

West Leeds Thriving

West Leeds Working

A Community Led Local Development

Strategy for 7 neighbourhoods

August 2016

The West Leeds CLLD Strategy was produced with funding from



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Open letter from:

West Leeds CLLD Strategy Local Action Group

30th August 2016

To whom it may concern

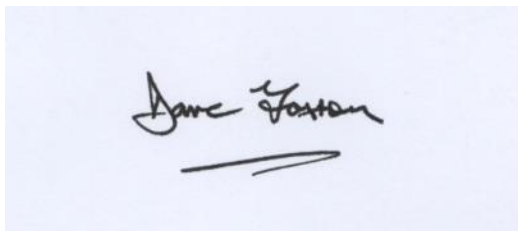
Commitment to West Leeds CLLD Strategy

We decided as a group to submit this letter supporting the CLLD strategy to demonstrate our personal commitment to the approach being taken and the aspirations of the strategy to enable disadvantaged West Leeds communities to get back into work and to thrive.

Our LAG meetings have been very positive and by bringing together representatives from different disadvantaged areas we have seen the benefits of sharing ideas and solutions and the strong potential this has for the future. We like the focus on grass roots decision making and anticipate making positive partnerships with employers.

As the Local Action Group to oversee this strategy we are delighted to be involved and look forward to making a difference in the future.

Yours sincerely

A photograph of a handwritten signature in black ink on a light blue background. The signature appears to read 'Dave Foxton' and is followed by a horizontal line.

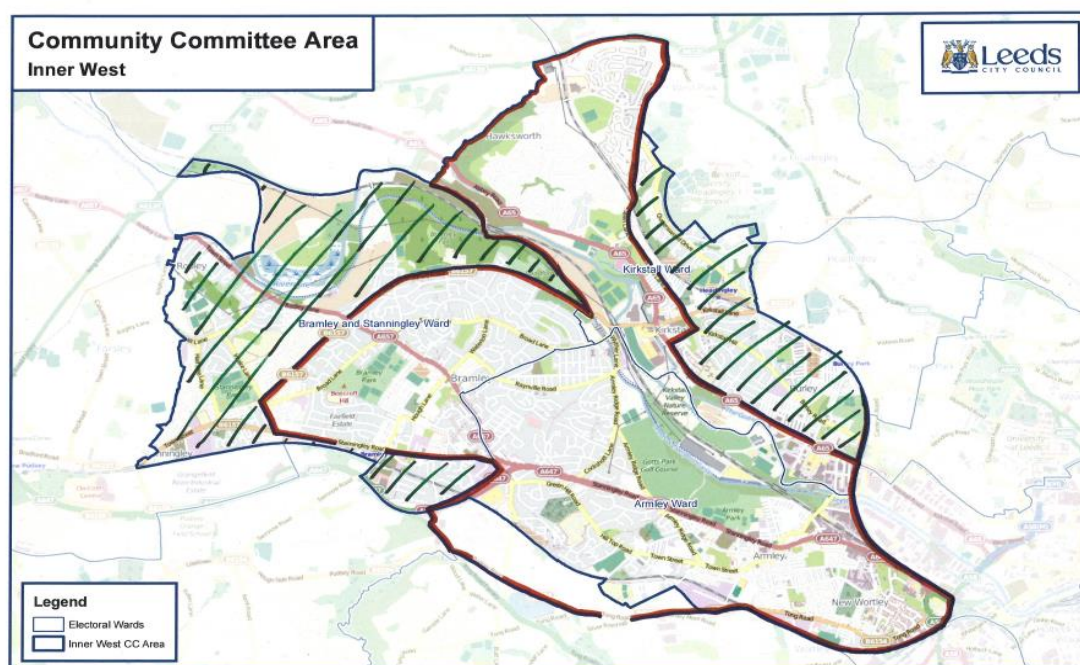
Dave Foxton (chair)

On behalf of the West Leeds CLLD LAG

1. The West Leeds CLLD Strategy Area

1.1 Definition of the area and population covered by the strategy

The West Leeds Community Led Local Development Strategy area incorporates 7 distinct neighbourhoods clustered around the three district centres of Armley, Bramley and Kirkstall (see map below and larger scale map in appendix 1). The neighbourhoods include The Heights, New Wortley, Armley, Hawksworth Wood, Wyther Park, Broadleas and Fairfield. Although the neighbourhoods in our strategy have their own distinct characteristics they also share commonalities which provide coherence to our defined area. All but one of the neighbourhoods are recognisably built post war council estates comprised mainly of council and social housing with some private ownership. The exception to this is Armley is a mix of terraced private rented, social and some council housing.



The district centres provide local retail hubs, access to services and employment opportunities. The Kirkstall valley corridor hosts a broad range of industry, retail centres and the new development at Kirkstall Forge which has recently seen the opening of a new train station on the site of the old forge which will be the site of a residential, office, leisure and retail hub.

The area falls within one of the three city administratively defined geographical boundaries, the West North West wedge, 14% of the Leeds deprived population lives here. Each wedge is divided into an inner and outer half; of the 7 neighbourhoods we focus on, 6 fall within inner West and one,

The Heights, within outer West although residents describe themselves as being part of Armley, illustrating the sometimes accidental illusory sense of uniformity administrative boundaries create.

Map 1: Inner West Leeds CLLD Area supplied by Leeds City Council

West Leeds CLLD Strategy area: The Lower Super Output Areas

Table 1: Lower Support Areas covered by the West Leeds CLLD Strategy

LSOA's by area	IMD – 20% most deprived	Adjacent borders	Not in IMD 20% most deprived	Population per LSOA
Wyther Park				
E01011281	Yes - top 20%	283, 295, 324, 332	na	1878
E01011283	Yes – top 10%	281	na	1331
E01011295	Yes – top 10%	281, 295, 332	na	1526
New Wortley				
E01011294	Yes – top 10%	292, 293, 362, 363	na	1518
E01011362	Yes – top 10%	294, 292, 363, 729	na	1820
E01011363	Yes – top 10%	262, 294	na	1614
The Heights				
E01011725	Yes – top 10%	729, 739	na	1557
E01011739	Yes – top 10%	729	na	1530
E01011729	Yes – top 10%	292, 362, 725	na	1614
Armley				
E01011292	Yes - top 1%	294,500, 607, 729	na	1619
E01011293	Yes – top 10%		na	1720
E01032500	Yes – top 10%	292, 607	na	1144
E01032607	Yes – top 10%	292, 500, 729	na	1101
Broadleas				
E01011324	Yes – top 20%	281, 326, 332	na	2251
E01011326	Yes – top 10%	324, 332	na	1359
E01011332	Yes – top 10%	281, 324, 326	na	1340
Fairfield				
E01011337	Yes – top 10%	334	na	1399
E01011334	Yes – top 20%	337	na	1293
Hawksworth Wood				
E01011484	Yes – top 3%	485, 494, 686	na	1538
E01011485	Yes – top 20%	484, 494	na	1524
E01011686	Yes – top 20%	484, 494	na	1545
E01032494	Yes – top 10%	485, 686	na	1304

The area covers the four electoral wards of Armley, Kirkstall, Bramley and Stanningley, Farnley and Wortley all of which lie to the west of the city centre and have Lower Super Output Areas falling within the 20% most deprived nationally. Our strategy covers 22 LSOA's all of which fall within the top 20% most deprived nationally, 15 in the top 10%, one in the top three and one in the top one per cent. Table 1 (p4) provides a list of each LSOA falling within our 7 neighbourhoods.

We have chosen to focus on specific LSOA's, which are those that are the most deprived in West Leeds and where local residents continue to face ongoing poverty and multiple-layered issues closely linked to economic disadvantage and a history of poor outcomes for children, young people and adults. This does not mean that in some of our chosen LSOA's there have not been improvements, but overall they are not significant enough to make a recognisable and sustainable impact.

Falling within the Leeds City Region Local Enterprise Partnership our area has yet to benefit from the investment that has contributed to the city's growth and increased employment opportunities. This is reflected in the lack of development within the area and impacts on the lives of residents, as both have become increasingly left behind. An example of this can be seen in the development of the digital industry and access to high skilled jobs along the wharfside in Leeds city which is only twenty minutes' walk away from New Wortley but has no local impact and distinct difference in social and economic inequalities is marked. As heavy industry and manufacturing moved out of the local area and nearby centres, access to skilled and semi-skilled long-term sustainable jobs has become a thing of the past for many. Local job opportunities now are often low skilled and zero hours. With many residents in the 7 neighbourhoods being some distance from having the required skills and qualifications alongside lacking the necessary motivation and aspiration, this poses a major barrier to them accessing jobs of higher quality locally or in close proximity.

The West Leeds CLLD strategy falling within the Leeds City Region Local Economic Partnership covers a geographically and increasingly culturally and psychologically distinct area of the city. It is an area which is sometimes insular and isolated and where communities experience a multiple layered impact of low skills and qualifications, unemployment, limited access to quality jobs, social and financial exclusion, health inequalities and limited access to opportunities which contribute to well-being and living a good life. Based on our consultation and analysis our strategy closely aligns with the following LCR LEP strategic priorities:

- Priority 1 Growing business – we seek to boost local business growth and productivity through ERDF activities

- Priority 2 Skilled people, better jobs – we seek to improve local pathways into learning, training and employment, we will contribute to the LCR LEP aim towards a NEET (Not in Employment, Education or Training) free city as well as working with employers and local residents to address skills gaps and support people to become work ready. Working closely with communities we will identify and seek to develop ways to improve quality of life for people living in our strategy area.

Summary

In the following sections we describe the uniqueness, opportunities and assets we can nurture to support development and growth in the West Leeds CLLD area. These are the people, resources and places we have identified during our consultation with residents, voluntary and public sectors and employers. This is accompanied by a strategic overview of what we want to achieve over the five years of delivery and the types of activities the Shadow Local Action Group have agreed and would like to see funded and delivered to achieve our aims.

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

2.1 The local population, social and economic context

The population of inner West is 50,369 and our strategy covers well over two thirds of this population at approximately 32,000, with over 25,000 living in the top 10% deprived areas in the city. 38% of the population are in the 'hard pressed' category of the Acorn profile for the area, compared to 26% of the Leeds population.

There are few precise matching data sets, and the data sets used here are the closest available including the population profile for inner West. There are roughly equal numbers of male and female, 25,392 and 24,977 respectively. The area has a higher than Leeds average white British population at 83.6% compared to 78.6%.

The BME population has increased and includes a higher than Leeds average Eastern European population and who are based mainly in and around Armley, with some movement further west into Bramley onto estates such as Broadleas. There is a lower than Leeds average South Asian population at 3.4% and low numbers of Black Africans, 1.4%. The population profile is changing continually but much of the population in the 7 neighbourhoods is well established and settled with strong local roots and connections. The movement of Eastern Europeans into the area has created a range of opportunities as well as local community tensions. The two district centres Armley and Bramley have been and continue to be flash points for community tensions. Local partnership work plays a key role in addressing and deflating these tensions with highly localised interventions. For example ethnic tensions between local youth and two business owners in Bramley shopping centre led to an integrated partnership between the Manager of the shopping centre, Barca, the Police and LCC Safer Communities, to deliver a training course at the shopping centre attended by the youth concerned.

