



CABINET

13 July 2022

A meeting of the CABINET will be held on Thursday, 21st July, 2022, 6.00 pm in Town Hall, Market Street, Tamworth

A G E N D A

NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Minutes of Previous Meeting (Pages 3 - 8)**
- 3 Declarations of Interest**

To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.

When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.
- 4 Question Time:**

To answer questions from members of the public pursuant to Executive Procedure Rule No. 13
- 5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules**
- 6 Quarter four 2021/22 Performance Report (Pages 9 - 68)**

(Report of the Leader of the Council)
- 7 Capital Outturn Report 2021/22 (Pages 69 - 76)**

(Report of the Portfolio Holder for Finance, Risk and Customer Services)
- 8 Write Offs 1 April 2021 to 31 March 2022 (Pages 77 - 86)**

(Report of the Portfolio Holder for Finance, Risk and Customer Services)

9 Shared Prosperity Fund (Pages 87 - 210)

(Report of the Portfolio Holder for Skills, Planning Economy and Waste)

Yours faithfully

A handwritten signature in black ink, consisting of a stylized 'A' followed by a long horizontal line that tapers to a point on the right.

Chief Executive

Access arrangements

If you have any particular access requirements when attending the meeting, please contact Democratic Services on 01827 709267 or e-mail democratic-services@tamworth.gov.uk. We can then endeavour to ensure that any particular requirements you may have are catered for.

Filming of Meetings

The public part of this meeting may be filmed and broadcast. Please refer to the Council's Protocol on Filming, Videoing, Photography and Audio Recording at Council meetings which can be found [here](#) for further information.

If a member of the public is particularly concerned about being filmed, please contact a member of Democratic Services before selecting a seat.

FAQs

For further information about the Council's Committee arrangements please see the FAQ page [here](#)

To Councillors: J Oates, R Pritchard, M Bailey, T Clements, S Doyle, A Farrell and M Summers.



MINUTES OF A MEETING OF THE CABINET HELD ON 30th JUNE 2022

PRESENT: Councillor J Oates (Chair), Councillors R Pritchard (Vice-Chair), M Bailey, T Clements, S Doyle, A Farrell and M Summers

The following officers were present: Andrew Barratt (Chief Executive), Anica Goodwin (Executive Director Organisation), Matthew Fletcher (Head of Economic Development and Regeneration) and Tracey Pointon (Legal Admin & Democratic Services Manager)

8 APOLOGIES FOR ABSENCE

There were no apologies for absence

9 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 9th June 2022 were approved as a correct record.

(Moved by Councillor M Summers and seconded by Councillor R Pritchard)

10 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

11 QUESTION TIME:

QUESTIONS FROM MEMBERS OF THE PUBLIC NO. 1 Under Schedule 4, 13, Mr H Loxton asked the Portfolio Holder for Finance, Risk and Customer Services Councillor M Bailey, the following question:-

On the 30th May 2022 the council provided an update on the energy rebate. The update stated that 8,877 letters had been issued to non-direct debit payers with how to claim the £150.00 rebate from the post office. Could you please confirm how many of those letters had actually been sent to residents, and how many are included in the ones being issued by the post office over the three weeks from the 28th June?

Councillor Marie Bailey gave the following answer: -

As at 30th May, the Council had sent the required data file to the Post Office for them to issue the letters to the 8,877 non-direct debit payers. As you will appreciate, the Post Office need to put processes in place to ensure that they are able to manage the large number of cash payments expected at individual branches. In order to make sure that cash is available when people visit their Post Office to collect it, they are sending the letters out over three weeks from 28th June. Although no letters had been sent to residents as at 30th May, they should have started to be delivered from 28th June with residents starting to collect the cash payments from this week.

Mr Loxton asked the following supplementary Question

After an update on 30th May residents were told to expect letters in the next couple of weeks which were never sent. At what date did the Council know that the letters had not been sent.

Councillor Bailey provided the following written answer

The update was posted on the Councils website on 30 May 2022. At this point the Authority had uploaded a large data file to the Post Office of 8,877 letters. It was our understanding after discussions with a representative at the Post Office that they would commence the printing and distribution of these letters commencing the end of May 2022 and into June 2022.

On the 8 June 2022 there was an update meeting with Senior Management at the Post office to assess their progress. Regrettably they confirmed that they had not been able to post the letters out at this point. They reasoned that this was a large scale job which involved the logistics to ensure that sufficient cash would be available at local Post Office branches together with sufficiently trained and upskilled Post Office staff - in fact adding additional resources at branches to deal with this increased demand. This they confirmed is being done across the country to deal with the substantial demand for their resources.

We have since worked with them on this matter to try to lessen any further delays. It involved the logistics and a revised service delivery plan. Hence the update on the Councils website on the 15 June which confirmed the updated delivery dates with the Post Office.

I can confirm the Post Office have been posting out these letters as per the revised service delivery plan.

The Authority and its staff are working tirelessly on energy rebates ensuring that all its qualifying residents receive their energy rebate before the date of 30 September 2022 specified within Government guidance. We are confident that we will achieve this target in good time.

We have been open and honest throughout, and all information/updates were posted as soon as the arrangements were finalised.

12 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES

None

13 FUTURE HIGH STREETS FUND UPDATE

Report of the Leader of the Council to update Cabinet on the progress of the Future High Streets Fund programme.

RESOLVED: That Cabinet

Noted the Report. Corporate Scrutiny have also endorsed the report.

(Moved by Councillor J Oates and seconded by Councillor R Pritchard)

14 STAFFORDSHIRE SUSTAINABILITY BOARD - VISION 2022-2023

Report of the Leader of the Council to outline the recent work undertaken by the Staffordshire Sustainability Board and to endorse the Vision and Base Pledge

RESOLVED: That Cabinet

Endorsed the Vision and Base Pledge

(Moved by Councillor J Oates and seconded by Councillor R Pritchard)

15 PROPOSALS FOR COUNCILLOR PROJECT GRANTS

Report of the Portfolio Holder for Skills, Planning, Economy & Waste and Portfolio Holder for Voluntary Sector, Town Centre, Evening Economy & Community Safety to consider proposals for grant funding for Councillor lead project funds.

RESOLVED: That Cabinet

1. Approved proposals and process for Councillor Project Grants
2. approved delegation to the Nominations and Grants Committee to consider and endorse project funding
3. agreed the retained funding of £9,747.53 underspend on Community grants in 2021/22 (PM1865); and

4. approved the retention of any future years underspend on the Community grants budget (GS1002 31551) for allocation to the project grants until 2027 (to not exceed £50,000)

(Moved by Councillor M Summers and seconded by Councillor R Pritchard)

Cabinet thanked Councillor Summers and Officers involved in compiling the report.

16 NEIGHBOURHOOD COMMUNITY INFRASTRUCTURE LEVY

Report of the Portfolio Holder for Skills, Planning and Waste to agree a process for neighbourhood CIL spending.

RESOLVED: That Cabinet

agreed the approach to the distribution of neighbourhood CIL money

(Moved by Councillor S Doyle and seconded by Councillor M Summers)

17 GRANTS AWARDED 1ST APRIL 2021-31ST MARCH 2022

Report of the Portfolio Holder for Voluntary sector, Town Centre, Evening economy & Community Safety to inform Members of the Community Grants, Councillor Grants, and Festive Grants awards made during 2021/22

RESOLVED: That Cabinet

endorsed the outturn of the Nomination and Grants Sub-Committee

(Moved by Councillor M Summers and seconded by Councillor R Pritchard)

18 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED: That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraph 1,2 3 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

(Moved by Councillor J Oates and seconded by Councillor R

Pritchard)

19 SOLWAY CLOSE

Resolved: that the recommendations in the report be approved.

(Moved by Councillor J Oates and seconded by Councillor R Pritchard)

20 REVIEW OF DEMOCRATIC SERVICES

Resolved: that the recommendations in the report be approved

(Moved by Councillor T Clements and seconded by Councillor M Bailey)

Leader

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Thursday, 21 July 2022

Report of the Leader of the Council

Quarter four 2021/22 Performance Report

Exempt Information

None

Purpose

To provide Cabinet with a performance update and financial Healthcheck. The report was considered by Corporate Scrutiny Committee at their meeting on 21st June 2022.

Recommendations

It is recommended that:

- Cabinet endorses the contents of this report.

Executive Summary

This report contains the following sections:

- Recovery and reset projects summary,
 - Corporate projects summary,
 - General fund – actual spend summary,
 - Universal credit summary,
1. Corporate plan actions and corporate risks,
 2. Impact of welfare benefit reforms on Council services,
 3. Medium term financial strategy monitoring,
 4. Financial health-check.

Resource Implications

There are none.

Legal/Risk Implications Background

There are none.

Equalities Implications

There are none.

Environment and Sustainability Implications (including climate change)

There are none

Report Author

John Day – Knowledge, Performance and Insight Co-ordinator

Appendices

Quarter four 2021/22 performance report

Sections in the report

1. Corporate projects and corporate risks,
2. Updates on regeneration projects,
3. Impact of welfare benefit reform.
4. Medium term financial strategy,
5. Financial health-check.

List of appendices

Appendix 1 Corporate projects updates,

Appendix 2 Corporate Risk Register 2021/22,

Appendix A General Fund & Housing Revenue Account main variances,

Appendix B Capital programme monitoring,

Appendix C Corporate Scrutiny Committee additional information requests and areas that should be brought to the attention of Cabinet.

Recovery and reset programme summary

Recovery & Reset Programme Highlight Report			
Completed by:	Tina Mustafa		Date Complete: May 2022
Projects	Project Lead	Due Date <i>Taken from Critical Path Milestones (see page 2)</i>	Highlight
Economic & Regeneration	Anna Miller	16/03/2023	Attended Cabinet in April and approved to go out to market. Awaiting outcome of offer negotiations for MH.
Building Requirements & Utilisation	Paul Weston	30/03/2023	Shortlist of two properties identified for future use. Outline designs now in, costing available for rental on second unit. Initial IT designs and costings available (server room). Letters out to telecoms company to open negotiations of removal of masts.
SMART Working	Zoe Wolicki	29/06/2022	Consultations are completed. 99.9% staff have agreed Smart working. Update policies to reflect SMART working arrangements required. Currently halfway through updating the policies. To date completed 11.
Customer Services Offer (including front of house)	Zoe Wolicki	30/06/2022	Front facing CS continues to be delivered from the TIC and Assembly Rooms. Digital Transformation Portal is now live. Training and coaching ongoing to maintain and enhance skill levels.
Service Re-design	Tina Mustafa	Phase 1: 31/07/2022	ELT support 3-phased approach following base line assessment 2020/2021. Year 1 around efficiency savings to be built into the budget setting review end of October following ELT review on 220921. Proposals around subsequent years to be aligned to the wider corporate planning process. Interdependency with Corporate Mapping which presents a resource risk.
Third Sector & Vulnerability	Jo Sands	28/09/2022	Vulnerability and voluntary sector offer being mapped and linked to citizen engagement plan. Directory of services being collated to inform wider service mapping.
Financial Management & Commerciality	Lynne Pugh	31/03/2022	Budget process completed and provisional 5-year budget approved by Full Council 22/02.
Comms and Engagement	Linda Ram	-	Next phases of comms earmarked are to update on the building and front reception workstream (i.e., when we have a clearer picture of Spinning School Lane site suitability).
Achievements since last period		Planned Activities for next period	
<ul style="list-style-type: none"> SMART Working consultations concluded. All new contracts have been issued. New rota has commenced for onsite attendance. 99.9% staff have agreed Smart working. Currently halfway through updating the policies. To date completed 11. Shortlist of two properties identified for future use. Outline designs now in, costing available for rental on second unit. Initial IT designs and costings available (server room). Letters out to telecoms company to open negotiations of removal of masts. Budget process completed and provisional 5-year budget approved by Full Council 22/02. Front facing CS continues to be delivered from the TIC and Assembly Rooms. Digital Transformation Portal is now live. Training and coaching ongoing to maintain and enhance skill levels 			
Amber/Red Areas		Risks including Stakeholder Issues	
<ul style="list-style-type: none"> Masts – will need to take a negotiated approach as opposed to serving of formal notices. 		<ul style="list-style-type: none"> As per programme control log and risk management tree 	
Recovery & Reset Board Issues		Resourcing Requirements	
<ul style="list-style-type: none"> None 		<ul style="list-style-type: none"> 	




Recovery & Reset Critical Path Milestones

Area	Task	Start date	Planned completion date	Status
Programme	ELT approve programme structure	27/01/2021	27/01/2021	Complete
SW	Research stage for SMART Working	04/01/2021	16/06/2021	Complete
Programme	Outline plan to TULG	09/02/2021	09/02/2021	Complete
Programme	R&R Governance consulting group and board starts	22/03/2021	22/03/2021	Complete
Third Sector	Third Sector continued response to pandemic supporting vulnerable people	16/09/2021	14/03/2023	On track
Service Re-design	ELT agree service redesign plan	20/01/2021	20/01/2021	Complete
Programme	July Cabinet decision to agree options	29/07/2021	29/07/2021	Complete
SmartWorking	SW formal Consultation	30/07/2021	21/01/2022	Complete
SmartWorking	Appointments and staffing report	14/09/2021	14/09/2021	Complete
Service Re-design	Service Re-design Phase 1 Financial Stability	05/02/2021	31/07/2022	On track
Building Requirements	Begin to look for new premises	31/01/2022	30/06/2022	On track
Service Re-design	Service Re-design Phase 2 Targeted Service	01/08/2022	31/03/2023	Not started
Econ & Regen	Commence feasibility on Marmion House	26/08/2021	01/04/2022	Complete
Finance	Finance starts new budget process & include efficiencies	05/07/2021	31/03/2022	Complete
SmartWorking	Begin implementation phase of SMART WORKING	01/10/2021	31/03/2022	Complete
Reception & Customer	Development of Implementation Plan	16/05/2022	31/08/2022	On track
Third Sector	Third sector deliver commissioning framework	01/04/2022	28/09/2022	On track
Third Sector	Third Sector: Supplier chosen for Tamworth advice centre	09/01/2022	09/01/2022	Complete
Building Requirements	Possession and occupation of new premise	01/01/2023	31/03/2023	Not started
SmartWorking	SMART Working Go Live	01/04/2022	29/06/2022	On track
Service Re-design	Service Re-design Phase 3 Root and Branch service review	01/04/2023	31/03/2026	Not started
Building Requirements	Closure of Marmion House	30/03/2023	30/03/2023	Not started

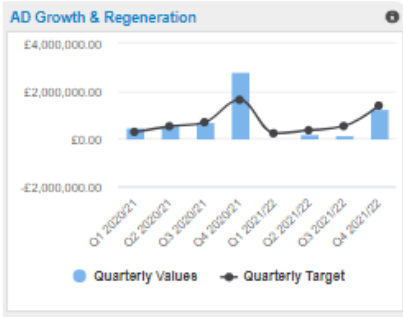
Corporate Projects Summary

Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy	31st October 2022		An update for Corporate Scrutiny Committee on the asset management work completed to date and details of the next steps planned, was reported on 1st February 2022.
Implement Customer Portal	30th November 2021		Portal is live and members seminar booked for September. Further development of the system is planned and is part of the new corporate project "Digital Development Plan" so progress will be updated through that.
Organisational Development Strategy	1st October 2022		Draft People and Organisational Development Strategy and Action Plan reviewed by Executive Director, Assistant Director People and Head of HR.
Welfare Reform	31st December 2021		Project now completed.
Leisure Strategy	30th December 2022		Tender now awarded.
Town Centre Programme	31st March 2022		
Net Zero Carbon	2050		Step 2 workstreams now set out.

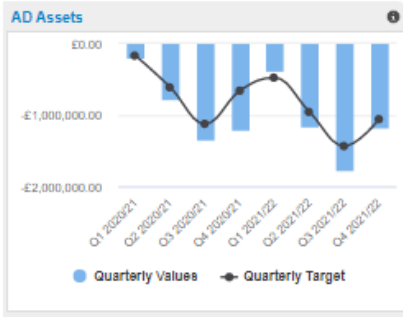
Key to Symbols

RAG Status	Overall Project Status
	Project on track and in control
	Project not on track but in control
	Project not on track

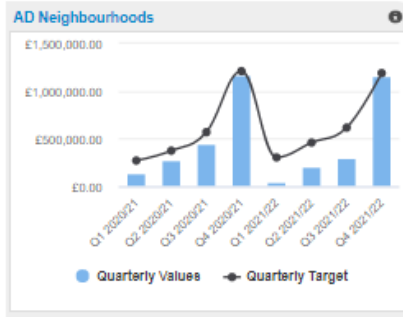
General Fund – Actual Spend



Short stay car parking income exceeded expectations and other minor variances



Additional income re Marmion House and other minor underspends



Minor variances

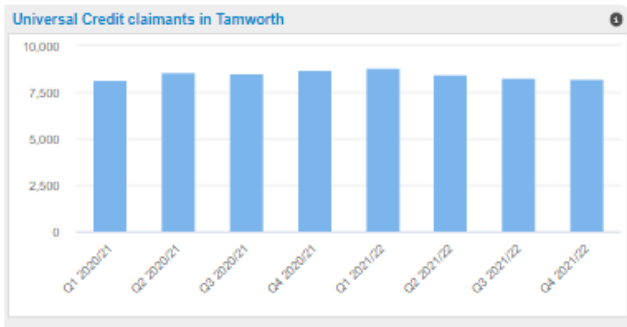


Minor variances

Key

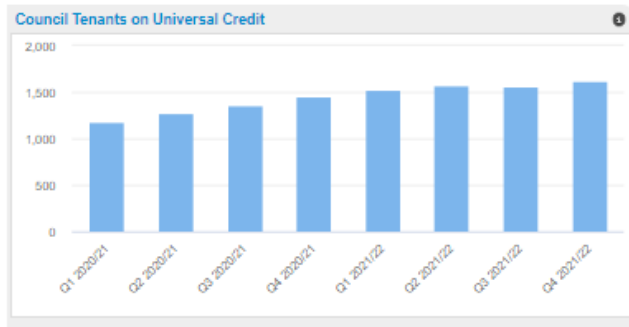
Quarterly Value is the year to date position
 Quarterly Target is the year to date budget

Universal Credit Summary



Commentary

There are 8228 universal credit claimants in Tamworth.



Commentary

There are 1617 council tenants on universal credit.

1. Corporate projects and corporate risks

The Executive Leadership Team identified projects from the Corporate Plan, the monitoring of which would form the basis for this section of the quarterly performance report. Project highlight reports for each of these are included at **Appendix 1** for discussion at Corporate Management Team meeting.

Details on the Corporate Risk Register are included at **Appendix 2**

2. Regeneration project updates

Solway

In the last quarter, the Regeneration Team finalised a detailed options appraisal on Solway Close for private sector rental housing development and evaluation of other appropriate options with an update on the progress made on this work reported to the Corporate Scrutiny Committee in March 2022. This included updated options for the site based on latest market demand, costing information, projected returns and assessment of the risks involved. A decision on the future of the site is planned for the Cabinet meeting on 30 June 2022.

Future High Street Fund (FHSF)

The McBain's team are embedded in the project with regular meetings and updates taking place. McBains have also been procuring specialists as required i.e., Acoustics, asbestos, timber and a fire engineer. Currently, the multidisciplinary team are active on the programme working on design, costings, risk management and planning. A range of organisations are involved to bring the necessary skills and experience to do this including specialist legal advice to support the regeneration programme. In addition, Borough Council officers are working closely with the Borough Councils planning and assets team, Staffordshire County Council Highways, archaeology, ecology, conservation, Historic England and building control.

Heads of Terms have been agreed and dates of vacant possession have been agreed, with the exception of Middle Entry. Royal Institute of British Architects Stage 1 across the programme was signed off by the Programme Board in January 2022.

College Quarter: The acquisition agreement with the Co-op was signed and possession took place on 4th March 2022. This is the first acquisition and will allow for work to start on the refurbishment of the Tamworth Enterprise Centre (TEC) and preparation for the demolition of the 1960's part of the Co-op to ensure that the College can start work in time to meet the deadline of the FHSF funding. The date of the college finding out about their funding bid has moved from January to March however at the end of March this was still not forthcoming. Planning applications for both the TEC and College are expected in the Spring.

Middle Entry: Planning submissions are expected in the spring. Work continues on designing the removal of the bridges, glass covering and the new properties at the Town Hall end of Middle Entry.

St Editha's Square: Work continues on designing the square and the public realm component of the programme. Staffordshire County Council Highways team completed a

walk around with the FHSF team and ownership of the square showing adopted highways and areas owned by Tamworth Borough Council was identified as part of this.

Castle Gateway: Discussions have been held with the Nationwide Building Society regarding the structural requirements for their fit out in the former Peel Café. Ongoing issues regarding fire escape routes continue. However, a fire consultant has been engaged and a solution has been found. Nationwide are currently looking at amended plans with the fire solution to ensure this meets their needs and is factored into the fit and layout they require. Planning submissions are expected in the Spring.

Survey work has been undertaken for the Market Street properties and conservation experts have visited the site, as well as discussions with Staffordshire archaeology department regarding the historic considerations due to the listings of the properties and their proximity to the castle. Options for the widening of the bridge are being drawn up, however the proximity of elements of the scheduled monument have raised issues which are currently being designed out, again liaison with the relevant bodies continues.

Gungate

A red book valuation process has been undertaken with Staffordshire County Council which seeks to evaluate Tamworth Borough Council and Staffordshire County Council landholdings on Spinning School Lane North. The outputs of this are available and will inform future discussions.

As at March 2022 there have been no further discussions with the new police station owners.

Discussions held with Homes England (HE) to assist the Borough Council in unlocking the potential of regeneration sites across the town continues informally between the Economic Development (ED) team and HE officers. A number of meetings have been held and site visits undertaken to build relationships and scope the potential for regeneration. A draft Memorandum of Understanding is expected to be received shortly.

Work on a car park demand study is underway, financed by HE, the outputs of which will be available shortly. HE has confirmed that they have secured (internally) significant funding to start to investigate the potential of the Spinning School Lane South Gungate site and this is confirmed as their immediate priority.

Amington Local Centre

The ED Team is working up options to determine the best way to market the site for a local centre at the front of the site.

3. Impact of Welfare Benefit Reform and Covid 19 on Council services

Quarterly updates are presented to monitor the impact of welfare benefit reform changes on Council services including customer demand via monitoring of calls/contacts together with the financial impact of collection and demand for benefits and effect on income streams such as rent, council tax and business rates. COVID19 has inevitably also had an impact on these matters

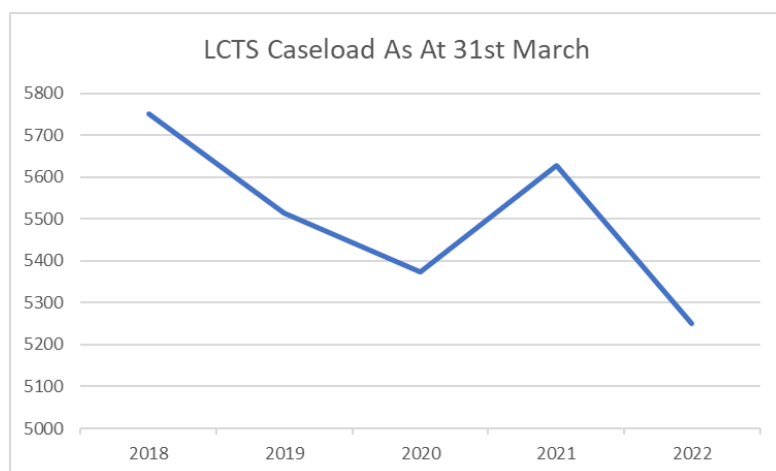
Benefits

A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £138k (£172k at 31st March 2021) with 207 successful claims from 325 applications (compared to 236 successful claims from 336 applications at 31 March 2021). There is a 3-week backlog (2 weeks as at 31st March 2021) of claims still to be processed.

Local Council Tax Reduction Scheme (LCTRS) claims are lower than 2020/21 (5,055 claimants as at 31st March 2022 compared to 5,354 at 31st March 2021) with a total scheme cost of £4.7m (£4.5m in 2020/21).

Discretionary council tax support totalling £95k has been granted up to 31st March 2022. It has increased significantly in the last quarter due to additional funds being made available through the Household Support Fund. A different hardship scheme was in place throughout 2020/21, awarding up to £150 additional council tax support to recipients of less than 100% council tax support. This was in addition to the ongoing discretionary council tax support scheme therefore, the total discretionary payments made up to 31st March 2021 was significantly higher; £492k.

Live caseload figures are currently 5,250 compared to 5,628 at 31st March 2021, 5,374 at 31st March 2020 and 5,514 at 31st March 2019. This reflects the general downwards trend aside from the increase in 2020/21 due to the pandemic.



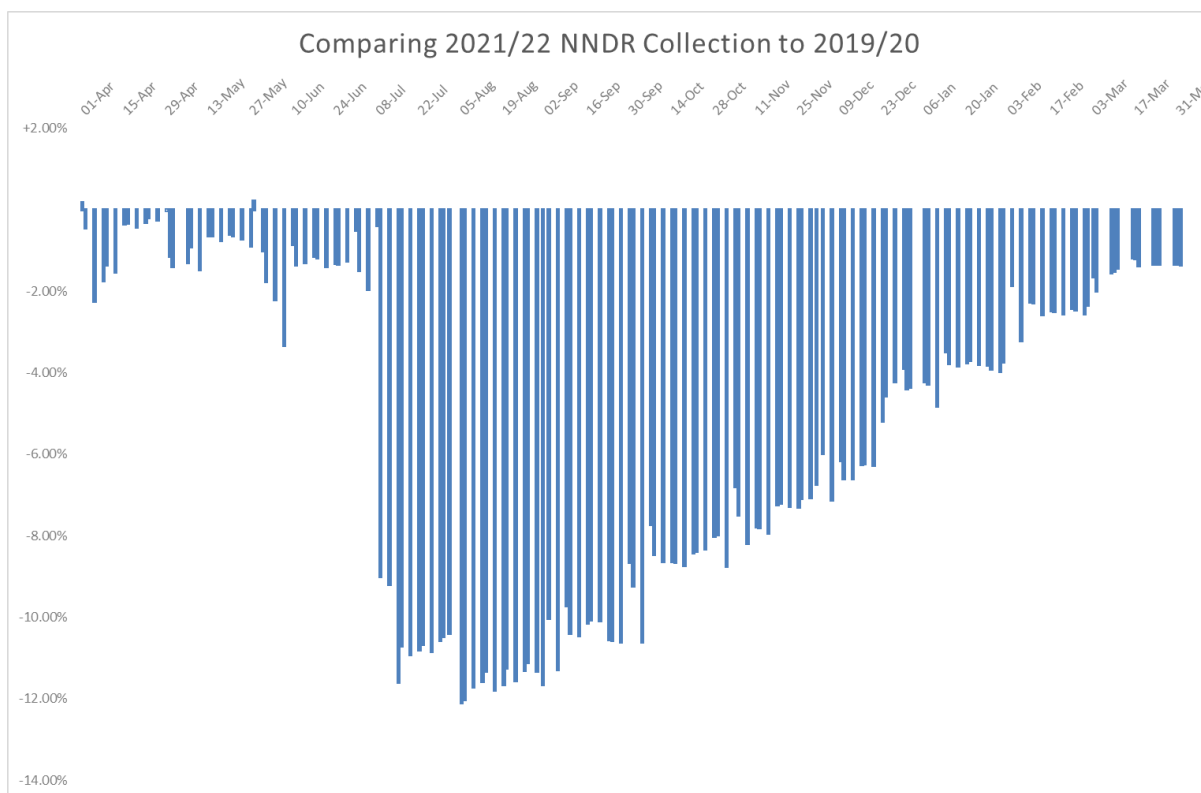
Revenues

Recovery actions have been eased to a degree due to the pandemic with a more generous approach to arrangements to pay. Also, court time has been limited so instead of one hearing per month there were just four hearings in 2020/21 commencing in December and nine hearings in 2021/22.

NNDR

Collection performance is below target with **Page 19** unchanged from before the pandemic -

current year collection levels are at 97.6%, below target by 1.4% at 31st March (98.9% as at 31st March 2020 and 97.7% as at 31st March 2021). There was an impact on collection performance from 1st July following the removal of the 100% retail relief and there were some substantial debits raised late in the financial year which could not be collected until 2022/23. Court costs are £9.4k, above the anticipated level of £5.5k.



Reminders (802 for 2021/22) are at higher levels than 2019/20 levels (630) with summons and liability orders also at higher levels than 2019/20. There have been 232 summons and 123 liability orders (compared to 147 and 95 respectively). There have been 22 enforcement agent referrals in 2021/22 (61 referrals in 2019/20) due to the first court hearing for 2021/22 debts being delayed until 29th June as well as a more generous approach adopted for arrangements. There has been an increase in cases for 2021/22 as the extended retail relief reduced from 100% to 66% for many businesses from 1st July 2021.

In December 2021 the Department for Levelling Up, Housing & Communities announced funding for additional relief in respect of 2021/22 business rates, called the Covid-19 Additional Relief Fund (CARF) an amount of £1.6m has been made available for Tamworth Borough Council to grant as rates relief to businesses that have been adversely affected by Covid-19 that have not received relief under the existing rates relief schemes. The scheme is devised locally and has been reported on separately.

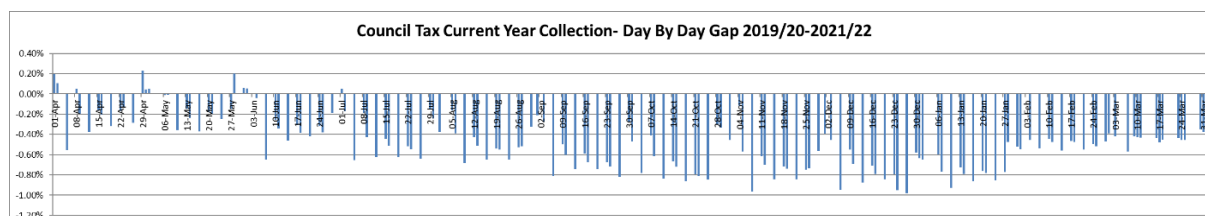
Arrears reduction in respect of 2020/21 stands at 50.6% compared to a target of 50.0%.

Council Tax

Reminders are 7% lower than 2019/20 levels (12,225 at the end of 2021/22 compared to 13,194 for 2019/20) with summonses and liability orders at higher levels (4,280 summonses compared to 3,714 in 2019/20 with 3,155 liability orders compared to 2,878). Attachment of earnings and enforcement agent referrals are at lower levels (308 attachments compared to 395 across 2019/20 and 493 referrals compared to 1,619 in 2019/20) however there were also 1,814 cases passed to Enforcement Agents for pre-compliance action which may have subsequently led to further action by the Agents.

There remains a backlog in processing of correspondence due to additional workload created by the payment of significant levels of grants and reliefs to local businesses arising from the pandemic as well as reduced resources within Revenues due to illness and vacant posts. The Revenues Billing Team backlog has increased from 5 working days at the end of December 2021 to 32 working days at the end of March 2022 (2 working days at 31st March 2020).

The current year collection level of 97.6% is lower than the target of 98.0%, this is also behind the 2019/20 collection performance of 97.9%.



Court cost income is behind that anticipated by £18k at £237k. Arrears collection in respect of 2020/21 of 47.9% is slightly behind the target of 50.0%.

As at 31st March 2022 there were 1,973 live Council Tax universal credit cases. The collection rate for universal credit cases was 80.1% (of a £681k collectable debit) compared to our overall collection rate of 97.6%. The difference shows universal credit collection approximately £119k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 29.8% compared to 73.3% overall, while roughly 1.5% are subject to arrangements compared to an overall figure of 0.5%. In addition, 1,807 reminders have been sent in respect of the 1,973 universal credit cases (11,488 for 34,137 overall liabilities). 21% of live cases have received a summons for non-payment, compared to a figure of 5% overall.

Housing

Summary information provided below explains the increase in numbers of tenants in receipt of Universal Credit as per 2020/21 and 2021/22.

Indicator	Qtr 3 2020/21	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22	Qtr 3 2021/22	Qtr 4 2021/22
Number of Council Tenants on Universal Credit	1,363	1,449	1,519	1571	1556	1617
Number of Council Tenants on Universal Credit in Rent Arrears	980	680	954	987	1077	749
Percentage of Council Tenants on Universal Credit in Rent Arrears	71.9%	46.9%	62.8%	62.8%	69.2%	46.3%
Number of Council Tenants on Universal Credit not in Rent Arrears	383	769	565	584	479	868

Percentage of Council Tenants on Universal Credit not in Rent Arrears	28.1%	53.1%	37.2%	37.2%	30.8%	53.7%
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Total rent arrears (excluding former tenants) at 31st March 2022 were £519k compared to £481k at 31 March 2021 – an increase of £38k (compared to a £26k decrease in the preceding year).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £1.83m at 31st March 2022, compared to £1.78m at 31 March 2021, an increase of £45k (compared to a £64k reduction between 31 March 2020 and 31st March 2021).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) were £1.78m at 31 March 2021, compared to £1.84m at 31 March 2020, a reduction of £64k (compared to an increase of £6k between 31 March 2019 and 31 March 2020).

