



UK Shared Prosperity Fund

Investment Plan Drafting Template

Version 2
May 2022

Your location

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

Select the lead authority: **Boston**

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

Your details

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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

Boston has a relatively little known but world class cluster of heritage assets which are significantly under valued and exploited.

These include sites such as St Botolph's Church, which is the largest Parish Church in England, the medieval Guildhall and community facilities such as the Blenkin Memorial Hall, iconic buildings such as Shodfriars in the town centre, Hussey Tower and the now vacant Black Sluice pumping station to the south east of the Town Centre..

In terms of housing Boston has a good ratio of housing costs to salaries, 6.4 compared to a national average of 8. Boston has a high proportion of rented properties, at more than a third of its housing stock. It has a very low number of full or part owned properties compared with other towns in the benchmarking set. However, the town has a low average house prices and a favourable affordability ratio compared with other towns. It has a relatively low overall stock of houses, with less than 30,000 houses, this is a relatively smaller number of houses than its benchmark towns (those in its Cipfa family group).

According to the 2019 English Indices of Deprivation Boston Scores very poorly on measures relating to skills, employment, education, health and living environment as set out in the table below:

Domain	Boston	England Average
Income	92	158
Employment	85	158
Education	1	158
Health	113	158
Crime	237	158
Barriers to Services	180	158
Living Environment	135	158

In terms of population Boston is projected to grow rapidly in terms of its population ONS (2018) predict that the population of the district will be 82,615 by 2043. A growth from 2018 of 14% compared to a projected growth for England of 8.5% and Lincolnshire of 9%. Lincoln which is the other city in the county has a projected growth rate of 3% and is projected to have a population of 102,514 in 2043.

Boston has become home to a settled population of successful migrant workers and almost half (44.7%) of live births in the area are to non UK born mothers. This puts the area much more on a par with other major city centres of enterprise such as London, Birmingham and Manchester and centres of learning such as Oxford and Cambridge (both of which have over 50% live births to non UK born mothers), than its hinterland. (ONS 2020).

A number of projects including the Inclusive Boston initiative funded by the Home Office from 2019-2021 have identified that there are ongoing challenges of integration and inclusion arising from this high stock of migrant workers.

Boston is also challenged by vacant town centre premises, declining footfall and a lack of investment in the traditional high street offer. Major High Street retailers such as Marks and Spencers have recently closed their operation in the area and the plans for the re-development of the major department store in the area- Oldrids are currently going through an evolutionary phase whilst the town centre role of key buildings such as Shodfriar's Hall remain to be fully worked through in a contemporary context.

More widely Boston district has a number of key service centres such as Kirton with community buildings and public spaces which would benefit from further investment to realise the potential for them to act as key community connectors outside of their traditional function.

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

Our programme will help to manage the ongoing relative affordability of local housing in Boston by sustainably working on economic outcomes with those in the community who have the greatest challenges in terms of their housing status.

Boston is an estuarine town. Water is a key part of its context. This means it is challenged in relation to the cost of its infrastructure and flood risk but also that its river and coastal credentials are a real asset from a leisure and logistics perspective.

The evolution of Boston 's infrastructure offers good opportunity in terms of economic development but is likely to be challenging based on current town based development trajectories in terms of both housing and employment land. There is anecdotal evidence to suggest that the supply of utilities is a strain on growth opportunities.

The port is a really important and distinctive feature of the local economy, which along with its rail links can be economically exploited. Our plan to maximise the sustainable growth and development of the town through effective investment in its infrastructure, linked to these assets.

In terms of social cohesion we have a significant number of opportunities to develop social mobility and inclusion activities building on the portfolio of work supported under the Inclusive Boston programme.

The following Towns Fund projects provide a great starting point for activities which address the challenges in the context of the communities and place agenda:

- St Botolphs investments
- Blenkin Memorial Hall refurbishment
- Healing the High Street Grants and Shodfriar's Building Development
- The Leisure Centre development (which also has real synergies with the Mayflower Skills Project)
- The refurbishment of Boston Railway Station

We also currently have a well-developed Levelling Up Bid pending submission which will focus on the West Street area of the town and will involve the creation of new retail, town living and urban green space activities all of which are relevant in the context of this agenda.

