

Bristol URBAN Programme

- Action Plan September 1999

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1. Introduction

The purpose of the action plan is to set out how the Bristol URBAN Programme, also known as the URBAN Community Initiative, will directly improve the employment and training prospects of the residents in Ashley and Lawrence Hill, and enhance the impact of existing regeneration programmes. There is a commitment to regularly update this Action Plan. This version builds upon earlier approved versions dated March 1998 and March 1999. The unique contribution of the URBAN Community Initiative is the bottom up approach, which will draw on local residents, local communities and voluntary organisations in the design, implementation and development of the 3 year programme. It sets out the financial parameters within which projects will be brought forward to meet identified programme outputs and :-

the opportunities for action through URBAN

the type of activities that are to be delivered through URBAN

the framework for implementing and monitoring the delivery of the programme

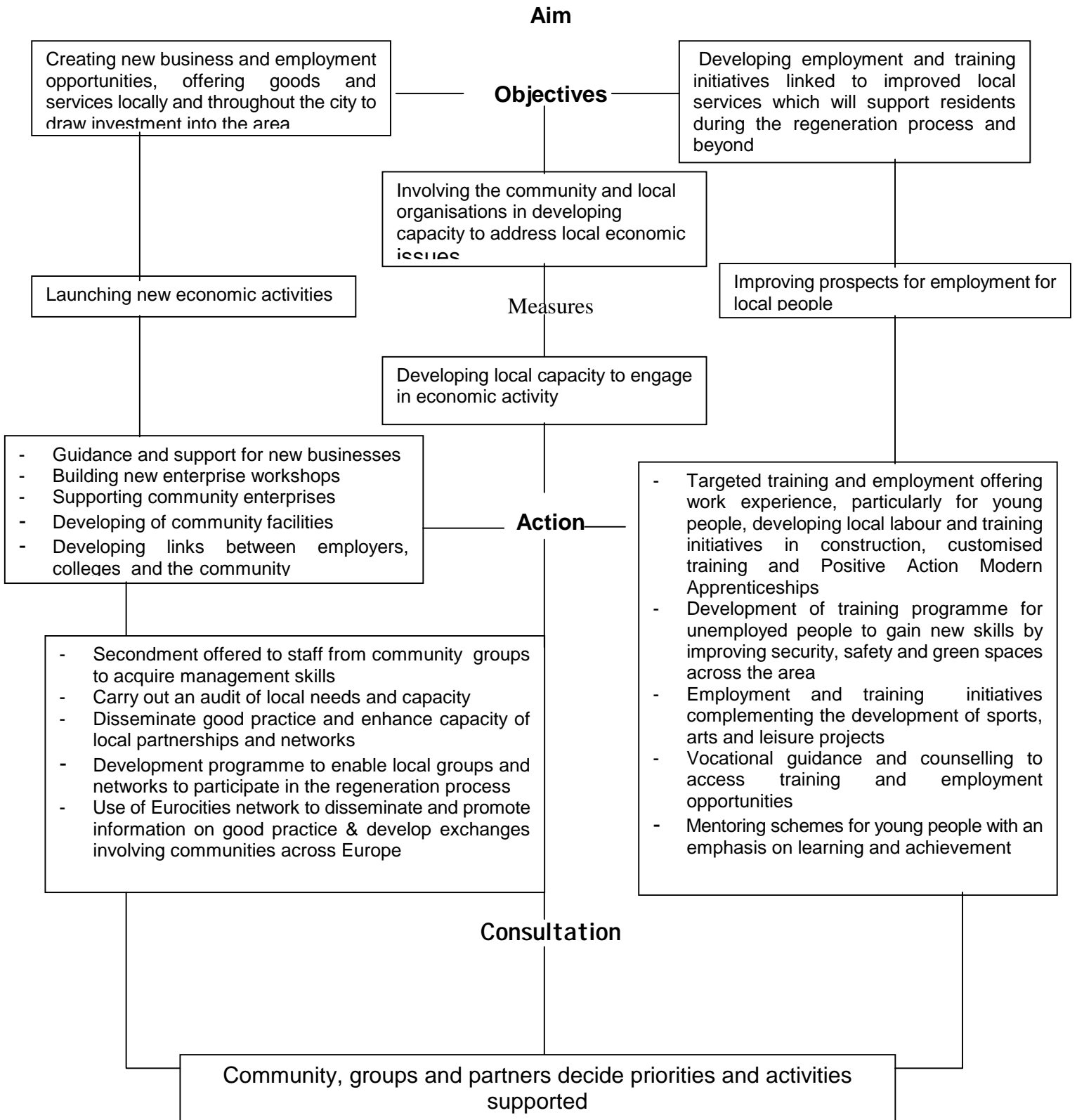
The URBAN Action Plan (UAP) will be a reference document for local groups and organisations interested in developing actions to deliver the target outputs set out in this document. The Bristol URBAN Partnership Group will be responsible for selecting projects to be supported and delivering the programme outlined in this document.

Residents in the focus area which covers parts of the inner city wards of Ashley and Lawrence Hill will be the beneficiaries of the URBAN initiative. The focus area is situated in two wards that are in the top 2% of 8,500 English wards and among the top 4% of English wards where children live in households with no earners or with a lone parent in part-time employment.

The target area has a population of just over 17,000. Proposed measures will focus on those residents who are unemployed or seeking a route back into employment. Priority will be given to those proposals which address the employment and training needs of the long term unemployed, women, young people and families with young children, many of whom come from black and other minority ethnic groups. These people are more likely to be excluded from the employment market because of a lack of skills, low educational attainment, low confidence, lack of access to information networks, language differences and employer perceptions.

This action plan has been drawn up in partnership with local residents and representatives of local voluntary and community groups, through a range of open meetings, training sessions and articles in the local community press, and structured feedback mechanisms. Continued community consultation and involvement in the management, further development and implementation of this Action Plan will be achieved by the local partners holding open public meetings and developing a plan for raising community awareness and participation. In addition, meetings of the URBAN Partnership Group are open to the public.

Bristol URBAN Programme – Action Plan



Declaration of intent and commitment

All key partners represented on the URBAN Partnership Group endorse the action plan and, in particular commit themselves to positively engaging and strengthening the involvement of the local community in its planning, management and delivery. The partners will assist and promote the success of individual projects to achieve the aims of the action plan in accordance with European and national policies. The partners will ensure that financial probity is observed and that the public funds are put to best use by applying the principle of value for money.

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Bristol URBAN Traders Partnership

To be confirmed
x 3 Local Residents

Abu Sheriff
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2. Strategic Objectives

The strategic objectives for Bristol's URBAN Community Initiative are set out in table 1. This describes the baseline position in the area at the beginning of the programme and the target position at the end of the programme. This will be complemented by qualitative assessments to gauge local opinion on the effectiveness of the Bristol URBAN Programme.

The strategic objectives of the programme are:-

- i. Creating new business and employment opportunities, offering goods and services locally and throughout the city, thus drawing wealth and investment into the area
- ii. Involving the community and local organisations in developing capacity to address local issues and problems
- iii. Develop employment and training initiatives linked to improved local services which will support residents during this regeneration process and beyond

These objectives are set within a context of current regeneration programmes and funding regimes in the area such as SRB, New Deal and mainstream service investment in the two housing renewal areas. All of these programmes are due to run beyond the lifetime of the URBAN initiative and will need to progress labour market initiatives and develop the conditions necessary for the ongoing economic development and regeneration of the focus area after 2004 when the Ashley Renewal Area programme comes to an end.

URBAN, along with SRB, New Deal for the Unemployed, the two housing renewal area programmes will seek to promote the development of local labour market initiatives linked to specific areas of growth in the focus area and in adjacent neighbourhoods. These new employment opportunities arising through the regeneration of the city centre at Broadmead, Harbourside and at Temple Quay will assist the development of the areas economy over the next ten years through the creation of up to 10,000 new jobs in construction, retail, leisure, tourism, arts and entertainment. The challenge for local agencies, partners and voluntary organisations is to ensure that they work with contractors and employers to maximise the outputs and benefits to residents in the inner city area and address the problems of unemployment.

