

# **STOCKWELL URBAN II**

## **COMMUNITY INITIATIVE PROGRAMME COMPLEMENT 2001-2006**

Updated October 2004



**EUROPEAN UNION**  
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## 1. INTRODUCTION

This Community Initiative Programme has been developed in accordance with European Commission guidance<sup>1</sup> and sets out the context and strategy for the proposed programme. It is submitted under the URBAN II Community Initiative (2000-2006) in accordance with the European Commission Communication C(2000) 1100 – EN and Council Regulation (EC) No 1260/1999.

This Programme Complement is the implementing document for Stockwell URBAN II Community Initiative (2000-2006) and should be read in conjunction with the full CIP. In particular, the Complement provides greater detail on the implementation of the individual elements, or measures, within each of the priorities including financial allocations, indicative activities and outputs.

### 1.1 Vision, Objectives and Principles

The **vision** for the Stockwell URBAN II Community Initiative Programme is:

***'To promote an enterprising community with opportunities for all, creating a healthy and safe neighbourhood which can take ownership of its future'.***

Five strategic objectives have been identified in order to progress towards this long-term vision. These will be achieved through an integrated framework consisting of four Priorities and nine Measures. This framework is set out below.

#### Strategic Objectives

To build capacity in the target community to increase local participation and improve access to services  
To improve the participation of excluded groups in economic and social activity  
To strengthen and sustain local economic activity in the area through social enterprise  
To remove barriers to employment through training, advice and confidence building  
To improve and sustain the quality of the environment in Stockwell

#### Priorities and Measures

##### **Priority 1 – Developing Social Capital**

Measure 1.1 Developing effective capacity within the community

Measure 1.2 Developing community hubs

##### **Priority 2 – Enhancing Community Well-being**

Measure 2.1 Developing an inclusive community

Measure 2.2 Developing a sustainable and greener neighbourhood

##### **Priority 3 – Supporting Employability and Local Enterprise**

Measure 3.1 Supporting local enterprise

Measure 3.2 Supporting employability

##### **Priority 4 - Technical Assistance**

<sup>1</sup> The CIP has been developed with reference to guiding principles for the use of Structural Funds and the Methodological Working Papers issued by the European Commission.

Within these priorities and Measures, three crosscutting themes have been highlighted as being of special importance in delivering the vision and strategic objectives. These are:

- the promotion of equal opportunities
- the pursuit of sustainable development
- support for information communication technologies

## **2. MANAGEMENT ARRANGEMENTS**

The section sets out the management structure of the Stockwell Urban II programme.

### **STOCKWELL URBAN II PMC**

There is a requirement under European Regulation 1260/1999 Article 35 that a Programme Monitoring Committee be established within 3 months of the approval date. The Managing Authority for the Urban II Programme is the Department of Transport, Local Government and the Regions (DTLR). This authority, in the case of Stockwell Urban II Programme is delegated to Government Office for London (GOL). It is a requirement that the PMC be chaired by the Managing Authority.

The Stockwell PMC will be responsible for overseeing the implementation of the CIP and for ensuring full co-ordination between the measures to be financed under the CIP. Its specific duties are:

- To approve and review of the Programme Complement;
- To consider and approve project selection criteria;
- To review progress towards the specified objectives in the CIP;
- To monitor the results of implementation, particularly the achievement of targets set for different measures and mid term evaluation;
- To propose to the Managing Authority any adjustments or review in assistance in order to help attain the objectives set in the CIP, or to improve the management of the programme, including financial management;
- To consider and approve the proposed Action Plan;
- Monitor the impact on the cross cutting themes within the CIP; and
- To report on progress to the London European Programmes Committee (LEPC) which is responsible for strategic coherence within London's European Structural Fund Programmes. The membership of the PMC is shown at Annexe Three.

In meeting these objectives the PMC will be assisted by the Stockwell URBAN II Partnership and a Technical Appraisal Group.

### **STOCKWELL URBAN II PARTNERSHIP**

This is composed of local community representatives, local agencies, the Local Authority and other interested parties. It is responsible for the following activities under the programme;

- Agree and recommend the Accountable Body for the programme to the Managing Authority;
- Development and recommendation to the PMC of an Action Plan;
- Development and recommendation to the PMC the project selection criteria; and
- Develop and recommend a Technical Assistance strategy to the PMC.

### **TECHNICAL APPRAISAL GROUP**

The Technical Appraisal Group (TAG) will undertake project appraisal on behalf of the Stockwell URBAN II PMC. This group will be drawn from the Stockwell URBAN II Partnership, the local authority and statutory agencies

### **MANAGING AUTHORITY (GOL)**

Under its delegated authority GOL will act as the Managing Authority for the Stockwell Urban II Programme. Its responsibilities are:

To approve the Accountable Body;

To assess, monitor and evaluate the Action Plan;

To produce Annual Implementation Reports and the Final Implementation Report; and

To act as an advisor to the Stockwell Urban II Partnership.

## SECTION ONE: PRIORITIES AND MEASURES

A fundamental aim of the URBAN II Community Initiative is to promote an enterprising community with opportunities for all, creating a healthy and safe neighbourhood which can take ownership of its future. Three themes underpin the whole Programme, namely:

ensuring that the programme has an impact on the local community as a whole, and that the needs and individuality of the members of the local community is taken into consideration  
promoting a sustainable forms of resource development locally  
supporting the development and reinforcement of innovation through ICT in the area.

### PRIORITY 1 – DEVELOPING SOCIAL CAPITAL

#### Rationale

“Investment in human and social capital is an essential ingredient in tackling the many related problems of social exclusion” (Social Economy Framework for London). Developing the social capital of Stockwell is at the heart of the programme. The strong but diverse community networks which exist can be offered investment in order to give a better sense of neighbourhood which would be vital to effective community economic development. The starting point for this is to build trust and capacity, to ensure that the fabric of community networks which exist through individual and group relationships are not undermined but enhanced. This will be realised by investing in local groups, and social entrepreneurs whose efforts and skills form the basis of social capital. Recognising that small groups active on estates working with residents who are disadvantaged and invisible as clients of mainstream public services, can act as new points or locations for service delivery, developing community skills and involvement. Building social capacity also involves building the skills of individual residents, offering economic opportunities at a local level which will help them participate more fully in social and economic life.

Stockwell lacks the physical infrastructure through which many of these services can be delivered, and which might act as hubs for the invigorated neighbourhood. Investment in a number of Community Hubs is therefore proposed. These could be multi-use facilities or small Learning Centres. Their common denominator is that they act as an outlet for service delivery, provide a focus for neighbourhood activities integrated at a local level and form a network of complementary facilities. They will provide local employment opportunities with a strong community focus – the community working with and for itself in a structured and supported way.

**Priority 1** will provide resources to develop the capacity of the many active voluntary and community groups to deliver services closer to those who need them. The area also contains a number of underused community facilities. These have been identified by local residents as offering an opportunity to build a focus for the community and a home for the delivery of accessible information, advice and training functions.

Actions taken under this priority will aim to strengthen and improve social organisation and networks at local level, while ensuring that each individual in the community has the opportunity to participate in local activities and support progress of the community as a whole. They will enhance the quality of community facilities in order to locate service delivery within the community itself, improving accessibility to the actions supported by this Programme and the visibility of the aid provided. More importantly, through integration with other Measures the long-term viability of these actions will be sustained, particularly through the encouragement of social enterprise and local employment.

The key objectives under this priority are to:

assist the development of local organisations to assist their ability to interact with local agencies in the effective delivery of a range of services to local residents, enabling new forms of governance by empowering local residents through interaction and providing economic opportunities in the area through local services;

develop local organisations and groups to promote tackling multiple disadvantage with statutory agencies and local business;

developing 'community hubs' by supporting the development and improvement of an interconnected infrastructure for community activities managed by the community.

### **Delivery**

Overall responsibility for considering funding proposals submitted under all Priorities for URBAN II lies with the Stockwell URBAN II PMC, with some responsibility delegated to the Technical Appraisal Group (TAG). The PMC will play a key role in helping to identify best practice and effective mechanisms for achieving target outcomes; ensuring that the strategy is implemented effectively in the area, building links with the URBAN II network and parts of the London Objective 2 Programme Area; undertaking the evaluation and scoring of bids.

The Theme Groups will develop the local organisational network as part of the development of a Community Economic Development Strategy, providing the links into the community. The Theme Groups will comprise a balanced representation from the community, voluntary, public and private sectors. The CED Strategy will show how the targeted population in the URBAN II area has been involved in the design and selection of projects submitted under each of the Priorities.

During the first phase of bid submissions, the PMC will take account of the existing support structures and differing levels of capacity in the URBAN II area, to ensure that those parts of the community where more initial work is required are not disadvantaged in the allocation of funds. This is to ensure that there will be a balanced approach to Programme implementation and that the Programme is inclusive of all the target population.

### ***Measure 1.1 Developing effective capacity within the community***

#### **Objective**

This Measure aims to promote the emergence of a dynamic and vibrant civil society in Stockwell through supporting the development of inclusive local community networks. It is intended to improve levels of participation in civic life, through encouraging innovation and participation in the process of neighbourhood regeneration through alternative means of delivering local services through social entrepreneurs and co-operative enterprise. New approaches to delivery will enable more people to be reached through more appropriate and meaningful routes, while encouraging a wider sense of ownership at local level by tailoring local delivery to local needs.

Funding will be available to existing organisations to develop and strengthen local networks and encourage greater co-operation to support the vision of creating an urban village, involving social actors, public sector and private enterprises at local level.

This Measure seeks to build and enhance social capital within the URBAN II area and secure lasting benefits through the transfer of skills from paid staff to local residents.