Boston has a mixed performance in terms of the environment and sustainable behaviours. Boston has a relatively low level of CO2 emissions per head compared to similar towns. It performs moderately well in terms of % of the population using public transport.

We plan to consolidate the town's relative environmental strengths, delivering significant environmental improvements enabled in part through the growth of walking and cycling options in the town and the enhancement of its railway station.

We plan to make Boston a more attractive location for investment through stimulating a more diversified pattern of economic development arising from the proposed investment in its workforce skills and physical infrastructure.

We have a pipeline of great ideas linked to the development of an inclusive growth agenda arising from our work to develop the Towns Fund and Levelling Up concepts in Boston and an innovative health on the high street focus developed with the ICB. Key players in these discussions have included: Centenary Church, Lincolnshire CVS and a number of other community focused groups.

Boston has a very rich economic and historic significance. Transported Arts have worked extensively to strengthen and develop the community expression of this and we will work with them to build on their achievements – more information is available through their website:

<http://www.transportedart.com/>

Outside of Boston as town we plan to explore fully the potential offered by the development of community buildings to build local capacity, enterprising people and behaviours.

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

The Borough of Boston's business base by VAT/PAYE activity and size is nearly 2,200 with 1,855 falling in the 0 to 10 employee band. However, it also has 15 businesses including Bakkavor, Freshtime, Turners Distribution, Mason Brothers Distribution, Pilgrim Foods that are within the 250+ employee band, all creating opportunities in sector related supply-chain management. Other large employers include Boston College and the Pilgrim Hospital. There is a consistently low unemployment rate in Boston (lower than the national average) (source Boston Borough Council Corporate Plan 2020-2024).

Whilst the town is a hub for food production and logistics, it does however have a relatively low level of economic diversity because of this very significant concentration on food. There is a major challenge to diversify the economy and particularly to drive up the stock of high value enterprises. Boston ranks as the lowest local authority in terms of education and skills in England (IMD 2019) and it has wages which are £100 a week lower than the national average (ASHE data).

The spark of enterprise in Boston has yet to be fully ignited. The town has a very low level of business births just over 20 per 10,000 population – a third of the England average and has a very 'static' economy with a level of business 'churn' 50% less than the England average (ONS). Boston is 18% points behind the national average when it comes to workers involved in Knowledge Intensive Businesses (KIBS). Using a town-based version of the Centre for Cities benchmarking approach and looking at 9 comparator towns based on its audit family group, we were able to benchmark Boston. These towns were: Carlisle, Corby, Dover, Great Yarmouth, Kings Lynn, Mansfield, Redditch, South Hams and Wellingborough. Boston had the smallest stock of jobs within this group, the lowest level of Knowledge Intensive Businesses and the lowest wages. It did, however, have a relatively good level of GVA per worker 4th out of 10 and came 5th in ranking in relation to the number of home workers and CO2 emissions. Based on these comparisons, whilst Boston has high rates of employment and GVA, it is challenged by low wages and fewer high paid jobs in KIBs, which reinforces the need to focus on upskilling and new technology to create higher skills, higher paying jobs.

Boston College is one of the leading post-16 education providers in the county. Having strong relationships with local and national businesses it is integral to advancing business and workforce skills. It has four campuses based near the town centre. The main campus, Rochford, is a dedicated sixth form centre and University Centre along with workshops and industry styled classrooms which provide vocational courses. The Peter Paine Performance Centre is the College's sports centre, and the Sam Newsom Centre is a dedicated music and performing arts centre. The Ingelow Centre is Boston College's Foundation (Entry/SEND) purpose-built building. The college has a further site in the nearby town of Spalding and the re-location of East Lindsey District Council in a new build on Mareham Road in Horncastle is **due to open later in the year**. This new build is also a shared hub, with Boston College providing further education opportunities to those living and working in places out of the reach of the four campuses and Spalding.