Write Offs

The Assistant Directors and Heads of Service are responsible for the regular review of debts and consider the need for write off and authorise where necessary appropriate write offs in line with the Corporate Credit Policy.

The position for the fourth quarter of the financial year reported to be reported to Cabinet is shown below.

Type	01/04/21 – 31/03/22
Council Tax	£37,232.71
Business Rates	£2,581.53
Sundry Income	£802.72
Housing Benefit Overpayments	£30,579.02
Housing	£103,457.08

It is still too early to know what effect the pandemic will ultimately have on the economy and resident's ability to pay in the future. It should also be noted that collection levels for prior year debts have returned close to normal levels.

The pandemic has affected people in a number of ways and many of our residents/customers continue to be financially impacted by the crisis, but it should be noted that at present we would not consider the write off of debts unless we have pursued them to the fullest extent (and as a last resort). In cases where extreme hardship has been identified discretionary housing payments and additional council tax reductions have been made, as noted elsewhere in this report, as well as writing off accumulated previous year debt.

The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off in accordance with the schemes of delegation prescribed in the Corporate Credit Policy.

The Council views such cases very much as exceptions. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt together with any factors that it feels are relevant to the individual case.

Universal Credit

With regard to the roll out of universal credit, the current indicators show:

Indicator	Qtr 4 2018/19	Qtr 4 2019/20	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22	Qtr 3 2021/22	Qtr 4 2021/22
live caseload figure	5,514	5,374	5,628	5,575	5,465	5,288	5,055
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788	8,423	8,263	8,228
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519	1,571	1,556	1,617
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954	987	1,077	749
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	62.8%	62.8%	69.2%	46.3%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565	584	479	868
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	37.2%	37.2%	30.8%	53.7%
Number of Council Tax Payers on Universal Credit	745	1,254	1975	2,024	2,010	1,986	1,973
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	425	458	507	420
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.0%	22.8%	25.5%	21.3%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1712	1,599	1,552	1,479	1,553
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	79.0%	77.2%	74.5%	78.7%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	6,010,269	5,836,961	5,731,629	5,627,616
Discretionary Housing Payments made - Year to date	140,303	135,782	171576	28,083	61,532	105,690	138,331
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148625	24,317	58,695	92,536	121,294

4. Medium Term Financial Strategy 2021/22 to 2025/26 monitoring

General Fund

When Council approved the 2021/22 Budget and Medium Term Financial Strategy (MTFS) on 23rd February 2021, the impact of the Covid-19 pandemic on the economy and ultimately the impact for the Council's finances was uncertain - including any lasting effects for individual businesses and their employees. Social distancing measures have continued impacting mainly on the Council's ongoing income receipts.

For two years, the government has only held single-year Spending Reviews, with 2019 being a single year due to the political turbulence around Brexit, and 2020 being a single year, given the COVID-19 pandemic. However, on 7th September 2021, the Chancellor wrote to Secretaries of State to confirm the government's intention to complete a multi-year Spending Review (SR2021), setting revenue and capital budgets for 2022/23 to 2024/25.

As part of the recent Spending Review, no announcement was made about the government's plans for funding reform or a reset of the Business Rates Retention (BRR) system, both of which were originally expected to be implemented in 2019/20, but which have been delayed a number of times.

The 2022/23 local government finance settlement has now been published, for one year only and is based on the Spending Review 2021 (SR21) funding levels. This is the first time since 2015 that, in the context of a multi-year Spending Review, the government has only provided local authorities with a single-year settlement.

No detailed announcements are made on funding reform, though the following statement is made:

'Government is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources. The data used to assess this has not been updated in a number of years, dating from 2013-14 to a large degree, and even as far back as 2000. Over the coming months, we will work closely with the sector and other stakeholders to update this and to look at the challenges and opportunities facing the sector before consulting on any potential changes.'

As part of this we will look at options to support local authorities through transitional protection. Councils should note the one-off 2022/23 Services Grant provided in the Local Government Finance Settlement in 2022/23 will be excluded from potential transitional protections.'

While this means the Council will be able to retain its business rate growth for 2022/23, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2023/24 as, over the coming months, the Government have stated that they will work with the sector before consulting on funding reform.

There is a high risk that these reforms will have a significant effect on the Council's funding level from 2023/24.

It is also the Government's intention to look again at the New Homes Bonus scheme and explore the most effective way to incentivise housing growth. In the longer-term, the Government remains committed to reform and want to take time to work with local authorities to make sure that the approach is right following the planned reviews.

Updated Forecasts

In light of the ongoing impact of Covid-19 on the Council's MTFs, managers were again asked to review their budgets and identify all non-essential spending for 2021/22 as part of the quarter three projections at 31 December 2021 – as part of a managed underspend plan.

As a result, the updated General Fund Draft MTFs forecast at quarter three showed that over the three year period to 2024/25, there will be balances of £2.7m (compared with the previous forecast shortfall of £1.7m) with a shortfall in balances of £0.9m over the 4 years to 2025/26 increasing to £4.4m in 2026/27 (the shortfall was previously £5.4m over the 4 years to 2025/26 increasing to £9.3m in 2026/27).

Following receipt of the Local Government Finance Settlement and the updated forecast in February 2022, the MTFs projections now identify General Fund balances of £2.8m over 3 years – with a shortfall of £1m by 2025/26 and £4.6m over the 5 years to 2026/27, including the minimum approved level of £0.5m.

Housing Revenue Account (HRA)

With regard to the Housing Revenue Account, a five-year MTFs was approved by Council including significant investment in meeting future housing needs to sustain the HRA in the longer term.

As a result of the updated HRA Draft MTFs forecast at quarter three showed that over the three-year period to 2024/25, balances of £2.7m will remain (compared with the previous forecast of £1m) with a balances of £2.4m over the four years to 2025/26 reducing to £2.3m in 2026/27 (a shortfall in balances was previously forecast at £0.6m over the four years to 2025/26 increasing to £1.2m in 2026/27).

The MTFs projections, approved by Council in February 2022, now identify HRA balances of £2.4m over three years with a balance of £2m over the four years to 2025/26 reducing to £1.8m in 2026/27, including the minimum approved level of £0.5m

Recovery and Reset Programme

In light of the ongoing impact of Covid-19 on the Council's MTFs, Managers have again been asked to review their budgets and identify all non-essential spending for 2021/22 as part of the quarter 2 projections at 30 September 2021 – as part of a managed underspend plan.

Cabinet on 22nd October 2020 approved the Recovery and Reset programme which aims to consider how we can tackle the financial challenges facing the council as a result of the coronavirus pandemic. This will include reviewing services, reducing waste demand on services (basically this is any action or step in a process that does not add value to the customer), exploring opportunities for income generation and identifying any further savings.

An update including recommendations for the next steps was approved at Cabinet 29th July 2021 including the continuing work the agreed actions to address the financial position in future years:

1. Financial Management and Commerciality – Seeking to remove historic underspends and adopt an in-service approach to rigorous and controlled spending.
2. Smart Working – Exploration of the business impacts around current levels of home working and what the future is for AGILE working.

3. Building Requirements and Utilisation – Consideration of the best use of all our property assets to ensure the council’s resources are focused on front line service delivery.
4. Front Reception and Customer Service Offer – Exploration of customer service models to assess the impact of front reception closing during the pandemic and how acceleration of digitising services can be delivered whilst ensuring our most vulnerable customers retain face to face services.
5. Service Re-design and Review – An organisational wide review of each service to identify short, medium and longer-term opportunities to improve delivery of services central to the council’s core purpose and strategic aims.
6. Third Sector Support and Vulnerability Strategy – Recognising that one of the most positive outcomes to the Pandemic is the overwhelming ability of ‘anchor organisations and communities’ to mobilise and support each other, this project will explore how the Council’s commissioning framework can be aligned to build on these foundations going forward and how we define and develop our vulnerability strategy, building on the baseline assessment commissioned over the summer.
7. Economy and Regeneration - Work has continued on the future of our high street and alongside this the economic recovery and regeneration of Tamworth is central to our future Recovery and Reset.

Together with any opportunities arising from the response to the Covid-19 pandemic, for Member consideration during the budget process.

The overriding goal is to make sure our organisation remains fit for the future, while protecting services to the most vulnerable in our community.

General Fund

	General Fund						
MTFS Projections 2020/21 - 2026/27	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2021	(6,753)	(6,547)	(3,845)	(526)	2,790	6,544	-
Revised Forecasts:							
Revised Forecast Balances - July 2021	(8,003)	(8,013)	(5,172)	(1,792)	1,469	5,169	-
Central Case Forecast Balances - October 2021	(8,003)	(8,630)	(5,309)	(2,086)	1,182	4,855	8,850
Draft MTFS Forecast January 2022	(8,003)	(8,630)	(8,176)	(5,518)	(2,750)	428	3,937
MTFS Forecast January 2022	(8,003)	(8,691)	(8,434)	(5,669)	(2,796)	488	4,104

As a result, the updated General Fund MTFS forecast shows that over the three-year period to 2024/25, there will be balances of £2.8m (compared with the previous forecast of £2.75m) with a shortfall in balances of £1m over the four years to 2025/26 increasing to £4.6m in 2026/27 (the shortfall was previously £0.9m over the four years to 2025/26 increasing to £4.4m in 2026/27).

Further savings of around £0.9m p.a. will be required over the next five years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year-on-year ongoing saving of £0.3m over five years.

The forecast has been updated to include:

Proposed Change:	Budget Impact
<i>Savings / increased income</i>	
S31 Grant Compensation for reduced Business Rates 2021/22 (transfer to reserve in 2021/22 & from reserve 2022/23)	£(939)k 2022/23 only
Collection Fund surplus – Council tax (was £(33)k)	£(105)k for 2022/23 only
Section 31 grant income following Business Rates NNDR1 forecast	£(2.017)m for 2021/22 only
Updated Lower tier grant	£(2)k for 2022/23 only
Revised underspend period 9	£(59)k in 2021/22 only
Final Revised recharges	£(26)k p.a.
<i>Additional costs / reduced income</i>	
Reduced Business Rates following NNDR1 forecast	£1.667m for 2022/23 only
Business Rates Collection Fund Deficit following NNDR1	£939k for 2022/23 only
Revised Business Rates Levy – 50% of retained business rates growth (was £937k) following NNDR1 forecast	£175k for 2022/23 only
Capital programme – revenue costs	£10k p.a.
Reduced R&R savings – Voluntary Sector Grants	£40k p.a.
Castle Salaries – revised grades	£6k 2022/23 then £8k p.a.
Communications Team – permanent full time Head of Service	£0.5k p.a.
Assets Team Restructure (GF)	£51k p.a.
Revenue maintenance costs associated with Audio/Video technology for Town Hall	£12k p.a. from 2023/24
WMCA fee increase	£5k p.a. from 2022/23 & another £5k p.a. from 2023/24
Inflationary impact of policy changes	£0.3k p.a. year on year from 2024/25 (£2k over 5 years)

Balances also held within earmarked reserves for Transformation and Business rates retention will also be available to support the budget and MTFs.

In addition, following finalisation of the provisional outturn underspend for 2021/22 of £0.6m, additional balances of £0.6m are now reported (with closing balances of £9.3m).

Housing Revenue Account

	Housing Revenue Account						
MTFS Projections 2020/21 - 2026/27	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2021	(4,866)	(4,523)	(3,160)	(3,069)	(2,790)	(2,665)	-
Revised Forecasts:							
Revised Forecast Balances - July 2021	(5,610)	(5,257)	(3,921)	(3,859)	(3,609)	(3,512)	-
Revised Forecast Balances - October 2021	(5,610)	(5,581)	(3,152)	(2,178)	(1,046)	88	661
Draft MTFS Forecast January 2022	(5,610)	(5,581)	(3,650)	(3,160)	(2,705)	(2,414)	(2,325)
MTFS Forecast February 2022	(5,610)	(5,335)	(3,384)	(2,875)	(2,401)	(2,041)	(1,833)

As part of the approved MTFS in February 2022, a balanced five-year forecast was presented for the Housing Revenue Account (HRA).

As a result, the updated forecast, over the three-year period to 2024/25, balances of £2.4m are projected with balances of £2m over the four years to 2025/26 reducing to £1.8m in 2026/27 (balances were previously forecast at £2.7m in 2024/25, £2.4m in 2025/26 and £2.3m in 2026/27).

The forecast has been updated to include:

Proposed Change:	Budget Impact
<i>Savings / increased income</i>	
Revised recharges	£(51)k p.a.
Additional costs / reduced income	
Capital programme – revenue costs	£200k over 5 years
Assets Team Restructure (HRA)	£70k p.a.
Revised underspend period 9	£(246)k in 2021/22 only

In addition, following finalisation of the provisional outturn underspend for 2021/22 of £0.9m, additional balances of £0.8m are now reported (with closing balances of £6.2m).

5. Financial Healthcheck – Provisional outturn period 12, March 2022

Executive Summary

This section of the report summarises the main issues identified at the end of March 2022 and is the 'best estimate' of the projected outturn at this time, though subject to the completion of final account working papers and audit procedures.

Details relating to the summary including Directorate commentaries will be available from Corporate Accountancy.

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	YTD Variance £000	Period 11 Predicted Outturn Variance	Comment
Chief Executive	1,569	1,464	(105)	-	Underspend on Joint Waste Unit arrangement
AD Growth & Regeneration	1,389	1,251	(138)	(30)	Short stay car parking income exceeded expectations, other minor variances
ED Organisation	466	447	(19)	(1)	Minor variances
AD People	329	240	(89)	10	Minor variances
AD Operations & Leisure	3,533	3,530	(3)	58	Minor variances
ED Finance	9	9	-	-	
AD Finance	(9,052)	(9,088)	(36)	(207)	Covid 19 Government Grants
AD Assets	(1,060)	(1,171)	(111)	(65)	Additional income re Marmion House, other minor underspends
AD Neighbourhoods	1,188	1,156	(32)	(3)	Minor variances
AD Partnerships	993	936	(57)	2	Minor variances
Total	(636)	(1,226)	(590)	(236)	

The projected full year position identifies a favourable variance against budget of £590k (£236k reported at period 11). This projection has highlighted several budget areas with significant variances (detailed at **Appendix A**).

Capital

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000
Chief Executive	95	-	(95)	95	95
AD Growth & Regeneration	15,454	2,563	(12,891)	12,864	15,427
AD People	253	121	(132)	132	253
AD Operations & Leisure	1,565	392	(1,172)	1,169	1,562
AD Finance	12,131	4,083	(8,048)	4,000	8,083
AD Assets	1,538	617	(921)	849	1,467
AD Neighbourhoods	46	46	-	-	46
AD Partnerships	-	-	-	-	-
GF Contingency	120	-	(120)	120	120
TOTAL GENERAL FUND	31,201	7,823	(23,378)	19,230	27,053

The provisional outturn on capital schemes spend is £7.823m (£9.503m projected at period 11) compared to a full year budget of £31.201m (this budget includes re-profiled schemes from 2020/21 of £15.548m).

At this point it is proposed that £19.230m should be re-profiled into 2022/23 (£17.484m projected at period 11) which will be subject to Cabinet approval.

A summary of Capital expenditure by Directorate can be found at **Appendix B**.

Balances

Balances on General Fund are projected to be in the region of £9.28m at the year-end from normal revenue operations (£8.927m projected at Period 11) compared to £8.69m projected within the 2022/23 budget report – additional balances of £590k.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £354k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

Members should be aware that any unplanned call on the above balance could adversely affect our ability to resource activity within the current medium term financial plan.

Housing Revenue Account

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	YTD Variance £000	Period 11 Predicted Outturn Variance £000
HRA Summary	(9,056)	(9,035)	21	1
ED Communities	-	8	8	9
AD Operations & Leisure	145	183	38	52
AD People	-	(24)	(24)	(20)
AD Assets	405	158	(247)	14
AD Neighbourhoods	3,365	3,319	(46)	77
Housing Repairs	5,485	4,872	(613)	239
Total	344	(519)	(863)	372

The projected full year position identifies a favourable variance against budget of £863k (£372k unfavourable reported at period 11). Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

Capital

HOUSING REVENUE ACCOUNT	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000
AD Assets	21,358	9,993	(11,365)	11,198	21,190
HRA Contingency	100	-	(100)	-	-
TOTAL HOUSING REVENUE ACCOUNT	21,458	9,993	(11,465)	11,198	21,190

The provisional outturn on programmed capital schemes is projected to be £9.993m (£11.495m projected at period 11) compared to a budget of £21.458m. It is also proposed that £11.198m be re-profiled into 2022/23 (£9.051m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

Total Capital Programme

The provisional outturn on programmed capital schemes is projected to be £17.816m (£20.998m projected at period 11) compared to a budget of £52.659m. It is also proposed that £30.427m be re-profiled into 2021/22 (£26.535m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

A summary of Capital expenditure by Directorate can be found at **Appendix B**.

Balances

Balances on the Housing Revenue Account are projected to be in the region of £6.199m at the year-end (£4.896m projected at period 11) compared to £5.336m projected within the 2022/23 budget report – additional balances of £795k.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £1.235m) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

Corporate Plan Project Updates

Corporate Capital Strategy - Project highlight report

Project due date	31 st October 2022
Overall Project Status (Indicate by typing yes in the appropriately shaded box below)	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
MTFS to include consideration of Capital Expenditure	October 2019	LP	Completed
Monthly Capital Monitoring Reports	From June 2019	LP	Completed
Review Capital Appraisal Process	October 2019	LP	Completed
Review Asset Management Strategy – incorporating revised Stock Condition Survey	October 2022	PW	
Review of Building Repairs Fund (BRF) and planned approach to be developed	August 2022	PW / LP	
Review of Commercial Property – monitoring of performance to be established	August 2022	PW / LP	

Key milestones achieved	Date milestone achieved
Capital Strategy included with Budget and MTFS presented to Cabinet 24 th January 2019 and Joint Scrutiny Cttee 30 th January 2019	January 2019
Feedback received from Link Asset Services and subsequent amendments/updates made to strategy 2019/20	2019/20
ASSG meetings scheduled 1/4ly in diaries starting 28/03/19 – and resumed September 2020 following cancellations due to Covid 19	
ASSG on 26/09/19 reviewed progress for Agreed Capital Programme; considered and agreed report on “Whole Life Costing” and reviewed progress on Capital Strategy Action Plan	September 2019
Draft Capital Budgets for 2020/21 onwards considered by CMT 16/10/19	
Draft Capital Budgets for 2020/21 onwards included in base budget report to Cabinet 28/11/19	November 2019
Initial assessment/baseline position for monitoring BRF and Commercial Property established December 2019	December 2019
2020/21 Draft Capital Strategy included with Budget and MTFS presented to Cabinet 22 nd January 2020 and Joint Scrutiny Cttee 29 th January 2020	January 2020
2020/21 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2020/21 approved by Cabinet 20 th February 2020 and Council 25 th February 2020	February 2020
2021/22 Final Capital Strategy included with Corporate Vision, Priorities Plan, Budget & MTFS 2021/22 approved by Cabinet 18 th February 2021 and Council 23 rd February 2021	February 2021
Final Non-Housing Asset Survey report received following work completed by Michael Dyson Ltd, with draft Asset Strategy gap analysis report	December 2021

Implement Customer Portal -Project highlight report

Project due date	30 th November 2021
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
CRM Activity <ul style="list-style-type: none"> Single Person Discount Process User Acceptance Completed by CST <ul style="list-style-type: none"> Revenues – tested 	COMPLETE	JSh	Completed
Portal – Portal 360 TBC controlled work <ul style="list-style-type: none"> SPD Portal process UAT to be completed at Phase 2 – see below Stage 2 – Complete Processes <ul style="list-style-type: none"> remaining Council Tax Viewers Moves Processes 	30/01/2022	Jsh	Completed
Portal – Portal 360 Civica controlled work <ul style="list-style-type: none"> Pay360 process to be put into Portal <ul style="list-style-type: none"> remaining Council Tax viewers My Requests tracker in Complaints 	30/01/2022	WB (Civica)	Completed
Knowledge Transfer <ul style="list-style-type: none"> All sessions delivered Self-sufficiency achieved in process building One day training owed to TBC and banked for 2022 	COMPLETE	JSh	Completed

Key milestones achieved	Date milestone achieved
<ul style="list-style-type: none"> Test Portal created and skinned to fit in with Tamworth.gov.uk website 	31/12/19
<ul style="list-style-type: none"> Knowledge Transfer Session – System Admin 	16/12/19
<ul style="list-style-type: none"> Knowledge Transfer Session – Single Person Discount - Process Mapping & Customer Journey – delivered 22/01/2020 	22/01/20
<ul style="list-style-type: none"> System Admin – Build Elements w/c 3rd Feb 	24/02/20
<ul style="list-style-type: none"> Customer Journey Build w/c 24th Feb 	02/06/20
<ul style="list-style-type: none"> Portal user authentication completed 	12/05/20
<ul style="list-style-type: none"> Outstanding documentation ratified and delivered back to Civica 	17/06/20
<ul style="list-style-type: none"> Move Process go Live 	17/07/20

• Final Single Person Discount process build sessions delivered	15/07/20
• Address synchronisation implemented	17/08/20
• Final knowledge transfer session delivered	19/08/20
• Address synchronisation between Local Land and Property Gazetteer process implemented	31/08/20
• Single Person Discount user acceptance testing started	01/09/20
• Capita provide technical documentation to support development of Academy integration	28/09/20
• V29 Upgrade implemented in Test	02/11/20
• Portal Customer Journey Workshop with Civica consultants delivered	16/12/20
• Styling Workshop completed	31/12/20
• Live Portal Server software installed	26/02/21
• Portal infrastructure installed on Live server	26/02/21
• Service Desk to install certificate, register DNS name mytamworth.gov.uk and install Outlook on scheduler server	12/03/21
• New Civica Project Manager – Project revised completion plan written and received	01/03/21
• Handover of project management from Knowledge Performance & Insight Manager to Digital Customer Experience Manager and Head of Customer Experience	23/03/21
• Revenues & Benefits met testing deadline w/c 10 th May	10/05/21
• Report It into live	03/06/20
• Complaints into live	24/05/21
• Demo CMT 10 th June	10/06/21
• Exploring reporting (Mas)	10/06/21
• Digital360 v29 upgrade implemented	07/07/21
• Updated complaints processes to reflect current structure – testing complete, issues identified and plan in place to rectify	07/07/21
• Post Upgrade Testing complete	23/07/21
• Testing of payments process	24/09/21
• Data work for LLPG synchronisation (Ian)	30/09/21
• Payments facility installed	30/09/21
• LLPG into Live & Tested	19/11/21
• De-Duplication complete & tested	18/11/21
• Processes into live for soft launch	06/12/21
• Soft Launch	15/12/21
• Complete Post Implementation Review (Phase 1)	02/02/22
• Prepare communications plan	04/02/22
• Training for Information Governance Team on Complaints	25/02/22
• Handover Complaints Process to Information Governance Team	04/04/22

Leisure Strategy - Project highlight report

Project due date	30 th December 2022
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
<p>Review evidence from the Leisure Services priority review in conjunction with Future High Street proposals and Gungate consultation (currently underway)</p> <p>Report to cabinet defining revised scope of the project with timelines for endorsement and delegation of contract award. Report to now include decision to postpone the completion of the leisure strategy at this time (complete)</p>	Aug 2021	AG/SMcG	Completed
<p>Tender for Indoor & Outdoor sports facilities assessment, including a review of the open spaces assessment, together with the feasibility study for Gungate Leisure provision has been delayed but has now been published for consideration by the market. Post covid the 'leisure' requirement may look very different</p> <p>National consultation under way – LGA,CLOA and APSE leading on 'Uniting the Movement' -Sport England's 10-year strategy</p> <p>Local consultation may be required on brief once completed.</p>	Oct 2021	AG/SMcG/AM	
<p>Three phase tender for external consultants</p> <ul style="list-style-type: none"> • Phase 1 - new Indoor and Outdoor Leisure Facilities Assessment • Phase 2 - new open space assessment • Phase 3 – feasibility study for leisure facilities within the Gungate project <p>Submissions to be returned by mid November 2021</p> <p>No submissions received in November - although 8 expressions of interest</p> <p>Investigation of tenderers revealed timeline too tight</p> <p>Tender relaunched closing date 20th January 2022 –</p> <p>this was further extended to February 10th at tenderers request</p>	Oct 2021 January 2022	SMcG SMcG AM	Tender award and process completed
<p>External consultants Knight, Kavanagh and Page appointed</p> <p>Initial meetings and confirmation of brief</p> <p>Evidence gathering commenced with local cubs/providers.</p>	April 2022 May 2022	AG/SMcG/AM	Ongoing and on track
<p>Produce Indoor & Outdoor sports facilities assessment</p> <p>Adoption by Council</p> <p>- this should inform leisure elements to be included in the new Gungate Development.</p> <p>Produce Gungate Cost analysis for Leisure activities.</p> <p>Produce new playing pitch spaces assessment</p>	Feb 2023 Mar 2023 Sept 2022 Sept 2022 Oct 2022	AG/SMcG/AM	Work underway and on track

Key milestones achieved	Date milestone achieved
Report to Cabinet complete	July 2021
Tender published	October 2021
Tender republished	Dec 2021
Tender awarded to Knight, Kavanagh and Page	April 2022

Net Zero Carbon - Project highlight report

Project due date	2050
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
<p>The following workstreams and targets were approved at Cabinet on the 18 February 2021:</p> <p>STEP 1: Commission a study and research paper to provide the following initial requirements:</p> <ul style="list-style-type: none"> a) Identify TBC's Carbon baseline b) Deliver against bullet points 2, 3 and 4 from the November 2019 climate change declaration recommendations namely to: <ul style="list-style-type: none"> o Provide an approach to ensure that political and chief officer leadership teams embed the climate change agenda into all areas and take responsibility for reducing where practicable, as rapidly as possible, the carbon emissions resulting from the Council's activities. o Provide an approach that enables The Council (including the Executive and Scrutiny Committees) to consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies; and o Provide supporting information regarding the level of investment in the fossil fuel industry that any of our investments have to facilitate a report to the relevant scrutiny committee. <ul style="list-style-type: none"> • Preparation of tender underway • Tender Live • Appointment of consultant • Draft report to be available by the end of 21/22 corporate year. <ul style="list-style-type: none"> • Cabinet/ISAG 	<p>Comp. by the end of 2021/2022</p> <p>July 21 Sept 21 October 21 Final report due May</p> <p>July</p>	AM	
<p>STEP 2: Focussed research to:</p> <ul style="list-style-type: none"> a) establish the feasibility of the solution(s) b) Provide a cost/benefit analysis assessing financial implications along with the effectiveness of potential solutions to inform future investment strategies. c) A timeline of how the Council will achieve its net-zero carbon status by 2050 indicating key decision milestones necessary to achieve Government Targets. d) Deliver against bullet points 1, 5 and 6 from the November 2019 climate change declaration recommendations namely to: <ul style="list-style-type: none"> o Make the Council's activities net zero carbon by 2050 with an aspiration to achieve 2030 should the council be financially able to do so o Provide supporting information that will assist with future budget cycles and the investment strategy to take into account the actions the council will take to address this emergency. 	2023/2024 (subject to review)	AM	

Key milestones achieved	Date milestone achieved
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Organisational Development Strategy - Project highlight report

Project due date	1 st October 2022
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Work streams	Due date	Lead	Workstream RAG status
Project restarted June 2020			
The service redesign element of the recovery and reset programme will have major impact on the Organisational Development Strategy. Due to current capacity consultant support will be procured to support the development of the OD Strategy, consultant to be appointed by end September 2021	September 2021	AG/ ZW	Completed
Development phase October – December 2021	December 2021		Completed
Consultation (employee focus group, HOS, TULG, ELT, CMT, Portfolio Holder)	July 2022	AG/ ZW	
Approval of Strategy by Cabinet	September 2022	AG/ ZW	
Action Plan commence and manage via Pentana	October 2022	AG/ ZW	

Key milestones achieved	Date milestone achieved
Quotes evaluated – preferred supplier identified – IODA	December 2019
Preferred supplier advised of contract award and suggested delay due to COVID-19	February 2020
Feedback provided for the unsuccessful suppliers	March 2020
No challenges received from the unsuccessful suppliers	March 2020
Initial scoping meeting held with IODA	May 2020
Scoping sessions held with CMT, Heads of Service and some Line Managers	June 2020
Programme Developed and approved to be delivered virtually	September 2020
Delivery commenced	December 2020
Programme comprises 7 cohorts with 73 delegates All 7 module 1 completed 3 module 2 completed 360 feedback questionnaires completed for cohort 1 – 3	January 2021
4 cohorts completed module 2 360-degree feedback questionnaire completed for cohort 4-7 121 coaching completed for cohort 1-3	February 2021
Cohorts 1-5 have completed Modules 1-3 Cohorts 6 and 7 have completed Modules 1 & 2	March 2021
All cohorts (cohort 1-7) completed Modules 1-3. Cohorts 1 and 2 have completed Module 4.	April 2021
All cohorts (cohort 1-7 completed Module 1-3. Cohorts 1 – 5 have completed Module 4	May 2021
All training has been delivered. 121 coaching for CMT and Heads of Service scheduled for November 2021	July 2021

External consultant appointed to produce the OD & People Strategy. Consultant has commenced reading relevant corporate documents as background reading.	September 2021
External consultant conducted stakeholder engagement meetings with ELT, CMT representatives and Assistant Director direct reports.	October 2021
External consultant has completed reading relevant corporate documents and facilitated an engagement workshop with the HR team.	November 2021
Draft People and Organisational Development Strategy and Action Plan received for review	December 2021
Draft People and Organisational Development Strategy and Action Plan reviewed by Executive Director, Assistant Director People and Head of HR.	January 2022

Town Centre Programme - Project highlight report

Project due date	31 st March 2022
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Town Centre Strategy	2023/24	MF	Town Centre Masterplan is in the new corporate plan as a project to complete
Gungate Masterplan	2020/21	DH	Completed
TIC		ZW	
Place Investment Strategy	2023/24	MF	Place investment strategy is in the new corporate plan as a project to complete
Car Parking Strategy	2022/23	MF	Car parking is in the new corporate plan as a project to complete
Market re-tender	2021/22	MF	Completed
Communications and Engagement		ZW	
Town Centre Funding Applications	Ongoing	MF	No end date - as and when the opportunities arise.
Future High Streets Fund	2020/21	AM	Completed

Key milestones achieved	Date milestone achieved
<p>Town Centre Strategy</p> <p>The FHSF bid which has been in preparation since January 2019 has in part provided the strategy. The RHSS and LGA work coupled with the reset and recovery inclusive growth strategy will assist in delivery of the rest. The FHSF included a town centre masterplan which formed part of the bid submission.</p> <p>Awaiting £14K LGA money received – work to be concluded July 2021 £67K RHSS money received - work to be concluded February 2021 Awaiting SEP money from GBSLEP – work to be concluded March 2022 – not successful £67K Welcome back funding – business case submitted to government May 2021 - successful.</p> <p>Awaiting Corporate town centre vision. Working up package of town centre support to assist in delivery.</p>	<p>Not achieved in the form envisaged.</p>
<p>Gungate Masterplan</p> <p>Masterplan completed</p> <ul style="list-style-type: none"> Member consultation completed. <p>Delay to public consultation for three reasons 1) workload diverted towards Gungate land assembly (PCC, SCC, Buzz Bingo and Atik) 2) workload diverted towards private sector engagement and potential sig. interest from McCarthy and Stone and 3) need to address concerns that Masterplan duplicates FHSF submission particularly around college/Covid 19 has led to re-thinking of the end uses.</p> <ul style="list-style-type: none"> Minor amends to Masterplan underway. 	<p>October 2019</p> <p>June/July 2020</p> <p>Dec/Jan February 2021</p>

<ul style="list-style-type: none"> Public consultation. <p>Public Consultation completed February 28 2021.</p> <p>Consultation findings presented to ISAG on 25th March 2021 and a way forwards set out in a Cabinet report on the 8th April.2021</p>	<p>March/April 2021</p>
<p>Place Investment Strategy</p> <ul style="list-style-type: none"> Place Investment Strategy Completed in draft Awaiting consultation 	<p>April 2019</p>
<p>Car Parking Strategy</p> <ul style="list-style-type: none"> Benchmarking and baseline exercise completed. Further handover meeting with JS. <p>Since the handover of this service in April 2020 the focus has been on understanding the data that underpins the service including the need to address immediate car parking issues around the infrastructure.</p> <ul style="list-style-type: none"> Policy change submitted to renew car parking infrastructure. Approved in principle for £50K. Task and Finish Group established. Preparation of tender. Tender out to market to replace car parking machines. 3 Tenders received Award of Tender <p>Also agreed at Cabinet – to review fees and charges following 6 months of the new machines in situ – to derive a pricing strategy – workload will fall into 2022/23.</p> <p>Machine install</p> <p>Car park demand study underway with Homes England to further support regeneration initiatives.</p>	<p>September 2020</p> <p>October 2020</p> <p>October 2020 December 2020 February 2021 May 2021 June 2021 September Cabinet</p> <p>May 2022</p> <p>Draft in May</p>
<p>Market re-tender</p> <ul style="list-style-type: none"> Tender prepared and with procurement. Tender published. Contract awarded to LSD Promotions, the incumbent market operator. 	<p>October 2020 March 2021 Contract started Mid May.</p>
<p>Town Centre Funding Applications</p> <ul style="list-style-type: none"> FHSF: £21,652,555. To structurally transform the town centre through three distinct projects. ACHIEVED RHSS funding: £67,455. To re-open the high street and specifically to prepare a town centre action plan. ACHIEVED Cultural Recovery Fund (Castle): £250K. Castle Team delivering various digital and online improvements to castle activities. ACHIEVED Cultural Recovery Fund (Assembly rooms): £126,150 ACHIEVED LGA funding: £14,000. To better understand 1) barriers to innovation and evolution of small and new businesses in the town centre and 2) empowerment of businesses to drive town centre improvements. ACHIEVED Bid to GBSLEP: £60K for delivery of an inclusive growth strategy to deliver reset and recovery. This is Borough-wide and not TC focused but will include the town centre. Not Successful. Cultural Recovery Fund (Castle): £125K ACHIEVED will support costs and also deliver improvement to support the visitor experience. Pre-application form submitted for CRF 3 £49K unsuccessful 	<p>Dec 2020</p> <p>May 2020</p> <p>Nov 2020</p> <p>Nov 2020</p> <p>Announcement Jan 2021</p> <p>Announcement expected December 2020.</p> <p>March 2021.</p> <p>Oct 2021</p>

Future High Streets Fund

- Full Business Case sign off and submission to MHCLG
- Clarifications around calculations requested by MHCLG and submitted (for all bidders).
- Successful award made.

