

## Response ID ANON-QPA8-9PYF-2

Submitted to Submit an investment plan to the UK Shared Prosperity Fund in England  
Submitted on 2022-07-29 10:59:32

### Investment priorities

Navigating your investment plan submission

About your investment plan

Get help

Your location

In which region is the lead authority based?

East Midlands

Your location: East Midlands

Select the lead authority

Select the lead authority:  
Boston

Your details

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Organisation

Organisation:  
Boston Borough Council

Local challenges and opportunities

Local challenges and opportunities: Communities and Place

Are there any local challenges you face which fall under the Communities and Place investment priority ?

Yes

Local challenges and opportunities: Communities and Place

Describe these challenges, give evidence where possible

Describe these challenges, give evidence where possible:

Boston has a relatively little known but world-class cluster of heritage assets which are significantly undervalued 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 soon to be 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 cohort 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

## Local challenges and opportunities: Communities and Place

Are there any local opportunities which fall under the Communities and Place investment priority that you intend to support?

Yes

## Local challenges and opportunities: Communities and Place

Describe these opportunities, give evidence where possible

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.transportart.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.

### Local challenges and opportunities: Supporting Local Business

Are there any local challenges you face which fall under the Supporting Local Business investment priority ?

Yes

### Local challenges and opportunities: Supporting Local Business

Describe these challenges, give evidence where possible

Describe these challenges, give evidence where possible:

The Borough of Boston's business base by SME VAT/PAYE activity and size is nearly 2,300 with 1,995 falling in the 0 to 9 (small) employee band. However, it also has 15 businesses including Bakkavor, Greencore, Turners Distribution, Albert Bartlett, Ripe Now, JDM Food Group that are within the 250+ (large) employee band, all creating opportunities in sector related supply-chain management. Other large employers include Plant and Bean, TH Clements, Fold Hill Foods, Staples Vegetables Ltd, Wrangle Growers and Parkinson Harness Technology. The public sector in Boston also plays a very important role creating career opportunities; these include Boston College, Pilgrim Hospital as well as a large secondary school (plus Boston Grammar & Boston High Schools). There is a consistently low unemployment rate in Boston (lower than the national average) (source Boston Borough Council Corporate Plan 2020-2024).

Whilst the borough is a hub for agri-food production, logistics and storage, it does however have a relatively low level of economic diversity because of this very significant concentration on the agri-food sector. 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 entrepreneurial culture in Boston is slightly less the Lincolnshire average. 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 developing 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.

### Local challenges and opportunities: Supporting Local Business

Are there any local opportunities which fall under the Supporting Local Business investment priority that you intend to support?

Yes

### Local challenges and opportunities: Supporting Local Business

Describe these opportunities, give evidence where possible

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 enabling a supported environment for 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.

### Local challenges and opportunities: People and Skills

Are there any local challenges you face which fall under the People and Skills investment priority?

Yes

### Local challenges and opportunities: People and Skills

Describe these challenges, give evidence where possible

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 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.

## Local challenges and opportunities: People and Skills

Are there any local opportunities which fall under the People and Skills investment priority that you intend to support?

Yes

## Local challenges and opportunities: People and Skills

Describe these opportunities, give evidence where possible

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 number of older people in Boston.

Boston has a higher number 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

### Interventions: Communities and Place

Does your investment plan meet the Communities and Place investment priority?

Yes

### Interventions: Communities and Place

What are the outcomes you want to deliver under this investment priority? Select all that apply.

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 users of facilities/amenities, Increased affordability of events/entry, Improved engagement numbers, Number of community-led arts, cultural, heritage and creative programmes as a result of support, Improved perception of events, Increased number of web searches for a place, Volunteering numbers as a result of support, Increased take up of energy efficiency measures, Increased number of properties better protected from flooding and coastal erosion

### Interventions: Communities and Place

Select the interventions you intend to use which meet this priority. You can select as many as you like.

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.

### Interventions: Communities and Place

Do you plan to use any interventions not included on this list?

No

### Interventions: Communities and Place

Have you already identified any projects which fall under the Communities and Place investment priority?

No

### Interventions: Supporting Local Business

Does your investment plan meet the Supporting Local Business investment priority?

Yes

### Interventions: Supporting Local Business

What are the outcomes you want to deliver under this investment priority? Select all that apply.