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

We plan to open up routes to self employment as a means of achieving economic activity and employment for resourceful but currently under-supported individuals.

We plan to stimulate social enterprise formation and development to provide sustainable new routes to employment for vulnerable and low skilled individuals who can then be supported in their personal development. Our consultation associated with the UKSPF has identified significant interest in the development of social enterprises. This model of business formation and activity is a potent means of addressing market failure and there are already some significant examples of success in the wider area to build on for example Tonic Health which provides a hub for health and well-being in Spalding: <https://tonic-health.co.uk/>

We also recognise the importance of diversifying the economy whilst also exploiting its food wholesale and processing specialisms.

We plan to increase the number of people working in Knowledge Intensive Businesses and maximise the range and quality of jobs in the High Street and Heritage sectors and the number of digital and learning sector jobs.

This will help to begin to future proof the High Street and retail core of the town against the ongoing impacts of the Coronavirus pandemic. Boston also has a strongly distinctive feature in terms of its port and associated food and logistics sector. We intend to build on this aspect of its economic potential.

The following Town Fund projects provide a key development opportunity for local business development i) the Centre for Fresh Food and Logistics (being developed by the University of Lincoln and Boston College) and ii) the Mayflower Centre which will have a focus on enterprise and development as a key component within its portfolio.

More widely in terms of investing in building the economic capacity of food related businesses we plan to strengthen links (already given a boost by Town Fund investment in the Centre for Fresh Produce and Logistics – which has a dual base at Boston College and with the University of Lincoln in Holbeach) with the National Centre for Food Manufacturing in Holbeach and the Greater Lincolnshire LEP led initiative the UK Food Valley which has the following objectives:

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

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

21% of Boston's population is ageing compared to 18% nationally. It is in the worst 30% of neighbourhoods in England in Employment Outcomes and is in the lowest 10% in terms of skills rankings across towns in England. As a local authority it is bottom of all local authorities in terms of the education domain within the English Indices of Deprivation.

Boston's working population is an area characterised by low skilled, low(er) paid occupations. The number of people qualified to NVQ3 and above in Boston is over 20% points lower than the national average. This tracks through into wages with the area having wage levels that are £130 a week lower than the England average (ASHE). Although pay is low, Boston is nonetheless a very hard-working town with levels of economic inactivity at 15%, 6% lower than the national average at 21% (Nomis, March 2020).

The economic outlook for its young people is in jeopardy. Before Covid-19, the number of benefits claimants as a proportion of its 16-24 population was very high (over 7% compared to a national figure of less than 2%).

The lower skills set, lower pay economy and perceptions of a disproportionate reliance on benefits negatively impact on aspirations of all residents, but younger local people specifically. There are clear linkages between employability and wider personal well-being. It is therefore no surprise that the town is struggling with its health outcomes and is in the lowest third of all areas in England for this indicator.

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

Boston College is one of the leading post-16 education providers in the county, having strong relationships with local businesses it has four campuses based near to the town centre. At the main campus, Rochford, is a dedicated sixth form centre and University Centre along with workshops and industry styled classrooms providing vocational courses. Peter Paine Performance Centre is the College's sports centre, and the Sam Newsom Centre is a dedicated music and performing arts centre. The Ingelow Centre is Boston College's Foundation (Entry/SEND) purpose-built building, with the College having a further site in the nearby town of Spalding.

In recent years there has been significant investment in Boston College through the Greater Lincolnshire Local Enterprise Partnership (GLLEP) and the college is now ranked in the top 5 in the country, with a national reputation for innovation and high-quality learning.

A key part of our levelling up focus will concentrate on people who are economically inactive. We also intend to look in some detail at the opportunities connected with the challenges around the high stock of older people in Boston.