Unemployment and benefit claimants

Unemployment across the area is high at 6.4% and compared to the city average of 37% there are 43% of residents in Inner West not in employment.

The impact of welfare reform and the changing economic environment described in section 1.1 in the area is seen in the fall of the numbers of Job Seekers Allowance claims and a rise in the number claiming Employment Support Allowance. Although the latter also indicates intensive concentrations of poor physical and mental health on some estates.

Overall there has been a decrease of 23% in the number of 16-64 year old JSA claimants in the West North West wedge, although as statistics in the individual neighbourhood profiles below show, there has been a slower reduction in the number of 16-24 year olds on JSA. Relatively high youth unemployment is a key priority in our neighbourhoods. Overall in West North West there has been a 36% decline in 16-24 year olds claiming JSA, compared to a lower decline for the same age group in the neighbourhoods covered in our strategy.

Wards in the Inner West have the highest number of JSA claimants in the West North West Leeds wedge. There are 330 16-24 year olds claiming JSA, with 140 in Armley, 90 in Bramley and Stanningley and 100 in Kirkstall. This is almost double the number of Outer West, with the exception of Farnley and Wortley ward which stands out with a high figure of 85.

The number of 16-64 year olds claiming JSA in Inner West is 1,535, with 740 in Armley, 360 in Bramley and Stanningley, 435 in Kirkstall and 420 in Farnley and Wortley which includes The Heights. Again this is a much higher figure than in other West North West wards and is over 75% higher than in the Outer North West.

ESA claims are moving in the opposite direction with a 3% increase across West North West. Inner West has almost double the number of residents claiming ESA and IB with 4,290 16-64's claiming these benefits. The figures in the four wards covered by our area are high: Armley 1,630, Bramley and Stanningley 1,430, Kirkstall 1,230 and 1,450 in Farnley and Wortley. Poor mental health accounts for the highest proportion of ESA claims in all wards.

Leeds has an above average of level 4 skills but those with no or low level skills live in areas like these covered by the West Leeds CLLD strategy, that is; area of long-term disadvantage and deprivation. In the 2011 census 45% of adults in Inner West were recorded as having a level 1 qualification or none compared to a Leeds average of 35.8%.

Poverty and inequality

Poverty and economic disadvantaged are closely linked, but residents in our area are struggling on fronts additional to skills, qualifications and access to jobs. In areas that create a complexity of issues which vary from individual to individual and community to community. This is reflected across a range of broader indicators of inequality.

Poverty is exacerbated across our area by debt and the operation of loan sharks on some of the estates, entrenching financial exclusion further. One social landlord consulted, reported the extent to which this can skew family financial decisions; for example making a choice between purchasing a

necessary piece of clothing for a child or paying a loan shark. The West Leeds Patient Empowerment Project, funded by West Leeds CGG and lead by Barca has first-hand evidence of the impact of debt on individual's mental health creating anxiety and in some cases leading to depression. A debt worker attached to the project demonstrated the difference debt support made to individual well-being. The Leeds City Credit Union currently based in Armley One Stop Shop has recognised the need to reach out through more accessible provision and less formalised customer service and is planning to move into shopfront premises on Armley Town Street.

There are a high number of children living in poverty; the percentage of children under 16 living in poverty across the area is higher than the 17.6% for Leeds. In Armley ward it is 26.6%, Bramley and Stanningley 24.3%, Farnley and Wortley 22.9% and 26.4% in Kirkstall.

We can see how further impacted children's life opportunities in our area are affected through level 2 outcomes at 16. The percentage of children achieving A*-C with Maths and English at Key Stage 4 is 51% for Leeds (compared to the national figure of 57%). It is almost half this in Armley at 26%, 39.5% in Bramley and Stanningley, 44.3% in Farnley and Wortley and 37.2% in Kirkstall. From our consultation with Leeds City Council 14-19 progression and two secondary schools in the area, we know that children from our neighbourhoods face a range of barriers once at secondary school from lack of parental engagement, mental health issues and a lack of hope and aspiration.

Figures from Leeds West Clinical Commissioning Group reveal low life expectancy in the inner West with an average life expectancy for females of 81.4 and 76.7 for males. In Armley the average life expectancy for men is 75.2 years compared to 82.9 in Adel and Wharfedale. This disadvantage is marked from birth and accumulated over a lifetime; babies born in the Inner West have the third highest low birth weight in Leeds alongside the third highest birth rates in the city.

During their lifetime residents in Inner West can expect to experience poorer physical and mental health compared to their counterparts in more affluent areas. The incidence of diseases associated with lifestyle are high across our strategy area including Heart Disease, Diabetes Type 2, COPD and higher than average smoking rates in some neighbourhoods such as Armley and Hawksworth Wood. Obesity is an area of concern for GP practices. The incidence of anxiety and mental health is high too across the area. The MSOA of Armley, New Wortley was listed in the top 10 ranked MSOA's for high rates of male suicide mortality (2010-2012) and high male hospital admission rates for self-harm (2009-2011) as well as having the second and fifth highest all-cause mortality for women and men in the city.

The impact of public sector cuts, welfare reform policies and the legacy of economic deficit are further impacting the lives of residents and communities in the West Leeds CLLD area. In our strategy we outline ways in which we want to build on existing assets and resources to develop community capacity; to begin to develop localised interventions to create locally visible routes into learning, training and employment; to work co-productively with residents to maximise the momentum occurring from the grassroots, currently patchy but which we will seek to build on and extend across our area.

Employers and employment

West Leeds contains relatively small numbers of employers compared to Leeds as a whole; 1,600 private companies out of 22,545, 1,145 limited companies out of 15,790, 255 out of 4,000 sole proprietors, 120 partnerships out of 1,830, 85 non-profits out of 925 and just 1185 micro businesses out of a city total of 19,460.

There are a small number of medium and large employers in Inner West from Premier Farnell employing over 4,00 to Evolution Nightclub in Kirkstall employing 200. The majority of people in employment in Inner Leeds work in Wholesale and Retail and Motor Vehicle and Motor Cycle repair – 11%; 12% in Human Health and Social Work Activities, 10% in Education and 9% in Accommodation and food services, figures close to the Leeds average. Although there are 195 Professional, scientific and technical units in the area only 6% of residents work in this field.

The average distance travelled to work is 12km compared to the Leeds average of 13.2km, with the majority of residents travelling under 10km. Just under two thirds of residents work full-time; 66% of males and 51% of females compared to 35% and 25% for Leeds as a whole. 12% of males work over 49 hours compared to 8% for Leeds. More men and women work part-time than across the city; for men 13% compared to 5% and women 29% compared to 15%. There are also higher percentages of residents working under 15 hours; men 10% compared to 3% and women 16% compared to 6%.

We have spoken with employers based in our area to gain an overview of their needs and their views on employing local people, to inform our approach and aims. The employers we spoke with include small social enterprises, small and medium employers and large employers. We also spoke with the Manager of Bramley Shopping Centre as the centre provides a hub of shopping and daytime social activity in the area.

Employing local people

Employers told us that they sometimes struggle to employ people from the 7 neighbourhoods. They described an absence of a work ready attitude, lack of aspiration and skills. One large employer has and continues to work with a local community centre to provide placements for mainly long-term single unemployed men. The placements have not turned into longer-term employment due to ongoing employability issues, indicating the level of support required for individuals. Employers did not necessarily see training as an issue as this can be relatively easily in comparison to the support required to build self-confidence and work-ready aspirations.

Employers indicated a lack of local progression routes to support people into work and are well aware that the solution needs to start with working closely with individuals. One employer described his company as a 'second-chance employer', and what he meant was that he was willing to provide training and support to get people into sustainable jobs. For employers to do this on their own is not feasible due to the level of support, learning and pre-work training individuals from our neighbourhoods need.

There is a need for increased partnership working at a local level, for as this employer described it if we don't do something now then people will be permanently left behind. He described a need to build a network of second chance employers across the West Leeds CLLD area, which can provide the employment and training pathway of a localised progression route into work.

The employers we have spoken to are enthusiastic about the opportunities the West Leeds CLLD strategy will bring to the area. They recognise that if things stay the same, then individuals will get left even further behind and that the local pattern of generations of unemployment will continue on into the next generation. For them as employers they miss out on employing local people.

Employer needs

Employers clearly need work-ready local people with the requisite skills to maintain a job. There are thriving employers and self-employed businesses across our area, as well as SME's who are struggling and who are an important part of the fabric of the West Leeds economy.

The employers we spoke with are passionate about being part of the area and spoke with passion about being part of local communities. Local businesses in The Heights area talked about how they exist due to locals using their businesses and are keen to be more integrated and part of the community. For some SME's it is a struggle as they compete to change, publicise their offer and

advertise their services. Many of these are time poor, so a trip into the city centre for free business advice is simply not feasible.

There are a few social enterprises in the area who provide a range of services from Bramley Baths providing sports and leisure to Fix-IT providing free and low cost IT equipment to the nationally recognised model of Armley Junk-tion pay as you feel café which has seen a replication of the model across the city as well as nationwide. They provide community-focused not for profit businesses and are drivers of a community led approach to regenerate West Leeds and pro-actively involve individuals, groups and communities in improving well-being. Armley Junk-tion for example provides community space and activities as well as free meals to vulnerable groups, for example single men at risk of suicide and individuals with substance misuse issues.

There are the beginnings of activity to both develop local business infrastructure and to develop business forums to generate work placements and job opportunities. The former can be seen in the sub-group activity of All Together Armley, where a local employer is chairing a business network to bring businesses together across West Leeds but this is in its infancy. New Wortley Community Centre is attempting to develop a business forum to generate work related and employment opportunities for residents in New Wortley. This is also in its infancy.

The 7 Neighbourhoods

The Heights estate built in 1958/9 is on the edge of Inner West Leeds and off the outer ring road. It is covered by the LSOA's E01011725, E01011739, and E01011729, all of which are in the top 10 per cent of most deprived neighbourhoods nationally. Many residents have lived in the area for a long time and have close extended family, and some have links to criminality. Predominantly white British, 25% are from BME groups with an Asian and black British population.

66% of residents have a level 2 qualification or below, with 46% having none. There are few local employment opportunities. 25% of benefits claimants are 50+ which has not altered in 3 years and the number of lone parents claiming benefits has increased by 33%. ESA claimants have increased by 15%.

Health inequalities are reflected in physical health issues and The Heights has some of the worst health outcomes in the city including for COPD, Heart Disease, Cancer, Type 2 Diabetes and Obesity.

