Wisbech Community Led Local Development Programme:

Local Development Strategy

August 2016
Note on funding the development of this Strategy

The development of this Strategy was funded via £12,179 from the European Social Fund (ESF) as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England, matched by a similar contribution from Local Authorities and Cambridgeshire ACRE. The Department for Work and Pensions is the Managing Authority for the England ESF programme. Established by the European Union ESF funds help local areas stimulate their economic development by investing in projects which will support innovation, businesses, skills development, job creation, social inclusion and local community regenerations. For more information visit [https://www.gov.uk/european-growth-funding](https://www.gov.uk/european-growth-funding)

Local Development Strategy Checklist

This Local Development Strategy satisfies the completeness check as set out in the Guidance on developing strategies as it:

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Reference</th>
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<tbody>
<tr>
<td>Identifies the Local Action Group</td>
<td>Section 5</td>
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<tr>
<td>Identifies an Accountable Body for the Local Action Group</td>
<td>Section 5</td>
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<tr>
<td>Includes confirmation that the Accountable Body agrees to perform this role</td>
<td>Section 5</td>
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<tr>
<td>Includes confirmation that the Local Action Group has endorsed the Strategy</td>
<td>Section 7</td>
</tr>
<tr>
<td>Includes Terms of Reference for the Local Action Group</td>
<td>Section 5 and Appendix 4</td>
</tr>
<tr>
<td>Includes a map of the proposed area and an annexe providing details of it</td>
<td>Section 1</td>
</tr>
<tr>
<td>Includes a Monitoring and Evaluation Plan</td>
<td>Section 5</td>
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<tr>
<td>Includes all three parts of the Action Plan Summary</td>
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<tr>
<td>Part 1: Summary</td>
<td>Section 4, Table 2</td>
</tr>
<tr>
<td>Part 2: ESIF Outputs</td>
<td>Section 4, Table 4</td>
</tr>
<tr>
<td>Part 3: Financial Summary</td>
<td>Section 6, Table 5</td>
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Section 1: Definition of the area and population covered by the strategy

The geographical area covered by the Wisbech CLLD area includes the wards of Clarkson, Kirkgate, Waterlees, Hill, Peckover, Staithe and Medworth, as well as part of Roman Bank, the Walsoken part of Mershe Lande ward; the Emneth part of Emneth with Outwell ward and the Elm and Friday Bridge part of Elm and Christchurch ward.

Map 1 on page 7 shows the extent of the Wisbech CLLD area and Table 1 below lists the Lower Super Output Areas (LSOAs) included within the Wisbech CLLD area.

Table 1: LSOAs included within Wisbech CLLD area

<table>
<thead>
<tr>
<th>Ward</th>
<th>Lower Super Output Areas included</th>
<th>IMD (^2)</th>
<th>Usual Resident Population (^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Rank</td>
<td>Decile</td>
</tr>
<tr>
<td>Roman Bank</td>
<td>Fenland 001A</td>
<td>8,652</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Fenland 001C</td>
<td>12,138</td>
<td>4</td>
</tr>
<tr>
<td>Clarkson</td>
<td>Fenland 002A</td>
<td>4,702</td>
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<td>Kirkgate</td>
<td>Fenland 002B</td>
<td>8,560</td>
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<tr>
<td>Waterlees</td>
<td>Fenland 002C</td>
<td>2,254</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Fenland 002D</td>
<td>2,011</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Fenland 002E</td>
<td>8,502</td>
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<tr>
<td>Hill</td>
<td>Fenland 003A</td>
<td>15,797</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Fenland 003B</td>
<td>3,817</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Fenland 003C</td>
<td>6,354</td>
<td>2</td>
</tr>
<tr>
<td>Peckover</td>
<td>Fenland 003E</td>
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<td>3</td>
</tr>
<tr>
<td>Staithe</td>
<td>Fenland 003F</td>
<td>2,139</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Fenland 003G</td>
<td>12,237</td>
<td>4</td>
</tr>
<tr>
<td>Medworth</td>
<td>Fenland 003H</td>
<td>4,521</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Fenland 003I</td>
<td>2,440</td>
<td>1</td>
</tr>
<tr>
<td>Elm &amp; Christchurch</td>
<td>Fenland 004A</td>
<td>8,828</td>
<td>3</td>
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<tr>
<td>(Elm &amp; Friday Bridge parts only)</td>
<td>Fenland 004B</td>
<td>13,884</td>
<td>5</td>
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<tr>
<td>Mershe Lande (Walsoken part only)</td>
<td>King’s Lynn and West Norfolk 013B</td>
<td>9,357</td>
<td>3</td>
</tr>
<tr>
<td>Emneth with Outwell</td>
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<td>12,904</td>
<td>4</td>
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<tr>
<td>(Emneth parts only)</td>
<td>King’s Lynn and West Norfolk 016C</td>
<td>11,575</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

The Lower Super Output Areas in **bold text** are within the 20% most disadvantaged LSOAs in the Index of Multiple Deprivation.

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1 Indices of Deprivation 2015: Index of Multiple Deprivation and Domain Indices
2 Census 2011: Usual Resident Population (Dataset KS101EW)
The Lower Super Output Areas in *italic text* are adjacent to, i.e. have a border with, LSOAs within the 20% most disadvantaged LSOAs in the Index of Multiple Deprivation. These adjacent areas need to be included within the CLLD area as they need to be linked to local opportunities for employment, education and services. The adjacent areas include ‘growth locations’ for employment and housing, as well as areas of regeneration and a possible new railway station.

The Lower Super Output Areas in normal text are neither within the 20% most disadvantaged LSOAs or immediately adjacent to those areas, however residents of these areas look to Wisbech for employment and other services. Two of these LSOAs are actually in the County of Norfolk (although Wisbech itself is in Cambridgeshire). County boundaries often form an ‘invisible’ barrier leading to the fragmenting of local services and communications. The CLLD approach allows for a more coherent functional economic geography which is meaningful to the population and where County boundaries are of less importance than usual.

The usual resident population of each LSOA within the CLLD area is listed and the total population within the area is 33,845.

The area is surrounded by two LEADER programmes, the Cambridgeshire Fens LAG and West Norfolk LAG, leaving Wisbech in the middle and defining a clear boundary. The chosen area complements but does not duplicate these LEADER areas. By working together, challenges brought by the limited range of employment in rural areas can be overcome. Both the Cambridgeshire Fens and West Norfolk LAGs have been consulted on the proposed Wisbech CLLD area.

Wider stakeholder consultation regarding the geographical area took place through a workshop held on 8 July 2015 at the Oasis Centre, Wisbech.

The initial scope of the Community Led Local Development area was defined and agreed by the Steering Group on 16 September 2015 and the map giving the final area was approved at the Local Action Group meeting held on 16 August 2016.
Section 2: Analysis of the development needs and potential of the area

The local social and economic context

A range of socio-economic datasets have been assessed in order gain a comprehensive picture of the social and economic conditions in the proposed area. A summary of this data is presented below. Where statistics are not directly referenced, they can be attributed to the full datasets which are provided in Appendix 1 and which state the individual sources of the data.

GENERAL CONTEXT

Wisbech is the third largest settlement in Cambridgeshire and is renowned for its elegant Georgian architecture and historic assets. The town is an inland port located on the River Nene and has long played an important role as a trading centre serving a wide rural catchment. Today, it remains an important destination for employment, retail and services.

The area’s economy was traditionally based on agriculture. It still provides many direct and indirect jobs in food processing, specialist engineering, packaging, storage & logistics and support services. Key sources of employment include food processing industries; such as Del Monte, Princes Foods and Lamb Weston.

THE AREA’S RESIDENT POPULATION AND ITS PROFILE

The Usual Resident Population within the Wisbech CLLD area is 33,845 persons. This is fairly evenly split between the genders; 49% male (16,527 persons) and 51% female (17,318 persons). 99% of these residents live in an individual household and 1% live in a communal establishment (for example, a prison, a care home, a boarding school, etc.). There are 14,348 households within the Wisbech CLLD area.

The Age Structure is relatively elderly, with the percentage of people aged 50+ being significantly higher within the area than elsewhere in the East of England (39% vs 35%). The percentage of children aged 0 – 9 within the area is 11% which is lower than in the wider East of England (12%) suggesting not as many children are being born in the area as elsewhere.

The Ethnic Group of residents raises a number of issues particular to the CLLD area. The proportion of residents who are White: English/British is 85% and this is lower than the comparable figures for the Districts in which the area sits; Fenland (90%) and King’s Lynn & West Norfolk (92%). In addition:

- The area has a higher proportion of those reporting as White: Gypsy or Irish Traveller (1%) compared with the East of England (0%) and in one LSOA within Elm & Friday Bridge (Fenland 004A), this rises to 4% of the population.
- The proportion of the population coming from Black, Asian or Mixed ethnicities is lower in the CLLD area than in the East of England more generally (all ≤0.5%, whereas in the East of England these ethnicities account for up to 1.5% of the population).
- The CLLD area has a significantly higher proportion of residents reporting as White: Other than the East of England (12% vs 4%). This is deemed to be a reflection of the large Eastern European population living in the area. In some wards within the area (Clarkson, Waterlees and Medworth) circa one fifth of the population define themselves as White: Other.
The large Eastern European population has caused some tensions within the community and lack of community cohesion is a significant issue. The effect of immigration on the town was featured in the 2010 BBC documentary “The Day the Immigrants Left” presented by Evan Davis. The programme looked at jobs in the town reported to have been "taken over by foreign workers" temporarily removed these workers from their jobs so that local unemployed persons could try them.

The data on ethnicity is backed up by data on the Main Language spoken in the area. Only 86% of residents speak English as their main language which is lower than the 94% who speak English as their main language in the East of England overall.

1% of residents speak Portuguese (0% in East of England); 1% of residents speak Russian (0% in East of England); and 9% of residents speak another European Language as their main language (EU but not French, Spanish or Portuguese) compared with 2% overall in the East of England. In some LSOAs within the Clarkson, Hill, Waterlees and Medworth wards of Wisbech, this percentage is as high as 21 - 22% of residents.

Where residents’ main language is not English, Proficiency in English is mixed. For example, the percentages reporting that they can speak English ‘very well’ (2%) and ‘well’ (5%) are on a par with or higher than the percentages in the East of England overall (2% and 2% respectively). However, the percentages reporting that they ‘cannot speak English well’ (4%) or ‘cannot speak English at all’ (0.5%) are also higher that the East of England percentages (1% and 0.2% respectively). In some LSOAs within Clarkson, Waterlees, Hill and Medworth wards of Wisbech, 5% – 10% of residents report poor proficiency in English.

Whilst the vast majority of those living in the CLLD area were born in the UK (86% compared with 89% in the East of England), the statistics on Length of Residence in the UK do support a picture of an area that has been subject to significant inward migration. For example, 3% of the population have lived in the UK for less than 2 years; 4% have lived in the UK for between 2 and 5 years; and 4% have lived in the UK for between 5 and 10 years. These figures are all higher than the comparable figures for the East of England overall which are 1%, 2% and 2%.

Overall, within the CLLD area, residents report poorer General Health than elsewhere in the East of England. For example, only 38% report that they are in ‘very good health’ compared with 47% in the East of England as a whole. At the other end of the health spectrum, 2% report that they would describe their health as ‘very bad’ compared with 1% in the East of England population. Mental health is affected by a wide range of other factors including deprivation, lack of or poor employment, housing needs, lack of education, lack of learning and development opportunities, living with a long-term life-limiting physical illness and lack of social cohesion and connectedness. In the wider Fenland area, it is estimated that 9,231 people are living with a mental health problem.

Provision of Unpaid Care in the CLLD area is on a par with the East of England more generally at the lower end of the spectrum, for example the proportion of persons providing ‘no unpaid care’ is 89% vs 90% in the wider East of England; and for ‘1-19 hours unpaid care per week’, the figures are 6% in the CLLD area and 7% in the East of England. However the proportion of residents providing more significant levels of unpaid care of 20 hours or more per week is higher in the CLLD area at 5% than in the East of England more generally where it is only 3%.

Lone Parents with Dependent Children are less likely to be in employment in the CLLD area than they are elsewhere in the East of England. 30% of lone parents are in part-time employment versus

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3 Cambridgeshire Joint Strategic Needs Assessment Mental Health 2010.
35% in East of England more generally; 26% are in full-time employment versus 27% in the wider East of England; and 44% are not in employment at all compared with 38% in the East of England overall.

The statistics for household Tenure reveal a similar picture to that in the East of England more generally, with 65% of households owning their home; 17% living in socially rented accommodation and 17% living in privately rented accommodation. Within these figures there are a couple of numbers to highlight:

- The level of outright home ownership is slightly higher in the CLLD area than in the East of England overall (35% vs 33%).
- However, the percentage of homes now owned with a mortgage or loan is lower in the CLLD area than in the East of England overall (30% vs 35%).

There are problems with the housing stock in the CLLD area, 6% of homes are considered to be overcrowded (vs 3% in Fenland more generally); 2.9% of homes have no central heating (vs 1.9% in Fenland more generally); and 12% of households are in ‘fuel poverty’ (spending more than 10% of their income on heating their homes) (vs 10% in the County as a whole).

Homelessness presents considerable issues in the Wisbech area. The Ferry Project, a partner in the CLLD programme, provides two interventions within the area – a 14-bed emergency night shelter open from 8pm – 8am each night and a 24-bed hostel where people live 24/7. Over the past 6 months, the night shelter has run at over 95% occupancy. Nearly 60% of its occupants came from non-British backgrounds (23% Lithuanian, 16% Polish, 5% Hungarian and 5% Bulgarian). 32% of clients were helped with offending issues, 30% with mental health issues, 29% with alcohol issues and 21% with drug issues. Their reasons for homelessness included relationship breakdown, no/low work/income and eviction. The hostel predominantly supports British people (91% - 80 out of 88 people supported in 2015/16). Clients stay at the hostel for an average of 18 weeks; 75% have a mental health problem; 51% are receiving support for drug-related problems and 38% are receiving support for alcohol abuse.

House prices in the Wisbech CLLD are lower than in other nearby towns in Cambridgeshire and West Norfolk. For example, in Wisbech, over the last 12 months the average price paid for a detached property was £202,822. In March the average price was £208,922; King’s Lynn £273,391; Huntingdon £334,746; Ely £334,992; and Cambridge £549,111. The data on affordability ratios (house price to income ratio, 2013) shows that the ratio median earners for Cambridgeshire as 6.72; that for Fenland as a whole being 5.40; and that for Wisbech ward being ‘unaffordable’ (where <5 is Affordable; 5 – 7 is Unaffordable; and 7+ is Very Affordable).

Economic Activity is generally lower in the Wisbech CLLD area than in the East of England generally (68% economically active persons in the CLLD area vs 72% in the East of England). The biggest proportions of those who are economically active are engaged in full-time work as an employee (39%) or part-time work as an employee (14%). Despite high levels of deprivation, wards such as Clarkson, Hill and Medworth have high levels of persons engaged in full-time employment (40%-46% of those who are economically active). For those who are economically inactive:

- 17% are retired, compared with 14% in the wider East of England, reflecting the older age profile of the population.
- 3% are students compared with 5% in the wider East of England, reflecting the lower levels of persons who go on to higher level education.
- 5% are long-term sick or disabled compared with 3% in the wider East of England, reflecting the data on general health.

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\(^4\) Night Shelter Outcome 2015/16 and Clarkson House Hostel Outcomes 2015/16, The Ferry Project
THE NUMBER AND DISTRIBUTION OF JOBS IN THE AREA

Data on the Industry in which people work gives a clear picture on the types of jobs available in the CLLD area compared with jobs available more widely in the East of England.