#### **Eligible Activity**

The programme will support the following specific actions:

Support for new and existing community networks and neighbourhood partnerships;  
Support for developing the capacity of community and/or voluntary organisations, community structures and multi-agency partnerships seeking to devise innovative approaches to community participation in local activities and projects;  
Outreach work to promote the participation of local residents in regeneration activities;  
Support for the provision of training and advice at a local level to allow for the delivery of services to the community by the community;  
Support for experts and amateurs to co-ordinate the capacity building and participation process;  
Support for community grant funds to promote the formulation of community based regeneration projects, including trial, or test bed, projects in the fields of, young people and families, projects in the field of childcare, environmental education and improvement, neighbourhood management, crime prevention, community enterprise, community transport schemes  
Support for comprehensive feasibility and research studies, including pilot schemes, aimed at developing quality project proposals;  
Support for expert advice, including project management and support for staff seconded to or acting as community group champions.

### **Final Beneficiary**

The Programme will be implemented through an Action Plan, the final beneficiary will therefore be the Accountable Body.

### **Implementation**

Implementing bodies could include local authorities, other statutory sector bodies, voluntary sector organisations and not-for-profit making companies, charitable trusts.

### **Outputs**

The progress towards achieving the Measure's objectives will be measured against a number of quantified targets. Table 1 details the outputs for the Measure and Annex 4 sets out the EKOS output indicators used.

### ***Measure 1.2 Developing community hubs***

#### **Objective**

This Measure addresses the lack of a community core and a sense of neighbourhood, bringing together local centres providing support, recreation activities, facilities for training and leisure activities, while also providing places where local people can meet and socialise. It seeks to realise the opportunities offered by under-utilised and dilapidated public buildings and space. Each hub forms part of a community wide network, enabling a broader range of services to be provided, avoiding duplication and encouraging the development of an integrated community.

Funding will be available to existing organisations to develop local facilities which:

- Contribute to the economic development of the area
- Contribute to a physical network of community facilities
- Provide a location for the delivery of community interaction and services
- Enhance the physical quality of the environment.

Two key criteria will apply to this Measure:

The organisation must have the ownership or security of tenure over the physical asset or land intended for the hub proposal, and any relevant permissions to its intended use. All

organisations must demonstrate a long term commitment to maintaining the principle of public good in the use of the asset in order to ensure local people derive maximum benefit from the economic and social opportunities presented over the life of the Programme and beyond.

All organisations that receive funding must demonstrate a genuine commitment to the inclusion and participation of local people, thereby building social capital and long term sustainability.

### **Eligible Activities**

The programme will support the following specific actions:

- Development of new premises and facilities with public access which can accommodate multi-agency services and social enterprise activities;
- Support for initiatives which refurbish derelict/underused or rundown community space and sites which would support local employment;
- Associated on site landscaping and environmental works;
- Associated off site environmental works and access which link the facility with existing infrastructure;
- Improved access for the disabled;
- Utilisation of new technologies to develop virtual hub concepts;
- Support for pilot studies on quality development.

### **Final Beneficiary**

The Programme will be implemented through an Action Plan, the final beneficiary will therefore be the Accountable Body.

### **Delivery and Implementation**

This Measure provides for capital projects which will have an economic and community service impact and be of strategic importance to the area. Projects should also have obtained all necessary statutory consents before being considered for funding. Implementing bodies could include local authorities, other statutory sector bodies, regeneration agencies, voluntary sector organisations and not-for-profit making companies, and private sector bodies working with public sector agencies.

### **Outputs**

The progress towards achieving the Measure's objectives will be measured against a number of quantified targets. Table 1 details the outputs for the Measure and Annex 4 sets out the EKOS output indicators used.

**TABLE 1: PRIORITY ONE ACTIVITIES, ALLOCATIONS AND OUTPUTS**

Measure	Measure Description	Activities to be supported	Programme Allocation	Outputs	Corresponding EKOS /URBAN Indicator	Beneficiaries
Measure 1.1	<b>Developing effective capacity within the community</b>	<p>Support for new and existing community networks and neighbourhood partnerships;</p> <p>Support for developing the capacity of community and/or voluntary organisations, community structures and multi-agency partnerships seeking to devise innovative approaches to community participation in local activities and projects;</p> <p>Outreach work to promote the participation of local residents in regeneration activities;</p> <p>Support for the provision of training and advice at a local level to allow for the delivery of services to the community by the community;</p> <p>Support for experts and animateurs to co-ordinate the capacity building and participation process;</p> <p>Support for community grant funds to promote the formulation of community based regeneration projects, including trial, or test bed, projects in the fields of, young people and families, projects in the field of childcare, environmental education and improvement, neighbourhood management, crime prevention, community enterprise, community transport schemes</p> <p>Support for comprehensive feasibility and research studies, including pilot schemes, aimed at developing quality project proposals;</p> <p>Support for expert advice, including project management and support for staff seconded to or acting as community group champions.</p>	€ 1.694 million <i>41% total priority allocation ERDF</i>	<p>3138 individuals assisted through capacity building and participation measures of which 60% women</p> <p>57 community groups and organisations assisted through training and advice</p> <p>12 new employment opportunities within the area of which 60% women</p> <p>125 local voluntary groups assisted with community funds</p>	<p>EKOS Activity A18</p> <p>EKOS Outcome O11</p> <p>EKOS Activity A18</p>	The beneficiary will be the Accountable Body.
Measure	Measure Description	Activities to be supported	Programme Allocation	Outputs	Corresponding EKOS /URBAN Indicator	Beneficiaries
Measure 1.2	<b>Developing community hubs</b>	Development of new premises and facilities with public access which can accommodate multi-agency services and social enterprise activities;	€2.445 million 59% total priority allocation	8 new/improved community facilities within the area (50%	EKOS Activity A20 Core Indicator No.7	The beneficiary will be the

		<p>Support for initiatives which refurbish derelict/underused or rundown community space and sites which would support local employment;</p> <p>Associated on-site, landscaping and environmental works;</p> <p>Associated off site environmental works and access which link the facility with existing infrastructure;</p> <p>Improved access for the disabled;</p> <p>Utilisation of new technologies to develop virtual hub concepts;</p> <p>Support for pilot studies on quality development.</p>	ERDF	<p>managed by local residents)</p> <p>500m2 of improved public space</p> <p>50 new places in childcare facilities</p> <p>3 new Internet Access points open to the public</p>	<p>Core Indicator No.6</p> <p>Core Indicator No.8</p> <p>Core Indicator No.6</p>	Accountable Body.
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## **PRIORITY 2 – ENHANCING COMMUNITY WELL-BEING**

### **Rationale**

Community well-being links together different issues which residents have argued are important for the area. Environmental concerns and personal safety are important issues for local residents. A sense of neighbourhood can only be developed where all residents are included. Social exclusion among the young, the elderly and minority ethnic groups compounds physical alienation and a fear of the environment.

**Priority 2** will provide resources to promote cohesiveness and integration, ensuring that improvements to the local conditions both at socio-economic and physical level become mutually reinforcing in the long-term.

This Priority will be delivered through two integrated Measures:

Developing an inclusive community, where the needs of individuals are taken into consideration and no one is excluded on the basis of gender, special need, ethnicity or disability.

Developing a secure and greener community, through environmental improvements and eco-friendly projects, encouraging green transport strategies, pedestrian safety and reductions in crime.

### ***Measure 2.1 Developing an inclusive community***

#### **Objective**

This Measure will support the development of actions tailored to the needs of specific sections of the population to tackle issues of social exclusion. For example, overcoming linguistic and cultural barriers can require additional resources to ensure that activities are available to all parts of the community and that people are 'not left behind' but can benefit from and contribute to the changes in the area. Similarly, bridging the generational gap will promote a better understanding of community and place, as well as working with young people as they grow up within the community.

Funding will be available for innovation and demonstration projects which are replicable elsewhere and which complement actions across the whole programme, including the use of "control groups" for evaluation. Organisations will be expected to:

Ensure that no section of the population is prevented from participating in community focused activities;

Ensure that all residents are able to take an active part in governing their community;

Ensure that all ages, cultures and abilities are able to benefit from the Programme.

#### **Eligible Activities**

Promotion of cultural experience exchange and learning;

Promotion and development of new cultural activities which contribute to local employment;

Support for multi-media and ICT innovation to address exclusion, including community to community networks;

Support for capital equipment, specialist equipment and advice;

Development of translation services across all relevant media and which support local employment;

Support for people with English as a Second Language leading to local economic development activities;  
Identifying and addressing constraints that act as barriers to women;  
Development of minority ethnic community networks;  
Support for developing disability and special needs awareness and support;  
Promotion of positive action on recruitment with employers;  
Promotion of intergenerational and intercultural activities which raise awareness and increase participation of the elderly and very young;  
Development and promotion of childcare networks which support local employment.

### **Final Beneficiary**

The Programme will be implemented through an Action Plan, the final beneficiary will therefore be the Accountable Body.

### **Implementation**

Implementing bodies could include local authorities, voluntary sector organisations, public sector bodies and private sector employers.

### **Outputs**

The progress towards achieving the Measure's objectives will be measured against a number of quantified targets. Table 2 details the outputs for the Measure and Annex 4 sets out the EKOS output indicators used.

### ***Measure 2.2 Developing a sustainable and greener neighbourhood***

#### **Objective**

This Measure will seek to give effect and evaluation to the impact of mainstream traffic and crime reduction measures which aim to contribute to improving the environment and enable innovation in green transport projects, safe neighbourhood strategies and healthy communities. Parallel activities to improve public spaces and parks will encourage a safer, healthier and more sustainable lifestyle for local residents.

This Measure has 2 strands:

The promotion of the 'greening' of Stockwell, through environmental improvement and the introduction of green transport strategies  
The development of a strategy to encourage a safer, healthier and more environmentally conscious living in the area

All organisations that receive funding must demonstrate a genuine commitment to the inclusion and participation of local people, thereby building social capital and sustainability, and providing local training and employment.