Boston has a higher stock of over 65s 21% compared to the national average 18%. We plan to find new and innovative ways to make an ageing population a strength rather than a weakness in the town. Boston is also home to a significant population of migrant workers. These hard working

individuals make a major contribution to the economic dynamism of the town and we plan to engage them actively creating opportunities to enhance their integration and economic potential.

The most recent Greater Lincolnshire Covid-19 economic recovery plan highlights that minority, low skill and older workers are most impacted by the economic fall out of the pandemic and we will recognise this in the way we target UKSPF resources to address the challenges these groups face.

We are particularly interested in the interface between micro-enterprise and skills. There is strong anecdotal evidence to suggest that enterprise is a great driver at the micro level for people with limited qualification or migrants with high skills but poor language competency or low investment resources to become economically active. This will be a key strand within our investment strategy.

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

Interventions

In this section, we will ask you about:

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

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

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

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

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

Intervention

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

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

Improvements to community and neighbourhood buildings and outdoor spaces

Flood risk and coastal erosion investments

Improvements to local greenspaces, community gardens and watercourses

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

Improvements to the streetscape through activities, lighting or CCTV

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

Creation and upgrading of footpaths

Improvement of the visitor offer through campaigns to promote areas

Volunteering support

Funding for sports facilities

Funding for community buildings

Support for programmes to engage people in local decision making

Activities to promote energy efficiency

Investment in digital infrastructure

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

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

No

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

N/A

<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 N/A
<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>	
N/A	

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?	
<p>Describe these projects, including how they fall under the Communities and Place investment priority and the location of the proposed project.</p>	
No	
<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 N/A
<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>	
N/A	

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.	
Outcome	Tick if applicable
Jobs created	X
Jobs safeguarded	X
Increased footfall	X
Increased visitor numbers	X
Reduced vacancy rates	X
Greenhouse gas reductions	X
Number of new businesses created	X

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

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

Intervention

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

Investment in open air markets

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

Support for the development of digital technology solutions

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

Business networking and growth

New business sites and accelerator hubs

Specialist advice for businesses

Grants to hold events and conferences that support growth sectors

Training for people to set up new cooperative businesses

Funding to develop investor networks

Export development funding

Funding for net zero initiatives by businesses

Business growth funding particularly in areas of high unemployment

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

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

No

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

N/A

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

Yes

No/N/A

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

N/A

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

Describe these projects, including how they fall under the Supporting Local Business investment priority and the location of the proposed project.

No

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

Yes

No N/A

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

N/A

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

Outcome	Tick if applicable
Number of economically inactive individuals in receipt of benefits they are entitled to following support	X

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

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

Intervention

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

Support to help people enter the workforce who traditionally find it hard to get work

Support for the development of basic skills

Volunteering to improve well-being

Digital inclusion

Support for training and personal development for those in work

Support for local areas to fund their skills needs

Development of green industry skills

Retraining for those in high carbon sectors

Funding to support digital skills

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

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

No

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

N/A

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

Yes

No N/A

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

No

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

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

No

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

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

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.

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.

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

2022-2023 2023-2024 2024-2025

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.

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.

SCOTLAND, WALES & NORTHERN IRELAND ONLY

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
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Describe how you have engaged with any of these organisations. Give examples where possible.

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

14 June Boston Borough Council Corporate Meeting with officer core
 15 June Boston Strategic Partners Meeting – VCS, Business and Public Sector Partners
 21 & 23 June detailed briefing Boston Borough Councillors
 25 and 29 June Boston Market Public Consultation
 27 June Parish Councils Briefing
 28 June inaugural meeting of Boston Governance Group
 30 June Business Organisation Briefing
 4 July Opportunity to meet East Lindsey and South Holland Councillors for a 3 way strategic discussion about joint priorities
 6 July Boston Town Fund Board adopts long term governance group role.