Council 21 July
October 2020
December 2020

Welfare Reform - Project highlight report

Project due date	31st March 2022
Overall Project Status	
3. On track and in control	✓
2. Not on track but in control	
1. Not on track	
Month & Year of update	March 2022

(Traffic light - red, amber, green based on progress to date)

Workstreams	Due date	Lead	Workstream RAG status
Establish Corporate Project group – workstreams mapped as below <ul style="list-style-type: none"> Bi monthly meeting planner sent out for all meetings throughout 2021 		LB	Completed
Transition of Former Tenant Arrears to Mike Buckland's Team in Finance <ul style="list-style-type: none"> Post holder in place from end of September 2021 Management of housekeeping/write offs in addition to former arrears recovery Bi monthly review meetings to track progress and to report on performance 		MB/LP	Completed
Development of a corporate `Welfare Reform Customer Insight, Impact & Performance Data Intelligence` <ul style="list-style-type: none"> Data on all types of welfare benefits across all applicable council departs including UC, HB, DHP, Under Occupation, Council tax reduction, Working tax credit, child tax credit , PIP, benefit cap, state pension, referrals/third sector etc. Customer Experience – capturing customers intelligence; financial hardship, CRM targeting, mosaic data Rents Team – end of financial year rent arrears report & welfare reform impact data Benefits & Council Tax – end of year report for Housing Benefit & Council Tax 	Ongoing	ALL	Completed
To identify third sector commission opportunities and update group monthly <ul style="list-style-type: none"> Personal budgeting/resident support opportunities with County Describe/train/promote on service offer and referrals Opportunities for commissioning – what's offered now and in planning 	Ongoing	KC	Completed
HQN Income Management Accreditation & Annual Workplan <ul style="list-style-type: none"> Refreshing accreditation action plan and service improvement plan informed by HQN ongoing health check commencing April 2021 Delivery of annual Income Management Workplan 2021/22 	November 2021	LB/LL/JC	Completed
Development Corporate Debt Strategy including external supported to be procured Dec 2021 <ul style="list-style-type: none"> Quick quote specification to be completed and published on Intend Feb 22 First draft Corporate Debt Strategy anticipated Spring 2022 	Feb 22	TMM/ALL	Agreed this project would be paused and timetabled within future workplans.


Key milestones achieved

Date milestone achieved

Corporate Project Group established	Bi monthly meetings
Key work-streams identified linked to team work plans	Workplans refreshed at the beginning of each new financial year
Policy change agreed to facilitate FTA transfer to MB's team Debt management group established Good housekeeping underway on former arrears and debt recover	Completed Sep 2021
Third Sector Commissioning. TAC, retendering closing date 25/10/21 Bet the Cold, Winter Relief – funding available and teams trained on how to make referrals. TAM CAM, 84 Families who receive free school meals now identified to have breakfast with Santa Heart of Tamworth, Christmas Day hot meals HomeStart, Christmas present funding Foodbanks & Scared Heart food shop HomeStart, furniture offer	Ongoing
HQN Rent Accreditation submission of evidence prior to final assessment completed & accreditation successfully awarded December 2021	December 2021
Targeted intelligence data gathering of customer insight (financial hardship) at first point of contact now developed and underway	September 2021


Corporate Risk Register 2021/22

Risk heading					
Finance/Financial stability					


Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
To ensure that the Council is financially sustainable as an organisation	05-May-2022	3	3	9	

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Risk heading					
Modernisation and commercial agenda					


Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work	29-Apr-2022	2	2	4	

Risk heading					
Governance					

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Avoid bad practices and contravention of legislative requirements and ensure the authority is held to account	04-May-2022	3	2	6	


Risk heading

Community Focus

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Safety, health and wellbeing of the citizens of the borough	19-May-2022	3	3	9	


Risk heading




Economic Growth and Sustainability

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Lack of economic growth and sustainability in the Borough at the levels required	05-May-2022	3	3	9	

Risk heading

Organisational Resilience

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Failure to provide services or maintain the continued wellbeing and operations within the Borough	19-May-2022	3	3	9	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

General Fund – Main Variances

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Operations & Leisure	ASSEMBLY ROOMS	SALARIES	285,115	252,834	32,281	Recruitment commenced earlier than anticipated with staggered return of staff
		GENERAL CONTINGENCY	-	(62,250)	62,250	Offset with split profit and this is due to Covid 19 closure
		SPLIT PROFIT EVENT TICKET SALE	137,944	189,750	(51,806)	Theatre programme did not reach full capacity until October, shut for Q1 due to Covid guidance
	PUBLIC SPACES	CONTRIBUTION FROM RESERVES	(369,172)	(424,443)	55,271	
	TBC HIGHWAYS MAINTENANCE	MAINTEN HIGHWAY RELATED ASSETS	83,072	121,290	(38,218)	
		MAINTENANCE OF WATER COURSES	71,276	41,140	30,136	
	SPORT PITCHES	CONT TO RESERVES	60,450	12,000	48,450	Contribution to 3G pitch retained fund
AD Assets	ASSET MANAGEMENT	CONSULTANTS FEES	50,000	-	50,000	Unbudgeted cost related to non-housing stock valuation carried out by Jones Lang LaSalle
	COMMERCIAL PROPERTY MANAGEMENT	BAD DEBT PROVISION	(187,026)	(116,910)	(70,116)	Due to outstanding invoices now settled
		RENTS	(646,130)	(757,250)	111,120	Credit note to cancel invoice mostly offset by reduction in Bad Debt Provision
	MARMION HOUSE	CONTRIBUTION-COMMON SERVICES	(86,764)	(33,540)	(53,224)	SCC still occupying 5th Floor - were expected to move 01/04/21
AD Neighbourhoods	HOMELESSNESS STRATEGY	CONT TO RESERVES	187,710	63,860	123,850	HPG being allocated across different areas of Homelessness prevention and B&B costs, resulting in

		GOVERNMENT GRANTS	(297,287)	(217,434)	(79,853)	underspends within those codes to be put into reserve and used towards CAB, funding Housing Customer Temp post, Floating support etc
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DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
Chief Executive	JOINT WASTE ARRANGEMENT	REFUSE JOINT ARRANGEMENTS	1,268,839	1,622,220	(353,381)	Fees and charges now included in the contract fee
		MISC CONTRIBUTIONS	(68,735)	(37,510)	(31,225)	Based on Lichfield D C estimate position
		FEES & CHARGES	-	(270,430)	270,430	Fees and charges now included within the contract fee
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(592,847)	(555,000)	(37,847)	Unstable year with regards to Gov policy on Covid and a cautious budget approach, where income has exceeded expectations
	CASTLE & MUSEUM	CONT TO RESERVES	85,930	25,000	60,930	Reserves for kitchen & professional fees
	ECONOMIC DEVELOPMT & REGEN	GRANTS	(25,669)	15,000	(40,669)	Covid Grants
		CONT TO RESERVES	148,533	35,000	113,533	Town Centre Cabinet report to retain underspends
		GOVERNMENT GRANTS	(124,761)	(14,000)	(110,761)	
	COVID-19 BUSINESS SUPPORT TEAM	CONT TO RESERVES	-	64,930	(64,930)	Government grant to be allocated to Town Centre retained fund
		GOVERNMENT GRANTS	-	(64,930)	64,930	
AD Finance	BENEFITS	PROVISION FOR BAD DEBTS	(92,001)	-	(92,001)	Reduction in bad debt provision required
		COUNCIL TENANT RENT REBATES	6,670,490	6,623,390	47,100	Based on DWP est final claim
		CONTRIB TO COUNCIL TAX BENEFIT	141,401	-	141,401	Household Support Fund Government grant allocated to C Tax Benefit
		GOVERNMENT GRANTS	(143,200)	-	(143,200)	

		PRIVATE TENANT GRANT	(4,706,207)	(4,743,950)	37,743	Based on DWP est final claim
	CORPORATE FINANCE	CIL NEIGHBOURHOOD PROJECTS	-	35,000	(35,000)	Funds not released

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Finance	CORPORATE FINANCE	CONSULTANTS FEES	13,186	49,000	(35,814)	Consultants Fees not spent
		CONT TO RESERVES	1,880,890	2,463,690	(582,800)	Additional contribution to reserve to fund 2021/22 NNDR collection fund deficit arising from expanded retail reliefs scheme (which will be needed in 2022/23 due to the collection fund deficit being funded in the following financial year, as part of the budget setting process for 2022/23)
		NNDR LEVY PAYMENTS	1,830,471	1,162,450	668,021	Additional levy payable due to business rates forecast growth in 2021/22
		MISC CONTRIBUTIONS	(264,934)	(437,590)	172,656	2020/21 levy return expected from pool subject to finalisation of NNDR audits
		CONTRIBUTION FROM RESERVES	(186,370)	(220,730)	34,360	Funds re CIL Neighbourhood Projects not released
		RECHARGE OF INSURANCE PREMIUMS	(84,207)	-	(84,207)	Savings as a result of insurance procurement exercise
		COVID-19	EQUIPMENT FURNITURE & MATERIAL	-	45,000	(45,000)
	WIDER COMMUNITY SUPPORT		320,000	-	320,000	Various Covid 19 grants paid, offset by Government contribution
	ARG1 PAYMENT		120,303	-	120,303	
	ARG2 PAYMENT		116,000	-	116,000	
	ARG4 PAYMENT		300,000	-	300,000	

		BEIS ADDITIONAL RESTRICTIONS GRANT	373,849	-	373,849	
		ARG TAXI GRANTS	65,000	-	65,000	
		CONT TO RESERVES	100,000	-	100,000	Reserves for Revenues and Procurement resourcing
		GOVERNMENT GRANTS	(1,592,633)	(185,000)	(1,407,633)	Government Grants re Covid 19

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Finance	COVID-19	CONTRIBUTION FROM RESERVES	(7,638,260)	(7,550,750)	(87,510)	
	RECOVERY AND RESET	EQUIPMENT FURNITURE & MATERIAL	-	41,000	(41,000)	Funds not yet spent to be c/f in reserve
		CONSULTANTS FEES	170,773	292,600	(121,828)	Funds not yet spent to be c/f in reserve
		CONT TO RESERVES	144,000	-	144,000	Funds not yet spent to be c/f in reserve
	COUNCIL TAX	CONT TO RESERVES	42,805	-	42,805	Funds to be set aside for Benefits discretionary awards
		MISC CONTRIBUTIONS	(55,250)	(13,450)	(41,800)	

Significant variances identified resulting in an increase in net under-spend of £354k

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Operations & Leisure	ASSEMBLY ROOMS	SPLIT PROFIT EVENT INCOME	27,579	78,000	(50,421)	Shortfall in income not as significant as expected
	PUBLIC SPACES	CONTRIBUTION FROM RESERVES	55,271	-	55,271	Actual contribution less than budgeted
	TBC HIGHWAYS MAINTENANCE	MAINTEN HIGHWAY RELATED ASSETS	(38,218)	-	(38,218)	Underspend not predicted
		MAINTENANCE OF WATER COURSES	30,136	(23,000)	53,136	Expected underspend not achieved
AD Assets	ASSET MANAGEMENT	CONSULTANTS FEES	50,000	-	50,000	Unbudgeted cost related to non-housing stock valuation carried out by Jones Lang LaSelle
	COMMERCIAL PROPERTY MANAGEMENT	BAD DEBT PROVISION	(70,116)	-	(70,116)	Due to outstanding invoices now settled
		RENTS	111,120	-	111,120	Credit note to cancel invoice mostly offset by reduction in Bad Debt Provision
	MARMION HOUSE	CONTRIBUTION-COMMON SERVICES	(53,224)	-	(53,224)	SCC still occupying 5th Floor - were expected to move 01/04/21
AD Neighbourhoods	HOMELESSNESS STRATEGY	CONT TO RESERVES	123,850	20,000	103,850	HPG being allocated across different areas of Homelessness prevention and B&B costs, resulting in underspends within those codes to be put into reserve and used towards CAB, funding Housing Customer Temp post, Floating support etc
		GOVERNMENT GRANTS	(79,853)	-	(79,853)	
Chief Executive	JOINT WASTE ARRANGEMENT	REFUSE JOINT ARRANGEMENTS	(353,381)	(270,430)	(82,951)	Fees and charges now included in the contract fee

		MISC CONTRIBUTIONS	(31,225)	-	(31,225)	Based on Lichfield D C estimate position
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(37,847)	-	(37,847)	Unstable year with regards to Gov policy on covid and a cautious budget approach, where income has exceeded expectations
	CASTLE & MUSEUM	CONT TO RESERVES	60,930	24,000	36,930	Reserves for kitchen & professional fees

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Growth & Regeneration	ECONOMIC DEVELOPMT & REGEN	GRANTS	(40,669)	(6,000)	(34,669)	Covid Grants
		CONT TO RESERVES	113,533	16,000	97,533	Town Centre Cabinet report to retain underspends
		GOVERNMENT GRANTS	(110,761)	-	(110,761)	
	COVID-19 BUSINESS SUPPORT TEAM	CONT TO RESERVES	(64,930)	-	(64,930)	Government grant to be allocated to Town Centre retained fund
		GOVERNMENT GRANTS	64,930	-	64,930	
AD Finance	BENEFITS	COUNCIL TENANT RENT REBATES	47,100	(35,050)	82,150	Based on DWP et final claim
	CORPORATE FINANCE	CIL NEIGHBOURHOOD PROJECTS	(35,000)	-	(35,000)	Funds not released
		CONSULTANTS FEES	(35,814)	-	(35,814)	Consultants Fees not spent
		CONT TO RESERVES	(582,800)	(787,220)	204,420	Additional contribution to reserve to fund 2021/22 NNDR collection fund deficit arising from expanded retail reliefs scheme (which will be needed in 2022/23 due to the collection fund deficit being funded in the following financial year, as part of the budget setting process for 2022/23)

		NNDR LEVY PAYMENTS	668,021	767,560	(99,539)	Additional levy payable due to business rates forecast growth in 2021/22
		MISC CONTRIBUTIONS	172,656	-	172,656	2020/21 levy return expected from pool subject to finalisation of NNDR audits
		CONTRIBUTION FROM RESERVES	34,360	(640)	35,000	Funds re CIL Neighbourhood Projects not released
		RECHARGE OF INSURANCE PREMIUMS	(84,207)	-	(84,207)	Savings as a result of insurance procurement exercise

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Finance	COVID-19	EQUIPMENT FURNITURE & MATERIAL	(45,000)	-	(45,000)	Offsetting other minor elements of expenditure e.g., salaries, temp staff and vehicle hire
		WIDER COMMUNITY SUPPORT	320,000	-	320,000	Final account working paper re various Covid 19 grants paid, offset by Government contribution
		ARG1 PAYMENT	120,303	-	120,303	
		ARG2 PAYMENT	116,000	-	116,000	
		ARG4 PAYMENT	300,000	-	300,000	
		BEIS ADDITIONAL RESTRICTIONS GRANT	373,849	-	373,849	
		ARG TAXI GRANTS	65,000	-	65,000	
		CONT TO RESERVES	100,000	40,000	60,000	Reserves for Revenues and Procurement resourcing
		GOVERNMENT GRANTS	(1,407,633)	(124,880)	(1,282,753)	Government Grants re Covid 19

		CONTRIBUTION FROM RESERVES	(87,510)	-	(87,510)	
	RECOVERY AND RESET	EQUIPMENT FURNITURE & MATERIAL	(41,000)	-	(41,000)	Offsetting other minor elements of expenditure e.g., salaries, temp staff and vehicle hire
		CONSULTANTS FEES	(121,828)	-	(121,828)	Funds not yet spent to be c/f in reserve
		CONT TO RESERVES	144,000	-	144,000	
	COUNCIL TAX	CONT TO RESERVES	42,805	-	42,805	Funds to be set aside for Benefits discretionary awards
Various			(407,468)	65,266	(472,735)	Other minor variances

Housing Revenue Account – Main Variances

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Operations & Leisure	CARETAKERS	SALARIES	119,583	84,290	35,293	Agreed overspend to be offset by underspends elsewhere
AD Assets	SERVICE CHARGES	SERVICE CHARGE	(345,080)	(37,400)	(307,680)	Accrual raised for s20 and cleaning/electricity charges
	REPAIRS CONTRACT	SALARIES	230,145	306,160	(76,015)	Underspend due to vacant post, £54k to be put into reserves to cover cost of temp staff
		CONT TO RESERVES	56,930	-	56,930	Reserves created from salaries underspend to fund temporary staff
AD Neighbourhoods	GENERAL	TENANTS CONTENTS INSURANCE	39,184	82,050	(42,866)	Procurement saving
		HOUSE CONDITIONS SURVEY	59,523	142,600	(83,077)	Housing condition surveys have not been completed, remaining amount to be put back into reserves and utilised in 2022/23
		CONT TO RESERVES	84,100	-	84,100	
	INCOME MANAGEMENT	SALARIES	375,349	406,120	(30,771)	Vacant Former Tenant Arrears post
Housing Repairs	REPAIRS CONTRACT	PENSIONS	(15,000)	15,000	(30,000)	This payment was part of settlement figure for previous Wates contract, the payment was made under responsive repairs
		COVID 19 COSTS	559,225	-	559,225	Unbudgeted spend, covid related repairs
		RESPONSIVE REPAIRS	1,023,616	1,500,000	(476,384)	Overestimated accruals at the end of 2020/21, also miscoded expenditure charged to capital
		VOIDS	1,178,881	1,400,000	(221,119)	
		LIFT MAINTENANCE	26,838	65,000	(38,162)	
		STAIRLIFT MAINTENANCE	13,059	45,000	(31,941)	
		MISC. (NON SPECIFIC)	86,905	175,000	(88,095)	Unpredictable spending on this line - ad hoc expenditure

		PLANNED MAINTENANCE	129,510	250,000	(120,490)	No planned maintenance carried out in 4th qtr
		RECHARGABLE WORKS	(69,267)	-	(69,267)	Unbudgeted income from tenants for recovery of repair costs

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
Housing Repairs	REPAIRS	CONT TO RESERVES	82,070	-	82,070	Reserves to continue with project for the fire and risk assessment carried out by Ridge and Partners and £30k for water pump project identified in 2021/22 but not completed
		WATER PUMPS HIGH RISE	-	50,000	(50,000)	
		FIRE SAFETY & RISK ASSESSMENT	22,933	75,000	(52,068)	
Page 58 HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	155,935	193,200	(37,265)	Reduction of arrears
		GENERAL CONTINGENCY	-	110,000	(110,000)	Unused contingency
		ITEM 8 DEBIT	2,686,870	2,745,430	(58,560)	Expected charge below budget
		REVENUE CONTRIBUTION TO CAPITAL OUTLAY	4,775,945	4,427,720	348,225	Affordable Rent contribution to capital reserve
		RENTS	(18,728,568)	(18,650,700)	(77,868)	Increased number of Affordable Rent properties
		GARAGE RENTS	(335,064)	(370,380)	35,316	High number of vacant garages, some linked to the garage development project

Significant variances identified resulting in a favourable change to net underspend of £1.235m

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Assets	SERVICE CHARGES	SERVICE CHARGE	(307,680)	14,478	(322,158)	Accrual raised for s20 and cleaning/electricity charges

	REPAIRS CONTRACT	CONT TO RESERVES	56,930	-	56,930	Reserves created from salaries underspend to fund temporary staff
AD Neighbourhoods	GENERAL	HOUSE CONDITIONS SURVEY	(83,077)	-	(83,077)	Housing condition surveys have not been completed, remaining amount to be put back into reserves and utilised in 2022/23
		CONT TO RESERVES	84,100	6,850	77,250	
Housing Repairs	REPAIRS CONTRACT	PENSIONS	(30,000)	-	(30,000)	This payment was part of settlement figure for previous Wates contract, the payment was made under responsive repairs
		RESPONSIVE REPAIRS	(476,384)	(170,000)	(306,384)	Overestimated accruals at the end of 2020/21, also miscoded expenditure charged to capital
		VOIDS	(221,119)	(15,000)	(206,119)	
		LIFT MAINTENANCE	(38,162)	-	(38,162)	
		STAIRLIFT MAINTENANCE	(31,941)	-	(31,941)	No planned maintenance carried out in 4th qtr
		PLANNED MAINTENANCE	(120,490)	-	(120,490)	
HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	(37,265)	55,000	(92,265)	Reduction of arrears
		GENERAL CONTINGENCY	(110,000)	-	(110,000)	Unused contingency
		REVENUE CONTRIBUTION TO CAPITAL OUTLAY	4,775,945	4,427,720	348,225	Affordable Rent contribution to capital reserve
		ITEM 8 DEBIT	(58,560)	-	(58,560)	Expected charge below budget
Various			163,676	481,322	(317,646)	Other minor variances

Capital Programme Monitoring

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Chief Executive						
Joint Waste Service Additional Bins	95	-	(95)	95	95	Delivery delayed until April 2022
Service Area Total	95	-	(95)	95	95	
AD Growth						
Gungate Development	718	-	(718)	718	718	Ongoing discussions with County Council re land assembly. Budget likely to be spent next year, as currently going through approval process this year.
Castle Mercian Trail	96	69	(27)	27	96	The project has now been signed off by the Heritage Fund
Gateways	424	24	(400)	400	424	Further design and public consultation to be undertaken in Q1 22/23
Cultural Quarter - Carnegie Centre	3	5	2	-	5	Overspend on utilities authorised S151 Officer
Repairs to Castle Elevation	464	35	(429)	429	464	Cabinet approved additional budget Jan 22. Tender is pending outcome of legal process.
Castle Lighting	40	40	(0)	-	40	Now Complete
Off Street Car Parking Infrastructure Update	50	-	(50)	22	22	Cabinet approved preferred tender 9/9/21, slight delay due to Worldpay, £28k saving with remaining budget to be re-profiled to 22/23.
FHSF Castle Gateway	2,750	129	(2,621)	2,621	2,750	Revised spending profile submitted to DLUHC
FHSF Middle Entry	2,125	58	(2,067)	2,067	2,125	Revised spending profile submitted to DLUHC
FHSF College Quarter	8,783	2,204	(6,580)	6,580	8,783	Revised spending profile submitted to DLUHC
Service Area Total	15,454	2,563	(12,891)	12,864	15,427	
ED Organisation				-		
AD People				-		
Replacement It Technology	70	46	(24)	24	70	Previously planned spend e.g., on network refresh may be delayed pending R & R/Marmion House de-commissioning - budget to be re-profiled.

New Time Recording System 17/18	15	-	(15)	15	15	Funds to be re-profiled as commencement of project subject to Recovery & Reset
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GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Self Service Customer Portal	45	18	(27)	27	45	Portal 'soft launch' go live achieved in January, remaining funds to be c/f for further development.
Member Device Refresh	3	1	(2)	2	3	Remaining budget to be used for purchase of replacement kit in 22-23
Asset Management Database	42	-	(42)	42	42	Additional modules are required but it not expected that this will be progressed until next year therefore funds to be re-profiled.
Mobile Phone Contract	-	-	-	-	-	Funds vired into new scheme for Replacement Back-Up System following Cabinet approval
V13 Income Management Systems & 3D Secure	27	5	(23)	23	27	System upgrade and move to Cloud - expected go live Oct 22
Replacement Back-Up System	51	51	(0)	-	51	Implemented January and project now complete
Service Area Total	253	121	(132)	132	253	
AD Operations & Leisure				-		
Wigginton Park Section 106	11	-	(11)	11	11	Volunteers returning to site, management plans being reviewed, spend anticipated within next 6 months
Broadmeadow Nature Reserve	18	6	(11)	11	18	Volunteers returning to site, management plans being reviewed, spend anticipated within next 6 month
Public Open Space Section 106	27	-	(27)	27	27	Allocated to Rainscar play area
Street Lighting	79	10	(69)	69	79	40-year plan, extension to scheme being submitted. To query works with Eon and if works have been completed
Local Nature Reserves	24	-	(24)	24	24	Management plans being reviewed to assess planned spend in 2022/23
Community Woodland Cycleway	-	-	-	-	-	Cabinet approved the merger of this scheme with Amington Community Woodland Jan 2022
Amington Community Woodland	762	5	(757)	757	762	Cabinet report approved. Tender process on hold due to waiting for final documentation from Redrow.
3G Sports Facility	-	(4)	(4)	-	(4)	Completed

Replacement Castle Grounds Play Area	374	373	(0)	-	373	Completed
Refurbishment Castle Grounds Tennis Courts	120	-	(120)	120	120	Specification final checks before tendering
Refurbishment of Play Areas	50	-	(50)	50	50	Released from capital contingency following Cabinet approval

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Assembly Rooms Development	-	1	1	-	1	Anticipated extra £1k in costs pending review of legal case and evaluation to be completed
Indoor and Outdoor Sports Feasibility	100	-	(100)	100	100	Tender awarded. Awaiting first meeting, spend next year
Service Area Total	1,565	392	(1,172)	1,169	1,562	
ED Finance						
AD Finance						
Property Funds	8,131	4,083	(4,048)	-	4,083	Investments in property funds made at the end October. c.£4m capital fund and c.£4m treasury management investment therefore budget will underspend by £4m.
Solway Tamworth LTD LATC	4,000	-	(4,000)	4,000	4,000	Review underway to confirm viability of scheme post pandemic
Service Area Total	12,131	4,083	(8,048)	4,000	8,083	
ED Communities						
AD Assets						
Disabled Facilities Grant	1,467	617	(849)	849	1,467	Predicted underspend which needs to be reprofiled, as there is more work identified
Energy EFF Upgrade Commercial and Industrial Properties	72	-	(72)	-	-	This budget won't be spent this year - savings
Service Area Total	1,538	617	(921)	849	1,467	
AD Neighbourhoods						
CCTV Infrastructure	46	46	-	-	46	Payment made to West Midlands Combined Authority, no predicted outturn variance

Service Area Total	46	46	-	-	46	
GF Contingency						
Gf Contingency	-	-	-	-	-	Funds released following Cabinet approval.
Cont-Return on Investment	20	-	(20)	20	20	Budget to be re-profiled
GF Contingency Plant and Equipment	100	-	(100)	100	100	Budget to be re-profiled
Service Area Total	120	-	(120)	120	120	
GENERAL FUND TOTAL	31,201	7,823	(23,378)	19,230	27,053	

HOUSING REVENUE ACCOUNT	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
ED Communities						
AD Assets						
Structural Works	200	192	(8)	8	200	Underspend to be reprofiled
Bathroom Renewals	312	306	(5)	5	312	Underspend to be reprofiled
Gas Central Heating Upgrades and Renewals	974	335	(639)	639	974	To be reprofiled in full
Kitchen Renewals	1,114	905	(209)	209	1,114	Predicted underspend to be reprofiled
Major Roofing Overhaul and Renewals	1,111	1,197	86	-	1,197	Overspend - high amount of work carried out
Window and Door Renewals	441	489	48	-	489	Overspend, work on site exceeded initial plan
Neighbourhood Regeneration	977	710	(267)	267	977	Predicted underspend this year but projects are ongoing - to be reprofiled
Disabled Facilities Adaptations	860	401	(460)	460	860	To be reprofiled in full
Rewire	150	3	(147)	30	33	Jobs identified in March but not completed, approx. £30k to be reprofiled, rest as saving
CO2 / Smoke Detectors	124	-	(124)	124	124	Scheme identified but the contractor wasn't able to deliver the work before the end of the year, full amount to be reprofiled
Insulation	18	-	(18)	18	18	Work has been identified now and full amount to be reprofiled
Renew High Rise Lifts	243	-	(243)	243	243	To be reprofiled in full, it was expected that the Eringden lift would be worked on in March but there is a delay in delivery of this project

Replace High Rise Soil Stacks	1,750	9	(1,741)	1,741	1,750	It was planned to start before the end of March 22 but it won't be completed till next year
Fire Upgrades to Flats 2012	100	0	(100)	-	0	Savings, the project will be funded from the 2022/23 budget
Sheltered Schemes	184	72	(113)	113	184	To be reprofiled, schemes identified but not completed
Energy Efficiency Improvements	70	-	(70)	-	-	Ad hoc budget, work identified towards the end of March but not completed - to be reprofiled in full
Install Fire Doors High Rise	1,460	967	(493)	493	1,460	Works on-going, to be reprofiled in full
High Rise Ventilation System	120	-	(120)	120	120	Linked to soil stacks project, will need reprofiling
Retention of Garage Sites	750	110	(640)	640	750	Project runs into 22/23 so any underspend will need to be re-profiled
Capital Salaries	200	185	(15)	-	185	-

HOUSING REVENUE ACCOUNT	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Software Fire Safety Surveys	90	-	(90)	90	90	Not going to be spent this year - will need re-profiling
HRA Street Lighting	69	27	(42)	42	69	Any underspend will need to be re-profiled.
Asset Management Software HRA	69	43	(26)	26	69	Project ongoing, any underspend to be reprofiled
Telecare System Upgrades	36	-	(36)	36	36	Works have been identified but won't be completed this year - to be reprofiled
Kerria Estate Project	103	14	(88)	88	103	Final CPO settlements still being negotiated, to be reprofiled in full.
Other Acquisitions	599	541	(58)	58	599	Underspend to be reprofiled to Regeneration & Affordable Housing
Regeneration & Affordable Housing	7,725	3,483	(4,242)	4,242	7,725	Wilnecote scheme submitted to planning but works unlikely to commence until late 21/22, also additional £500k identified as underspend to be reprofiled.
Caledonian Depot New Build	1,508	2	(1,506)	1,506	1,508	Most spend being in 22/23.
Service Area Total	21,358	9,993	(11,365)	11,198	21,190	
HRA Contingency						
HRA Contingency	100	-	(100)	-	-	-
Service Area Total	100	-	(100)	-	-	

HRA Total	21,458	9,993	(11,465)	11,198	21,190	
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Corporate Scrutiny Committee

21st June 2022

Quarter Four 2020/21 Performance Report

Additional information requests

Due dates on workstreams.

Where the due date has passed and the status is green i.e. on track and in control should this workstream be regarded as completed?

If it isn't completed a revised due date should be shown.

Individual project update reports at Appendix 1 to be amended to reflect this.

There was some concern expressed about two years ago that when the Government stopped paying rent directly to the local authority and paid it to the tenant instead to pay to the local authority that this would result in an increase in rent arrears. Are there any figures available on the impact on rent arrears that this change has had?

Universal Credit is for people who are on a low income or out of work. It is usually paid as a single monthly payment to a whole household, and can include help towards housing costs. It is normally paid directly to claimants, and it is their responsibility to pay their rent themselves. Universal Credit will consider a number of factors and evidence provided to decide if an Alternative Payment Arrangement (APA) is appropriate. This criteria is usually focused on factors such as homelessness, substance use, mental health problems, recent release from prison etc. The first payment of Universal Credit is usually received, one month and seven days, after a tenant submits their claim and as already stated tenants will be responsible for paying the rent unless they are unable to manage their finances, effectively.