All organisations will need to give consideration in proposed activities to the effect on crime reduction and perceptions of crime, in order to contribute to the objective of an inclusive neighbourhood.

#### **Eligible Activities**

The Programme will support the following specific activities:

Promotion of the sustainable neighbourhood through workshops and action groups, including working with young people including school age;

Development of resident-led joint initiatives to tackle problem public space, including using interactive technologies

Activities to promote the “greening” of Stockwell, including environmental improvements;

Support for environmental and security improvements within public transport corridors to encourage usage;

Activities to promote and encourage the use of pedestrian space;

Promotion of healthier and environmentally aware lifestyles;

Promotion of greater collaboration between public agencies and users in environmental design and management;

Improvements to existing open green areas and parks and encouraging their use by local residents;

Encouraging greater use of green areas as play and recreational resources;

Promotion of greater collaboration between public agencies on crime management, crime reduction and evaluation measures;

Support for pilot and demonstration projects.

### **Final Beneficiary**

The Programme will be implemented through an Action Plan, the final beneficiary will therefore be the Accountable Body.

### **Delivery and Implementation**

Implementing bodies could include local authorities, other statutory sector bodies, further and higher education institutions, regeneration agencies, voluntary sector organisations and not-for-profit making companies, and private sector bodies working with public sector agencies.

### **Outputs**

The progress towards achieving the Measure’s objectives will be measured against a number of quantified targets. Table 2 details the outputs for the Measure and Annex 4 sets out the EKOS output indicators used.



**TABLE 2: PRIORITY TWO ACTIVITIES, ALLOCATIONS AND OUTPUTS**

Measure	Measure Description	Activities to be supported	Programme Allocation	Outputs	Corresponding EKOS/URBAN Indicator	Beneficiaries
Measure 2.1	<b>Enhancing Community Well-Being</b>	<p>Promotion of cultural experience exchange and learning;</p> <p>Promotion and development of new cultural activities which contribute to local employment;</p> <p>Support for multi-media and ICT innovation to address exclusion, including community to community networks;</p> <p>Support for capital equipment, specialist equipment and advice;</p> <p>Development of translation services across all relevant media and which support local employment;</p> <p>Support for people with English as a Second Language leading to local economic development activities;</p> <p>Identifying and addressing constraints that act as barriers to women;</p> <p>Development of minority ethnic community networks;</p> <p>Support for developing disability and special needs awareness and support;</p> <p>Promotion of positive action on recruitment with employers;</p> <p>Promotion of intergenerational and intercultural activities which raise awareness and increase participation of the elderly and very young;</p> <p>Development and promotion of childcare networks which support local employment</p>	<p>€ 0.719 million</p> <p><i>23% total priority allocation</i></p>	<p>3,500 individuals from minority ethnic groups assisted through outreach - 50% women</p> <p>11 organisations assisted working with excluded minority ethnic groups, women and families, the disabled</p> <p>20 gross new jobs created/sustained</p> <p>6 seminar/workshops on employment addressing the needs of: women disabled people minority ethnic groups</p> <p>100 new training places established</p> <p>20 existing SME's assisted through positive action workshops on employment</p> <p>600 young people under 16 involved in cultural projects</p>	<p>EKOS Activity A18</p> <p>EKOS Outcome O11 Core indicator No.1</p> <p>EKOS Activity A15</p> <p>Core Indicator No.4</p> <p>EKOS Activity A4 Core Indicator No.3</p>	<p>The beneficiary will be the Accountable Body.</p>
<b>Measure</b>	<b>Measure Description</b>	<b>Activities to be supported</b>	<b>Programme Allocation</b>	<b>Outputs</b>	<b>Corresponding EKOS /URBAN Indicator</b>	<b>Beneficiaries</b>

Measure 2.2.	<b>Developing a sustainable and greener neighbourhood</b>	<p>Promotion of the sustainable neighbourhood through workshops and action groups, including working with young people;</p> <p>Development of resident-led joint initiatives to tackle problem public space, including using interactive technologies</p> <p>Activities to promote the “greening” of Stockwell, including environmental improvements ;</p> <p>Support for environmental and security improvements within public transport corridors to encourage usage;</p> <p>Activities to promote and encourage the use of pedestrian space;</p> <p>Promotion of healthier and environmentally aware lifestyles;</p> <p>Promotion of greater collaboration between public agencies and users in environmental design and management;</p> <p>Improvements to existing open green areas and parks and encouraging their use by local residents;</p> <p>Encouraging greater use of green areas as play and recreational resources;</p> <p>Promotion of greater collaboration between public agencies on crime management, crime reduction and evaluation measures;</p> <p>Support for pilot and demonstration projects.</p>	<p>€ 2.385 million</p> <p><i>77% total priority allocation</i></p>	<p>10000 m2 of green space improved</p> <p>100 intermediate labour market jobs created (gross)</p> <p>100 young people under 25 yrs participate in community safety projects</p> <p>1500m2 reclaimed pedestrian space</p> <p>0.25km new walkway/cycletrack</p> <p>3 new facilities for under 10 year olds</p>	<p>Core Indicator No.5</p> <p>EKOS Outcome O11</p> <p>Core Indicator No.1</p> <p>Core Indicator No.6</p> <p>Core Indicator No.10</p> <p>EKOS Activity A20</p>	<p>The beneficiary will be the Accountable Body.</p>
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### **PRIORITY 3 – SUPPORTING EMPLOYABILITY AND LOCAL ENTERPRISE**

#### **Rationale**

Stockwell is at the heart of London yet misses out on many of the economic and social opportunities in the capital. It is crucial that local residents are equipped to participate in the economic activity of the area, with potential to benefit from employment opportunities in the wider metropolitan area. The lack of jobs within the area removes an important stepping stone at the local level for the long term unemployed.

It is equally important to ensure that opportunities are opened up for local enterprise to thrive in order to sustain and increase the local employment base. This is true both of niche markets and in the field of social enterprise, strengthening the not-for-profit sector locally to generate local jobs, for example, in childcare. Whilst there are few commercial firms located in the area there are opportunities available for those who wish to start businesses in both the commercial and not-for profit sector. There are premises available locally, but a general lack of business support services including access to finance and specialist advice. Support for the development of small start up units in appropriate locations, including community hubs, will be encouraged for appropriate uses.

One of the key requirements in encouraging enterprise development and employability will be through ensuring that local residents can operate in the new economy. This requires familiarity with, and understanding of the possibilities offered by ICT. Such familiarity will also be increasingly important for all members of the community in that they may participate in the modern service economy, consuming market and welfare services through the Internet. Consequently, ICT is included within this Priority, as it is a key element in creating an enterprising community and providing opportunities for those traditionally excluded from the labour market, for example, disabled people and refugees.

The main objectives of **Priority 3** are:

- to encourage and support existing and new enterprise at a local level, by ensuring that a support structure is in place for local initiatives to develop;
- to recognise and support the contribution of the social economy to local job creation and community empowerment;
- to support the transition into work and between jobs, ensuring that local skills needs are addressed;
- to ensure that the local community is equipped to access and benefit from the information society;
- to build the knowledge bank among local people

#### **Measure 3.1 Supporting local enterprise**

##### **Objective**

This Measure has 2 linked strands:

- to assist local residents to establish their own businesses, support existing small business and aid the development of the social enterprise sector which can both offer alternative means of employment, broaden the economic base of the area and promote greater self-sufficiency;
- to provide for the development of the physical infrastructure to promote social and economic growth

The aim will be to establish a broader enterprise economy through encouraging new start up enterprises, assisting existing enterprises particularly in the social economy. It aims to

increase the level of economic activity within the area through enterprise and seek to ensure that the effect is not displacement on neighbouring areas or a disruption to the social and voluntary networks which are valuable to the community.

### **Eligible Activities**

Support for initiatives that promote the development of competitive community businesses, including social enterprises;  
Foster start ups and support existing enterprises;  
Promotion of self employment and entrepreneurialism which contributes to local employment;  
Support for awareness raising of available loan funds and community finance initiatives;  
Support for reclamation of small sites for business use, NOT including acquisition;  
Development of flexible work space to accommodate new start and new community business;  
Development of business premises as part of an environmental improvement strategy for the area where local employment is secured, including building exteriors and adjacent areas;  
Assist in the provision of support to draw up business plans, marketing strategies and quality improvements;  
Business mentoring, leadership, marketing and aftercare support;  
Encourage job creation and service provision through social economy activities in areas where needs are presently unsatisfied;  
Technology awareness raising sessions;  
Support for environmental and crime reduction initiatives where these address local economic development needs, and which contribute to local employment;  
Promotion of the area.

Particular emphasis will be given to increase the number of women and minority ethnic groups establishing social enterprises. This will include:

Identifying and addressing constraints that act as barriers to women;  
Providing support to offset childcare responsibilities;  
Providing enterprise support services at times and places that recognise the need for family-friendly activities and other social and cultural access constraints;  
Providing support activities that meet local language needs.

### **Final Beneficiary**

The Programme will be implemented through an Action Plan, the final beneficiary will therefore be the Accountable Body.

### **Implementation**

Organisations delivering this Measure will be those which can demonstrate a proven track record in providing support to business, either through a local service network or as part of area-wide activities. Implementing bodies could include Business Links, local authorities, further and higher education institutions, voluntary sector organisations, not-for-profit making companies, business and training support organisations, charitable trusts and private sector organisations working with public sector partners. Sound experience and a proven track record will be essential .

### **Outputs**

The progress towards achieving the Measure's objectives will be measured against a number of quantified targets. Table 3 details the outputs for the Measure and Annex 4 sets out the EKOS output indicators used.