The specific regeneration programmes which URBAN will complement are :-

- < **The Inner City Lifeline** Single Regeneration Budget programme (SRB round 2), now in its second year focuses on the target area and part of Easton Ward. This seven year programme aims to deliver a range of social and economic regeneration programmes to address problems of unemployment, community safety, housing, and education and training. There are significant opportunities to develop complementary links between this programme and URBAN.

- < **Bridging the Gap** is a four year demonstration project funded through SRB round 3. It proposes to develop links between employers and communities and measures aimed at enabling long term unemployed people back into the labour market and into work. Specific elements of this programme are likely to be linked to URBAN such as measures which support guidance, counselling, outreach services for unemployed people networking with employers and accessible services.
- < The **New Deal for the Unemployed** initiative will start in April 1998 and run through till 2002. A gateway service will provided for the inner city area covering Ashley Lawrence Hill and Easton. This service will provide initial assessment and support for unemployed people, particularly from the black and ethnic communities to help them to find a job or moving into one of the New Deal options. They are vocational training through an Environmental Task Force, full time Education, the Employer option and the Voluntary Sector option. New Deal will enhance regeneration projects funded through URBAN and SRB enabling clients to access support into work.
- < Any **New Deal for Communities** initiative in the area.
- < The **Easton Renewal Area** programme is a 10 year programme of improvements to houses, shops, roads and to street lighting. It covers 2,630 dwellings, part of which are in Lawrence Hill ward. The programme, now into its sixth year is due to end in 2001. Although the primary aim is housing improvement, part of the programme also addresses economic and social regeneration which links directly with URBAN.
- < The **St. Agnes and St. Werburghs Renewal Area** programme has a similar programme of improvements but focuses on two sub-wards in the Ashley ward. Like the Easton renewal area programme, it will link ongoing housing improvement to local economic and social regeneration.
- < The **Barton Hill Estate Action Area** has benefited from an, £8 million investment programme to an estate comprising over 800 flats in ten multi-storey buildings. Although external funding for this programme is now at an end, there are still a considerable number of properties in need of improvement. The local area housing office is also developing proposals to use local labour when carrying out refurbishment work on the estate.

Environmental Strategy

Bristol City Council has for many years had its own Green Charter which commits it to improving the environment and the quality of life in Bristol using its position as a major employer, landowner and provider of services. In addition, the city council has signed the European Charter of Sustainable Cities and Towns and is committed to developing a holistic approach to address problems of social, economic and resource needs.

The UPG welcomes proposals that will have a positive environmental impact in the area where they deliver new employment and training opportunities for local people. Community ownership of the area and its resources will be promoted where through specifically tailored employment and training initiatives are linked to improvement of public spaces and derelict land. This will also help to improve the physical appearance of the area and foster a sense of well being.

Table 1.

Strategic Objectives Bristol URBAN Community Initiative

Strategic Objectives	Baseline Position	Position at the end of the lifetime of action plan
Create new business and employment opportunities	<ul style="list-style-type: none"> - Self employment rate is approximately 9% below the city average of 13% - Approximately 1,500 small businesses are located in the wider inner city area - There are currently 8 industrial estates in the area - There are a further 70 retail units on Stapleton Rd and Grosvenor Road, Sussex Place targeted for improvement and support 	<ul style="list-style-type: none"> - Increase self-employment rate in the area by 1% relative to the citywide average - Support the development of 30 new businesses - Support the development of community enterprises - Build c.4000sq. Ft of workspace in the area to attract new businesses into the area - Construction of 2 new integrated training and resource centres - 200 new jobs created
Involve the community and local organisations to engage in economic activity	<ul style="list-style-type: none"> - Almost 60 voluntary and community organisations are based in the area - Over 20 voluntary and community groups are providing services for users from the black and ethnic minority communities - Over 25% of the local population is from black and other minority ethnic communities - There is one small traders association in the area 	<ul style="list-style-type: none"> -50% of local groups engaged in capacity building to enable them to engage in employment and training activity - enhance the skills of 40 people from local groups - recruit 20 local people into voluntary work - improve cross sectoral linkages between local communities and economic activity, particularly with business in the area and city centre - 5 local partnerships receiving support and assistance
Develop employment and training initiatives linked to local services	<ul style="list-style-type: none"> - Unemployment in the area is 19% compared to the citywide average of 7% - Youth unemployment among 16 - 24 age group is 21% compared to citywide average of 9% - Female unemployment is 16% compared to a citywide average of 4% - 10% of households are headed by lone parents compared to a citywide average of 4% 	<ul style="list-style-type: none"> - Reduce unemployment rate by 1% relative to citywide average - Reduce youth unemployment by 2% relative to the citywide - Establish information networks for residents, small contractors and employers to facilitate pathways into training, employment and business - 20% of advice, confidence building measures and access to employment initiatives targeted unemployed people from black and other minority ethnic groups - 20% of all trainees to achieve NVQ Level 2 qualification

It should be noted that the focus area boundary is not co-terminus with ward boundaries

3. Needs and Opportunities in the Focus Area

A map of the focus area is shown at page 2.

The focus area has a population of just over 17,000. It scores highly on all measures of urban deprivation. Furthermore, over a 25% of the population comprises people from a range of ethnic minority communities including African, Caribbean, Indian, Pakistani, Bangladeshi, Chinese and refugees from Somalia, Montserrat, Bosnia.

The biggest problem locally is unemployment. The official rate for the focus area still remains at a level approaching 20%. The unemployment problem affects all areas of the working population, young people (16 to 24 years), men and women. However, it is unlikely that the official statistics reflect the true level of unemployment due to considerable under-registration, particularly amongst women, young people and black and minority ethnic groups.

Table 2. Key characteristics of the area

Indicator	Focus Area	Bristol
<i>Economic position - July 1997</i>		
Registered unemployed claimants	18.6% (2,107)	7.1%
Registered male unemployment	24.4% (1,623)	9.5%
Registered female unemployment	16.4% (484)	3.8%
Registered youth unemployment (16 - 24 years)	21.3% (550)	9.2%
Registered long term unemployed	52.3% (1,107)	50%
Households claiming council tax benefit	51.2% (5,125)	25.3%
Free school meals	51.2%	28.8%
<i>Employment Status</i>		
Craft and skilled	9.4%	12.8%
Clerical and secretarial	15.6%	19.1%
<i>Population</i>		
All under 5's	8.5%	6.9%
Under 5's from black and minority ethnic groups	38.2%	9.1%
Black and minority ethnic groups	25.7%	5.2%
Local authority rented accommodation	39.1%	22.1%
Lone parent households	10.3%	4.2%
Rented accommodation	63.5%	36.4%
People aged 16 - 24 years	15.1%	13.1%

- < The focus areas two wards are among the top 4% English wards where children live in households that have either no earners or only one adult in part-time employment.
- < Of 1,375 applicants in the area applying for housing through the Bristol Housing Register, 55% earn less than , 100 per week
- < Under 7% of households in the area with children under 15 contain working mothers compared to the national average of 11%. This is reflected by the high proportion of schoolchildren (52%) in the area who are eligible to claim free school meals compared to the citywide rate (29%).
- < Around 56% of the resident population is below the age of 35.
- < With under 5's in the area above the citywide average (especially those from black and minority ethnic groups) and a lower proportion of parents from lone parent households in work
- < Almost 30% (over 4,500) of the resident population coming from black and other minority ethnic groups which include African, Caribbean, Bangladeshi, Sikh, Pakistani, Gujarati, Chinese, Vietnamese, Somali and many other smaller communities.
- < There are few amenities in the area with only one leisure centre, a library, one designated playing field and a few green spaces including local parks which were created in the last century and now require investment.
- < A high volume of through traffic dominates the area and creates a poor quality physical environment. The road network is intrusive, it cuts off individuals and communities as well as separating residents physically from the city centre.
- < The city council has declared two housing renewal areas (Easton in 1991 and St. Agnes and St. Werburghs in 1994) to address poor housing, community safety and traffic management to improve the physical infrastructure and image of the area.

