



UK Shared Prosperity Fund

Investment Plan Drafting Template

Version 2
May 2022

Your location

To be eligible for funding, you will need to be applying on behalf of a lead authority in one of the [delivery geographies](#).

Select the lead authority: **South Holland**

For Scotland and Wales only: Who else is this investment plan being submitted on behalf of? Select all that apply

Your details

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Organisation name South and East Lincolnshire Council Partnership

Local challenges and opportunities

In this section, we will ask you:

- If you've identified any challenges or opportunities, you intend to support
- Which of the UKSPF investment priorities these fall under

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

South Holland has a range of complex issues that provide community development and economic regeneration challenges. It is set in a rural milieu and most of its population has poor access to services. It is in the lowest 40% of all local authority areas in England in relation to the Barriers to Service domain for the English Indices of Deprivation 2019. Overall a combination of the rural, mono-sectoral and demographical profile of the area combine to put it in the lower 50% of all local authorities in terms of deprivation according the English Indices of deprivation.

Like neighbouring Boston Borough, South Holland has flat fertile fenlands with many of its hectares reclaimed from the sea. Hence despite being part of the 'drier side of the country', the area (like Boston Borough) has flood risks. Notwithstanding this high level of flood risk the area has a long tradition of effective drainage board activity, nonetheless the area is externally characterised as challenged by a high risk of flooding.

In the past the area was the main grower of tulips and today it is a nationally and internationally recognised grower and supplier of food for retail (locally, nationally and internationally), grain production, animal feed, and horticulture products, that includes ongoing growth of flowers on a commercial scale. Whilst horticulture is a defining feature of the area it is recognised as being somewhat mono-sectoral with a need, whilst building on its economic strength, to diversify its economic profile.

All the towns in South Holland feature strong community identities and activities, but there are opportunities to greater realise and utilise community assets, attract additional business diversity, and create higher-level professional occupations and retain workforces.

All of the towns are challenged by vacant town centre premises, declining footfall and a lack of investment in the traditional high street offer.

Overall, the population is deemed to be expanding with ONS reporting a 7.7% increase between the census of 2011 and 2021, a similar level to that of the East Midlands region. However the area has a disproportionately high and rapidly growing stock of older residents. The population increase can be broken down further. Comparing 2021 Census data with that of 2011, there has been an increase of 14.4% in people aged 65 years and over, an increase of 4.5% in people aged 15 to 64 and 9% for children aged under 15 years.

As of 2020 there were 95,900 residents in South Holland (source ONS) and estimates project that the population will reach 105,400 by 2041 (South Holland District Council Corporate Plan 2019-2023, 2019). 58% of the population are aged between 16-64 years of age. 46,300 residents aged 16 to 64 are economically active (76.2%), a slightly lower proportion for the East Midlands region (77.6%) and the country (Great Britain) at 78.4%.

In summary the challenges facing the area in terms of the community and place priority are: an economy heavily orientated towards one sector, perceived to be challenged by flood risk, with a distributed population pattern with limited access to services, a demographically skewed population towards older resident and moderately higher levels of economic inactivity than the national average, in place based terms these issues track through to relatively high vacancy rates and commercial challenges to the functionality of the district's town centres.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

Recognised as a hub for UK agriculture, food manufacturing and logistics, South Holland has proud heritage as a major part of the food production capacity of the UK. The district is home to a modern-day horticulture industry of national significance and in terms of the narrative relating to its unique history it has major unrealised visitor potential.

South Holland has a significant cultural, entertainment and arts community, including the South Holland Centre, a multi-functional venue for people of various age groups offering live theatre, music, cinema and several clubs and workshops based in the Georgian town of Spalding.

The history of the area is core to developing its role in the visitor economy, with attractions that include Ayscoughfee Hall and museum gardens (a grade 1 listed house in 5 acres of beautiful gardens), Chain Bridge Forge (a working blacksmiths workshop), Moulton Windmill (the highest windmill in England), Pinchbeck Engine (which provides insight into land drainage), Crowland Abbey (a church that also had ancient ruins which date back to the 11th Century), Spalding Gentleman's Society and Burtey Fen (a privately owned music hall). There are also plans to re-establish and invigorate the Spalding Flower Festival which showcases large-scale industry alongside artisan crafts.

The district's leading role in food technology and farming innovation has gained significant recognition – a catalyst for enhancing career development, training and skills that are locally accessible through a University of Lincoln satellite campus in Holbeach which acknowledges the role of local enterprise and its national and international importance.

South Holland District Council also operates a number of housing related activities which form a development point in the context of UKSPF these include innovative schemes to develop high quality affordable homes for purchase, shared ownership and rent. The corporate plan also sets out the commitment of local people who work in South Holland District Council and partner agencies to support vulnerable members of the community.

The distributed framework of small towns across the district particularly: Donnington, Holbeach, Long Sutton, Sutton Bridge and Crowland provide a set of key “nodes” for investment and have high residential desirability which responds to the new post pandemic pattern of how people choose to live and work. There are a significant number of opportunities, which have been referenced through the public consultation associated with our approach to UKSPF engagement, to build the “live/work” capacity of these settlements.

Key Communities and Place investment themes include:

- Projects which build the residential desirability of the area, drawing wider attention to its history, heritage and assets.
- Projects which bring imaginative new activities and adapt buildings to breathe new life into town centres.
- Programmes for smaller places which will improve and widen the use of community buildings including village halls.
- Projects which build on the visitor offer of the South Holland area.

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

There are 3955 businesses in South Holland which represents a slightly higher stock of businesses in relation to the head of population than the East Midlands average, 24.25 people per business compared to 25.75 people. There is also a modestly higher number of micro – 0 to 9 employee businesses in the district than the regional average. 90.4% compared to 89.4%. (ONS)

The high sectoral bias of the district towards food processing and agriculture accounts in part for the micro-nature of the business base. Physical distance from market, high labour market demand pressures and increasing raw material and fuel prices all of which have a disproportionate impact because of its sectoral focus on our business base are key challenges facing our local businesses.