## **Measure 3.2 Supporting employability**

### **Objective**

The lack of employment opportunities within the area is a clear weakness. Levels of long-term unemployment are significant and offer a challenge to this programme. There is a clear need to enhance local employability and provide people with the necessary skills and flexibility to re-enter the labour market, particularly if actions to encourage local enterprise are to lead to maximum local benefit. The need to assist local employability was recognised by local residents as a key issue for the area during public consultations.

This Measure seeks to:

Contribute to the reduction of overall levels of long-term unemployment  
Add value to related activities which provide the mechanisms for job creation and retention;  
Generate new forms of work through resident participation in the regeneration process;  
Secure convergence between local and regional unemployment rates.

### **Eligible Activities**

The programme will support the following specific actions:

Support for the provision of advice and guidance on the development of innovation in training material including new methods of delivery;  
Support for community and family based learning, mentoring, aftercare and raising awareness;  
Support for development and use of ICT;  
Support for awareness, recruitment and retention initiatives within communities and with local employers;

### **Final Beneficiary**

The Programme will be implemented through an Action Plan, the final beneficiary will therefore be the Accountable Body.

### **Implementation**

Implementing bodies could include, local authorities, further and higher education institutions, voluntary sector organisations, not-for-profit making companies, charitable trusts and private sector organisations.

### **Outputs**

The progress towards achieving the Measure's objectives will be measured against a number of quantified targets. Table 3 details the outputs for the Measure and Annex 4 sets out the EKOS output indicators used.



**TABLE 3: PRIORITY THREE ACTIVITIES, ALLOCATIONS AND OUTPUTS**

Measure	Measure Description	Activities to be supported	Programme Allocation	Outputs	Corresponding EKOS /URBAN Indicator	Beneficiaries
Measure 3.1	<b>Supporting Local Enterprise</b>	<p>Support for initiatives that promote the development of competitive community businesses, including social enterprises;</p> <p>Foster start ups and support existing enterprises;</p> <p>Promotion of self employment and entrepreneurialism which contributes to local employment;</p> <p>Support for awareness raising of available loan funds and community finance initiatives;</p> <p>Support for reclamation of small sites for business use, NOT including acquisition;</p> <p>Development of flexible work space to accommodate new start and new community business;</p> <p>Development of business premises as part of an environmental improvement strategy for the area where local employment is secured, including building exteriors and adjacent areas;</p> <p>Assist in the provision of support to draw up business plans, marketing strategies and quality improvements;</p> <p>Business mentoring, leadership, marketing and aftercare support;</p> <p>Encourage job creation and service provision through social economy activities in areas where needs are presently unsatisfied;</p> <p>Technology awareness raising sessions;</p> <p>Support for environmental and crime reduction initiatives where these address local economic development needs, and which contribute to local employment;</p> <p>Promotion of the area.</p>	<p>€ 1.735 million</p> <p><i>73% total priority allocation</i></p>	<p>25 new business starts/social enterprises</p> <p>25 new businesses given advice/information</p> <p>125 new jobs created</p> <p>300 beneficiaries into sustained employment – 50% women</p> <p>1000m2 new enterprise work space</p>	<p>EKOS Activity A2/A19 Core Indicator No.2 EKOS Outcome O9</p> <p>EKOS Activity A3 Core Indicator No.3 EKOS Outcome O11 Core Indicator No.1 EKOS Outcome O11</p> <p>EKOS Activity A12</p>	The beneficiary will be the Accountable Body.
<b>Measure</b>	<b>Measure Description</b>	<b>Activities to be supported</b>	<b>Programme Allocation</b>	<b>Outputs</b>	<b>Corresponding EKOS/URBAN Indicator</b>	<b>Beneficiaries</b>
Measure 3.2.	<b>Supporting Employability</b>	<p>Support for the provision of advice and guidance on the development of innovation in training material including new methods of delivery;</p> <p>Support for community and family based learning,</p>	<p>€0.654 million</p> <p>27% total priority allocation</p>	<p>60 new training places established</p> <p>50 beneficiaries receiving self employment advice</p>	Core Indicator No.4	The beneficiary will be the Accountable

		mentoring, aftercare and raising awareness; Support for development and use of ICT; Support for awareness, recruitment and retention initiatives within communities and with local employers;		50% working towards qualifications 80% of those undertaking training complete 400 individuals assisted into employment  9 new training /information facilities established  50% of all supported beneficiaries will be women	EKOS Outcome O11  Core Indicator No.6	Body.
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#### **PRIORITY 4: TECHNICAL ASSISTANCE**

##### **Rationale**

Technical assistance is available for the preparation, monitoring, evaluation and checking of measures to assist the implementation of Structural Programmes. The Stockwell URBAN II Area Partnership will seek to apply on-going studies throughout the Programme, develop exchange of experience and information with other regional partners, including other URBAN II partners at a national level, and develop integrated systems for management, monitoring and evaluation of Programmes activities.

##### **Objective**

The objectives of the Technical Support (TA) Strategy are:

- To help ensure that the Programme meets its own objectives;
- To manage the Programme efficiently with accountability at a local and regional level;
- To help deliver an inclusive Programme with improved monitoring and evaluation activities;
- To ensure the effective publicity and promotion of the Programme;
- To assist in the effective implementation and transition towards the agreed Forward Strategy

This priority will support all the strategic priorities of the Programme focusing on:

- Administrative costs of implementing the programme
- Monitoring and evaluation
- Appraisals
- Specialist advice and consultancy for projects where required

##### **Delivery**

Proposals for detailed activities to be funded through TA will come from a number of sources. As a general principle, proposals for TA will be agreed as an annual programme of activity within the Action Plan by the PMC and tenders will be sought in order to achieve value for money.

An enabling Commission regulation lays down detailed rules for the implementation of Council Regulation 1260/1999 as regards eligibility of expenditure of operations co-financed by the Structural Funds.

According to Rule 11 on "Costs incurred in managing and implementing the Structural Funds", Technical Assistance can be used under point 2 of this Rule to co-finance expenditure incurred for management, implementation and control expenditure under certain conditions. The implementation of this point has to be agreed between the Commission and the Government and is laid down in the Chapter on Technical Assistance. For the purposes of monitoring, the costs made available under point 2 are the subject of a specific measure within Technical Assistance.

##### **Technical Assistance Measures**

Two Measures will be funded through Technical Assistance:

#### **Measure 4.1 – Enhancing Programme Management**

#### **Measure 4.2 - Other Technical Assistance**

#### **Measure 4.1 – Enhancing Programme Management**

This Measure aims to facilitate the timely commitment of resources, to ensure strategic objectives are achieved, and that satisfactory results are clearly reported to the Programme Management Committee.

In past experience, insufficient recognition and understanding of grass-root concerns in a neighbourhood and the needs and expectations of the local community have been seen to render newly created facilities and services unattractive and inappropriate. Programme Management for the Stockwell URBAN II Programme will be embedded at the outset within the local community and within a structure agreed at a local level with the participants in the CIP consultation. The aim will be to establish a local management unit with a strong physical presence in the target area to ensure accessibility and visibility enabling in-depth knowledge of the area.

The Stockwell URBAN II Partnership and Programme Secretariat will seek to draw upon the diverse range of skills present in the partnership, and secure advice and support from experienced practitioners during project development and implementation.

#### **Eligible Activities**

The Programme will support the following specific activities:

- Support for the development of the Partnership;
- Support for the development of quality projects (not covered elsewhere in the Programme);
- Support for preparation, selection, appraisal and monitoring of projects;
- Support for Programme evaluations and enhancements to project monitoring systems including project audits and on-the-spot checks;
- Support for audit and quality assurance;
- On-going development of systems to facilitate the interactive engagement of partners in the Programme process;
- Support for cross-programme integration and adoption of best practice;
- Interim and ex-post evaluation studies;
- Impact analyses;
- Purchase of external experts when required.

#### **Measure 4.2 – Other Technical Assistance**

This Measure aims to improve the quality of the baseline information and data-sets relevant to the Programme that will feed into Programme evaluations and reports, to provide partners with up-to-date advice on various technical issues as needs and opportunities in the URBAN II area change, and to publicise the aims, objectives and processes of the Programme in a coherent way.

The Secretariat and the Partnership are committed to increasing public awareness and transparency regarding activities promoted under this Programme, and action will be taken to improve communications at all levels.

#### **Eligible Activities**

The Programme will support the following specific activities:

Enhancement of internal systems to produce accurate programme management information, including linkages with computer GIS systems to analyses results geographically and systems to enable resident evaluations throughout the lifetime of the programme;

Support for the development and implementation of projects and in project management (where not covered elsewhere in the Programme);

Updating household and business surveys;

Technical support to enhance the quality of baseline and statistical information in annual reports;

Collection of environmental baselines;

Development of systems to facilitate the interactive engagement of residents in the Programme evaluation process;

Research into equal opportunity issues such as childcare provision, gender, minority ethnic and disabled groups;

Enhancement of labour market survey information;

Identification of sectors most in need and employment forecast;

Evaluation of voluntary activities and networks;

Production of guidance publications and packs;

Seminars to raise awareness and spread knowledge of technical and other issues;

Enhancements of ICT infrastructure including websites to improve accessibility and interaction.