- 22% of those in employment work in the Manufacturing industry
- 18% of those in employment work in the Wholesale and Retail Trade industry
- 10% of those in employment work in the Human Health and Social Work industry
- 9% of those in employment work in the Construction industry
- 8% of those in employment work in the Administration and Support Service Activities industry

In the wider East of England, the top five industries in which people are employed are:

- 16% in Wholesale and Retail Trade
- 11% in Human Health and Social Work
- 10% in Education
- 9% in Manufacturing
- 9% in Construction

EMPLOYMENT BY SECTOR AND BY GENDER

Males living in the CLLD area are most likely to define their Occupation as:

- Process, Plant and Machine Operative (26% of males compared with 12% in the wider East of England)
- Skilled Trade (22% of males compared with 20% in the wider East of England)
- Elementary Occupation (18% of males compared with 11% in the wider East of England)

By comparison, males living in the CLLD area are less likely to define their occupation as:

- Manager, Director or Senior Official (10% of males compared with 14% in the wider East of England)
- Professional Occupation (7% of males compared with 16% in the wider East of England)
- Associate Professional or Technical Occupation (8% of males compared with 14% in the wider East of England)

Females living in the CLLD area are most likely to define their Occupation as:

- Caring, Leisure and Other Service Occupation (19% of females compared with 17% in the wider East of England)
- Elementary Occupation (19% of females compared with 10% in the wider East of England)
- Administrative and Secretarial Occupation (14% of females compared with 21% in the wider East of England)

By comparison, females living in the CLLD area are less likely to define their occupation as:

- Manager, Director or Senior Official (6% of females compared with 8% in the wider East of England)
- Professional Occupation (9% of females compared with 17% in the wider East of England)
- Associate Professional or Technical Occupation (7% of females compared with 11% in the wider East of England)
The Annual Survey of Hours and Earnings carried out by the Office for National Statistics in April 2015 found the median full-time gross **Weekly Earnings** for each occupation group at a national level were:

- All employees - £527.70 per week
- Managers, directors and senior officials - £784.10 per week
- Professional occupations - £716.70 per week
- Associate professional and technical occupations - £593.70 per week
- Skilled trades occupations - £489.50 per week
- Process, plant and machine operatives - £454.20 per week
- Administrative and secretarial occupations - £416.10 per week
- Elementary occupations - £345.60 per week
- Sales and customer service occupations - £345.00 per week
- Caring, leisure and other service occupations - £341.10 per week

Many of those in employment in the CLLD area are in occupations which are paid at the lower end of the weekly pay scale.

When looking at **Hours Worked** by Females living in the Wisbech CLLD area, we see that they are slightly more likely to work either full time (55% of females in employment compared to 54% of females in employment in the East of England). They are also slightly more likely to work part-time for between 16 – 30 hours per week (31% vs 30% in the East of England). However, they are slightly less likely to work part-time for less than 15 hours per week (14% vs 16% in the East of England).

When looking at **Hours Worked** by Males living in the Wisbech CLLD area, we can see that they are slightly more likely to work either full time (88% of males in employment compared to 86% of males in employment in the East of England). They are just as likely to work part-time for between 16 – 30 hours per week (8% in both the CLLD area and East of England). They are slightly less likely to work part-time for less than 15 hours per week (4% vs 6% in the East of England).

Overall, males are more likely to be in full-time employment (employed for over 30 hours per week) than females; 88% males vs 55% females. The figures for the East of England show a similar disparity; 86% males vs 54% females.

**WORKFORCE SKILLS AND QUALIFICATIONS**

Residents in the CLLD area are more likely to have limited **Qualifications Gained**. 35% have no qualifications at all compared to the rest of the East of England where only 23% have no qualifications. Some LSOAs have even higher percentages of their residents with no qualifications – for example, Fenland 002C and Fenland 002D within Waterlees ward have 42% and 43% of residents with no qualifications.

At all levels of educational qualification, residents in the CLLD area compare unfavourably to those living elsewhere in the East of England:

- Only 20% have 5+ GCSEs (34% in the wider East of England)
- Only 6% have 2+ A Levels (17% in the wider East of England)
- Only 5% have a Degree (15% in the wider East of England)
- Only 8% have Professional Qualifications (14% in the wider East of England)

The **Highest Level of Qualification** held by people in the CLLD area tends to be lower than those held by the population of the East of England more generally. We already know that over a third of residents (35%) have no qualifications at all, compared with roughly a quarter (23%) of people in the
Levels of qualification are the lower end of the scale, Levels 1 and 2, in the CLLD area are exactly on par with the East of England with 15% of residents being qualified to Level 1 and a further 16% being qualified to Level 2. At the higher levels of qualifications, clear differences emerge with only 9% of residents being qualified to Level 3 in the CLLD area compared with 12% of residents in the East of England. At Level 4, the difference is even greater, with only 13% being qualified to Level 4 in the CLLD area, compared with 26% in the East of England.

In the recent Fenland Annual Business Survey\(^5\) which looked at businesses across the Fenland area and not just in Wisbech, 30% of respondents reported availability of skilled workers as a significant barrier to growth faced by their business. 57% of respondents identified recruitment as an issue with the majority of challenges experienced when recruiting to mid- and senior-level positions.

**UNEMPLOYMENT**

The Wisbech CLLD area has a lower percentage of people ‘in employment’ at 62% than overall in the East of England where the figure is 67%. Consequently the percentage of people ‘not in employment’ is higher at 38% than in the East of England where it is 33%.

Of the Jobseeker’s Allowance Claimants in the Wisbech CLLD area, 32% are aged 16 – 24 (compared with 28% of the same age range in the East of England); 54% are aged 25 – 49 (55% East of England); and 14% are aged 50 and over (17% East of England). Within the different wards that make up the CLLD area there is considerable variation in which age groups make up the biggest proportion of claimants. For example, in Peckover ward and Elm & Friday Bridge, over 40% of claimants are aged 16 – 24; in Clarkson Ward 62% of claimants are aged 25 – 49 and in Emneth, 33% of claimants are aged over 50. The split of claimants by gender is broadly in line with percentages for the wider East of England, with three-fifths of claimants (61%) being male and two-fifths (39%) being female.

Longer-term unemployment is a greater issue within the CLLD area than in the East of England more generally. Looking back at the Year Last Worked to see when those people not in employment last worked, the percentages of people who last worked in any previous year up to and including 2007 are the same as for the East of England overall at 12%. The percentage of people who have been unemployed on a longer term basis is slightly higher within the CLLD area than in the wider East of England, for example, 9% of people within the CLLD area last worked sometime between 2001 and 2006 compared with 7% of people in the East of England generally. Far more people in the CLLD are either last worked before 2001 or have never worked (17%) than in the wider East of England, where the comparable figure is 14%.

**THE BUSINESS BASE, BIRTHS, DEATHS, NUMBERS AND SIZES**

Data on Enterprise Births and Deaths is only available at a District level and not at ward level so it has not been possible to get specific figures for the CLLD area. Across the two Districts in which the CLLD is situated (Fenland and King’s Lynn & West Norfolk), the overall birth rate was 9% versus a death rate of 9% also, meaning the number of active enterprises remain about static. In the East of England overall, the birth rate for enterprises is very slightly higher than the death rate.

In the Fenland Annual Business Survey (referenced earlier), respondents appear relatively positive about the economic outlook with 51% of respondents reporting that their business has performed ‘stronger’ or ‘much stronger’ this year compared to last year and only 11% suggesting that this year’s performance is ‘weaker’ or ‘much weaker’. Following that optimism, 65% of respondents think that

\(^5\) Fenland Annual Business Survey 2016, conducted by Opportunity Peterborough on behalf of Fenland District Council
their performance next financial year will be ‘stronger’ or ‘much stronger’ whilst only 1.4% thinks their performance will be ‘weaker’ or ‘much weaker’. Nearly half of businesses surveyed (46%) predict that they will need to move to larger premises within the next 5 years, with 33% stating that this move will be required within the next 2 years.

Data on Local units by employment size band is only available at a Parish level and not at ward level so whilst it has not been possible to get specific figures for the CLLD area, we can gain a picture for Wisbech Parish overall. In Wisbech Parish there are 875 VAT registered and/or PAYE based local units. The available data suggests that businesses in the Parish tend to employ more people than those in East of England more generally. For example, 13% of local units employ 20 or more people, compared with a figure of 8% for the East of England. 10% of local units employ 10 – 19 people (8% East of England) and 20% employ 5 – 9 people (14% East of England). A smaller percentage of local units employ 0 – 4 people; 57% compared with a figure of 70% in the East of England.

Data on Local units by broad industry group is only available at a Parish level and not at ward level so whilst it has not been possible to get specific figures for the CLLD area, we can gain a picture for Wisbech Parish overall. In Wisbech Parish there are 875 VAT registered and/or PAYE based local units.

- 16% of local units are involved in Retail
- 11% of local units are involved in Production (this includes manufacturing)
- 9% of local units are involved in Construction
- 7% of local units are involved in Accommodation & Food Services
- 7% of local units are involved in Professional, Scientific & Technical

LOCAL INFRASTRUCTURE PROVISION AND ACCESS TO SERVICES

Due to the overall rurality of the area, Car or Van Availability is relatively high. For example, the proportion of households in the CLLD area who have 1 car or van is very slightly higher than the proportion in the East of England as a whole (45% vs 43%). However, the proportion of households in the CLLD area who don’t have a car or van is also higher than in the East of England as a whole (23% vs 19%) and Levels of 3 and 4 vehicle ownership are also slightly lower (3 cars 6% within the area vs 7% in East of England and 4 cars 2% within the area vs 3% in East England).

It can be seen that, overall, levels of vehicle ownership are higher in the more rural wards within the CLLD area. The percentage of household in the central Wisbech wards that have access to at least one vehicle ranges from 54% - 79%. In Leverington, Elm & Friday Bridge, Walsoken and Emneth, 85% - 97% of households have a vehicle. This reflects the rurality of these areas, the greater distance needed to travel to access services and, as a result, the greater reliance on private transport.

The main difference is in the incidence of two vehicle households, where only 24% of households in the CLLD area have two vehicles versus the East of England figure where 29% have two vehicles. In households where two adults work, this can potentially limit the possible distance to work a person can travel or force them to rely on other transport methods.

Cambridgeshire’s Joint Strategic Needs Assessment suggests clear links between health and poor access to transport and services. Transport barriers are a contributory cause of missed and cancelled health appointments, delays in care, and non-compliance with prescribed medication which may be associated with the poorer levels of General Health reported by the resident population.

Overall the Method of Travel to Work is largely similar within the CLLD area to the wider population of the East of England. For example, 40% drive a car or a van to work which is just 1% lower than the
figure for the wider region. The figures for being a passenger in a car or van (5%), using a bike (3%) and travelling on foot (9%) are all 2% above the comparable figures for the region. However, once again, there are quite significant differences between the different wards making up the CLLD area with reliance on driving a car or travelling as a passenger in a car being higher in the more rural wards than in the central Wisbech LSOAs, for example, only 28% of people in Fenland 003I (Medworth ward) use a car/van to travel to work but in Fenland 004B (Elm & Christchurch ward) that figure rises to 52%. In the same LSOAs, the percentages of people walking to work are 24% (Fenland 003I) and 3% (Fenland 004B).

Within the CLLD area, there is heavy reliance on the town of Wisbech for work provision and not much out-commuting. Data on Distance Travelled to Work shows that a significantly higher proportion of those in the CLLD area travel less than 5km to work compared with the wider East of England region (53% compared with 37%). The percentage of those living in the CLLD area that travel between 5km and 30km for work is far lower at 22% than in the wider East of England where the figure is 37%. The percentages of persons in the CLLD area working from home, with no fixed place of work, working outside the UK and working over 30km from home are all in line with the percentages for the East of England.

Whilst Superfast Broadband has been rolled out across the Cambridgeshire and West Norfolk areas, Broadband Speeds are still significantly lower in the area by comparison with the rest of the UK. For example, in Wisbech itself average download speeds vary from 17.4Mb/s – 21.7Mb/s compared with the UK average of 28.9Mb/s. However speeds are much lower in more rural area such as Leverington (15.7Mb/s), Emneth (12.1Mb/s) and Elm (6.2Mb/s).\(^6\)

Nationally 23% of all adults lack basic Digital Skills\(^7\) (ability to manage information; communicate; transact; create; and problem solve online). Scaling this figure for the Wisbech CLLD area, this could mean c7,784 people affected. Given the lack of basic skills, ageing population and deprivation data, it could possibly be even higher.

**DEPRIVATION AND DISADVANTAGE BASED ON OTHER SOCIAL ASPECTS**

**Household by Deprivation Dimensions** are indicators based on four selected household characteristics. A household is deprived in a dimension if they meet one or more of the following conditions:

- **Employment:** any member of a household not a full-time student is either unemployed or long-term sick,
- **Education:** no person in the household has at least level 2 education, and no person aged 16-18 is a fulltime student,
- **Health and disability:** any person in the household has general health ‘bad or very bad’ or has a long term health problem, and
- **Housing:** Household's accommodation is ether overcrowded, with an occupancy rating -1 or less, or is in a shared dwelling, or has no central heating.

A household is classified as being deprived in none, or one to four of these dimensions in any combination.

The statistics show that levels of deprivation are relatively high within the CLLD area. The percentage of households not deprived in any dimension is only 31%, which compares with 45% in the East of England more generally. In addition:

\(^6\) Ofcom, 2016
\(^7\) Go ON UK, Basic Digital Skills UK Report, 2015
• 36% of households are deprived in 1 dimension (vs 33% in East of England)
• 26% of households are deprived in 2 dimensions (vs 18% in East of England)
• 7% of households are deprived in 3 dimensions (vs 4% in East of England)
• 1% of households are deprived in 4 dimensions (vs 0% in East of England)

As stated in Section 1, 8 of the LSOAs in the CLLD area are within the 20% most deprived LSOAs in the UK; for example, in Fenland 002C and Fenland 00sD (Waterlees ward); Fenland 003B (Hill ward) and Fenland 003H and Fenland 003I (Medworth ward) between 10% and 12% of households are deprived in 3 dimensions.

The SWOT analysis

In this final section of the socio-economic analysis, on the basis of the statistical evidence set out above, an analysis of the main strengths, weaknesses, opportunities and threats affecting the Wisbech CLLD area is presented.

Whilst the SWOT analysis draws on the secondary data analysed, it also brings together the key themes emerging from our primary community consultation with partners, businesses, potential project participants and the wider community.