This small business focus and the relatively sparsely populated nature of the district allied to a significant distance from market leads to the principle challenge facing South Holland businesses being around workforce skills and availability. Notwithstanding this shortage of labour as it is focused on the lower skills end of the labour market wages are also lower than the regional and national average (approaching 12.5%).

Whilst there are a number of high skilled occupations in the area overall this situation leads to a relatively low skill, low wage economy, which affects the supply of labour and provides a dampening factor in terms of the capacity of people to develop new businesses.

In addition to food processing there is a strong associated logistics and haulage cluster in the area and the relatively poor road infrastructure, notwithstanding planned investments from the Levelling Up Fund, provides an ongoing challenge to the functionality of these businesses, many of

which are only based in the area as a consequence of their long term association with its food businesses.

More widely the sparsely populated nature of the area and the stronger economic pull of settlements such as Boston, Grantham, Peterborough and Kings Lynn lead to a high prevalence of market failure which detracts from business investment in a wider service portfolio (outside of food) of businesses. One approach to addressing this is the potential to develop social enterprises. More investment and know how support needs to be deployed to realise the potential offered by social enterprises to the area.

Whilst there is a significant overall stock of business premises in the area there is only a modest availability of space orientated towards office and non-industrial related activity. Due to the small and relatively isolated nature of the settlements in the area it is not currently well served with the sort of contemporary workspaces which reflect post pandemic approaches to business working in the service sector such as town centre based “pop up” and bookable business space.

In summary the area has a narrow industrial base, poor access to markets, a poorly functioning and low skilled labour force and relative competitive disadvantages compared to major adjoining centres of population and investment. This is reflected in a current lack of contemporary and high quality workspaces for new and small scale businesses.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

South Holland has a highly distinctive and specialised food processing and logistics sector, with wider ancillary activities linked to horticulture and the growing of ornamentals. This provides a real opportunity to work with key facilities such as the National Centre for Food Manufacturing (NCFM) to grow the distinctive and specialised business stock through encouraging new business starts and to enhance the productivity and competitiveness of businesses in the area.

The NCFM campus is situated in the South Lincolnshire Food Enterprise Zone and is part of a multi-million-pound business park and strategic investment for the Agri-food sector. It presents a prime location from where businesses can grow, with demand for labour market skills being fulfilled by the National Centre for Food Manufacturing (NCFM), in addition to the University of Lincoln as a whole. The NCFM’s £10m campus includes an Innovation Centre with labs, test kitchen, sensory suite, teaching rooms and a Digital Food Manufacturing Technologies Centre, part of the Lincolnshire Institute of Technology that complements Food Automation, Robotics and Processing Research Centre on Park Road.

The Centre presents opportunities to generate further impact in areas both allied to and separate from farming and food production, creating a demand for increasingly varied educational experiences, skills development and employability for local people, in turn attracting more people into the area. Business, employment and community development opportunities exist that are yet to be fully capitalised on, with scope to include building transferable skills in the local working population. Potential exists for this to take place alongside a fostering greater business diversity which, for instance, extends to knowledge-based sectors.

The UK Food Valley Campaign provides a very strong impetus to achieve this potential and UKSPF can be used to supplement and complement its activities. It is a campaign of activity which recognises the internationally significant nature of the food growing and processing sector in

South Holland. Greater Lincolnshire currently supports around 75,000 food sector jobs, 18% of jobs in the area compared to 4% of the UK workforce. At the heart of our food clusters, this concentration is much higher, in the South Holland District which focuses on fresh produce and logistics, it is 42% of the local workforce.

Key priorities for the UK Food Valley, are:

- Accelerating food chain automation and digital technology adoption to deliver productivity growth and high value jobs;
- Delivering low carbon food chains from farm to fork by focusing on low carbon technologies for production, processing and distribution;
- Developing the market potential of naturally healthy and nutritious foods, as well as new sources of protein, such as fish, vegetables, salads, fruit, pulses and lean meat, in which Greater Lincolnshire specialises.

More widely there are opportunities to build on the current track record of the local authority, South Holland District Council have a strategic commitment in their corporate plan to serve as a business partner, facilitating local enterprise along with inward investment by providing signposting and support services, highlighting available business grants and supporting applications.

The council has a key role in enhancing workforce skills, modernising training provision by offering apprenticeships, graduate schemes and working with schools and universities by facilitating placements. Through taking a commercial approach, the council aspires to become less dependent on government funding, enabling continuing delivery of discretionary services that support the health and wellbeing of residents.

The local authority leads on the Grants4Growth project. Starting in 2017, Grants4Growth has supported SME's operating across Greater Lincolnshire, providing grants for capital equipment and machinery ranging from £1000 and £25000. Since its launch it has provided over £3.1 million of investment with over 355 SME's. The Grants4Growth portal is part of the Greater Lincolnshire Local Enterprise Growth & Efficiency Programme, managed by South Holland District Council. A dedicated local business broker is embedded within the delivery team to help businesses access grants.

Our consultation associated with the UKSPF has identified significant interest in the development of social enterprises. This model of business formation and activity is a potent means of addressing market failure and there are already some significant examples of success in the area to build on for example Tonic Health which provides a hub for health and well-being in Spalding: <https://tonic-health.co.uk/>

In summary there are key sectoral initiatives linked to the work of the LEP (in the context of the Food Valley initiative) and the University of Lincoln in relation to the NCFM along with a well-established tradition of positive interventions through the Grants4Growth programme which provide a starting point for addressing the business growth challenges facing the area. There is scope to build on these to address issues which respond to the lack of labour and the provision of more premises to support activities which diversify the business base of the local economy.