Increase in rent arrears and the potential impact of Universal credit:

	End of year arrears	UC claimants per year - cumulative	Average debt of 5 week payment wait at average rent £85.52	Average debt of 5 week payment wait at average rent £87.97 for 2020/21 and £89.25 for 2021/22
2017/2018	£434,272.02	445	£190,282	
2018/2019	£494,412.73	645	£275,802	
2019/2020	£507,450.79	1072		£471,519.20
2020/2021	£481,375.48	1449		£637,342.65
2021/2022	£518,767.64	1617		£721,586.25

Note: During 2018/19 some applicants waited a 10 week period for their UC payment so the above UC arrears figure for 2018-2019 could in fact conclude higher

Universal Credit is paid, in arrears, directly into the tenant's bank account. The first payment is usually received, one month and seven days, after a tenant submits their claim. Tenants will be responsible for paying the rent, to the landlord, unless they are unable to manage their finances, effectively.

Potential Universal Credit debt for a 5 week payment wait for ALL 1617 UC claimants, as above, is **£721,586.25**

Potential Universal Credit debt for a 5 week payment wait for 749 UC claimants, as below, currently in rent arrears is **£334,241.25**

	End of year arrears	UC claimants per year in RENT ARREARS - cumulative	Average debt of 5 week payment wait at average rent £85.52	Average debt of 5 week payment wait at average rent £87.97 for 2020/21 and £89.25 for 2021/22
2017/18	£434,272.02		£190,282	
2018/19	£494,412.73	443	£189,426	
2019/20	£507,450.79	663		£291,620
2020/2021	£481,375.48	680		£299,098
2021/2022	£518,767.64	749		£334,241

It should be noted that there is now on average between 50-70 new UC cases per quarter. If this trend continues on a quarterly basis, UC arrears could contribute to a potential £31,237 per quarter, £125,00 per year. Every case where a claimant is waiting 5 weeks for payment, costs the Council on average £446.25 (£89.25 average rent x 5 weeks).

Increase in rent arrears and the potential impact of Universal credit for 2021/2022:

5 weeks for UC payment@ average rent £89.25 (£446.25)		
There is an average increase of between 50-70 new UC cases per quarter		
	Increase per quarter 2020/2021	Increase per year 2020/21
Increase of 50 UC cases per quarter	£22,313	£89,250
Increase of 60 UC cases per quarter	£26,775	£107,100
Increase of 70 UC cases per quarter	£31,237	£124,950

Areas that Corporate Scrutiny Committee felt should be brought to Cabinet's attention

Net Zero Carbon – Are there any milestones before 2050?

The Leader confirmed that consultants have been appointed and we are awaiting their response so we can ascertain our net zero carbon base; this should be received within the next two months. This will give us direction on:

- Our areas of focus,
- What we can/can't control,
- Areas we can influence,
- Provide a comparison with similar local authorities bearing in mind that we have our own housing stock which contributes to our net zero carbon base.

The Customer Portal project is showing as not on track but in control. Can this now be regarded as on track and in control given the portal was now live?

The Leader confirmed that the portal was now up and running.

When will there be a front facing reception where customers can go to?

There was a Board meeting at the beginning of July and an update was provided at this meeting. The Leader agreed to provide this update to Corporate Scrutiny Committee when it was available.

Is there a threshold figure if we get up to so many people on Universal Credit when we would be concerned?

A threshold figure was not set as it wasn't seen as the issue. The issue was the impact on council services i.e.increased demand and the impact on revenue streams i.e, people's ability to pay rent and council tax.

Thursday, 21 July 2022

Report of the Portfolio Holder for Finance, Risk and Customer Services**Capital Outturn Report 2021/22****Exempt Information**

None

Purpose

To advise Members of the final outturn of the Authority's Capital Programme for 2021/22 (subject to audit confirmation) and to request formal approval to re-profile specific programme budgets into 2022/23.

This report is a key decision due to expenditure in excess of £100k requiring approval.

Recommendations

It is recommended that Cabinet:

1. receive the final outturn position of the 2021/22 capital programme as summarised in Appendix A; and
2. approve for each of the projects detailed in Appendix B the re-profiling of the budget into the Authority's Capital Programme 2022/23 (total **£30.528m**).

Executive Summary

Progress on the capital programme is reported quarterly to Cabinet and monitored on a monthly basis by the Corporate Management Team with project managers providing project progress information and a predicted outturn. The outturn for the 2021/22 capital programme identifies an underspend of **£34.843m** against the approved budget of **£52.659m** giving an actual spend **£17.816m** (no change from the provisional outturn). It has been requested that **£30.528m** (as detailed in Appendix B) of scheme spend be re-profiled into 2022/23 (£30.427m reported in the Provisional Outturn). This will result in an overall underspend of **£4.315m** for the 2021/22 capital programme.

General Fund

The outturn on General Fund capital schemes (including contingency) spend is **£7.823m** compared to a full year budget of **£31.201m** resulting in an underspend of **£23.378m**. It has been requested that **£19.230m** be re-profiled into 2022/23 meaning that the actual underspend is **£4.148m**.

Housing Revenue Account

The outturn on Housing Revenue Account (HRA) capital schemes (including contingency) spend is **£9.993m** compared to a full year budget of **£21.458m**, resulting in an underspend of **£11.465m**. It has been requested that **£11.298m** be re-profiled into 2022/23 meaning that the actual underspend is **£0.167m**.

The table below shows the actual amounts to be re-profiled into 2022/23 compared to that forecast at period 11 and, for information, shows the amounts that were re-profiled into 2021/22.

	Budget 21/22	Outturn 21/22	Variance	Re- profile to 22/23	Under/Over spend	P11 predicted re-profile	Re- profiled into 21/22
	£000	£000	£000	£000	£000	£000	£000
General Fund	31,201	7,823	(23,378)	19,230	(4,148)	17,484	15,548
Housing Revenue Account	21,458	9,993	(11,465)	11,298	(167)	9,051	11,997
Total	52,659	17,816	(34,843)	30,528	(4,315)	26,535	27,545

Options Considered

None

Resource Implications

As set out within the report. It should be noted that the following items to the value of £184k have also been included in the balance sheet as capital items but have been financed from the revenue account:-

Revenue Purchase	
ICT Hardware Revenue Purchases	£8,857
ICT Software Revenue Purchase	£115,311
Production of Augmented reality Software	£20,000
Cinema Screen	£40,241
Total	£184,409

Legal/Risk Implications Background

There is a medium risk associated with this report due to the level of requests for re-profiling of budgets into next financial year. For the majority of the projects requesting re-profiling approval, measures have been put in place to address ongoing issues, commitments have been placed with suppliers to provide the service/ goods, or the works have been completed since 31st March 2022.

As capital funding is very limited for 2022/23 the capital programme will also need to be closely monitored.

Equalities Implications

None

Environment and Sustainability Implications (including climate change)

None

Report Author

Roger Bennett - Head of Finance, Joanne Goodfellow – Assistant Director Finance

Appendix A

GENERAL FUND	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000
Chief Executive	-	95	-	(95)	95	95
AD Growth & Regeneration	1,526	15,454	2,563	(12,891)	12,864	15,427
AD People	151	253	121	(132)	132	253
AD Operations & Leisure	669	1,565	392	(1,172)	1,169	1,562
AD Finance	12,131	12,131	4,083	(8,048)	4,000	8,083
AD Assets	817	1,538	617	(921)	849	1,467
AD Neighbourhoods	-	46	46	-	-	46
AD Partnerships	-	-	-	-	-	-
GF Contingency	255	120	-	(120)	120	120
TOTAL GENERAL FUND	15,548	31,201	7,823	(23,378)	19,230	27,053
HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000
AD Assets	11,897	21,358	9,993	(11,365)	11,198	21,190
HRA Contingency	100	100	-	(100)	100	100
TOTAL HOUSING REVENUE ACCOUN	11,997	21,458	9,993	(11,465)	11,298	21,290
TOTAL	27,545	52,659	17,816	(34,843)	30,527	48,343

APPENDIX B

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Chief Executive						
Joint Waste Service Additional Bins	95	-	(95)	95	95	Delivery delayed until April 2022
Service Area Total	95	-	(95)	95	95	
AD Growth						
Gungate Development	718	-	(718)	718	718	Ongoing discussions with County Council re land assembly. Budget likely to be spent next year, as currently going through approval process this year.
Castle Mercian Trail	96	69	(27)	27	96	The project has now been signed off by the Heritage Fund
Gateways	424	24	(400)	400	424	Further design and public consultation to be undertaken in Q1 22/23
Cultural Quarter - Carnegie Centre	3	5	2	-	5	Overspend on utilities authorised S151 Officer
Repairs to Castle Elevation	464	35	(429)	429	464	Cabinet approved additional budget Jan 22. Tender is pending outcome of legal process.
Castle Lighting	40	40	-	-	40	Now Complete
Off Street Car Parking Infrastructure Update	50	-	(50)	22	22	Cabinet approved preferred tender 9/9/21, slight delay due to Worldpay, £28k saving with remaining budget to be re-profiled to 22/23.
FHSF Castle Gateway	2,750	129	(2,621)	2,621	2,750	Revised spending profile submitted to DLUHC
FHSF Middle Entry	2,125	58	(2,067)	2,067	2,125	Revised spending profile submitted to DLUHC
FHSF College Quarter	8,783	2,204	(6,580)	6,580	8,783	Revised spending profile submitted to DLUHC
Service Area Total	15,454	2,563	(12,891)	12,864	15,427	
ED Organisation				-		
AD People				-		
Replacement It Technology	70	46	(24)	24	70	Previously planned spend eg on network refresh may be delayed pending R & R/Marmion House de-commissioning - budget to be re-profiled.
New Time Recording System 17/18	15	-	(15)	15	15	Funds to be re-profiled as commencement of project subject to Recovery & Reset

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Self Service Customer Portal	45	18	(27)	27	45	Portal 'soft launch' go live achieved in January, remaining funds to be c/f for further development.
Member Device Refresh	3	1	(2)	2	3	Remaining budget to be used for purchase of replacement kit in 22-23
Asset Management Database	42	-	(42)	42	42	Additional modules are required but it not expected that this will be progressed until next year therefore funds to be re-profiled.
Mobile Phone Contract	-	-	-	-	-	Funds vired into new scheme for Replacement Back-Up System following Cabinet approval
V13 Income Management Systems & 3D Secure	27	5	(23)	23	27	System upgrade and move to Cloud - expected go live Oct 22
Replacement Back-Up System	51	51	-	-	51	Implemented January and project now complete
Service Area Total	253	121	(132)	132	253	
AD Operations & Leisure				-		
Wigginton Park Section Section 106	11	-	(11)	11	11	Volunteers returning to site, management plans being reviewed, spend anticipated within next 6 months
Broadmeadow Nature Reserve	18	6	(11)	11	18	Volunteers returning to site, management plans being reviewed, spend anticipated within next 6 month
Public Open Space Section 106	27	-	(27)	27	27	Allocated to Rainscar play area
Street Lighting	79	10	(69)	69	79	40 year plan, extension to scheme being submitted. To query works with Eon and if works have been completed
Local Nature Reserves	24	-	(24)	24	24	Management plans being reviewed to assess planned spend in 2022/23
Community Woodland Cycleway	-	-	-	-	-	Cabinet approved the merger of this scheme with Amington Community Woodland Jan 2022
Amington Community Woodland	762	5	(757)	757	762	Cabinet report approved. Tender process on hold due to waiting for final documentation from Redrow.
3G Sports Facility	-	(4)	(4)	-	(4)	Completed
Replacement Castle Grounds Play Area	374	373	-	-	373	Completed
Refurbishment Castle Grounds Tennis Courts	120	-	(120)	120	120	Specification final checks before tendering
Refurbishment of Play Areas	50	-	(50)	50	50	Released from capital contingency following Cabinet approval

GENERAL FUND	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Assembly Rooms Development	-	1	1	-	1	Anticipated extra £1k in costs pending review of legal case and evaluation to be completed
Indoor and Outdoor Sports Feasibility	100	-	(100)	100	100	Tender awarded. Awaiting first meeting, spend next year
Service Area Total	1,565	392	(1,172)	1,169	1,562	
ED Finance						
AD Finance						
Property Funds	8,131	4,083	(4,048)	-	4,083	Investments in property funds made at the end October. c.£4m capital fund and c.£4m treasury management investment therefore budget will underspend by £4m.
Solway Tamworth LTD LATC	4,000	-	(4,000)	4,000	4,000	Review underway to confirm viability of scheme post pandemic
Service Area Total	12,131	4,083	(8,048)	4,000	8,083	
ED Communities						
AD Assets						
Disabled Facilities Grant	1,467	617	(849)	849	1,467	Predicted underspend which needs to be reprofiled, as there is more work identified
Energy EFF Upgrade Commercial and Industrial Properties	72	-	(72)	-	-	This budget won't be spent this year - savings
Service Area Total	1,538	617	(921)	849	1,467	
AD Neighbourhoods						
CCTV Infrastructure	46	46	-	-	46	Payment made to West Midlands Combined Authority, no predicted outturn variance
Service Area Total	46	46	-	-	46	
GF Contingency						
Gf Contingency	-	-	-	-	-	Funds released following Cabinet approval.
Cont-Return On Investment	20	-	(20)	20	20	Budget to be re-profiled
GF Contingency Plant and Equipment	100	-	(100)	100	100	Budget to be re-profiled
Service Area Total	120	-	(120)	120	120	
GENERAL FUND TOTAL	31,201	7,823	(23,378)	19,230	27,053	

HOUSING REVENUE ACCOUNT	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
ED Communities						
AD Assets						
Structural Works	200	192	(8)	8	200	Underspend to be reprofiled
Bathroom Renewals	312	306	(5)	5	312	Underspend to be reprofiled
Gas Central Heating Upgrades and Renewals	974	335	(639)	639	974	To be reprofiled in full
Kitchen Renewals	1,114	905	(209)	209	1,114	Predicted underspend to be reprofiled
Major Roofing Overhaul and Renewals	1,111	1,197	86	-	1,197	Overspend - high amount of work carried out
Window and Door Renewals	441	489	48	-	489	Overspend, work on site exceeded initial plan
Neighbourhood Regeneration	977	710	(267)	267	977	Predicted underspend this year but projects are ongoing - to be reprofiled
Disabled Facilities Adaptations	860	401	(460)	460	860	To be reprofiled in full
Rewire	150	3	(147)	30	33	Jobs identified in March but not completed, approx £30k to be reprofiled, rest as saving
CO2 / Smoke Detectors	124	-	(124)	124	124	Scheme identified but the contractor wasn't able to deliver the work before the end of the year, full amount to be reprofiled
Insulation	18	-	(18)	18	18	Work has been identified now and full amount to be reprofiled
Renew High Rise Lifts	243	-	(243)	243	243	To be reprofiled in full, it was expected that the Eringden lift would be worked on in March but there is a delay in delivery of this project
Replace High Rise Soil Stacks	1,750	9	(1,741)	1,741	1,750	It was planned to start before the end of March 22 but it wont be completed till next year
Fire Upgrades To Flats 2012	100	0	(100)	-	0	Savings, the project will be funded from the 2022/23 budget
Sheltered Schemes	184	72	(113)	113	184	To be reprofiled, schemes identified but not completed
Energy Efficiency Improvements	70	-	(70)	-	-	Ad hoc budget, work identified towards the end of March but not completed - to be reprofiled in full
Install Fire Doors High Rise	1,460	967	(493)	493	1,460	Works on-going, to be reprofiled in full
High Rise Ventilation System	120	-	(120)	120	120	Linked to soil stacks project, will need reprofiling
Retention of Garage Sites	750	110	(640)	640	750	Project runs into 22/23 so any underspend will need to be reprofiled
Capital Salaries	200	185	(15)	-	185	-

HOUSING REVENUE ACCOUNT	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2022/23 £000	Outturn £000	Comments
Software Fire Safety Surveys	90	-	(90)	90	90	Not going to be spent this year - will need re-profiling
HRA Street Lighting	69	27	(42)	42	69	Any underspend will need to be re-profiled.
Asset Management Software HRA	69	43	(26)	26	69	Project ongoing, any underspend to be reprofiled
Telecare System Upgrades	36	-	(36)	36	36	Works have been identified but won't be completed this year - to be reprofiled
Kerria Estate Project	103	14	(88)	88	103	Final CPO settlements still being negotiated, to be reprofiled in full.
Other Acquisitions	599	541	(58)	58	599	Underspend to be reprofiled to Regeneration & Affordable Housing
Regeneration & Affordable Housing	7,725	3,483	(4,242)	4,242	7,725	Wilnecote scheme submitted to planning but works unlikely to commence until late 21/22, also additional £500k identified as underspend to be reprofiled.
Caledonian Depot New Build	1,508	2	(1,506)	1,506	1,508	Most spend being in 22/23.
Service Area Total	21,358	9,993	(11,365)	11,198	21,190	
HRA Contingency						
HRA Contingency	100	-	(100)	100	100	Budget to be re-profiled
Service Area Total	100	-	(100)	100	100	
HRA Total	21,458	9,993	(11,465)	11,298	21,290	

21 July 2022

Report of the Portfolio Holder for Finance, Risk and Customer Services**Write Offs 1 April 2021 to 31 March 2022****Exempt Information**

None

Purpose

That Members endorse the amount of debt written off for the period 01 April 2021 to 31 March 2022.

Recommendations

That Members

- 1) Endorse the amount of debt written off for the period of 1st April 2021 to 31 March 2022
– **Appendix A-E**

Executive Summary

The Assistant Directors and Heads of Service are responsible for the regular review of debts and consider the need for write off and authorise where necessary appropriate write offs in line with the Corporate Credit Policy. This report shows the position for the last financial year. Further updates will continue to be produced on a quarterly basis.

Type	01/04/21 – 31/03/22
	£ p
Council Tax	£37,232.71
Business Rates	£2,581.53
Sundry Income	£802.72
Housing Benefit Overpayments	£30,579.32
Housing	£103,457.08

Options Considered

A revised approach to the calculation of Business Rates bad debt has been developed which involves a review of all of the outstanding debts to ascertain whether they are likely to be collectable. This has then been used to determine the balance to apply the usual aged debtor percentage.

Business Rates	01/04/21 – 31/03/22
	£ p
Bad Debt provision	(£686,306.00)
Amount written off to date under delegated powers	£2,581.53
Amount remaining	(£683,724.47)

Resource Implications

The write offs detailed are subject to approval in line with the Corporate Credit Policy/Financial Regulations, and have been provided for under the bad debt provision calculation.

Legal/Risk Implications Background

Not applicable

Equalities Implications

Not applicable

Environment and Sustainability Implications (including climate change)

Not applicable

Background Information

This forms part of the Council’s Corporate Credit Policy and effective management of debt. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off in accordance with the schemes of delegation prescribed in the Corporate Credit Policy.

The Council views such cases very much as exceptions. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt together with any factors that it feels are relevant to the individual case.

Debt Write Off

Authorisations are needed to write off debt:

Authority	Account Value
Executive Director/Assistant Director (or authorised delegated officer)	up to £5,000
Executive Director Finance	£5,001 - £10,000
Cabinet	over £10,000

Bad Debt Provision

The level of the provision must be reviewed jointly by the unit and Accountancy on at least a quarterly basis as part of the management performance review, and the table below gives the mandatory calculation. Where the debt is less than 6 months old it will be written back to the service unit.

Debt Outstanding Period	Debt Outstanding Provision (net of VAT) %
Between 6 and 12 months old	50%
Between 12 and 24 months old	75%
Over 24 months old	100%

The financial effects of providing for Bad Debts will be reflected in the Council’s accounts at Service Unit level.

Report Author

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List of Background Papers

Corporate Credit Policy - effective management of debt

Appendices

Appendices A to E give details of write offs completed for Revenues and Benefits Services and Housing for 01 April 2021 to 31 March 2022.

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Appendix A

Summary of Council Tax Write Offs 01/04/2021-31/03/2022

Date of Write Off	Head of Revenues			Assistant Director of Finance (£2,000.01-£5,000)	Executive Director of Finance (£5,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)									
26/01/2022									(£165.93)	(£165.93)		Adjusted CTR
14/03/2022		£859.09	£6,641.11	£6,517.95						£14,018.15	11	Hardship
17/03/2022		£313.04								£313.04	1	Hardship
21/03/2022		£498.41								£498.41	1	Hardship
23/03/2022							(£28.30)			(£28.30)		Suspense payments over 2 years old
24/03/2022			£1,979.57	£3,371.22						£5,350.79	2	Hardship
25/03/2022		£421.23								£421.23	1	Hardship
31/03/2022	£22.92									£22.92	1	Hardship
Q4 Totals	£22.92	£2,091.77	£8,620.68	£9,889.17	£0.00	£0.00	£0.00	(£28.30)	(£165.93)	£20,430.31	17	
Q1 Totals (B/F)	£0.00	£0.00	£1,665.82	£0.00	£0.00	£0.00	£0.00	£0.00	(£114.31)	£1,551.51	1	
Q2 Totals (B/F)	£0.00	£473.96	£1,745.20	£2,826.88	£0.00	£0.00	£0.00	£0.00	(£2,127.87)	£2,918.17	3	
Q3 Totals (B/F)	£14.63	£694.23	£12,368.96	£0.00	£0.00	£0.00	£0.00	£0.00	(£745.10)	£12,332.72	14	
Overall Total	£37.55	£3,259.96	£24,400.66	£12,716.05	£0.00	£0.00	£0.00	(£28.30)	(£3,153.21)	£37,232.71	35	

Appendix B

Summary of NNDR Write Offs 01/04/2021-31/03/2022

Date of Write Off	Head of Revenues			Assistant Director of Finance	Executive Director of Finance	Cabinet	Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)	(£2,000.01-£5,000)	(£5,000.01-£10,000.00)	(£10,000.01 and Over)						
20/01/2022									(£1,512.36) ✓	(£1,512.36)		RV reduction
28/02/2022									(£14.12) ✓	(£14.12)		Dividend
Q4 Totals	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	(£1,526.48)	(£1,526.48)	0	
Q1 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	
Q2 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	
Q3 Totals (B/F)	£21.16	£564.39	£3,522.46	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£4,108.01	12	
Overall Total	£21.16	£564.39	£3,522.46	£0.00	£0.00	£0.00	£0.00	£0.00	(£1,526.48)	£2,581.53	12	

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Appendix C

Summary of Sundry Income Write Offs 01/04/2021-31/03/2022

Date of Write Off	Assistant Director of Assets (up to £5,000.00)	Assistant Director Growth & Regeneration (up to £5,000.00)	Assistant Director People (up to £5,000.00)	Assistant Director Operations & Leisure (up to £5,000.00)	Assistant Director Neighbourhoods (up to £5,000.00)	Head of Revenues (£0.00-£2,000.00)	Assistant Director of Finance (£2,000.01 -£5,000.00)	Assistant Director Partnerships (up to £5,000.00)	Executive Director of Finance (£5,000.01-£10,000.00)	Cabinet (£10,000.01 +)	Total	No. of Accounts	Reason(s)
Q4 Totals	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	
Q1 Totals (B/F)	£240.72	£0.00	£0.00	£562.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£802.72	3	
Q2 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	
Q3 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	
Overall Total	£240.72	£0.00	£0.00	£562.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£802.72	3	

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Appendix D

Summary of Benefit Overpayment Write Offs 01/04/2021-31/03/2022

Date of Write Off	Head of Benefits				Executive Director of Finance (£2,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Reversed Write Off	Total	No. of Accounts	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£1,000.00)	(£1,000.01-£2,000)						
31/01/2022	£160.00						£160.00	1	Court costs	
"	£12.86						£12.86	1	Discretionary Housing Payments	
"	£25.20	£640.84					£666.04	3	Not Financially Viable	
"	£60.05	£302.27					£362.32	1	Banruptcy	
"		£325.18					£325.18	2	Deceased < 2wks o/s	
28/02/2022	£67.56						£67.56	3	Not Financially Viable	
"		£910.41					£910.41	7	Deceased < 2wks o/s	
"						(£113.82)	(£113.82)		Deceased < 2wks o/s	
31/03/2022	£41.06						£41.06	1	Deceased	
"	£3.53						£3.53	1	Small balance o/s	
"		£928.97					£928.97	6	Deceased < 2wks o/s	
	£8.49	£156.57	£989.88				£1,154.94	3	Non recoverable debt Reg100	
Q4 Totals	£378.75	£3,264.24	£989.88	£0.00	£0.00	£0.00	(£113.82)	£4,519.05	29	
Q1 Totals (B/F)	£367.98	£590.25	£0.00	£0.00	£6,458.30	£0.00	£0.00	£7,416.53	14	
Q2 Totals (B/F)	£123.62	£1,514.47	£0.00	£0.00	£0.00	£0.00	£0.00	£1,638.09	16	
Q3 Totals (B/F)	£128.51	£2,151.40	£631.86	£2,717.19	£11,376.79	£0.00	(£0.10)	£17,005.65	25	
Overall Total	£998.86	£7,520.36	£1,621.74	£2,717.19	£17,835.09	£0.00	(£113.92)	£30,579.32	84	

Appendix E

Summary of Housing Write Offs 01/04/2021-31/03/2022

Date of Write Off	Assistant Director - Neighbourhoods				Executive Director of Finance	Cabinet	Remitted	Credit Write Off	Reversed Write Off (Write On)	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)	(£2,000.01-£5,000)	(£5,000.01-£10,000.00)	(£10,000.01 and Over)						
10/03/2022	£74.05 £19.36 £129.69	£458.16 £4,556.97	£620.35 £560.00	£3,557.43					£4,709.99 £19.36 £5,246.66	5 2 28	Deceased. No estate or under £250 LA Error Over 6 years old Statute Barred, no contact during at least last 6 years	
11/03/2022							(£5,027.22)		(£5,027.22)		Over 6 years old	
Q4 Totals	£223.10	£5,015.13	£1,180.35	£3,557.43	£0.00	£0.00	£0.00	(£5,027.22)	£0.00	£4,948.79	35	
Q1 Totals (B/F)	£414.48	£5,764.26	£22,531.60	£31,110.54	£0.00	£0.00	£0.00	(£6,866.99)	(£71.10)	£52,882.79	72	
Q2 Totals (B/F)	£155.57	£2,534.58	£1,433.63	£12,761.47	£0.00	£0.00	£0.00	(£1,378.30)	(£863.10)	£14,643.85	25	
Q3 Totals (B/F)	£267.44	£7,042.57	£6,795.35	£12,854.98	£17,535.88	£0.00	£0.00	(£13,514.57)	£0.00	£30,981.65	67	
Overall Total	£1,060.59	£20,356.54	£31,940.93	£60,284.42	£17,535.88	£0.00	£0.00	(£26,787.08)	(£934.20)	£103,457.08	199	

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Thursday, 21 July 2022

Report of the Portfolio Holder for Skills, Planning, Economy & Waste

UK Shared Prosperity Fund

Exempt Information

None.

Purpose

To update Cabinet on UK Shared Property Fund (UKSPF / SPF) and the approach recommended for the Council in order to submit an investment plan and develop a process for awarding funding for agreed interventions.

Recommendations

It is recommended that:

1. Cabinet approves the outline approach to delivering Shared Prosperity Fund (SPF), in order to invest in local priorities, targeting funding where it is needed most: building pride in place, supporting high quality skills training, supporting pay, employment and productivity growth and increasing life chances.
2. Cabinet delegates authority to the Assistant Director Growth and Regeneration in consultation with the Leader of the Council, the Chief Executive and the Section 151 Officer, to submit the investment plan to HM Government by the submission deadline.
3. That a report be brought back to Cabinet setting out detailed resource requirements, governance including scrutiny, monitoring and evaluation processes and an update on the SPF programme by the end of 2022.

Executive Summary

The Shared Prosperity Fund (SPF) is part of the wider Levelling Up agenda and aims to deliver significant support for all areas of the UK. It seeks to invest in domestic priorities and targeting funding where it is most needed. The primary focus of SPF is on the following high level objectives:

- Building pride in place
- Supporting high quality skills training
- Supporting pay, employment and productivity growth
- Increasing life changes.

The SPF is defined in Government terms as a structural fund and therefore, is seen as a replacement for European Structural Investment Funds (ESIF), which primarily came in two forms – ESF (European Social Funds – people and skills) and ERDF – European regional Development fund – business and place). Please see **appendix one** for the Government prospectus giving in depth detail about the Shared Prosperity Fund.

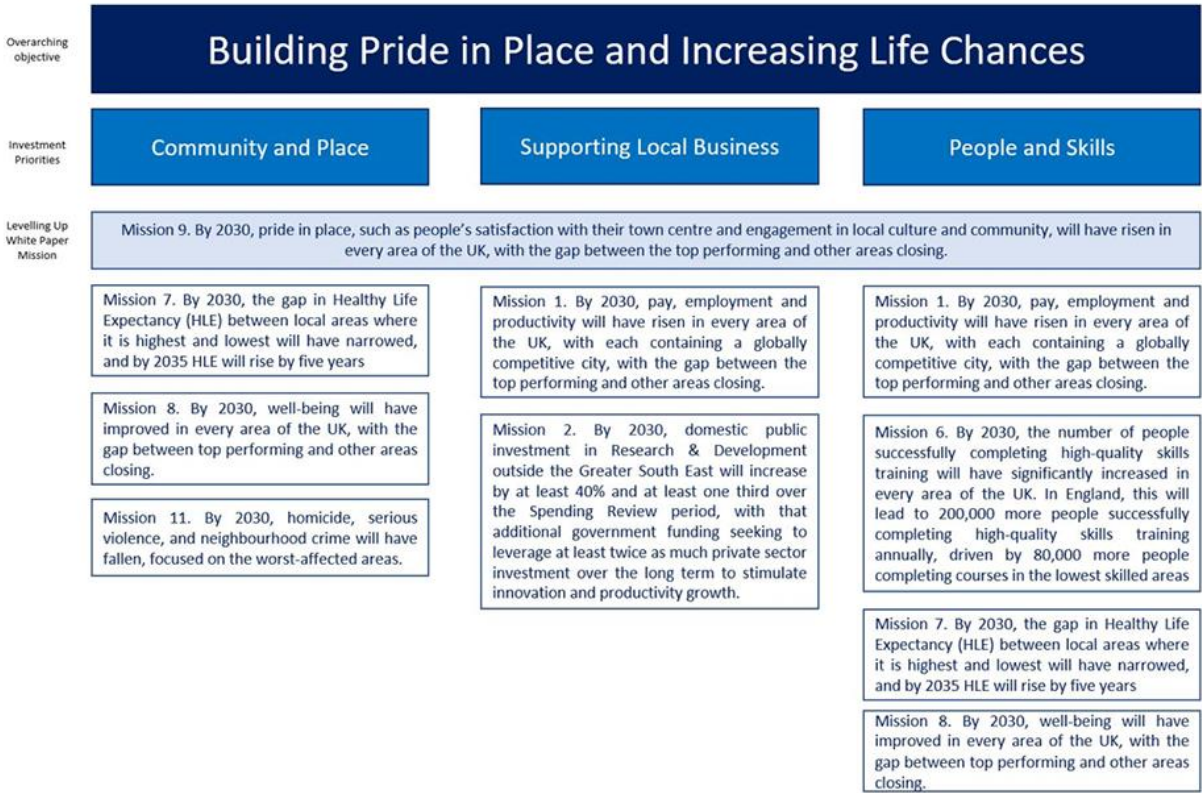
Tamworth Borough Council (The Council) has been defined as a lead authority and will be directly accountable for setting up the fund framework; commissioning and awarding projects; ensuring programme delivery; ensuring spend is on target and conducting monitoring and evaluation of the whole programme.

The Council will receive a direct allocation of **£2,328,244** to run the programme over three financial years over, starting from April 2022, up until the end of March 2025. Please see the resource implications section for more detailed financial information.

SPF is primarily a revenue fund with limited ability to spend capital. In order to secure these funds, the Council must produce a high-level investment plan, to be submitted by the 1st of August. This must be signed off by the Chief Executive, Section 151 officer and Leader of the Council. A template of the investment plan can be found at **appendix two**, with further information in the options considered section below. The Council will be notified in October 2022 if the submitted investment plan has been approved and can commence spend.

The Council must allocate funding both in collaboration and partnership with key stakeholders and manage this through a local partnership group. This means that the Council cannot make decisions in isolation or based solely on its own needs. It also means that Council based projects / interventions submitted to the local partnership group are not guaranteed to be successful.

Shared Prosperity has three core pillars around which delivery is focused, as per the diagram below:



Government has stated that the main focus of SPF must be on the Community and Place and Supporting Local Business pillars in the first two years of the scheme, with People and Skills being a more significant focus from April 2024 onwards only. The Council cannot award funding for projects and interventions on People and Skills until this point in time. More detailed information on each pillar with objectives and rationale can be found in **appendix one**.

Under each “pillar” the Government has given a list of intervention types it requires projects to deliver, see **appendix three**, and the outcomes these projects should realise, see **appendix four**.

Options Considered

The Council has two primary options at this current moment in time with regards the completion and submission of the investment plan.

- 1. Complete a detailed investment plan by proactively engaging partners and stakeholders in the development of live projects, collating and assessing these to be submitted as worked up ideas for the investment plan.**

Some authorities are currently taking this approach; however this comes with a very high level of risk. Until the investment plan is approved by Government, the Council does not have authority to spend or commit monies until October 2022. It is therefore unwise to agree or identify any project at this stage without having the investment plan approved by Government.