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<th>Strengths</th>
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<tr>
<td>Employment, Industry, Growth and Economy</td>
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<td>• Strategic location for food processing, storage and business.</td>
<td>• Changed economy with focus moved from agriculture / horticulture to move manufacturing / food processing.</td>
<td>• Land for business growth and diversification available.</td>
<td>• Development opportunities creating valuable employment and training opportunities will not automatically help to tackle unemployment and poverty. Vulnerable communities could be further marginalized.</td>
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<td>• Numerous agri-food related businesses and engineering supply chains already operating in the area.</td>
<td>• Slightly lower level of economically active persons (in work or seeking work) than in the East of England as a whole (68% vs 72%)</td>
<td>• Wisbech 2020 Vision has plans for regeneration of Wisbech and surrounding area.</td>
<td>• Weak infrastructure, such as poor transport links, affects the area’s connectivity.</td>
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<td>• Strong agri-food sector with numerous job opportunities (however many low skilled and for low pay).</td>
<td>• 22% of those in employment work in Manufacturing, 18% in Wholesale &amp; Retail Trade and 10% in the Human Health and Social Work industries which are all lower paid industry types.</td>
<td>• Wisbech Garden Town concept could open up new employment opportunities to those with the right skills.</td>
<td>• Dependency of multi-national companies could be a risk if they divest from the area following Brexit.</td>
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<td>• Easily available, well-organised supply of largely migrant labour for seasonal work.</td>
<td>• Higher proportion</td>
<td>• Wisbech Rail Link would improve access in and out of Wisbech.</td>
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<td>commercial and housing.</td>
<td>of Jobseeker’s Allowance Claimants aged 16 – 24 (32%) than in the East of England (28%)</td>
<td>Successful £1.9m Wisbech High Street Townscape Project bid to Heritage Lottery Fund should see improvements to look and feel of High Street.</td>
<td>Young people in the area do not view the area’s main industries (agri-food sector) as a viable career path.</td>
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<td>• More people in the Wisbech CLLD area last worked prior to 2001 or have never worked (17%) than in the East of England (14%)</td>
<td>• Universal Credit being introduced from 2017 should make sure people are better off in work, by topping up wages each month if needed and only reducing once people earn more.</td>
<td>Competitive threat from the growth of neighbouring agriculture / horticulture and food manufacturing clusters, such as Spalding and King’s Lynn.</td>
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<td>• Lower proportion of small businesses employing 0-4 people (57% compared to 70% in East of England).</td>
<td>• Exploit opportunities offered by leisure and tourism in the area adjacent to coast and countryside.</td>
<td>Poor image of town and perception of the area as lacking good employment opportunities has led to low aspirations amongst population.</td>
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<td>• Zero hour contracts reported by consultees to be a barrier to taking available jobs.</td>
<td>• Opportunity for more entrepreneurial small business growth.</td>
<td>The perceived quality of the living and working environment acts as a deterrent for incoming professional to locate to the Wisbech CLLD area.</td>
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<td></td>
<td>• Employers report difficulties recruiting people with the requested skill-set and qualifications across lower and higher skilled jobs.</td>
<td>• Programmes developing construction skills amongst local people would allow them to compete for jobs that might be created as a result of Wisbech 2020 / Garden Town.</td>
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<td>• Low business ‘birth rate’ means number of ‘active enterprises’ is remaining static.</td>
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<td>• Persistent high levels deprivation, intergenerational unemployment and deprivation proving difficult to break with many not taking-up available learning or work opportunities.</td>
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<td>Workforce Skills and Qualifications</td>
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<td>- Well established adult learning support</td>
<td>35% of resident population have no qualifications at all compared with</td>
<td>Better alignment of educational opportunities with employer needs to</td>
<td>Continued outward migration of higher achieving post-16 school leavers</td>
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<td>support organisations already collaborating</td>
<td>23% in the East of England as a whole.</td>
<td>raise skills and aspirations by connecting with employers.</td>
<td>creating future skills shortages.</td>
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<td>in the delivery of adult learning programmes.</td>
<td>Only 20% have 5+ GCSEs compared with 34% in the wider East of England).</td>
<td>Learning opportunities need to be developed to build confidence and give</td>
<td>Too few employers playing a role in driving skills and holding the system</td>
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<td>The qualification profile of the working population is behind the national</td>
<td>opportunities for people to become involved in activities they are interested</td>
<td>to account.</td>
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<td>average, particularly at Level 3 and above. For example, only 13% qualified</td>
<td>at a local community level.</td>
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<td>to Level 4 compared with 26% in the East of England.</td>
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<td>Main state secondary school in area rated by OFSTED as ‘inadequate’ (Mar-2016) for quality of teaching, learning and assessment and outcomes for pupils.</td>
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<td>Fragmented approach to delivery of adult learning opportunities with</td>
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<td>potential participants being unsure where to find help.</td>
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<td>• Households with access to 1 car/van are relatively high (45% vs 43% in East of England). Car ownership is higher in more rural wards than in central Wisbech</td>
<td>• Households with no car/van is higher than in East of England (23% vs 19%)</td>
<td>• Better public transport timetabling could open up labour market to more people.</td>
<td>• Poor transport links out of area and around area itself. For example, the A47 trunk road runs close to Wisbech and Traffic Monitoring has indicated that congestion on the stretch between Wisbech and King’s Lynn is in the top 15% of roads nationally.</td>
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<td>• Free public wi-fi available in Wisbech Library.</td>
<td>• 53% of residents travel less than 5km to work compared with 37% in the East of England</td>
<td>• Fenland Local Plan already provide for c3,500 new homes within the Wisbech area.</td>
<td>• Management of money under Universal Credit will require better money management and online access to make claims, check payments and organise budgets.</td>
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<td>• Free ICT courses available to all residents at public libraries within the area.</td>
<td>• Existing public transport provision and timetabling makes accessing labour market opportunities impossible for some.</td>
<td>• Wisbech Garden Town concept could see 8,000 – 10,000 new homes built in the area.</td>
<td>• People claiming Universal Credit will need to do so online and may not have the skills or hardware or do so.</td>
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<td>• Lower house prices by comparison with other towns in Cambridgeshire. Average detached property costs £202,822 vs £549,111 in Cambridge.</td>
<td>• Low IT literacy amongst residents.</td>
<td>• Provisions of IT kit/hardware could reduce digital exclusion.</td>
<td>• People claiming Universal Credit will have to pay their rent directly to their landlord and may not have the basic skills to be able to do this.</td>
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<td>• 53% of residents travel less than 5km to work compared with 37% in the East of England</td>
<td>• Whilst many people have smartphones, they lack appropriate hardware for completing online applications for jobs, benefits etc.</td>
<td>• Poor transport links out of area and around area itself.</td>
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<td>in Wisbech evidenced by numbers using emergency night shelter and hostel.</td>
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**Community Cohesion**

- Volunteering spirit exists but need to increase numbers of volunteers in order to support local needs and as pathway back to work.
- Aged population with 39% of people being aged 50+ compared to 35% elsewhere in East of England.
- Less children being born in the area (11% are aged 0 – 9 compared with 12% in East of England).
- Limited ethnic diversity with 85% of residents being White: British, less than 1% of the population being of Black, Asian or Mixed ethnicity and 12% being from White; Other ethnicities.
- Lower levels of people speak English as their main language than in the wider East of England (86% vs 94%).
- Higher than average levels of people who cannot speak English well or who do not speak it at all (4.5% vs 1.2% in East of England).
- Voluntary sector organisations present to help build better community resilience and to help people support each other.
- Good community venues which could be developed further as ‘hubs’ for community activities and trusted venues for delivery of adult learning.
- Use of volunteering as a pathway back into paid employment.
- The Financial Inclusion project rolled out through the Building Better Opportunities programme will help participants address issues such as debt, affordable childcare and housing costs.
- Rapid growth of town as a result of Wisbech 2020 / Garden Town concept could put more strain on communities.
- Further development could result in loss of community identity and loss of valuable good space.
Section 3: Community involvement in the development of the Strategy

This Local Development Strategy has been designed from the bottom up, taking account of local needs, potential and ambitions. This Section sets out in detail how the local community has been involved.

Evolution of Local Action Group

In December 2014, a group of local partners from all sectors came together to discuss the possible opportunities presented by CLLD. From this meeting, a Steering Group was formed to direct work on the Stage 1 application. This group met in February and May 2015 before taking their ideas to a wider community audience in July 2015.

On 8 July 2015, a launch event was held at the Oasis Centre in Wisbech. 32 people attended including representatives from local authorities (Cambridgeshire County Council, Fenland District Council, Borough Council of King’s Lynn & West Norfolk, Wisbech Town Council), the statutory sector (NHS Cambridgeshire and Cambridgeshire Police), the business sector (BITC, A1 Property Rentals, Foster Property Development, Accent Group Ltd), the voluntary and community sector (Care Network, Living Sport, Prince’s Trust, Cambridge CVS, Headway Cambridgeshire, Churches Together in Wisbech and CP Learning Trust) and the Local Action Groups from the surrounding RDPE LEADER areas (West Norfolk LAG and Cambridgeshire Fens LAG).

During this session we ran focused workshops to gather ideas on the development needs for the area and the solutions (types of project) that people felt would help address these needs. All attendees were asked to take back in a feedback exercise to gain further input and also to ascertain their interest in joining the Local Action Group.

The Steering Group met on one further occasion (September 2015) to sign off the Stage 1 application for ESF funding. The agendas and minutes from all Steering Group meeting are available for review upon request.

Following the award of Stage 1 funding, an inaugural meeting of the Local Action Group was held in March 2016 to kick-off the process of Local Development Strategy development.

Defining the Community Led Local Development Area

The Steering Group which worked up the Stage 1 application for ESF funding began discussing the potential area the CLLD programme might cover at it very earliest meetings. At the launch event outlined above, a key session was to consult upon the proposed CLLD area and this was done using a large scale map so that participants could give their views and rationale on possible areas for inclusion.

Following the launch, the area was further defined and finalised for the Stage 1 bid at the Steering Group meeting held on 16 September 2015.

During Local Strategy Development we have further tested the area during consultation by discussing with participants where they look to for employment and other services. People told us that County
boundaries are a barrier to them accessing work and services as they lead to fragmented local services and communications. Although they live in one Local Authority District, they might look to another for work and support. The CLLD approach allows for a more coherent functional economic geography which is meaningful to the population and where County boundaries are of less importance than usual.

Through public consultation and a review of secondary data it is recognised that those Lower Super Output Areas that are within the 20% most disadvantaged LSOAs in the Index of Multiple Deprivation have shown the most need in terms of a population with an entrenched cycle of disadvantage, low educational achievement, poor health outcomes and economic inactivity. In the more rural LSOAs, largely in West Norfolk, need is seen to be different with pockets of entrenched disadvantage, more people aged 50+ inactive and access to employment being predominant due to public transport being a barrier.

The geography is not consistent in terms of socio-economic needs when considered at an LSOA level. The Local Action Group will ensure that investment is targeted in terms of project delivery being effectively aligned to the most dominant issues of an LSOA area and will ensure that interventions are appropriate to tackle complex disadvantage. Careful consideration of the total numbers of participants who are unemployed, economically inactive, over 50+, from ethnic minorities and/or disabled at an LSOA level will allow the Local Action Group to target investment and expected outputs effectively across the geography.

Wisbech lacks a sense of local identity and pride. Place-based approaches build on a community’s social, environmental and economic strengths and make good use of local ‘assets’. A bottom-up capacity building process through which individuals, groups and organisations plan, carry out and evaluate activities to tackle local issues will provide an approach where community involvement in designing interventions and solutions will help tackle social exclusion. CLLD offers a longer term approach that builds sustainability and community capacity to manage funding, decision-making and strategy. This will help build a better sense of local pride through a feeling of ownership and responsibility for activities. This is not seen as a one-off project but a process to build community capacity and put the community on a more sustainable path.

**Influencing the Analysis of Needs and Contributing to the SWOT**

As part of our Local Development Strategy development, we formed a Community Engagement Sub-Group as a sub-group of the Local Action Group. The purpose of this group was to advise the Accountable Body for Stage 1 on the process and best way of engaging with different stakeholders.

A consultation plan was devised setting out all stakeholders to be consulted and the preferred method of engagement specific to that audience. Consultations were undertaken as follows:

**With Partner/Support Organisations providing services in the CLLD area who might be potential funding beneficiaries**

- An online survey was made available and publicised by direct mail and social media
- A number of visits were made to established meetings being held by partners for informal presentations and discussions.

**With Businesses and Employers**

- A meeting of the Fenland Chamber of Commerce was attended.
- A number of 1:1 sessions were held with local business people providing the opportunity to ask some set questions to gauge views.
• An agreement was made with Opportunity Peterborough to publicise the Fenland Business Survey 2016 through our networks in return for sharing the results.
• Phone interviews with employers as part of the Wisbech Job Club research completed by The Ferry Project.

With Potential Project Participants
• We worked with LAG members to use their networks to reach potential project participants. We devised surveys that could be used face to face or online to capture the views of several difference participant groups including young people with special needs, young people more generally and adults.

With the wider public
• An online survey that was publicised heavily via social media.

Consultees were asked questions about the barriers to employment in the area, the support available with addressing these barriers, their aspirations for the future, to allow us to truly understand the development needs of the area. We also asked their views on the strengths and weaknesses of the Wisbech area as well as the opportunities and threats it is facing, so that these views could feed into the SWOT analysis.

All consultation activity has been written up and is included in Appendix 2.

Shaping and Prioritising the SMART objectives

Through its primary consultation with local people the Local Action Group has identified four main area of concern where it feels a CLLD approach could add value. The issues raised by local people are clearly backed up by secondary data. These four areas of concern have been chosen as the development needs for the Local Development Strategy:

1. Poor employment opportunities, economic inactivity and work poverty.

Consultees have reported significant issues with the employment opportunities available in the CLLD area. The available jobs are in low-paid industries resulting in a ‘hand-to-mouth’ existence for many. An added complexity is that, due to the nature of the industry within the area (manufacturing, wholesale/retail trade and health/social work), many employers only offer short-hours (zero hours) contracts which means that employees are unsure of their working hours or expected income from one week to the next. This primary data is backed up by secondary data suggesting lower levels of economic activity overall within the area when compared to the region as a whole. In addition, the number of people who have never worked or who last worked over 15 years ago, coupled with the higher proportion of younger job seekers, suggests a growing problem of intergenerational worklessness affecting the CLLD area.

There is a gender gap in economic activity of 12%, with 74% of men in the Wisbech CLLD economically active vs a female rate of 62%. Whereas 4% of men in the Wisbech CLLD area are long-term unemployed or have never worked, that figures rises to 21% for women.

Part of the economic activity gap can be attributed to women not in work due to looking after families and taking on caring responsibilities (child or elder care). Some women want to work longer hours. There are 2,673 females in the Wisbech CLLD who work part-time and just 656 males. The majority work part-time because they want to but some will be working part-time because they can’t find a full-time job. The Wisbech CLLD programme will help address these issues.
The Local Action Group has therefore set SMART objectives which aim to tackle these issues including providing programmes of support to allow unemployed people (including those unemployed on a long-term basis) to experience work and to support people with issues of under-employment.

2. **Barriers to employment such as low aspiration, crisis, poor health, lack of basic skills & education and capacity to integrate with local communities.**
   
   Consultees from all areas – business, partners and public – have commented on the poor public perception of the Wisbech CLLD area and how this has affected people’s ambitions and aspirations. Two thirds of the young people consulted talked about “getting out as soon as possible”. They talked of the crime and violence within the area and that there were “no jobs, only shop work”. Young people do not see a future in the town.

   Yet data from local businesses tells us that they struggle to recruit to higher level positions within their organisations and that poor public perception of the area means they fail to attract the necessary talent to make their businesses more successful.

   Poor educational levels within the local area are a huge ‘stumbling block’ to entering the labour market. Local people are more likely to be poorly educated and this is a barrier to gaining the type of work they would like to find. Local employers told us that they have to provide their own in-house training programmes because school/college leavers do not possess the types of skills they need for the job roles they have available.

   Significant numbers of adult consultees (70%+) reported a lack of confidence as a factor limiting their ability to find work. This coupled with higher levels of poor health, higher levels of provision of unpaid care and high levels of homelessness suggests a community where many people are in crisis which will affect their ability to find and retain paid employment.

   The Local Action Group has therefore set SMART objectives which aim to increase employability amongst previously inactive people by addressing their multiple, complex barriers to employment including programmes which offer support with life crises and raising levels of basic skills.