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)

(If yes) Describe these challenges, give evidence where possible

Businesses and public sector bodies engaged in the economic development agenda in South Holland cite people and skills as the key priorities for the economic development of the area.

The local labour market is concentrated in lower skilled occupations, more so than the region or country. Key roles include the processing end of food manufacturing, caring, leisure and other service occupations.

Most stark, is the gap around those who fill management, director or senior official roles 36% compared to 43.6% (regionally) and 49.7% (nationally). For professional occupations the percentages are 15%, 20.1% and 23.7% respectively.

Whilst there is infrastructure for providing upskilling activities and post-16 engagement in education and vocational training, the levels of qualifications achieved falls significantly behind regional and national levels. For the January 2021 and December 2021 period just 18% had a qualification at NVQ level 4 or above. For the region this was 36.5% and Great Britain 43.5%.

The top three industries by number of jobs are:

- Manufacturing (8000 jobs)
- Wholesale and retail trade; Repair of Motor Vehicles and Motorcycles (7000 jobs)
- Administrative and Support Service Activities (6000 jobs)

The district has more economic inactivity 13,400 people (23.8%) compared to the region and country (22.4% and 21.6% respectively). Whilst the sample on which ONS projections are made lacks sufficient granularity for making conclusions about the type of economic inactivity (e.g., from factors such as being in education, permanently or temporarily sick, a carer or retired). 11,600 of the 13,400 who are economically inactive are not seeking a job.

Average gross weekly pay for residents in full time work is £575.70, slightly higher than for the region, but still just over £37 less than Great Britain. The hourly rate of pay for full time workers (not including overtime) is low at £13.63, and there is disparity when accounting for the gross weekly wage and hourly rates of pay between men and women, with men having higher rates of pay (a pattern replicated at regional and national levels).

In addition, whilst there is coverage of skills providers to advance residents skills and qualifications there are shortages of people who achieve NVQ Level four and above. This includes graduates and post-graduates. Integrating education, training and employment opportunities with business aspirations in the district is integral to creating places where people want to invest, upskill and live. This includes attracting inward migration of skilled people from outside the district, wider county and country.

One positive consequence of these workforce challenges is the impact of the profound demand for labour in terms of a very low level of unemployment.

South Holland's figures for claimants relating to the main out of work benefits are significantly better than regional and national levels, standing at 6.5% compared to 8% for East Midlands and

8.4% for Great Britain. Main out of work benefits includes jobseekers, ESA and incapacity benefits, lone parents and others on income related benefits.

In terms of training and development there is no indigenous FE provider in South Holland although FE Colleges have out-stationed staff. The consequence of this situation is that travel times and more widely access to learning for post 16 learners are severely constrained. This situation has a disproportionately negative impact on vocationally focused children who are not academically orientated.

The dysfunctionality of the local labour market has a knock on effect in terms of the broader health and well-being challenges of the area. There is a well-established relationship between low wages and ill health. South Holland has a history of poorer population health outcomes. For example between 2015 and 2017 it had levels of premature death that were significantly worse than those of the regional and national populations, notwithstanding that a high proportion of deaths from cardiovascular diseases were deemed preventable (Health and Wellbeing Strategy).

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)

(If yes) Describe these opportunities, give evidence where possible

South Holland has two major assets upon which to build the economic potential of its people and skills agenda. The National Centre for Food Manufacturing and the Food Valley Initiative. Both of these projects focus attention on skills development as part of their core rationale.

These two initiatives have attracted a significant level of engagement around workforce issues from employers and provide a powerful starting point for the development of an agenda around addressing the challenges facing the area:

- increasing the availability of workers, particularly by driving down levels of economic inactivity
- driving up skills levels, particularly for the less academic cohort of the area and increasing

There is already a good representation of training and skills providers who are active in the area. Boston College has a well-established presence and has recently agreed a key role in supporting the NCFM to deliver a new Centre for Fresh Food and Produce Logistics which will open up new learning opportunities in the South East Lincolnshire area, with key elements of the delivery of this initiative being based in South Holland.

NCFM is also a participant in the Lincolnshire Institute of Technology which will provide remote learning opportunities from 7 academic partners across Lincolnshire and Humberside and there are opportunities to work with key players engaged in this initiative as a means of engaging learners in new opportunities for personal and economic development.

The current Building Better Opportunities which concentrates on supporting those individuals furthest from the labour market has a well-established footprint in South Holland, it is currently planning the next stage of its evolution and there are real opportunities to consider how to most effectively tap into the development of the legacy approach of this project.

Our consultation with the local community as part of the development of the UKSPF process has identified significant interest in the development of local training hubs based in redundant buildings in terms of town centres and in villages in community buildings.

There is also significant interest in the development of social enterprises which have the capacity to support the training and development of people arising from the consultation process and we intend to explore further how this model of economic activity can contribute to the people and skills agenda. The social enterprise model has demonstrated an ability in other settings to overcome market failure and provide services and community development opportunities as a consequence of its ability to mobilise volunteers and work with community organisations as part of the management of its cost base. This enables it to operate successfully in areas traditionally affected by market failure.