Consultation by Barca with over 40 residents and local businesses in 2016 revealed a range of hopes and needs for increased local community activity and spaces, recognising the potential of the area as a place to live. Residents talked about wanting to increase well-being, community contact and opportunities for job seeking including; a crèche for under 5's, Mummies Chat, exercise groups such as Buggy Fitness and football, a local allotment to grow fresh vegetables and a Men's Hour group as well as a youth activities. Their main concerns were related to difficulties in finding work, social isolation, and lack of community groups for the local Asian population, limited internet access, lack of local business, community and transport infrastructure. Drugs and burglary impact on community safety.

There is a lack of physical community infrastructure with one of the main points of community contact being the local primary schools for parents of young children. The Nook Pub has a function room that can be used for community events and Armley Juniors Project 4 Young People provide activities twice weekly for young people. A Barca Community Development Worker is currently developing partnerships with schools, local churches, local businesses, Registered Social Landlords and the small local voluntary and community sector organisations as part of an LCC funded post.

A neighbourhood improvement plan is in place to support partnership working and change. As part of this LCC opened a local Housing Office in August which will provide a One Stop Shop and one meeting room.

New Wortley is near to the City Centre and is mainly council housing consisting of houses and three tower blocks. It is covered by the LSOA's E01011294, E01011362 and E01011363 all of which fall in the top 10% most deprived areas nationally. 20% of residents are from BME groups, with 13% being African/Caribbean. There are an increasing number of new migrants from Eastern Europe.

The population of the tower blocks is more transient than elsewhere in the neighbourhood. Barca run the Rise High project, a successful LCC funded project working one to one with residents in the tower blocks. The Rise High worker reports that residents in the tower blocks are far more transient than elsewhere in the area and face a multiple range of issues from poor mental health to substance misuse, exacerbated by poverty.

The skills and qualification of residents is low with 41% having no qualifications. Of the working age population 34% are unemployed and 22% out of work benefit claimants are 16-24 year olds.

Community infrastructure is stronger than in many of the areas in Inner West. New Wortley Community Centre completed a £500,000 extension in 2016 and there is a good local primary school, sports club and available greenspace. The New Wortley Residents Association is pro-active

and meets in the New Wortley Community Centre. They are keen to develop local greenspace and progress a fledgling gardening initiative as well as working to improve the living environment and community safety. As part of the consultation, local police reported concern about the area now being the heroin centre of Leeds attracting users and dealers. Residents and local businesses are concerned about the impact of drugs and alcohol in and on their community.

New Wortley Community Centre has championed Our Place in the area and the New Wortley Our Place Plan has been based on local consultation with the engagement of all key local services. Residents highlighted a range of issues, some of which such as indifference, cynicism and apathy, lack of employment opportunities, mistrust of authorities and low life expectancy are common across all 7 areas. Employment, learning and skills are a key strategic theme and include increasing economic activity, working with long-term unemployed adults and improving opportunities for young people. The community centre is being pro-active in developing a local business forum to encourage employers to provide a range of support to encourage local residents into work.

Police consulted as part of the strategy are concerned about the extent of heroin dealing and use which attracts people in from across the city.

Armley is unique in the 7 neighbourhoods in that it is not a discrete estate. It shares a postcode with New Wortley and The Heights but is tangibly different for local residents. The LSOA's include E01011292, E01011293, E01032500 and E01032607. Housing is a mix of back to back terraces and council housing and two tower blocks with a mix of private housing, most of it rented and council tenants.

Armley Town Street runs like a spine through the neighbourhood with key services including Armley Medical Centre, Armley One Stop Shop, the LCC funded Stocks Hill Hub, a children's centre, local library and a range of shops and businesses. There are significant challenges however in terms of business sustainability; the Co-operative supermarket closed its doors earlier this year losing 21 full-time equivalent jobs. There are high levels of criminality including drug using and street drinking

In response to resident complaints, the local MP launched a survey in summer 2015 as part of the Armley Town Street Revival Plan. Completed by residents, businesses and visitors 648 surveys were completed; almost three quarters said anti-social behaviour is one of the main problems on Town Street. In November that year the local MP organised a meeting for local residents and businesses to come and share their views, 150 people attended. Their call was change to improve the area. From that meeting the action group All Together Armley came into being. The group developed an 8 point action plan to improve the area calling for a safer environment, an improvement in the environment

of Town Street, promotion of local businesses and working to improve cultural relationships. This year the group successfully revived the defunct Armley Festival as part of their aim to improve community cohesion. It was a successful event and attracted over 2,500 visitors, mainly local residents. The group is also developing a business forum, chaired by a local business owner. The latter forum is keen to develop a pro-active network of businesses in both Armley and Bramley.

The voluntary and community sector is pro-active in the area ranging from local churches running refugee groups to social enterprises running cheap and pay as you feel cafes to the local population. Barca has a base on Stanningley Road from which it runs a variety of services including the multi-partnership Forward Leeds alcohol and drug service led by DISC.

Eastern Europeans from the accession countries have moved into the area over the past few years which have seen the development of local cultural tensions. Local Eastern Europeans consulted want support to move into work and to move into skilled work. Many are working in low skilled jobs which are not representative of their skills and qualifications levels. Barriers include English language skills for business, understanding how the job market and finding and getting a job works. There are also a number who want support to develop business ideas and establish locally based businesses and who do not feel confident in seeking business support services out of area.

There is a high rate of poor physical and mental ill health amongst males living in Armley. The MSOA of Armley, New Wortley was listed in the top 10 ranked MSOAs for high rates of male suicide mortality (2010-2012) and high male hospital admission rates for self-harm (2009-2011). An audit of Suicide and Undetermined deaths for Leeds 2008-2010 recorded that 12% of such deaths occurred in the LS12, Armley postcode.

Local residents want more opportunities to engage in learning to support them into work. One of the issues residents talked about was one-off courses which engage but with no follow-on. The closure of the Leeds City College community learning provision in Strawberry Lane saw the removal of a learning and skills centre for the area. Although the college continues to run a handful of locally based short courses in partnership with LCC. There is now no formal local learning centre providing skills development and qualifications. This has severely impacted local people, for example young Mum's who are no longer able to access formal learning and training opportunities to prepare them for re-entry into work. They now need to travel into the city centre which provides significant time constraints regarding travel and collecting children from nursery sessions at Armley Children's Centre.

Hawksworth Wood is in Kirkstall ward, the area is covered by the four LSOA's E01011484, E01011485, E01011686 and E01032494 and has a population of almost 6,000. It is mainly council

housing with some private stock. For many decades it provided housing to workers at Kirkstall Forge and when it closed many residents lost semi and skilled manufacturing jobs, with nothing left to replace them as heavy industry moved out of the area.

It is a predominantly white British population. Unemployment is lower than in other areas and the number of JSA claimants has reduced. 16-24 year olds are nearly twice as likely to be claiming JSA as the city average. There has been an increase in ESA claimants on parts of the estate and 13.3% of residents in the Lea Farms area are on ESA compared to the 5.6% city average. Last year saw a 12% increase of residents on ESA. There are pockets of high unemployment indicated by 30% of children living in workless households, increasing to 43% in lone parent households.

60% of residents are of working age and of the 3394 residents of working age, 40% are employed; % work part-time and 56% fulltime. Insert gender breakdown

70% of residents are qualified to level 2 or below with 43% having no qualifications. Employment is mainly in health, education, retail, accommodation and food services. The majority of people travel 10km or less to work with over one fifth travelling 2 to 5km to work. Anecdotal evidence points to a general reluctance to travel off the estate outside of work, although it is served by a direct bus route into the city centre. The nearby Kirkstall Forge is been part of a regeneration scheme including the development of a new train station with quick connections into the centre and out of Leeds along with planned shops and restaurants.

The estate has been awarded £1million 'Big Local' lottery funding over 10 years, administered by a resident led group, HAVA. Employment learning and skills was identified during the HAVA Big Local consultation as a priority area by residents. Since then funds have been allocated to support an estate based job shop supported by DWP. This has identified numeracy, literacy and digital exclusion as barriers facing those looking work in addition to confidence and motivational issues. The job shop is based in the village hall, recently refurbished by Hawks worth Older People's network to a high standard. Next to the village hall is St Mary's Church which runs activities for children and young people, having identified these as key areas of work. HAVA also highlighted mental health and social isolation as areas to focus on.

There is also a community association centre on the estate which runs a charity shop, run by volunteers from a local family; although it is facing funding issues. It currently hosts an IT course run by Barca. The estate has an active children's centre and high achieving primary school which both provide a focal point of community engagement.

The estate has large extended families and there are links with criminality including drug offences, adult nuisance and burglary. Youth nuisance and anti-social behaviour is also an issue. Whilst the local primary school is good and well thought of, children from the estate do not achieve to such a high standard at secondary school.

Some residents struggle financially and loan sharks are active on the estate, creating debt related anxiety and strained household budgets.

Wyther Park is mainly council housing with some social landlord properties and with a predominantly white British population. It is covered by LSOA's E01011281, E01011283 and E01011295 .he estate is dominated by a few large families with criminal links. It is split into two halves, referred to as the Upper and Lower Wythers with little integration between the two parts. The population is predominantly white British inhabited by long established families. It is reportedly difficult for new residents moving into the area and difficult for anyone who is not white British to feel welcome. Although long standing residents also report that it is an insular place to live with an impoverished community atmosphere

One social landlord reported that new tenants often move out after a couple of years as they have been unable to integrate and remain isolated. In addition the social landlord reported engagement remains an ongoing and tough nut to crack. It has been impossible to build any local support networks unlike Seacroft in East Leeds where they have had more success or New Wortley where they said the neighbours talk to one another.

A street play day was held in 2015 which did succeed in initiating, at least for the day, community engagement between children and different sets of parents. Other attempts at engaging residents have failed; at their head offices, a bus ride away, they had a Hugo Internet Centre supporting job search which residents from other areas came to, but they only had one resident form Wyther Park.

Any engagement with residents needs to be highly localised. This was confirmed by a resident who noted that she and a group of residents had been invited by LCC to form a Residents and Tenants Association, the meeting was held in a nearby centre, off the estate but no-one turned up. This is compounded by the fact that there is no community or even green space on the estate. After the community centre closed down nothing replaced it. There is a group of residents who are keen to re-create a community atmosphere on the estate and they have identified the need for communal space and activities to engage local young people and adults, to support people to become less

There are issues with debt and loan sharks and resultant debt related anxiety. There is little reported crime on the estate, although there is evidence that Hate Crime is a significant issue on the estate.

Broadleas is a medium sized estate close to Bramley Town Centre with a mainly white British population, and small numbers of Polish and Somalian residents who have lived in the UK for 5 years or less. 5% of residents speak little or no English. It is covered by LSOA'2 E01011324, E01011326 and E01011332. Housing on the estate is in low demand due to externally perceived problems on the estate. It is dominated by a small number of families with criminal connections.