**TABLE 4: PRIORITY FOUR ACTIVITIES, ALLOCATIONS AND OUTPUTS**

Measure	Measure Description	Programme Allocation	Activities to be supported
Measure 4.1	<b>Enhancing Programme Management</b>	€ 0.349 million <i>70% total priority allocation</i>	<p>Support for the development of the Partnership;            Support for the development of quality projects (not covered elsewhere in the Programme);            Support for preparation, selection, appraisal and monitoring of projects;            Support for Programme evaluations and enhancements to project monitoring systems including project audits and on-the-spot checks;            Support for audit and quality assurance;            On-going development of systems to facilitate the interactive engagement of partners in the Programme process;            Support for cross-programme integration and adoption of best practice;            Interim and ex-post evaluation studies;            Impact analyses;            Purchase of external experts when required.</p>
Measure 4.2.	<b>Other Technical Assistance</b>	€0.149 million <i>30% % total priority allocation</i>	<p>Enhancement of internal systems to produce accurate programme management information, including linkages with computer GIS systems to analyses results geographically and systems to enable resident evaluations throughout the lifetime of the programme;            Support for the development and implementation of projects and in project management (where not covered elsewhere in the Programme);            Updating household and business surveys;            Technical support to enhance the quality of baseline and statistical information in annual reports;            Collection of environmental baselines;            Development of systems to facilitate the interactive engagement of residents in the Programme evaluation process;            Research into equal opportunity issues such as childcare provision, gender, minority ethnic and disabled groups;            Enhancement of labour market survey information;            Identification of sectors most in need and employment forecast;            Evaluation of voluntary activities and networks;            Production of guidance publications and packs;            Seminars to raise awareness and spread knowledge of technical and other issues;            Enhancements of ICT infrastructure including websites to improve accessibility and interaction.</p>

## **SECTION TWO: OPERATING PRINCIPLES AND CROSS CUTTING THEMES**

There will be three crosscutting themes running through the Programme:

Equal Opportunities  
Sustainable Development  
Information and Communication Technologies

### **EQUAL OPPORTUNITIES**

Equal opportunities lies at the heart of the programme. Stockwell is a multi-cultural society, where more than half the residents are women. Clearly, the programme must ensure that it reflects this situation. The record of equal opportunities working in the area is generally good and services will be tailored to meet the needs of individual groups to ensure that they have full access to all activities promoted under the programme. In particular, language and cultural factors will be taken into account when developing appropriate responses to the needs of the area.

In order to fully address gender equality it is important that the URBAN II Programme addresses the needs of those facing multiple disadvantage e.g. disabled people, those from black and ethnic minority communities. UK legislation also requires a broader interpretation of equality of opportunity than just gender. The UK will be adopting the Amsterdam Treaty (Human Rights) during the life of the Programme so initiatives will need to take account of the impact of this legislation on equality of opportunity and access to URBAN II funds.

The linguistic medium and accessible formats in which opportunities are presented can have an effect on participation, especially by people whose first language is not English or who are disabled. Similarly, people at the margins of society will remain excluded if they are unable to access services and opportunities because they feel unable to communicate effectively. Economic and educational developments have to be designed to take account of the importance of language as a defining aspect of some communities.

### **Implementation**

Mainstreaming implementation requires:

adoption of an equal opportunities perspective for all policies and practices supported by the Programme, including at individual project level;

baseline statistics and targets (where appropriate) for the anticipated impact;

disaggregated statistical collection;

equal opportunities as a criterion for all terms of reference for evaluation;

gender balance on all relevant committees at all levels of the Programme process;

equal opportunities to be incorporated into all project selection procedures;

monitoring of progress.

In addition, the Stockwell URBAN II Programme will:

increase and secure improved access to training, business development and employment opportunities for women, disabled people and minority ethnic communities;

increase the understanding of and develop best practice to overcome stereotyping and traditional role presumptions in order to enable women, disabled people and ethnic minorities to fully participate in the available social and economic opportunities;

increase the support necessary to enable full participation in the local economies through e.g. more childcare places, transport, and use of ICT and community investment/enterprise support;

increase the number of employers and training organisations adopting equal opportunity policies and working practices to reconcile work and family life issues.

### EQUAL OPPORTUNITIES – KEY OUTPUTS, RESULTS AND IMPACTS

	Women	Ethnic	Disabled People
<b>Outputs</b>			
Number of each targeted group receiving advice and training	50%	40%	5%
Number of each targeted group helped to start up new enterprises	50%	40%	5%
<b>Results</b>			
Number of each targeted groups obtaining employment as a result of advice and training	25%	30%	5%
Number of each targeted group involved in the running of new enterprise as a result of support	25%	35%	5%
Number of gross jobs created/safeguarded held by targeted group	25%	25%	5%
<b>Impacts</b>			
Net jobs safeguarded	5%	5%	2.5%
Net additional jobs created	20%	20%	2.5%

The following table looks at how the issues will be addressed within each of the Priorities.

Priority 1	Priority 2	Priority 3
Targeted intervention to ensure the balanced participation of women and men in the direction and management of new services and enterprises	Positive action on exclusion, integration and inter-generational working to promote civil life	The provision of affordable community based premises for new enterprise
Targeted intervention to ensure the participation and benefit of black, minority ethnic communities, particularly African and Portuguese and those whose first language is not English	Provision of new media to promote and encourage participation and inclusion	Women and minority ethnic groups will be a key target for business support
Increased access to new community financial resources/ investment	Positive action for excluded groups on neighbourhood renewal, transport, crime reduction and environment	Positive action to widen access to the labour market
Targeted network building for excluded groups within local neighbourhoods		

### SUSTAINABLE DEVELOPMENT

The Programme will be implemented in accordance with the principles of sustainable development and activities supported by the programme will comply with any relevant EU environmental law then in force.

Through the development of this Programme residents have already demonstrated the importance which they attach to environmental issues. A specific theme group, led by residents has been established. The Programme will integrate social, economic and environmental objectives in order to achieve consistency with the principles of sustainable urban development. Particular attention will be given to:

Energy efficiency measures;  
 Pollution controls and impact;  
 Reducing and recycling waste  
 Measures to improve air quality through for example tree planting.

This emphasis will help reduce environmental damage caused by through traffic on major routes but will also improve the type of opportunities for the development of social enterprise.

The importance of sustainable development was highlighted in 1999, when the UK Government published a new strategy under the title of *A Better Quality of Life: A Strategy for Sustainable Development for the UK*. The new strategy listed four main objectives, these are carried through into this programme:

social progress that recognises the needs of everyone;  
 effective protection of the environment;  
 prudent use of natural resources; and  
 maintenance of high and stable levels of economic growth and employment.

The Stockwell URBAN II CIP recognises the integrated nature of these objectives and will reflect them within the programme of actions undertaken. The analysis of the area demonstrates that local residents share the same understanding of the need to ensure all development is sustainable. Their concerns revolve around safety, open space and reducing pollution as much as around creating new employment opportunities and enhancing economic well being.

### Implementation

The Programme will assess and monitor through the selection and implementation of projects, environmental impact and contributions to sustainable development and diversity. Mechanisms will be introduced across the Programme such as:

the introduction of pre-approval environmental impact assessment as part of project appraisal;  
 higher weighting scoring preferences on specific environmental benefits on land and buildings

### SUSTAINABLE DEVELOPMENT – KEY OUTPUTS, RESULTS AND IMPACTS

<b>Outputs</b>	
Number of existing enterprises assisted to develop environmental activities	10%
Number of new enterprises specialising in environmental related activity	15%
Public open space improved	10,000 m2
Community buildings improved	10,000 m2
<b>Results</b>	
Gross Direct FTE Job Safeguarded	10%
Gross Direct FTE Jobs Created	10%
<b>Impacts</b>	
Net Additional Jobs Safeguarded	10%

Net Additional Jobs Created	10%
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The following table looks at how the issues will be addressed within each of the Priorities.

Priority 1	Priority 2	Priority 3
Strengthen local organisations and empowered local people	Combined community action and neighbourhood environmental improvement	Providing access for local people to jobs
Engagement of local people in the development of their area	Promotion of environmental quality standards and interventions for urban areas	The creation of sustainable employment by building competitive business base
Action on innovation in sustainable building improvements and energy conservation/reduction	Action to develop environmental strategies which impact on crime	Promotion of sustainable or "green" business activity, and within the social economy
Projects will need to demonstrate that they are energy and resource efficient	Action to develop transport solutions which support economic and physical developments	New skills
Improved community facilities which are sustainable	Enhanced accessibility to public space	

## INFORMATION AND COMMUNICATIONS TECHNOLOGIES

New information and communication technologies (ICT) are radically changing the way in which we work and live. It offers new retail opportunities, new employment prospects and new means of delivering and accessing services and information. However, if we do not have access to, or the means and know-how to use, these opportunities we will be marginalised in society with the risk of worsening the problems of social exclusion.

The Programme recognises this challenge and will tackle it through considering the role of ICT in all Priorities and Measures. It is not just a question of training and access to facilities though. Innovative use of ICT can assist in reaching hard to reach groups, such as young people from minority groups through multi-media gaming.

ICT take up and use within the URBAN II area is extremely weak. This is due to both a lack of resources and a lack of familiarity. Language constraints are an added hurdle, which many face in accessing the Internet. Public consultation exercises revealed strong local concerns about the area potentially 'missing out' from the benefits of the information society, due to skills shortage and lack of access and familiarity with ICTs. It is particularly important to improve access and use of ICTs in the area, given the opportunities that the information society can offer in terms of service provision, economic growth and job creation.

All measures within the Stockwell URBAN II CIP will be evaluated in order to:

- ensure that facilities are in place to allow everybody to access and familiarise themselves with ICT;
- support the transition to an information society in Stockwell, creating a support structure for innovative initiatives in this area;
- support the provision and access to services for the community through ICTs.

## Implementation

The Programme will mainstream ICT awareness and usage across the Measures by:

The adoption of an ICT checklist across all programmes;

Ensuring that new facilities have suitable ICT infrastructure;

ICT media based information on all marketing, advisory and publicity projects;

ICT take-up as a criterion for all terms of reference for evaluation;

ICT discussion at all levels of the Programme process;

ICT awareness development to be incorporated into all project selection procedures;

monitoring of progress.

Two objectives underline the approach to mainstreaming ICT in the Programme. These are:

To train and develop an understanding amongst local enterprises of the opportunities created by modern communications technologies, such as e-commerce, networking and m-commerce.

To encourage and educate community-based groups and individuals in the use of new technologies and to provide access for these communities.