Existing Provision and Needs

Employment Needs

Respondents to the WESTEC Inner City Skills Audit identified that :-

- G they lacked information and access to job opportunities and networks
- G they perceived they were being discriminated against by employers
- G they lack suitable skills and work experience
- G there was a lack of suitable jobs

The Bristol New Deal District Plan identified that :-

- G 225 clients are likely to come from the Ashley and Lawrence Hill wards
- G there are problems in accessing jobs in the construction industry because they tend to be secured through networks and word of mouth.

Other needs identified by local groups and service providers are :-

- G CSV Avon Training identified the need for pre-vocational training and support linked to basic literacy and numeracy to build confidence, particularly among the long term unemployed from black and other minority ethnic communities

- G Fast Track and YMCA Training highlighted the need to provide mentoring support through training and guidance support to help trainees prepare for and find a job

Provision

- G there is no inner city local labour and training programme in operation. Instead trainees have to access a citywide SRB1 funded programme which has a 30% take-up rate by residents from the focus area
- G 84% of current employment provision in Bristol is in banking and finance, public administration and health, distribution, hotels and restaurants and in manufacturing
- G there is a small outreach and guidance service being developed by Learning Partnership West at the Barton Hill Settlement
- G the voluntary sector is an important local employer given that almost 60 organisations are based in the area and providing services in housing, advice in legal and welfare issues and training
- G there are no Employment Service Job Centres in the focus area
- G Employment Service provision is delivered through local partner organisations providing information to the homeless at the HUB and through the Inner City Team running workshops at community venues such as the Barton Hill Settlement, Bristol Cyrenians Day Centre for homeless people, In Your Own Language and the Open Learning Centre in King Square Avenue
- G There are two job search services in the area, at Job Link and at CEED but no such provision in Barton Hill or Old Market

Opportunities

- G the Harbourside regeneration project in the city centre will seek to ensure that 200 jobs are secured for local people in construction, carpentry, plumbing and other related activities
- G retailers at the Broadmead Shopping Centre have expressed an interest in developing positive action employment programmes in retail services to increase representation among black and ethnic minority people
- G up to 300 further construction jobs will be created at Temple Quay over the next five years
- G approximately 1,800 properties are targeted for improvement in both renewal areas for the next six years, providing further opportunities to develop local labour and training agreements for residents and secure contracts for local businesses
- G up to 10,000 new jobs are targeted for creation in the city centre by 2001 in leisure, retail, tourism and construction
- G the WESTEC Employer=s Survey identified there were over 9,000 vacant jobs in the wider Bristol area

Training and Support Needs

The WESTEC Inner City Skills Survey identified that :-

- G lack of skills was a barrier to employment
 - G qualifications obtained overseas are not generally recognised by employers
 - G training should be promoted within occupations that are in demand in the local economy
 - G lack of suitable training and information about training was a problem
 - G lack of provision and affordability of childcare was a barrier to training
- Discussions with local training providers, voluntary and community organisations also revealed that :-
- G the lack of childcare provision continues to be a barrier to training

- G intensive support through mentoring and counselling is needed for people accessing courses
- G locally based guidance services are required to help people find work and training
- G IT resource facilities in the area need to be increased to meet demand and provide training to enable unemployed people to access new ways of training and develop skills to apply for jobs in employment growth areas where computing is required

The Bristol Day Care review identified there was a need to :-

- G to recruit and train black staff through positive action traineeships to increase the provision of childminders and to provide language support for black trainees

Provision

There are a number of different types of training and support services across the area :-

- G there are IT training facilities at CEED and the Barton Hill Settlement, although these are generally over-subscribed and unable to meet the current level of demand
- G there are currently only two childcare training projects, both supported through SRB funding
- G the SRB1 Childcare in the Inner Crescent project is funded through SRB1 and is aimed at non-English speaking people seeking access to mainstream education and employment through childcare
- G training provision in the area is available at CEED, YMCA Training, CSV Avon Training, the Crisis Centre, the Barton Hill Settlement and the Open Learning Centre. Projects range from basic literacy, numeracy and pre-vocational training to work placement initiatives

The YMCA provides accredited training on a number of courses while the Fairbridge Trust runs training programmes for young people in the area below the age of 25 through mentoring and volunteering

- G Bristol Community Education provide training in language support to enable people from black and minority ethnic groups to access mainstream training
- G Learning Partnership West currently provide an outreach guidance service at various sites across the area, usually on a weekly basis

Opportunities

The WESTEC Employers Survey identified above average employment growth in sectors such as :-

- G IT (basic and advanced)
- G construction and related activities (in housing and office development)
- G leisure (arts, tourism, sport)
- G retail
- G catering
- G nursing and care related skills

Training courses and work placements should be developed to target these areas of growth as far as possible to ensure that unemployed people have the relevant qualifications, experience and skills to enter the job market and securing a job. A crucial aspect of the URBAN should be to develop a local guidance network in order to increase the number of trainees that are moving on from training into work.

Local partners will also be invited to utilise new information technology as a community resource and training tool. There is potential to build on SRB1 initiatives such as Connexions through the

use of mobile training units, lap-tops and community access points to provide access to services, information and training opportunities for residents.

Business Development Needs

Currently there are :-

- G a number of small building contractors unable to access contracts for local construction projects because they lack the necessary skills and support to access major contractor lists
- G no active traders associations in the Ashley area while the Easton Traders Association requires support to develop its role as a voice for local traders
- G limited opportunities to support the development of black businesses need to enable them to engage in the regeneration of the area and to develop the necessary skills to sustain and improve their businesses
- G very few community based enterprises in the area
- G there are a limited number of small warehouse and enterprise units of 400 sq ft and under, most of which are in use
- G no established arrangements to enable residents to access jobs on local industrial estates
- G no local small business and trading estate strategies for attracting investment and new businesses to locate in the area
- G Limited banking/credit union facilities

Provision

- G there are 8 business and trading sites in the area
- G the Easton Business Centre is almost operating at full capacity and therefore unable to accommodate any more new or expanding businesses
- G through SRB2, there is an Access to Enterprise training project to help 30 people each year to set up in business
- G there are three business support organisations in the area providing small start-up grants. They are BEDF, BACEN, BRAVE and CEED

Opportunities

- G to generate economic activity and local ownership through the third sector economy. In particular by supporting the development of community enterprises and co-operatives through start-up grants, vouchers and offering small contracts to generate the growth of new businesses
- G to support the development of the renewal areas by establishing local area plans and supporting new local traders associations
- G to address the problems of run down shop fronts in key areas along Stapleton Road, Grosvenor Road, Old Market and other locations and revive the economic prosperity of small traders in these areas
- G to encourage the provision of local banking/credit union facilities
- G through links with New Deal, support unemployed people to develop new and transferable skills to identify the needs of local (black) businesses and current industrial estates to identify ways of improving the physical condition of local sites, developing a local marketing plan to attract new businesses into the area and to explore with local businesses how job vacancies can be promoted locally

Community Participation in Economic Regeneration Needs

Needs of local groups

Feedback received from local groups highlighted the following needs :-

- G training in recruitment and supervision of volunteers to prepare for opportunities arising out of Welfare to Work and the voluntary sector option
- G developing the capacity of small and emerging groups to enable them to build on their cultural activities and engage in local economic regeneration
- G support to complete applications for funding
- G improved access to information regarding sources of funding and support networks
- G training for staff and volunteers in financial management, business planning and running meetings
- G engaging isolated communities in the economic regeneration of the area and to access mainstream services
- G lack of specialist provision of services for black organisations
- G the WESTEC 1995 research into voluntary sector services highlighted that over 80% of the voluntary sectors workforce comprised volunteers while almost 25% of organisations highlighted a need for training in IT and computing

Provision

- G There are over 60 voluntary and community organisations of varying size, resources and range of service provision within the area: over 30% of which are black organisations, mainly providing general and cultural information
- G there is a specific capacity building training project targeted at local Asian Women=s groups which is funded through SRB2
- G BBVSDU, Progress, CEED and BACEN are the only locally based umbrella groups providing support, advice and training to local groups

Opportunities

- G there are a number of umbrella organisations and community fora which could be used to develop local participation in the economic regeneration of the area
- G to build on current activity by recruiting and training local unemployed volunteers to carry out local research into the needs of the community to undertake the evaluation of regeneration activity in the area
- G to develop a mentoring network with private sector firms through networks such as Business in the Community and Race for Opportunity
- G to provide mentoring and support for small black community groups by developing Abuddying@ relationships with larger organisations across all sectors

Target groups

As a result of research dating back a number of years, face to face interviews and public consultation, it is vital that the programme succeeds by addressing the gaps in local provision and the needs of the community. Opportunities arising in the area and the city centre should seek to engage unemployed people in the focus area with project proposals reflecting as far as possible the composition of the local population 30% of whom are from black and ethnic minority groups. Therefore, projects must demonstrate they will bring make a positive contribution to the

economic development of the area and that new opportunities in business, employment and training are accessed by local people.