In summary the approach we propose will:

- Build on the capacity arising from the NCFM and Food Valley
- Link to the training and development capacity of established providers including Boston College and the University of Lincoln
- Connect with the legacy planning of the BBO programme
- Maximise community training and development opportunities connected with community buildings
- Harness social enterprise as a means of people focused economic development

Interventions

In this section, we will ask you about:

- Interventions you've chosen for each year of funding
- Outcomes you want to deliver
- Any interventions that are not listed here
- How these interventions fall under the UKSPF investment priorities, and your rationale for them
- Interventions not included in our list will be assessed before being approved, where you will need to show a clear rationale, how the intervention is value for money, what outcomes it will deliver and how you will monitor and evaluate the intervention. This may include a theory of change or logic chain.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Jobs created	X
Jobs safeguarded	X
Increased footfall	X
Increased visitor numbers	X
Reduced vacancy rates	X
Greenhouse gas reductions	X
Improved perceived/experienced accessibility	X
Improved perception of facilities/amenities	X
Increased number of properties better protected from flooding and coastal erosion	X

Increased users of facilities / amenities	X
Improved perception of facility/infrastructure project	
Increased use of cycleways or paths	
Increase in Biodiversity	
Increased affordability of events/entry	X
Improved perception of safety	
Reduction in neighbourhood crime	
Improved engagement numbers	X
Improved perception of events	X
Increased number of web searches for a place	X
Volunteering numbers as a result of support	X
Number of community-led arts, cultural, heritage and creative programmes as a result of support	X
Increased take up of energy efficiency measures	X
Increased number of projects arising from funded feasibility studies	
Number of premises with improved digital connectivity	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE COMMUNITIES AND PLACE INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

Improvements to town centres and high streets including better accessibility for disabled people

Improvements to community and neighbourhood buildings and outdoor spaces

Flood risk and coastal erosion investments

Improvements to local greenspaces, community gardens and watercourses

Support for cultural assets, such as the restoration of buildings or canals or outreach activities linked to them

Improvements to the streetscape through activities, lighting or CCTV

Support for local arts, culture and heritage: running programmes of events or physical developments such as maker spaces

Creation and upgrading of footpaths

Improvement of the visitor offer through campaigns to promote areas

Volunteering support

Funding for sports facilities

Funding for community buildings

Support for programmes to engage people in local decision making

Activities to promote energy efficiency

Investment in digital infrastructure

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE COMMUNITIES AND PLACE LIST?

State the name of each of these additional interventions and a brief description of each of these

No

Explain how each intervention meets the Communities and Place investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

N/A

**Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?
All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).**

Yes

No N/A

Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.

N/A

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

Describe these projects, including how they fall under the Communities and Place investment priority and the location of the proposed project.

No

**Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?
All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).**

Yes

No N/A

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

N/A

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Jobs created	X
Jobs safeguarded	X

Increased footfall	X
Increased visitor numbers	X
Reduced vacancy rates	X
Greenhouse gas reductions	X
Number of new businesses created	X
Improved perception of markets	X
Increased business sustainability	X
Increased number of businesses supported	X
Increased amount of investment	X
Improved perception of attractions	X
Number of businesses introducing new products to the firm	X
Number of organisations engaged in new knowledge transfer activity	X
Number of premises with improved digital connectivity	X
Number of businesses adopting new to the firm technologies or processes	X
Number of new to market products	X
Number of R&D active businesses	X
Increased number of innovation active SMEs	X
Number of businesses adopting new or improved products or services	X
Increased number of innovation plans developed	X
Number of early stage firms which increase their revenue following support	X
Number of businesses engaged in new markets	X
Number of businesses increasing their export capability	X
Increased amount of low or zero carbon energy infrastructure installed	X
Number of businesses with improved productivity	X
Increased number of projects arising from funded feasibility studies	X
Increased number of properties better protected from flooding and coastal erosion	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

Investment in open air markets

Investment in the development of visitor tours, the upgrading of tourism attractions, development of visitor attractions

Support for the development of digital technology solutions

Research and development grants to support innovation and knowledge growth for businesses

Business networking and growth

New business sites and accelerator hubs

Specialist advice for businesses

Grants to hold events and conferences that support growth sectors

Training for people to set up new cooperative businesses

Funding to develop investor networks

Export development funding

Funding for net zero initiatives by businesses

Business growth funding particularly in areas of high unemployment

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE SUPPORTING LOCAL BUSINESS LIST?

State the name of each of these additional interventions and a brief description of each of these

No	
Explain how each intervention meets the Supporting Local Business investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.	
N/A	
Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity? All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.	
Yes	No/N/A
Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.	
N/A	

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?	
Describe these projects, including how they fall under the Supporting Local Business investment priority and the location of the proposed project.	
No	
Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity? All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.	
Yes	No N/A
Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.	
N/A	

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Number of economically inactive individuals in receipt of benefits they are entitled to following support	X
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	X
Increased proportion of participants with basic skills (English, maths, digital and ESOL)	X
Number of people in supported employment [and] number of people engaging with mainstream healthcare services	X
Number of people sustaining engagement with keyworker support and additional services	X
Number of people engaged in job-searching following support	X
Number of people in employment, including self-employment, following support	X
Number of people sustaining employment for 6 months	X
Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	X
Number of people in education/training	X
Increased number of people with basic skills (English, maths, digital and ESOL)	X
Fewer people facing structural barriers into employment and into skills provision	X
Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace	X
Fewer people facing structural barriers into employment and into skills provision	X
Number of people gaining a qualification or completing a course following support	X
Number of people gaining qualifications, licences, and skills	X
Number of economically active individuals engaged in mainstream skills education, and training.	X
Number of people engaged in life skills support following interventions	X
Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	X
Multiply only - Increased number of adults achieving maths qualifications up to, and including, Level 2.	
Multiply only - Increased number of adults participating in maths qualifications and courses up to, and including, Level 2.	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE PEOPLE AND SKILLS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>
Support to help people enter the workforce who traditionally find it hard to get work
Support for the development of basic skills
Volunteering to improve well-being
Digital inclusion
Support for training and personal development for those in work

Support for local areas to fund their skills needs
Development of green industry skills
Retraining for those in high carbon sectors
Funding to support digital skills

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE PEOPLE AND SKILLS LIST?

State the name of each of these additional interventions and a brief description of each of these

No

Explain how each intervention meets the People and Skills investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

N/A

Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention’s planned activity? All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes | No N/A

Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.