There is a profile of young parents on the estate who do not engage in services including the local school and children's centre and a high teenage pregnancy rate. Children start school with low attainment levels and achievement at level 2 aged 16 is low for young people on the estate. Barca provides a youth service out of the community centre, which is otherwise currently underused as a community asset.

More residents claim ESA than JSA. The latter has seen a reduction in the number of 25-49 year olds by 25% but a smaller reduction of 9% for 16-24 year olds.

The estate has a poor health profile with obesity and hypertension. Smoking is higher than average and other health issues are COPD, Cancer, Diabetes and Heart Disease.

Fairfield estate between Stanningley Road and Bramley Park, close to Bramley Shopping Centre has a young demographic. It is covered by LSOA's E01011337 and E01011334. Families are struggling financially but do not access local services. The local school and children's centre provide key points of engagement, although parental engagement is low. Lone parents are 33% of households, almost five times the city average and there is double the number of children than the city average living on the estate. There is a high teenage pregnancy rate.

Employment is mainly in low skilled jobs in manufacturing, wholesale, business services, education and construction. 70% of residents travel 10km or under to work and 20% under 2km. Travel to work is 10km or under with one fifth travelling under 2km. 31 % of residents have no qualifications and 20% have a level 2.

10% of the population are unemployed, 4% higher than the Inner West average. The number of residents claiming JSA reduced by 58% in the 25-49 age group last year but only by 14% for 16-24 year olds. ESA and incapacity claimants have risen by 55% in the last year and an increase of over 40% for both in males over 50.

There is a community centre on the estate from which Barca will be withdrawing in 2017 due to funding cuts. There is some resident engagement in current activities including an IT course, dance activities and a Swap Shop.

Many residents struggle financially, debt and loan sharks are an issue. There is neighbour related and youth anti-social behaviour and domestic related crime. Barca run youth services out of the community centre.

Health and well-being is an issue for many residents and poor mental and emotional health is a concern, as is debt anxiety and debt related depression. Smoking is higher than average and Obesity, Heart Disease and Diabetes are major health concerns reported by local GP's.

Residents consulted for this research said they would like more local opportunities for learning and preparing for work.

Summary

The 7 neighbourhoods covered by our strategy and represented via the diverse representatives in our Local Action Group (see appendix 3 for brief biographies of Shadow LAG members) are each unique to one another. Armley is the only place that is not a council estate and has a unique main shopping street, once a source of much local pride and now the focus of All Together Armley's community improvement drive. Armley provides a hub for nearby New Wortley, The Heights and Wyther Park; for services such as the Children's Centre and One Stop Shop as well as value shopping.

Neighbours, Armley and New Wortley are hubs of activity where there is a focus on supporting and developing local communities. There are severe challenges for individuals, groups and the communities as a whole as can be seen from the neighbourhood profiles, but there is an underlying and growing body of activity supported by developing networks and cross-sector partnership working.

The post-war council estates of Hawksworth Wood, Wyther Park, Broadleas and Fairfield are each unique neighbourhoods with strong identities but each of which are struggling. Tellingly none of them have a Tenants or Residents Association, despite repeated and ongoing attempts by LCC. The Heights is similar but the recent focus and input from LCC in partnership with community and voluntary organisations is a start for that area. The lack of

community infrastructure, engagement in services and reported insularity highlight neighbourhoods that are not thriving and where in terms of our strategy the starting point is different to that of Armley, New Wortley and to a lesser extent The Heights. In some the starting point is difficult to locate or currently small. We will need to work closely with each neighbourhood, listen and develop approaches to co-production that seek to free and realise the assets and potential that we know exist. If we do not do that then we will see second chances disappear, for example the Kirkstall Forge development although close to Hawsworth Wood could be a million miles away. Through delivery of the strategy we will seek to develop partnerships to maximise local and near opportunities that benefit the communities in our area.

The differences in each neighbourhood are important and will shape how we as a LAG will work alongside communities. However in designing our strategy and being cognisant of the fact that we have a finite amount of money and time we have identified the following commonalities across the strategy area:

- Need to develop and build on community infrastructure
- Development of support to residents of working age with poor physical and mental health including ESA claimants
- A lack of aspiration amongst young people and Adults, however we know from our consultation that there are people from across the area who are successful, we want to make the links
- A requirement for localised progression activities to reduce the number of young people between 16-24 on JSA
- A deep seated and essential need to rejuvenate aspirations and provide opportunities
- Need to build local progression and sign-posting routes into learning and training
- A current lack of local opportunities and expertise in supporting transition into work
- Small employer base
- Lack of coherent West Leeds Business infrastructure and support plan and vision
- Maximise available resources and deepen networks and cross-sector partnerships

In identifying these commonalities we think there are foundations on which we can build. These are a strong sense of place and community across the area; an underlying and in places more thriving network of residents, groups, community, voluntary and community and public sector working in partnership to affect change and create opportunities. There are pro-active and successful

businesses as well as businesses with a community facing focus, we need to capitalise on this and support our businesses. Barca has strong partnerships with businesses in the area including Torque and call Credit and we can promote and build on this as part of our strategy. There are models of 'how to do it'.

In working with individuals, communities and agencies across West Leeds we will seek to ENGAGE, UNLOCK, DEVELOP and THRIVE. In offering support to our target groups and communities we will offer expert ENGAGEMENT, followed by practical support to assist individuals UNLOCK their potential and begin to overcome barriers including but not exhaustively debt, poor physical and mental health, lack of confidence and motivation, childhood trauma, drug and alcohol use, social isolation and family and parenting issues.

Following these two stages activities will provide support to individuals and communities to DEVELOP, move forward and THRIVE.

Activities will incorporate a mentoring and coaching approach designed to identify and set SMART goals for individuals and communities to work towards. At all stages we will link with existing projects to sign post people to and from to maximise opportunities to get West Leeds Working and Thriving.

Value for Money

We think our strategy will deliver value for money as we seek to focus activity on neighbourhoods where there are pockets of high unemployment and where as illustrated above there are multiple barriers.

Barca carried out a costs benefit analysis on two estates as part of Bramley 'Our Place'. That analysis, based on a proven model used elsewhere calculated that supporting 60 long-term unemployed individuals into employment would realise a saving of £1million in public expenditure. We aim to support 350 individuals into learning, training and employment as well as using ERDF funds to support direct investment in the local economy through supporting budding entrepreneurship and new enterprises and supporting growth of existing businesses across West Leeds

Sustainability

Our strategy is reflective of local needs and issues. The strategy themes, West Leeds Working and West Leeds Thriving and the four objectives; Learning and Training, Into Employment, Developing Community Infrastructure and Supporting Enterprises and Employers (outlined in section 3.) provide longevity to what we are aiming to achieve.

There are four main factors which strengthen the sustainability of our strategy:

- Broad buy-in to the strategy from residents to high-level strategic bodies and agencies including LCC, West Leeds CGG.
- We are well positioned strategically in Inner West including Leeds City Council's Inner West Welfare, Skills and Employability Board and Inner West Neighbourhood Improvement Board
- The CLLD commissioning model provides us with a unique opportunity to attract and co-ordinate additional funding. This is particularly so as many funding bodies are moving towards more locally based commissioning models, making us an appealing as well as locally informed funding partner. For example the Big Lottery strategic framework 2015-2021 states:

We believe people should be in the lead in improving their lives and communities. Our approach will focus on the skills, assets and energy that people can draw upon and the potential in their ideas. We feel that strong, vibrant communities can be built and renewed by the people living in them – making them ready for anything in the face of future opportunities and challenges. People in the lead at every stage of the funding cycle, both in the programmes we develop and the projects we fund, with involvement and ownership by the people our funding supports.

- Barca as a community anchor organisation has over 20 years' experience and commitment to working with the most disadvantaged in West Leeds. Established to focus on alleviating disadvantage Barca has continued to work with some of the hardest to reach individuals, families and young people.

2.2 The SWOT analysis

A SWOT analysis has been carried out to inform the development of the overarching themes and objectives of the West Leeds CLLD strategy. This consisted of analysis of the local social and economic context summarised in section 5.2.1 above based on key data, reports and policies and consultation. A SWOT workshop was held to further determine the overarching themes and objectives. The results of the SWOT analysis (below) were used to consider how the

SWOT for West Leeds CLLD Strategy

<p>Strengths</p> <ul style="list-style-type: none"> • Local engagement services • Successful engagement models and development initiatives • Resilient communities • Pro-active children’s centres and charities delivering valued services • Engaged local social enterprises and organisation with skills and volunteering to offer • Recent growth of business infrastructure support • Engaged employers in the community 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Individual’s social isolation, lack of motivation, confidence • Low willingness to travel out of area • Low skills and qualifications base • Community disengagement e.g. of young people, parents in some areas • Lack of visible routes into work • Weak community infrastructure • Pockets of networking and partnership currently too small to have an overall impact • Relatively small employer base
<p>Opportunities</p> <ul style="list-style-type: none"> • Unemployed individuals with skills • Strong local identity • West Leeds Developments including Kirkstall Forge and the old Denso Martin site • City Centre Developments including Victoria Gate • Improve connections, knowledge, sign-posting • Build on partnerships and develop networks • Co-production at hyper-local level • Invest inwardly e.g. book locally, rent locally, employ locally 	<p>Threats</p> <ul style="list-style-type: none"> • Financial exclusion creating isolation, anxiety and depression • Generations of unemployment • Decline in public funding • Welfare reform • Development fatigue of communities • Access to secure jobs • Lack of community cohesion • Business sustainability • Weak business support infrastructure

The SWOT was informed through a consultation process involving meetings with individuals, organisations, employers, attendance at events and culminating in a SWOT workshop.

Consultation was held across the 7 areas; The Heights, New Wortley, Armley, Wyther Park, Hawksworth Wood, Broadleas and Fairfield and included consultation with the voluntary and community sector, businesses and social enterprises, public sector including LCC, the Police, West Leeds Clinical Commissioning Group and residents (please see appendix 4 for a full list of those involved in the consultation).

The process included one to one meetings and telephone conversations, group workshops for example with the Eastern European community, visits and discussions with voluntary and community sector organisations, discussions with a broad range of public sector officers from Housing to the West Yorkshire Police, estate visits and attendance at community events.

