-mentor	Private	1
Evolve BD	Private	1
Humberside Fire and Rescue	Public	1
North Lincolnshire Council	Public	5
North Lindsey College	Public	1
Raspberry People	Private	1
Voluntary Action North Lincolnshire	Voluntary/Community	1
Westcliff Drop-in Centre	Voluntary/Community	1
Youth Engineering Scunthorpe	Private	1
TOTAL		20

Table 18: LAG Membership

The LAG Board will oversee the strategic delivery of the Local Development Strategy (LDS) and will be responsible for overseeing the management of the programme both in terms of finance and performance. LAG meetings will take place quarterly, with additional meetings as required. They will be timed to ensure that as many members as possible are able to attend. A Chair and Vice-Chair will be elected by the LAG on an annual basis at the AGM. As part of the LAGs drive for transparency and inclusiveness, The AGM will provide the opportunity for public scrutiny of the LAG, its governance and management processes and its performance. The following functions will be performed at the AGM:

- Election of officers (Chair and Vice-Chair)
- Review of LAG Membership and election of new members
- Presentation of Annual Report
- Presentation of Annual Finance Report

In order to manage and deliver activity related to specific priorities or themes, LAG Steering Groups will be set up where it is deemed necessary. These Steering Groups might be responsible for the delivery of a specific project, or for a programme of activity which looks at more specific strategic issues such as the LAGs relationship with LEP structures and the CLLD process. They will report to the LAG Board on a quarterly basis but will have the autonomy to make decisions and take action where necessary and appropriate. Membership of these Steering Groups will be taken from the LAG but may invite other representatives to attend in an advisory capacity where necessary.

A Decision Making Panel (DMP) will meet separately on a quarterly basis, prior to the LAG, to consider and take all decisions relating to project grant applications and will report these decisions to the LAG Board for ratification and endorsement. Membership of the DMP will be elected by the LAG via a democratic process and membership will be reviewed on an annual basis to ensure the necessary sector and geographical representation. DMP members will be elected on the basis of their knowledge, skills and experience to ensure that the group is able to competently consider project applications across the range of ESIF priorities. Provision will be made for decisions to be taken through written procedures in instances where an urgent decision is required or if a scheduled meeting is unable to go ahead for any reason.

Figure 16 below illustrates the full LAG partnership structure and its relationship to the accountable body, North Lincolnshire Council.

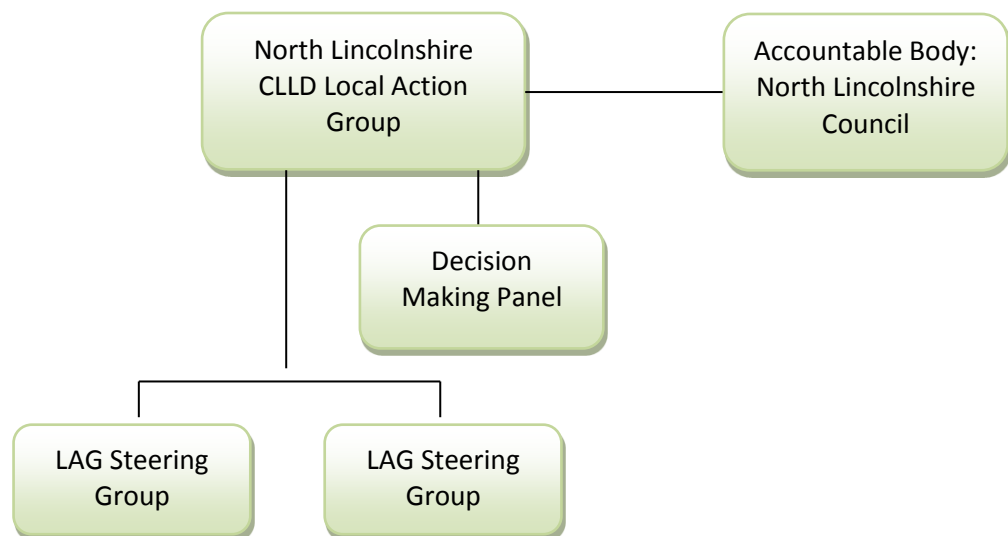


Fig 16: LAG Partnership Structure

At present, the LAG will not take the form of a legally constituted body and will exist as a formal partnership with agreed Terms of Reference. All funding will be administered by the accountable body on behalf of the LAG and as such, no formal legal status is required.