#### **INFORMATION AND COMMUNICATION TECHNOLOGIES – KEY OUTPUTS, RESULTS AND IMPACTS**

<b>Outputs</b>	
Number of new training opportunities accessed as a result of ICT application	20%
Number of new enterprises specialising in ICT	10%
Number of existing enterprises implementing new ICT applications through training	10%
Number of ICT seminar/workshops held	10
<b>Results</b>	
Numbers of individuals gaining formal ICT qualifications	5%
Number of new ICT related enterprises	10%
Number of enterprises on line	10%
Gross Direct FTE Jobs Created	10%
Gross Direct Jobs safeguarded	10%
<b>Impacts</b>	
Net Additional Jobs Created	10%
Net Additional Jobs Safeguarded	10%

The following table looks at how the issues will be addressed within each of the Priorities.

<b>Priority 1</b>	<b>Priority 2</b>	<b>Priority 3</b>
Implementation of ICT at a local level to improve effective community networking, capacity building and participation in the Programme	Innovation and media technologies form a core action to reach excluded groups	Incorporation of ICT in all new workspace and community hubs
	ICT and evaluation systems	New transferable skills

	introduced to gauge "future cities" scenarios involving local residents	developing the local skills base
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## SECTION THREE: COMMUNICATIONS STRATEGY

### Introduction

A strategy has been developed for the London European Programmes for the period 2000 - 2006 and is intended to cover both Objective 2 and Objective 3. It has been drafted taking into account the Commission Regulation (EC) No 1159/2000, which sets the framework for information and publicity actions. Its aim is to raise awareness of the use and impact of European funds among the target audiences and to increase transparency regarding the activities of the European Union and local and national administrations.

This strategy has been adopted for application to URBAN.

### Objectives

The objectives of this strategy are:

to ensure the delivery of an effective Programme, which is clearly understood, valued and appreciated by all members of the community within the URBAN area;  
to ensure that information on the Funds used and the management and administrative arrangements is easily and readily accessible to the target audiences;  
to promote the benefits of European Funding across the area thereby creating a more imaginative, and inclusive Programme and generating a greater sense of public ownership.

It will seek to target:

**General Public** - targeted by generic publicity material at all levels to the resident community, including signage, promotion and publicity literature to raise awareness of the use and benefits of EU Structural Funds in the locality;

**Partners** - those individuals /organisations who are formally involved in the monitoring and running of the programme and who may be involved themselves in delivering the strategy, will be required to actively promote at all levels the use of EU Structural Funds;

**Project promoters** - this would include both potential and actual promoters, will be required by the Programme to specifically acknowledge on all project information, publicity and literature use and benefits of EU Structural Funds ;

**Project beneficiaries** - this would include individuals, organisations and companies who have benefited from URBAN support through induction programmes, project literature and publicity;

**Private Sector** - particularly SMEs but also general awareness raising including exhibitions and workshops within the locality, of the EU Structural Fund benefits for business;

**Education Sector** - including all types of educational establishments within the locality, researchers and those connected in the wider sense with education;

**Voluntary and Community Sector**- through formal and informal networks, including resident groups and outreach activities to raise general awareness;

**Government Departments and the Regional Development Agency and Local Authority**, both at policy making and official levels;

**Media** - Selected journalists and publications targeted with information.

This is not a definitive list, but identifies some of the key groups the strategy will need to reach if it is to achieve its objectives. Its day to day implementation will be the responsibility of the Programme Manager, who will identify, in consultation with the local Partnership, the appropriate organizations, types of activities and level of funding to deliver the activities. It is intended to use Technical Assistance, where appropriate, to support the delivery of eligible activities in this strategy.

### Budget

The indicative budget for this strategy is € 0.094m of which 50% will be met from Technical Assistance.

### **Monitoring and Evaluation**

Monitoring and evaluation of the implementation and effect of the Communication Strategy will be vital in ensuring its effective delivery. This will be done by:

Regular reports to the PMC of progress against the Action Plan;

Monitoring of compliance to the Strategy by project delivery agents;

The monitoring of press and media coverage; and

The collection of evidence (both anecdotal and structured) as to whether communications have reached their intended target audience and the impact, including face to face interviews and discussions.

### **Activities and Objectives**

The following table maps out the key activities. However, some flexibility and adaptability will be important to reflect the learning process throughout the Programmes and to respond to new challenges.

**TABLE 1 : COMMUNICATIONS STRATEGY**

<b>Publicity Material</b>	To provide information on what EU funds are and what they are used to support  To engage the public  To promote best practice	<b>All</b>	General leaflets/CD ROM  Best Practice guides  Newsletter
<b>Display Materials and Posters</b>	To promote the existence and achievements of URBAN  To encourage local promotion and participation in the use of EU funds	<b>All</b>	Specialist URBAN signboards  URBAN “style” and logo
<b>Website</b>	To make efficient and effective use of ICT to provide and disseminate information on URBAN in a local, regional and national context  To provide up to date and accessible forms of information on URBAN  To promote projects, new developments and bidding rounds	<b>All</b>	Updating and enhancement of GOL/Partner website with links to other relevant sites  URBAN interactive diary webpage
<b>Visits</b>	To bring the Commission, Government and Partners’ work closer to the local community	<b>Partners</b>	A programme of publicized visits to projects within the area
<b>Events</b>	To adopt an inclusive and participative approach to the promotion of URBAN	<b>All</b>	URBAN launch Open days and local festivals
<b>Training Workshops</b>	To assist project promoters in the use of EU funds	<b>Project Promoters</b>	Training provided for promoters



#### **SECTION FOUR: COMPUTERISED EXCHANGE OF DATA**

An initial agreement was reached with the Commission on 12 June 2000 with respect to arrangements concerning the computerised exchange of data between the United Kingdom and the Commission needed to fulfil the management, monitoring and evaluation requirements in accordance with Article 18(3) of Regulation 1260/99.

The agreement provided for the transfer of data initially on spreadsheets, for which the Commission would provide a framework. Following subsequent contacts with the Commission, the arrangements for the transfer of data are now as follows :

The Paying Authorities, that is, the Government Office for London for the ERDF will make payment claims in the form of the table in Annex II to Commission Regulation No 438/2001, on flatfiles and/or by input into the SFC database. Forecasts of payment claims broken down by Fund and annual implementation reports will be presented by the Managing Authority in the form of Tables 9 and 10 of the Vademecum respectively, again on flatfiles and/or by input into SFC.

The DTLR will make available to the Commission, when requested, information on individual projects in accordance with Article 18 of and Annex IV to Regulation No 438/2001. Detailed arrangements for the transfer of this information are currently under discussion with the Commission.

## **SECTION 5: EX ANTE EVALUATION**

### **Measure 1.1**

This Measure seeks to provide the means whereby 'social capital' is identified and made visible, which will increase awareness and understanding of its contribution to community economic development. Through local consultation and information gathering it is clear that a variety of local groups exist. They are identified variously as a single entity led by volunteers, with a small annual grant, isolated within a single estate, providing a range of information, advice and support to local residents. In other cases, groups may be well organised and responsible for an aspect of local service delivery such as the management of local housing, or a community centre, or facility for young people. National voluntary organisations may have local service outlets serving a particular need within the community.

The Stockwell Partnership, neighbourhood forums and the Board of the SRB "Connecting Stockwell" programme reflects this range of "social capital" within the area (evident within the CIP) and the resource which aims, with support, to generate an effective and skilled community network to sustain the regeneration process.

The financial allocation for this Measure is considered to be appropriate to tackle the objective set out and responds to the SWOT analysis within the CIP.

### **Measure 1.2**

The concept of Community Hubs seeks to provide the framework through which the community network will develop, engaging local residents, utilising social capital identified and developed under Measure 1.1. This Measure provides for the capital investment in infrastructure, innovation in networking community facilities within an urban neighbourhood, and establishes community employment opportunities. The Community Hubs provide the opportunities for social enterprise to develop, creating jobs through the "conversion" of social capital. Local residents are to be encouraged through user groups to define appropriate levels and type of services. Local resident participation and greater access to services will need to be measured. The Hubs provide the physical working interaction with other service providers in the area, including statutory agencies.

The financial allocation for this Measure is the largest within the programme which is considered to be appropriate and responds to experience on reasonable cost and the SWOT analysis within the CIP.

### **Measure 2.1**

#### **Ex Ante Evaluation and Contribution to the Priority objectives**

This Measure seeks to provide specific resources to target "excluded" sections of the community. It recognises the cultural diversity of Stockwell and the need for the Programme to effectively engage the whole community by encouraging interaction between cultural groups, gender and age groups. It addresses the SWOT analysis in the CIP and provides for a specific Measure on diversity and inclusion. It should act in parallel with activities under Measure 1.1. and seeks to enhance targets on participation and employment under Measure 1.2 and Measure 2.2.

The level of financial resources allocated to this Measure are deemed appropriate to the objectives as set out.

### **Measure 2.2**

This Measure seeks to provide for the physical interpretation of well being for the whole community through improvements to the environment and its condition, as experienced by local residents. It aims to establish a strategy to encourage a safer, healthier and more environmentally conscious living in the area. It provides the opportunity for environmental

agencies, including crime organisations and transport operators, to actively engage local people in the innovation and design of urban environmental solutions. It has the second highest allocation within the Programme reflecting the physical targets set out in the CIP and the SWOT analysis. The level of financial allocation would appear appropriate.

### **Measure 3.1**

This Measure seeks to address the low business base and lack of local employment opportunities. It provides for a focus to support the economic development outcomes of Priorities One and Two in relation to enterprise development. It will provide a community capacity focus for Business Link for London by providing targeted support at a local level for community finance systems, social enterprise and community-led regeneration initiatives, advice and long term support. It recognises the range of initiatives funded via the Employment Services, the Learning and Skills Council and other employment initiatives. It should seek to ensure the additionality of EU funds within the area. It also aims to increase the level of ICT activity available to local residents, business and new enterprises within the area.