The consultation highlighted two main factors:

- The lack of opportunities with progression for learning, training and moving into work
- The lack of aspiration and hope across the strategy area from young people to adults

The core issues emerging from the consultation which have fed into our strategy are:

- Difficulty in engaging residents in Hawksworth Wood, Wyther Park, Fairfield and Broadleas in comparison to the ease of engagement in Armley and New Wortley and increasingly in The Heights. In many areas the main driver for engagement is coming from the public sector; primary schools, Children's Centres, LCC initiatives and officers, the police, the voluntary and community sector and local councillors. Yet resident engagement remains low. We will need to tackle this early on delivery of the strategy if we are to begin to make a positive impact.
- Barriers facing individuals, families, groups and communities created by a multiple layered effect of poverty and inequality impacted by lack of strategic investment and vision for West Leeds
- Poor physical and mental ill health for residents
- Successful models of engagement such as New Wortley 'Our Place, All Together Armley
- A small network of community focused social enterprises and employers
- Tough, resilient communities with a strong sense of place to build upon

In approaching our strategy we have been diligent in not wishing to lose sight of the unique character and issues facing each neighbourhood but aware that we needed to focus on key issues across our area. As the consultation process evolved this was continually checked out with consultees to ensure that we were hearing and analysing the right messages from those we consulted.

As a LAG we welcome the opportunity CLLD funding will bring to West Leeds, and we are confident that we can build on our collective energy, activity and community focused thinking to maximise the funding.

3. Description of the strategy and its objectives

3.1 Intervention Logic

Diagram 3.1 sets out our vision, themes, priorities and objectives based on what we have outlined above.

It illustrates how we see the key planks of our strategy linking up. The overarching themes encapsulate two main development needs; the first, West Leeds Working is essentially about supporting people into work. It is also about developing partnerships with employers and creating more cross-sector working to get West Leeds moving towards where it needs to be, no longer a home of missed second chances, but one where there are clear routes and opportunities for local residents and businesses.

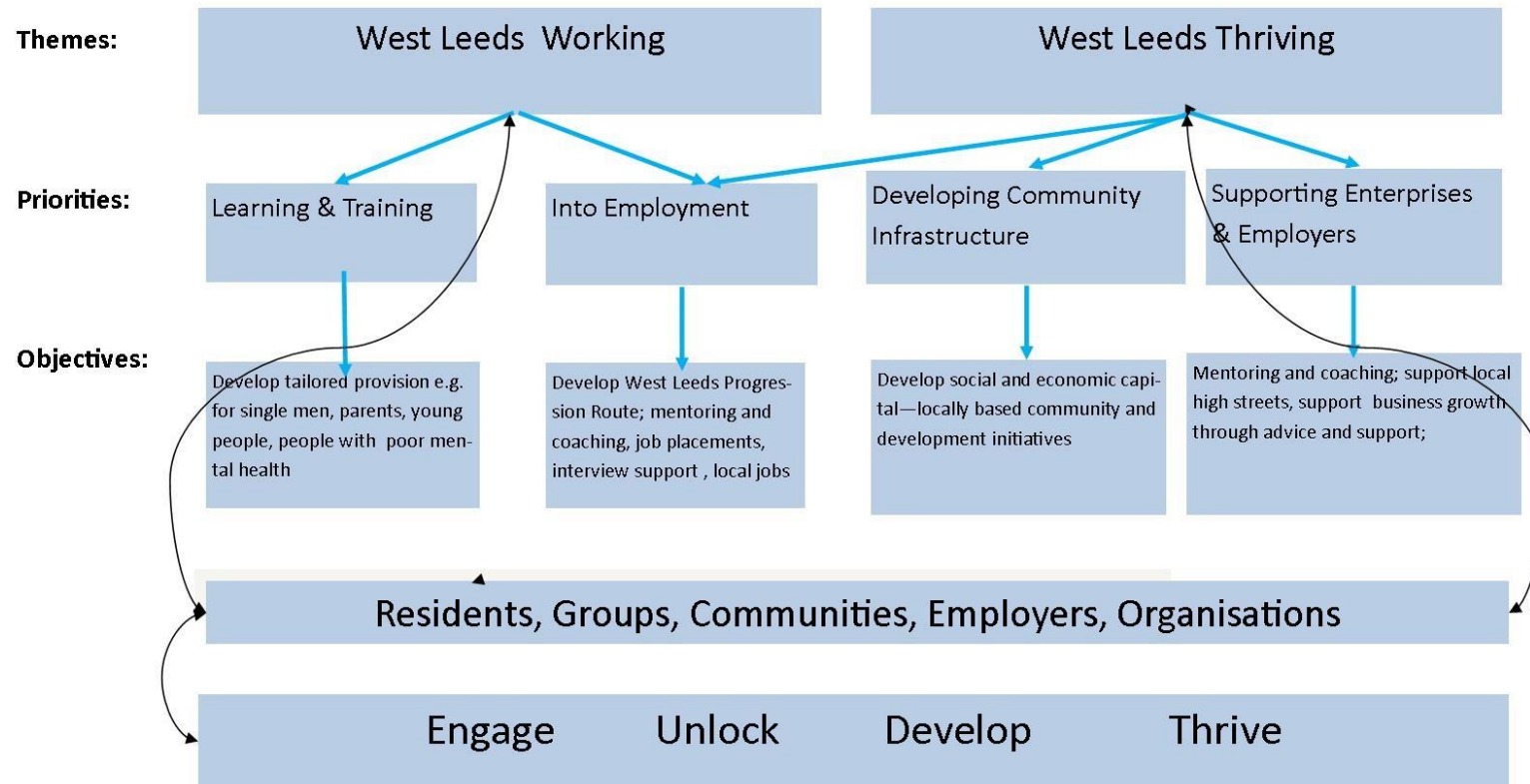
The second, West Leeds Thriving is about social and economic well-being. It is in part about addressing what one consultee described as a 'poverty of spirit', strong words maybe, but time and again we were told about the lack of aspiration and motivation compounded for many by severe financial exclusion, social isolation and poor health. For many residents and groups there is significant work to be done to get them out of their home and into localised activities which support them to begin thinking about and defining goals, no matter how small. It is about supporting individuals further towards the world of work.

It is also about supporting our local businesses, some of whom are struggling and who need localised business support services and networks to share ideas and develop. For those who are not struggling then we want to involve them in the strategy to support growth and to encourage them to become involved in providing opportunities for local people. This is a joint effort. We need local SMEs and large employers to thrive for jobs and for creating an energised business sector where people want to come and set up and invest and where local people want to go and work.

ESF and ERDF funds will be used to fund projects which meet one or more of the above themes and priorities. For example ESF will mainly fund learning and training but if need arises out of that for support to individuals with business ideas then we will use ERDF funds.

3.1 Intervention Logic—West Leeds CLLD Strategy Shadow Local Action Group: Key findings to date themes and objectives

Vision: to develop thriving communities supporting individuals and groups to flourish alongside a growing economy



3.2 Objectives

There are four objectives underlying our priorities:

- Developing tailored provision – we will deliver individualised support, learning and training programmes at a local level to those furthest from the labour market. For example to single men, parents, ESA claimants, young people, people with anxiety and mental health needs, Eastern Europeans. We do not want to predetermine groups we will support as we will want to monitor and evaluate how we are meeting local need. Learning and training will range from soft engagement activities such as self-confidence and stress management activities, arts and practical skills based activities to more formal learning such as English for work, maths and literacy, digital inclusion and accredited skills qualifications. We will work with local employers to address skills gaps, for example there is currently a local skills gap in qualified child-care workers and childminders. Activities will be tailored to meet local needs on estates and for specific groups.
- Develop the West Leeds Progression route – no-one falling off a cliff is our motto here. Through the provision of mentoring and coaching we will provide ongoing support to individuals to move them closer and into work. This will involve objective one as outlined above as well as tailored job ready skills development; it will also require extensive employer engagement to develop work placements, employer engagement in the local progression offer, job interviews and local job. Development of the West Leeds Progression Route will involve reciprocal linking in of local people to city wide programmes and bringing attention of our area needs to programmes which can deliver across our area.
- Develop social capital – will comprise locally based community and infrastructure development initiatives in co-production with residents. The aim here is to develop and grow community involvement, creation of community spaces, unlocking skills and potential. This can include developing skills of residents based close to where they live as a first step to unlocking and engaging disengaged individuals, locally based projects which bring community together, develop skills and create learning and volunteering opportunities, development of community enterprises and hubs.
- Mentoring and supporting business growth – covers a broad range of ERDF funded activities from support to budding entrepreneurs to supporting employers to grow and develop new job opportunities. We will support local residents to develop business ideas and initiate new enterprises where locally specific support is required and link them into city-wide programmes

as appropriate. Employers will be supported and promoted through locally based activity which is complementary to city-wide programmes

3.3 ESI Fund Outputs and Results

ESF Outputs and Results	Number to be delivered in						
	2017	2018	2019	2020	2021	2022	Total
Output							
Number of participants	45	75	95	95	40	0	350
Participants that are unemployed including long-term unemployed	37	59	65	68	39	0	270
Participants that are inactive	8	16	20	24	12	0	80
Participants that are aged over 50	7	18	20	20	10	0	75
Participants that are from ethnic minorities	4	9	10	10	7	0	40
Participants that have disabilities	3	10	12	14	6	0	45
Result							
Participants in education or training on leaving	2	5	18	25	35	2	87
Unemployed participants in employment including self-employment on leaving	0	25	44	63	54	7	193
Inactive participants into employment or job search on leaving	1	8	14	18	23	6	70

2.2. ERDF Outputs		Number to be delivered in						Total
		2017	2018	2019	2020	2021	2022	
C1	Number of enterprises receiving support	10	18	33	21	18	0	100
C5	Number of new enterprises receiving support	0	5	6	8		0	25
C8	Employment increase in supported enterprises	0	4	5	7	9	0	25
P11	Number of potential entrepreneurs assisted to be enterprise ready		15	15	6	4	0	40

3.4 Consistency, complementarity and synergy

The West Leeds CLLD strategy has been developed based on consultation to inform and establish the development of a strategy which will provide support to locally specific issues related to; the development of progression towards entry into the labour market for the most disadvantaged and providing support to local business to contribute towards the growth of the Inner West economy. These locally specific issues have been highlighted in section two.

Four key priorities have emerged out of the consultation and have been agreed by the Shadow LAG;

- Learning and training
- Into employment
- Developing community infrastructure
- Supporting enterprises and employers

Underlying these priorities are prime objectives including developing a West Leeds Progression Route to prevent individuals 'falling off a cliff' supported by tailored provision to meet individual and where appropriate group need; supporting aspirations of local young people; the development of hyper-localised community infrastructure to increase social capital and break down barriers to engagement; provision of tailored support to local businesses and start-ups.

The strategy will provide a tailored approach for the Inner West. It will simultaneously complement and link in with a range of funded programmes already operational as well as those in the pipeline that relate to the four priorities. This includes Leeds City Region LEP initiatives and ESIF programmes, DWP programmes, Leeds City Council funded initiatives, West Leeds CCG, Big Lottery programmes and other programmes. In linking with these programmes the strategy will ensure complementarity and will work in partnership to add value to the locally specific strategy through provision of progression routes, knowledge and expertise. Known and planned City wide and local programmes are detailed in the table below.