In addition to this list of direct engagements we have launched a website for the public consultation covering the East Lindsey, Boston and South Holland areas - https://www.selcp-haveyoursay.co.uk/files/ugd/092fb4_91436bf23eba4c129bd2297a7b557911.pdf

We have also used the Council's facebook page to garner responses. As of 7 July 224 Boston specific responses had been received to the website covering the following broad themes:

Local communities and places	Supporting local businesses	People and skills
<p>Appearance of main shopping areas unkept/unclean</p> <p>Lack of "community spirit"</p> <p>Crime and ASB issues, deprivation and lack of 'safe' space (need for reputable business to improve the area, accommodation/HMO's). Fly tipping. Stronger police presence required</p> <p>Traffic and parking remain issues for main routes in and out of town centre - (creates a perception of place as disorganised and unwelcoming (also includes bypass requests and infrastructure improvements – potholes and general maintenance). Also, noise pollution in Town Centre Develop more green spaces and improved/greener transport options. Better lit environments (e.g., for those working night shifts)</p> <p>Central elements of the Town that could be used to Boston's advantage. Includes underdeveloped area and lack of up-keep of established spaces (e.g., Central Park in Town requiring refurbishment)</p> <p>More places for families to socialise and for recreation – recent Jubilee Celebration an example of best practice</p>	<p>Shopping facilities – empty shops and lack of consumer opportunities</p> <p>Accessibility to business – for both trade and consumers inc. traffic congestion</p> <p>Too many gambling-related businesses</p> <p>Lack of business diversity – need to develop opportunities for various businesses to start-up and invest. Ranging from SME in the town centre shops to 'big business'</p> <p>Opportunities in cultural and recreation sector untapped – potential for Boston to have an entertainment complex with different services to engage, primarily, young people – e.g., skate park, indoor climbing walls</p> <p>Use of poetry and the arts to attract people into Boston and promote annual list of events to wider population</p> <p>"A focussed approach across public sector, third sector and commissioned private sector organisations to supporting people. A no wrong door approach- with shared intelligence to identify gaps in meeting the needs of those most vulnerable and at risk. Alongside of this funding would be needed to develop</p>	<p>Problems with homelessness and rough sleeping (personal resilience and diminished community resilience)</p> <p>Limited opportunities for young people (leisure and employment)</p> <p>Lack of education opportunities (inc for adults)</p> <p>Cost of living and pressures on people in deprived areas</p> <p>Lack of business diversity and different scalability – relates to lack of investment in infrastructure, people and skills and opportunities for progression</p> <p>Population diversity and promotion of language skills - support for integration (language, personal skills/confidence)</p> <p>Promote people and skills by working in collaboration <i>with</i> communities</p> <p>"We are looking forward for the help from Boston Borough Council to the Boston Lithuanian Community group, namely for our premises where we run most of our projects. Would it be possible to get funding for our group's premises, for the rent at 10-12K." (VC respondent)</p>

<p>Existing pressures on key services linking to a lack of pride in place to attract investment and people (to live)</p> <p>Greater utilise Boston's existing assets for pride of place – e.g., use of the river for boat tours, its rich heritage/history</p> <p>More public toilets and of better standard</p> <p>“We have contributed to lots of local group's events, supported variety of meetings, but we are still in a challenging position with our premises” (VCS sector respondent)</p>	<p>initiatives to plug the gaps, building on the ability of the community and voluntary sector's experience and ability to respond quickly using an Asset Based Community Development Approach. This would support peoples' basic needs and lay a good social foundation on which to build an improved economic/enterprise culture through community-based employability initiatives that address key skills and soft skills."</p>	<p>“Our premises are being used for various inclusive educational activities (children, teenagers, adults, vulnerable) - culture and language sessions, art sessions, music and drama rehearsals, ESOL and LT language classes, volunteer meetings, training, free legal consultations, group's events, etc. Our volunteers have contributed to hundreds of local projects and events. We believe we have proved that we are a great part of the local life, trying to be supportive, friendly, welcoming and inclusive as much as we can.”</p> <p>Improve practical skills and apprenticeship opportunities</p> <p>Use the history of Boston and develop arts centre (e.g., Blackfriars, Boston College and partners – using arts as a point of access for engaging people in skills development</p>
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Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up

In Boston we have agreed to evolve our current structures for the delivery of the Town Fund which already have comprehensive coverage of the whole district and its sub-groups which help it deliver its mission around:

- Urban Regeneration, planning and land use
- Skills and Enterprise
- Connectivity

This arrangement was formally confirmed with the TF Board at its meeting on 6 July.