Based on extensive experience of Government schemes of a similar nature over the last 3 years, there are often regular or last-minute changes to guidance, criteria and monitoring requirements that cannot be predicted, increasing uncertainty about decision making.

As a lead authority the council will also have a requirement to ensure that all projects are commissioned correctly; with a contract; have the right outcomes and the right spend profile, or SPF funds can be clawed back by the Government at the end of each financial year. There is not enough time during this application window to ensure a robust process is established.

- 2. Complete the investment plan, by providing the only the high-level information Government required at this stage, then develop a commissioning, assessment and evaluation framework whilst waiting for notification of approval of the investment plan.**

This approach ensures that the Council takes its time to ensure it has the right processes and criteria in place to both generate a pipeline of appropriate projects but also award and monitor them in stages, and is the approach recommended. The investment plan will be completed to the quality required to satisfy Government, then further work will commence in detail between August and the end of October 2022. This approach also allows for resourcing to be established to support the workload.

Further detailed reports will be brought to Cabinet and relevant governance committees once the initial investment plan has been submitted and more in-depth work on processes and actual resources commitments has been decided.

Resource Implications

There will be the following resource implications:

The Council will be given a fixed amount £20,000 to contribute to the development of the bid. This will only be paid to the Council when it receives its first SPF allocation, in October. As such the Council is using existing budgets to fund development up until this point.

Of this development funding £10,000 has already been committed to support an evidence-based highlighting what the local challenges and opportunities are that the funded projects and interventions will seek to address. This is a critical piece of work as without a baseline position the Council cannot justify its rationale for funding and successfully complete the

investment plan by the submission date. This has been procured through an existing contractual agreement with AspinallVerdi using agreed economic data experts. Any underspend on the £20k development funding will be used to support additional administration duties and staffing costs during delivery.

To deliver the SPF priorities, as set out by Government, the Council has been allocated **£2,328,244 million** to spend over the next three financial years.

4% of the total amount allocated to Tamworth, or in cash terms £93,130, can be used specifically for administration duties as detailed below:

- Project assessment
- Contracting
- Monitoring and evaluation
- Ongoing stakeholder engagement

The Council has the ability to ask for a larger % top slice. The current top slice allows just enough funding for an officer at the starting at the bottom of grade 6 full time, however it does not take into consideration any other costs. It is proposed to ask for 7% of the overall allocation to be top sliced for administration. This has been based on that fact that the Borough Council has limited capacity within its existing teams and significant existing commitments in terms of workstreams that it cannot change. 7% or c. £163,000, would allow the Council to cover the cost of a relevant graded and experienced officer dedicated solely to the project and a small proportion of additional existing officer time to support the process. Practical experience on other projects in the past, albeit funded by ESIF monies, have had a top slice of anywhere between 7% and 15%.

The Head of Economic Development and Regeneration has been appointed to lead this process corporately with the support of the Assistant Director Growth and Regeneration, however it is recognised that the delivery of this fund will require input from most parts of the Council in one way or another and as it develops, some areas may have to incorporate SPF projects into their day-to-day operations.

Further details on roles and responsibilities will be developed by the end of September, however this will be subject to Government approving the uplift in top slice from 4% to 7% or by £70,000. Whilst these decisions are being made the project will be supported from officers across the wider Economic Development and Regeneration Team and the Community and Partnerships Team, including the Assistant Director for partnerships. Other officers, dependent upon their skill set may be required to support.

The total allocation of SPF in Tamworth to spend solely on interventions would be different dependent upon the top slice.

See below:

Top slice for administration	SPF project allocation
4%	£ 2,235,114.24
7%	£ 2,165,266.92

The Council also must follow these spend profiles as stated by Government:

- Fy 2022 / 2023: 15% of allocation
- Fy 2023 / 2024: 27% of allocation
- Fy 2024 / 2025: 58% of allocation

The revenue cashflow profile as detailed above, is currently being verified with Government as guidance may have recently changed to allow Councils to set their own profile. This will be updated verbally at the Cabinet meeting.

Capital expenditure caps are as follows.

- Fy 2022 / 2023: 10% of annual cashflow profile
- Fy 2023 / 2024: 13% of annual cashflow profile
- Fy 2024 / 2025: 20% of annual cashflow profile

Please see **appendix five** for modelling of cashflow at 4% top slice and 7% top slice.

Legal/Risk Implications Background

With the support of externally appointed advisors, Officers are currently preparing a thorough, high level programme risk register that will be submitted as an appendix to Government with the investment plan. This will be shared with the Leader, CEO and Section 151 officer for approval before submission.

At this current stage of implementation there are a number of key risks to be aware of:

- Any underspend on SPF at the end of each financial year has to be paid back to Government. There is a risk to reputation if the Council does not spend all of its allocation each year and dependent upon performance may attract in depth audit of its processes by government above and beyond standard practices. The mitigation for this is to ensure that the process for selecting projects is transparent, thorough and based on them being able to prove delivery within set timescales, with regular monitoring and evaluation.
- The SPF requires strong collaboration and partnership working across local authority areas, due to capacity across authorities and differing local priorities there is a risk that this is not fully realised. The mitigation for this is to ensure relevant officers are connected to other relevant authorities and the selection process for projects reflects this needed.
- As with similar schemes the Council is currently and has been involved with, Future High Streets Fund and the Levelling Up Fund Round 2, the monitoring and evaluation requirements of this fund have not yet been made clear, other than stating it will be less arduous than ESIF. There is a risk that the monitoring requirements for the fund will take up significant resource. The mitigation for this is to ensure staff with key experience of this type of work are utilised correctly on the project and that during the project selection process and during commissioning projects evidence and detail how they will monitor, report and evaluate on their agreed outcomes.
- Linked to the point the above, the level of detail required by government on overall programme monitoring and delivery is yet unclear, as such the resource impact with regards staffing is difficult to predict. To mitigate the impact of this, it is proposed to increase the top slice ask for administration from 4% to 7%. In the gap between now and when the investment plan has been approved and an dedicated officer has been appointed, staff with existing relevant skills and experience will be used to develop the project selection process. These staff will be drawn primarily from the Economic Development and Regeneration Team and the Community and Partnerships Team, but support from other services may be needed.

Equalities Implications

As an essential criteria in the investment plan, the Council must evidence how it will consider the public sector equality duty both in designing the plan and implementing it by selecting projects. For the purpose of submitting the investment plan an equality impact assessment will be conducted to ensure where possible it surpasses the requirements of the duty and other connected legislation.

Whilst the process for selecting and implementing projects has not yet been designed, equality assessments will form a critical part of an embedded process for all proposals. Further details on equalities implications will be submitted in future more detailed Cabinet and governance reports.

Environment and Sustainability Implications (including climate change)

All three pillars of SPF have strong connections through their interventions to sustainability and the environment.

Whilst the process for selecting and implementing projects has not yet been designed and projects not identified, environment and sustainability implications will form a critical part of an embedded process for all proposals. Further details on this will be submitted in future more detailed Cabinet and governance reports.

Background Information

None – see appendices.

Report Author

Matthew Fletcher – Head of Economic Development and Regeneration

List of Background Papers

None – see appendices

Appendices

- Appendix 1 – UKSPF Prospectus
- Appendix 2 – UKSPF Investment Plan template
- Appendix 3 - UKSPF Interventions list
- Appendix 4 - UKSPF Outcomes and Outputs
- Appendix 5 – TBC SPF cashflow profiles

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4. [UK economic growth \(https://www.gov.uk/business/uk-economic-growth\)](https://www.gov.uk/business/uk-economic-growth)
5. [UK Shared Prosperity Fund: prospectus \(https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus)
 - [Department for Levelling Up, Housing & Communities \(https://www.gov.uk/government/organisations/department-for-levelling-up-housing-and-communities\)](https://www.gov.uk/government/organisations/department-for-levelling-up-housing-and-communities)

Guidance

UK Shared Prosperity Fund: prospectus

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6. How to write an investment plan

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This Prospectus provides information to local authorities and other partners across the United Kingdom on:

Part 1

- The aims of the UK Shared Prosperity Fund
- What to use the funding for
- The funding places will receive
- How to deliver the Fund
- The investment plan process

Part 2

- The Fund's parameters
- How we will pay each place or project
- How we will work with each place to measure impact

It builds on pre-launch guidance published in February 2022.

For further information, you can [contact us](#) on any of the content of this guidance or via the Department for Levelling Up, Housing and Communities area team for your place.

Important dates

- Fund launch: 13 April 2022
- Investment plan submissions window: 30 June 2022 to 1 August 2022
- First payments expected to lead local authorities: from October 2022
- Funding period: April 2022 to March 2025

Further information including a more detailed timeline is included in [section 10](#).

Ministerial foreword

This government's central mission to level up the whole of the United Kingdom is about many things.

It is about levelling up opportunity and prosperity and overcoming deep-seated geographical inequalities that have held us back for too long.

It is also, fundamentally, about levelling up people's pride in the places they love and seeing that reflected back in empowered local leaders and communities, a stronger social fabric and better life chances.

This is our vision and ambition for the new £2.6 billion UK Shared Prosperity Fund (UKSPF), which succeeds the old EU structural funds. This money will go straight to local places right across England, Scotland, Wales and Northern Ireland to invest in three local priorities; communities and place, support for local businesses and people and skills.

All places have their challenges, with affluence and deprivation often coexisting. In recognition of this, the UKSPF amounts to a predictable, long-term funding stream which local leaders are free to use as they see fit to unleash their unique potential. They can focus on what works best for their communities, including in new and innovative combinations, unshackled by previous EU restrictions.

This is a new approach to investment and the empowerment of local communities that I am confident will make a real difference on the ground and change lives. The next step is for each place to work with the private sector, civil society and others, as well as the devolved administrations in Scotland, Wales and Northern Ireland, to develop a plan. This should set out how they will target their funding on local priorities, against measurable goals. Once this is in place they can unlock three years of UKSPF investment.

I am excited to see the creative, ambitious choices that communities make as they level up and take charge of their destinies. And I look forward to working with leaders and communities right across the UK to ensure they succeed.

Part 1

1. Introduction

1.1 What is the UK Shared Prosperity Fund?

The UK Shared Prosperity Fund (UKSPF or the Fund) is a central pillar of the UK government's ambitious Levelling Up agenda and a significant component of its support for places across the UK. It provides £2.6 billion of new funding for local investment by March 2025, with all areas of the UK receiving an allocation from the Fund via a funding formula rather than a competition. It will help places right across the country deliver enhanced outcomes and recognises that even the most affluent parts of the UK contain pockets of deprivation and need support.

It seizes the opportunities of leaving the European Union, by investing in domestic priorities and targeting funding where it is needed most: building pride in place, supporting high quality skills training, supporting pay, employment and productivity growth and increasing life chances. It will reduce the levels of bureaucracy and funding spent on administration when compared with EU funds. It will enable truly local

decision making and better target the priorities of places within the UK. It will lead to visible, tangible improvements to the places where people work and live, alongside investment in human capital, giving communities up and down the UK more reasons to be proud of their area.

Places will be empowered to identify and build on their own strengths and needs at a local level, focused on pride in place and increasing life chances. Local places will be able to use the Fund to complement funding such as the Levelling Up Fund, and mainstream employment and skills provision to maximise impact and simplify delivery.

The Fund's interventions will be planned and delivered by councils and mayoral authorities across England, Scotland and Wales – 'lead local authorities', working closely with local partners and the Scottish and Welsh governments.

In Scotland and Wales we want to use existing strategic geographies and local authorities to draw on the insight and expertise of local partners, including businesses, the voluntary sector and Members of Parliament to target interventions where most appropriate.

In Northern Ireland, UK government will have oversight of the Fund. We want to work closely with local partners to design a Northern Ireland investment plan. We will refine the plan in consultation with stakeholders in a way that reflects the needs of Northern Ireland's economy and society. This group could include representatives from Northern Ireland Executive Departments, local authorities, businesses and the community and voluntary sector.

2. What to use funding for

2.1 The aims of the Fund

The UKSPF will support the UK government's wider commitment to level up all parts of the UK by delivering on each of the levelling up objectives:

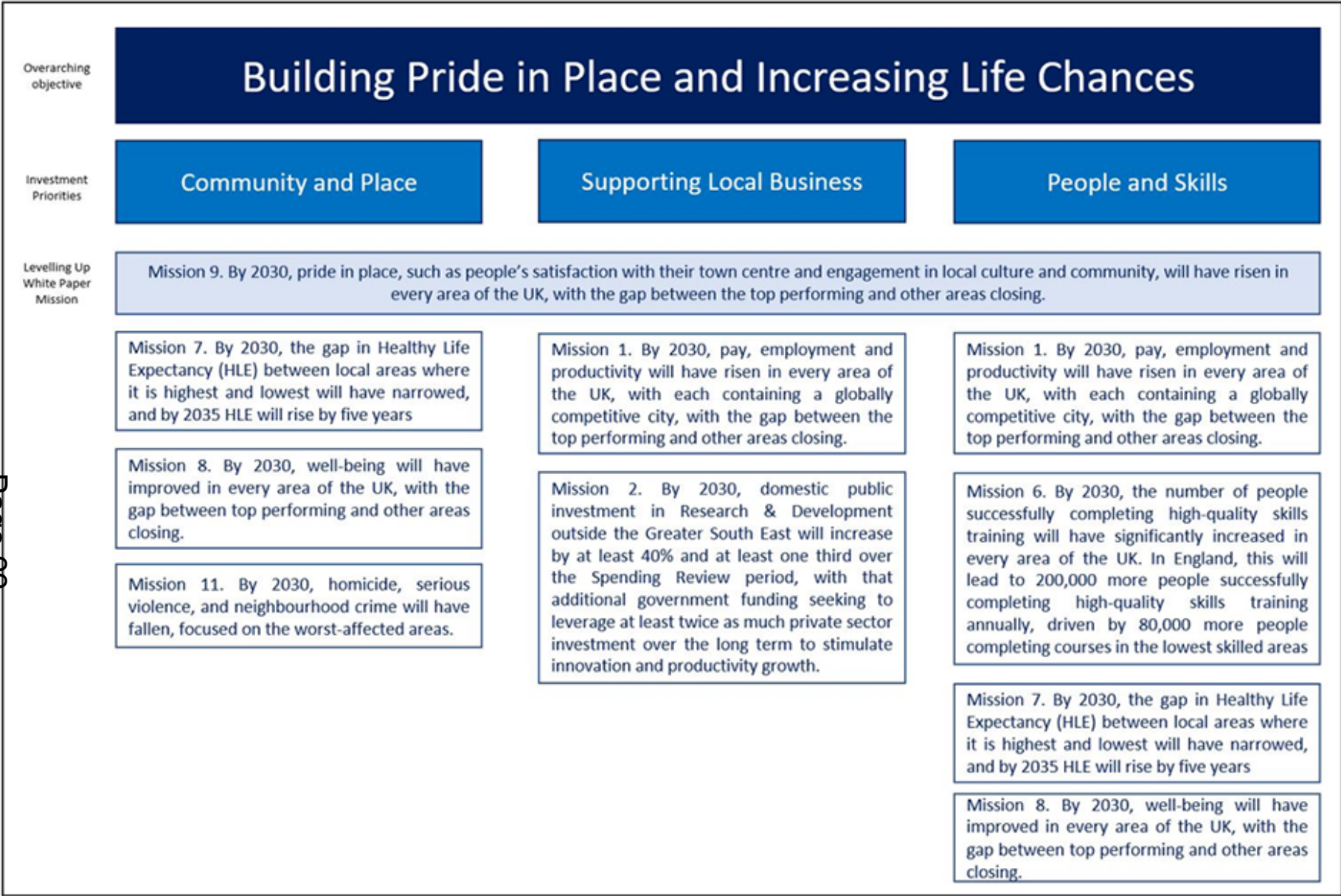
- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging
- Spread opportunities and improve public services, especially in those places where they are weakest
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost
- Empower local leaders and communities, especially in those places lacking local agency

The primary goal of the UKSPF is to build pride in place and increase life chances across the UK. This aligns with Levelling Up White Paper missions, particularly: 'By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.'

Alongside economic pull and push factors, people's lives are shaped by the social and physical fabric of their communities. The local mix of social and physical capital gives local areas their unique character and shapes where people choose to live, work and invest. Recognising the acute challenges town centres and communities have faced during the pandemic, this Fund will improve the places people live in, and

support individuals and businesses. It will drive noticeable improvements that matter to local communities, foster local pride in place and increase life chances including health outcomes.

Underneath the overarching aim of building pride in place and increasing life chances, there are three UKSPF investment priorities: communities and place; supporting local business; and people and skills. There are detailed objectives associated with each of these priorities which are aligned to the relevant Levelling Up White Paper mission.



Description: this picture shows the three investment priorities of UKSPF and how they relate to 7 of the 12 Levelling Up White Paper missions.

Overarching objective = Building pride in place and increasing life chances

All 3 investment priorities:

- Community and Place
- Supporting Local Business; and
- People and Skills

relate to Levelling Up White Paper Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.

The Community and Place investment priority relates to:

Mission 9. By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.

Mission 7. By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years

Mission 8. By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.

Mission 11. By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.

The Supporting Local Business investment priority relates to:

Mission 9. By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.

Mission 1. By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.

Mission 2. By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.

The People and Skills investment priority relates to:

Mission 9. By 2030, pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.

Mission 1. By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.

Mission 6. By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.

Mission 7. By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years.

Mission 8. By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.

The UKSPF forms part of a suite of complementary levelling up funding. It builds on the competitive Levelling Up Fund and Community Ownership Fund through long term, stable funding, allocated to all places. Its mix of revenue and capital funding can be used to support a wide range of interventions to build pride in place and improve life chances. These can complement Levelling Up Fund capital projects, strategic Freeport investments or community-level Community Ownership Fund projects, as well as existing employment and skills provision.

As we simplify the funding landscape, we will consider further opportunities to integrate funding with the UKSPF, including alignment with additional rural funding from the Department for the Environment, Food and Rural Affairs in England.

2.2 Using the Fund to meet local needs

[All places across the UK \(https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/delivery-geographies\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/delivery-geographies) will receive a conditional allocation from the UKSPF.

To access their allocation, each place will be asked to set out measurable outcomes that reflect local needs and opportunities. These should inform the interventions they wish to deliver. Places will be able to choose from investment across three investment priorities of communities and place, local business and people and skills.

Within the context of the Fund's aims, each place will have flexibility to invest across a range of activities that represent the right solutions to improve local pride in place, increase life chances, to help spread and create opportunity, and a sense of community and belonging. The balance of priorities should reflect local need and opportunity. It should build on existing national provision to create the optimal mix of support for each place. This flexible approach represents a key shift from the previous EU system.

These interventions will be set out in an investment plan submitted to the UK government for approval. The [investment plan process is described in section 6](#).

In the plans, places will select outputs and outcomes relevant to each UKSPF investment priority. This will allow lead local authorities, local partners, the UK government, and the devolved administrations to monitor progress.

The UK government recognises that the circumstances in which the Fund will operate differ by nation. Within the context of the Fund's overall objectives, we have worked with the local government associations, the Scottish and Welsh governments and departments across the Northern Ireland Executive to inform and develop the most appropriate mix of interventions for each nation.

[See a list of the interventions and indicative outputs and outcomes for each investment priority. \(https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators)

2.3 Communities and place

The communities and place investment priority will enable places to invest to restore their community spaces and relationships and create the foundations for economic development at the neighbourhood-level. The intention of this is to strengthen the social fabric of communities, supporting in building pride in place.

Investment Priority: Communities and Place

Objectives

Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and access to amenities, such as community infrastructure and local green space, and community-led projects.

Building resilient, healthy and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built and natural environment innovative approaches to crime prevention.

Nation specific interventions

For example: 'Funding for new, or improvements to existing, community and neighbourhood infrastructure projects'

Outputs

For example: 'Number of facilities supported/created'

Outcomes

For example: 'Increased users of facilities/amenities'

Aligned with the Levelling Up White Paper Missions to *Build pride in place and increase life chances*

Communities and place – objectives, outputs and outcomes

Description: this picture shows the communities and place investment priority, its objectives, outputs and outcomes, and how they link together to contribute to the fund's overarching objective. A chain of arrows shows the logic flow.

1. Investment priority = Communities and place

2. Objectives

- Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and access to amenities, such as community infrastructure and local green space, and community-led projects.
- Building resilient, healthy and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built and natural environment innovative approaches to crime prevention.

3. Nation specific interventions: For example: 'Funding for new, or improvements to existing, community and neighbourhood infrastructure projects'

4. Outputs: For example 'Number of facilities supported/created'

5. Outcomes: For example: 'Increased users of facilities/amenities'

6. Aligned with the Levelling Up White Paper Missions to 'Build pride in place and increase life chances'

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Alongside the 'pride in place' overarching mission, the Levelling Up White Paper sets out three further missions that should guide interventions for this investment priority:

- By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
- By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas (with a UKSPF focus on neighbourhood crime)
- By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years.

These missions, and the wider commitment to Levelling Up, have informed the objectives of this investment priority. [See a list of interventions for this investment priority and indicative output and outcome indicators. \(https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators)

Places are encouraged to review the interventions and identify activities that would support these objectives in their area, including any interventions that are best delivered at a larger scale in collaboration with other places, or more locally. The following evidence, resources and case studies are designed to help with this.

Case Study: Community-led Sustainable Transport Solutions – Swansea, Wales

This £129,000 UK Community Renewal Fund project will strengthen sustainable transport and active travel such as car and bike-share schemes, community transport, localised delivery services, lift-sharing and support for active travel. It aims to address social isolation, promote community cohesion, enable better access to services and employment, improve health and wellbeing, and support net zero goals.

Case Study: Zero Carbon Cultural Regeneration – Inverness, Scotland

This £19 million Levelling Up Fund project combines three complementary culture-led projects that will drive the environmental, cultural and economic regeneration of Inverness. Located along deprived riverside areas in the heart of the city, they will provide transformational opportunities for residents and visitors. The projects combine culture, regeneration and renewable energy, to deliver economic benefits to local businesses and help meet zero-carbon targets.

Case Study: SMART Tottenham Project, Haringey, London – England

£500,000 from Haringey's Future High Streets Fund award focuses on reducing crime and supporting retail on Tottenham High Road. Funding an increased level of CCTV in the high street, it aims to generate behavioural change and discourage antisocial behaviour, tackling crime and making the area safer.

Case Study: The Nile and Villiers Community-Led Project – Sunderland, England

£4.7 million from the Levelling Up Fund will be invested to redevelop a brownfield site and derelict buildings into new homes, workshop/commercial space, and a revitalised historic building. These developments will catalyse the regeneration of Sunnyside, one of the city centre's most deprived areas, characterised by poor-quality housing, high crime rates, derelict industry and hostels for vulnerable adults. It will create a popular, organic and residential community, changing perceptions of the area and city centre living.

Evidence and resources

The communities and place investment priority covers a wide range of local interventions, including public realm projects, community-led initiatives, and cultural and heritage projects. Analysis of approved round one Levelling Up Fund bids suggests communities and place interventions can offer good value for money. While the evidence around cause and effect of public realm and community-based interventions is limited, evaluators note they can create better places to live and do business, deliver important wider social outcomes and generate positive placemaking amenity benefits.

The What Works Centre for Local Economic Growth (WWLEG) have a 'Place' focused policy design toolkit and evidence reviews available for area-based initiatives, public realm, sports and culture, and estate renewal interventions, amongst others, that may help inform local decisions around investment in this investment priority. It is important to note that the centre's focus is on the extent to which those policies show evidence of impact on economic outcomes, as opposed to outcomes that measure progress towards the broader 'pride in place' focus of UKSPF.

One of the aims of UKSPF is to contribute to a better evidence base for communities and place interventions. Where evidence is more limited, we will work with lead authorities to robustly evaluate a sample of interventions at the local level to inform the design of future funding schemes that the UK government may wish to develop.

Places are also encouraged to consider bespoke interventions that meet the unique needs of their community and place. Lead local authorities will need to provide further detail on these – including a Theory of Change, Logical Framework or Logic Chain – in their investment plan to access their UKSPF funding.

Working with other places is strongly encouraged in the delivery of Fund interventions where it meets the needs of their place, and achieves value for money or better outcomes for local people or businesses. This includes working with places in different parts of the UK.

2.4 Supporting local business

The supporting local business investment priority will enable places to fund interventions that support local businesses to thrive, innovate and grow.

Investment Priority: Supporting Local Business

Objectives

Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities .

Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.

Increasing private sector investment in growth -enhancing activities, through targeted support for small and medium -sized businesses to undertake new -to-firm innovation, adopt productivity -enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.

Nation specific interventions

For example: ' Strengthening local entrepreneurial ecosystems '

Outputs

For example: ' Number of potential entrepreneurs provided assistance to be business ready '

Outcomes

For example: ' Number of new businesses created '

Aligned with the Levelling Up White Paper Missions to *Build pride in place and increase life chances*

Supporting local business – objectives, outputs and outcomes

Description: this picture shows the supporting local business investment priority, its objectives, outputs and outcomes, and how they link together to contribute to the fund's overarching objective. A chain of arrows shows the logic flow.

1. Investment priority = Supporting local business

2. Objectives

- Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.
- Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.
- Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.

3. Nation specific interventions: For example: 'Strengthening local entrepreneurial ecosystems'

4. Outputs: For example: 'Number of potential entrepreneurs provided assistance to be business ready'

5. Outcomes: For example: 'Number of new businesses created'

6. Aligned with the Levelling Up White Paper Missions to 'Build pride in place and increase life chances'

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Alongside the 'pride in place' overarching mission, the Levelling Up White Paper sets out two further missions that should guide interventions for this investment priority:

- By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
- By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth (with a UKSPF focus on helping businesses to access innovation support).

These missions, and the wider commitment to Levelling Up, have informed the objectives of this investment priority. [See a list of the interventions for this investment priority and indicative output and outcome indicators. \(https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators)

Places are encouraged to review the interventions and identify activities that would support these objectives in their area, including any interventions that are best delivered at a larger scale in collaboration with other places, or more locally. Places should also consider segmenting their business population, focusing on specific interventions that will best meet local business need. This can be informed by

early engagement with local business representatives. The following evidence, resources and case studies are designed to help with this.

Case Study: Tees Valley Business Challenge, England

This £826,000 Community Renewal Fund project is designed to accelerate Small and Medium Enterprises' development of market-led solutions to innovation challenges and supply chain opportunities relevant to local economic priorities. It will strengthen innovation maturity in the Tees Valley economy, building resilience for post-Covid economic recovery and unlocking growth potential.

Case Study: Barrow in Furness Town Centre, England

This £16 million Levelling Up Fund project will deliver a package of schemes to modernise and diversify the market hall and its offer, create of a new arrival point and improve in links to the main retail area. Accessibility improvements will connect the town areas, together with investment in sustainable travel infrastructure, combining to boost business start-ups and the local economy.

Evidence and resources

The What Works Centre for Local Economic Growth (WWLEG) have found that business advice interventions had a positive impact on at least one firm outcome in a little over half of the schemes evaluated. The Business Productivity Review call for evidence provides a summary of studies examining the impact of business support activities^[footnote 1].

The Office of National Statistics has conducted research that found a 1% increase in management score was associated with a corresponding 10% increase in productivity^[footnote 2]. Further research has also found that firms that invest in R&D have 13% higher productivity than those who do not^[footnote 3]. Social returns from R&D investment, are typically 2 to 3 times larger than private returns^[footnote 4].

The What Works Centre for Local Economic Growth have a 'Business' focused policy design toolkit and evidence reviews available for access to finance, apprenticeships, business advice and innovation interventions, amongst others, that may help inform local decisions around investment in this investment priority and, if you decide to invest, the policy design questions that you should ask yourself to maximise local growth impacts. Note that local growth impacts are the focus of the WWLEG, and we know much less about the impact of

these types of interventions on delivering pride in place or social outcomes. The [OECD \(https://www.oecd-ilibrary.org/industry-and-services/oecd-studies-on-smes-and-entrepreneurship_20780990\)](https://www.oecd-ilibrary.org/industry-and-services/oecd-studies-on-smes-and-entrepreneurship_20780990) and [Enterprise Research Centre \(https://www.enterpriseresearch.ac.uk/\)](https://www.enterpriseresearch.ac.uk/) are also useful resources that local places should consider.

One of the aims of UKSPF is to contribute to a better evidence base for supporting local business support interventions. Where evidence is more limited, we will work with lead authorities to robustly evaluate a sample of interventions at the local level to inform the design of future funding schemes that the UK government may wish to develop.

Places are also encouraged to consider bespoke interventions that meet the unique needs of their community and place. Lead local authorities will need to provide further detail on these – including a Theory of Change, Logical Framework or Logic Chain – in their investment plan to access their funding.

Working with other places is strongly encouraged in the delivery of Fund interventions where it meets the needs of their place and achieves value for money or better outcomes for local people or businesses. This includes working with places in different parts of the UK.

2.5 People and skills

Through the people and skills investment priority, places can use their funding to help reduce the barriers some people face to employment and support them to move towards employment and education. Places can also target funding into skills for local areas to support employment and local growth.

Investment Priority: People and Skills

Objectives

Boosting core skills and support adults to progress in work, by targeting adults with no or low level qualifications and skills in maths, and upskill the working population, yielding personal and societal economic impact, and by encouraging innovative approaches to reducing adult learning barriers (Scotland, Wales and Northern Ireland only. In England, this is delivered through the Department for Education's Multiply programme).

Reducing levels of economic inactivity through investment in bespoke intensive life and employment support tailored to local need. Investment should facilitate the join-up of mainstream provision and local services within an area for participants, through the use of one-to-one keyworker support, improving employment outcomes for specific cohorts who face labour market barriers.

Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support including access to basic skills.

Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.

Nation specific interventions

For example: 'Employment support for economically inactive people'

Outputs

For example: 'Number of people supported to engage in job-searching'

Outcomes

For example: 'Number of people in employment, including self-employment, following support'

Aligned with the Levelling Up White Paper Missions to Build pride in place and increase life chances

People and skills – objectives, outputs and outcomes

Description: this picture shows the people and skills investment priority, its objectives, outputs and outcomes, and how they link together to contribute to the fund's overarching objective. A chain of arrows shows the logic flow.

1. Investment priority = People and skills

2. Objectives

- Boosting core skills and support adults to progress in work, by targeting adults with no or low level qualifications and skills in maths, and upskill the working population, yielding personal and societal economic impact, and by encouraging innovative approaches to reducing adult learning barriers (Scotland, Wales and Northern Ireland only. In England, this is delivered through the Department for Education's Multiply programme).
- Reducing levels of economic inactivity through investment in bespoke intensive life and employment support tailored to local need. Investment should facilitate the join-up of mainstream provision and local services within an area for participants, through the use of one-to-one keyworker support, improving employment outcomes for specific cohorts who face labour market barriers.
- Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support including access to basic skills.
- Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.

3. Nation specific interventions: For example: 'Employment support for economically inactive people'

4. Outputs: For example: 'Number of people supported to engage in job-searching'

5. Outcomes: For example: 'Number of people in employment, including self-employment, following support'

6. Aligned with the Levelling Up White Paper Missions to 'Build pride in place and increase life chances'

Alongside the 'pride in place' overarching mission, the Levelling Up White Paper sets out four further missions that should guide interventions for this investment priority:

- By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
- By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
- By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.

- By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years.

These missions, and the wider commitment to Levelling Up, have informed the objectives of this investment priority. UKSPF offers places the option to fund local people and skills support that will complement, not duplicate, mainstream provision.

This investment priority has two primary elements, employment support for economically inactive people (benefit and non-benefit claimants) [\[footnote 5\]](#) and funding skills provision to provide people with the skills needed to progress in life and work, including supporting local areas to fund local skills needs. Multiply will include these cohorts but with a specific focus on numeracy. It will be targeted at those aged 19 and over who have not previously attained a GCSE Grade 4/C, SCQF Level 5 or higher maths qualification or equivalent.

[See a list of the interventions for this investment priority and indicative output and outcome indicators.](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators)
(<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators>)

For Scotland, Wales and Northern Ireland, see [information on Multiply](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/multiply-in-scotland-wales-and-northern-ireland) (<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/multiply-in-scotland-wales-and-northern-ireland>). Each place in England should read the [Multiply prospectus](https://www.gov.uk/government/publications/multiply-funding-available-to-improve-numeracy-skills) (<https://www.gov.uk/government/publications/multiply-funding-available-to-improve-numeracy-skills>) published by the Department for Education. They should take account of the aims, objectives and priorities of Multiply when developing local plans for people and skills interventions.

In England, places will be able to select people and skills interventions from 2024-2025 onwards, or earlier where they meet the [voluntary sector considerations outlined here](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators) (<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators>).

With recognition of their specific circumstances, places in Scotland, Wales and Northern Ireland will be able to select interventions from the people and skills investment priority from 2022-2023.

Places are encouraged to review the interventions and identify activities that would support these objectives in their area, including any interventions that are best delivered at a larger scale in collaboration with other places, or more locally. The following evidence, resources and case studies are designed to help with this.