3. **Poorly integrated and marginalised people and communities.**

   The community consultation activity engaged with all sectors of the local community.

   Gender inequality exists in the labour market within the Wisbech CLLD area, as it does nationally. Women are less likely to be in full-time employment than men (55% vs 88%) and far more likely to only work part-time between 16 and 30 hours per week (31% vs 8%). During consultation, women told us that one of the main barriers to accepting work was lack of employer flexibility over working hours, with a lack of recognition of the family and caring responsibilities that women are often faced with meaning that it is virtually impossible for them to take on the available work in the area.

   In a region where the largest ethnic group is White: British, the Wisbech CLLD is quite different with its significant proportion of residents from White: Other ethnicities (12% vs 4% in East of England). 11% of the local population have lived in the area for less than 10 years which add to the local perception of a fast-changing population.

   Residents whose ethnicity is non-White: British have tended to locate in particular wards significantly changing the ethnic make-up of those areas. For example, 4% of the population
living in one LSOA within Elm & Friday Bridge are White: Gypsy or Irish Traveller. Another example is that in some LSOAs within Clarkson, Waterlees, Hill and Medworth wards over 20% of the population is White: Other.

During public consultation, many consultees referred to ‘foreigners’ and there is a perception that migrants moving into the area have taken job that should by rights have been filled by ‘local people’. One employer we consulted with in depth told us that very often migrant labour had a better skill set than local job seekers.

The Local Action Group has therefore set SMART objectives which aim to improve community cohesion and to work specifically with participants from marginalised communities to address issues preventing them from entering or staying in the labour market by using community support programmes delivered at community hubs where these people already have trusted relationships and feel at ease.

4. Poor access to services, transport, information technology and advice.

Perhaps the most quoted reason for having problems with finding and retaining work during community consultation was transport and how lack of private transport and poor public transport prevents people from accessing services and taking available work opportunities.

Amongst the young people consulted there was a recognition that gaining a driving licence would be critical to being able to find and take work.

Amongst the adults consulted, 70% cited lack of transport as a barrier to employment. For those living in more rural areas, owning a car is vital for accessing work and services and accordingly levels of car ownership are high. For example in the Leverington part of Roman Bank ward, the Elm & Friday Bridge part of Elm & Christchurch ward and the Emneth part of Emneth with Outwell ward, upwards of 85% of households have one or more vehicles. However in Medworth, an urban ward, only 54% of households have access to a vehicle.

Many consultees commented on the timetabling of public transport, which does not start early enough to allow residents to travel to work in time to work early shifts and does not run late enough into the night to transport workers home after late shifts.

A final factor flagged through community consultation is the level of digital inclusion within the area. Whilst no specific questions about level of IT literacy were asked locally, national statistics tell us that IT literacy is likely to be poor and that broadband speeds are lower than the national average. Many consultees flagged that better IT skills and office experience would enhance their chances of getting paid work. A number of partner organisations who sit on the Local Action Group who work with residents in the CLLD area have mentioned that the online claim procedure of the new Universal Credit benefit will require a certain level of IT skill and IT equipment that they do not believe local residents possess.

The Local Action Group has therefore set SMART objectives which aim to improve participants’ access to work and training opportunities by supporting them with practical barriers preventing access such as poor transport and digital exclusion.

Section 4 of this document sets out the Local Action Group’s proposed strategy for tackling these four issues and shows the clear ‘intervention logic’ which demonstrates how the activities it is proposing to fund through CLLD projects within the Wisbech CLLD programme will provide a coherent response to the needs identified through the SWOT and consultation findings.
Shaping the Action Plan

Taking into account consultees’ views and comments, the participant groups the Wisbech CLLD will particularly target will include:

- unemployed and long-term unemployed people, both young people (aged 16 – 24) and older people (aged 50+).

- inactive people (particularly those in crisis, in poor health, lone parents, or those whose poor skill/qualification levels are impacting their ability to find employment).

- employed people in work poverty (particularly those with low skills and/or insecure/part-time employment).

- people from marginalised communities such as those from ethnic minorities, women, lone parents, older people and migrants with poor English language skills.

The Local Action Group’s focus is to assist those facing multiple disadvantage wherever possible at these people are most likely to be furthest from the labour market. The Local Action Group has set output targets for the number of people it aims to support through the CLLD approach.
Section 4: The Strategy and its action plan

Introduction

This section covers:

- Consistency, complementarity and synergy – a summary of the other strategies impacting on the Wisbech CLLD area and how this Strategy fits with and complements them

- Equal opportunities – how the Local Action Group will encourage equality of opportunity in the programme

- Environmental sustainability – how the Local Action Group will encourage sustainable development approaches.

- Innovation – how the Local Action Group will encourage projects that take an innovative approach to resolving the identified problems within the area.

- Turning objectives into action – the packages of activity that the Local Action Group anticipates funding and the specific objectives it will address

- Intervention Logic – the logical progression between the needs of the area, the specific objectives the LAG wishes to address and the results it hopes it will achieve through its intervention

- ESI Fund Outputs and Results – the numbers of participants the Local Action Group envisages will take part in its projects and the results it believes can be successfully achieved.

Consistency, complementarity and synergy

Many other important strategies, both for Cambridgeshire and Norfolk, detail the needs of the Geography and suggest a range of desired solutions partners should work towards to overcome what is recognised as an entrenched cycle of disadvantage, low educational achievement and economic inactivity.

The Cambridgeshire Children’s Trust Strategy for Tackling Child Poverty and Economic Disadvantage (2014 – 2017) has specific objectives to:
1. Build communities and access to a range of help across Wisbech.
2. Support the most vulnerable, stepping in at times of crisis.
3. Improve educational outcomes for children.

It recognises that child poverty in Wisbech is “compounded by the need to break the intergenerational cycle of worklessness which is particularly prevalent” and that work provides opportunities for progression out of being stuck in a cycle of low income work.

The Norfolk County Council ‘Child Poverty Needs Assessment’ (April 2015) recognises that pockets of rural poverty are different and compounded in the area by transport availability and cost; difficult
access to the internet; lack of access to resources and more generally increasing isolation experienced in West Norfolk.

Wisbech CLLD gives opportunity to tackle entrenched cycles of disadvantage through strengthening multi-sectoral partnership working and ensuring that investment is targeted at interventions that support those who are longer-term unemployed and inactive.

Cambridgeshire County Council’s ‘Transforming Lives – Social Work and Social Care for Adults in Cambridgeshire’ strategy advocates prevention, early identification and early intervention at a community level. This calls for strong independent communities that are working together to provide activities, support and friendship. People should be encouraged to participate and give opportunities within the community. Community hubs can provide centres for information, advice and support; as well as opportunities for learning new skills.

The LAG sees as a priority projects that support and improve community cohesion where those experiencing barriers to work can live more socially engaged lives. Wisbech CLLD will invest in programmes run from key community hubs such as the Rosmini Centre; Queen Mary Centre and Oasis Centre to encourage participation in community learning opportunities and easier access to other support. The LAG would also like to see projects that enhance understanding of the different cultures across the town in order to develop a stronger community which is equipped to support those residents in crisis or difficulty.

The Greater Cambridgeshire and Greater Peterborough European Structural and Investment Funds Strategy wider investment proposals have been reviewed by the LAG to ensure synergy between the two strategies exists. The ESIF Strategy has set a priority to get people into work; job growth and creating better job opportunities and expanding the chances of those under employed. Wisbech CLLD aligns to ESIF through investment that will tackle levels of inequality, social isolation and digital exclusion. The ESIF recognises youth unemployment as a key concern. Wisbech CLLD can support local projects that identify barriers to individuals moving into work (confidence, lack of recent work experience, basic skills, job-seeking skills, debt or transport) and work with individuals to tackle these barriers. The same issues also occur for those who are disabled or have health problems which can be supported in a similar way.

Other ESF investment through an Employability Project, Building Better Opportunities Programme and open ESF rounds compliment the Wisbech CLLD investment by providing participants with pathways to work. The ESF Programmes (known at this time) are outlined in Section 4 where direct links made to Wisbech CLLD objectives and priorities. It is clear that Wisbech CLLD offers a chance of concentrating funding in a focused area where key challenges can be addressed by solutions that are tailored to suit local needs. The more widespread ESF programmes have a role to play in providing more specialist and general pathways back into work. Once all programmes are up and running Wisbech CLLD staff will regularly liaise with the other ESF Programmes to ensure complementarity it maintained.

The Cambridgeshire Health and Wellbeing Strategy 2012 – 2017 aims to improve the health of the worst off fastest and recognises that the Wisbech area is where people are experiencing significant disadvantage and inequalities in health. Health inequalities are clearly linked to socio-economic circumstances, where low skills levels and income have an impact. It is well recognised that social and health inequalities can both result in and be caused by mental ill health. Gypsies and Travellers, migrant workers, people with substance misuse problems and people with learning disabilities are at increased risk of mental ill health and may have difficulty accessing services and health promotion. With the links between poor health and socio-economic circumstances the LAG is keen to encourage
interventions that support those in crisis and those where mental ill health is a barrier to employment.

Wisbech 2020 Vision, formally launched in January 2013, is a project to regenerate Wisbech and the surrounding area. It is led by the leaders of Fenland District Council, Cambridgeshire County Council, Anglian Water and Stephen Barclay MP. A series of key documents have been produced including a 29 point Action Plan (2013); Infrastructure for Growth (2014); Wisbech: Beyond 2020 (2015) and Garden Town Proposal (2016).

The Garden Town Proposal offers 8,000 - 10,000 extra homes, an enterprise zone, retirement village and rail and road improvements. It is predicated on Wisbech offering a possibility to the wider sub-region to meet the growth pressures of Cambridge. The area offers large areas of open countryside, as opposed to Green Belt. With sufficient planning gain for investment in transport infrastructure this would enable enhanced connectivity to Peterborough and Cambridge for work. It is hoped to improve deprivation through transport connectivity and raising aspirations through significant investment in jobs and skills.

Wisbech CLLD will ensure that as the labour market strengthens those most disadvantaged are not left behind finding it increasingly difficult to compete effectively for work. A recent Joseph Rowntree Foundation Report states that “Development projects create valuable employment and training opportunities. However, those opportunities do not automatically help to tackle unemployment and poverty. Intervention is needed to ringfence opportunities and provide employment and skills support”. The LAG will work with the Wisbech 2020 Vision group to align ESF investment and create opportunities which will support participants towards obtaining skills training in modern construction methods in order to allow them to apply for locally available work.

As part of the Cambridgeshire Local Transport Plan, Cambridgeshire County Council has produced a ‘Wisbech Market Town Transport Strategy’ (2014). This considers the existing and potential future transport issues in Wisbech and the surrounding area. These transport issues were identified by a survey distributed to the public. Some parts of the town’s residential areas have little or no public transport making access to the town centre and bus station interchange difficult. Access to employment areas can require a change of bus and in some cases a long wait for connecting services.

Walking and cycle routes are considered incoherent and are perceived by many to be unsafe. Lack of routes discourages the development of a cycling culture in the area and there is a need to build more safe routes to the industrial areas. The more rural areas have very limited public transport in the evenings reducing access to further education and affecting job prospects.

An essential part of transport provision is Community Transport largely operated by Fenland Association of Community Transport (FACT) and local community car schemes.

The real issue for residents is there is limited accessibility to employment and facilities in other towns such as Peterborough, King’s Lynn and Cambridge. Wisbech currently has no rail service but there is an active proposal to reopen the March to Wisbech line as part of the national rail network, with direct services to Cambridge or possibly Peterborough. A feasibility study has been undertaken and analysis shows significant value placed by residents on having a rail service to access both social and economic opportunities.

The Government is proposing a new Cambridgeshire and Peterborough devolution deal that would see powers and funding devolved from central government to the Cambridgeshire and Peterborough

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8 Major development projects: connecting people in poverty to jobs, Joseph Rowntree Foundation, May 2016
area. The deal covers the potential transfer of a wide range of resources and powers for infrastructure, housing, economic development, employment and skills from the government. To access the funding and to be able to make decisions more locally, the councils in Cambridgeshire and Peterborough would need to set up a new body called a Combined Authority and have an election for a directly elected Mayor to chair the Combined Authority. This change will happen during the delivery of the Wisbech CLLD programme and the LAG intend to monitor progress and opportunities for the area.

**Equal opportunities**

The Wisbech CLLD programme will promote equal opportunities and non-discrimination. The Accountable Body, Local Action Group and all funding beneficiaries / delivery partners will adhere to the principles and processes set out in EU and UK equality legislation.

The Local Action Group has adopted the following principles to promote equality throughout the set-up, implementation and monitoring and evaluation of the Wisbech CLLD programme:

- no exclusion on the grounds of protected characteristics;
- projects are designed to meet the needs of all potential participants;
- services are responsive to the needs of all communities and underrepresented groups;
- support is targeted towards under-represented communities where relevant;
- responsiveness to, and inclusiveness of, under-represented groups in delivery and management.

The Accountable Body will prepare a programme-level equal opportunities plan in consultation with the Local Action Group - performance will be regularly reported.

The Accountable Body will source equal opportunities awareness training for the Local Action Group and programme staff, with all LAG members and staff required to attend.

The Local Action Group will ensure that the principle of equal opportunities is embedded in project selection, contract management and monitoring procedures and that all project documentation and guidance for project applicants explains the expected standards. Project applicants will be required to explain how they will actively promote equality through the design and delivery of their projects.

**Environmental sustainability**

The objectives of the Wisbech CLLD programme will be pursued in line with the principle of sustainable development, including the aim of preserving, protecting and improving the quality of the environment.

The Accountable Body will prepare a programme-level sustainable development action plan in consultation with the Local Action Group. The plan will be monitored and reviewed on a regular basis by the Local Action Group.

The Accountable Body has reviewed the Managing Authority’s report on lessons learned during the last ESF programme, which identified good practice examples of projects which had a specific

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9 Sustainable Development in ESF 2007-2013: Lessons learned and issues to consider for the next programme, Department for Work and Pensions, August 2014
environmental content and which recommended that specialist environmental projects that help promote jobs, skills, or tackling social inclusion should be encouraged.

The Accountable Body will source sustainable development awareness training programme for the Local Action Group and programme staff.

The Local Action Group will ensure that sustainable development requirements are covered in their decision making, project selection arrangements, contract management and monitoring. If appropriate, the Local Action Group may decide to issues specific calls for projects that have a specific environmental focus (whilst also supporting jobs or skills).

The Local Action Group will require all project applicants to have a sustainable development policy and implementation plan which explain: a) their commitment to promoting sustainable development and complying with relevant EU and domestic environmental legislation; and b) how the commitment will be turned into action at project level. The Local Action Group will put in place a monitoring mechanism to assess implementation and compliance beyond the application stage of the project.

**Innovation**

Over the years there have been other public interventions in Wisbech, with many being short-term and failing to tackle barriers to employment for those most disadvantaged. This is due to mainstream provision being unable to resolve the types of complex socio-economic issue that are evident across the CLLD area. The Local Action Group has worked hard to ensure that the opportunity created through Wisbech CLLD will be different. This Strategy has been developed by understanding people’s experiences of the labour market and taking the views of employers and local businesses into account thus proposing activity that will help to address the real needs of the area using the opportunities presented.

The Local Action Group recognises that in an area where there is a growing level of inequality, diversity and complexity, it is increasingly difficult to deal with persistent issues through standard policies. The Wisbech CLLD area experiences unique differences in the way the economy and labour market functions compared to other parts of Cambridgeshire and Norfolk. Deprivation levels are getting worse. The Fenland Local Authority area is now ranked 80th most deprived out of 326, where 1 is the most deprived. In 2004 the district was ranked 142.