No

ENGLAND ONLY: People and Skills interventions can only be used in 2022-2023 and 2023-2024 if you have identified a local voluntary and community provision, previously supported by the European Social Fund, at risk of closure. If you have not identified a suitable provision, you will not be able to select interventions for 2022-2023 and 2023-2024 and your investment plan will not be approved.

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS for 2024-2025 WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

No

Describe the projects for 2024-25, including how they fall under the People and Skills investment priority and the location of the proposed project.

<p>Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity? All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.</p>		
<p>Yes</p>		
<p>Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.</p>		
<p>HAVE YOU IDENTIFIED A LOCAL VOLUNTARY PROVISION AT RISK AS PART OF YOUR PEOPLE AND SKILLS INVESTMENT PRIORITIES?</p>		
<p>Yes</p>		<p>No X</p>
<p>(If Yes) Describe the local voluntary provision at risk and your rationale for supporting it.</p>		
<p>Provide the European Social Fund Project Names and Project References for this voluntary and community provision at risk.</p>		
<p>What year do you intend to fund these projects? Select all that apply.</p>		
<p>2022-2023</p>	<p>2023-2024</p>	<p>2024-2025</p>
<p>Describe the projects for 2022-2023 and 2023-2024, including how they fall under the People and Skills investment priority and the location of the proposed project.</p>		
<p>Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity? All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.</p>		
<p>Yes</p>		<p>No</p>
<p>Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.</p>		

<p>SCOTLAND, WALES & NORTHERN IRELAND ONLY</p> <p>HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?</p>
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Yes	No
Describe the projects, including how they fall under the People and Skills investment priority and the location of the proposed project.	
Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity? All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.	
Yes	No
Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.	

Approach to delivery and governance

In this section, we will ask you about:

- Structures you have in place to support delivery
- Support you have from stakeholders and the local community
- How you've engaged with MPs as part of your investment plan
- Opportunities you have identified to work with other places

Places need to show how MPs that cover the lead local authority have been engaged on the investment plan and whether they support it. More detail on the role of MPs can be found here.

STAKEHOLDER ENGAGEMENT AND SUPPORT

Have you engaged with any of the following as part of your investment plan? Select all that apply.

Public sector organisations	Private sector organisations	Civil society organisations
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Describe how you have engaged with any of these organisations. Give examples where possible.

We have engaged with all three categories of organisations through a really extensive public engagement plan this has involved the following schedule of group meetings including an extensive portfolio of public engagement:

13 June South Holland Partner Organisations Meeting – VCS, Business and Public Sector Partners
14 June South Holland Corporate Meeting with officer core
20 and 23rd June detailed briefing SHDC Councillors
21 June Spalding Market Public Consultation
23 June Long Sutton Market Public Consultation
27 June Parish Councils Briefing
28 June inaugural meeting of South Holland Governance Group
30 June Business Organisation Briefing

4 July Opportunity to meet East Lindsey and South Holland Councillors for a 3 way strategic discussion about joint priorities

In addition to this list of direct engagements we have launched a website for the public consultation covering the East Lindsey, Boston and South Holland areas: <https://www.selcp-haveyoursay.co.uk/>

We have also used the Council's facebook page to garner responses. As of 7 July 213 South Holland specific responses had been received to the website covering the following broad themes:

Local communities and places	Supporting local businesses	People and skills
<p>Colocation of sports and other community facilities – multi-purpose ‘hubs’ supporting intergenerational activity and recreation.</p> <p>Providing places that engage different community members from toddlers through to ageing populations – emphasis on a lack of services/activities for young people</p> <p>Safe active travel for community members (as an example: a path along market way in Pinchbeck to benefit school children, but other members in the community)</p> <p>Accessible services with clear signage for</p> <p>Attract infrastructure investment that capitalises on tourism opportunities as well as travel for residents (e.g., rail especially where new builds are taking place in villages – creating perceived demand). Improved transport enabling rurally based residents’ access to key services (such as hospitals in Peterborough)</p> <p>Address loneliness and social isolation through place-based activities – not just services, but services that care</p>	<p>Linking ‘place’, social opportunities and skills with business – strengthening businesses by addressing demand for workplace skills</p> <p>Engaging and developing business start-up (focus on SME’s) use of start-up grants and awarding following business pitches - with a role for mentoring new businesses and self-employment prospects (peer to peer, authority initiated)</p> <p>Linking ‘local’ developments to regional and national decision making and policy</p> <p>Supporting businesses to engage in inter-agency work, promoting the financial and social value businesses can contribute to and benefit from</p> <p>Creating community spaces for different pop-up businesses over time, showcasing local produce and services.</p> <p>Accessible finance, benefit and debt management services for businesses (and people)</p> <p>Explore ways to join artisan trades to local industry (e.g., farming). Identify role models to show and tell business experience (one example</p>	<p>Support for young people to upskill and progress into employment</p> <p>Activities are key- including digital offers – but also develop personal and collective resilience and communication not just qualifications but (stereotypical) ‘soft skills’</p> <p>Focus on young people – their succession in relation to several key businesses (e.g., farming) but importantly alongside improving self-esteem</p> <p>Promoting services that engage people in deprived and isolated settings – opportunities that reduce potential crime and ASB, but also promote healthy lifestyle choices (in line with SPF mission statements). E.g. Long Sutton Youth Shed; Community Centre refurbishments.</p> <p>Targeted services, like Men Shed, providing activities that ‘outreach’ - especially improving mental health and suicide prevention building access to support through dynamic activities rather than labelling vulnerabilities</p>