The strong focus on economic growth and job creation within the ESIF Programme represents an exciting opportunity, but also provides some challenges. As a result of this, the LAG recognises the need to grow and develop new skills, and is actively recruiting new members who will help to achieve this. Discussions are already underway with a number of key organisations able to provide this specialist support. Potential new LAG members in this regard include business support specialists and local business owners.

In order to ensure that the necessary balance of sector/special interest representation on the LAG is maintained, membership will be reviewed on an annual basis at the AGM and also following any resignation/restructuring of LAG membership. If required, new members will be proposed and elected onto the LAG by LAG members. If an individual/organisation requests representation at the LAG outside of these processes, an assessment will be made regarding the need and appropriateness of this potential representation and also its impact on the membership balance. In those instances where this assessment is positive, election by the LAG will take place as above.

The proposed structure for delivering the CLLD Programme in Northern Lincolnshire, and the financial plan below makes provision for both a LAG Coordinator and a LAG Support Officer.

The LAG Coordinator's role will be split between four key areas of activity.

- To facilitate and support the LAG in its strategic decision making including providing the secretariat for the group
- To develop and manage the CLLD Programme ensuring compliance with regulatory and audit requirements, and delivery against budget and outputs
- To liaise with the Managing Authority (DCLG), Humber LEP, the LAG, accountable body and other stakeholders regarding all aspects of the CLLD Programme
- To undertake project assessment and contracting procedures and manage the delivery of LAG procured projects

The LAG Support Officer will have two areas of work

- To undertake project monitoring and evaluation
- To provide administrative and financial support for the Programme including processing project claims and making claims to the Managing Authority on behalf of the accountable body

Both officers will have the capacity to undertake project animation and appraisal activity in order to maintain transparency and impartiality in the decision making process. A report will be submitted to North Lincolnshire Council's Cabinet Team to seek approval for the establishment of these posts, when the outcome of this submission is known.

Both the LAG Coordinator and LAG Support Officer will be employed by North Lincolnshire Council, the Managing Partner for the Programme, but on the understanding that they will undertake duties on behalf of the LAG partnership. Both posts will be required to travel throughout the LAG geographical area and be a visible and accessible resource to projects across all 17 eligible Local Super Output Areas (LSOAs) in Scunthorpe. North Lincolnshire Council will provide accommodation, consumables and line management for the posts as well as finance and audit support to ensure the necessary separation of duties is achieved. This additional support will be provided as an in-kind contribution and no financial reimbursement will be taken from the M&A budget to undertake this activity.

6.2 Accountable Body

North Lincolnshire Council (NLC) will be the accountable body for the North Lincolnshire CLLD LAG and will be responsible for the financial and administrative arrangements for the CLLD Programme. The Council has experience of successfully delivering projects and programmes within the 2007-13 ERDF and ESF Programme with a proven track record of budget management, record keeping and the maintenance of robust processes and procedures. The external evaluation of the Programme highlighted that the delivery mechanisms developed by North Lincolnshire Council worked exceptionally well throughout the previous programme from an applicant, accountable body and central government (DWP and DCLG) perspective and as such, will largely be replicated in the management of the CLLD Programme 2015-2020. The Council also has in depth knowledge and experience of delivering other funding programmes, such as Regional Growth Fund, and intends to utilise this experience to further develop current systems to ensure the need to promote economic growth and job creation within the next programme is fully supported.

Support staff from within the Council will have responsibilities for ensuring that processes are reviewed and maintained and that appropriate reporting and monitoring procedures are in place and adhered to. The Council's Financial Regulations will be used and monitored by the internal finance team. There are internal and external processes already established to ensure that both the programme and individual projects are achieving spend and outputs and there are transparent processes in place to highlight and report any issues of this nature. The Council's internal audit team will check that the correct procedures are being carried out by all parties involved in the programme and will undertake a full audit of the programme on a regular basis.