Case Study: BE BEST – Ards and North Down, Northern Ireland

This £511,000 Community Renewal Fund project offers a menu of training opportunities, including access to basic skills, employability support, mentoring and work placements. Investing in people helps them to secure new and better jobs, and local businesses to meet workforce needs. Leadership, management and entrepreneurship support is also available for businesses which encourages cross sectoral community initiatives, increasing the local skills base for employers, address local business and innovation needs through digital collaboration.

Case Study: 50+ employment support, Greater Manchester, England

As part of its devolution deal, Greater Manchester is working with DWP and the Centre for Ageing Better to pilot localised support to bring inactive people between 50 and State Pension age back into work.

Its co-creation and prototyping phase was carried out from July 2020 to January 2022. It identified a series of feasible approaches including employment support; personal budgets; meaningful, paid work placements; self-guided support to identify transferable skills and explore career options with optional coaching (Reach); and a person-centred approach to commissioning employment support. Two of these approaches, Reach and person-centred procurement, will be piloted in a second phase of work.

Case Study: Individual Placement and Support (IPS) to people with common mental and/or physical health conditions – West Midlands, South Yorkshire and North Wales

IPS is a well evidenced initiative for individuals with severe mental illness that provides intensive, individual support to help people find suitable employment and in-work support. DWP has been testing whether it could also work embedded in primary healthcare teams and supporting individuals with more common conditions. This integrates employment specialists within healthcare teams with referrals made by healthcare professionals. 30% of participants are expected to find a job as a result. The trials have forged stronger relationships between local government and the healthcare system, and given healthcare professionals confidence to have employment related conversations with patients. It continues to be delivered to around 3,500 individuals in the West Midlands, South Yorkshire and North Wales.

Evidence and resources

A report examining the 2007-13 England European Social Fund programme found that increasing the quantity and range of support available to participants helped them to find employment and gain qualifications^[footnote 6]. It provides insight into the added value of using a keyworker model, bringing together a range of local services, to support economically inactive people move towards employment. A study examining the economic returns to publicly funded vocational qualifications in England found these generate strong returns^[footnote 7].

The What Works Centre for Local Economic Growth (WWLEG) found that employment training programmes had a positive impact on wages and employment in around half of evaluations reviewed. They also noted that in-firm or on-the-job programmes tend to be particularly effective and involving employers in the design of courses, and ensuring activities mirror actual jobs are further ways to drive effectiveness.

WWLEG have a 'People' focused policy design toolkit and evidence reviews available for apprenticeships and employment training, amongst others, that may help inform local decisions around investment in this investment priority and, if you decide to invest, the policy design questions that you should ask yourself to maximise local growth impacts. European Social Fund project case studies also provide an overview of the types of support currently available. Note that local growth impacts are the focus of the WWLEG, and that people and skills interventions will also have important social outcomes.

One of the aims of UKSPF is to contribute to a better evidence base for place in place interventions. Where evidence is more limited, we will work with lead authorities to robustly evaluate a sample of interventions at the local level to inform the design of future funding schemes that the UK Government may wish to develop. Places are also encouraged to consider bespoke interventions that meet the unique needs of their community and place. Lead local authorities will need to provide further detail on these – including a Theory of Change, Logical Framework or Logic Chain – in their investment plan to access their funding.

Working with other places is strongly encouraged in the delivery of Fund interventions where it meets the needs of the place, and achieves value for money or better outcomes for local people. In particular, we strongly encourage lead local authorities to work with other places (such as neighbouring district, county or unitary authorities) to agree and commission people and skills activity over larger geographies. This includes working with places in different parts of the UK.

2.6 Other policies or plans to take into account

Interventions supported by UKSPF will need to consider other local and national policies and priorities – including those of the Scottish and Welsh governments and departments across the Northern Ireland Executive where relevant. These include:

- Investment made under this Fund should demonstrate the extent of contribution to [net zero and nature recovery](https://www.gov.uk/government/publications/net-zero-strategy) (<https://www.gov.uk/government/publications/net-zero-strategy>) objectives, including the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050, wider environmental considerations, such as resilience to natural hazards and the [25 Year Environment Plan](https://www.gov.uk/government/publications/25-year-environment-plan/25-year-environment-plan-our-targets-at-a-glance) (<https://www.gov.uk/government/publications/25-year-environment-plan/25-year-environment-plan-our-targets-at-a-glance>) commitments, and any specific commitments in Scotland, Wales or Northern Ireland.
- To support green growth, places should also consider how projects can work with the natural environment to achieve project objectives, and – at a minimum – consider the project's impact on our natural assets and nature. For further information on how to take these considerations into account, see the [Enabling a Natural Capital Approach \(ENCA\) resources](https://www.gov.uk/guidance/enabling-a-natural-capital-approach-enca) (<https://www.gov.uk/guidance/enabling-a-natural-capital-approach-enca>).

Each place in Scotland and Wales should involve the Scottish and Welsh governments, and the Offices of the Secretary of State for Scotland and Wales, respectively, to identify links to relevant national policies and priorities that should be considered in the preparation of investment plans. The UK government will work with partners to also consider the strategies and funding of the Northern Ireland Executive.

As a minimum, this should include:

- the Northern Ireland Programme for Government Draft Outcomes Framework 2021
- the Scottish Government's National Strategy for Economic Transformation, or
- the Welsh Framework for Regional Investment

Public bodies are subject to the Public Sector Equality Duty in all their decision-making and should ensure that they meet these obligations when taking decisions on UKSPF.

Each place should take account of the wider funding landscape, and in particular, complementary interventions at UK, national or local level. This will ensure that funding is effectively targeted and delivered efficiently. As a minimum, lead local authorities (and Northern Ireland partners) should consider alignment with:

- [The Levelling Up Fund \(https://www.gov.uk/government/publications/levelling-up-fund-round-2-prospectus/levelling-up-fund-round-2-prospectus\)](https://www.gov.uk/government/publications/levelling-up-fund-round-2-prospectus/levelling-up-fund-round-2-prospectus) which has now launched a second round competition.
- [The Community Ownership Fund which will launch a further round in the spring \(https://www.gov.uk/government/collections/new-levelling-up-and-community-investments#the-community-ownership-fund\)](https://www.gov.uk/government/collections/new-levelling-up-and-community-investments#the-community-ownership-fund).
- [Freeports \(https://www.gov.uk/guidance/freeports\)](https://www.gov.uk/guidance/freeports) where relevant.
- Other digital infrastructure delivery plans as part of Project Gigabit. For digital infrastructure/connectivity interventions supporting community facilities, this investment should deliver gigabit-capable infrastructure and be aligned with the procurements and other intervention types delivered by that programme.
- National employment support provided through Jobcentre Plus, its contracted providers or equivalents in Northern Ireland. Local authorities should work with local Department for Work and Pensions representatives to build an understanding of this provision^[footnote 8].
- Existing adult skills provision in each nation, which should not be displaced or duplicated.
- European structural fund provision, which continues until 2023 in some areas.
- Funding for rural areas where relevant.
- Other funding sources from the devolved administrations.

We would strongly encourage lead local authorities to engage widely with local partners – including current deliverers of EU structural fund interventions and managing authorities, arms-length bodies of government, neighbouring local authorities, voluntary and community representatives, civil society organisations higher and further education and business representative and strategic bodies. This will ensure that local investment plans complement and do not duplicate other provision and that interventions are delivered at the appropriate scale.

3. Funding places will receive

3.1 Funding for each place

Every place in the UK has been allocated a share of the UKSPF, with even the smallest places receiving at least £1 million. This recognises that even the most affluent parts of the UK contain pockets of deprivation and need support. It will help people access opportunity in places in need, such as ex-industrial areas, deprived towns and rural and coastal communities, and support people who are economically inactive or have skills needs that cannot be met through mainstream provision.

As set out at Spending Review 2021, the Fund is worth £2.6 billion over the period to 2024-25. The Fund will ramp up to £1.5 billion in 2024-25, including Multiply.

Funding is confirmed for three financial years – £400 million for 2022-23, £700 million for 2023-24 and £1.5 billion for 2024-25, providing predictable baseline local growth funding.

[Allocations for England, Scotland, Wales and Northern Ireland are available here, including Multiply allocations.](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/ukspf-allocations)

<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/ukspf-allocations>) £179 million will be managed centrally by the Department for Education for a UK-wide digital platform for adult numeracy, as well as a programme of evaluation.

The local split of capital and revenue for the Fund in Scotland, Wales, and Northern Ireland is as follows:

Year	Core UKSPF: revenue	Core UKSPF: capital	Local multiply: revenue
2022-23	89.6%	10.4%	100%
2023-24	87.5%	12.5%	100%
2024-25	82.1%	17.9%	100%

The local split of capital and revenue for the Fund in England is as follows:

Year	Core UKSPF: revenue	Core UKSPF: capital	Local multiply: revenue
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2022-23	90%	10%	100%
2023-24	87%	13%	100%
2024-25	80%	20%	100%

Each place's allocation will comprise both revenue and capital funding. Lead local authorities should set out their preferred mix of funding in their investment plan. Note - each place must identify a minimum percentage of capital funding, each year in line with the overall split of revenue and capital at UKSPF level set out in the above tables.

3.2 How we decided the allocations

We have made allocations to each nation to ensure a real-terms match of EU structural funds.

For England, we have adopted a blended approach to allocate funding to each place. This ensures that all places get an allocation that flows for significant continuity with EU structural funds:

- within the continuity model that maintains EU structural fund distributions, 70% is allocated on a per capita basis, within each region based on Local Authority population size
- 30% of the allocation uses the same needs-based index previously used to identify UK Community Renewal Fund priority places, namely:
 - Productivity
 - Household income
 - Skills
 - Productivity -Places with lower population density

For Scotland, taking into account the remote nature of parts of the country and the special needs of the Highlands and Islands, we have adapted this approach in consultation with local stakeholders:

- 60% of funding is allocated on a per capita basis across Scotland.
- 30% of the allocation uses the same needs-based index previously used to identify UK Community Renewal Fund priority places.
- 10% are allocated using the lower population density measure contained within the UK Community Renewal Fund, recognising the higher cost of delivering services in rural areas and the unique rurality of some Scottish authorities and island communities.

For Wales, we have adapted our allocation approach following engagement with partners to the following:

- 40% of funding is allocated on a per capita basis across Wales.
- 30% of the allocation uses the same needs-based index previously used to identify UK Community Renewal Fund priority places.
- 30% are allocated using the Welsh Index of Multiple Deprivation.

For Northern Ireland, recognising the different role local authorities play there compared to England, Scotland and Wales, we are not allocating below the Northern Ireland level. Further detail on the delivery approach in Northern Ireland is set out below.

A [methodological note \(https://www.gov.uk/government/publications/uk-shared-prosperity-fund-allocations-methodology\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-allocations-methodology) that sets this out in more detail is available. The full model will be published in May 2022.

4. How the Fund will be delivered

4.1 Overview

The UKSPF is establishing new relationships between the UK government, devolved administrations, local government and local partners across the UK. We are putting people that know their places best, front and centre in shaping decisions.

Working to a UK-wide framework published by the UK government, local partners will influence the Fund through development and delivery of an investment plan for each place. This represents a fundamental shift in responsibility compared with the European structural funds that the Fund succeeds.

The Fund will operate UK-wide and use the financial assistance powers in the UK Internal Market Act 2020 to deliver funding to places across the UK.

In addition to the devolved administrations' existing powers, this allows the UK government to complement and strengthen the support given to local people, businesses and communities in Scotland, Northern Ireland and Wales, as well as England. We have worked with each of the devolved administrations to develop interventions that follow the fund's principles of local autonomy while recognising the different policy and funding landscapes of each nation.

The Department for Levelling Up, Housing and Communities will oversee the Fund at UK level, working with other departments and in particular when bespoke interventions are proposed.

The Department for Education will lead delivery of the Multiply element of the Fund in England, a UK-wide digital platform for adult numeracy, as well as a programme of evaluation, including randomised control trials, to build the evidence of what works. It will work closely with the Department for Levelling Up, Housing and Communities, lead local authorities and the devolved administrations on Multiply delivery in Scotland, Wales and Northern Ireland. It will play a key role in relation to wider skills interventions, working with local partners.

Local areas will also be expected to work closely with Department for Work and Pensions or devolved administrations where relevant in the planning and delivery of employment interventions to ensure alignment with mainstream employment provision.

4.2 The role of lead local authorities

In England, Scotland and Wales, local government is being given responsibility for developing an investment plan for approval by the UK government, and for delivery of the Fund thereafter. This recognises that pride in place and increasing life chances can be best achieved by delivery close to local people and businesses; by authorities that understand each place's unique local context and identity, and with established governance.

Lead local authorities will receive an area's allocation to manage, including assessing and approving applications, processing payments and day-to-day monitoring.

Where the Fund operates over a strategic geography (for example, places in Scotland and Wales or the mayoral combined authorities), all allocations will be aggregated at the strategic geography level, including the 4% for administration. The lead authority for the strategic geography will have overall accountability for the funding and how the Fund operates. Where specific local authorities within the strategic geography take lead responsibility for a particular UKSPF intervention or policy for the wider geography, lead authorities can allocate a proportion of their administration budget to them.

Individual local authorities or other public bodies within the strategic geography may take lead responsibility for a particular UKSPF intervention or policy, either delivered locally or for the wider geography, where this reflects the right approach to local needs. While the lead local authority would retain overall responsibility, they can allocate a proportion of their administration budget to individual authorities or bodies in these circumstances.

Lead local authorities can determine, with partners, the most appropriate scale for each intervention – for example, regional, local or through collaboration with other places or bodies to deliver specific interventions. This can include working with places in different parts of the UK. This should consider value for money, effectiveness and current arrangements.

Lead local authorities for each area will have flexibility over how they deliver the Fund. They may wish to use a mix of competitions for grant funding (which is the default approach set out in [Cabinet Office Grants Standards \(https://www.gov.uk/government/publications/grants-standards\)](https://www.gov.uk/government/publications/grants-standards)), procurement, commissioning or deliver some activity through in-house teams. For example, some community level interventions may require a commissioning or in-house approach, recognising that competitions for grant may create barriers to participation in left behind communities.

Lead local authorities should also design their project selection and contracting processes so they have mechanisms to recover funding where beneficiaries do not comply with fund parameters, UK law or any local requirements.

We will ask each lead local authority to notify us of any current or emerging operational or financial risks, or issues, and any contingency measures put in place. This will be requested in each place's investment plan and in each report thereafter. This will help us determine the level of support we may provide, and/or enhanced monitoring that we may require. This may also result in reduced delegation of the fund in the affected area.

In Northern Ireland, the UK government will work with local partners to design a Northern Ireland investment plan. This plan will be used by the Department for Levelling Up, Housing and Communities who will have oversight of delivery. This reflects the distinct and different role local government plays in Northern Ireland.

4.3 Collaboration with other places

Each place has a range of economic and societal relationships with other places across the UK, including their neighbours and places with common needs and opportunities.

We expect a separate investment plan for each [delivery geography \(https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/delivery-geographies\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/delivery-geographies) (whether this is a strategic geography, or a single district council area). However, working with other places is strongly encouraged in the delivery of Fund interventions where it meets the needs of their place, and achieves value for money or better outcomes for local people or businesses. This could take the form of national or regional interventions, or projects that deliver across places either side of national boundaries in the UK with strong economic and social ties.

Delivering interventions at the national or regional scale might be beneficial when seeking to deliver larger, strategic projects, when economies of scale exist that would result in higher value for money or better outcomes for local people and businesses, or where it would reduce the burden or complexity of commissioning. It could also involve places at opposite ends of the UK with similar thematic needs working together on common interventions to achieve scale. Or, more local collaboration between councils and their neighbours.

In particular, we strongly encourage lead local authorities to work with other authorities (district, county or unitary councils where relevant) to agree and commission people and skills activity, or business support activity over a larger scale representative of the full local labour market or business base. Lead local authorities will be asked to set out their approach in their investment plan.

In addition, where the Fund is operating over a strategic geography, lead local authorities must engage with their constituent authorities and other local partners to ensure that the needs of places within the strategic geography can be effectively addressed.

4.4 Delivery arrangements across the UK

4.4.1 England

In England, the Fund will primarily operate over the strategic geographies of the Mayoral Combined Authorities (MCAs) and the Greater London Authority (GLA), and district councils or unitary authorities elsewhere. These are the lead local authorities for UKSPF purposes. See [Delivery geographies \(https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/delivery-geographies\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/delivery-geographies).

Outside of MCAs and the GLA, Multiply will be delivered at the upper-tier or unitary level in England. [Multiply local authorities in England \(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1068822/Multiply_Investment_Prospectus.pdf\)](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1068822/Multiply_Investment_Prospectus.pdf) should set out plans for delivery of adult numeracy support in a separate plan submitted to the Department for Education.

Lead local authorities for either Multiply or core UKSPF should work closely together to ensure that each element of the Fund works coherently, achieves good value and is as aligned as possible. Lead local authorities should take account of the Adult Education Budget and remaining European Social Fund investments, which operate at larger geographies and engage with relevant employment and skills bodies and stakeholders, including Jobcentre Plus and Skills Advisory Panels, even where the decision is taken not to deliver interventions at the strategic scale.

Unitarisation

Since publication of the pre-launch guidance, Parliament has agreed legislation to restructure local government in North Yorkshire, Somerset and Cumbria. This means we need to update the delivery arrangements for these areas.

In each of North Yorkshire and Somerset, a single new unitary council will – from 1 April 2023 – replace all the principal councils in these areas. Before then, North Yorkshire and Somerset county councils will be ‘continuing authorities’; these councils will have the right to sign off all new district council investment, including UKSPF. As a result, we now require a county-wide plan for each of North Yorkshire and Somerset. The county councils and district councils are expected to work closely to target interventions according to local need, and in particular ensure that communities and place investments reach all parts of the county areas.

In Cumbria, two new unitary councils will – from 1 April 2023 – replace all the principal councils in these areas. Consent of these two new unitary authorities – Cumberland Council and Westmorland and Furness Council, even in shadow form, will be needed for new district council investment, including UKSPF. As they will only exist in shadow form until April 2023, individual plans for each of Cumbria’s district council areas are still needed. We expect close collaboration between districts leading investment plans and the shadow unitary councils. This should include some joint elements of each district plan, notably delivery arrangements, and consent by the shadow unitary authorities prior to submission. From 1 April 2023 the district areas are abolished. At this point, we expect the relevant district investment plans to be merged into plans for each new council area.

The Devolution Mission

The Levelling Up White Paper sets out a devolution mission for England: By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

We expect delivery responsibility for the Fund to align with these deals in due course. To provide funding and delivery certainty for all local partners, the delivery arrangements set out in this prospectus will continue until March 2025

In the meantime, each district or unitary council is expected to produce and deliver a standalone investment plan for its place. As noted above, working with other places is strongly encouraged in the delivery of Fund interventions where it meets the needs of their place, and achieves value for money or better outcomes for local people or businesses. This can include working across wider county or other geographies. Any such plans should be identified in the place's local investment plan.

In particular, we strongly encourage lead local authorities to work with other district, county or unitary authorities to agree and commission people and skills activity or business support where relevant.

4.4.2 Scotland and Wales

The partnerships that deliver City and Growth Deals in Scotland and Wales are strong examples of collaboration. Supported by the UK government and devolved administrations, the deals have empowered local leaders and partners to come together to drive growth and productivity across their region.

Devolved administrations have also established, or are in the process of establishing, complementary structures to promote partnership working over strategic geographies. These include Corporate Joint Committees in Wales and Regional Economic Partnerships in Scotland. The UK government wants to build on this approach and promote existing partnership working across both Scotland and Wales.

Local authorities across each strategic geography have been invited to collaborate in developing investment plans and delivering the Fund. This builds on the strong support for a regional approach from local partners and the Scottish and Welsh governments.

In Scotland, we support delivery through Regional Economic Partnerships where this is the preference of local areas. These regional geographies build on the successful City and Regional Growth Deal partnerships.

We intend to work with the Convention of Scottish Local Authorities and the Scottish Government to facilitate collaborative work across these Regional Economic Partnership geographies. This recognises that the final composition of some partnerships is still to be determined, and that some authorities want to cooperate with partners in multiple directions. Under such arrangements, the lead local authority for each partnership will submit a single investment plan.

In Wales, we support delivery across the four regional strategic geographies which are co-terminous with strategic geographies covering City and Growth Deal areas. We want to work with the Welsh Government and the Welsh Local Government Association to support work across the four existing geographies and develop comprehensive accountable arrangements to administer the Fund in time for submission of each place's investment plan.

4.4.3 Northern Ireland

In Northern Ireland, the Department for Levelling Up, Housing and Communities will manage delivery at Northern Ireland scale.

To do this effectively we want to work with local partners to design an investment plan. We will refine the plan in consultation with stakeholders in a way that reflects the needs of Northern Ireland's economy and society. This group could include representatives from Northern Ireland Executive Departments, local authorities, businesses and the voluntary sector. This will forge new ways of working and opportunities across Northern Ireland.

The development of the single Northern Ireland investment plan and its delivery will create roles for partners across each of Northern Ireland's City and Growth Deal geographies. It will maximise local intelligence, insight and knowledge, in recognition of the opportunities and challenges unique to Northern Ireland and the distinct and different role local authorities play there.

In order to support the delivery of interventions at their most appropriate level, we anticipate that there will be a varied approach to market in Northern Ireland. For example, it could involve local project selection across City and Growth deal areas or interventions might be delivered at a Northern Ireland wide level. The approach to delivery will be guided by the final version of the UKSPF plan for Northern Ireland.

4.5 Supporting lead local authorities to deliver

Preparing the investment plan

We are making £20,000 available per lead local authority or £40,000 for each Mayoral Combined Authority and the Greater London Authority in England to undertake initial preparatory work for the Fund, including developing their local investment plan for submission in the summer.

In Scotland and Wales, the lead local authority for each strategic geography will receive £40,000. This reflects the extra work required to establish new delivery and governance arrangements in these areas.

This funding is in addition to each place's allocation, and will be paid on sign-off of each place's plan.

Day-to-day Fund administration

We know that local government will require support to administer the Fund. Each lead local authority in England, Scotland and Wales will be able to use up to 4% of their allocation by default to undertake necessary Fund administration, such as project assessment, contracting, monitoring and evaluation and ongoing stakeholder engagement.

Setting up the Fund may need a larger administration budget in the first year than in later years. This is acceptable so long as the percentage is not exceeded overall.

Larger authorities, and those with bigger Fund allocations will not require a full 4%. In these cases, a smaller amount can be used, with the balance being used to support Fund interventions.

By exception, smaller local authorities, those with smaller Fund allocations or strategic geographies in Scotland and Wales may need to use more than 4% of their allocation to successfully administer the Fund. Where this applies, the lead local authority must set out a case for a higher percentage in their investment plan. This request will be assessed and where approved monitored, to ensure that the benefits of a higher administrative budget are being secured.

Longer-term capability support

We are also exploring the need for additional capability support for local government and other partners to maximise the opportunities that the Fund affords.

To help us understand this need better, we are asking lead local authorities to answer specific questions on the experience and capability of their teams, as part of their investment plan.

We will explore working with experienced local authorities, government and sectoral partners in developing peer networks that can help share good practice. Lead local authorities interested in leading networks may use part of their admin allocation to support this work.

5. Who should be involved in the Fund

Page 25 5.1 Local partnership groups

Throughout the UK, access to local insight and expertise is essential for each place to identify and address need and opportunity, and respond with the right solutions for each place. Comprehensive and balanced local partnerships will be a core component of how the Fund is administered locally.

Lead local authorities (or the UK government in collaboration with Northern Ireland partners) are tasked with working with a diverse range of local and regional stakeholders, civil society organisations, employer bodies responsible for identifying local skills plans, and businesses or business representative groups to achieve Fund outcomes in their areas.

Local partners should support lead local authorities for each place to develop an investment plan. Once plans are approved, partners should be asked to provide advice on strategic fit and deliverability – taking care to avoid conflicts of interest. This will ensure that Fund investments complement other activities in the area and meets Fund and local objectives.

The local partnership will be convened by the lead local authority (or UK government in collaboration with Northern Ireland partners). In circumstances where a place already has a group that could be used, then the group can be designated for this Fund's purposes, taking care to ensure that the panel is fully representative and that its terms of reference meet the Fund's needs.

The list below is a guide for the types of groups that should be represented on the local partnership groups. The precise composition will be for each place to determine, based on their needs:

- Representatives from the lead local authority (this may also include neighbouring authorities or constituent authorities where relevant and to maximise alignment)
- Local businesses and investors (large employers and small and medium sized employers)
- Business support providers or representatives, including sectoral representatives relevant to the place (for example – cluster bodies, tourism organisations)
- Local partnership boards and strategic bodies where relevant (for example, Local Enterprise Partnerships or Local Skills Improvement Partnerships in England, City and Growth Deal partners in Scotland, Wales and Northern Ireland)
- Regional representatives of arms-length bodies of government where appropriate
- Prominent local community & faith organisations
- Voluntary, sector social enterprise and civil society organisations, including Third Sector Interface Groups in Scotland
- Rural representatives unless there are no rural communities within the area
- Education and skills providers – for example higher education institutions and further education colleges, adult learning providers
- Employment experts and providers – for example Jobcentre Plus representatives and employment related service providers
- Nature, environmental or associated representatives
- Public health representatives
- Police and crime representatives (such as Police and Crime Commissioners where relevant)
- Officials of devolved administrations or their agencies in Scotland, Wales and Northern Ireland
- Members of Parliament where appropriate (explained in section 5.2 below)

Representatives of the UK government may also attend and can provide access to specific expertise where this is needed.

5.2 The role of Members of Parliament in the Fund

Members of the UK Parliament play an important role in representing the views of their constituents, working collaboratively with local authorities and other local partners to work for the good of local places. They should be closely engaged in the design and delivery of the Fund. In most cases, all MPs in the area should be invited to join the local partnership group.

Where an authority or strategic geography is so large that this is impractical (in places like London and Northern Ireland), lead local authorities should invite all MPs for the place to a convened MP engagement group, and ensure their views are represented on the local partnership group.

They should provide an advisory role to lead local authorities, reviewing the investment plan prior to submission to UK government for sign-off. Each plan will need to detail the MPs involved in the local partnership group and whether each are supportive of the final plan submitted to the UK government for consideration.

We expect lead local authorities to demonstrate that they have actively reached out to MPs and other partners. The investment plan needs to demonstrate local consensus for the plan. If it does not, ministers reserve the right to defer sign off until broad consensus is secured. Failure of one or more MPs to agree would not prevent consideration of the investment plan.

Lead local authorities are also encouraged to engage proactively and constructively with MPs on a periodic basis, post investment plan sign-off – including through a regular reviews and meetings of the partnership group in its delivery phase.

Members of the Scottish Parliament, Members of the Senedd and Members of the Northern Ireland Assembly should also be engaged where relevant.

5.3 The role of the devolved administrations

Recognising that levelling up is a programme for the whole of the United Kingdom, the UKSPF will be delivered UK-wide, using our powers in the UK Internal Market Act. It is a priority of the Fund to deliver effective investment to all parts of the UK, to maximise benefits for citizens and the economy.

We know we share these goals with the devolved administrations and have engaged with each government on the design and delivery of this Fund ahead of publication. Our engagement and collaboration will not end here. Throughout the lifetime of UKSPF we want local places to work with the grain of devolved administrations' activity and deliver better outcomes for communities across the UK in partnership with them. This should mean plans are designed mindful of ensuring better value for money, avoidance of duplication so we can deliver our shared objectives.

To enable this, the devolved administrations will take on a number of roles and responsibilities in the Fund. The Scottish and Welsh governments and the Northern Ireland Executive have been invited to be part of a UK wide ministerial forum that will support delivery of the Fund. In Scotland and Wales we want each government to work with their strategic geographies on the development of investment plans and to attend all local partnership groups in a full way.

5.4 The role of the UK government

The Department for Levelling Up, Housing and Communities will be accountable for the overall implementation of the fund, working in partnership with a range of UK government departments.

The Department for Education will sign off Multiply investment plans in England.

Where relevant, the Department for Levelling Up, Housing and Communities will seek advice from the Department for Work and Pensions and the Department for Education on the implementation of the people and skills investment priority, and the Department for Business, Energy and Industrial Strategy for the supporting local business investment priority.

6. How to write an investment plan

6.1 Investment plans

In order to access UKSPF funding, lead local authorities are being asked to complete an investment plan, setting out how they intend to use and deliver the funding. UKSPF has been designed to empower local leaders and communities to deliver locally-identified priorities and the investment plan process has been designed with this in mind.

Lead local authorities will be asked to develop their investment plan in conjunction with local stakeholders. Places should establish or designate a local partnership group to consult when developing their investment plan. Plans will then need to be agreed by both the lead local authority and by UK government to unlock the allocations.

In Scotland and Wales, we want each strategic geography to involve the Scottish and Welsh governments, and the Offices of the Secretary of State for Scotland and Wales respectively, in the preparation of their investment plans.

In Northern Ireland, the UK government will work with local partners to design a Northern Ireland investment plan. This plan will be used by the Department for Levelling Up, Housing and Communities who will have oversight of delivery; this reflects the distinct and different role local government plays in Northern Ireland.

6.2 Investment plan questions

The investment plans will feature three broad stages:

1. Local context: an opportunity for places to set out their local evidence of opportunities and challenges through the lens of the three investment priorities for UKSPF.

2. Selection of outcomes and interventions: where places will identify the outcomes they wish to target based on local context, and the interventions they wish to prioritise, under each investment priority, from the menu of options. These should be clearly linked to local opportunities and challenges.

3. Delivery: this will represent the most detailed stage of the investment plans and is broken down into the following:

a. Approach to delivery and governance: where places outline the structures and processes that will support the delivery of their chosen interventions. We will also expect places to set out the engagement they have undertaken as part of the development of their Plan, including their engagement with MPs.

In this section we will also ask places to set out how they intend to collaborate with other places in the delivery of specific interventions – for example with neighbouring places, or with places across the UK with common needs or challenges.

b. Expenditure and deliverables: detailing what places want to deliver with their investment plan, including the spend profile for the three years of the fund as well as outputs and outcomes figures, and where places have already identified specific projects they wish to fund under each of the investment priorities.

As part of these spend and indicator profiles, lead local authorities will be asked to detail their intended budgets at priority and intervention level. UK government will use this information as part of the assessment and as initial performance management, along with additional performance management information set out in a Memorandum of Understanding (or Grant Funding Agreement in Northern Ireland).

Please note – expenditure profiles must be accurate and deliverable. Each place must set out a minimum amount of capital funding to invest each year in their investment plan, which will be monitored. Where small authorities have smaller overall allocations we will consider requests for flexibility. We reserve the right to withhold or delay payment from 2023-24 onwards where this does not occur.

c. Capability and resource: to allow places to outline the resource they have to manage and work on UKSPF, as well as their capability and previous experience of delivering similar funds.

6.3 Delivering innovative provision

While we have developed a broad set of interventions, to allow places flexibility, we recognise that there will be instances where our menu of options does not meet specific local challenges or priorities that have been identified. To mitigate against this, places will be allowed to select 'bespoke' interventions that do not feature in our menu of options. Places will need to provide evidence to support their bespoke intervention, including a logic chain or theory of change and demonstrate where they align with UKSPF investment priorities.

6.4 How to submit your local investment plan

A [pre-registration form \(https://forms.office.com/r/X6x0cBDWxU\)](https://forms.office.com/r/X6x0cBDWxU) will need to be completed before accessing the investment plan platform. This form will require the name and email address of the person intending to submit the investment plan on each place's behalf, as well as an alternative's email address.

Once this form has been completed you will receive a:

- link to the online platform to submit your investment plan, and a
- link to allow you to upload the supporting documentation we require as part of the investment plan process.

We have also published the [investment plan questions \(https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus) that can be referred to offline.

Investment plans should be submitted via the online platform during the submission window. The submission window opens on 30 June 2022 and closes on 1 August 2022. This is designed to enable places that are ready, to submit for assessment sooner. It also recognises that places in Scotland and Wales, or places where local elections have been held, may need longer to submit their plans. In Northern Ireland we will work directly with partners to prepare an investment plan.

6.5 How we will agree your plan

We expect the content of each investment plan to be coherent and broadly supported by relevant partners. The interventions, outputs and outcomes set out in the investment plan must be deliverable. We will require lead local authorities to set out how they will deliver a successful programme and provide a complete and accurate expenditure and deliverables profile.

We will lead an assessment of the three areas in the investment plan:

- Local context – including challenges and opportunities
- Selection of outcomes, outputs and proposed interventions
- Delivery

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If bespoke interventions are included, i.e. those not in our menu of options, we will expect to see a clear explanation of the theory of change or logic chain and justification for the intervention proposed before approving the intervention, as well as how the intervention will be monitored and evaluated.