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, Increase in visitor spending, 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, Increased amount of low or zero carbon energy infrastructure installed, Greenhouse gas reductions, Number of businesses with improved productivity, Number of R&D active businesses, Number of businesses adopting new or improved products or services, Number of businesses engaged in new markets, Number of early stage firms which increase their revenue following support, Number of businesses increasing their export capability, Increased number of projects arising from funded feasibility studies

### Interventions: Supporting Local Business

Select the interventions you intend to use which meet this priority. You can select as many as you like.

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.

## Interventions: Supporting Local Business

Do you plan to use any interventions not included on this list?

No

## Interventions: Supporting Local Business

Have you already identified any projects which fall under the Supporting Local Business investment priority?

No

## Interventions: People and Skills

Does your investment plan meet the People and Skills investment priority?

Yes

## Interventions: People and Skills

What are the outcomes you want to deliver under this investment priority? Select all that apply.

Number of economically inactive individuals in receipt of benefits they are entitled to following support, Number of active or sustained participants in community groups as a result of support, Number of people reporting increased employability through development of interpersonal skills funded by UKSPF, Number of people in supported employment, Number of people with basic skills (English, maths, digital and ESOL), Number of people engaging with mainstream healthcare services, Number of people in employment, including self-employment, following support, Number of people engaged in job-searching following support, Number of people sustaining engagement with keyworker support and additional services, Number of people sustaining employment for 6 months, Number of people in education/training, Number of people experiencing reduced structural barriers into employment and into skills provision, Number of people familiarised with employers' expectations, including, standards of behaviour in the workplace, 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

## Interventions: People and Skills

Select the interventions you intend to use which meet this priority. Select all that apply.

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., 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. , 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 are 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.

## Interventions: People and Skills

Do you plan to use any interventions not included on this list?

No

## Interventions: People and Skills

Have you already identified any projects for 2024-2025 which fall under the People and Skills investment priority?

No

## Interventions: People and Skills

Have you identified a local voluntary and community provision at risk as part of this intervention?

No

## Approach to delivery and governance

### 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

If so, describe how you have engaged with these organisations. Give examples where possible.

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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](https://www.selcp-haveyoursay.co.uk/_files/ugd/092fb4_91436bf23eba4c129bd2297a7b557911.pdf)

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## LOCAL COMMUNITIES AND PLACES :

Appearance of main shopping areas unkept/unclean

Lack of "community spirit"

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

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)

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)

More places for families to socialise and for recreation – recent Jubilee Celebration an example of best practice

Existing pressures on key services linking to a lack of pride in place to attract investment and people (to live)

Greater utilise Boston's existing assets for pride of place – e.g., use of the river for boat tours, its rich heritage/history

More public toilets and of better standard

"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)

#### SUPPORTING LOCAL BUSINESSES:

Shopping facilities – empty shops and lack of consumer opportunities

Accessibility to business – for both trade and consumers inc. traffic congestion

Too many gambling-related businesses

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'

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

Use of poetry and the arts to attract people into Boston and promote annual list of events to wider population

"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 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."

#### PEOPLE AND SKILLS:

Problems with homelessness and rough sleeping (personal resilience and diminished community resilience)

Limited opportunities for young people (leisure and employment)

Lack of education opportunities (inc for adults)

Cost of living and pressures on people in deprived areas

Lack of business diversity and different scalability – relates to lack of investment in infrastructure, people and skills and opportunities for progression

Population diversity and promotion of language skills - support for integration (language, personal skills/confidence)

Promote people and skills by working in collaboration with communities

"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)

"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."

Improve practical skills and apprenticeship opportunities

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.

#### Stakeholder engagement and support

Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up.

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.

Have all the MPs covering your lead authority been invited to join the local partnership group?

Yes

Stakeholder engagement and support

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

No

Project selection

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

Yes

Project selection

Describe your approach to selecting projects, and why you intend to do it this way

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.

Working with other places: Communities and Place

Do you intend to work with other places on any of the interventions which fall under the Communities and Place investment priority?

Yes

Working with other places: Communities and Place

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

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.

Describe any interventions not included in this list

Describe any interventions not included in this list:

N/A

Which places do you intend to collaborate with?

Which places do 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.

#### Working with other places: Supporting Local Business

Do you intend to work with other places on any of the interventions which fall under the Supporting Local Business investment priority?

Yes

#### Working with other places: Supporting Local Business

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

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.

Describe any interventions not included in this list.

Describe any interventions not included in this list.:

N/A

Which places do you intend to collaborate with?

Which places do 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.

#### Working with other places: People and Skills

Do you intend to work with other places on any of the interventions which fall under the People and Skills investment priority?

Yes

#### Working with other places: People and Skills

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

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., 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. , 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 are 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.