The following table identifies how each of the Accountable Body functions will be delivered by North Lincolnshire Council to ensure the necessary separation of duties

Function	NLC Team responsible
Project development	CLLD Team in conjunction with partner organisations
Project assessment	CLLD Team
Contracting	CLLD Team and NLC Legal Team
Programme audit	NLC Audit Team
Project monitoring	CLLD Team
Grant processing	CLLD Team and NLC Finance Team
Project accounting and other record keeping	CLLD Team and NLC Finance Team

Table 19: Accountable Body Functions

6.3 Project Development and Selection

Project development and animation activity will be undertaken by the CLLD Team who will work with local communities to stimulate interest and bring forward ideas and projects. This will include providing information to the communities, stakeholders and local businesses and supporting and co-ordinating activities of stakeholders within the community to ensure that any under-represented groups can access and benefit from the Programme. In addition, it is

intended to utilise the knowledge and expertise that exists in partner organisations to assist with animation activity.

The LAG has developed a transparent selection and appraisal process which includes a separate decision making body with clear roles and responsibilities. All potential applicants must first complete an Outline Application form for the programme which will be used as the basis for initial discussions with the applicant. This will be assessed by the CLLD Team against key indicators to ensure:

- eligibility of the proposed investment against LDS and operational programmes including geographical eligibility
- state aid and other obligatory standards
- reasonableness of proposed activity including value for money
- reliability of the applicant

If the project is eligible and fundable under the current delivery plan, the applicant will be asked to submit a Full Application Form for formal assessment and consideration at a Decision Making Panel meeting. Prior to each Decision Making Panel meeting, a project appraisal will be carried out for the Panel to consider in conjunction with the full application form. The project appraisal will be carried out by a member of the CLLD Team and will assess the application against the following key measures:

- Project viability and deliverability
- Value for money
- Evidence base and need
- Compliance with LDS Objectives
- Links to other initiatives/Added Value
- Project sustainability post CLLD funding
- Outputs delivered

After full consideration of the application and supporting information, the Panel will score and vote on whether to recommend approval of the project providing clear justification on this decision against the measures identified above. In the event that the amount of funding being requested exceeds funding available, the applications will be prioritised according to their scores. A recommendation will be made by the Decision Making Panel which will be carried for ratification by the LAG Board.

The flow charts shown in Appendices 1 and 2 illustrate these application and selection processes.

6.4 Monitoring and Evaluation

Once projects have been approved and commenced delivery, the CLLD Team will monitor project spend and activity on a quarterly basis, or more frequently where necessary, to ensure that the project is able to meet claim and delivery milestones as specified in the contract of funding or Offer Letter. The Performance Indicators and outputs that will be used to monitor project performance will reflect those identified in Section 5 above, as appropriate to the individual projects. Additional performance indicators and outputs may be allocated to specific projects if these provide a more appropriate evaluation of performance and impact.

Projects will be expected to provide a quarterly profile of expenditure and outputs as part of their application which will form part of their funding agreement. Variations of more than 10%

from this profile will not be permitted without prior agreement from the LAG and Accountable Body. Significant changes from agreed profiles will be considered by the Decision Making body and LAG Board before a contract variation is agreed to ensure that delivery is still in line with the Local Development Strategy. Where problems are identified, the Team will work with the project manager to rectify these issues where possible and minimise the risk to project and programme delivery.

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

Project claims will be prepared and assessed by North Lincolnshire Council prior to the submission of a claim recommendation for payment via the Managing Agency. The CLLD Team will check calculations, verify eligible expenditure, ensuring all costs are defrayed, and collate necessary claim information prior to submitting a claim recommendation to the relevant payments sections within DWP and DCLG. A claims checklist will be completed by the CLLD Team which will require two signatures before confirming the payment.

Project monitoring and audit checks will be undertaken by the CLLD Team through regular monitoring visits to ensure that all claimed expenditure is correctly evidenced and defrayed within the agreed periods/timescales outlined in claims and that the audit trail is complete. The Programme will be audited by the Council's Internal Audit Team. Project monitoring visits will include the assessment of milestones, outputs, risks/issues, changes to the project, etc, with any variances explained and any changes to the project agreed.

Prior to the payment of the final claim, the Team will undertake a Final Claims visit to ensure that the project is physically and financially complete. Following the payment of this final claim, the Project Manager will be asked to complete an End Project Evaluation in order to consolidate project information and capture outputs and lessons learned.

Programme staff will update LAG members at every meeting regarding project progress and the LAG Board may call in any project for scrutiny at any point if they have concerns regarding performance delivery.

Audits of all projects will be undertaken by the CLLD Team to ensure that all the evidence is valid and in place and available for external audit. This evidence will be securely stored for a period of time in line with the ESIF Programme guidelines.