Table 2: Complementary programmes to the West Leeds CLLD Strategy

	West Leeds CLLD Strategy Priorities			
	Learning & Training	Into Employment	Developing Community Infrastructure	Supporting Enterprises & Employers
Initiatives and activities				
Leeds City Region LEP ESIF 2014 – 2020 Awarded and waiting applications to date at time of writing				
Ad:Venture				√
Digital Enterprise				√
Stronger Families	√	√	√	
Back to Work programme	√	√		
Superfast West Yorkshire Infrastructure Programme				√
Resource Efficiency Fund				√

Local flexibilities for reducing unemployment 25+ (match funded with DWP)	√	√		
NEET programme 15-24	√	√		
DWP programmes				
Work programme (ends 2017)	√	√		
Work and Health programme (Work Programme replacement)	√	√		
Local flexibilities for reducing unemployment 25+ (Match funded with ESIF)	√	√		

Leeds City Council				
Rise High (Barca)			√	
Heights and Bawns (Barca)			√	
West Leeds CCG				
Patient Empowerment Programme	√			
BIG Lottery				
HAVA Big Local	√	√	√	
MIND	√	√	√	
Miscellaneous				
PATH	√	√		√

The West Leeds CLLD Strategy will complement and add to the above strategies through:

- Informed localised knowledge to meet local need
- Development of the West Leeds Progression route providing progression routes and sign posting
- Supporting development of local enterprises and business growth
- Ongoing identification of local individual group, community and business needs

3.5 Equal Opportunities

As the LAG we will work to ensure that we encourage, promote and celebrate diversity in all that we do. We will ensure that all individuals, groups and communities in our strategy area have equal access to the services and activities we promote and agree to fund. All activities will support and encourage through creating environments welcoming to all free from harassment and judgement. We will confront and challenge discrimination wherever and when it arises. Our communications and publicity will be transparent and made through different methods. We will be pro-active in seeking out the views and needs of communities to ensure that delivery meets local need.

The LAG will regularly review and ensure that it and the projects it approves will comply and act in accordance with the LAG's written statement of Equal Opportunities, the Equality Act (2010) and the Public Sector Equality Duty.

We will work with LCC as the Accountable Body to ensure that all delivery partners adhere to both the LAG's and LCC's equal opportunities statements and policies.

We will hold ourselves to account and will review and address progress against our equal opportunities statement at each meeting as a standing agenda item. There will also be a regular review via our external monitoring and evaluation process, any gaps identified will be noted and fed into the next phase of activity and delivery.

3.6 Environmental sustainability

The LAG is committed to improving the environmental sustainability of the West Leeds CLLD strategy area and will promote this through our activities and the projects we fund. We will achieve this through our commitment to:

- Reduce the amount of waste produced through our own activities including minimising the need for printed documents

- Use local resources and services
- Ensure that all partners are aware of environmental sustainability regardless of size and provision of training where necessary
- Supporting projects which are committed to improving the environmental sustainability of West Leeds
- Reducing carbon emissions through promoting use of local public transport as appropriate
- Use services and resources which are committed to reducing their impact on the environment
- Monitoring and evaluation of our performance on environmental sustainability

3.7 Innovation

The LAG will work with the 7 neighbourhoods, local partners and agencies to identify, initiate, support and share innovation.

The West Leeds CLLD Strategy consultation process developed two overarching themes, West Leeds Thriving and West Leeds Working. Underlying the development of these themes, key barriers to engagement were identified:

- Generations of families not engaged in work and high levels of unemployment
- ESA claimants; a rise in number of claimants and pockets in some neighbourhoods due to poor physical and mental ill health
- Unwillingness to travel into the city centre or to unfamiliar local places
- Mistrust of public organisations and initiatives accompanied by an overall unwillingness to engage with outsiders
- Lack of public infrastructure, the nearest Leeds City Council One Stop Shop and job club is either in Armley or in the city centre
- Lack of community infrastructure in Wyther Park, Broadleas, Fairfield, Hawksworth. All estates with no functioning Tenants and Residents Associations or other integrated community organisation and/or facility
- Culturally remembered negative perception of large-scale public regeneration funds

The need to do things differently and to co-produce with communities at the centre will be key. Innovation or the willingness to shift perspective will be important if the strategy is to translate into reality at both a localised and broader geographical level across our area.

The LAG will ensure that innovative approaches and any innovation that occurs will be identified through clear criteria in all grant information, the awarding of grants and through project monitoring and evaluation. We will use an asset based approach building on the skills, experiences and needs of residents. Residents will be involved in commissioning services and appointing service providers.

The LAG will support innovative practices. This will be achieved through the development of clear grant criteria calling for the submission of projects which are focused on making a positive impact and affecting change. A process will be developed to support and nourish ideas from a broad range of the community and local organisations. Guidance and support will be provided through one to one discussions and workshops. Once identified innovative projects will be further supported through coaching and mentoring approach with specialist advisors.

Initially the LAG will draw upon the strategy and the knowledge and experience of LAG members to identify where there is a need to do things differently and areas where there is scope for innovation. For example the shadow LAG has already done this through identifying Wyther Park and Hawksworth Wood as two neighbourhoods where there needs to be early support for a highly localised approach to supporting the development of community infrastructure. As delivery and learning progresses the LAG will be able to draw upon a wider network of expertise and knowledge

Dissemination of innovative projects will be shared within West Leeds at local LAG events where good practice and learning will be shared to develop insight across West Leeds. The LAG will also link up at city wide level with the South and East CLLD strategy areas to share learning around innovation and replicability. The West Leeds CLLD website will be used to highlight successes in accessible formats.

The external monitoring and evaluation will elicit key learning points from funded innovation projects to ensure that learning becomes embedded within West Leeds as the project develops and to shape further West Leeds CLLD funding rounds.

4 A description of the process of community involvement in the development of the strategy

The West Leeds CLLD strategy is rooted in community consultation. The initial application was based on partnering with local communities to establish need. The development of the strategy has continued this pattern of engagement and participation. For a full list of all those consulted with please see appendix four.

The consultation process has involved a diversity of approaches, all of which have been transparent and have laid out the aims of the consultation process. Individuals and organisations have been continually involved as the strategy has progressed and findings continually checked out and double checked with those consulted. All those consulted were invited to the SWOT workshop to comment on the emerging themes and objectives.

Working with communities; the strategy has been developed through discussion and conversation with individuals and groups through local events. For example surveying stay at home Mum's at a women's event in Armley Leisure Centre, a workshop held with budding entrepreneurs from the Eastern European Community, attendance at local fun days for example Broadleas.

Working with the local voluntary and community sector; the sector has been consulted to capture the diversity and expertise of the work carried out in Inner West from local churches, to social enterprises such as Armley Junction which caters to some of the most disadvantaged groups including vulnerable single men in Armley, attendance at community centre events for example Tumblebees exercise group for under 5's with parents at Fairfield, semi-structured conversations with operations workers for example Barca staff working with families in contact with substance abuse.

Working with the public sector; a broad range of agencies have been contacted to both gain support for and to provide insight into social and economic barriers facing individuals and employers in Inner West. For example a discussion with the Manager of three local LCC Children's Centres; discussions with local Housing Officers working on specific estates such as Broadleas and Wyther Park.

Working with employers; discussion with employers to gain an insight into what local businesses want such as the local Post Office, shop owners in The Heights, large employers such as Torque and a conversation with the Chief Executive of the West Yorkshire work based learning providers' membership group.

Consultation findings and ongoing discussions have fully informed the strategy objectives and action plan, which are based on analysis, consultee ideas, experience, knowledge and desires for social and economic opportunities across the Inner West.

The Shadow LAG fully represents the community involvement which has shaped the strategy and this will follow on into the delivery LAG fully outlined in section 5.6.1. This includes 7 resident representatives from each of the 7 neighbourhoods; 3 voluntary and community sector representatives covering the diversity of the nature of the sector including a local community centre – New Wortley, a vicar of a local church- St Mary's, Hawksworth Wood and a larger charity, Barca working across the Inner West area; 3 employer representatives covering the diversity of the local

economy including the Director of Torque a large logistics company based in New Wortley, the owner of a local property company and Chair of the community and business group Altogether Armley and the Manager of Bramley Shopping Centre a key local value shopping destination with community involvement; 3 public sector representatives including the Leader of the LCC Area Team for West North West Leeds, a Senior Commissioner from the West Leeds CCG who fund the West Leeds Patient Empowerment Project and a local councillor with responsibility for employment, learning and skills. There is an independent Chair with extensive experience of working in Family, Community and Adult Learning.

The Shadow LAG met twice and has been fully involved in shaping and approving this strategy. All representatives saw and commented on the draft and final strategy prior to submission. This is recorded in the Shadow LAG agenda and minutes.

5 An action plan demonstrating how objectives are translated into actions

The two strategy themes West Leeds Working and West Leeds Thriving overarch four priority objectives:

- Learning and training – to engage the disengage and disadvantaged in learning identified and developed according to need
- Into employment – to develop and support people further towards and into work
- Developing community infrastructure – to develop local capacity through identifying and connecting people and solutions at a hyper-local level
- Supporting enterprises and employers – to support budding entrepreneurs and new business, support local business to grow and create new jobs for people living locally.

Projects will be delivered which meet one or more of the above and the types of activities that these might include are suggested below. Please see appendix 7 for a full action plan including breakdown of ESF and ERDF spend and outputs.

Objective 1: Learning and Training

Activities under this objective will cover a wide range of personalised learning and training tailored to meet identified need and develop progression pathways. Activities based on needs assessment will range from soft engagement to provide safe places to engage, develop confidence and aspirations to more formal activity including internally and externally accredited learning and training, development of skills through skill sharing activities and training to improve employment prospects. Activity will also include mentoring and coaching work to develop motivation and

personalised programmes to support further learning, training and entry into employment. This can also include support to individuals and groups to develop business ideas and set up enterprises.

Activity under this objective will link with Objectives 2, 3 and 4 and funding will come from both ESF and ERDF funding streams.

Other sources of activity can include ESIF programmes, HAVA Big Local and MIND Big Lottery funds, East Street Arts, the West Leeds PEP project, Children's Centre, primary and secondary schools, and both the local and city wide voluntary and community sector.

Activities will benefit residents, groups and communities living in the 7 neighbourhoods who are claimants or economically inactive. This will include those identified during consultation for example single middle aged men living in the New Wortley Tower blocks, parents at risk, young people who are NEET, those with mental and physical health needs including ESA claimants as well as needs identified during the life of the strategy.

Objective 2: Into Employment

Activities under this objective will reach out to diverse groups from single men to pre-NEET 16-24 year olds, to support them in developing the motivation, confidence and skills to make the first steps into a working environment. Activities will be based on meeting local need and can include a broad range of tailored provision including volunteering, skills sharing, and linking people into work through development of work placements, work tasters, interviews, and local jobs. Community based activities will be wide ranging from promotion of local communities to community involvement, community enterprise, community and social capacity building; growth of entrepreneurships and self-employment; local hubs; encouraging innovation and activities to break down barriers access to work; localised information, advice and guidance, addressing inequalities such as health, debt.