The Local Action Group recognises that there are a number of ways that a CLLD approach can bring innovation and change to the area through:

1. **Strengthening multi-sectoral partnership working (through the Local Action Group and wider stakeholders):** Solutions can be tailored to local needs achieving results that bring about lasting change.

2. **Concentrating funding for achieving results:** Wisbech CLLD will focus its interventions on a limited number of priorities to ensure a sufficiently high critical mass of funding to make a real impact in addressing the key challenges.

3. **Giving support to social innovation:** Encouraging projects that test and scale-up innovative solutions to address social, employment and education needs.
The Local Action Group will be particularly keen to fund projects that build capacity to respond to change; discover untapped potential; build upon existing social, cultural, economic assets and develop stronger cross-sectoral links.

Turning objectives into action

The Wisbech CLLD will deliver its activity in four key package areas to address the four main development needs identified:

PACKAGE 1: INTERVENTIONS TO ADDRESS ‘POOR EMPLOYMENT OPPORTUNITIES, ECONOMIC INACTIVITY AND WORK POVERTY’

Specific SMART Objectives

- To support 237 unemployed participants (including the long-term unemployed) to increase their employability by providing personalised programmes that allow them to explore employment and self-employment opportunities by 30-Sep-2021.
- To assist 25 employed participants with barriers to sustainable engagement in the labour market to reduce their under-employment by 30-Sep-2021.

Rationale for the package of actions and contribution to overall strategy

Unemployment and other economic inactivity is rife in the Wisbech CLLD area and many of those the Local Action Group hopes to engage as CLLD participants experience complex issues that are precluding them from participating in the labour market. There is a clear mis-match between skills required by the economy and those obtained by the population with employers reporting skills shortages at both the lower and upper end of the pay scale. Business/enterprise start-ups remain static; however, over 33% of respondents to the Fenland Annual Business Survey reported growing their existing businesses. Coupled with the growth plans announced as part of the Wisbech Garden Town, valuable employment opportunities could open up to those with the right skills. These will not automatically help to tackle unemployment and poverty without the right support given to the long-term unemployed and inactive.

The Local Action Group believes that a collaborative approach to joining up community, education and business support will give participants the best chance of moving towards employment. Projects that demonstrate multi-sectoral organisations working together in partnership, will be particularly welcomed by the Local Action Group. Partnership approaches to tackling deprivation, where participants are experiencing multiple issues, are seen as the most beneficial means in tackling the complex issues that persist and supporting a participant on a pathway into job search, work or training.

Range of activities that will be considered for support under the package

- Programmes that might lead to employment opportunities such as work placements, pre-traineeships, pre-work programmes and mentoring schemes, aimed at unemployed people, including those who are long-term unemployed and college-age young people (16 – 19).
- Projects that provide support, training and community mentoring to assist people with starting and growing businesses.
- Projects targeted at 16 – 24 year olds to break the cycle of intergenerational worklessness including involvement of education providers and parents to overcome inadequate support transition from school to work/college.
- Projects that might lead to better employment opportunities for lone parents in order to eliminate child poverty.
Links to other activity in the Local Development Strategy
This package of activity links particularly close to activity package 4:
- Package 4: Participants will only be able to consider employment and training opportunities if they are not faced with practical difficulties such as poor public transport or digital exclusion.

Links to other activity not within the Local Development Strategy
- Reed in Partnership have been awarded the contract to deliver an ESF Employability Project in the Greater Cambridgeshire Greater Peterborough Local Enterprise Partnership area. The tender specification stated: “the provision will be a participant led package of tailored support to help reduce worklessness amongst disadvantaged people. It will be voluntary provision that will be delivered by Key Workers who will engage with the defined priority groups, primarily on a one to one basis, and identify and address their barriers to work through proactive intervention and effective signposting. The primary objective of the provision is for participants to move in to work and achieve sustained employment. In work support delivered by the provider will increase the likelihood of employment secured being sustained”.
- The Big Lottery Building Better Opportunities Financial Inclusion project aims to tackle out of work poverty relating to financial exclusion. It will focus on addressing the root causes of poverty which create barriers to work, in order to help more people move closer to or into employment. These activities are likely to be linked to the issues of debt, child poverty, affordable childcare, housing costs and the imminent roll out locally of Universal Credit.
- The Greater Cambridgeshire and Greater Peterborough Local Enterprise Partnership has an Apprenticeship Strategy and Implementation Plan. Local Skills Teams work with businesses, educational and training providers and other stakeholders. The key aim is getting young people in front of the right local businesses (using innovative ways to enable interaction).

The target beneficiaries for the activity
Activity in this package area will mostly target the unemployed, including the long-term unemployed and also lone parents and young people (16-24).

The indicative allocation of funding for the package
Total amount of funding: £348,721
As a proportion of total resources for the Local Development Strategy: 20%

The types and scale of outputs, results and outcomes (or impacts) the activities will achieve
The outputs and results for this package of activity are shown in Table 3, the intervention logic table that follows.

PACKAGE 2: INTERVENTIONS TO ADDRESS ‘BARRIERS TO EMPLOYMENT SUCH AS LOW ASPIRATION, CRISIS, POOR HEALTH, LACK OF BASIC SKILLS & EDUCATION’

Specific SMART Objectives
- To support 355 inactive participants with multiple, complex barriers to labour market participation to increase their employability by providing programmes of support that allow them to become job-ready by 30-Sep-2021.

Rationale for the package of actions and contribution to overall strategy
Many people in the Wisbech CLLD area experience multiple, complex barriers to employment including life crises and a poor level of basic skills. For many, these barriers have led to complete economic inactivity and the Local Action Group understands that it will be important to help participants address these issues before they can consider employment. The types of activity the LAG
is proposing to support under this package will allow participants to build their confidence and take the first steps towards entering the labour market.

**Range of activities that will be considered for support under the package**
- Activities that support those in crisis, enabling them to stabilise and develop ‘life skills’.
- Projects with employers to work with them to assist employees with issues concerning ill health and addiction allowing them to stay in work.
- Community learning and training programmes for people with low self-esteem and/or no qualifications.
- Projects linking inspiring business and community leaders to schools and community groups.
- Activities that support mental health, community learning, volunteering and confidence building.
- Activities that support inactive people to take up sport, improve their general fitness and make use of ‘green space’.
- Projects which provide support to inactive people with healthy eating, smoking cessation and alcohol/drugs awareness to allow those in poor health to move towards more active lifestyles.

**Links to other activity in the Local Development Strategy**
This package of activity links particularly closely to activity packages 3 and 1:
- Package 3: Many of those experiencing complex, multiple barriers to employment will be marginalised in one aspect or another. The LAG hopes that by aligning the two different packages of activity, participants will achieve maximum benefit from talking part in CLLD projects.
- Package 1: It is anticipated that some inactive participants may become job-ready through their participation in CLLD projects and therefore it will be important that clear routes for progression are identified.

**Links to other activity not within the Local Development Strategy**
- Big Lottery Building Better Opportunities ‘Barriers to Work North’ (covering: the key urban areas of Peterborough, Wisbech, March, Chatteris, King’s Lynn and surrounding areas). This project aims to support those furthest from the labour market towards and into employment. It will improve the employability skills of unemployed and economically inactive people and help them overcome complex or multiple barriers to employment. This may be done by addressing the barriers in ways that are additional to those services already provided by mainstream employment interventions or by targeting disadvantaged groups such as lone parent families that are not currently receiving any employment support. Barriers may include, but are not limited to, factors such as substance misuse, mental ill health, poor literacy and numeracy skills, long term physical health problems and disabilities and geographical isolation. The project will therefore need to: support disadvantaged people to become work-ready with progression routes into learning, training and job opportunities; engage and support disadvantaged people to enable them to overcome barriers to employment.

**The target beneficiaries for the activity**
Activity in this package area will mostly target those who are economically inactive.

**The indicative allocation of funding for the package**
Total amount of funding: £523,082
As a proportion of total resources for the Local Development Strategy: 30%

**The types and scale of outputs, results and outcomes (or impacts) the activities will achieve**
The outputs and results for this package of activity are shown in Table 3, the intervention logic table that follows.
PACKAGE 3: INTERVENTIONS TO ADDRESS ‘POORLY INTEGRATED AND MARGINALISED PEOPLE AND COMMUNITIES’

Specific SMART Objectives
- To work with 355 participants from marginalised communities to increase their participation in community learning programmes, community cohesion activities and volunteering in order to enhance their employability by 30-Sep-2021.

Rationale for the package of actions and contribution to overall strategy
The community in the Wisbech CLLD area has experienced a lot of change over the past few years, with a decline in its traditional industries and a rise in the agri-tech sector. There is an increasingly elderly population and many young people have moved away as they do not see their futures in the town. There has been an influx of migrant labour that has changed the town’s character and all these factors have led to poor community cohesion and to many groups becoming marginalised and affected by issues that prevent them from entering or staying in the labour market. There is a higher than average percentage of people who are not proficient in the English language leading, again, to marginalisation and misunderstood cultural differences.

The Local Action Group sees a clear role for community support programmes delivered at community hubs where these people already have trusted relationships to help tackle these issues, build better community cohesion and to prepare these people for finding employment. Further programmes that provide outreach and engage those completely marginalised will be welcomed, as well as those that are seen to bring forward innovative solutions to trying to better integrate and celebrate the diversity of different cultures and communities.

Range of activities that will be considered for support under the package
- For lone parents - assistance with job search skills, vocational training, remedial training and basic skills support.
- For older people - skills refresher training and mentoring/ confidence building.
- For women who are inactive but who would be interested in working - confidence building support, job-search training, job-specific training, work experience and mentoring support.
- For people who English is a second language, innovative activities aimed at improving literacy/ESOL.
- Projects that provide volunteering opportunities as a route out of worklessness.
- Activities that allow young people to understand the career opportunities within the area for those with the right skills, particularly at a higher level.
- Activities that promote community cohesion which use heritage, arts and culture.
- Activities based at trusted ‘community hubs’ where people can access services, learning and community activities that will enhance their employability.

Links to other activity in the Local Development Strategy
This package of activity links mainly to activity packages 1 and 2:
- Package 1: Once marginalised participants have built their confidence and addressed some of the issues caused by poor basic skills, they may be in a position to explore the work experience opportunities created under Package 1. Equally, consultees told us that their personal circumstances (caring responsibilities etc.) were limiting their full participation in the labour market and this activity package will work with participants to explore opportunities further.
- Package 2: Many of those marginalised participants Package 3 activities will seek to support are also affected by issues that Package 2 seeks to address. If there are close links between the two different packages of activity, it is hoped that this will also support increased community
cohesion and help marginalised individuals and groups feel part of the wider Wisbech CLLD area community.

Links to other activity not within the Local Development Strategy
- The Big Lottery Building Better Opportunities ‘Social Inclusion and Poverty’ project aims to provide bespoke, wrap-around support aimed at getting people who are out of work and people who are most at risk of social exclusion and poverty back into or towards work. It will support people based in the most remote rural areas and in places that have received significant growth through migration. Interventions should take account of the additional external factors which act as barriers to employment for people in these communities, such as transport, rural isolation, limited employment opportunities, etc. They should also enable participants to address or overcome these barriers. The project should provide a graduated offer from intensive engagement and support through to lighter touch interventions which continue to provide effective support for people when they are moving to or between other services. This is particularly important where provision is on a short-term basis.

The target beneficiaries for the activity
Activity in this package area will target participants from marginalised communities, whether they are marginalised through gender, age, ethnicity or circumstance.

The indicative allocation of funding for the package
Total amount of funding: £523,082
As a proportion of total resources for the Local Development Strategy: 30%

The types and scale of outputs, results and outcomes (or impacts) the activities will achieve
The outputs and results for this package of activity are shown in Table 3, the intervention logic table that follows.

PACKAGE 4: INTERVENTIONS TO ADDRESS ‘POOR ACCESS TO SERVICES, TRANSPORT, INFORMATION TECHNOLOGY AND ADVICE’

Specific SMART Objectives
- To support 100 participants through digital inclusion or computer literacy programmes to allow them to move closer to the labour market by 30-Sep-2021.
- To support 136 participants without their own transport to identify sustainable transport solutions to improve their access to work and training opportunities by 30-Sep-2021.

Rationale for the package of actions and contribution to overall strategy
Within the Wisbech CLLD area there are a number of practical barriers preventing people from accessing employment and training opportunities such as poor transport and digital exclusion. The Local Action Group foresees that providing a package of activity that supports participants with overcoming these barriers will allow these people to access training opportunities that will improve their job prospects or to apply for employment opportunities that will give them their first step into the labour market.

Range of activities that will be considered for support under the package
- Activities that provide tablet and smartphone loans to those that are most isolated.
- Training in computer skills in order that people can stay connected and self-manage such things as health, money, learning and employment.
- Develop cycling by repairing/loaning cycles and encouraging ‘cycle to work’ schemes.
• Develop community transport schemes to access work opportunities both in and outside of Wisbech.
• Develop a network of Community Travel Champions who will provide a ‘buddy system’ to assist people nervous of travelling to access training and job opportunities.

**Links to other activity in the Local Development Strategy**
This package of activity links to each of the other three activity packages:
• Package 1: Participants will only be able to consider employment and training opportunities if they are not faced with practical difficulties such as poor public transport or digital exclusion.
• Package 2: Inactive participants who have not previously been part of the labour market may find the practical challenges of accessing training and work opportunities daunting and this may be sufficient to dissuade them from taking part.
• Package 3: Participants who are marginalised due to age or circumstance may find particular challenge in accessing services digitally. They might also find the cost of private transport prohibitive. Parts of the CLLD area are rurally isolated and access to transport is a major consideration when taking on training or employment.

**Links to other activity not within the Local Development Strategy**
• The Big Lottery Building Better Opportunities ‘Social Inclusion and Poverty’ project aims to provide bespoke, wrap-around support aimed at getting people who are out of work and people who are most at risk of social exclusion and poverty back into or towards work. It will support people based in the most remote rural areas and in places that have received significant growth through migration. Interventions should take account of the additional external factors which act as barriers to employment for people in these communities, such as transport, rural isolation, limited employment opportunities, etc. They should also enable participants to address or overcome these barriers. The project should provide a graduated offer from intensive engagement and support through to lighter touch interventions which continue to provide effective support for people when they are moving to or between other services. This is particularly important where provision is on a short-term basis.

**The target beneficiaries for the activity**
Activity in this package area will target both the unemployed and the economically inactive who find they are being excluded from the labour market for practical reasons not directly connected with their own skill set.

**The indicative allocation of funding for the package**
Total amount of funding: £348,721
As a proportion of total resources for the Local Development Strategy: 20%

**The types and scale of outputs, results and outcomes (or impacts) the activities will achieve**
The outputs and results for this package of activity are shown in Table 3, the intervention logic table that follows.