<p>Empower communities through genuine collaboration (and taking this approach to the 'market') - ideas include further public consultation on ideas, and potential voting of proposed community developments and funding.</p> <p>Safe community spaces for all – landscaped parks and secure play parks for young children (fenced off from dogs), seating and designed attractions with the needs of all ages taken into account (specifically bringing older and younger people into shared spaces)</p> <p>Closer collaboration between agencies across sectors to maximize resource (not purely finance, but knowledge and sharing of equipment, contacts etc). Working with awareness of different organisational priorities in a way that ensures SPF captures inter-agency working/share objectives</p> <p>Develop sports pitches and facilities across the district</p> <p>Consider engagement of stakeholder bodies to improve place – Spalding and District Civil Society has existing ideas for regeneration of the town centre</p> <p>Public arts and shared events for all that promote inclusivity/respect - For example PRIDE events</p> <p>Provide accessible toilet facilities</p>	<p>being of a local blacksmith linking necessity with arts and crafts)</p> <p>Create opportunities by promoting funding opportunities for business to undertake smaller scale research and development work e.g., design/test agriculture and machinery development</p> <p>Explore opportunities to develop areas through events – Spalding Flower Festival 'pride in produce' meets 'pride in place</p> <p>Development of business opportunities in social care and residential homes are in high demand</p>	<p>Address and support young people with budgeting and other financial skills.</p> <p>Providing a range of information, advice and guidance services – ranging from health to finance and educational opportunities</p> <p>Link improvements in place (e.g., parks and gardens) with educational opportunities that relate to nature and green resources</p> <p>Linking green community projects with mental health benefits and community wellbeing – places where people and services can connect in communities of interest (underpinned with digital components)</p> <p>Facilitate connections between people involved in different communities and occupations</p> <p>Invest in young people through establishing a youth club – using youth clubs as an opportunity to promote positive engagement and challenge negative teen stereotypes (ASB and gangs)</p> <p>Better training opportunities for established industry (e.g., engineering)</p> <p>Promote healthy living, address support for long term health conditions to enhance populations' economic and creative potential – raise and normalise aspirations</p>
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Balancing night-time economy (pubs/bars/restaurants) with ensuring town centres are inclusive places for all Cleaner town centre areas and tackling of ASB, substance use and street drinking		Develop services for older people including domiciliary and health support and improving residential home provision
Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up		
In South Holland we have agreed to form a bespoke new group to oversee the development and implementation of the UKSPF.		
Confirm all MPs covering your lead local authority have been invited to join the local partnership group.		
Yes		
Are there MPs who are not supportive of your investment plan?		
Yes		
(If Yes) Who are the MPs that are not supportive and outline their reasons why.		

PROJECT SELECTION	
Are you intending to select projects in any way other than by competition for funding?	
No	
(If Yes) Describe your approach to selecting projects, and why you intend to do it this way.	
We will have a process which groups competitively sourced bids into key themes and works to connect bidders and identify any gaps in bids relating to our strategic priorities in relation to either places or intervention themes. We will partner with a number of local infrastructure organisations with local expertise and insight to undertake this process.	

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?	
Which interventions do you intend to collaborate on? Select all that apply.	
Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	X
Improvements to town centres and high streets including better accessibility for disabled people	X
Improvements to community and neighbourhood buildings and outdoor spaces	X
Flood risk and coastal erosion investments	X

Improvements to local greenspaces, community gardens and watercourses	X
Support for cultural assets, such as the restoration of buildings or canals or outreach activities linked to them	X
Improvements to the streetscape through activities, lighting or CCTV	X
Support for local arts, culture and heritage: running programmes of events or physical developments such as maker spaces	X
Creation and upgrading of footpaths	X
Improvement of the visitor offer through campaigns to promote areas	X
Volunteering support	X
Funding for sports facilities	X
Funding for community buildings	X
Support for programmes to engage people in local decision making	X
Activities to promote energy efficiency	X
Investment in digital infrastructure	X
Describe any interventions not included in this list?	
N/A	
Who are the places you intend to collaborate with?	
<p>We will work in a formal partnership to look at connections and linkages across the functioning economic geography of South and East Lincolnshire – this will involve working in a comprehensive way with Boston and East Lindsey. More widely where opportunities arise we will work with other Lincolnshire local authorities and potentially North and North East Lincolnshire. Our focus with Boston and East Lindsey will be deeply and strategically focused. In the other areas cited we will work on projects and communities of interest as projects arise and where there is a mutual benefit.</p>	

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?	
Which interventions do you intend to collaborate on? Select all that apply.	
Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	X
Investment in open air markets	X
Investment in the development of visitor tours, the upgrading of tourism attractions, development of visitor attractions	X
Support for the development of digital technology solutions	X
Research and development grants to support innovation and knowledge growth for businesses	X
Business networking and growth	X
New business sites and accelerator hubs	X
Specialist advice for businesses	X
Grants to hold events and conferences that support growth sectors	X
Training for people to set up new cooperative businesses	X
Funding to develop investor networks	X
Export development funding	X
Funding for net zero initiatives by businesses	X
Business growth funding particularly in areas of high unemployment	X
Describe any interventions not included in this list?	
N/A	

Who are the places you intend to collaborate with?

We will work in a formal partnership to look at connections and linkages across the functioning economic geography of South and East Lincolnshire – this will involve working in a comprehensive way with East Lindsey and Boston. More widely where opportunities arise we will work with other Lincolnshire local authorities and potentially North and North East Lincolnshire. Our focus with East Lindsey and Boston will be deeply and strategically focused. In the other areas cited we will work on projects and communities of interest as projects arise and where there is a mutual benefit.

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?
Which interventions do you intend to collaborate on? Select all that apply.