Given the demographic profile and identified problems in the area, projects will be expected to develop actions which have a direct and beneficial impact on the lives of one or more of the following target groups :-

- G unemployed people
- G young people under 25 years old
- G women and families with young children
- G disabled people
- G black and other minority ethnic groups

People in these groups, particularly if they are from black and other minority ethnic groups, face specific problems and require support and guidance to develop skills to access customised training and employment opportunities. The URBAN community initiative will therefore seek to strengthen the abilities of local groups and residents to engage effectively with mainstream service providers to access mainstream services and new jobs and training.

4. Financial Support for the Programme

The financial details set out the proposed spending for the entire programme.

As this programme is subject to fluctuations in exchange rates it is recognised that its size may rise or fall. Projects must take this into account when submitting proposals. The UPG in drawing up its financial allocation for each year will be guided by the Government's guidance on exchange rate. The following tables are based on an exchange rate of , 0.641 = 1 EURO

Measure 1	1998	1999	2000	2001 *	TOTAL
ERDF	, 18,109	, 534,032	, 440,631	, 444,632	, 1,437,404
Public/voluntary	, 21,109	, 620,324	, 511,830	, 516,478	, 1,669,667
Private	, 3,919	, 115,573	, 95,359	, 96,225	, 311,076
Total Match	, 24,954	, 735,896	, 607,190	, 612,703	, 1, 980,743
TOTAL	, 43,063	, 1,269,928	, 1,047,821	, 1,057,335	, 3,418,147

Measure 2	1998	1999	2000	2001	TOTAL
ERDF	, 31,048	, 103,259	, 140,000	, 101,704	, 376,011
Public/voluntary	, 33,682	, 112,020	, 136,878	, 95,333	, 377,913
Private	, -	, -	, 15,000	, 15,000	, 30,000
Total Match	, 33,682	, 112,020	, 151,878	, 110,333	, 407,913
Total	, 64,730	, 215,279	, 291,878	, 212,037	, 783,924

Measure 3	1998	1999	1999 in yr 2000	2001	Total
ESF	, 18,865	, 309,877	, 344,308		, 673,050
Public/Voluntary	, 18,238	, 299,580	, 332,867		, 650,686
Private	, 8,087	, 132,839	, 147,599		, 288,526
Total Match	, 26,325	, 432,420	, 480,467		, 939,212
Total	, 45,190	, 742,297	, 824,775		, 1,612,262

Technical	1998	1999	2000	2001	Total

ERDF		, 1,250	, 200,316	, 200,315	, 401,881
Public/Voluntary		, 1,250	, 168,758	, 168,758	, 338,766
Private			, 31,558	, 31,558	, 63,116
Total Match		, 1,250	, 200,316	, 200,316	, 401,882
Total	, -	, 2,500	, 400,632	, 400,631	, 803,763

Private sector investment

The unique contribution of the URBAN Community Initiative is its bottom-up approach to economic regeneration. The nature of the bid makes it difficult to harness private financial resources. However, the full potential of this source of investment will be maximised.

A number of local groups are already liaising with private sector companies through networks such as Business in the Community. The aim is to attract both financial support and in kind support by securing expertise in specific fields such as accounting, marketing and maximising use of resources. This process of development across sector will help to facilitate the growth of local groups and organisations serving excluded communities, enabling them to learn new skills and retain within the area.

In addition, joint working with organisations through existing partnerships and network will also enable local people to develop skills and gain access to new employment opportunities, particularly in the city centre at the Broadmead shopping centre and the Harbourside re-development programme. For example, local labour initiatives are being developed which enables local unemployed people to receive training and direct work experience through those contractors working on major capital projects in the area.

The provision of new enterprise workspaces will increase the availability of units for new and small enterprises and help to create the right conditions for attracting new businesses and investment into the area. Joint working with local traders and businesses to address their needs will enable the proposals to be brought forward through this and other regeneration programmes which will focus on enhancing the economic infrastructure of the area and help to attract new businesses into the area.

Local groups interested in developing proposals to deliver the URBAN initiative have indicated that they have received in-principle support of cash and in-kind contributions from different private sector organisations.

5. The Action Agenda

The action plan provides a detailed framework for activity within the URBAN area which will be supported by URBAN funding and the objectives towards which all activity will contribute.

Measure 1- Launching New Economic Activities

This measure recognises that whilst there are many small local businesses in the URBAN focus area there is a relatively weak economic base, this results in minimal growth and thus lack of local job creation. In addition lack of support and facilities for local enterprise restricts development and take-up of opportunities.

Indicative Actions

ERDF will be used to support

- # the construction of new >supported= business units for local people wishing to start a new business. The units will be an extension of an existing business centre in Easton which has a track record of success in this sector. The support available will assist new businesses to gain the skills and confidence to stay on track through the difficult early years.
- # the development of a traders network in St Pauls and Easton which will establish a range of methods of supporting local traders and attracting new businesses, based on research into their needs and the opportunities available in the focus area. Links with street improvements in Easton and the Renewal Areas will aid business confidence.
- # the UPG will support projects aiming to improve the marketing of the area as a citywide and regional provider of certain goods and facilities, particularly ethnic foods eg: St Marks Road, and cultural art eg: KUUMBA, and promote its identity as a visitor destination for restaurants eg: Stapleton Road, St Pauls carnival, music venues eg: Trinity and Malcolm X and the street scape eg: Redcliffe
- # the establishment of community businesses capable of providing services and delivering contracts in the focus area. The UPG will support horticultural and business development which will enable local people to take up the contracts for park maintenance and the establishment of a new furniture recycling facility based in the community.
- # the development of new community based facilities which can both deliver training which meets the requirements of employers, particularly with respect to I.T.and can provide the focus for links between local people and potential employment. Focussing on Barton Hill an Employment Links project will provide intensive job search and related guidance services, including outreach sessions across a large part of the URBAN area. IN addition an IT Training facility developed within the Foyer project will provider training and support to people in the focus area. A New Deal project training volunteers in basic construction skills will provide additional work experience and training in specialist refurbishment skills at a community venue.
- # the UPG will support the programming of events, such as recruitment fairs, delivered by major local employers in conjunction with local community partners.

Outputs

- T 155 new jobs created
- T 2 community businesses established
- T 15 new businesses established
- T 280 people benefiting from advice and support into employment.
- T 19 enterprise workspaces built
- T 1 area business and investment plan completed

Measure 2 - Developing Local Capacity

This measure recognises that to be effective and sustainable a regeneration programme needs to maximise the participation of local people, but that in order for local people to take part, both as deliverers and recipients of projects they need information, guidance, training and support.

Indicative Actions

ERDF will be used to support:

- # a programme of information dissemination and publicity for URBAN and the projects it is supporting, including information on the benefits of the programme and dissemination of best practice via the Eurocities network. Information dissemination to include regular newssheets, publicity for projects and support programmes, involvement in local events and networking with other regeneration programmes, SRB and Renewal Areas.
- # the development and delivery of a Capacity Building Plan which will provide a range of support to local communities and voluntary organisations throughout the URBAN area. Support will include small grants for training, research and project development, mentoring, Community Development, investment in networks and partnerships between local groups, training in project management, targeted support to black and ethnic minority projects and Community Action training. The Local Partnership Project will also undertake a social economy audit of the URBAN area.
- # the development of a local partnership body which will gain the active participation of local people, ensuring that they are engaged in the decision making process and the evaluation of the programme as well as steering progress overall and ensuring effective management and administration.