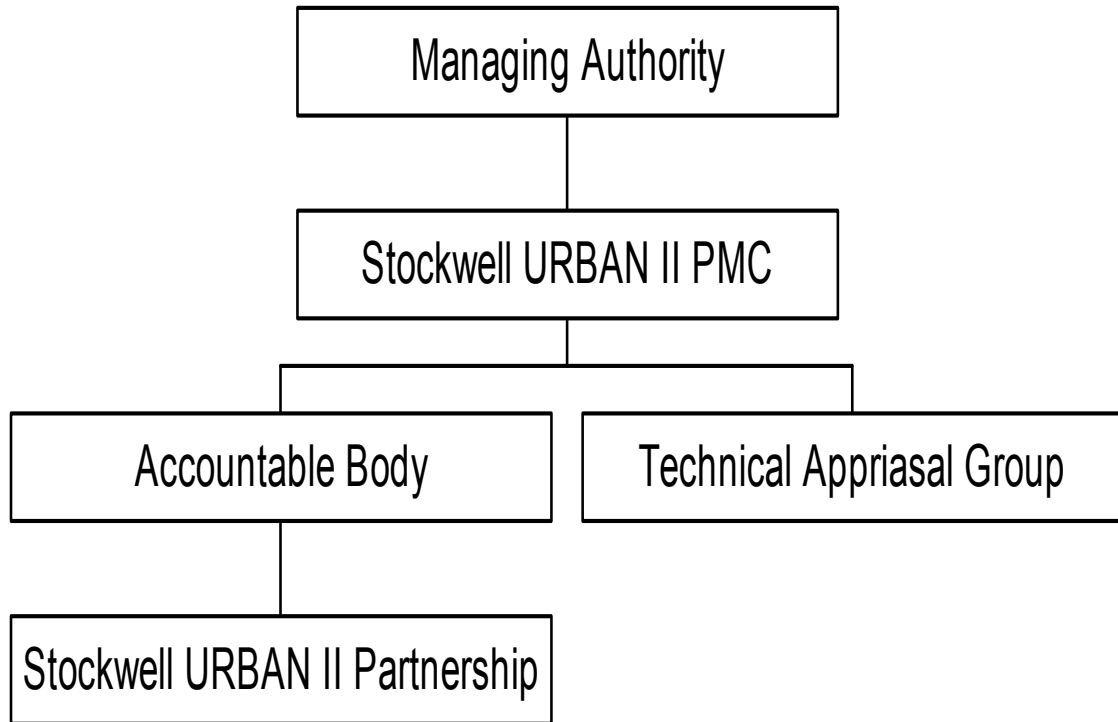
Given the existing range of services the level of financial resources allocated appear appropriate.

### **Measure 3.2**

This Measure seeks to strengthen support for existing local employment initiatives by contributing to a sustainable network of local advice and guidance. There are funds available within the area to tackle unemployment, for example, the European Social Fund, SRB and the Employment Services Action Team for Jobs. This Measure identifies the need to directly address the shortage of local employment identified in the CIP and long term unemployment. It aims to provide support for all other Measures where employment is created, for those least able to access the opportunities or remain in work. It aims to add value rather than duplicate existing employment support services, by encouraging the location of advice and guidance within the community, by working with employers and employment services, and maintaining links with residents once in work.

The level of financial allocation is deemed to be appropriate.

## Stockwell URBAN II Management Structure



**Annex 2  
Finance Table**

Priority/Measure	Fields of Intervention	Total cost	Public					Private	Other financial Instruments	EIB Loans	
			Total	Community Participation	National public participation						
					ERDF	Total	Central				Regional
<b>Priority 1</b>											
<b>Measure 1.1:</b> Developing effective capacity within the community	166 35% 22 35% 36 35%	3388964	1694482	1694482		1694482					
<b>Measure 1.2:</b> Developing community hubs	353 50% 352 50%	4891 776	2445888	2445888		2445888					
<b>Priority 2</b>											
<b>Measure 2.1:</b> Developing an inclusive community	166 35% 22 35% 25 30%	1438394	719197	719197		719197					
<b>Measure 2.2:</b> Developing a sustainable and greener neighbourhood	312 35% 3123 35% 352 30%	4770000	2385000	2385000		2385000					
<b>Priority 3</b>											
<b>Measure 3.1:</b> Supporting local enterprise	163 35% 323 35% 164 30%	3469938	1734969	1734969		1734969					
<b>Measure 3.2:</b> Supporting employability	23 10%	1308250	654125	654125		654125					
<b>Priority 4</b>											
<b>Measure 4.1:</b> Enhancing Programme Management	411 100%	698720	349360	349360		349360					
<b>Measure 4.2:</b> Other Technical Assistance	412 40% 413 40% 414 10% 415 10%	299452	149726	149726		149726					
<b>Total</b>		20265494	10132747	10132747		10132747					

The ERDF intervention rate is exactly 50% for each measure. In accordance with Article 29.2 of Council Regulation (EC) No 1260/1999, the contribution from the ERDF to this programme is calculation in relation to public sector cost.

## **ANNEXE THREE**

### **MEMBERSHIP OF THE URBAN II PROGRAMME MONITORING COMMITTEE**

Government Office  
Stockwell Partnership  
London Development Agency  
Stockwell Park School  
DTLR  
Social Enterprise London  
Southside Chamber of Commerce  
Lambeth Voluntary Action Council  
Association of London Government  
Environment Agency  
South and Eastern Regional TUC Representative  
Crime Reduction Unit  
Employment Service  
Lambeth College  
Tenants Association  
North Lambeth Primary Care Group

European Commission act in an advisory capacity

## ANNEXE FOUR

### EKOS INDICATOR DEFINITIONS ACTIVITY INDICATORS

Activity A1 - **"number of SMEs assisted"** is defined as existing SMEs receiving 5 days or more consultancy support or its equivalent monetary value.

Activity A2 - **"number of SMEs receiving financial support"** covers loans, equity investment and grants, except where the grants are support (recorded under A1). SMEs recorded as receiving financial not also be recorded as an SME receiving assistance, as this will counting.

Activity A3 - **"number of SMEs given advice/information"** is defined as SMEs receiving less than 5 days of consultancy support.

Activity A4, - **"number of new SMEs assisted"**, is defined as SMEs, under 18 months old since the commencement of trading, receiving 5 days or more of consultancy support

Activity A5 - **"number of new SMEs receiving financial support"**, is defined as SMEs under 18 months old since the commencement of trading, receiving loans, equity investment and grants, except where the grants are for consultancy support (recorded under A4). New SMEs recorded as receiving financial support should not also be recorded as an SME receiving assistance, as this will lead to double-counting.

Activity A6 - **"number of new SMEs given advice/information"** is defined as SMEs, under 18 months old since the commencement of trading, receiving less than 5~days of consultancy support.

Activity A7 - **"number of employed people trained"** includes owner-manager training, management training and any form of skills training provided by ESF. As with SMEs assisted, there is a minimum threshold to ensure that the data distinguishes between those provided with substantive, focused support, and those given more general or limited support. In this case the threshold is 10 days or its financial equivalent of training.

Activity A8 - **"number of jobless (unemployed and returners) trained"** with ESF support and is a count of activity for these groups with a similar threshold of 10 days training.

Activity A9 - **"number of wage subsidy places supported"** with ESF support is a count of wage subsidies attached to specific jobs/training posts in companies and/or specific labour market groups, where although the subsidy is time limited, the intent is that the placement/post could/should lead to a permanent position.

Activity A10 - **"area of land developed"** is the number of hectares of land that will be taken to the point where accommodation can be provided on site i.e. available for development.

Activity A11 - **"area of derelict/contaminated land improved"** is the number of hectares of brownfield land or contaminated land brought back into potential economic use on which accommodation can be provided on site.

Activity A12 - **"area of premises provided"** is the area of new or upgraded floorspace provided for SMEs and should be measured in square meters.

Activity A13 - **"number of supplier chain linkages supported"** is a count of the number of supplier chain linkages developed, with a linkage defined as involving one of more SMEs.

Activity A14 - **"number of SMEs in key technology sectors"** is a count of the number of SMEs supported in identified key sectors e.g.. informatics, environmental technology.

Activity A15 - **"number of joint ventures/linkages supported"** is the count of the number of linkages involving one or more SMEs.

Activity A16- **"number of products and processes supported"** is the count of new products and processes supported by Structural Funds.

Activity A17 - **"area of specialist technology accommodation provided"** is the area of new or upgraded accommodation provided for technology based SMEs. It

should be measured in square metres.

Activity A18 - "**number of community groups and organisations assisted**", and a single project may benefit a number of groups organisations.

Activity A19 - "**number of community enterprises assisted**" relates specifically to community owned and controlled commercial enterprises (although they are likely to be not for profit). This includes community businesses and co-operatives.

Activity 20 is the "**number of community facilities created/improved**" which is a simple count of project activity, although one project could improve a number of facilities.

### **OUTCOME INDICATORS**

Outcome O1 - "**new sales in SMEs**" is equivalent to the new sales generated by projects for participants. This can be measured as the annual level of sales in assisted SMEs by the end of the Programme period minus the baseline level prior to intervention. Where the project activity concentrates on new SMEs the gross annual sales outcome can be measured as total annual sales at the end of the Programme period. This should be stated in £s, in current prices, and exclude VAT.

Outcome O2 - "**safeguarded sales in SMEs**" is the level of annual sales that would have been lost if the intervention had not occurred. It can be measured as the baseline level of annual sales prior to intervention minus the counterfactual level of annual sales at the end of the Programme period. This should be measured in terms of £s, in current prices, and exclude VAT

Outcome O3 - "**gross new jobs**" is the new jobs with assisted SMEs generated by projects. It can be measured by subtracting the number of baseline gross jobs from the number of gross jobs at the end of the Programme period. It should be expressed as full time equivalents.