Management and Administration claims will be completed by the LAG Support Officer and authorised by the LAG Co-ordinator. These claims will be subject to a three tier approval process that North Lincolnshire Council conducts before being submitted to then Managing Authorities for payment.

The Council's financial procedures will be followed and full guidance and support will be given to Project Managers to ensure that evidence and audit trails are in place for any claims submitted. A claims checklist will be used by the Council's Financial Claims Team and claims will not be made without the relevant checks being completed.

At the end of the Programme, the LAG will procure a full Programme Evaluation to objectively measure the full impact of the Programme. A proportion of the management and

administration costs have been allocated for this activity. The evaluation will measure performance against budget and outputs and capture wider impacts such as Social Return on Investment (SROI).

“SROI is an approach to understanding and managing the impacts of a project, organisation or policy. It is based on stakeholders and puts financial value on the important impacts identified by stakeholders that do not have market values. SROI seeks to include the values of people that are often excluded from markets in the same terms as used in markets, that is money, in order to give people a voice in resource allocation decisions. SROI is a framework to structure thinking and understanding. It’s a story not a number. The story should show how you understand the value created, manage it and can prove it.” Nicholls, A. (2009b) “We Do Good Things, Don’t We?”. *Accounting, Organization and Society*, 34: 755-767

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

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

In addition to the accountable body functions as highlighted above, individual project managers will be supported to maintain appropriate records and systems. Each project manager will be issued with a Project Manager’s Handbook which will incorporate all the requirements of the ESIF 2014-2020 Programme including document retention periods, use of logos, publicity requirements, etc. When a project is approved an officer from the CLLD Team will meet with each individual project manager to ensure that all the contract documentation is in place, signed and filed appropriately and all procedures and requirements are clearly understood. Advice will be given on recording and evidencing outputs and outcomes including qualitative data. There will be a timetable produced for claims indicating when information is required for claims to be submitted.

6.5 Communications and Publicity

The LAG recognises the need for a coherent strategy of informing the local community of the CLLD Programme and the opportunities for influencing and steering the development of the programme. A Communications and Publicity Strategy will be created and adopted prior to the programme opening to projects which outlines the LAG’s aim for communicating with partners and the public and the key messages it needs to promote. It ensures that requirements for publicising the programme including identifying and informing the public on successfully funded projects, process of producing press releases, the use of logos on publicity materials and the requirement to consider quotations from the EU/ESIF and/or key partners are transparent and implemented.

Alongside the Strategy will be an Action Plan which will be reviewed and updated quarterly to ensure that actions have been delivered, the most appropriate methods of communications have been used and new and innovative mediums can be tested and assessed for success rates. This will be developed when the outcome of this submission is known.

Individual members of the LAG have a responsibility to promote and implement the Communications and Publicity Strategy. This will be a key area of the induction for LAG members to ensure information disseminated is consistent and correct. The Communications Group will also be responsible for the production of the Executive Summary of the Strategy that will be used to promote and develop the programme. This will be a short document that is factual, clear and concise for the general public to understand.

6.6 Training and Development

A skills assessment was undertaken with existing and potential LAG members to identify the skills and experience required to deliver a successful CLLD Programme. Members identified the following skills and experience as being either missing, or in need of development within the current LAG membership:

- Business planning, particularly in relation to being able to assess robust business plans and highlight any areas of concern in business funding applications
- Wider EU structural fund opportunities and EU funding compliance requirements e.g. state aid
- Full and in depth knowledge of LEP structures and governance mechanisms and how these will impact on the work of the LAG and the implementation of CLLD
- Knowledge of external agencies that exist across the range of sectors and how these can complement the LAG.
- Engagement methods, especially in terms of ethnic minorities and Micro enterprises. There is an understanding that these types of groups and businesses are often hard to engage in funding programmes and further knowledge on how best to achieve this would be useful

A full training programme will be developed to ensure that relevant training is provided to existing and new LAG Members throughout the funding period.

Section 7: Financial Plan

7.1 Expenditure Profile

The proposed overall budget for the Local Development Strategy is £2.247m which comprises £2.1m public sector funding with an additional £147,000 private sector match.