Outputs

- T 20 organisations assisted via capacity building measure
- T 20 members of local groups participating in economic regeneration process
- T 1.5 jobs created/safeguarded
- T 25 representatives from local groups participating in capacity building
- T 5 local partnerships and networks established
- T 30 people engaged in economic activity through training received in capacity building programmes

Measure 3 – Improving Prospects for Local Employment

This measure recognises that whilst a major part of the inner city is a thriving business centre people living in the URBAN area nearby are not able to access the job and training opportunities available for a variety of reasons:

- barriers to take-up resulting from negative perceptions of the area, lack of appropriate information, lack of confidence, language difficulties, lack of up to date skills and lack of targeted training.

This contributes to high levels of unemployment in the URBAN area.

Indicative Actions

ESF will be used to support:

- # new training and work experience programmes designed specifically to enable long term unemployed people gain the skills, confidence and discipline to work in the construction industry. Work experience and personal development approaches will assist local people in gaining access to new job opportunities, particularly those coming on stream through the regeneration projects taking place in the City Centre and Harbourside and local neighbourhood projects for elderly residents.
- # the development of new ways for unemployed people to gain information and advice on the job opportunities available in the city. Using community based locations to deliver both recruitment support for local businesses and a referral service for unemployed clients an effective information network will assist in increasing local opportunities for local people and in countering the effects of postcode discrimination.
- # new IT training opportunities based in the community and delivered by local providers will aim to maximise accessibility and the appropriate targeting of information and advice to local people. Courses provided will be based on up to date technology to ensure trainees can meet the changing needs of employers.
- # support for people wishing to gain access to training courses but currently unable to take up places or maintain attendance due to personal circumstances such as childcare responsibilities, lack of confidence, lack of qualifications, insufficient or inappropriate guidance. Fast Track will deliver financial support, mentoring and counselling which will assist local people to take up and complete vocational training.
- # the development of the skills necessary to establish local enterprise projects / small businesses which can deliver services in the focus area and thereby retain the jobs available for local people. Training in trades such as electrical repairs, horticulture and park maintenance and skills such as childcare which are needed in the area as well as business planning skills will aim to maximise opportunities for local people.

Outputs

- G 45 jobs created/safeguarded
- G 400 people receiving guidance and advice.
- G 250 people accessing training programmes
- G 700 people accessing training and support programmes

- G 130 people attaining NVQs 1,2,3
- G 40 people receiving mentoring support through training

Technical Assistance Measure

This measure recognises that there are valuable lessons to be learnt from the implementation and delivery of the URBAN Programme, not only in Bristol but across the country. This measure also recognises that many local groups and organisations have trouble in accessing URBAN and other regeneration funding to undertake useful and innovative local projects.

Indicative Actions

The Technical Assistance Measure will be used to support:

- § Bristol=s membership of the UK URBAN Network, a useful forum for the sharing of information, experiences and expertise
- § The interim evaluation of the Bristol URBAN Programme alongside the programmes of other UK URBAN=s. Valuable lessons in implementing community led economic regeneration should be learnt.
- § The establishment of a >Key Fund= to facilitate access to URBAN funding for disadvantaged groups.

Outputs

The Technical Assistance Measure will be used to contribute to the outputs of Measures 1,2 & 3.

Measure 1. Launching New Economic Activities (ERDF)

<i>Identified Need</i>	<i>Objective</i>	<i>Indicative actions</i>	<i>Outputs</i>	<i>Indicative Allocation</i>
Weak economic base restricting growth of local businesses (SPD p.16)	Build capacity of new and existing local business (SPD p.17)	<p>-Provide support and guidance for new businesses (SPD p.17)</p> <p>-support the establishment of a community enterprise (SPD p.17)</p> <p>-audit of local business sites and services to identify plan for improvements and attract inward investment (SPD p.17)</p>	<p>-30 new businesses receiving support and assistance</p> <p>-30 new jobs created (SPD p.12)</p> <p>-1 community enterprise established to manage and maintain local spaces and sites</p> <p>-7 new jobs created (SPD p.12)</p> <p>-area business investment plan produced (activities through URBAN to be agreed) (SPD p.12)</p>	, 689K
Low number of residents accessing job opportunities in the area and city centre (SPD p.16)	Guidance for local enterprises towards recruitment of local people (SPD p.17)	Activities not identified in SPD	<p>-establish local employment link workers to provide support and guidance to enable local people to access job opportunities (SPD p.17)</p> <p>-250 benefitting from advice and support into employment (SPD p.12)</p>	, 107k
Lack of appropriate enterprise units available for new businesses (SPD p.16)	Building new purpose built workshops to meet growing demand for new business start-up (SPD p.17)	-construction of new enterprise workshops (SPD p.17)	- 19 new business workshops and units built (SPD p.17)	, 300k

Identified Need	Objective	Indicative actions	Outputs	Indicative Allocation
Lack of suitable IT and multi-purpose training facilities to meet demand in employment growth sectors (SPD p.16)	Develop links between local communities, employers in the area and beyond (SPD p.17)	- support the development of multi-purpose training and employment resource centres (SPD p.19)	-2 new integrated training and resource facilities built (SPD p.12)	,341k

Measure 2. Developing local capacity (ERDF)

Identified Need	Objective	Indicative Activities	Outputs	Indicative Allocation
Strengthening the skills base of communities and groups representing local interests (SPD p.8)	Support and strengthen small community groups to enable them to articulate local needs and acquire skills to participate in addressing them (SPD p.18)	-Development programme for groups to participate in the regeneration process (SPD p.18) -Secondments offered to staff from community groups to acquire management skills which can be transferred and retained within local organisations (SPD p.18)	-30 local community groups participating in capacity building and support programme (SPD p.18) -40 staff and members from local groups trained through support programmes (SPD p.12) -1.5 jobs created (via approved capacity building project)	,205k
Awareness in the community of the opportunities generated by URBAN	Increase community participation in Bristol URBAN Programme, make the programme more accessible, and measure and disseminate the results	- Run publicity programme - Deliver effective management and administration of the URBAN programme - Evaluation and dissemination of the benefits of		,110k

<i>Identified Need</i>	<i>Objective</i>	<i>Indicative Activities</i>	<i>Outputs</i>	<i>Indicative Allocation</i>
		the results of the programme		
Raise the level of community participation through new and established networks (SPD p.18)	Develop effective information and resource networks to underpin the programme, projects and organisations (SPD p.18)	<ul style="list-style-type: none"> -Carry out audit of local needs and capacity (SPD p.18) -Disseminate good practice and enhance capacity of local partnerships and networks (SPD p.18) - Use of Eurocities network to disseminate and promote information on good practice and develop exchanges involving local communities across Europe (SPD p.18) 	<ul style="list-style-type: none"> -1 business plan produced -5 local partnerships receiving support and assistance (SPD p.18) (Not decided by UPG) (SPD p.18) 	,61k

Technical Assistance Measure

<i>Identified Need</i>	<i>Objective</i>	<i>Indicative Activities</i>	<i>Outputs</i>	<i>Indicative Allocation</i>
Participation in National activities	To identify and disseminate good practice learnt from URBAN CI	Interim Programme evaluation and support for UK URBAN Network		,10K
Key Fund	Establishing an accessible and flexible funding source to help local organisations meet Action Plan objectives	Key Fund administration and disbursements	As for Measures 1,2 &3	,392K

Measure 3. Improving Prospects for Local Employment (ESF)

<i>Identified Need</i>	<i>Objective</i>	<i>Indicative Activities</i>	<i>Outputs</i>	<i>Indicative Allocation</i>
Discrimination and negative perceptions among employers in other areas (SPD p.8)	Create new opportunities linking deprived communities to employment and training (SPD p.19)	<ul style="list-style-type: none"> -Targeted training and employment offering work experience (SPD p.19) -developing local labour and training initiatives (SPD p.19) -customised training and positive action modern apprenticeships (SPD p.19) 	<ul style="list-style-type: none"> Up to 200 new jobs create/safeguarded (SPD p.20) 220 NVQs obtained at level 1,2,3 (SPD p.20) 660 traineeships and work placements (SPD p.12) 	,467k
High level of unemployment in the focus area (SPD p.8)	Improving employment opportunities by developing integrated services offering vocational guidance, training and advice at multi-purpose sites (SPD p.19)	<ul style="list-style-type: none"> -vocational guidance and counselling (SPD p.20) -mentoring schemes for young/unemployed people (SPD p.20) 	<ul style="list-style-type: none"> -1,000 people targeted for training and advice (SPD p.20) -550 adults benefiting from support, advice and confidence building (SPD p.12) -40 people benefiting from mentoring schemes (SPD p.12) 	,206k

Table 7. Outputs by measure and fund

Table 7 sets out the intended outputs for the programme against the measure and the funding stream through which they will be delivered.