Activity under this objective will link and provide cross-over with objectives, 1, 3 and 4. Funding will come from both ESF and ERDF funding streams.

Other sources of activity will include ESIF programmes including Local Flexibility for Reducing Unemployment, Back to Work, Construction Training Programme and other ESIF programmes to be identified; LCC Job Shop.

Objective 3: Developing Community Infrastructure

Activities funded under this objective will focus on identifying and connecting communities through developing relationships and building community capacity to produce community-led solutions and partnerships. Activities will draw on existing resources and be encouraged to draw in local and other resources as appropriate including from the voluntary and community sector.

Activities will be expected to support, mentor and coach people to engage through building cultures of community involvement and capacity to improve confidence, skills and experience. Support will be provided to develop community based initiatives and enterprises which provide opportunities for those living in the community and which bring unused and/or underused resources into greater community use.

The Shadow LAG identified Wyther Park as a priority community area in the first 6 to 12 months of delivery.

Funding: will come from ESF for example in the provision of local learning opportunities or via ERDF such as supporting the development of community based enterprise.

Other sources of activity might include ESIF programmes including Stronger Families and NEET programme, HAVA Big Local and MIND Big Lottery funds, the West Leeds PEP project, voluntary and community sector, Princes Trust and Talent Match, LCC funded Rise High and Heights and Bawn projects.

Activities will benefit residents, groups and communities living in the 7 neighbourhoods. This will include a broad range of people, for example single parents, those with poor mental health, single adult male, Eastern European groups.

Objective 4: Supporting Enterprises and Employers

Activities funded under objective will be expected to support a variety of business initiatives including:

- Localised support, mentoring and coaching to aid the development of business ideas and entrepreneurial activity. This will include support to individuals and specific groups as appropriate to develop confidence, business skills and language,
- Supporting local businesses to increase sustainability

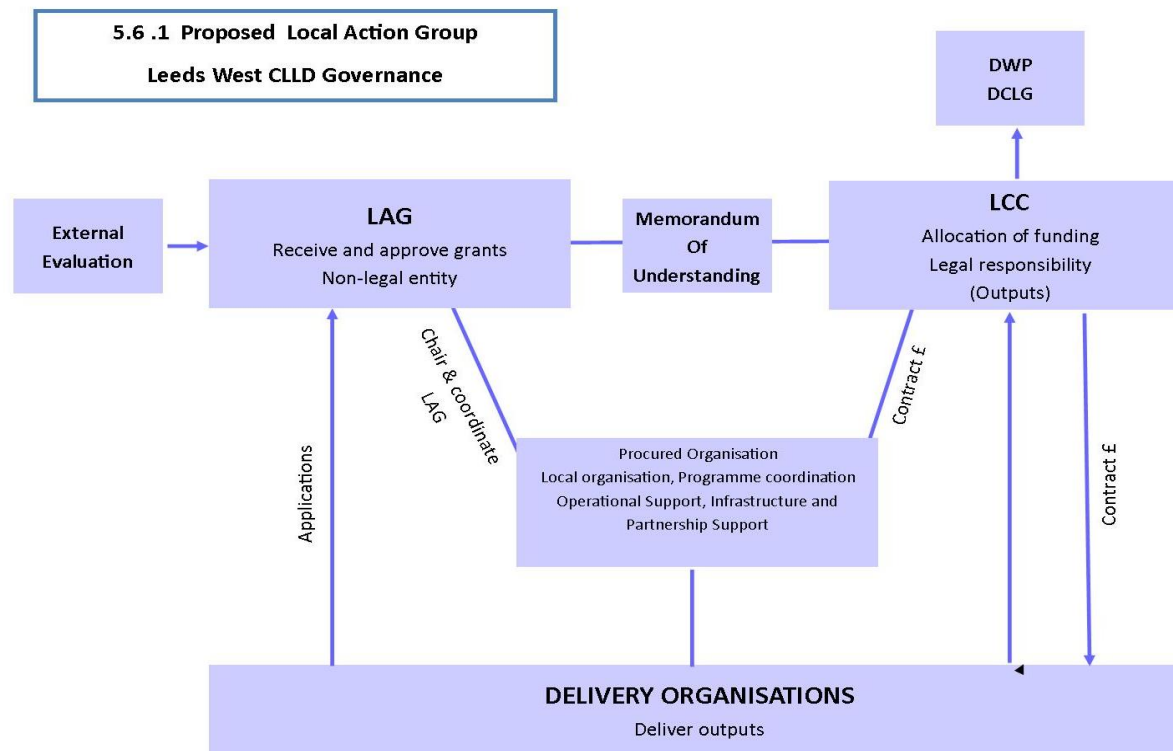
Funding will come from ERDF and activity will also support objective two and may link into objectives one and three.

Other sources of activity: ESIF Ad:Venture, Digital Enterprise, Superfast West Yorkshire and York Broadband Infrastructure Programme, Resource Efficiency Fund, City wide business support initiatives run by LCC and Leeds Beckett University and Leeds University, Leeds Chamber of Commerce activities.

6. Description of the management and monitoring arrangements of the strategy, and the specific arrangements for evaluation

6.1 Summary of the Local Action Group

The diagram below illustrates the role of the LAG and the relationship between the LAG and LCC, Accountable Body.



The West Leeds LAG will be a non-legally constituted partnership of residents, community and voluntary sector, employers and public sector individuals and organisations. They will be responsible for the implementation of the West Leeds CLLD strategy through joint decision making to award grants to fulfil the priorities and deliverables of the West Leeds CLLD strategy. They will meet quarterly.

A memorandum of understanding will define and support the relationship and obligations between the LAG and LCC. The LAG will approve funding applications and LCC will issue funding and contract agreements. The Local Infrastructure Support Agency, funded by LCC will act as the West Leeds Co-ordinator for the strategy and will support and administer the LAG. This procured organisation will also provide operational and partnership support.

LAG Membership The Local Action Group (LAG) will be comprised of the following groups:

- Seven Residents, one from each of the areas- Armley, New Wortley, The Heights, Fairfield's, Broadleas, Wyther Park, Hawksworth Wood. Each resident representative will be able to adequately represent their area and be conversant with the needs of their and other areas. Residents will be fully briefed on the project and specific training needs will be met through identified training and development needs. This will support each individual to succeed in fulfilling their representative role on the LAG.
- Three voluntary and community sector representatives from locally based organisations. They will have in-depth knowledge and experience of local needs through being based and delivering in the area to individuals who fall within the beneficiary categories of the strategy.
- Three employer representatives from employers based within the West Leeds area. The employers will be aware of the issues facing local people in accessing the labour market and will also be able to speak on behalf of employers in the area in terms of employer development and growth needs relevant to the successful implementation of the West Leeds CLLD strategy.
- One West Leeds CCG representative. West Leeds CCG fund the West Leeds Patient Empowerment Project led by Barca along with Better Leeds Communities, Leeds MIND and Touchstone, worth £1.4m to beneficiaries in West Leeds including within the 7 CLLD areas. There are strong strategic connections between the West Leeds CLLD strategy and the West Leeds CCG which will be further explored as delivery progresses.
- One LCC West North West Area team representative. The WNW Area Team will be invited to nominate one representative to the LAG. The WNW team have an in-depth knowledge

and experience of the 7 areas covered in the CLLD strategy and has been active on the CLLD Steering Group.

- One elected local Councillor from the Councillors representing the West Leeds CLLD area. The Councillors will be invited to nominate their representative to the LAG via the Inner West Committee.
- One Chair appointed separately from the representatives outlined above, the Shadow LAG agreed to proceed with the current Chair who is an independent representative, a local resident and has significant experience of both community and adult learning and skills.
- The LAG will appoint Associates and Advisors to meet skills and expertise gaps within the LAG.

Of the 17 representatives on the LAG, three are from the public sector ensuring that at 18% of the representatives, public sector voting rights will account for less than one fifth.

The LAG will strive to ensure that they represent the population covered by the strategy and will work to achieve a gender balance.

Changes to the LAG –the Shadow LAG was appointed to approve the West Leeds CLLD strategy. The members of this may need to be changed once the delivery of the West Leeds CLLD strategy begins. For example due to the difficulty of resident engagement on Broadleas, Fairfield and Hawksworth Wood it was not possible to appoint 7 residents to the shadow LAG and this will need to be addressed as delivery of the strategy is implemented. Gaps in skills and expertise will be identified as part of the ongoing monitoring and evaluation process, and additional members will need to be appointed as necessary to ensure that the LAG fulfils its objectives. Changes due to LAG members leaving will depend upon the status of the individual. For individuals representing voluntary and community sector organisations and the public sector, membership of the LAG will belong to the organisation. If the organisation is to remain a partner they will be asked to nominate a replacement individual with the relevant skills and experience.

The LAG will expand on its current network to ensure that a broad and appropriate range of partners are involved, both in terms of representation, expertise and as delivery partners. This will include local and city-wide partners who are able to advise and deliver to assist the LAG in achieving their objectives.

The LAG will be guided by a set of clear criteria as to their remit. This will include:

- Terms of reference (see appendix 5).

- Governance rules and procedures
- Checks and controls exercised by the Accountable Body
- Declaration of interests, the Shadow LAG has completed conflict of interest declarations and new and additional members of the LAG will be required to do so. Where an organisation in which a LAG member has an interest bids for funds, that individual will be required to abstain from voting.

The LAG will be supported in its work by a dedicated Co-ordinator/Manager employed by the appointed Local Infrastructure Support Agency.

6.2 The Accountable Body

LCC has agreed to be the Accountable Body for the West Leeds CCLD as it has for East and South CLLD strategy areas. Please see the confirmation letter in appendix two. The Council has a strong track record of contract managing and delivering successful EU funded programmes. If two or more of the strategies are successful in moving to stage two of the application process, LCC will provide core corporate support to each of the area LAG's. This will also enable LCC to co-ordinate each LAG with other funding streams and provide economy of scale to maximise funding and other resources. LCC will adhere to the publish guidance for accountable bodies.

LCC will have a core corporate team, operating in the Citizens and Communities Directorate under the leadership of the Assistant Chief Executive. This team, experienced in managing large scale externally funded projects will have access to the broader resources of the council to carry out the functions required to successfully manage a project of this size. The core team will carry out the range of activities required to support and ensure the CLLD strategy keeps on track. These will include:

- Financial management including management of overall project finances, grant claims, invoicing, financial reporting to the Department of Work and Pensions and the Department for Communities and Local Government
- Contract and performance management including issuing of contracts to grant recipients, monitoring and evaluation of funded outputs and results, collection of data against funders targets and outcomes. This monitoring is separate to a broader external evaluation to be carried out in West Leeds (see section 6.4).
- Contracting and reporting to the DWP and DCLG
- External strategic city wide relationship management with DWP, LCR LEP and City wide bodies such as the Leeds Chamber of Commerce

- Brokerage of key relationships between the LAG and key bodies to achieve outcomes
- Procure and commission the Local Infrastructure Support Organisation for the West Leeds LAG

6.3 LAG - application, approval and grant claim process

The LAG will work closely with LCC as the Accountable Body. All applications will be sent to LCC for assessment and then passed onto the LAG for further approval. All grants will be awarded by LCC, who will also carry out the monitoring of project delivery to delivery plans and stated outcomes.