Describe any interventions not included in this list.

Describe any interventions not included in this list.:

N/A

Which places do you intend to collaborate with?

Which places do 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?

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

Yes. Public sector equality duty has been considered as part of the formation of the investment plan, especially in respect of the public engagement and consultation that has taken place in seeking views on the themes and initiatives for the plan to cover.

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

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

## Risks

Describe these risks or issues, including the contingency measures you have in place to mitigate them

Describe these risks or issues, including the contingency measures you have in place to mitigate them:

1 Risk: Challenges in terms of staff availability

Mitigation :We are coordinating our activities with Boston and South Holland and have large scale capacity to manage this challenge.

2 Risk: Lack of expertise

Mitigation: 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.

3 Risk: Lack of demand

Mitigation: 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.

4 Risk: Lack of capacity amongst bidders.

Mitigation: 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.

## Risks

Have you identified any key fraud risks that could affect UKSPF delivery?

Yes

## Risks

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

Describe these risks or issues, including the contingency measures you have in place to mitigate them. :

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

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

1. Delegated authority – including Project Board or Committee approvals: we expect each project sponsor to have an appropriate scheme of delegation in place which will be scrutinised as part of the annual financial audits we propose as part of our governance regime
2. Financial controls – we will expect as part of the funding agreement a regime to operate which ensures:
  - The roles and responsibilities of the delivery of the project sponsor organisation for each project, its committees and staff for financial decision making and administration have been set out in writing.
  - All staff with financial responsibilities have access to and an understanding of its Procedure Rules
  - The financial scheme of delegation approved and reviewed annually by the governing body.
  - There are minutes of all meetings of the project sponsor organisation and its committees that include decisions taken and by whom action is to be taken.
  - There is a register of business interests for its decision makers who influence financial decisions.
  - Arrangements are in place to ensure financial control is maintained in the absence of key personnel.
  - Proper accounting records are maintained and retained in accordance with the document retention schedule.
  - All accounting records are retained securely and access is controlled.
3. Audit – there is a schedule of regular systems and financial audits and the results of these are reported to the Chief Financial Officer and then onto the Project Delivery Board.
4. Counter fraud, corruption, and anti-bribery – procedures are in place within each project sponsor in relation to these issues and form a key part of the contractual arrangements which are put in place with any sub-contractors and suppliers of services.
5. Procedures to avoid Conflict of Interests – are clearly documented, with interests recorded in terms of the individuals concerned and where they are likely to represent a material or pecuniary interest the individuals concerned do not participate in the decision making or management processes concerned.
6. Cyber security, and data management – all project sponsor organisations will be required to have in place processes to ensure that data, no matter its form, is protected while in their possession and use from unauthorized access or corruption. They will need as a matter of national policy to follow all the GDPR requirements enshrined within national legislation.
7. Code of conduct setting standards for ethical and professional behaviour – it will be a requirement for individuals associated with the management and delivery of the programme and their sub-contractors and suppliers where they have a substantial relationship with the project to follow the 7 Principles of Public Life.

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

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

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

## Capacity and capability

## Team resource

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

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.

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.

## Team experience 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?

Strong capability

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

Strong capacity

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

Strong capability

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

Strong capacity

## Capacity and capability: Communities and Place

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

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 lead authority or your local/regional delivery system.

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

Describe what further support would help address these challenges.:

None.

### Capacity and capability: Communities and Place

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

Strong capacity

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

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

None.

Describe what further support would help address these challenges.

Describe what further support would help address these challenges.:

N/A

### Capacity and capability: Supporting Local Business

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

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 lead authority or your local/regional delivery system.

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

None.

Describe what further support would help address these challenges.

Describe what further support would help address these challenges.:

N/A

### Capacity and capability: Supporting Local Business

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

Strong capacity

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

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

None.

Describe what further support would help address these challenges.

Describe what further support would help address these challenges.:

N/A

### Capacity and capability: People and Skills

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

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 lead authority or your local/regional delivery system.

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

None.

Describe what further support would help address these challenges.

Describe what further support would help address these challenges.:

N/A

### Capacity and capability: People and Skills

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

Strong capacity

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

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

None.

Describe what further support would help address these challenges.

Describe what further support would help address these challenges.:

N/A

### Support to deliver 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 on using more than 4%?

No

If so, explain why you wish to use more than 4%.

If so, explain why you wish to use more than 4%.:

### Approvals

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

Yes

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

Yes

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

Yes



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

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

Additional documents

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

Yes

Edit your answers

Next steps