Calendar year	Measures	Fund & amount (,000's)	Match funding		Outputs (by measure)
			Public	Private	
1997	2 - Developing local capacity	ERDF - 0	0	0	
1998	1 - New economic activities	ERDF - 18.1	21	4	
	2 - Developing local capacity	ERDF - 31	33.7	0	20 (12) organisations assisted to develop skills to engage in economic regeneration 20 (12) representatives from local groups participating in the development process for economic regeneration 1.5 jobs created
	3 - Improving prospects	ESF - 18.9	18.2	8	2.5 jobs created/safeguarded 260 receiving guidance and advice
1999	1 - New economic activities	ERDF - 534	620.3	115.6	40 Jobs created/safeguarded 105 receiving guidance and advice
	2 - Developing local capacity	ERDF – 103.3	112	0	25 (15) representatives and volunteers from local groups participating community skills development capacity building programme 5 local partnerships and networks established

Calendar year	Measures	Fund & amount (,000's)	Match funding ,000's		Outputs (by measure)
			Public	Private	
1999* *includes 2000	3 - Improving prospects	ESF - 654.2	632.4	280.4	565 people accessing training and support programmes 42.5 jobs created/safeguarded 130 attaining NVQs (levels 1, 2 and 3) 38 people receiving mentoring support through training 140 people receiving guidance and advice 115 people accessing training programmes 135 people accessing training programmes 135 people accessing training and support programmes 2 people receiving mentoring support through training
	Technical Assistance Measure	1.2	1.2	0	As Measures 1,2 & 3
2000	1 - New economic activities	ERDF -440.4	511.8	95.4	10 enterprise workspaces built 10 new businesses established 2 community businesses established 1 area business and investment plan completed 45 (18) jobs created/safeguarded
	2 - Developing local capacity	ERDF - 140	136.9	15	30 (20) people engaged in economic activity through training received in capacity building programmes
	Technical Assistance Measure	200.3	168.8	31.6	As Measure 1,2 & 3
2001	1 - New economic activities	444.6	516.5	96.2	175 people benefiting from advice and support 9 new enterprise workspaces built 70 (25) jobs created/safeguarded 5 new businesses established

	2 - Developing local capacity	101.7	95.3	15	
	Technical Assistance Measure	200.3	168.8	31.6	As Measures 1,2 & 3

Table 8. Key Milestones

Table 8 sets out the key milestones in the delivery of the programme. These are :-

Measure	1998	1999	2000	2001
M1. (ERDF) Launching new economic activities	First projects are approved by UMC	5 people entering self-employment Start on-site for approved capital projects	2 new integrated community training facilities completed Area business and investment plan completed	Financial completion Establish 2 new community enterprises by programme end
M2. (ERDF) Developing local skills and capacity to engage in economic activity	UPG/UMC agrees URBAN Action Plan and Capacity Building Plan. Initial proposals from groups participating in the capacity building plan	Training & development programmes for community groups in regeneration	Training & development programmes for community groups in regeneration	Evaluation report Financial completion
M3. (ESF) Improving prospects for employment	First projects are approved by UMC. First training courses start First trainees start on work placement schemes	Trainees gain NVQ accreditation	Trainees gain NVQ accreditation Training programmes completed (December)	
Technical Assistance Measure		UK URBAN Network Co-Ordinator in post. Interim evaluation. Key Fund established	Key Fund in operation	

6. Partnership Systems and Management Arrangements

In accordance with programme requirements, URBAN will be delivered locally by an URBAN Partnership Group (UPG). This group comprises local partners and community representatives from:

<u>Sector</u>	<u>No of Representatives</u>
Bristol City Council	2
Bristol Regeneration Partnership	1
Key Partners	3
Community and Voluntary Sectors	4
Local Residents	4
Local Businesses	1

The role of the UPG is broadly to:-

- < draw up and implement the action plan, following discussion with, and the agreement of the UMC
- < secure match funding for the UAP
- < provide to the URBAN Management Committee an annual report describing the implementation of the programme to date, the outputs achieved and expenditure actually incurred and a six monthly interim financial report
- < propose arrangements for publicity and promotion of the programme

The UPG seeks to be broadly representative of the local partners and community, to make a positive contribution to the development of the local URBAN strategy and communicate widely to local groups and residents. Within the lifetime of the programme, the UPG will seek to represent the local community. The UPG will work with local umbrellas groups representing community interests to develop project proposals and receive feedback on progress and implementation.

The UPG will be responsible for implementing the action plan. It will facilitate the development of suitable projects, appraise project proposals, approve funding for individual projects (within limits set by the Secretary of State for Environment, Transport and Regions and the Secretary of State for Education and Employment) and monitor and evaluate their subsequent progress through implementation. Through the action plan, the UPG sets the framework for developing projects and implementing a programme for the duration of URBAN initiative in Bristol. However, the UPG recognises that the action plan is not a fixed strategy and that some projects may not proceed as quickly as others. Therefore, the UPG will review progress after six months and agree any changes to the programme with the URBAN Management Committee at the end of 1998, following discussions with local groups and communities.

The URBAN Partnership Group will hold its meetings in the area, they will be open to the public, with an opportunity to comment on the impact of the URBAN community Initiative at the beginning of each meeting. It is recognised that the URBAN Partnership Group to be effective has its own development needs. A customised training and development plan will be developed for the UPG to provide appropriate training for the members to enable them to carry out the tasks necessary for implementing the programme. This follows on from the initial training meetings held with members of the UPG who were involved in a development group following approval for the initial bid.

Community Involvement

In drawing up the action plan, the UPG and individual partners have worked with a wide range of local organisations and the communities involved in regeneration. These include training organisations, service providers, local community groups representing particular interests, public sector agencies working in the area.

The process, to date, for involving the community and raising awareness has included :-

- < holding 3 training sessions and briefing meetings during 1997 (attended by more than 100 people in total) to gauge the views of local groups, their aspirations and priorities which could be delivered through URBAN

- < establishing a development group comprising local voluntary, community and statutory partners to assess the requirements for implementing the programme and identifying ways in which local participation can be developed further
- < liaising with local organisations across all sectors who at bid development stage expressed an interest in delivering proposed outputs. They have undertaken ongoing consultation and involvement with local communities to develop proposals and ideas
- < discussing with a range of local groups including training providers, community groups, umbrella organisations and public sector organisations to identify issues to be addressed
- < providing briefing sessions on the Bristol URBAN Programme
- < undertaking widespread consultation on the Bristol URBAN Capacity Building Plan, with approximately 400 having some input into the plan, and the approval of the plan
- < awareness raising through newspaper articles in the local and community press, information and briefing sessions to local community structures such as the Ashley Forum and providing training workshops. This will continue for the duration of the programme.