The costs allocated to the management and administration of the LDS and LAG are £425,000 which equates to just over 20% of the public sector pot. The majority of this budget is allocated to the employment of two members of staff as outlined above, together with costs for the provision of support for the LAG including the hire of meeting rooms and end project evaluation. The M&A costs will be supported by the ESF element of the programme with the match funding coming from North Lincolnshire Council as Accountable Body

M&A has been profiled to commence in 2017 in order to allow for animation and programme development activity. M&A will continue until March 2022 to enable project and programme evaluation and closure activity to be undertaken in line with regulatory procedures.

Total LDS project budget is £1.822, £627,000 of which is ESF, £441,000 is ERDF and £754,000 is public or private sector match.

The project financial plan makes the following assumptions:

- That project expenditure will be distributed fairly evenly over the 5-year programme except for collaboration and networking activity which is expected to be delivered within the first two years.
- That project expenditure will cease in December 2021 with only M&A costs being incurred in 2022
- That private sector businesses receiving support will contribute match funding at the appropriate intervention rate despite there being no minimum required amount of private sector match.
- That some projects, in exceptional circumstances, may be supported at a higher intervention rate but that the overall funding profile will reflect match funding requirements.

7.2. Expenditure outside of the 20% most deprived LSOAs

For reasons of economic coherence identified in Section 1 of the LDS, the proposed North Lincolnshire LAG area includes 8 LSOAs which fall outside of the 20% most deprived. The majority of these LSOAs have been included as they cover some of the main business/industrial areas of Scunthorpe and thus provide the employment opportunities which many of the residents of the most deprived communities are likely to access. Due to the make-up of these additional LSOAs, it is anticipated that a very small proportion (less than 5%) of ESF funds will be spent supporting beneficiaries inside of these LSOAs however up to 30% of ERDF funds may be used supporting business beneficiaries under Objective 2 of the Strategy. Where there is competition for LDS resources as part of the package of ERDF eligible measures, those businesses that fall within the 20% most deprived LSOAs will be prioritised for investment, and the ones that fall outside of these areas will need to demonstrate how the proposed intervention will benefit either individuals, or other businesses with the most deprived communities.

7.3 Funding and Expenditure

Expenditure	2016 (£,000)	2017 (£,000)	2018 (£,000)	2019 (£,000)	2020 (£,000)	2021 (£,000)	2022 (£,000)	Total (£,000)
(a) LAG Management and Administration	0	80	80	80	80	80	25	425
(b) LDS Project Expenditure		396.5	410	368	336.5	311	0	1,822
Total LDS expenditure (a+b)	0	476.5	490	448	416.5	391	25	2,247

Table 20: CLLD Expenditure

Funding	2016	2017	2018	2019	2020	2021	2022	Total
(a) ESF	£0	£185,960	£193,460	£172,260	£165,360	£149,960	£15,000	£882,000
(b) ERDF	£0	£94,900	£95,800	£91,550	£80,000	£78,750	£0	£441,000
(c) ESIF total (a+b)	£0	£280,860	£289,260	£263,810	£245,360	£228,710	£15,000	£1,323,000
(d) Public sector funding	£0	£164,040	£169,290	£153,790	£144,240	£135,640	£10,000	£777,000
(e) Private sector funding	£0	£31,600	£31,450	£30,400	£26,900	£26,650	£0	£147,000
(f) Total match funding (d+e)	£0	£195,640	£200,740	£184,190	£171,140	£162,290	£10,000	£924,000
Funding total (c+f)	£0	£476,500	£490,000	£448,000	£416,500	£391,000	£25,000	£2,247,000

Table 21: CLLD Funding

Section 8: Conclusion

In this LDS, the North Lincolnshire Community Led Local Development Local Action Group has developed a strategy for targeted development which will deliver economic growth and regeneration throughout the programme period and beyond. The principles of CLLD are clearly embedded throughout the LDS which is based on a robust evidence base, strong community and stakeholder engagement, and complements key existing and planned economic interventions and strategies. As such, the LAG is confident that it accurately reflects the key priorities and opportunities for the area and believes that CLLD investment can have a real impact on the prosperity and sustainability of deprived communities across North Lincolnshire

Section 9: Declaration

The North Lincolnshire CLLD Local Development Strategy has been developed on behalf of the North Lincolnshire LAG and North Lincolnshire Council as the Accountable Body. All of the information contained therein is accurate at the time of submission.

Signed:

A handwritten signature in blue ink, appearing to read 'Rob Waltham'.