The Action Plan is summarised in Table 2 on page 38.
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<th>Total Expenditure (£)</th>
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<td>ESF-C001</td>
<td>ESF-C003</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>C001</td>
<td>C003</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>C016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities to address poorly integrated and marginalised people and communities.</td>
<td>523,082</td>
<td>261,541</td>
<td>-</td>
<td>261,541</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ESF-C001</td>
<td>ESF-C003</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>C001</td>
<td>C003</td>
<td></td>
</tr>
<tr>
<td>Types of Activity</td>
<td>Total Expenditure (£)</td>
<td>ESIF Funding</td>
<td>ESIF Outputs</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td>-----------------------</td>
<td>-----------------------</td>
<td>--------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>ESF (a) (£)</td>
<td>ERDF (b) (£)</td>
<td>Total (a + b)</td>
</tr>
<tr>
<td>Activities to address poor access to services, transport, information technology and advice.</td>
<td>348,721</td>
<td>174,361</td>
<td>-</td>
<td>174,361</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>ESF-C001</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>ESF-C003</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>O4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>O5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>ESF-C016</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1,743,607</td>
<td>871,804</td>
<td>-</td>
<td>871,804</td>
</tr>
</tbody>
</table>
The Wisbech CLLD Local Development Strategy is summarised in Table 3, the intervention logic table, on pages 41 - 44.

The purpose of this table is to show the logical progression between:

- the key issues the Wisbech CLLD programmes wishes to address;
- the specific objectives it has set for itself;
- the types of potential activity or intervention that the Local Action Group would look to fund;
- the number of participants it will seek to recruit to take part in the funded projects; and
- the results it would hope to produce.
Table 3: Intervention Logic Table

<table>
<thead>
<tr>
<th>Development Needs – the problem - what do we want to change?</th>
<th>Specific Objectives – identification of specific objectives to reflect the desired change</th>
<th>Activities - Types of actions to be supported</th>
<th>Outputs – who will be the participants in our projects?</th>
<th>Results Indicator – what will progress look like?</th>
</tr>
</thead>
</table>
| Poor employment opportunities, economic inactivity and work poverty. | To support 237 unemployed participants (including the long-term unemployed) to increase their employability by providing personalised programmes that allow them to explore employment and self-employment opportunities by 30-Sep-2021. | • Programmes that might lead to employment opportunities such as work placements, pre-traineeships, pre-work programmes and mentoring schemes, aimed at unemployed people, including those who are long-term unemployed and college-age young people (16 – 19).  
• Projects providing support, training and community mentoring to unemployed people to assist them with starting and growing businesses.  
• Projects providing training, mentoring and support networks for people considering setting up social or community-led enterprises.  
• Projects targeted at 16 – 24 year olds to break the cycle of intergenerational worklessness including involvement of education providers and parents to overcome inadequate support transition from school to work/college. | • No of participants: 237  
• No of participants that are unemployed including long-term, unemployed: 206  
• No of participants that are inactive: 32  
• No of participants that are aged over 50: 144  
• No of participants that are from ethnic minorities: 22  
• No of participants that have disabilities: 12 | • No of participants engaging in positive activities to address barriers to work or widen participation in training: 59  
• No of unemployed participants in employment, including self-employment on leaving: 34  
• No of inactive participants in employment or job search on leaving: 4 |
<p>| To assist 25 employed participants with barriers to sustainable engagement in the labour market to reduce their under-employment by 30-Sep-2021. | • For people seeking to progress from part-time to full-time work, or to increase their hours at work, programmes that include | | | |</p>
<table>
<thead>
<tr>
<th>Development Needs – the problem - what do we want to change?</th>
<th>Specific Objectives – identification of specific objectives to reflect the desired change</th>
<th>Activities - Types of actions to be supported</th>
<th>Outputs – who will be the participants in our projects?</th>
<th>Results Indicator – what will progress look like?</th>
</tr>
</thead>
</table>
| Barriers to employment such as low aspiration, crisis, poor health, lack of basic skills & education | To support 355 inactive participants with multiple, complex barriers to labour market participation to increase their employability by providing programmes of support that allow them to become job-ready by 30-Sep-2021. | upskilling/vocational qualifications and identifying progression routes.  
- Projects that might lead to better employment opportunities for lone parents in order to eliminate child poverty. | No of participants: 355  
No of participants that are unemployed including long-term, unemployed: 55  
No of participants that are inactive: 300  
No of participants that are aged over 50: 145  
No of participants that are from ethnic minorities: 22  
No of participants that have disabilities: 12 | No of participants engaging in positive activities to address barriers to work or widen participation in training: 60  
No of unemployed participants in employment, including self-employment on leaving: 6  
No of inactive participants in employment or job search on leaving: 21 |
<table>
<thead>
<tr>
<th>Development Needs – the problem - what do we want to change?</th>
<th>Specific Objectives – identification of specific objectives to reflect the desired change</th>
<th>Activities - Types of actions to be supported</th>
<th>Outputs – who will be the participants in our projects?</th>
<th>Results Indicator – what will progress look like?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poorly integrated and marginalised people and communities.</td>
<td>To work with 355 participants from marginalised communities to increase their participation in community learning programmes, community cohesion activities and volunteering in order to enhance their employability by 30-Sep-2021.</td>
<td>alcohol/drugs awareness to allow those in poor health to move towards more active lifestyles.</td>
<td>No of participants: <strong>355</strong>&lt;br&gt;No of participants that are unemployed including long-term, unemployed: <strong>130</strong>&lt;br&gt;No of participants that are inactive: <strong>165</strong>&lt;br&gt;No of participants that are aged over 50: <strong>145</strong>&lt;br&gt;No of participants that are from ethnic minorities: <strong>111</strong>&lt;br&gt;No of participants that have disabilities: <strong>46</strong>&lt;br&gt;Number of unemployed participants in employment, including self-employment on leaving: <strong>6</strong>&lt;br&gt;Number of inactive participants in employment or job search on leaving: <strong>4</strong></td>
<td>No of participants engaging in positive activities to address barriers to work or widen participation in training: <strong>60</strong>&lt;br&gt;No of unemployed participants in employment, including self-employment on leaving: <strong>6</strong>&lt;br&gt;No of inactive participants in employment or job search on leaving: <strong>4</strong></td>
</tr>
<tr>
<td>Development Needs – the problem - what do we want to change?</td>
<td>Specific Objectives – identification of specific objectives to reflect the desired change</td>
<td>Activities - Types of actions to be supported</td>
<td>Outputs – who will be the participants in our projects?</td>
<td>Results Indicator – what will progress look like?</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>-------------------------------------------------</td>
<td>------------------------------------------------</td>
<td>------------------------------------------------</td>
</tr>
</tbody>
</table>
| Poor access to services, transport, information technology and advice. | To support 100 participants through digital inclusion or computer literacy programmes to allow them to move closer to the labour market by 30-Sep-2021. | • Activities that provide tablet and smartphone loans to those that are most isolated.  
• Training in computer skills in order that people can stay connected and self-manage such things as health, money, learning and employment. | • No of participants: 236  
• No of participants that are unemployed including long-term unemployed: 130  
• No of participants that are inactive: 165  
• No of participants that are aged over 50: 144  
• No of participants that have disabilities: 25 | • No of participants engaging in positive activities to address barriers to work or widen participation in training: 58  
• No of unemployed participants in employment, including self-employment on leaving: 6  
• No of inactive participants in employment or job search on leaving: 4 |
| | To support 136 participants without their own transport to identify sustainable transport solutions to improve their access to work and training opportunities by 30-Sep-2021. | • Develop cycling by repairing/loaning cycles and encouraging ‘cycle to work’ schemes.  
• Develop community transport schemes to access work opportunities both in and outside of Wisbech.  
• Develop a network of Community Travel Champions who will provide a ‘buddy system’ to assist people nervous of travelling to access training and job opportunities. | | |
ESI Fund Outputs and Results

The ESIF Outputs and Results for the Wisbech CLLD programme are summarised in the Table 4 on page 47 - 48. As the Wisbech CLLD programme is not co-financed, only outputs and results connected with ESF have been included (i.e. tables relating to ERDF outputs and results have not been included).

How the figures included in the action plan have been estimated
In order to estimate the Wisbech CLLD programme’s likely outputs and results, the Local Action Group used the following rationale:

Output Indicators

To establish the total number of participants
- Establish the total number of unemployed people and economically inactive people within the CLLD area using Census data:
  - Unemployed people being people without a job who have been actively seeking work within the last 4 weeks and are available to start work within the next 2 weeks = 1,573
  - Economically inactive people being people not in employment who have not been seeking work within the last 4 weeks and/or are unable to start work within the next 2 weeks = 5,934
  - Consider the proportion of economically inactive people who would wish to work. For example this number contains retired people who have no need to or do not wish to work, full-time students who have no capacity to take on paid work, those who have opted to take on family and caring responsibilities who do not wish to, or have no financial need, to work and those whose long-term sickness or disability is so severe that they would be unable to work. The Local Action Group has made an assumption that only around one third of these people would be available to work, thus reducing the headline number of 5,934 to 1,978.
  - On this basis, we have assumed the total pool of people who might benefit from the CLLD programme in the Wisbech area would be 1,573 + 1,978 = 3,551.
- Use the results of the community consultation and the knowledge and experience brought to the Local Action Group by providers of services in the CLLD area to estimate the number of participants we are likely to recruit to funded projects. Based on the service providers’ experience and the apathy expressed by many of those consulted, we believe it may be difficult to engage local people and persuade them of the benefits of joining a funded project. On that basis we believe around one third of the total available pool might become participants on a CLLD funded project, i.e. 3,551 / 3 = 1,183

To establish the likely number of participants who are unemployed including long-term unemployed
- Show the total number of unemployed people within the area as a percentage of the total pool of people who might benefit from CLLD programme, i.e. 1,573 / 3,551 x 100 = 44%
- Work out 44% of the likely number of CLLD participants, i.e. 1,183 x 44% = 521 people

To establish the likely number of participants who are inactive
- Show the total number of inactive people who wish to work within the area as a percentage of the total pool of people who might benefit from CLLD programme, i.e. 1,978 / 3,551 x 100 = 56%
- Work out 56% of the likely number of CLLD participants, i.e. 1,183 x 56% = 662 people
To establish the likely number of participants who are over 50
- Establish the proportion of the Wisbech CLLD area population who are 50+ = 39%
- Work out 39% of the likely number of CLLD participants, i.e. 1,183 x 39% = 578 people

To establish the likely number of participants who are from ethnic minorities
- Establish the proportion of the Wisbech CLLD area population who are non-White: British = 15%
- Work out 15% of the likely number of CLLD participants, i.e. 1,183 x 15% = 177 people

To establish the likely number of participants who are disabled
- Establish the proportion of the Wisbech CLLD area population who are disabled = 8%
- Work out 8% of the likely number of CLLD participants, i.e. 1,183 x 8% = 95 people

To establish the breakdown of participation across the duration of the programme
- The LAG have estimated that participants will be recruited to the programme in the following profile
  - 2017: 1%
  - 2018: 20%
  - 2019: 25%
  - 2020: 30%
  - 2021: 24%
  - 2022: -
  - Total: 100%
- The overall output indicator have therefore been calculated by apportioning participants numbers in these ratios for each year of the programme.

Result Indicators
Estimates of likely results to be achieved are based on LAG members’ knowledge of running similar size and style programmes of support for people with complex needs.

To establish the likely number of participants whose result will be ‘In education or training on leaving’
- LAG estimate of proportion of participants likely achieve this result = 20%
- Work out 20% of the likely number of CLLD participants, i.e. 1,183 x 20% = 237 people

To establish the likely number of unemployed participants whose result will be ‘In employment, including self-employment on leaving’
- LAG estimate of proportion of participants likely achieve this result = 10%
- Work out 10% of the likely number of unemployed participants, i.e. 521 x 10% = 52 people

To establish the likely number of inactive participants whose result will be ‘In employment or job search on leaving’
- LAG estimate of proportion of participants likely achieve this result = 5%
- Work out 5% of the likely number of inactive participants, i.e. 662 x 5% = 33 people
Table 4: Summary of ESIF Outputs and Results

<table>
<thead>
<tr>
<th>ESF Outputs and Results</th>
<th>Number to be delivered in</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2017</td>
</tr>
<tr>
<td><strong>Output</strong></td>
<td></td>
</tr>
<tr>
<td>Number of participants</td>
<td>12</td>
</tr>
<tr>
<td>Participants that are unemployed including long-term, unemployed</td>
<td>5</td>
</tr>
<tr>
<td>Participants that are inactive</td>
<td>7</td>
</tr>
<tr>
<td>Participants that are aged over 50</td>
<td>6</td>
</tr>
<tr>
<td>Participants that are from ethnic minorities</td>
<td>2</td>
</tr>
<tr>
<td>Participants that have disabilities</td>
<td>1</td>
</tr>
<tr>
<td><strong>Result</strong></td>
<td></td>
</tr>
<tr>
<td>Participants in education or training on leaving</td>
<td>2</td>
</tr>
<tr>
<td>Unemployed participants in employment, including self-employment on leaving</td>
<td>1</td>
</tr>
<tr>
<td>Inactive participants into employment or job search on leaving</td>
<td>0</td>
</tr>
<tr>
<td>Output</td>
<td>More Developed</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Number of participants</td>
<td>1,183</td>
</tr>
<tr>
<td>Participants that are unemployment including long-term unemployed</td>
<td>521</td>
</tr>
<tr>
<td>Participants that are inactive</td>
<td>662</td>
</tr>
<tr>
<td>Participants that are aged over 50</td>
<td>578</td>
</tr>
<tr>
<td>Participants that are from ethnic minorities</td>
<td>177</td>
</tr>
<tr>
<td>Participants that have disabilities</td>
<td>95</td>
</tr>
</tbody>
</table>

**Results**

<table>
<thead>
<tr>
<th>Results</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants in education or training on leaving</td>
<td>237</td>
<td>-</td>
<td>-</td>
<td>237</td>
</tr>
<tr>
<td>Unemployed participants in employment including self-employment on leaving</td>
<td>52</td>
<td>-</td>
<td>-</td>
<td>52</td>
</tr>
<tr>
<td>Inactive participants into employment or job search on leaving</td>
<td>33</td>
<td>-</td>
<td>-</td>
<td>33</td>
</tr>
</tbody>
</table>
Section 5: Management, monitoring and evaluation arrangements

Summary of the Local Action Group

A Local Action Group has been formed, with meetings being held in March, April, May, July and August 2016. The minutes of these meetings are available on request. The LAG Member Role Description was adopted by the LAG at its meeting on 31 May 2016 and is included as Appendix 3.

The Local Action Group has members representing a range of economic and social interests which reflect both the geography and the population of the area. Members are encouraged to work in partnership across the area’s statutory, business, community and voluntary organisations to maximise benefits. This has included using contacts and expertise to ensure the Local Development Strategy (LDS) receives relevant, quality input from all sectors and promoting awareness and understanding of the opportunity which the CLLD programme can offer.