This has been supported by core statistical information from a range of sources. In particular, the City Centre Strategy (1997) WESTEC Skills Audit (1995), the WESTEC Labour Market Survey (1995), the Easton Renewal Area consultation studies (1995 and 1997) and the St. Agnes and St. Werburghs Strategy consultation (1995). Information gathered here has been updated and strengthened by local groups providing evidence of issues arising through the provision of services and needs expressed by their users. All of these activities are indicative of the bottom-up approach that the UPG is advocating. Further proposals will be achieved through two key routes :-

- < by working with local communities and groups to identify and develop actions to address the lack of appropriate skills, capacity and difficulties in accessing training
- < supporting those project proposals which address issues of social isolation and economic exclusion to enable residents to have a better and fairer chance of accessing new opportunities and benefits.
- < involve local people in evaluating the effectiveness of projects and their impact in contributing to the regeneration of the area
- < develop a communications plan to effectively inform residents of progress throughout the programme and promote ways in which they could be involved, either as participants or as observers
- < the approval of capacity building projects to support the development of the action plan and the identification of priorities by local community groups and interests will provide the foundation for establishing the programme and ensuring that local people benefit.

Management Arrangements

The URBAN initiative in Bristol has a three-tier management process. The URBAN Partnership Group (UPG), which is responsible for implementation, the URBAN Management Committee (UMC), which is responsible for overseeing the work of the UPG and its implementation of the programme and the Programme Monitoring Committee (PMC).

The Programme Monitoring Committee (PMC), it will meet at least twice each year to review progress and take a strategic overview of the programme. The PMC will seek to :-

- < ensure compliance with regulatory provisions
- < ensure that priorities for funding comply with the programme objectives and measures
- < co-ordinate assistance from the funds and funding provided by other public organisations
- < lay down effective provision of the measures

- < monitor the programme=s implementation
- < proposed steps to speed up the programme if appropriate
- < consider proposals to amend the programme
- < oversee publicity and promotion

The UMC=s membership is drawn from Bristol City Council, Bristol Racial Equality Council, Bristol Housing Partnership, Avon and Somerset Constabulary, BBVSDU, VOSCUR and others. The UMC=s role is to :-

- < appoint and manage the URBAN Partnership Group
- < approve and recommend the action plan submitted by the UPG
- < appoint an accountable body to be legally responsible for day-to-day financial matters (Bristol City Council has been appointed as the Accountable Body)
- < manage compliance with programme priorities and objectives
- < commission, comment on the annual report produced by the UPG
- < monitor progress towards delivering the programme
- < participate in and co-operate with audit and appraisals carried out by the European Commission and the Member State

- < ensure action plan proposals approved by the UPG are consistent with principles of sustainable development.

The UPG is responsible for approving projects for funding where they are below delegated levels and to recommend approval to the Government Office Secretariat where a project exceeds delegated limits. The UPG can approve projects itself up to and including for :-

- < ESF : Unlimited delegation
- < ERDF : , 100,000 revenue funding
, 250,000 capital funding

Financial Management and monitoring

The UPG recognises the importance of robust financial management to ensure that the programme is delivered and public funds are used for the benefit of the community Bristol City Council will act as the accountable body on its behalf. The city council will manage these public funds in an efficient manner. This will include tendering and contract procedures as well as establishing a clear line of responsibility and accountability for the receipt and payments of public funds. As a first step, the city council's Internal Audit team has advised on setting up the financial management systems necessary to manage European funds. Expenditure of URBAN funds will be set out through six-monthly reports which will be certified by the Council's auditors.

The Financial Management Division in the Corporate Resources directorate will take responsibility of the financial monitoring of projects. The day to day responsibility for support and assistance will lie with the Finance Manager in Equalities and Community Development.

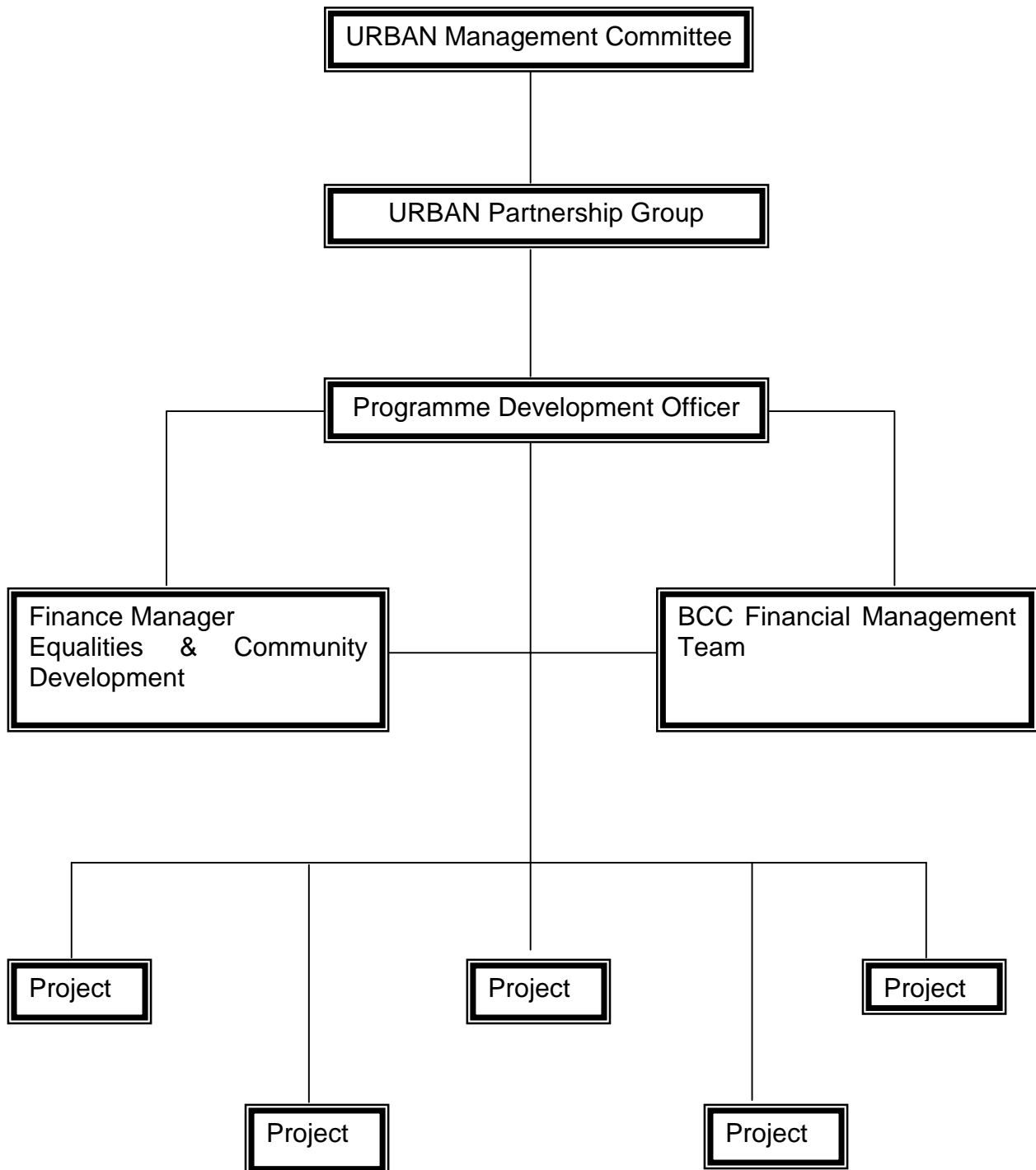
All projects within the programme will operate under a contract from the city council for the delivery of the work to be undertaken. The nature of the relationships with different departments and organisations will vary according to the nature of the work undertaken and the needs to be addressed.

A Programme Development Officer has been appointed to support organisations developing projects, to carry out monitoring and evaluation of approved projects and to ensure that the programme is meeting its performance targets. This will include monitoring of access in terms of equal opportunities with projects demonstrating that women and people from black and minority groups in particular are the recipients of their work. Given the demographic breakdown of the area, project proposals which fail to demonstrate how they intend to benefit the cross-section of the local population will not be supported.

The Programme Officer will be responsible for carrying out the detailed monitoring of the delivery of each project. This will include regular meetings with project delivery organisations to assess the impact of the project and how it is having an impact in relation to the wider programme. This will be pulled together and be incorporated as part of the benefit quarterly performance reports to the URBAN Partnership Group, the URBAN Management Committee, the Programme Monitoring Committee and the local authority as the accountable body.

The city council will also participate in any evaluation and review process carried out by or on behalf of the Government Office and the European Commission. The chart overleaf sets out the relationship between the accountable body and the different committees.