Cllr Rob Waltham, Chair, North Lincolnshire CLLD Local Action Group

Signed:

A handwritten signature in blue ink, appearing to read 'Peter Williams'.

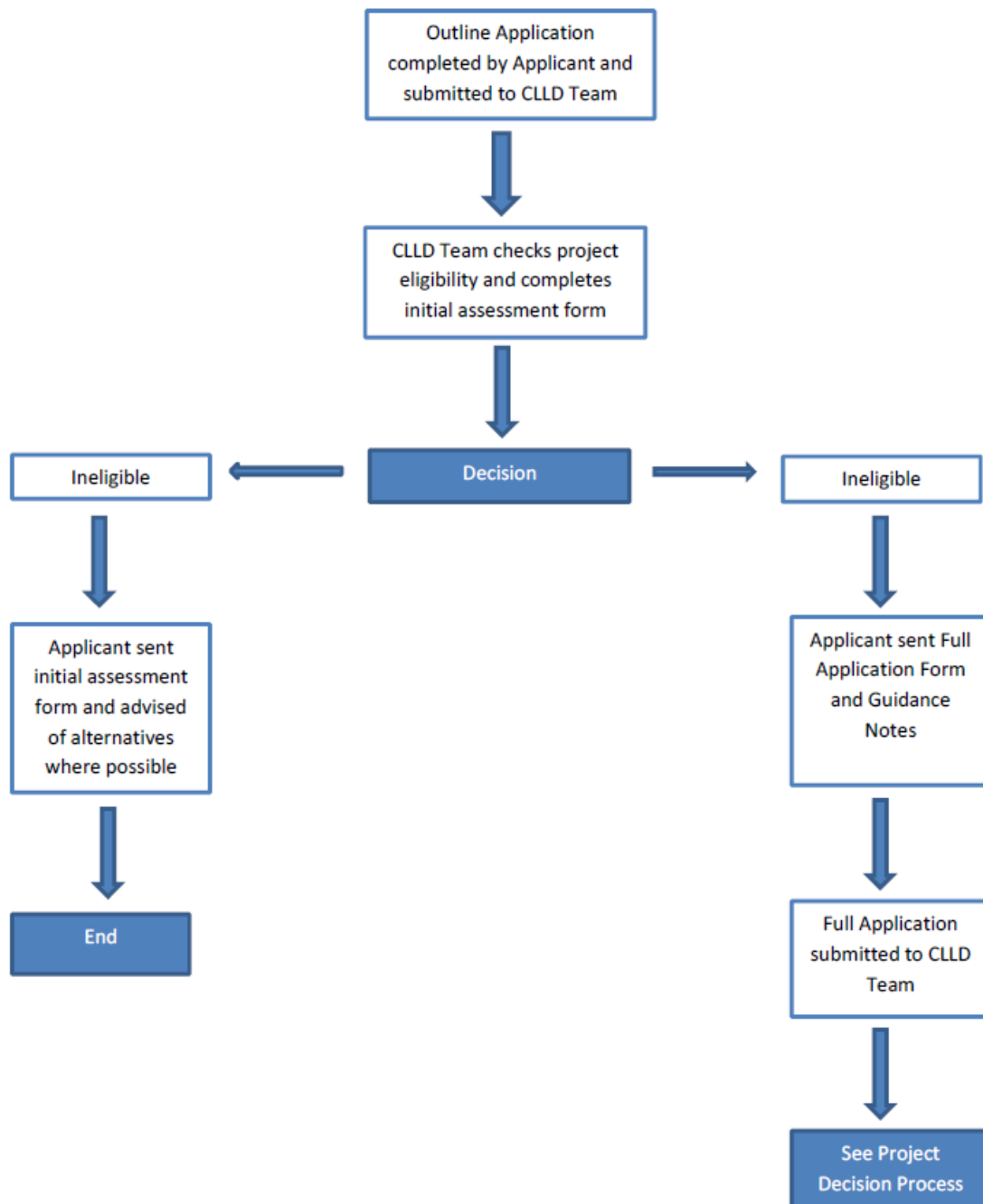
Peter Williams, Director Places, North Lincolnshire Council.

Appendices

1. Project Application Process
2. Project Application Decision Process
3. LAG Terms of Reference
4. North Lincolnshire Council Accountable Body confirmation letter
5. LDS Submission letter

Appendix 1

Project Application Process



Appendix 2

Project Application Decision Process