There are a number of areas that require complete and accurate information to be submitted for assessment. Where this is not provided, we will ask for further information and/or resubmission, for example:

- Limited justification for selecting bespoke interventions
- Failure to enter sufficient rationale in text boxes as required
- An inaccurate or incomplete expenditure and deliverables profile – please read the guidance on the first tab to ensure successful completion
- Failure to outline your delivery plan, including governance and resources structures as well as delivery design and management of specific delivery elements, e.g. subsidy control/State Aid

Plans will need to be agreed by the lead local authority and UK government to enable sign off. The Department for Levelling Up, Housing and Communities will lead the government assessment process and will engage relevant departments as needed.

Where a plan cannot be signed off first time, we will provide feedback to the lead local authority and work iteratively to secure sign off.

Part 2

7. The Fund's parameters

The Fund is designed to be flexible and responsive to local circumstances, extending to flexibility on how fund interventions are designed and delivered. Nevertheless, lead local authorities, and local partners should consider the following fund parameters when drafting investment plans and designing interventions:

7.1 Who can the Fund support?

The Fund is intended to help communities across the country, support people living or working in the UK, citizens with permission to work here, and help businesses operating in the UK. Any organisation with legal status^{[\[footnote 9\]](#)} can receive funding to deliver a UKSPF intervention, including arms-length bodies of government where appropriate.

Working with international partners may be appropriate where it represents a suitable way of meeting local needs.

7.2 When can Fund investment start?

The Fund can support investment in interventions that start from 1 April 2022 where they fit with the relevant interventions toolkit and all Fund requirements set out in this Prospectus.

Any such interventions will be at risk prior to sign off of local investment plans. Lead local authorities may choose to focus on specific interventions from the toolkit, where there is a clear need, and an established delivery approach to minimise risk.

Lead local authorities can also incur administrative and preparatory costs from 1 April 2022. This is subject to provisions on the use of the Fund for administration, set out at section 4.5, and all other Fund requirements set out in this Prospectus, including but not limited to branding and publicity, and reporting.

Funding is confirmed for three financial years – 2022-23, 2023-24 and 2024-25 providing a predictable baseline element of local growth funding. All interventions should end by March 2025, or have a break clause allowing for closure by March 2025 if required (for example, yearly renewable funding).

7.3 How can we fund interventions?

The Fund can be used flexibly to support interventions via:

- grant to public or private organisations

- commissioning third party organisations
- procurement of service provision
- in-house provision

All places should take account of the [Cabinet Office Grants Standards \(https://www.gov.uk/government/publications/grants-standards\)](https://www.gov.uk/government/publications/grants-standards) when deciding which option best fits their circumstances. Lead local authorities should note that competitions for projects is the default approach for selecting recipients of public grants.

Lead local authorities should also design their project selection and contracting processes so they have mechanisms to recover funding where beneficiaries do not comply with fund parameters, UK law or any local requirements.

Loans to organisations or businesses may also be appropriate in limited circumstances. However, loan funding requires specific expertise and will be subject to close scrutiny. Any intervention must not simply duplicate other UK government funding, including the £1.6 billion announced at Spending Review 2021 for the next generation of UK investment funds delivered by the British Business Bank.

7.4 Maximising other funding sources

Match funding will not be required to unlock an area's allocation. This provides flexibility, reduces bureaucracy and empowers lead local authorities to tailor their approach to local circumstances.

The sourcing of match funding/leverage will not be a factor in the assessment of each place's investment plan.

Although match funding is not required and will not form part of the investment plan assessment criteria, in **England, Scotland and Wales**, all lead local authorities are strongly encouraged to consider match funding from the private, public and third sectors and leverage options when selecting communities and place and supporting local business interventions to fund. This will maximise the value for money and impact of the Fund.

Information in respect of any known or anticipated match funding or leveraged funding should be provided in the investment plan if available at the time of submission, and should be considered when designing interventions and agreeing Fund outputs and outcomes. We will expect lead local authorities to provide regular updates on the match funding/leverage they have achieved throughout the lifetime of the Fund as part of their reporting responsibilities.

In **Northern Ireland**, project applicants and delivery partners will be asked to state if they have match funding as part of their application. This will be considered as part of the value for money assessment of interventions and as part of State Aid assessment.

7.5 Are there any limits on funding?

7.5.1 The following costs should not be included in a UKSPF intervention:

- paid for lobbying, entertaining, petitioning or challenging decisions, which means using the Fund to lobby (via an external firm or in-house staff) in order to undertake activities intended to influence or attempt to influence Parliament, government or political activity including the receipt of UKSPF funding; or attempting to influence legislative or regulatory action
- payments for activities of a party political or exclusively religious nature
- VAT reclaimable from HMRC
- gifts, or payments for gifts or donations
- statutory fines, criminal fines or penalties
- payments for works or activities which the lead local authority, project deliverer, end beneficiary, or any member of their partnership has a statutory duty to undertake, or that are fully funded by other sources
- contingencies and contingent liabilities
- dividends
- bad debts, costs resulting from the deferral of payments to creditors, or winding up a company
- expenses in respect of litigation, unfair dismissal or other compensation
- costs incurred by individuals in setting up and contributing towards private pension schemes

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5.2 Apportioning costs

For projects funded by more than one Funder or more than one local UKSPF allocation, it is expected that costs will normally be apportioned on a percentage basis in line with funding contributions.

Where costs are to be apportioned, the method of apportionment should be clear and transparent and agreed by the lead local authority (or the UK government with delivery partners in Northern Ireland).

7.6 Complying with UK law

7.6.1 Subsidy control and State Aid

In the investment plan, lead local authorities will be asked to detail how their proposed interventions will be delivered within the subsidy control regime and their capacity and capability to manage subsidy (and State Aid in the case of interventions affecting Northern Ireland).

For England, Scotland and Wales, we will publish further guidance on subsidy control and UKSPF in the summer. This will assist lead local authorities in carrying out their delegated delivery role.

For Northern Ireland, the Department for Levelling Up, Housing and Communities will oversee Fund delivery, including responsibility for assessing and monitoring State Aid and subsidy control for individual interventions. This will be done in collaboration with local partners as appropriate.

7.6.2 Public procurement

For England, Scotland and Wales, all spend associated with the Fund must be assessed by the lead local authority in advance to ensure that proposed investment is compliant with Public Contracts Regulations 2015 or Public Contracts (Scotland) Regulations 2015 where relevant and follows local constitution and grant rules, processes and procedures as and where relevant.

For Northern Ireland interventions, all spend associated with the Fund must comply with the Public Contracts Regulations 2015 where relevant. This will be assessed by us prior to approval and subject to monitoring after approval, in collaboration with relevant organisations as appropriate.

7.7 Branding and publicity

Lead local authorities and project deliverers must ensure that the appropriate UK government logos are used prominently in all communications materials and public facing documents relating to funded activity – including print and publications, through to digital and electronic materials.

The following logos must also be used when communicating in English and Welsh respectively:

LEVELLING
— UP —

The logo consists of the word "FFYNIANT" in a bold, white, sans-serif font on the top line. Below it, the word "BRO" is also in a bold, white, sans-serif font, centered on the second line. Two horizontal white bars of equal length are positioned on either side of the word "BRO", extending to the left and right edges of the text area.

FFYNIANT
— BRO —

Alongside use of the appropriate UK government logos, lead local authorities and project deliverers must also ensure that websites and printed materials include a clear and prominent reference to the funding from the UKSPF. This includes any preparatory activity linked to the Fund.

We will require project deliverers to install a plaque of significant size at a location readily visible to the public, bearing the appropriate UK government logos, project name and standardised text. Plaques should be bilingual in English and Welsh in Wales.

Co-branding is only permitted with lead local authorities (or any strategic geography branding) or funders.

Further detail on branding and publicity requirements will be published in the summer.

8. How we will pay places and projects

The Fund will operate UK-wide and use the financial assistance powers in the UK Internal Market Act 2020 to deliver funding to places across the UK.

In addition to devolved administrations' existing powers, this allows the UK government to complement and strengthen the support given to local people, businesses and communities in Scotland, Northern Ireland and Wales, as well as England.

8.1 England, Scotland and Wales

We will pay each lead local authority in England, Scotland and Wales annually in advance. In 2022-23, funding will be paid once the local investment plan has been signed off. In 2023-24 and 2024-25, we will pay at the start of the financial year. Lead local authorities will receive a grant determination letter and Memorandum of Understanding setting out Fund requirements and obligations. Lead local authorities will be asked to return any underspends at the end of each financial year.

Lead local authorities in Scotland and Wales will receive a Multiply allocation as part of their annual payment. We will require separate reporting and monitoring for this amount.

We expect Fund investment and outputs to be achieved in line with each place's investment plan, on time and in-year. We reserve the right to withhold or delay payment and alter payment cycles from 2023-24 onwards where there are performance or other issues with delivery.

8.2 Northern Ireland

It is our intention to support delivery and we propose to pay direct project deliverers (including Multiply deliverers) in Northern Ireland in advance, on a six monthly cycle. This may be paid via a grant funding agreement or an agreed alternative approach, depending on a number of factors including the status of the delivery body. This will be guided by the agreed investment plan for Northern Ireland. Each project deliverer will receive a clear statement of Fund requirements and obligations.

We expect Fund investment and outputs to be achieved in line with each intervention's agreed application and spend and output profile. Here, we also reserve the right to withhold or delay payment and alter payment cycles where there are performance or other issues with delivery.

We set out in section 9 how we will measure performance.

9. How we will measure performance

9.1 Performance management overview

9.1.1 England, Scotland and Wales

Lead local authorities in England, Scotland and Wales will be asked to report data to us to ensure that allocations are being spent to agreed timescales and milestones, including achievement of outputs and outcomes at the project level. We will also ask local authorities to report individual project outputs and outcomes at UK Parliament constituency level.

The milestones, expectations and timescales will be set out in a Memorandum of Understanding with each lead local authority. There will be a formal reporting request every six months, with qualitative updates on a more frequent basis also required.

Prior to each annual payment, lead local authorities will also be asked to complete a report. Depending on timings of the first payment, for the second annual payment, lead local authorities may be asked to submit a report earlier than six months after the first report is submitted.

Lead local authorities who are unable to meet milestones will be supported by Department for Levelling Up, Housing and Communities officials to ensure delivery gets back on track. If lead local authorities wish to make changes to their planned activity this can be reviewed.

We will ask each lead local authority to notify us of any current or emerging operational or financial risks, or issues, and any contingency measures put in place. This will be requested in each place's investment plan and in each report thereafter. This will help us determine the level of support we may provide, and/or enhanced monitoring that we may require. This may also result in reduced delegation, reduced payment periods or withholding of funds in the affected area.

Lead local authorities will also be expected to report on technical delivery aspects such as fraud and risk.

Further detailed information, including, the reporting format and process, will be set out in detailed guidance in the summer.

9.1.2 Northern Ireland

In Northern Ireland, individual projects will be performance managed by officials from the Department for Levelling Up, Housing and Communities. Specific requirements will be set out in a grant funding agreement, or alternative approaches depending on circumstances. We will measure whether funding is spent to agreed timescales and milestones, including achievement of outputs and outcomes. There will be a formal reporting request to manage every six months, with informal updates also required.

Project deliverers in Northern Ireland who are unable to meet milestones will be supported by government officials to ensure delivery gets back on track. If project deliverers wish to make changes to their planned activity this can be reviewed with us.

Project deliverers in Northern Ireland will also be expected to report or adhere to technical delivery aspects and legal requirements such as branding, risk and State Aid or subsidy control.

Further detailed information, including, the reporting format and process, will be set out in detailed guidance in the summer.

9.2 How we will monitor and evaluate the Fund at UK-level

The Fund will be evaluated based on a theory of change aligned with the objectives of the [Levelling Up White Paper](https://www.gov.uk/government/publications/levelling-up-the-united-kingdom) (<https://www.gov.uk/government/publications/levelling-up-the-united-kingdom>), its theory of change^[footnote 10] and the resulting outcomes that the government wants to achieve across the Levelling Up agenda. Lead local authorities will need to refer to these outcomes and indicators in their investment plan.

We are developing a national approach to evaluation, including a scoping study in partnership with the What Works Centre for Local Economic Growth. The evaluation methodology cannot be fully specified until we have received investment plans and understood the range of activities to be funded. This may include pooling or synthesising data from several different areas.

The national evaluation will evaluate the Fund as a whole through two related lenses:

- **Fund-level process evaluation/s** to demonstrate accountability and understand what worked well, what did not, and why, in the design and delivery of the Fund. Performance indicators from lead local authorities or project deliverers will contribute to the programme-level process evaluation. In addition, places may be required to cooperate with process evaluation activity undertaken by or on behalf of us.
- **Exploring the feasibility of causal impact evaluation.** How to evaluate value for money delivered by the Fund will also be considered. Places may be required to cooperate with impact, or value for money evaluation activity (including data collection) undertaken by or on behalf of us.

We will work closely with other departments to evaluate UKSPF, including the Department for Education for Multiply interventions.

We will publish further details on our evaluation approaches for the Fund (including the overarching Fund-level evaluation) once the investment plans have been reviewed.

9.3 Monitoring and evaluation requirements for local places

Theories of change

Any bespoke interventions proposed by lead local authorities will need to be supported by their own Theory of Change, Logical Framework or Logic Chain in their investment plans. This should be based on numeric evidence where possible.

Monitoring

We expect all lead local authorities to, at minimum, monitor spend, outputs and outcomes against agreed indicators and submit this information to us to assist with programme-level evaluation. This needs to include relevant metrics from the Levelling Up White Paper. Further information about indicators can be found in section 9.4.

Locally-led process evaluations

All lead local authorities are advised to carry out process evaluation/s of each project they fund to demonstrate the effectiveness of delivery of the interventions pursued. This can help contribute towards local accountability and provide learning on what worked in terms of delivery.

Locally-led causal impact evaluations

To build the evidence base on what works for local pride interventions, lead authorities are also strongly encouraged to conduct their own causal quantitative impact evaluations for certain projects, where feasible.

This should be proportionate to their allocations and investment plans. For example, the opportunities to undertake causal impact evaluations are expected to be greater for larger allocations. Moreover, a lead local authority may prioritise causal impact evaluations on particular projects, if impact evaluations on some other projects are unlikely to provide meaningful results.

We value quality over the quantity of impact evaluation, including attempts to define causality or contribution. Where an increase in the proportion of local budget beyond the 4% allocated for administration and evaluation could lead to a significant improvement in quality and ability to learn lessons, this case should be set out in the investment plan.

UK government led causal impact evaluations

We also intend to use the UKSPF to build the evidence base on what works for local pride, life chances, and local growth interventions, by robustly evaluating a number of those interventions delivered through the Fund (using experimental or quasi-experimental methods, if appropriate) to determine their effectiveness. These evaluations will also feed into the evaluation of the fund as a whole.

We will determine which interventions will be evaluated at which level and using which methods, after reviewing the local investment plans. In order to evaluate different types of intervention, places may be required to cooperate with evaluation activity undertaken by or on behalf of us (through, for example, providing specified data). We may make specific asks of places in what they collect, to allow us to look across a range of areas or types of intervention. As well as before and after outcome data, lead local authorities should also expect to be asked for other data that helps us to do this. Likely asks could include project location data (e.g., postcodes) and unique identifiers for people or

business (e.g., National Insurance numbers or Company Registration Numbers) to allow us to identify matched control groups. Areas should have this in mind when developing their investment plans and make preparation for the collection, storage and (controlled) sharing of such data.

We may also ask you to consider staggering interventions to allow us to exploit differences in timing of roll out to learn more about impacts.

UK government-led causal impact evaluations will not duplicate any locally led ones.

9.4 Fund indicators

Each place, and each intervention across the UK must use common indicators, as set out for each intervention to measure outputs, outcomes and impacts. This ensures that we can compare similar interventions in different places, and undertake and synthesise evaluation activities.

It also means that places will be able to work together more easily, and organisations delivering in multiple places will be able to deliver their interventions more efficiently.

See the [Indicative Fund indicators that are set out for each intervention \(https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators). These should be used by lead local authorities as a guide when drafting local investment plans.

Final indicator definitions will be confirmed in the summer, prior to the submission date of the investment plans, when further guidance will be published on GOV.UK.

10. Next steps and important dates

Drawing on the information set out in this Prospectus, each lead local authority (or the UK government working with local partners in Northern Ireland) is encouraged to work with a diverse range of local stakeholders, appropriate groups and organisations to develop their investment plan.

A timeline of key dates is included below for information, please note that some of these dates are indicative and may be subject to change.

When	Activity
2 February 2022	Pre-launch guidance
13 April 2022	Fund launch

When	Activity
April – May 2022	Engagement sessions with local authorities and other local partners to support the investment plan process
April – June/ July 2022	Lead local authorities (and UK government in Northern Ireland) work with stakeholders to develop local investment plans Contacts for each lead local authority sign up to access the investment plan portal (https://forms.office.com/r/X6x0cBDWxU) . Investment plan portal logins issued.
Summer 2022	Further guidance published including guidance on monitoring benefits and evaluation, assurance, subsidy control, branding and publicity. Application processes and templates for Northern Ireland will be published – these may be used by lead local authorities in England, Scotland and Wales where desired.
30 June 2022	Investment plan window opens
1 August 2022	Investment plan window closes
July – September 2022	Indicative investment plan assessment period for UK government
October 2022 onwards	Anticipated date for first investment plans to be approved
October 2022 onwards	Anticipated first payment to be made to lead local authorities
March 2025	Three year funding period ends

1. [Business productivity review: call for evidence \(https://www.gov.uk/government/consultations/business-productivity-review-call-for-evidence\)](https://www.gov.uk/government/consultations/business-productivity-review-call-for-evidence).

2. ONS (2018) Management practices and productivity in British production and services industries.
3. Department for Business Innovation and Skills (2014) Innovation Report 2014: Innovation, Research and Growth.
4. [Science and innovation: rates of return to investment \(https://www.gov.uk/government/publications/science-and-innovation-rates-of-return-to-investment\)](https://www.gov.uk/government/publications/science-and-innovation-rates-of-return-to-investment).
5. Economic inactivity refers to those without a job who have not sought work in the last four weeks and/or are not available to start work in the next two weeks, although in practice many people who are inactive will have been so for a long time. For UKSPF people and skills investments the term includes people not in work who are on and off benefits, with the exception of Universal Credit, Jobseekers Allowance or Employment and Support Allowance claimants who are in the all work related requirements legal conditionality groups (i.e. Light Touch and Intensive Work Search).
6. [England ESF Programme 2007–2013: Evidence synthesis \(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/518935/rr920-england-esf-programme-2007-2013-evidence-synthesis.pdf\)](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/518935/rr920-england-esf-programme-2007-2013-evidence-synthesis.pdf).
7. [Measuring the net present value of further education in England 2018 to 2019 \(https://www.gov.uk/government/publications/measuring-the-net-present-value-of-further-education-in-england-2018-to-2019\)](https://www.gov.uk/government/publications/measuring-the-net-present-value-of-further-education-in-england-2018-to-2019).
8. Lead local authorities in Scotland should work with the Scottish Government on employment provision for the long term unemployed and people with a disability which is devolved to the Scottish Government.
9. This may include local authorities, public sector organisations, higher and further education institutions, private sector companies, voluntary organisations and registered charities.
10. See pages xv-xix for summary and chapters 1 & 2 for details.

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UK Shared Prosperity Fund

Investment Plan Questions

Offline version – for information only

Version 1

April 2022

Please note – the questions below are form information only. All investment plans must be submitted by lead local authorities via the online platform

Your location

Your details

Name

Email address

Phone number

Organisation name

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

--

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

--

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

--

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

--

--

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

--

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

--

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	
Jobs safeguarded	
Increased footfall	

Increased visitor numbers	
Reduced vacancy rates	
Greenhouse gas reductions	
Improved perceived/experienced accessibility	
Improved perception of facilities/amenities	
Increased number of properties better protected from flooding and coastal erosion	
Increased users of facilities / amenities	
Improved perception of facility/infrastructure project	
Increased use of cycleways or paths	
Increase in Biodiversity	
Increased affordability of events/entry	
Improved perception of safety	
Reduction in neighbourhood crime	
Improved engagement numbers	
Improved perception of events	
Increased number of web searches for a place	
Volunteering numbers as a result of support	
Number of community-led arts, cultural, heritage and creative programmes as a result of support	
Increased take up of energy efficiency measures	
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.

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

--

<p>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.</p>	
<p>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.</p>	
Yes	No
<p>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.</p>	

<p>HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?</p>	
<p>Describe these projects, including how they fall under the Communities and Place 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>	
Yes	No
<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>	

--

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	
Jobs safeguarded	
Increased footfall	
Increased visitor numbers	
Reduced vacancy rates	
Greenhouse gas reductions	
Number of new businesses created	
Improved perception of markets	
Increased business sustainability	
Increased number of businesses supported	
Increased amount of investment	
Improved perception of attractions	
Number of businesses introducing new products to the firm	
Number of organisations engaged in new knowledge transfer activity	
Number of premises with improved digital connectivity	
Number of businesses adopting new to the firm technologies or processes	
Number of new to market products	
Number of R&D active businesses	
Increased number of innovation active SMEs	
Number of businesses adopting new or improved products or services	
Increased number of innovation plans developed	
Number of early stage firms which increase their revenue following support	
Number of businesses engaged in new markets	
Number of businesses engaged in new markets	
Number of businesses increasing their export capability	
Increased amount of low or zero carbon energy infrastructure installed	
Number of businesses with improved productivity	
Increased number of projects arising from funded feasibility studies	
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 COMMUNITIES AND PLACE INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

<p>Intervention <i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i></p>

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

--

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.

--

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
-----	----

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.

--

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.

<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>	
Yes	No
<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>	

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	
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	
Increased proportion of participants with basic skills (English, maths, digital and ESOL)	
Number of people in supported employment [and] number of people engaging with mainstream healthcare services	
Number of people sustaining engagement with keyworker support and additional services	
Number of people engaged in job-searching following support	
Number of people in employment, including self-employment, following support	
Number of people sustaining employment for 6 months	
Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	
Number of people in education/training	
Increased number of people with basic skills (English, maths, digital and ESOL)	
Fewer people facing structural barriers into employment and into skills provision	
Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace	

Fewer people facing structural barriers into employment and into skills provision	
Number of people gaining a qualification or completing a course following support	
Number of people gaining qualifications, licences, and skills	
Number of economically active individuals engaged in mainstream skills education, and training.	
Number of people engaged in life skills support following interventions	
Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	
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 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.

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

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.

<p>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.</p>	
Yes	No
<p>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.</p>	

<p>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.</p>	
<p>HAVE YOU ALREADY IDENTIFIED ANY PROJECTS for 2024-2025 WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?</p>	
Yes	
<p>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>	
<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>	
Yes	
<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>	

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HAVE YOU IDENTIFIED A LOCAL VOLUNTARY PROVISION AT RISK AS PART OF YOUR PEOPLE AND SKILLS INVESTMENT PRIORITIES?

Yes	No
-----	----

(If Yes) Describe the local voluntary provision at risk and your rationale for supporting it.
--

--

Provide the European Social Fund Project Names and Project References for this voluntary and community provision at risk.
--

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What year do you intend to fund these projects? Select all that apply.

2022-2023	2023-2024	2024-2025
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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.

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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
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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.
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SCOTLAND, WALES & NORTHERN IRELAND ONLY
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HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

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
Describe how you have engaged with any of these organisations. Give examples where possible.		
Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up		

Confirm all MPs covering your lead local authority have been invited to join the local partnership group.	
Yes	No
Are there MPs who are not supportive of your investment plan?	
Yes	No
(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?	
Yes	No
(If Yes) Describe your approach to selecting projects, and why you intend to do it this way.	

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>	

Describe any interventions not included in this list?

Who are the places you intend to collaborate with?

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>	

Describe any interventions not included in this list?

Who are the places you intend to collaborate with?

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>	

Describe any interventions not included in this list?

--

Who are the places you intend to collaborate with?

--

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

RISKS	
Have you identified any key risks that could affect delivery, for example lack of staff or expertise?	
Yes	No
(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.	
Have you identified any key fraud risks that could affect UKSPF delivery?	
Yes	No
(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.	

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

- 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	Some experience	No previous experience
How would you describe your team’s current capability to manage funding for procurement?		
Strong capability	Some capability	Limited capability
How would you describe your team’s current capability to manage funding for procurement?		
Strong capability	Some capability	Limited capability
How would you describe your team’s current capacity to manage funding for procurement?		
Strong capacity	Some capacity	Limited capacity
How would you describe your team’s current capability to manage funding for subsidies?		
Strong capability	Some capability	Limited capability
How would you describe your team’s current capacity to manage funding for subsidies?		
Strong capacity	Some capacity	Limited capacity

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	No	
How would you describe your team's current capability to manage funding for Communities and Place interventions?		
Strong capability	Some capability	Limited 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.		
Describe what further support would help address these challenges.		
How would you describe your team's current capacity to manage funding for Communities and Place interventions?		
Strong capability	Some capability	Limited 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.		
Describe what further support would help address these challenges.		

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	No

How would you describe your team's current capability to manage funding for Supporting Local Business interventions?		
Strong capability	Some capability	Limited 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.		
Describe what further support would help address these challenges.		
How would you describe your team's current capacity to manage funding for Supporting Local Business interventions?		
Strong capability	Some capability	Limited 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.		
Describe what further support would help address these challenges.		

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	No	
How would you describe your team's current capability to manage funding for People and Skills interventions?		
Strong capability	Some capability	Limited 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.		
Describe what further support would help address these challenges.		
How would you describe your team's current capacity to manage funding for People and Skills interventions?		
Strong capability	Some capability	Limited 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.		
Describe what further support would help address these challenges.		

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%?	
Yes	No
(If Yes) Explain why you wish to use more than 4%.	

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

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 2. [Business and industry \(https://www.gov.uk/business-and-industry\)](https://www.gov.uk/business-and-industry)
 3. [UK economy \(https://www.gov.uk/business-and-industry/uk-economy\)](https://www.gov.uk/business-and-industry/uk-economy)
 4. [UK economic growth \(https://www.gov.uk/business/uk-economic-growth\)](https://www.gov.uk/business/uk-economic-growth)
 5. [UK Shared Prosperity Fund: interventions, outputs and indicators \(https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-interventions-outputs-and-indicators)
- [Department for Levelling Up, Housing & Communities \(https://www.gov.uk/government/organisations/department-for-levelling-up-housing-and-communities\)](https://www.gov.uk/government/organisations/department-for-levelling-up-housing-and-communities)

Guidance

Interventions list for England

Published 13 April 2022

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Places are encouraged to review the interventions and identify activities that would support UKSPF objectives in their area, including any interventions that are best delivered at a larger scale in collaboration with other places, or more locally. When a larger geographic delivery is more appropriate, we strongly encourage delivery of interventions at this scale. Places should also consider how implementation of the interventions they chose can be adapted to suit local characteristics, reflecting the distinct opportunities and challenges that different communities face.

1. Communities and place

Objectives:

- Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.
- Building resilient, safe and healthy neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.

Interventions

- E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.
- E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could cover capital spend and running costs.
- E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.
- E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.
- E5: Design and management of the built and landscaped environment to 'design out crime'.
- E6: Support for local arts, cultural, heritage and creative activities.
- E7: Support for active travel enhancements in the local area.
- E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.
- E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.
- E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.
- E11: Investment in capacity building and infrastructure support for local civil society and community groups.
- E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration.
- E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.
- E14: Funding to support relevant feasibility studies.

- E15: Investment and support for digital infrastructure for local community facilities.

2. Supporting local business

Lead Authorities should consider segmenting their business population, focusing on specific interventions that will best meet local business need. This can be informed by early engagement with local business representatives.

Objectives:

- Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.
- Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.
- Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.

Interventions

- E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.
- E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.
- E18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions including artificial intelligence; robotics and autonomous systems; additive manufacturing; industrial internet of things; virtual reality; data analytics. The support is proven to leverage high levels of private investment into technologies that drive growth, productivity, efficiency and resilience in manufacturing.
- E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.
- E20: Research and development grants supporting the development of innovative products and services.
- E21: Funding for the development and support of appropriate innovation infrastructure at the local level.
- E22: Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places.
- E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.

- E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.
- E25: Grants to help places bid for and host international business events and conferences that support wider local growth sectors.
- E26: Support for growing the local social economy, including community businesses, cooperatives and social enterprises.
- E27: Funding to develop angel investor networks nationwide.
- E28: Export Grants to support businesses to grow their overseas trading, supporting local employment.
- E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity.
- E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.
- E31: Funding to support relevant feasibility studies.
- E32: Investment in resilience infrastructure and nature based solutions that protect local businesses and community areas from natural hazards including flooding and coastal erosion.

3. People and skills

Lead local authorities and partners must note that the Fund will focus on communities and place and local business interventions in 2022-23 and 2023-24, alongside support for people through the Multiply adult numeracy programme. This complements residual employment and skills funding from the European Social Fund. UKSPF investment to support people and skills will follow from 2024-25, when the funding pot reaches its full extent.

This means that places will be able to select people and skills interventions from 2024-2025 onwards, unless they meet the voluntary sector considerations outlined below.

Alignment with current provision

UKSPF will be the main source of funding to support employment provision for economically inactive people. [\[footnote 1\]](#) To reduce levels of economic inactivity, local areas should ensure investment in employment support is tailored to local needs. This should facilitate the join-up of mainstream provision and local services, through the use of keyworker support and community interventions to improve employment outcomes for economically inactive people, including engagement with integrated care systems where appropriate.

To maximise outcomes and avoid duplication local areas should collaborate with a range of local partners to consider the provision already available locally as well as through the Jobcentre Plus network and the Adult Education Budget.

Lead local authorities should consider current European Social Fund interventions for people and skills, emerging people and skills needs and proposed Multiply interventions, when developing a local investment plan. This will then inform proposed people and skills support from 2024-25 onwards.

Alignment with Multiply

Each place should also read the [Multiply prospectus for England](https://www.gov.uk/government/publications/multiply-funding-available-to-improve-numeracy-skills) (<https://www.gov.uk/government/publications/multiply-funding-available-to-improve-numeracy-skills>) which seeks proposals for adult numeracy interventions for 2022-23, 2023-24 and 2024-25, operating at upper-tier or Mayoral Combined Authority/London scale. They should take account of the aims, objective and priorities of Multiply when developing local plans for people and skills interventions.

Voluntary and community sector provision

Lead local authorities have the flexibility to fund targeted people and skills provision in 2022-23 and 2023-24 where this is a continuing priority for 2024-25 and may be at significant risk of ending due to the tail off of EU funds. This flexibility may only be used where provision is currently delivered by voluntary and community organisations, having regard for the focus of the Fund and available funding.

Objectives:

- Boosting core skills and support adults to progress in work, by targeting adults with no or low level qualifications and skills in maths, and upskill the working population, yielding personal and societal economic impact, and by encouraging innovative approaches to reducing adult learning barriers.
- Reducing levels of economic inactivity [\[footnote 1\]](#) through investment in bespoke intensive life and employment support tailored to local need. Investment should facilitate the join-up of mainstream provision and local services within an area for participants, through the use of one-to-one keyworker support, improving employment outcomes for specific cohorts who face labour market barriers.
 - Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/ offenders, people with substance abuse problems and victims of domestic violence).
- Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.
- Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.

Interventions

Supporting economically inactive people to overcome barriers to work by providing cohesive, locally tailored support including access to basic skills

- E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps.

This provision can include project promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support.

Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence).

*via Multiply.

Supporting people furthest from the labour market through access to basic skills

- E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications.

Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support.

**where not being met through Department for Work and Pensions provision.

- E35: Activities such as enrichment and volunteering to improve opportunities and promote wellbeing.
- E36: Intervention to increase levels of digital inclusion, with a focus on essential digital skills, communicating the benefits of getting (safely) online, and in-community support to provide users with the confidence and trust to stay online.

Skills to progress in work and to fund local skills needs

- E37: Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses. This includes supporting the retention of groups who are likely to leave the labour market early.
- E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that is not being met through other provision.
- E39: Green skills courses targeted around ensuring we have the skilled workforce to achieve the government's net zero and wider environmental ambitions.
- E40: Retraining support for those in high carbon sectors.
- E41: Funding to support local digital skills

1. Economic inactivity refers to those without a job who have not sought work in the last four weeks and/or are not available to start work in the next two weeks although in practice many people who are inactive will have been so for a long time. For UKSPF, people and skills investments the term includes people not in work who are on and off benefits, with the exception of Universal Credit, Jobseekers Allowance or Employment and Support Allowance claimants who are in the all work related requirements legal conditionality groups (i.e. Light Touch and Intensive Work Search).
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UK Shared Prosperity Fund

Interventions, Objectives, Outcomes and Outputs –
England

Version 1
April 2022

Interventions, Objectives, Outputs and Outcomes

To access their allocation, each place will be asked to develop a UKSPF plan that addresses three questions:

- **Local context:** an opportunity for places to set out their local evidence of opportunities and challenges through the lens of the three investment priorities for UKSPF.
- **Selection of outcomes and interventions:** where places will identify the outcomes they wish to target based on local context, and the interventions they wish to prioritise, under each investment priority, from the menu of options. These should be clearly linked to local opportunities and challenges.
- **Delivery:** this will represent the most detailed stage of the investment plans.