Confirm all MPs covering your lead local authority have been invited to join the local partnership group.

Yes

Are there MPs who are not supportive of your investment plan?

Yes

(If Yes) Who are the MPs that are not supportive and outline their reasons why.

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PROJECT SELECTION

Are you intending to select projects in any way other than by competition for funding?

No

(If Yes) Describe your approach to selecting projects, and why you intend to do it this way.

We will have a process which groups competitively sourced bids into key themes and works to connect bidders and identify any gaps in bids relating to our strategic priorities in relation to either places or intervention themes. We will partner with a number of local infrastructure organisations with local expertise and insight to undertake this process.

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

Which interventions do you intend to collaborate on? Select all that apply.

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	X
Improvements to town centres and high streets including better accessibility for disabled people	X
Improvements to community and neighbourhood buildings and outdoor spaces	X
Flood risk and coastal erosion investments	X
Improvements to local greenspaces, community gardens and watercourses	X
Support for cultural assets, such as the restoration of buildings or canals or outreach activities linked to them	X
Improvements to the streetscape through activities, lighting or CCTV	X
Support for local arts, culture and heritage: running programmes of events or physical developments such as maker spaces	X
Creation and upgrading of footpaths	X
Improvement of the visitor offer through campaigns to promote areas	X
Volunteering support	X
Funding for sports facilities	X
Funding for community buildings	X
Support for programmes to engage people in local decision making	X
Activities to promote energy efficiency	X
Investment in digital infrastructure	X

Describe any interventions not included in this list?

N/A

Who are the places you intend to collaborate with?

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

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

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	X
Investment in open air markets	X
Investment in the development of visitor tours, the upgrading of tourism attractions, development of visitor attractions	X
Support for the development of digital technology solutions	X
Research and development grants to support innovation and knowledge growth for businesses	X
Business networking and growth	X
New business sites and accelerator hubs	X
Specialist advice for businesses	X
Grants to hold events and conferences that support growth sectors	X
Training for people to set up new cooperative businesses	X
Funding to develop investor networks	X
Export development funding	X
Funding for net zero initiatives by businesses	X
Business growth funding particularly in areas of high unemployment	X

Describe any interventions not included in this list?

N/A

Who are the places you intend to collaborate with?

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

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

Which interventions do you intend to collaborate on? Select all that apply.

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
Number of economically inactive individuals in receipt of benefits they are entitled to following support	X
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	X
Increased proportion of participants with basic skills (English, maths, digital and ESOL)	X
Number of people in supported employment [and] number of people engaging with mainstream healthcare services	X
Number of people sustaining engagement with keyworker support and additional services	X
Number of people engaged in job-searching following support	X
Number of people in employment, including self-employment, following support	X
Number of people sustaining employment for 6 months	X
Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	X
Number of people in education/training	X
Increased number of people with basic skills (English, maths, digital and ESOL)	X
Fewer people facing structural barriers into employment and into skills provision	X
Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace	X
Fewer people facing structural barriers into employment and into skills provision	X
Number of people gaining a qualification or completing a course following support	X
Number of people gaining qualifications, licences, and skills	X
Number of economically active individuals engaged in mainstream skills education, and training.	X
Number of people engaged in life skills support following interventions	X
Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	X

Describe any interventions not included in this list?

N/A

Who are the places you intend to collaborate with?

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

cited we will work on projects and communities of interest as projects arise and where there is a mutual benefit.

PUBLIC SECTOR EQUALITY DUTY

How have you considered your public sector equality duty in the design of your investment plan?