Current membership is shown below:

<table>
<thead>
<tr>
<th>LAG Member</th>
<th>Organisation represented</th>
<th>Sector</th>
<th>Public / Non-Public</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Barnes</td>
<td>GCGP Local Enterprise Partnership</td>
<td>Funder</td>
<td>Non-Public</td>
<td>M</td>
</tr>
<tr>
<td>Richard Barnwell</td>
<td>Clifford Cross Auctions Ltd</td>
<td>Commercial</td>
<td>Non-Public</td>
<td>M</td>
</tr>
<tr>
<td>Russell Beal</td>
<td>Anglian Water</td>
<td>Commercial</td>
<td>Non-Public</td>
<td>M</td>
</tr>
<tr>
<td>Kirsten Bennett</td>
<td>Cambridgeshire ACRE</td>
<td>Community</td>
<td>Non-Public</td>
<td>F</td>
</tr>
<tr>
<td>Sharon Carter</td>
<td>A1 Property Rentals</td>
<td>Business</td>
<td>Non-Public</td>
<td>F</td>
</tr>
<tr>
<td>Gaynor Cooper</td>
<td>CP Learning Trust</td>
<td>Learning</td>
<td>Non-Public</td>
<td>F</td>
</tr>
<tr>
<td>Andrew Gedge</td>
<td>College of West Anglia</td>
<td>Learning</td>
<td>Public</td>
<td>M</td>
</tr>
<tr>
<td>Joanne Goodall</td>
<td>GCGP Local Enterprise Partnership</td>
<td>Funder</td>
<td>Non-Public</td>
<td>F</td>
</tr>
<tr>
<td>Anita Grodkiewicz</td>
<td>Rosmini Centre</td>
<td>Community</td>
<td>Non-Public</td>
<td>F</td>
</tr>
<tr>
<td>Terry Jordan</td>
<td>Wisbech Town Council</td>
<td>Government</td>
<td>Public</td>
<td>M</td>
</tr>
<tr>
<td>Wendy Lansdown</td>
<td>Cambridgeshire County Council (Community Engagement)</td>
<td>Government</td>
<td>Public</td>
<td>F</td>
</tr>
<tr>
<td>Jane Norman</td>
<td>Cambridgeshire County Council (Adult Learning)</td>
<td>Government</td>
<td>Public</td>
<td>F</td>
</tr>
<tr>
<td>Bill Redmayne</td>
<td>Wisbech Rotary Club</td>
<td>Commercial</td>
<td>Non-Public</td>
<td>M</td>
</tr>
</tbody>
</table>
Attendees at a consultation held on 8 July 2015 were invited to consider joining the Local Action Group and to get more involved in the potential programme and others where approached due to gaps in representation and the skills they could bring to the Local Action Group. A gender balance has been achieved as well as the LAG ensuring that representation is provided from across ages.

The Voluntary and Community Sector in the geography is strong and well networked. Existing members of the LAG contributed by outreach and consulting with other smaller local voluntary groups in order to ensure wider engagement was achieved and they were given the chance to join the Local Action Group. Networks such as the Fenland Voluntary Sector Round Table and the Wisbech Learning Community Meeting were attended by LAG members and future ways of joint working have been established through these key networks having members who are sitting on the LAG.

Representation from the Statutory Sector has been strong with LAG members supporting strategic links to other EU Programmes; Building Better Opportunities Fund and other key local strategies such as those outlining growth; transport; deprivation and poverty; economic development and labour market assessment and health inequalities found across the geography.

A gap in representation was found, in that there were no Educational Sector representatives sitting on the newly formed LAG. This was addressed through approaching the schools and further education college in the geography. Two excellent LAG members came forward who have strong links across the area within the Education Sector. The Cambridgeshire and Peterborough Skills Service support has great contributed to this strategy’s development and provides a brokerage service to allow effective partnership working between businesses, education and training partners in Fenland and West Norfolk. As the programme develops further efforts will be made to strengthen links with the Education Sector and ensure that young people are fully engaged in the Programme and represented on the LAG.

In an attempt to get the business community involved the LAG worked with local business leaders, Opportunity Peterborough (responsible for Fenland District Council’s Economic Development); Wisbech Rotary Club; Wisbech Town Council and Cambridgeshire and Peterborough Chamber of Commerce. Continued efforts to strengthen representation using existing members and local networks will be made to address deficits in representation during the early months of the programme.
The LAG decision-making process is set out in Section 6 and this also contains details on the Conflict of Interest Policy.

The LAG has no legal status and has adopted a Terms of Reference, as shown in Appendix 4.

**The Accountable Body**

The Accountable Body for the LAG is Cambridgeshire ACRE chosen due to having experience in that role through the management and administration of LEADER Programmes across Fenland over the last 15 years. Cambridgeshire ACRE is currently the Accountable Body for the Cambridgeshire Fens LEADER Programme employing a Programme Manager and well qualified staff to meet all separation of duty requirements.

Cambridgeshire ACRE, the Rural Community Council for Cambridgeshire and Peterborough, is registered in England as a Charity (No. 1074032) and a Company Limited by Guarantee (No. 3690881). Its Registered Office is at 72 Market Street, Ely, CB7 4LS.

The Cambridgeshire ACRE Board discussed and agreed its commitment to becoming the Accountable Body at its meeting on 3 August 2016. A letter from the Chairman of Cambridgeshire ACRE confirming willingness to undertake the role of Accountable Body is included as Appendix 5.

Cambridgeshire ACRE will ensure effective operation of the LAG and the investing of ESF funds in a programme of activity to deliver the LDS. This includes a particular focus in ensuring that financial propriety and compliance in accordance with the funding agreement and national eligibility rules.

Cambridgeshire ACRE will also submit a Stage 2 Funding Application if this LDS is approved.

The organisation had cash reserves of £460k at the end of financial year 15/16 and has the capacity to manage the anticipated cash flow for the life of the Programme. Cambridgeshire ACRE will be represented on the LAG by the Chief Executive and take an appropriate part in decisions made.

Cambridgeshire ACRE employs an experienced manager who heads up EU Programmes for the organisation and has direct responsibility for the line management of a team of staff providing animation and administration.

Direct staff working on CLLD will include:
- EU Programmes Manager – 17.5 hours per week.
- CLLD Project Animator - 21 hours per week (based in geographic area).
- CLLD Monitoring Officer – 21 hours per week.

Appendix 6 contains an organogram with each staff member’s duties outlined.

All Cambridgeshire ACRE staff record their working time on timesheets detailing hours spent on each work task. These are monitored monthly by line managers.

The CLLD staff will be assisted by other members of Cambridgeshire ACRE staff to ensure separation of duty is maintained. This includes:
- The Head of Finance who supports with authorising claims once checked and internal audit requirements.
- Staff with training and experience in appraising project applications.
- EU Programmes Manager is line-managed by the Chief Executive.
Contingency plans, involving sharing of some duties are being discussed with Peterborough City Council who is hopeful of operating a CLLD Programme in Peterborough which is in the same Local Enterprise Partnership geography.

The Accountable Body will set the LAG calendar of meetings annually and written meeting papers produced by the CLLD staff will be available to partners as well as the Managing Authority.

**Project development and selection**

A flow diagram of the project development and selection process is included in Appendix 7. The process is explained in more detail below:

**Raising Awareness and Animation**

The EU Programmes Manager and CLLD Project Animator will work to raise awareness of the opportunity of CLLD funding and the CLLD Strategy to a wide range of audiences within the geography. Outreach will encourage partners to share experiences, exchange practice and collaborate in project developments. Support will be available to help applicants develop pre-application ideas as well as to help with understanding of eligibility; application requirements and grant management processes.

Working together, the LAG members will help with the effective animation of ‘under-represented groups’, using their own existing networks and outreaching beyond these to others that may benefit. The EU Programmes Manager and CLLD Project Animator will work with the LAG to co-ordinate and support this important animation.

Appropriate materials to support the programme such as marketing materials, application forms, guidance, assessment materials, funding agreements and grant claim forms will be created to implement the processes. Care will be taken to ensure these are accessible and user-friendly for all applicants. They will be market-tested and kept under review by the LAG so that the standard of materials is deemed of good quality and fit for purpose to encourage a wide-range of applications.

A list of pipeline projects will be kept and given to the LAG at each of its meetings to enable them to gauge the interest in the programme and projects that are being considered in relation to LDS. This will also demonstrate any gaps in delivery of the LDS and effort can then be made to encourage suitable applications to close these gaps.

To ensure the required separation of duties, the EU Programme Manager and CLLD Project Animator who will be involved in the development of project proposals will not be involved in the assessment and approval of related project or authorisation of grant claims.

**Application Process**

The LAG has chosen a two stage application process as outlined below:

- Stage 1 – Expression of Interest
- Stage 2 – Full Application and Delivery Plan

**Stage 1 - Expression of Interest**

An Expression of Interest Form and a Guidance Note aiding successful completion will be developed and agreed by the LAG to allow for a Stage 1 application to be submitted. The LAG has used a similar form during the development of this LDS to collect project ideas. This has been included in Appendix 8 as an example of the type of information that will be required by applicants at this initial stage.
The initial Expression of Interest will be completed by an applicant to outline the project in terms of location, participants, budget and grant sought, together with anticipated outcomes and outputs. The two stage process has been chosen to enable a good pipeline of project ideas to be brought forward and to reduce the amount of work undertaken by applicants, as if projects do not provide a sufficient fit for the programme this will be identified at an early stage.

To ensure separation of duties a Stage 1 application will be submitted to, and appraised by, the CLLD Monitoring Officer and be brought before the LAG with a recommendation to either proceed to a full application or to reject as (i) not being eligible or (ii) not providing sufficient fit with the objectives of the programme or (iii) not offering sufficient value for money. The decision to proceed to a full application will be based on the project’s eligibility and desirability. The LAG will either decide to proceed with the application, reject or defer with conditions. The LAG’s decision is final.

In order to do this effectively the LAG will agree project selection criteria and a Stage 1 application scoring matrix to allow for impartial assessment to be completed by the CLLD Monitoring Officer.

Applicants whose Stage 1 application is not successful will receive feedback from the EU Programmes Manager on why their application was rejected by the LAG.

**Stage 2 – Full Application and Delivery Plan**

Those applicants whose Stage 1 application is determined by the LAG as eligible and of merit would be invited to proceed to Stage 2 application. A Stage 2 Application Form and a Guidance Note aiding successful completion will be developed and agreed by the LAG.

At this stage, applications would require evidence of match funding. Alongside the application form, there will be a requirement for a stand-alone Delivery Plan which will provide context for the project and clearly set out how the work will be delivered. This will help establish the outputs that will be achieved and how participants will be involved and reached. If the applicant needs assistance, this will be provided by either the EU Programmes Manager or CLLD Project Animator. Outputs must be clearly identified and provided in line with the ESF Outputs and Results Indicators given in Table 4 of this Strategy document.

Alongside the Stage 2 application, the applicant will need to provide a number of supporting documents, including but not limited to:

- Audited Accounts
- Cash Flow Statement
- Equal Opportunities Policy
- Environmental and Sustainability Policy
- Job Descriptions
- Evidence of match funding

Application submission deadlines will be made clear as well as an anticipated timetable for when a decision on an application will be known. This will allow LAG meeting dates to be set well in advance and applicants to be clear on when they will be told the outcome of their application.

**Project Assessment**

The LAG will develop a non-discriminatory and transparent process to inform decision making. All applications will be appraised to help determine the level of financial support required to enable the project to proceed to deliver the greatest benefits.
To maximise the impact of CLLD investment, the LAG will adopt a set of selection criteria which applicants should address, as outlined below:

- The project will have a good strategic fit and meet at least one of the objectives of the programme
- Projects will build on evidence based best practice and applicants will draw on expert support to develop the best possible proposals which deliver widest benefits
- To avoid issues around displacement applicants will need to evidence a clear gap in provision or alternatively have independent evidence of market demand, and ideally secure the support of their local authority, other similar organisations and the LEP as appropriate
- Applicants will have to demonstrate the level of intervention needed and if successful they will be offered the minimum level considered necessary to enable the project to go ahead
- Applicants need to demonstrate their ability to access the required funding needed to enable the investment to be delivered with grant support
- Projects must offer ‘value for money’ and contribute towards the LDS targets
- Projects will need to be collaborative to help ensure benefits are spread and they are serving the community.

To ensure separation of duties, the CLLD Monitoring Officer will receive submitted Stage 2 applications. He/she will ensure the application is complete and ready for appraisal.

A member of Accountable Body staff trained in EU technical project appraisal will undertake project assessment in order to provide independent checks to projects and give assurances to the LAG and Managing Authority of a robust and transparent assessment process. This technical assessment will check state aid; intervention rates; De Minimus; match-funding; reasonableness of costs; project outputs/targets are contributing to the LDS.

A checklist and scoring matrix will be used to access each application and these will utilise both eligibility and technical criteria. Each element will be weighted with a total of 100% for each of the 2 categories. The LAG will agree the weighting in-line with the project selection criteria set. They will also consider how the scoring criteria can be utilised to meet priorities and/or budget demands.

Contingency plans, involving sharing of some project assessment duties are being discussed with Peterborough City Council who is hopeful of operating a CLLD Programme in Peterborough which is in the same Local Enterprise Partnership Geography.

After the EU Technical Appraisal, the EU Programmes Manager will complete a quality assurance check to ensure all processes have been completed and the project is ready to proceed to the LAG for decision making.

**LAG Decision-making**

The LAG will receive all relevant materials (overview of application, scoring and assessment report) in order for them to assess the application on the criteria they have agreed.

All applications must be considered by a quorate LAG as defined by the LAG Terms of Reference. Those making the decisions must not be more than 49% public sector representatives and a minimum number of 5 members per decision-making group in attendance is required. The chair of LAG will be completely independent. This means they will not be an employee or representative of the Accountable Body, such as a trustee or member of staff.

The Accountable Body will ensure that the operation of the Wisbech CLLD programme is not affected by any conflicts of interest. A Conflict of Interest Policy will be agreed by the LAG setting out its
approach to dealing with any potential conflicts of interest that may arise in the course of the programme. An up-to-date Conflict of Interest Register will be maintained with details of all LAG members and members of Accountable Body staff working on the programme.

Decisions will be made in an open and transparent way with a well-documented minute of the meeting elaborating fully on the discussions about each application. This is essential to ensuring that there is a very clear and consistent rationale for decisions being made by the LAG. All relevant documentary evidence will be kept by the Accountable Body both in electronic and paper form.

The decision of the LAG is final and the LAG can Agree, Reject or Defer a project.

Projects that are rejected at this stage will receive feedback from the EU Programmes Manager on why their application has not been successful.

Sometimes the LAG may make the decision to defer a project. This is where, in the LAG’s opinion, the project requires further consideration in some key aspects. The issues that need to be addressed need to be clearly detailed so that they can be communicated to the applicant who will be given time to respond to the issue.

The LAG will make the final decision to proceed and fund each project. As LAG membership is reasonably large, it may be appropriate to form a Project Group that makes recommends to the LAG on how to proceed with projects. The LAG will decide if a Project Group is necessary once the Programme commences.

**Project Commencement**

The Accountable Body Chief Executive will check and sign the formal ‘Offer Letter’. This will detail the project start and end date, budget, milestones and a timetable for claims.

CLLD staff will ensure grant recipients understand the need to meet with the terms set out in their Offer Letter both with regard to delivery, spend and claim submissions. This will be achieved through an inception meeting held with each applicant and the EU Programmes Manager or CLLD Project Animator.

At this stage project variations to either funding or outputs will be discussed. Depending on the impact and level of variation requested they will be either decided by the staff, Accountable Body or referred to the LAG for a decision.

Successful projects will not be eligible to commence until they have signed and returned their grant offer letter which will need to be within 30 days of it being issued to the applicant. If an applicant does not wait for the official start date, the LAG will withdraw the grant offer.

**Dispersal of Funding**

Grant recipients will be required to do quarterly grant claims. They will be issued a pre-populated claim form in order to make a claim and will be expected to provide evidence of all expenditure and outputs/milestones each quarter.

Grant recipients will be asked to keep accurate records of all expenditure on which they are wishing to claim the grant aid. Supporting information will need to include true copies of original invoices/or original, bank statements showing invoice payments being made and an Asset Register recording fixed and major assets purchased by the project.
The Accountable Body will endeavour to make a payment within 30 days of receiving a claim. The claims will be received and checked by the CLLD Monitoring Officer with the Head of Finance of the Accountable Body carrying out quality assurance and signing off the claim for payment.

In the event of an irregularity in the claim not deemed to be an obvious error then the Accountable Body will remove the ineligible amount from the claim and let the grant recipient know.