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
Number of economically inactive individuals in receipt of benefits they are entitled to following support	X
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	X
Increased proportion of participants with basic skills (English, maths, digital and ESOL)	X
Number of people in supported employment [and] number of people engaging with mainstream healthcare services	X
Number of people sustaining engagement with keyworker support and additional services	X
Number of people engaged in job-searching following support	X
Number of people in employment, including self-employment, following support	X
Number of people sustaining employment for 6 months	X
Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	X
Number of people in education/training	X
Increased number of people with basic skills (English, maths, digital and ESOL)	X
Fewer people facing structural barriers into employment and into skills provision	X
Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace	X
Fewer people facing structural barriers into employment and into skills provision	X
Number of people gaining a qualification or completing a course following support	X
Number of people gaining qualifications, licences, and skills	X
Number of economically active individuals engaged in mainstream skills education, and training.	X
Number of people engaged in life skills support following interventions	X
Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	X
Describe any interventions not included in this list?	
N/A	

Who are the places you intend to collaborate with?

We will work in a formal partnership to look at connections and linkages across the functioning economic geography of South and East Lincolnshire – this will involve working in a comprehensive way with East Lindsey and Boston. More widely where opportunities arise we will work with other Lincolnshire local authorities and potentially North and North East Lincolnshire. Our focus with East Lindsey and Boston will be deeply and strategically focused. In the other areas cited we will work on projects and communities of interest as projects arise and where there is a mutual benefit.

PUBLIC SECTOR EQUALITY DUTY**How have you considered your public sector equality duty in the design of your investment plan?**

Yes

How will you consider your public sector equality duty when implementing your investment plan, including in the selection of projects?

We have a specific proforma which individual projects will be asked to complete at the bidding stage. When successful they will be asked to update it as part of their implementation plan. This proforma will be considered internally at both of these stages, by the equality and diversity lead at a project and programme level to ensure compliance. The results for projects and the programme as a whole will be grouped and shared with the South Holland UKSP Governance Group, the Council and the Section 151 Officer.

RISKS**Have you identified any key risks that could affect delivery, for example lack of staff or expertise?**

Yes	No
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(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

Risk	Mitigation
Challenges in terms of staff availability	We are coordinating our activities with Boston and East Lindsey and have large scale capacity to manage this challenge
Lack of expertise	In addition to our three authority staffing model we have developed an implementation model which works with local infrastructure bodies with insight and expertise in key themes within the VCS and private sector to enable us to maximise the insight and skills available to us
Lack of demand	We have established a comprehensive awareness and engagement strategy which across the three local authority areas has garnered over 600 outline ideas. We will also utilise our own networks and those of the infrastructure bodies above to stimulate demand
Lack of capacity amongst bidders	We have developed a model working in partnership with the infrastructure bodies and larger established individual agencies referenced above to work directly with individual and

	thematic (place of intervention as appropriate) categories of bidders to build mutual support and know how to underpin an inclusive model of delivery
Underperformance in relation to spend or outputs	We have developed a rigorous programme management approach which will identify and intervene to address performance challenges following a Prince II methodology and harnessing the expertise of the Board, Theme Groups, officer core and wider infrastructure partners we have incorporated into our approach to work with individual projects to address this challenge
Uneven distribution of activity resulting in cold spots	Our approach to collating bids, assessing their wider coverage and implications with our infrastructure partners and seeking to join up and stimulate interest in cold spots will enable us to address and overcome this challenge.

(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

The management structure which will underpin our delivery will be supported, with key decisions being scrutinised and assured by the Chief Finance Officer at the Accountable Body, the Monitoring Officer and Section 151 Officer.

Each project will have a funding agreement which will provide the legal basis for its operation. This agreement will set out its responsibilities from a management and delivery point of view and will be developed to ensure the following issues are set out clearly:

1. Delegated authority – including Project Board or Committee approvals: we expect each project sponsor to have an appropriate scheme of delegation in place which will be scrutinised as part of the annual financial audits we propose as part of our governance regime.

2. Financial controls – we will expect as part of the funding agreement a regime to operate which ensures:

- The roles and responsibilities of the delivery of the project sponsor organisation for each project, its committees and staff for financial decision making and administration have been set out in writing.
- All staff with financial responsibilities have access to and an understanding of its Procedure Rules.
- The financial scheme of delegation approved and reviewed annually by the governing body.
- There are minutes of all meetings of the project sponsor organisation and its committees that include decisions taken and by whom action is to be taken.
- There is a register of business interests for its decision makers who influence financial decisions.
- Arrangements are in place to ensure financial control is maintained in the absence of key personnel.
- Proper accounting records are maintained and retained in accordance with the document retention schedule.
- All accounting records are retained securely and access is controlled.

3. Audit – there is a schedule of regular systems and financial audits and the results of these are reported to the Chief Financial Officer and then onto the Project Delivery Board.
4. Counter fraud, corruption, and anti-bribery – procedures are in place within each project sponsor in relation to these issues and form a key part of the contractual arrangements which are put in place with any sub-contractors and suppliers of services.
5. Procedures to avoid Conflict of Interests – are clearly documented, with interests recorded in terms of the individuals concerned and where they are likely to represent a material or pecuniary interest the individuals concerned do not participate in the decision making or management processes concerned.
6. Cyber security, and data management – all project sponsor organisations will be required to have in place processes to ensure that data, no matter its form, is protected while in their possession and use from unauthorized access or corruption. They will need as a matter of national policy to follow all the GDPR requirements enshrined within national legislation.
7. Code of conduct setting standards for ethical and professional behaviour – it will be a requirement for individuals associated with the management and delivery of the programme and their sub-contractors and suppliers where they have a substantial relationship with the project to follow the 7 Principles of Public Life.

The cornerstone of the approach will be the 2018 Code of Conduct for Recipients of Government General Grants.

All projects will be required to participate in a systems and financial audit regime as part of their funding agreement and an independent annual audit of the overall programme will be scheduled and reported to the Delivery Board and Accountable Body.

As part of the transactions of the project implementation group those responsible for delivering the projects across the whole portfolio of the UKSPF programme will be convened in 6 monthly meetings to develop peer interactions and mutually supportive connections in the context of good and responsible financial management.