1. Pre-application

- Local website with guidance documents and details of funding rounds and how to apply with contact details
- Guidance documents - CLLD strategy aims and objectives, minimum and maximum amounts, types of projects, organisational criteria i.e. eligibility, geographical criteria, programmes in existence and to avoid duplication
- Local workshops will be held at the beginning of each funding round to provide information, support and Q&A sessions
- ESF and ERDF criteria outlined and Cross cutting themes gender equality and non-discrimination/Sustainable development
- ESF and ERDF grants – criteria/match funding
- Complete application form
- Check application form and supporting documents
- Assessment process – will be online
- Potential bidders to contact the Local Infrastructure Organisation for Q&A
- FAQ's available on the West Leeds CLLD website

2. Application

- Clear criteria
- Outline of types of activity that can be funded
- Pro-forma application
- Supporting documents required such as legal constitution, insurance, accounts
- Timelines
- How to apply guide
- Application checklist
- Assessment criteria

3. Assessment and approval

- Outline of assessment process
- Submit application to LCC as the Accountable Body
- Review and assessment by LCC and the LAG
- Award if successful and feedback.
- Manage grant process and achievement of outcomes/outputs
- Share results i.e. M&E process

4. Grant claims and authorisation process

- How to claim – timelines/evidence requirements – costs, outputs/outcomes
- Stages of claim
- Authorisation

6.4 Monitoring and Evaluation

			2017	2018	2019	2020	2021	2022	Total
ESF									
<i>Investment Priority 1.5</i>			2	5	18	25	35	2	87
<i>CRO2</i>	Participants in education or training on leaving								
<i>Investment Priority 1.5</i>			0	25	44	63	54	7	193
<i>CRO01</i>	Unemployed participants in employment, including self-employment on leaving								
<i>Investment Priority 1/5</i>			1	8	14	18	23	6	70
<i>CRO1/CO03</i>	Inactive participants into employment or job search on leaving								
ERDF – Priority Axis 8, Investment Priority 9d1: Undertaking investment in the context of CCLD strategies									
<i>Investment Priority 9d</i>			10	18	33	21	18	0	100
	Number of enterprises receiving support								
<i>Investment Priority 9d</i>			0	5	6	8	6	0	25
<i>C5</i>	Number of new enterprises receiving support								
<i>Investment Priority 9d</i>			0	4	5	7	9	0	25
<i>C8</i>									

Employment increase in supported enterprises							
<i>Investment Priority 9d</i>	0	15	15	6	4	0	40
<i>P11</i>							
Number of potential entrepreneurs assisted to be enterprise ready							

LCC as the Accountable Body will have a contractual relationship with all grant holders. The contract will contain individual project delivery plans and describe the monitoring and evaluation requirements for each project. This will include quarterly reporting against:

- Agreed project outputs
- Interim monitoring report including data on number of participants engaged and progression against targets and milestones
- Equality monitoring,

The Accountable body will take appropriate action to rectify any identified underperformance and where necessary will meet with contract holders to address underperformance. LCC will liaise with the LAG and provide monitoring updates to each quarterly LAG meeting.

The LAG will appoint an external party to carry out monitoring and evaluation of the strategy. The aim of this will be monitor and evaluate throughout the life of the strategy. Our aim is to make a positive impact through the engagement of local communities through a bottom up approach to ensure that the needs of the area are defined locally. We seek to do this through meeting the needs of local communities through building the capacities of hard to reach and marginalised residents, as well as local agencies.

The LAG in wishing to increase what we have called social capital will use the notion of social capital to measure our progress, as well as to plan and evaluate activities. We propose to use the Edinburgh Health Inequalities Standing Group definitions of three types of social capital; bonding, bridging and linking to assess the effectiveness of our strategy. These range from ties within groups, across groups and communities to linking ties which are important for strategic outcomes, increasing the ability of individuals and communities to influence change.

The external evaluator will look at indicators of success including using LCC data and a broader qualitative approach to assessing the impact on individuals and communities.

The process will also include an ongoing evaluation of the LAG so that we can develop and strengthen what we do throughout the strategy.

External monitoring will be carried out by the LAG and funded by the Local Infrastructure Support Agency. These will be funds allocated by LCC for external monitoring.

6.5 Communications and publicity

A communications strategy will be developed by the Local Infrastructure Support Agency for the West Leeds CLLD strategy. This will outline how the LAG will engage with individuals, communities, voluntary and community sector, public bodies and employers across West Leeds. This will include networking, communicating the strategy, events, publicising the grants application process and criteria, news and publicity about projects and project successes.

The success of the strategy will rely on effective communication of its aims, objectives and opportunities across a broad range of audiences. The diverse range of stakeholders who have contributed to the development of the strategy to date and who will be involved in the delivery use a range of communication and social media to communicate and publicise key messages and opportunities. For example one resident representative used her Facebook page as an extension of the consultation process which meant that she was able to reach residents otherwise unknown and out of reach. This snowballing communication will be integral to the success of the strategy. It is important to ensure that available communication and media channels are used across social media and the broad variety of local formal and informal fora and groups including; Twitter, Facebook, local press such as the West Leeds Dispatch which has an online presence and goes out to meet communities across West Leeds.

A database has begun to be collated for the first stage of the strategy development and this will be built upon and expanded throughout the life of the strategy to serve as the mailing list.

A website will be developed in the first quarter of the project. This will be simple and written in clear language to reach as many audiences as possible. Suggestions for pages:

- About –the LAG and profile of each LAG member, overview of the West Leeds CLLD strategy
- The strategy – online copy
- Grant application process with all forms available in accessible formats online including the application process, guide to applying, application forms, annual dates of each grant call
- Contact – who and when to contact for further information

The website will be independent of LCC to ensure that the West Leeds CLLD Strategy retains an autonomous identity and to overcome resistance in some communities to engaging with public bodies.

West Leeds CLLD logo and branding will be developed at low cost to provide a recognisably unique identity for the strategy. Where possible designing and printing will be locally sourced if efficient to do so.

All communication, communication channels and website will be branded using the West Leeds CLLD logo and branding. For all communication and publicity ESIF guidelines for ESF and ERDF branding and publicity will be adhered to with reference to the most up to date published guidance.

6.6 Training and development

The effective functioning of the LAG is crucial to the overall success of the strategy. The training and development will support the LAG in understanding their roles and function as well as supporting them to be a cohesive functioning body and to develop and draw on expertise in areas where they will need to make key decisions. The following will be key areas of training and development in the first year:

- Governance – all LAG members will be required to attend a training session on LAG Governance at the start of the project. This will include roles and responsibilities for being a LAG member, role of the Chair and LAG members, expected standards of behaviour and confidentiality, relationship with LCC as the Accountable Body
- Introduction to the strategy and delivery plan including an overview of West Leeds, key themes and objectives. Overview of employment, skills and learning in West Leeds.
- Grant making process and systems – the role of the LAG, understanding and assessing grant applications, role of the LAG and the Accountable Body
- Communications strategy – role of the LAG members in West Leeds – networking and representation, partnership working, publicity and branding including ESIF guidelines.
- Monitoring and evaluation including role of the Accountable Body in collecting and sharing performance data, the role of the external evaluation - how and why the LAG will be evaluated.
- LAG Associates role and purpose– LAG members will bring a broad range of skills and expertise. These may not always suffice and where additional resources are needed the LAG will be able to call on LAG Associates who possess the additional skills and knowledge that

may be required. For example this may be the case in relation to getting people into work, an area identified in developing the strategy where provision is weak in West Leeds.

Training and development will be supplemented by a pack provided to each LAG member, available in paper and online formats.

7. Financial Plan of the strategy

In preparing this financial plan we have considered the following significant points:

- Match funding; as part of our consultation process we have held discussions with key local strategic bodies including LCC, West Leeds CCG and other Health Commissioners, Big Lottery re HAVA Big Local and Leeds MIND, employers, local agencies funded by a variety of funding streams, LCC Employment5, Skills and Welfare Board and local schools. We have discussed the requirement for match funding of CLLD activities and have requested existing and potential partners to consider future funding programmes and match with West Leeds CLLD.
- Management and administration; we have allocated a 25% fee in recognition of the cost of running an effective and high quality CLLD programme for our area. As the LAG we have proposed a model incorporating a Local Infrastructure Support Agency to co-ordinate outer activity. We envisage this will be funded from the allocation for programme management and administration. Costs will come from either ESF or ERDF, depending upon which funding stream allocates the 25% management and administration fee.
- Supporting evidence; in preparing the project plan we have been guided by the outcomes and analysis of our consultation process and desk research. The latter has included; LSOA data, LCC documents, Leeds Joint Strategic Needs Assessment 2015, West Leeds CCG strategy, Leeds City Region LEP Strategy, Bramley and New Wortley Our Place Plans, and HAVA Big Local strategy.
- Our assumptions on the phasing of project delivery are based on working with those furthest from the labour market and development of a functioning West Leeds Progression Route and significant employer engagement.

Please see CLLD Action Plan Part three (below) for a full breakdown of costs and ESF/ERDF allocations.

CLLD Action Plan Part 3: Financial Summary

3.1 Expenditure	2016	2017	2018	2019	2020	2021	2022	Total
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	
(a) LAG Management and administration	20,000	155,000	135,000	135,000	135,000	135,000	34,999	750,000
(b) LDS Project Expenditure	0	82,386	491,316	693,210	745,562	237,525	0	2,250,000
Total LDS expenditure (a+b)	20,000	237,386	626,316	828,210	880,562	372,525	34,999	3,000,000

3.2 Funding	2016	2017	2018	2019	2020	2021	2022	Total
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	
(a) ESF		96,429	160,714	203,571	203,571	85,715		750,000
(b) ERDF	10,000	23,246	153,798	211,303	235,061	99,091	17,500	750,000
c) ESIF total (a+b)	10,000	119,675	314,512	414,874	438,632	184,806	17,500	1,500,000
(d) Public sector funding	10,000	111,736	295,982	392,440	419,611	178,239	17,500	1425509
(e) Private sector funding	0	5,975	15,822	20,896	22,319	9,480	0	74492
(f) Total match funding (d+e)	10000	117,711	311,804	413,336	441,930	187,719	17,499	1,500,000
Funding total (c+f)	20,000	237,386	626,316	828,210	880,562	372,525	34,999	3,000,000