A progress report will form an essential part of the claim and let the Accountable Body and LAG know that the project is progressing and on course to succeed. The Accountable Body will withhold the grant if they do not receive reports on time or they are not satisfied with progress of a project.

Projects should remain faithful to the core aims and objectives as originally approved and as far as possible original expenditure profiles. If variations do occur these should be notified to the Accountable Body as soon as is possible. The variation will be considered and confirmation, in writing, in the form of a Variation Acknowledgement Letter will be sent to the grant recipient. If projects are altered without approval in writing then the Accountable Body will not pay a grant claim and could make arrangements to reclaim previously paid grant claims.

All records relating to a project must be retained by grant recipient for reference by DWP, EU and UK auditors for at least seven years from the date of the final payment of grant or ten years if state aid applies. These records should include all the papers connected with payments (including original invoices, receipts and bank statements) relating to grant funding and information related to project outputs.

Inspection during the lifetime of a project will be completed by the CLLD Monitoring Officer visiting the grant recipient and checking:
- Expenditure through project records and bank statements to show that grant has been spent on the items of eligible expenditure for which it was intended;
- Publicity materials;
- ESF grant funded equipment;
- Meeting the person who has managed the project; and
- Inspecting staff and in-kind records.

**Monitoring and Evaluation Plan**

The LAG and Accountable Body will ensure that a robust and effective Monitoring and Evaluation Plan is implemented to assess the effectiveness and impact of ESF support within the Wisbech CLLD area. This monitoring will take place at an organisation (project) and overall Wisbech CLLD Programme level.

**ESF Indicators**
The Wisbech CLLD Programme monitoring will be built on three types of ESF indicators: Financial, Output and Result indicators.

**Financial Indicators**
An overall financial profile for the programme will be developed and this will be used to monitor project and overall Wisbech CLLD Programme performance against set budgets and financial targets. Through project claim information, progress towards funding commitment and payment of funds will be monitored.
**Output Indicators**
This is the measurement of the activities undertaken by the projects and what will be directly supplied. We will use the common ESF outputs required under Priority Axis 1: Investment priority Community Led Local Development. Data such as gender, employment status, age, ethnicity, disability, education level and household situation will be collected and stored detailing each participant who joins a project. For each participant we will also record start and end dates in all project activities they join. Each participant will be allocated a Unique Reference Number so they are only counted once within the overall CLLD programme outputs.

**Result Indicators**
This is a measurement of the expected effects on the participant and we will be capturing the change in their situation through the common result indicators supplied for CLLD as below:

1. Participants in education or training on leaving.
2. Unemployed participants in employment, including self-employment on leaving.
3. Inactive participants into employment, or job search on leaving

We will capture this information as an:
- Immediate result: this is at the time the participant leaves the supported operation (project).
- Longer term result: six months after the participant leaves the supported operation.

The anticipated aggregated target Financial Indicators and Output/Result Indicators for the overall Wisbech CLLD Programme can be found in Table 5 (page 62) and Table 4 (page 46) respectively. In addition, some qualitative evidence such as good news stories or views of participants about the delivery of the activities they joined will also be collected to demonstrate the overall impact of the programme.

**How the monitoring data will be collected, collated and reported.**
Monitoring will be conducted on an ongoing basis to support the day-to-day management of the programme and ensure effective use of the funds. Data will be collected via:

- Individual grant recipients who will be provided with forms and guidance of how to collect information from participants. They will be expected to also record data on an ongoing quarterly basis to demonstrate participants’ progress whilst they are part of a project.
- Project progress reports against milestones providing more qualitative ‘soft’ data.
- Other qualitative evidence such as publicity materials, case studies and good news stories.
- Financial data collected via project claims on a quarterly basis.
- In-kind contribution data.

All data collected will be stored and collated in a computerised form and readily available for analysis to support the day to day management of the programme. The Wisbech CLLD Monitoring Officer will take the lead in ensuring the data is collected, collated and reports are prepared for the Accountable Body, LAG and Managing Authority.

Quarterly reports will be made to the LAG on each project’s performance and the overall Wisbech CLLD performance as a whole. These reports will contain details of progress towards achieving outputs, results and financial targets. The reports will be broken down at a project level and any projects not perceived to be reaching agreed targets will be explained to the LAG in more detail; giving reasons for the issues and providing details of possible mitigating actions being implemented by the grant recipient. The LAG members will be asked to use their knowledge and expertise to provide support to projects experiencing delivery difficulties.
Financial reports will be prepared detailing committed funding; in-kind contributions, claims and overall spending across the Wisbech CLLD Programme. Any projects underperforming or not claiming grant allocations to profile will be drawn to the attention of the LAG and they will be asked to agree mitigating action.

Project outputs, results and financial performance will be aggregated into a report for the LAG which will provide an overview of anticipated overall performance of the programme against the LDS monitoring and evaluation plan targets.

The LAG will prepare an annual report on the implementation of the programme. This will be shared with a wider audience through the website and all stakeholders.

**Third Party Evaluation**

To evaluate the programme overall a third party evaluator will be contracted to bring together data from all indicators and the more qualitative evidence to show the impact of the Wisbech CLLD Programme has made on participants, organisations that have been engaged with the scheme and the area. The third party evaluator will be employed at the start of the programme so that baseline can be fully documented and change tracked. A budget has been allocated to allow for this third party evaluation of £20,000.

**Communications and publicity**

Active and directed communication will be vital to the success of the Wisbech CLLD programme. The Accountable Body will need to maintain good communications and two-way engagement with the Managing Authority, LAG members, potential funding beneficiaries, potential project participants and wider stakeholders living and working within the CLLD area. Keeping these different audiences up-to-date with programme developments will be critical to getting them - and keeping them - actively engaged in the programme.

The Accountable Body will develop a Communications Plan for the programme for agreement by the LAG. It is foreseen that this will need objectives relating to:

- **Increasing awareness of Wisbech CLLD and the potential benefits it will bring to the community.**

A range of different communication methods will be used to ensure the detail of the Wisbech CLLD programme and its opportunities for local people reaches the largest cross-section of audiences possible. These will include:

- **WCLLD and Partners’ website** – A website will be established using WordPress (free technology). This website will form the core of all communications for the WCLLD with other communication channels directing people towards the website. Partners will be asked to promote the WCLLD website by placing a link to it from their own websites and social media.

- **Social media** – Social media accounts will be helpful in disseminating messages to individuals and communities (Facebook) and to businesses (more likely to use Twitter).

- **Direct mail** – The Accountable Body will hold the details of all WCLLD stakeholders to facilitate easy direct email communications.

- **Word of mouth** - The Local Action Group members, as active participants in the Wisbech community and business sectors, will have contacts who could be interested in the programme and ‘word of mouth’ will be useful here. In addition,
partners and LAG members will be able to pass information onto their clients/service users which will help us communicate with potential beneficiaries.

- Surveys (online and hard copy) - These have been used successfully during LDS development to engage potential funding beneficiaries and project participants.
- Mainstream media - Press releases and invitations to events will be issued to media outlets such as local newspapers and radio. Relationships will be cultivated with editors and programme planners to encourage them to run stories on the WCLLD programme.
- Parish / Town / Community / Partner Magazines and Newsletters – The Accountable Body will produce articles for inclusion in newsletters and magazines. The Accountable Body holds the contact details of local magazine/newsletter editors across the Wisbech area.
- Leaflets - Leaflets giving general information on the WCLLD will be produced. These will work both online and in hard copy. A small number of hard copies will be produced for use at events to give people something to take away and read.

- Making it as easy as possible for partners and potential beneficiaries across the WCLLD area to communicate and discuss potential project ideas, actively promoting a collaborative approach project development and delivery.
  Face-to-face meetings will be scheduled with potential project funding beneficiaries during the development phase to discuss and development potential project ideas. It is possible that these face-to-face events could include workshop-style events where a number of potential project partners could be invited for a wider discussion, particularly where projects would benefit from collaboration to increase deliverables and outcomes.

- Informing potential funding beneficiaries about the project application process.
  The Accountable Body will publicise the opportunity presented by CLLD to communities, groups and businesses within the area in order to attract project expressions of interest that might lead to full project applications. All materials to support project applications (application forms and guidance notes) will be made available online to download.

- Promoting project success stories and the overall impact of the programme.
  The Accountable Body’s experience of running similar funding programmes has found that giving maximum publicity to the first few projects securing support helps illustrate the reality of what is possible and overcomes the prevalent cynicism which often besets ‘new’ initiatives. Well illustrated case studies, including quotations from successful funding beneficiaries and project participants will be developed for all funded projects. It is possible that these could take the form of leaflet, or possibly short film clips, available to download from the website/social media.

- Meeting our contractual requirements in terms of following ESF publicity guidance and acknowledging ESF funding support.
  Funding beneficiaries of approved projects will be required to publicise the CLLD funding received from European Social Funds. This type of publicity is intended to make other potential applicants aware of the opportunities afforded by CLLD and ESF more generally, and to inform the general public of the help that the European Union has given to projects.

  Funding beneficiaries will be asked to demonstrate receipt of ESF funding by adhering to specific guidance such as including an acknowledgement of ESF funding on any general publicity materials including websites, press releases and marketing materials. Logos and acknowledgement wording, and guidance on their use, will be supplied by the Accountable
Body and drafts of any materials must be submitted to the Accountable Body for approval prior to printing/publication.

As part of project monitoring and verification processes, the Accountable Body will ensure that ESF publicity regulations have been adhered to. Non-compliance of publicity will be considered a breach of contract and may result in grant claims being reduced, withdrawn or reclaimed.

The Accountable Body will aim to keep the cost of communications and publicity as low as possible by exploiting free technologies and carrying out work in-house wherever possible.

**Training and development**

LAG members will be expected to undertake an induction training programme to allow them to understand the delivery of CLLD, as well as their own roles and responsibilities. This has already commenced as the new LAG has been concentrating on the development of the LDS.

LAG members will be encouraged to engage with training throughout the lifetime of the programme. If formal training is offered by DWP then they will be encouraged to participate and also contribute to any other networking groups that might be established countrywide. The Greater Cambridge and Greater Peterborough LEP often run EU funding training sessions which LAG members will be encouraged to attend to allow for them to network and collaborate with other partners delivering ESF programmes across the area.

Development and implementation of the LAG member training will be led by Accountable Body staff or, if required, external expertise will be sourced. Each LAG meeting will have an agenda item on training, consisting of a topic such as conflict of interest; equal opportunities; sustainable development; animation and engagement; accountabilities; project eligibility; match-funding rules; evidence requirements; claim processes and monitoring and evaluation.

Other topics can be added when needed or when requested by LAG members. LAG members with specific skills or knowledge of the area will be encouraged to mentor others through the delivery of information sessions. As the programme progresses, field visits to funded projects will be encouraged so that LAG members can see how funds are being spent and shared learning between projects can be achieved.

The LAG will share learning and good practice with other CLLD LAGs either online or through events. Collaboration will be particularly encouraged with the Peterborough CLLD LAG which is the nearest in terms of distance to the Wisbech CLLD area.

The Accountable Body and LAG will encourage all forms of learning including internal and external provision, co-operation, networking and mentoring approaches. An audit of LAG members will take place annually asking them their individual learning requirements and that will allow for training to be arranged which is suitable to all the LAG members’ personal development needs.
Section 6: Financial plan

Proposed overall budget for the Local Development Strategy

The total overall budget required to fulfil the Wisbech CLLD Local Development Strategy is £2,100,000.

Management and Administration Costs

Across the term of the Wisbech CLLD programme a total of £356,393 will be required to support the Management and Administration Costs associated with co-ordinating the Local Action Group and managing the delivery of the strategy. This means that Management and Administration costs make up just 17% of the total programme cost of £2.1m (against a maximum percentage permitted of 25%).

The costs associated with co-ordinating the Local Action Group and managing the delivery of the strategy will be supported by the European Social Fund.

A total of 50% cash match funding for the costs associated with co-ordinating the Local Action Group and managing the delivery of the strategy will be provided by Cambridgeshire County Council, Fenland District Council and Wisbech Town Council. Letters outlining the intention to provide this match-funding are provided in Appendix 9.

Total budget for projects to be funded from the Local Development Strategy

The total budget for projects to be funded from the Local Development Strategy is £1,743,607. 50% of this amount (£871,804) will be provided by the European Social Fund.

At the date of submission of this Local Development Strategy no actual match funding has been secured by the Local Action Group to support projects, however, our initial gathering of expressions of interest from potential funding beneficiaries asked a question regarding match funding and responses has reassured the Local Action Group that securing the necessary project match funding will be feasible.

The overall amount of match funding that projects funded from the strategy will provide is £871,804.

The Local Action Group formed a Financial Sub-Group to explore and consider the programme’s finances. An appraisal of current activity being delivered in the area by partners was undertaken as well as the amount of investment proposed for the future in order to assess the likelihood of public sector funding being found. It is evident that many of the programme’s key partners are funded through public sector funds and that these can be matched to provide the necessary investment in this programme. A CLLD approach will allow for the intensification of activity and new, innovative approaches to be trialled.
Category of region

The Wisbech CLLD area is classified as a ‘more developed’ category of region and therefore 100% of ESF funds will be spent in ‘more developed’ areas.

Spending in the ‘most disadvantaged’ areas

As Map 1 in Section 1 of this Strategy demonstrates, to enable a coherent CLLD area to be agreed, some LSOAs that are not within the 20% most deprived in the Index of Multiple Deprivation have been included within the CLLD area. However, it is estimated that just 20% of ESF funding will be spent supporting people based outside the 20% most deprived areas. These will most likely be people who live in more rural LSOAs who look to the town of Wisbech for services and employment and who will join into projects delivering in the most deprived LSOAs. Some projects, where necessary, will outreach to more outlying areas where pockets of deprivation exist and encourage potential participants to become involved.

The Local Action Group will ensure that ESF investment prioritises people in the most deprived areas, that investment is targeted in terms of project delivery being aligned to the most dominant issues of an LSOA area and will ensure that interventions are appropriate to tackle complex disadvantage. Careful consideration of the total numbers of participants who are unemployed, economically inactive, over 50+, from ethnic minorities and/or disabled at an LSOA level will allow the Local Action Group to target investment and expected outputs effectively across the Wisbech CLLD area.

Summary financial plan

Table 5 provides a summary of the Wisbech CLLD Financial Plan.
### Table 5: Financial Plan

#### Expenditure

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<th>2017 (€)</th>
<th>2018 (€)</th>
<th>2019 (€)</th>
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<th>2021 (€)</th>
<th>2022 (€)</th>
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<td>(a) LAG Management and Administration</td>
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<td><strong>Total LDS Expenditure (a + b)</strong></td>
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<td>425,083</td>
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<td>574,938</td>
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#### Funding

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<td>212,542</td>
<td>343,885</td>
<td>287,469</td>
<td>113,918</td>
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<td>(b) ERDF</td>
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<td><strong>(c) ESIF total (a + b)</strong></td>
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<td>88,207</td>
<td>212,542</td>
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Section 7: Endorsement

Endorsement by Local Action Group

The Local Development Strategy was presented to the Local Action Group for their agreement at a meeting held on 16 August 2016.

The Local Action Group members present were pleased to endorse the Strategy and a minute was noted to this effect. The minutes of the meeting are available for review upon request.
Section 8: Contact

Contact Details

The development of this Local Development Strategy has been facilitated by Cambridgeshire ACRE on behalf of the Wisbech CLLD Local Action Group.

Any queries should be directed to:

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Chief Executive
Email: kirsten.bennett@cambsacre.org.uk
Tel: 01353 865041