Yes

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

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

RISKS

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

Yes No

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

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

	as appropriate) categories of bidders to build mutual support and know how to underpin an inclusive model of delivery
Underperformance in relation to spend or outputs	We have developed a rigorous programme management approach which will identify and intervene to address performance challenges following a Prince II methodology and harnessing the expertise of the Board, Theme Groups, officer core and wider infrastructure partners we have incorporated into our approach to work with individual projects to address this challenge
Uneven distribution of activity resulting in cold spots	Our approach to collating bids, assessing their wider coverage and implications with our infrastructure partners and seeking to join up and stimulate interest in cold spots will enable us to address and overcome this challenge.
Have you identified any key fraud risks that could affect UKSPF delivery?	
Yes	
(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.	
<p>The management structure which will underpin our delivery will be supported, with key decisions being scrutinised and assured by the Chief Finance Officer at the Accountable Body, the Monitoring Officer and Section 151 Officer.</p> <p>Each project will have a funding agreement which will provide the legal basis for its operation. This agreement will set out its responsibilities from a management and delivery point of view and will be developed to ensure the following issues are set out clearly:</p> <ol style="list-style-type: none"> 1. Delegated authority – including Project Board or Committee approvals: we expect each project sponsor to have an appropriate scheme of delegation in place which will be scrutinised as part of the annual financial audits we propose as part of our governance regime 2. Financial controls – we will expect as part of the funding agreement a regime to operate which ensures: <ul style="list-style-type: none"> • The roles and responsibilities of the delivery of the project sponsor organisation for each project, its committees and staff for financial decision making and administration have been set out in writing. • All staff with financial responsibilities have access to and an understanding of its Procedure Rules • The financial scheme of delegation approved and reviewed annually by the governing body. • There are minutes of all meetings of the project sponsor organisation and its committees that include decisions taken and by whom action is to be taken. • There is a register of business interests for its decision makers who influence financial decisions. • Arrangements are in place to ensure financial control is maintained in the absence of key personnel. • Proper accounting records are maintained and retained in accordance with the document retention schedule. • All accounting records are retained securely and access is controlled. 	

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

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

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

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

Capacity and capability

In this section, we will ask you about:

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

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

Answer as honestly as possible.

TEAM RESOURCE

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

Two

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

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

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

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

CAPACITY AND CAPABILITY

How would you describe your team’s current experience of delivering funding and managing growth funds?

Very experienced

How would you describe your team’s current capability to manage funding for procurement?

Very experienced		
How would you describe your team's current capability to manage funding for procurement?		
Very experienced		
How would you describe your team's current capacity to manage funding for procurement?		
Very experienced		
How would you describe your team's current capability to manage funding for subsidies?		
Very experienced		
How would you describe your team's current capacity to manage funding for subsidies?		
Very experienced		

COMMUNITIES AND PLACE CAPACITY AND CAPABILITY

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

Yes

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

Strong capability

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

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

Describe what further support would help address these challenges.

None

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

Strong capability

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.

None

Describe what further support would help address these challenges.

N/A

SUPPORTING LOCAL BUSINESS CAPACITY AND CAPABILITY**Does your local authority have any previous experience of delivering the Supporting Local Business interventions you have select?**

Yes

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

Strong capability

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

None

Describe what further support would help address these challenges.

N/A

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

Strong capability

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

None

Describe what further support would help address these challenges.

N/A

PEOPLE AND SKILLS CAPACITY AND CAPABILITY**Does your local authority have any previous experience of delivering the People and Skills interventions you have select?**

Yes

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

Strong capability

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

None

Describe what further support would help address these challenges.		
N/A		
How would you describe your team's current capacity to manage funding for People and Skills interventions?		
Strong capability		
Describe the key capacity challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
None		
Describe what further support would help address these challenges.		
N/A		

SUPPORT TO DELIVERY UKSPF	
All lead authorities can use up to 4% of their UKSPF allocation to support the delivery of their chosen interventions but by exception, lead authorities will be able to use more than 4%. Are you planning to use more than 4%?	
	No
(If Yes) Explain why you wish to use more than 4%.	

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:

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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