Outcome O4 - "**gross safeguarded jobs in SMEs**" is the jobs that would have been lost if intervention had not occurred. It can be measured as the baseline level of direct jobs prior to intervention, minus the counterfactual level of jobs at the end of the Programme period. It should be expressed as full time equivalents.

Outcome O5 - "**SME Investment**" is the amount of money invested by an SME as a result of support provided by Structural Funds.

Outcome O9 - "**SMEs surviving after 18 months**" is the count of new SMEs assisted which are still in business 18 months after the start date of trading.

Outcome O10 - "**business expenditure on research and development**". is the annual level of business expenditure in new product/service/process development up to the stage where the new product is launched (that is it excludes marketing costs). This should be measured in £5 in current prices.

Outcome O11 - "**residents of CED areas into employment**" is the number of gross jobs generated for CED Residents. This should be measured in terms of FTEs.

## ANNEXE FIVE

### INDICATORS FOR URBAN II

	"Minimum set"	2000	2006
1	Number of inhabitants in the programme area (thousands)	30,180	31,154
2	Surface covered (km <sup>2</sup> )	2km 2	2km 2
3	Unemployment		
	- total unemployment rate	10.2%	7.9% target
	- share of long-term unemployment as per cent of total unemployment	57.5%	Convergence with borough average
4	Number of enterprises (per 1000 inhabitants)	309	339
5	Percentage of the population dependent on social transfers	76.2%	Convergence with borough average
6	Percentage of immigrants/ethnic minorities/refugees in the total population	35.7%	40%
7	Education		
	- school drop-out quota (as a percentage of all school leavers)	8%	Target minimum 1% drop
	- number of places in childcare facilities (per 1.000 inhabitants)	12 FTE	Minimum 100% increase
8	Criminality/security (offences per 10.000 inhabitants)	3,058	Below 3,000
9	Demographic situation		
	- share of the population under 16 years	23%	4.22% increase
	- share of the population over 60 years	12%	4.22% increase
10	Average living space (m <sup>2</sup> per inhabitant)	Planning guidelines @2.5 m 2	
11	Environment / public transport		
	- share of green areas as percentage of the entire surface	9.6% of whole borough	By annual survey
	- network length	366km –whole borough	By annual survey
	<b>Optional</b>		
12	Traffic surface as percentage of total surface	68,000m <sup>2</sup>	By annual survey
13	Transport		
	- number of users of public transport	8.32 million journeys	TFL – 10-15% increase
	- length of cycle tracks	45km in borough	60km borough target
	- average waiting time for public transport	6.6 minutes	4.3 minutes
	- average speed of public transport	19.2 kmph	24 kmph
14	Social infrastructures:		
	- health (doctors per 1.000 inhabitants)	0.5	Target national average

	- leisure (Members in associations with cultural/sport orientation)	100	+30% minimum target
15	New information and communication technologies		
	- number of Internet access points open for the public (per 1.000 inhabitants)	0	3 minimum target
	- number of SME / professions with an Internet presence	230 (75% all businesses)	90% of all businesses

#### Core indicators for the monitoring of URBAN

		2000	2006
1.	Number of jobs created (women/men) Number of jobs existing in 2000 :	2,200	2,325
2.	Number of business start-ups Number of enterprises existing in 2000 :	309	339
3	Number of assisted SMEs	0	Minimum target to be agreed
4.	Number of participants on training / qualification measures Number of participants in 2000 :	350	Minimum 40% increase
5.	Green areas created or improved (in m <sup>2</sup> ) Surface in 2000:	0.192 km <sup>2</sup>	Target borough average
6.	Other public areas created or improved Surface in 2000 :	0.2 km <sup>2</sup>	By annual survey
7.	Surface of public buildings created or improved Surface in 2000 :	0.15 km <sup>2</sup>	By annual survey
8	New places in childcare facilities Number of places in 2000 :	12 per 1000	Minimum 100% increase
9	Extension of public transport network (km) Network length in 2000	366 km	By annual survey
10	New cycle tracks (km) Network length in 2000 :	45km	By annual survey

## ANNEXE SIX

### FIELDS OF INTERVENTION

Fields of intervention, from EC Regulation 438/2001 Annex IV

Productive environment

#### 11 Agriculture

- 111 Investments in agricultural holdings
- 112 Setting up of young farmers
- 113 Agriculture-specific vocational training
- 114 Improvement of processing and marketing of agricultural products

#### 13 Forestry

- 121 Investments in forest holdings
- 122 Improving the harvesting, processing and marketing of forestry products
- 123 Promoting new outlets for use and marketing of forestry products
- 124 Establishment of associations of forest holders
- 125 Restoring forestry production potential damaged by natural disasters and introducing prevention instruments
- 126 Planting of non-farm land
- 127 Improving and maintaining ecological stability of protected woodlands
- 128 Forestry-specific vocational training

#### 13 Promoting the adaptation and the development of rural areas

- 1301 Land improvement
- 1302 Reparcelling
- 1303 Setting up of farm relief and farm management services
- 1304 Marketing of quality agricultural products
- 1305 Basic services for the rural economy and population
- 1306 Renovation and development of village and protection and conservation of the rural heritage

- 1307 Diversification of agricultural activities and activities close to agriculture, to provide multiple activities or alternative incomes
  - 1308 Agriculture water resources management
  - 1309 Development and improvement of infrastructure connected with the development of agriculture
  - 1310 Encouragement for tourist activities
  - 1311 Encouragement for craft activities related to farms
  - 1312 Protection of the environment in connection with land, forestry and landscape conservation as well as with the improvement of animal welfare
  - 1313 Restoring agricultural production potential damaged by natural disasters and introducing appropriate prevention instruments
  - 1314 Financial engineering
- 14 Fisheries
- 141 Adjustment of fishing effort
  - 142 Renewal and modernisation of the fishing fleet
  - 143 Processing, marketing and promoting of fisheries products
  - 144 Agriculture
  - 145 Fishing port facilities and protection and development of aquatic resources
  - 146 Socioeconomic measures and aids for temporary cessation of activities and other financial compensation
  - 147 Operations by members of the trade, small-scale coastal fishing and inland fishing
  - 148 Measures financed by other Structural Funds (ERDF, ESF)
- 15 Support for large firms
- 151 Investment in physical capital (plant and equipment, co-financing of state aid)
  - 152 Environment-friendly technologies, clean and economical energy technologies
  - 153 Business advisory services (including internationalisation, exporting and environmental management, purchase of technology)
  - 154 Services to stakeholders (health and safety, providing care for dependants)
  - 155 Financial engineering

## 16 Support for SMEs and craft businesses

- 161 Investment in physical capital (plant and equipment, co-financing of state aid)
- 162 Environment-friendly
- 163 Business advisory services (information, business planning, consultancy services, marketing, management, design, internationalisation, environmental management, purchase of technology)
- 164 Shared business services (business estates, incubator units, stimulation, promotional services, networking, conferences, trade fairs)
- 165 Financial engineering
- 166 Services in voluntary/third sector (providing care for dependants, health and safety, cultural activities)
- 167 SME- and craft-specific vocational training

## 17 Tourism

- 171 Physical investment (information centre, tourist accommodation, catering, facilities)
- 172 Non-physical investment (development and provision of tourist services, sporting, cultural and leisure activities, heritage)
- 173 Shared services for the tourism industry (including promotional activities, networking, conferences and trade fairs)
- 174 Tourism-specific vocational training

## 18 Research, technological development and innovation (RTDI)

- 181 Research projects based in universities and research institutes
- 182 Innovation and technology transfers, establishment of networks and partnerships between businesses and/or research institutes
- 183 RTDI Infrastructure

## 2 Human Resources

- 21 Labour market policy
- 22 Social inclusion
- 23 Development educational and vocational training not linked to a specific sector (persons, firms)
- 24 Workforce flexibility, entrepreneurial activity, information and technologies (persons, firms)
- 25 Positive labour actions for women

- 3 Basic Infrastructure
  - 31 Transport infrastructure
    - 311 Rail
    - 312 Roads
      - 3121 National roads
      - 3122 Regional/local roads
      - 3123 Cycle tracks
    - 313 Motorways
    - 314 Airports
    - 315 Ports
    - 316 Waterways
    - 317 Urban transport
    - 318 Multimodal transport
    - 319 Intelligent transport systems
  - 32 Telecommunications infrastructure and information society
    - 321 Basic infrastructure
    - 322 Information and communications technology (including security and safe transmission measures)
    - 323 Services and applications for the citizen (health, administration, education)
    - 324 Services and applications for SMEs (electronic commerce and transaction and training, nexworking)
  - 33 Energy infrastructures (production, delivery)
    - 331 Electricity, gas, petroleum products, solid fuel
    - 332 Renewable sources of energy (solar power, wind power, hydroelectricity, biomass)
    - 333 Energy efficiency
  - 34 Environmental infrastructure (including water)
    - 341 Air
    - 342 Noise
    - 343 Urban and industrial waste (including hospital and dangerous waste)

- 344 Drinking water (collection, storage, treatment and distribution)
- 345 Sewerage and purification
- 35 Spatial planning and rehabilitation
  - 351 Upgrading and rehabilitation of industrial and military sites
  - 352 Rehabilitation of urban areas
  - 353 Protection, improvement and regeneration of the natural environment
  - 354 Maintenance and restoration of the cultural heritage
- 36 Social and public health infrastructure
- 4. Miscellaneous
- 41 Technical assistance and innovative actions (ERDF, ESF, EAGGF, FIFG)
  - 411 Preparation, implementation, monitoring, publicity
  - 412 Evaluation
  - 413 Studies
  - 414 Innovative actions
  - 415 Information to the public