Financial Management Process



7. Decision Making

The UPG is keen to ensure that the decision making process is transparent and that financial probity is ensured when decisions are made. Consequently, the UPG has agreed to hold its meetings at local community venues which residents and observers can attend so they can see how the UPG operates. In addition the UPG has agreed that :-

- < Where members have an interest in an applicant organisation or project will declare an interest and take no part in the consideration or discussion of any project they have an interest in.
- < Decisions will be made on the basis of consensus, unless a vote is requested by a member of the management committee
- < Meetings of the URBAN Partnership Group will be open and accessible to the public although, they will not be permitted to participate in the deliberations
- < There will be an opportunity for representations to be made at the start of the meeting
- < Notification of dates will be given in advance through the local press and other sources to inform people when and where they are taking place and to encourage them to attend

Project Appraisal

Systems for appraising projects have been developed to ensure there is clarity and clear lines of accountability. Projects will be assessed to see whether a proposal meets the programme objectives and appropriate measure, that it can deliver the target outputs and that activities are eligible for funding based on the project scoring criteria agreed by the Programme Monitoring Committee. The process will work as follows :-

- < URBAN Programme Development Officer receives completed Initial Project Funding Application Form, and obtains UPG comments on the application.
- < Where initial applications are supported by the UPG, the applicant completes a >full= application
- < A pre-selected working group of UPG members and officers will make an initial assessment of the >full= application against agreed scoring criteria
- < Programme Officer writes a short report on each project including results of assessment
- < UPG receives papers before meeting
- < UPG considers reports and makes funding decisions within delegated limits.

- < the accountable body (the local authority) is instructed to issue an offer letter if the project is approved
- < if the offer letter is accepted the project can start

The appraisal process forms one element of evaluation in that all projects will be assessed in detail to see how far they contribute to meeting the programme=s objectives. Project proposals will be assessed to see whether they are effective, provide value for money, enable local people to access new opportunities and can demonstrate additional benefits to the area and to existing regeneration programmes.

In assessing project proposals, the UPG will expect organisations to follow the principles of the programme and its objectives. Organisations bidding for funding should develop proposals which will deliver the programme=s targets and benefit the wider community. Furthermore, they should also establish the long-term plan for a project and how it will be sustained once funding through this programme has come to an end.

Risk Assessment

The UPG is clear that it will not recommend projects for approval if it is not satisfied that the project is realistic and capable of delivering the proposed outputs. In order to minimise the level risk, the UPG

will only support projects where they demonstrate :-

- < that match funding has been confirmed by partners in writing
- < that partner organisations have agreed to support the delivery of the project in writing
- < that statutory consents have been obtained
- < that support for a project has been given by the relevant organisation=s management or service committee
- < additionality and are complementing existing regeneration programmes
- < benefits for local people
- < a clearly defined project management and monitoring structure
- < that a viable exit strategy is in place.

All of these conditions must be satisfied before the UPG will make a recommendation for funding to the UMC. To minimise the risk, the UPG as part of its development process will receive formal training on project appraisals and monitoring. This is designed to improve the level of assessment and in turn the quality of project.

Monitoring and Evaluation

Evaluating the impact of the programme is a crucial element in understanding the effectiveness of URBAN in accelerating the process of local economic regeneration in Ashley and Lawrence Hill. In Bristol, monitoring and evaluation will be developed in the following ways :

- < day to day monitoring of programme implementation will be carried out by the Programme Officer.
- < financial expenditure will be recommended each quarter by the Programme Officer to the Finance Manager who will liaise with the City Council=s Corporate Resources Financial Management Team and complete a quarterly application for funding which will be sent to the Government Office for approval

- < the UPG will receive quarterly reports on expenditure and programme implementation while the UMC will receive six monthly financial
- < the release of funds to organisations dependent on their success in achieving agreed outputs and completing financial returns

Further evaluation will be carried out by :-

- < organisations who have been allocated funding to assess the success of their project by interviewing beneficiaries, keeping records of decision-making processes and assessing their management systems
- < the programme officer who will produce end of year reports and further reports on the impact of the two funding elements available through URBAN
- < commissioning an evaluation of the programme to test its effectiveness in achieving community economic development
- < training local people to carry out qualitative assessment to evaluate the impact of URBAN and to consider it in the context of other regeneration programmes in the area

8. Forward Strategy

Bristol seeks to utilise the URBAN Community Initiative to develop a holistic approach to regeneration, preparation of the forward strategy starts from day one to ensure that plans are in place to continue the process that has started through URBAN. The impact of the programme should be measured in its effectiveness in addressing the area=s problems of high unemployment and deprivation and developing the structures for engaging the local community.

To ensure that the programme has had a lasting impact, the forward strategy will be informed by the ongoing consultation with local people on future priorities, by project beneficiaries involved in evaluating the success of their projects and through the establishment of local community networks to strengthen the local capacity to engage in the ongoing regeneration of the area. Bristol=s URBAN Community Initiative forward strategy is therefore broken down into three distinctive elements :-

1. During the life of the programme

Projects recommended for approval must demonstrate that a viable forward strategy is in place and that a project will be sustainable once the programme has come to an end.

Projects will be supported where they build skills within the focus area to enable the community to respond more effectively to changing employment patterns and prospects. This will also help to improve the economic infrastructure of the area, assisting local businesses to remain competitive.

By developing facilities accessible to local businesses, community groups and, people seeking employment and training. These facilities will be linked to revenue streams which will provide opportunities for economic growth and development within the area

The Bristol URBAN programme will work with and complement any New Deal for Communities initiative in the area.

2. On completion of the programme

The focus area will be in a healthier position when the programme is completed. Some projects have a specific lifespan and will cease upon completion. The capacity building programmes supported through URBAN will come to an end but will have a forward strategy where appropriate to enable excluded communities to continue to develop their skills base in order to engage in future economic activity.

Where service provision has demonstrated innovative methods of tackling issues successfully, they may be absorbed within mainstream provision as projects will have the ability to attract additional resources where appropriate.

To ensure that capital projects are completed within the lifetime of the programme and that there is revenue support to sustain new economic and community based activities.

3. Beyond the lifetime of the programme

The programme aims to increase economic sustainability within the focus area. It will help to provide a pool of local labour with the skill and confidence to take advantage of new employment opportunities arising in the area through other regeneration programmes such as SRB2, and in adjacent neighbourhoods like the city centre at the Broadmead shopping centre and the Harbourside regeneration project.

The local community partnership developed during the course of the URBAN community initiative will be maintained and supported by partners drawn from the key public agencies, such as the Council. The capacity building and consultation process developed during the programme will enable local service providers to better target their services to the real needs of local people, to work in partnership to achieve a holistic approach, and enhance economic activity.

The strengthened local community will be able to take full advantage of future initiatives, such as New Deal for Communities.

Local partners including the Bristol Regeneration Partnership are committed to developing an approach to regeneration which is sustainable. The city council will work with partner organisations in the BRP to develop and enhance sustainable economic regeneration activity in the area. By this stage, the impact of the URBAN community initiative will have been to contribute positively and visibly to this objective target.

List of consultees and contributing organisations

The following organisations have contributed to the development of the action plan over a period of time. This has ranged from interviews, group assessment sessions, written evidence and verbal communication.

- < Asian Women=s Network
- < Accredited Training Unit
- < Barton Hill Settlement
- < Bristol Area Community Enterprise Network (BACEN)
- < Bristol Black Voluntary Sector Development Unit (BBVSDU)
- < Bristol City Council Community Education
- < Bristol City Council Economic Development and Regeneration
- < Bristol City Council Equalities and Community Development
- < Bristol City Council Leisure Services
- < Bristol Regeneration Partnership
- < Careers Service West
- < Centre for Employment and Enterprise Development (CEED)
- < Community Service Volunteers Training
- < East Bristol Enterprise
- < Easton Renewal Area Team
- < Employment Service New Deal Team
- < Fast Track
- < PROGRESS
- < St. Agnes and St. Werburghs Renewal Area Team
- < Skills Link
- < YMCA Training

For further information please contact:
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