Capacity and capability

In this section, we will ask you about:

- The capacity and capability of your team to manage funding
- The resources you have in place for work related to UKSPF

Your answers here will help us know how to support you with delivery. They will not affect the amount of funding you will get.

Answer as honestly as possible.

TEAM RESOURCE

How many people (FTE) will be put in place to work with UKSPF funding?

Two

Describe what role these people will have, including any seniority and experience.

These individuals are still to be recruited. They will be deployed as part of the Economic Growth team for the South and East Lincolnshire Councils Partnership. This team has a strong focus on place with specialism in Heritage, Culture and the Visitor Economy.

- They have led the Town Deal programme for Boston, Mablethorpe and Skegness – supporting two town deal boards, engagement and business case development. They have also led the further development of two levelling up fund proposals in 2021 (Boston and East Lindsey) and three for LUF round 2 (Spalding, Boston and East Lindsey). This experience has embedded the Levelling Up principles and missions into the team, ensuring a deep knowledge of geographical inequalities and experience of engaging with communities and businesses.
- The team has an established relationship with DLUHC built through the town deal programme as well as strong links to regional bodies (Midlands Engine, Midlands Connect) and locally with the LEP, Lincolnshire County Council and through the Partnership with other stakeholders that support the Levelling Up principles. The team has also developed funding bids and have experience of working with departments within DCMS, including Arts Council England and VisitBritain/VisitEngland.
- The team will work across the three local authority areas to support management of delivery partners, monitoring and evaluation, as well as maximising opportunities to align with other funding and investment.
- Currently roles include Business Manager (manages all finance, monitoring and evaluation and servicing town deal boards), a Funding Coordinator (supporting with finance, monitoring/evaluation and comms/engagement), an officer that supports with Grant Agreements, project management and liaison with external project leads. The team also encompasses inward investment and skills officers, place manager and place officers (with a focus on town centre regeneration, visitor economy, culture and heritage).

The team would be strengthened to manage the UKSPF programme – including a programme manager and place based officers for each locality – they would be integrated within the economic growth team to ensure alignment with levelling up, existing town deals and other funding. Their roles would encompass managing and working with the delivery partners, reporting, monitoring and evaluation and financial management.

- Strong capability: Has extensive experience and/or a proven track record of delivery in this area.
- Strong capacity: High degree of confidence that there is enough staffing/resource to manage funding in this area.
- Some capability: Has previous experience of delivery in this area.
- Some capacity: Confident that there is enough staffing/resource to manage funding in this area.
- Limited capability: Does not have previous experience and/or no track record of delivery in this area.
- Limited capacity: Limited confidence that there is enough staffing/resource to manage funding in this area. Additional resource may be needed to support delivery.

CAPACITY AND CAPABILITY

How would you describe your team's current experience of delivering funding and managing growth funds?		
Very experienced		
How would you describe your team's current capability to manage funding for procurement?		
Very experienced		
How would you describe your team's current capability to manage funding for procurement?		
Very experienced		
How would you describe your team's current capacity to manage funding for procurement?		
Very experienced		
How would you describe your team's current capability to manage funding for subsidies?		
Very experienced		
How would you describe your team's current capacity to manage funding for subsidies?		
Very experienced		

COMMUNITIES AND PLACE CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the Communities and Place interventions you have select?

Yes

How would you describe your team's current capability to manage funding for Communities and Place interventions?

Strong capability

Describe the key capability challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.

We have a well-resourced and fully competent team, which operates across three local authority areas, giving us strong interdisciplinary capability and great marginal cost potential to increase the levels of staffing and expertise required for this task.

Describe what further support would help address these challenges.

None

How would you describe your team's current capacity to manage funding for Communities and Place interventions?

Strong capability

Describe the key capacity challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.

None

Describe what further support would help address these challenges.

N/A

SUPPORTING LOCAL BUSINESS CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the Supporting Local Business interventions you have select?

Yes

How would you describe your team's current capability to manage funding for Supporting Local Business interventions?

Strong capability

Describe the key capability challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority and/or your local/regional delivery system.

None

Describe what further support would help address these challenges.

N/A

How would you describe your team's current capacity to manage funding for Supporting Local Business interventions?

Strong capability

Describe the key capacity challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority and/or your local/regional delivery system.

None

Describe what further support would help address these challenges.

N/A

PEOPLE AND SKILLS CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the People and Skills interventions you have select?

Yes

How would you describe your team's current capability to manage funding for People and Skills interventions?

Strong capability

Describe the key capability challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.

None

Describe what further support would help address these challenges.

N/A

How would you describe your team's current capacity to manage funding for People and Skills interventions?

Strong capability

Describe the key capacity challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.

None

Describe what further support would help address these challenges.

N/A

SUPPORT TO DELIVERY UKSPF

All lead authorities can use up to 4% of their UKSPF allocation to support the delivery of their chosen interventions but by exception, lead authorities will be able to use more than 4%. Are you planning to use more than 4%?

No

(If Yes) Explain why you wish to use more than 4%.

N/A

Approvals

Before submitting your investment plan, you should have approval from your:

- Chief Executive Officer
- Section 151 Officer
- Leader of your lead authority

Do you have approval from your Chief Executive Officer for this investment plan?

- Yes
- No

Do you have approval from your Section 151 Officer for this investment plan?

- Yes
- No

Do you have approval from the leader of your lead authority for this investment plan?

- Yes
- No

If you do not have approval from any of these people, please explain why this is:

Additional documents

You will have received an email giving you access to a folder where you will need to upload supporting evidence to your investment plan. All applicants must complete and upload the following spreadsheet to the folder prior to submitting their investment plan:

- UKSPF Expenditure Profile spreadsheet
- UKSPF Indicative Deliverables spreadsheet

Your investment plan submission will be considered incomplete without the required documents.

Have you completed and uploaded the two spreadsheets to the SharePoint folder as requested?

- Yes
- No