Within the context of the Fund's aims, each place will have flexibility to invest across a range of activities that represent the right solutions to improve local pride in place, increase life chances, to help spread and create opportunity, and a sense of community and belonging. The balance of priorities should reflect local need and opportunity. It should build on existing national provision to create the optimal mix of support for each place. This flexible approach represents a key shift from the previous EU system.

These interventions will be set out in an investment plan submitted to the UK Government.

In their plans, places will select outputs and outcomes relevant to each UKSPF investment priority. Places will set out measurable outcomes that reflect local needs and opportunities. These should inform the interventions they wish to deliver. Places will be able to choose from investment across three investment priorities of communities and place, local business and people and skills. This will allow local authorities, local partners, the UK Government, and the devolved administrations to monitor progress.

UKSPF Interventions, Objectives, Outcomes and Outputs Table – England

ENGLAND						
Investment Priority	Interventions	Example projects	Objectives	Indicative Outputs	Indicative Outcomes	LUWP Missions
Communities and Place	E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.	<ul style="list-style-type: none"> ▪ Regenerating a town square ▪ Public realm improvements, for example street art, street furniture or other decorative improvements ▪ Regenerating a town square or high street ▪ The delivery of outreach/engagement/participatory programmes for community spaces, including youth centres and public libraries 	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>	<ul style="list-style-type: none"> ▪ Number and m2 of commercial buildings developed or improved ▪ Amount of rehabilitated land or premises ▪ Amount of public realm created or improved ▪ Amount of low or zero carbon energy infrastructure installed ▪ Number of decarbonisation plans developed ▪ Sqm of land made wheelchair accessible/step free 	<ul style="list-style-type: none"> ▪ Jobs created ▪ Jobs safeguarded ▪ Increase footfall ▪ Increased visitor numbers ▪ Reduced vacancy rates ▪ Greenhouse gas reductions ▪ Improved perceived/experienced accessibility ▪ Improved perception of facilities/amenities 	Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.
	E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could	<ul style="list-style-type: none"> ▪ The delivery of events programmes for community spaces, including youth centres and public libraries ▪ Building new or updating existing defences to increase communities' resilience to natural hazards like flooding or coastal erosion 	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community</p>	<ul style="list-style-type: none"> ▪ Number of organisations receiving financial support other than grants ▪ Number of organisations receiving grants ▪ Number of organisations receiving non-financial support ▪ Number of neighbourhood improvements undertaken 	<ul style="list-style-type: none"> ▪ Jobs created ▪ Jobs safeguarded ▪ Greenhouse gas reductions ▪ Increased users of facilities/amenities ▪ Improved perception of facility/infrastructure project ▪ Improved perception of facilities/amenities 	Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.

	<p>cover capital spend and running costs.</p>		<p>infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>	<ul style="list-style-type: none"> ▪ Number of facilities supported/created ▪ Number of local events or activities supported ▪ Amount of low or zero carbon energy infrastructure installed ▪ Number of properties better protected from flooding and coastal erosion 	<ul style="list-style-type: none"> ▪ Increased number of properties better protected from flooding and coastal erosion 	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	<p>E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.</p>	<ul style="list-style-type: none"> ▪ Development of a new park, particularly in areas with the least access to greenspace ▪ Development of a new community garden ▪ Improvements to a canal towpath, particularly in more deprived neighbourhoods ▪ Urban/riparian tree planting ▪ Changes to management of green spaces, verges etc. ▪ Regeneration of existing parks or community gardens, particularly in areas with poor quality parks and gardens ▪ Improving access to existing parks 	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and</p>	<ul style="list-style-type: none"> ▪ Amount of rehabilitated land or premises ▪ Sqm of land made wheelchair accessible/step free ▪ Amount of public realm created or improved ▪ Number of facilities supported/created ▪ Amount of green or blue space created or improved ▪ Amount of new or improved cycleways or paths ▪ Number of neighbourhood improvements undertaken ▪ Number of trees planted 	<ul style="list-style-type: none"> ▪ Increased footfall ▪ Increased visitor numbers ▪ Increased use of cycleways or paths ▪ Jobs created ▪ Improved perception of facilities/amenities ▪ Increased users of facilities/amenities ▪ Improved perceived/experienced accessibility 	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top</p>

			innovative approaches to crime prevention.			performing and other areas closing. Mission 7. By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years
	E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.	<ul style="list-style-type: none"> ▪ The development, restoration or refurbishment of local natural, cultural and heritage assets and sites ▪ The delivery of outreach, engagement and participatory programmes for these local assets and sites 	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative</p>	<ul style="list-style-type: none"> ▪ Number of organisations receiving financial support other than grants ▪ Number of organisations receiving grants ▪ Number of organisations receiving non-financial support ▪ Amount of rehabilitated land or premises ▪ Amount of public realm created or improved ▪ Number of facilities support/created ▪ Number of Tourism, Culture or heritage assets created or improved ▪ Number of events/participatory programmes ▪ Amount of green or blue space created or improved 	<ul style="list-style-type: none"> ▪ Increased visitor numbers ▪ Increased footfall ▪ Improved perception of facilities/amenities ▪ Improved perceived/experienced accessibility ▪ Increased affordability of events/entry 	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>

			approaches to crime prevention.			
E5: Design and management of the built and landscaped environment to 'design out crime'.	<ul style="list-style-type: none"> ▪ Promoting the active use of streets and public spaces throughout the daytime and evening ▪ Improvements to streetlighting ▪ Installation of new CCTV 	Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.	<ul style="list-style-type: none"> ▪ Amount of public realm created or improved ▪ Amount of new or improved cycleways or paths ▪ Number of neighbourhood improvements undertaken 	<ul style="list-style-type: none"> ▪ Increased footfall ▪ Increased use of cycleways or paths ▪ Improved perception of safety ▪ Reduction in neighbourhood crime 	Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.	
E6: Support for local arts, cultural, heritage and creative activities.	<ul style="list-style-type: none"> ▪ Funding for maker spaces ▪ Funding for local art galleries/museums/libraries for exhibitions ▪ Support for displays for artists to showcase work ▪ Locally-led music and theatre performances, tours, author events and film screenings ▪ Funding for cultural, heritage and creative events ▪ Support for outreach/engagement/participatory programmes as part of wider local arts, cultural, heritage and creative activities ▪ Support for the establishment/development of cultural/heritage collaborative networks to share knowledge locally 	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> ▪ Number of potential entrepreneurs provided assistance to be business ready ▪ Number of organisations receiving financial support other than grants ▪ Number of organisations receiving grants ▪ Number of organisations receiving non-financial support ▪ Number of local events or activities supported ▪ Number of volunteering opportunities supported 	<ul style="list-style-type: none"> ▪ Jobs created ▪ Jobs safeguarded ▪ Increased footfall ▪ Increased visitor numbers ▪ Improved engagement numbers ▪ Improved perception of facilities/amenities ▪ Number of community-led arts, cultural, heritage and creative programmes as a result of support ▪ Improved perception of events 	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap</p>	

						between top performing and other areas closing.
E7: Support for active travel enhancements in the local area.	<ul style="list-style-type: none"> ▪ Creation of new foot paths and cycle paths, particularly in areas of health need ▪ Upgrading of existing foot paths and cycle paths, particularly in areas of health need 	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> ▪ Amount of new or improved cycleways or paths ▪ Number of neighbourhood improvements undertaken ▪ Amount of public realm created or improved ▪ Number of facilities supported/created ▪ Amount of green or blue space created or improved 	<ul style="list-style-type: none"> ▪ Increased use of cycleways or paths 	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 7: By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years</p>	
E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.	<ul style="list-style-type: none"> ▪ Campaigns promoting the local area and its culture/heritage/leisure/visitor offer to residents and visitors ▪ Campaigns to encourage visitors from further afield to visit and stay in the region, collaborating with other places where appropriate 	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> ▪ Number of organisations receiving financial support other than grants ▪ Number of organisations receiving grants ▪ Number of people reached ▪ Number of organisations receiving non-financial support 	<ul style="list-style-type: none"> ▪ Increased footfall ▪ Increased visitor numbers ▪ Increased number of web searches for a place ▪ Reduced vacancy rates 	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing</p>	

						and other areas closing.
E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.	<ul style="list-style-type: none"> Funding for local volunteering groups, such as youth charities, carers groups or refugee support groups Support for people to develop volunteering and/or social action projects locally 	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> Number of organisations receiving financial support other than grants Number of organisations receiving grants Number of local events or activities supported Number of volunteering opportunities supported Number of projects Number of organisations receiving non-financial support 	<ul style="list-style-type: none"> Improved engagement numbers Volunteering numbers as a result of support 	Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.	
E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.	<ul style="list-style-type: none"> Renovation/maintenance of existing sports facilities Support for community sports leagues Regeneration of an unused area to build sports facilities Creation of new 3G sports pitches and other sports facilities 	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> Number of facilities supported/created Number of tournaments/leagues/teams supported Levels of participation in sports and recreational activities at facilities that have benefitted from funding (based on registered players/teams) 	<ul style="list-style-type: none"> Improved perception of events Improved perception facilities/amenities Increased users of facilities/amenities 	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 7. By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years</p>	
E11: Investment in capacity building and infrastructure support for local civil society	<ul style="list-style-type: none"> Funding for community spaces, such as village halls, libraries or community centres for local civil society and community groups to use. 	Strengthening our social fabric and fostering a sense of local pride and belonging, through	<ul style="list-style-type: none"> Number of organisations receiving financial support other than grants Number of organisations receiving grants 	<ul style="list-style-type: none"> Number of new or improved community facilities as a result of support 	Mission 8: By 2030, well-being will have improved in every area of	

<p>and community groups.</p>	<ul style="list-style-type: none"> ▪ Training programmes to support local civil society and community group leaders. 	<p>investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p>	<ul style="list-style-type: none"> ▪ Number of organisations receiving non-financial support ▪ Number of Tourism, Culture or heritage assets created or improved ▪ Number of people attending training sessions ▪ Number of facilities supported/created ▪ Amount of green or blue space created or improved 	<ul style="list-style-type: none"> ▪ Improved engagement numbers 	<p>the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
<p>E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration.</p>	<ul style="list-style-type: none"> ▪ Programmes to encourage participation in local democracy, for example information events on how to become a local councillor or developing youth participation in decision making. 	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p>	<ul style="list-style-type: none"> ▪ Number of organisations receiving financial support other than grants ▪ Number of organisations receiving grants ▪ Number of organisations receiving non-financial support ▪ Number of volunteering opportunities supported ▪ Number of people reached ▪ Number of local events or activities supported 	<ul style="list-style-type: none"> ▪ Improved engagement numbers 	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and</p>

						community, will have risen in every area of the UK, with the gap between top performing and other areas closing.
E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.	<ul style="list-style-type: none"> Programmes/campaigns to encourage uptake of energy efficiency measures for homes, including water pumps and increased insulation. 	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>	<ul style="list-style-type: none"> Number of people reached Number of organisations receiving financial support other than grants Number of organisations receiving grants Number of organisations receiving non-financial support Number of households receiving support Number of households supported to take up energy efficiency measures 	<ul style="list-style-type: none"> Greenhouse gas reductions Increased take up of energy efficiency measures 	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>	
E14: Funding to support relevant feasibility studies.		<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical,</p>	<ul style="list-style-type: none"> Number of feasibility studies supported 	<ul style="list-style-type: none"> Increased number of projects arising from funded feasibility studies 	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top</p>	

			<p>cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>			<p>performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	E15: Investment and support for digital infrastructure for local community facilities.		<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted</p>	<ul style="list-style-type: none"> ▪ Number of organisations receiving financial support other than grants ▪ Number of organisations receiving grants ▪ Number of organisations receiving non-financial support ▪ Number of facilities supported/created 	<ul style="list-style-type: none"> ▪ Number of new or improved community facilities as a result of support ▪ Improved perception of facility/infrastructure project ▪ Number of premises with improved digital connectivity 	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>

Investment Priority	Interventions	Example projects	Objectives	Indicative Outputs	Indicative Outcomes	LUWP Missions
Supporting Local Business	E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.	<ul style="list-style-type: none"> Funding to support the establishment and ongoing running of a new open air market Business support activity for entrepreneurs 	<p>improvements to the built environment and innovative approaches to crime prevention.</p> <p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> Number of local markets supported Number of businesses receiving financial support other than grants Number of businesses receiving non-financial support Number of businesses receiving grants Number of potential entrepreneurs provided assistance be business ready 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded Number of new businesses created Increased footfall Increased visitor numbers Reduced vacancy rates Improved perception of markets Increased business sustainability Increased number of businesses supported 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	E17: Funding for the development and	<ul style="list-style-type: none"> Development of local visitor trails and tours 	Creating jobs and boosting	<ul style="list-style-type: none"> Number of businesses receiving grants 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded 	Mission 1: By 2030, pay,

<p>promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.</p>	<ul style="list-style-type: none"> ▪ Grants for the development, promotion and upkeep of local tourist attractions ▪ Development of other local visitor experiences based around the local offer 	<p>community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p>	<ul style="list-style-type: none"> ▪ Number of businesses receiving financial support other than grants ▪ Number of businesses receiving non-financial support ▪ Number of Tourism, Culture or heritage assets created or improved ▪ Number and m2 of commercial buildings developed or improved ▪ Number of people reached ▪ Number of local events or activities supported 	<ul style="list-style-type: none"> ▪ Increased footfall ▪ Increased visitor numbers ▪ Increase in visitor spending ▪ Increased amount of investment ▪ Improved perception of attractions 	<p>employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
<p>E18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions including artificial intelligence; robotics</p>	<ul style="list-style-type: none"> ▪ Wraparound support to help SME manufacturers adopt industrial digital technology solutions such as AI and robotics ▪ Impartial, expert advice to support business planning and digital roadmapping ▪ Specialist leadership and management training focused on industrial digitalisation with an emphasis on peer learning, network building and collaboration 	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible</p>	<ul style="list-style-type: none"> ▪ Number of businesses receiving grants ▪ Number of businesses receiving financial support other than grants ▪ Number of businesses receiving non-financial support ▪ Number of people attending training sessions 	<ul style="list-style-type: none"> ▪ Number of businesses introducing new products to the firm ▪ Number of organisations engaged in new knowledge transfer activity ▪ Number of premises with improved digital connectivity 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive</p>

	<p>and autonomous systems; additive manufacturing; industrial internet of things; virtual reality; data analytics. The support is proven to leverage high levels of private investment into technologies that drive growth, productivity, efficiency and resilience in manufacturing.</p>	<ul style="list-style-type: none"> ▪ Match funded grants to enable firms to buy and implement new industrial digital technology solutions 	<p>improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>		<ul style="list-style-type: none"> ▪ Number of businesses adopting new to the firm technologies or processes ▪ Increased amount of investment 	<p>city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
	<p>E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation</p>	<ul style="list-style-type: none"> ▪ Research and development grants for local organisations, for example universities ▪ Grants to encourage and support partnership working between organisations locally and regionally 	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support</p>	<ul style="list-style-type: none"> ▪ Number of potential entrepreneurs provided assistance to be business ready ▪ Number of businesses receiving financial support other than grants ▪ Number of businesses receiving grants 	<ul style="list-style-type: none"> ▪ Number of new to market products ▪ Number of new businesses created ▪ Number of organisations engaged in new knowledge transfer activity 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each</p>

<p>of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.</p>	<ul style="list-style-type: none"> ▪ Funding to support the development of sector clusters and high growth ecosystems 	<p>for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> ▪ Number of businesses receiving non-financial support 	<ul style="list-style-type: none"> ▪ Increased amount of low or zero carbon energy infrastructure installed ▪ Greenhouse gas reductions ▪ Number of businesses adopting new to the firm technologies or processes ▪ Number of businesses with improved productivity ▪ Number of businesses introducing new products to the firm 	<p>containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
<p>E20: Research and development grants supporting the development of innovative products and services.</p>	<ul style="list-style-type: none"> ▪ Research and development grants for new product, services and markets 	<p>Creating jobs and boosting community cohesion, through investments that build on existing</p>	<ul style="list-style-type: none"> ▪ Number of businesses receiving grants ▪ Number of businesses receiving financial support other than grants 	<ul style="list-style-type: none"> ▪ Number of new to market products ▪ Number of R&D active businesses ▪ Number of businesses adopting new to the 	<p>Mission 1: By 2030, pay, employment and productivity will have risen</p>

			<p>industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> Number of businesses receiving non-financial support 	<p>firm technologies or processes</p> <ul style="list-style-type: none"> Increased amount of investment Number of organisations engaged in new knowledge transfer activity Number of businesses adopting new or improved products or services 	<p>in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
E21: Funding for the development and support of appropriate	<ul style="list-style-type: none"> Funding for innovation and technology facilities in the local area 	Creating jobs and boosting community	<ul style="list-style-type: none"> Number of businesses receiving non-financial support 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded 	Mission 1: By 2030, pay, employment	

	<p>innovation infrastructure at the local level.</p>		<p>cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> ▪ Number of businesses receiving financial support other than grants ▪ Number of potential entrepreneurs provided assistance to be business ready 	<ul style="list-style-type: none"> ▪ Number of new businesses created ▪ Number of businesses adopting new to the firm technologies or processes ▪ Number of businesses with improved productivity ▪ Number of new to market products ▪ Number of businesses introducing new products to the firm 	<p>and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
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	<p>E22: Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places.</p>	<ul style="list-style-type: none"> ▪ Funding to support the development of new business sites ▪ Accelerator and incubator provision to support businesses to innovate, scale and reach new investment 	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and</p>	<ul style="list-style-type: none"> ▪ Number of businesses receiving financial support other than grants ▪ Number of businesses receiving grants ▪ Number of businesses receiving non-financial support ▪ Amount of rehabilitated land or premises ▪ Number and m2 of commercial buildings developed or improved ▪ Number of potential entrepreneurs provided assistance to be business ready 	<ul style="list-style-type: none"> ▪ Jobs created ▪ Jobs safeguarded ▪ Number of new businesses created ▪ Reduced vacancy rates ▪ Number of premises with improved digital connectivity ▪ Number of businesses adopting new to the firm technologies or processes ▪ Increased amount of investment 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and</p>
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	<p>E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.</p>	<ul style="list-style-type: none"> ▪ Strengthening local entrepreneurial ecosystems and connecting businesses to wider support on, for example, innovation, trade and skills ▪ Establishing local peer-to-peer networking/support and learning to improve sharing of best practice ▪ Development of evidence-based regional entrepreneurial support, led by entrepreneurs, risk capital providers, corporates, academia and government 	<p>techniques, and start or grow their exports.</p> <p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy</p>	<ul style="list-style-type: none"> ▪ Number of potential entrepreneurs provided assistance to be business ready ▪ Number of businesses receiving financial support other than grants ▪ Number of businesses receiving grants ▪ Number of businesses receiving non-financial support 	<ul style="list-style-type: none"> ▪ Jobs created ▪ Jobs safeguarded ▪ Number of new businesses created ▪ Number of businesses adopting new to the firm technologies or processes ▪ Increased number of businesses engaged in new markets ▪ Number of businesses with improved productivity ▪ Number of businesses introducing new products to the firm 	<p>productivity growth.</p> <p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p>
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			efficient and low carbon technologies and techniques, and start or grow their exports.			
	E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.	<ul style="list-style-type: none"> ▪ Funding to establish a new local business accelerator/growth programme ▪ Funding to support local business support offers 	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-</p>	<ul style="list-style-type: none"> ▪ Number of businesses receiving grants ▪ Number of businesses receiving financial support other than grants ▪ Number of businesses receiving non-financial support ▪ Number of potential entrepreneurs provided assistance to be business ready 	<ul style="list-style-type: none"> ▪ Jobs created ▪ Jobs safeguarded ▪ Number of new businesses created ▪ Number of businesses adopting new to firm technologies or processes ▪ Increased amount of investment ▪ Number of businesses introducing new products to the firm ▪ Number of organisations engaged in new knowledge transfer activity ▪ Number of early stage firms which increase their revenue following support ▪ Number of R&D active business 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector</p>

			firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.			investment over the long term to stimulate innovation and productivity growth.
E25: Grants to help places bid for and host international business events and conferences that support wider local growth sectors.	<ul style="list-style-type: none"> Grants to bid for, secure and hold a conference for a leading sector locally 	<p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> Number of businesses receiving financial support other than grants Number of businesses receiving grants Number of businesses receiving non-financial support Number of events/participatory programmes 	<ul style="list-style-type: none"> Increased visitor numbers Increased number of businesses engaged in new markets Increased amount of investment Increased number of businesses supported Number of organisations engaged in new knowledge transfer activity 	Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.	
E26: Support for growing the local social economy, including community businesses,	<ul style="list-style-type: none"> Training schemes for local people looking to set up a new co-operative business 	<p>Creating jobs and boosting community cohesion, through investments that build on existing</p>	<ul style="list-style-type: none"> Number of people attending training sessions Number of businesses receiving financial support other than grants 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded Number of new businesses created 	Mission 1: By 2030, pay, employment and productivity will have risen	

	<p>cooperatives and social enterprises.</p>		<p>industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p>	<ul style="list-style-type: none"> ▪ Number of businesses receiving grants ▪ Number of businesses receiving non-financial support ▪ Number of potential entrepreneurs provided assistance to be business ready 	<ul style="list-style-type: none"> ▪ Increased number of businesses engaged in new markets ▪ Increased amount of investment 	<p>in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p>
<p>E27: Funding to develop angel investor networks nationwide.</p>	<ul style="list-style-type: none"> ▪ Funding to establish a local angel investor network 	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through</p>	<ul style="list-style-type: none"> ▪ Number of angel investors in the local area ▪ Number of businesses receiving angel investment ▪ Number of businesses receiving financial support other than grants ▪ Number of businesses receiving grants ▪ Number of angel investors engaged ▪ Number of potential entrepreneurs provided assistance to be business ready 	<ul style="list-style-type: none"> ▪ Jobs created ▪ Number of new businesses created ▪ Increased number of businesses engaged in new markets ▪ Increased business sustainability ▪ Increased amount of investment 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic</p>	

			<p>interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>			<p>public investment in R&D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
E28: Export Grants to support businesses to grow their overseas trading, supporting local employment.	<ul style="list-style-type: none"> DIT Internationalisation Fund, which provided match funding grants of up to £9,000 per business to enable them to fund support for an agreed export strategy. The DIT-funded International Trade Adviser network acts as the entry point to support businesses in developing their export strategy and applying to the Internationalisation Fund. 	<p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> Number of businesses receiving grants Number of businesses engaged in new markets 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded Number of businesses increasing their export capability 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p>	

	<p>E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity.</p>	<ul style="list-style-type: none"> ▪ Funding for net zero initiatives for local business 	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and</p>	<ul style="list-style-type: none"> ▪ Number of businesses receiving financial support other than grants ▪ Number of businesses receiving grants ▪ Number of businesses receiving non-financial support ▪ Amount of low or zero carbon energy infrastructure installed ▪ Number of decarbonisation plans developed 	<ul style="list-style-type: none"> ▪ Jobs created ▪ Jobs safeguarded ▪ Number of new businesses created ▪ Number of premises with improved digital connectivity ▪ Greenhouse gas reductions ▪ Number of businesses adopting new to the firm technologies or processes 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and</p>
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			techniques, and start or grow their exports.			productivity growth.
	E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.		Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.	<ul style="list-style-type: none"> ▪ Number of businesses receiving financial support other than grants ▪ Number of businesses receiving non-financial support other than grants ▪ Number of businesses receiving non-financial support 	<ul style="list-style-type: none"> ▪ Jobs created ▪ Increased number of businesses supported ▪ Increased business sustainability 	Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
	E31: Funding to support relevant feasibility studies.		<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to</p>	<ul style="list-style-type: none"> ▪ Number of feasibility studies supported 	<ul style="list-style-type: none"> ▪ Increased number of projects arising from funded feasibility studies 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&D outside of the Greater South East will</p>

			<p>share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>			<p>increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
	<p>E32: Investment in resilience infrastructure and nature based solutions that protect local businesses and community areas from natural hazards including flooding and coastal erosion.</p>	<ul style="list-style-type: none"> Funding for schemes that better protect local businesses from flooding and coastal erosion 	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through</p>	<ul style="list-style-type: none"> Number of properties better protected from flooding and coastal erosion 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded Increased number of properties better protected from flooding and coastal erosion 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p>

Investment Priority	Interventions	Example projects	Objectives	Indicative Outputs	Indicative Outcomes	LUWP Missions
People and Skills	<i>Supporting economically inactive people to overcome barriers to work by providing cohesive, locally tailored support including access to basic skills.</i>					
	<p>E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps.</p> <p>This provision can include project promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support.</p>	<ul style="list-style-type: none"> ▪ Personalised and intensive support delivered through keyworkers, including referrals to relevant local training, skills and specialised support ▪ Areas investing in the keyworker function may also procure additional services, offering life skills and basic skills support, where there are gaps in local provision ▪ Basic skills delivered in alternative or novel settings. Maths and English up to Level 1, ESOL courses and essential digital skills ▪ Supported employment provision and placements for individuals with health and disability needs, including person-centred vocational profiling ▪ Support groups for people with similar health barriers to share personal experiences, coping strategies, or information about their conditions ▪ Counselling and advice services, including tailored work-focused mental health support, to help individuals with coping strategies and support plans for transition into work ▪ Financial support to enrol onto courses and complete qualifications, debt advice to help manage money, housing support, financial support for clothes or travel, and childcare support 	<p>targeted improvements to the built environment and innovative approaches to crime prevention.</p> <p>Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.</p>	<ul style="list-style-type: none"> ▪ Number of economically inactive people engaging with keyworker support services ▪ Number of economically inactive people supported to engage with the benefits system ▪ Number of socially excluded people accessing support ▪ Number of people supported to access basic skills ▪ Number of people accessing mental and physical health support leading to employment ▪ Number of people supported to engage in job-searching ▪ Number of people receiving support to gain employment ▪ Number of people receiving support to sustain employment ▪ Effective working between keyworkers and additional services 	<ul style="list-style-type: none"> ▪ Number of economically inactive individuals in receipt of benefits they are entitled to following support ▪ Increased active or sustained participants of UKSPF beneficiaries in community groups (and/or) increased employability through development of interpersonal skills ▪ Increased proportion of participants with basic skills (English, maths, digital and ESOL) ▪ Number of people in supported employment (and) number of people engaging with mainstream healthcare services ▪ Number of people sustaining engagement with keyworker support and additional services ▪ Number of people engaged in job-searching following support 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p>

<p>Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence).</p> <p>*via Multiply.</p>	<ul style="list-style-type: none"> ▪ Enrichment activities for the socially isolated delivered in community centres such as sports, arts and other interactive activities. Volunteering and work experience opportunities to improve opportunities and promote wellbeing ▪ Referrals to services that offer a holistic approach to substance misuse treatment ▪ Specialist outreach for housing or those with criminal backgrounds ▪ Person-centred emotional, practical or financial support for carers, and advice on how to balance caring and work responsibilities, or support around health and wellbeing 			<ul style="list-style-type: none"> ▪ Number of people in employment, including self-employment, following support ▪ Number of people sustaining employment for 6 months ▪ Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance 	
<p>Supporting people furthest from the labour market through access to basic skills.</p>					
<p>E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications.</p> <p>Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better</p>		<p>Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.</p>	<ul style="list-style-type: none"> ▪ Number of people supported to engage in life skills ▪ Number of people supported onto a course through providing financial support 	<ul style="list-style-type: none"> ▪ Number of people in education/training ▪ Number of people in employment, including self-employment, following support ▪ Increased number of people with basic skills (English, maths, digital and ESOL) ▪ Fewer people facing structural barriers into employment and into skills provision 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 6: By 2030, the number of people successfully completing high-quality</p>

	<p>integration for those benefitting from ESOL support.</p> <p>**where not being met through Department for Work and Pensions provision.</p>					<p>skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.</p>
	<p>E35: Activities such as enrichment and volunteering to improve opportunities and promote wellbeing.</p>		<p>Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.</p>	<ul style="list-style-type: none"> ▪ Number of people supported to participate in education ▪ Number of volunteering opportunities supported ▪ Number of people taking part in work experience programmes 	<ul style="list-style-type: none"> ▪ Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace ▪ Fewer people facing structural barriers into employment and into skills provision 	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p>
	<p>E36: Intervention to increase levels of digital inclusion, with a focus on essential digital skills, communicating the benefits of getting (safely) online, and in-community support to provide users with the confidence and trust to stay online.</p>	<ul style="list-style-type: none"> ▪ Support for activities to increase people's motivation and confidence in getting online, such as through Bring Your Own Device sessions at libraries ▪ Provision of devices for digitally excluded people, accompanied by essential digital skills courses delivered at local community centres or libraries 	<p>Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more</p>	<ul style="list-style-type: none"> ▪ Number of people supported to access basic skills ▪ Number of people supported to engage in life skills 	<ul style="list-style-type: none"> ▪ Number of people gaining a qualification following support 	<p>Mission 6: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to</p>

			intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.			200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
Skills to progress in work and to fund local skills needs.						
E37: Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses.		Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.	<ul style="list-style-type: none"> ▪ Number of people supported to participate in education ▪ Number of people retraining ▪ Number of people in employment engaging with the skills system 	<ul style="list-style-type: none"> ▪ Number of people gaining qualifications, licences and skills 	Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.	
E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2		Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local	<ul style="list-style-type: none"> ▪ Number of people receiving support to gain a vocational licence 	<ul style="list-style-type: none"> ▪ Number of people in education/training ▪ Number of people in employment, including self-employment, following support 	Mission 6: By 2030, the number of people successfully completing high-quality	

	<p>and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that cannot be met through mainstream funding.</p>		<p>adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.</p>		<ul style="list-style-type: none"> Number of economically active individuals engaged in mainstream skills education and training 	<p>skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.</p>
<p>E39: Green skills courses targeted around ensuring we have the skilled workforce to achieve the government's net zero and wider environmental ambitions.</p>	<ul style="list-style-type: none"> Increased number of people developing their skills to deliver local environmental priorities, such as those set out in Local Nature Recovery Strategies. Relevant courses could include environmental conservation or forestry operative apprenticeships, or Agriculture, Land Management and Production T Levels 	<p>Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.</p>	<ul style="list-style-type: none"> Number of people receiving support to gain employment 	<ul style="list-style-type: none"> Number of people gaining a qualification following support Number of people in employment, including self-employment, following support 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 6: By 2030, the number of people successfully completing high-quality</p>	

						skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
E40: Retraining support for those in high carbon sectors.	<ul style="list-style-type: none"> ▪ Courses targeted at employees from local high carbon sectors to develop their existing skills in lower-carbon alternatives 	Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.	<ul style="list-style-type: none"> ▪ Number of people receiving support to gain employment ▪ Number of people attending training sessions ▪ Number of people retraining ▪ Number of people receiving support to sustain employment 	<ul style="list-style-type: none"> ▪ Number of people gaining a qualification following support ▪ Number of people in employment, including self-employment, following support 	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 6: By 2030, the number of people successfully completing high-quality</p>	

						skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
E41: Funding to support local digital skills.	<ul style="list-style-type: none"> Developing a community digital skills pathway programme 	Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.	<ul style="list-style-type: none"> Number of people supported to engage in life skills 	<ul style="list-style-type: none"> Number of people gaining a qualification following support Number of people engaged in life skills support following interventions 	Mission 6: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing	

							courses in the lowest skilled areas.
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APPENDIX 5

4% topslice for administration	
Item	Amount
Enabling fund	£ 20,000.00
Fund allocation	£ 2,328,244.00
Admin @ 4%	£ 93,129.76
Balance	£ 2,235,114.24

cashflow - allocated per annum spend.					
Finanical year	Percentage spend	TOTAL PROFILED SPEND	Percentage spend	CAPITAL SPEND	REVENUE SPEND
2022 - 2023	15%	£ 335,267.14	10%	£ 33,526.71	£ 301,740.42
2023 - 2024	27%	£ 603,480.84	13%	£ 78,452.51	£ 525,028.33
2024 - 2025	58%	£ 1,296,366.26	20%	£ 259,273.25	£ 1,037,093.01
TOTAL		£ 2,235,114.24		£ 371,252.48	£ 1,863,861.76

7% topslice for administration	
Item	Amount
Enabling fund	£ 20,000.00
Fund allocation	£ 2,328,244.00
Admin @ 7%	£ 162,977.08
Balance	£ 2,165,266.92

cashflow - allocated per annum spend.					
Finanical year	Percentage spend	TOTAL PROFILED SPEND	Percentage spend	CAPITAL SPEND	REVENUE SPEND
2022 - 2023	15%	£ 324,790.04	10%	£ 32,479.00	£ 292,311.03
2023 - 2024	27%	£ 584,622.07	13%	£ 76,000.87	£ 508,621.20
2024 - 2025	58%	£ 1,255,854.81	20%	£ 251,170.96	£ 1,004,683.85
TOTAL		£ 2,165,266.92		£ 359,650.84	£ 1,805,616.08

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