

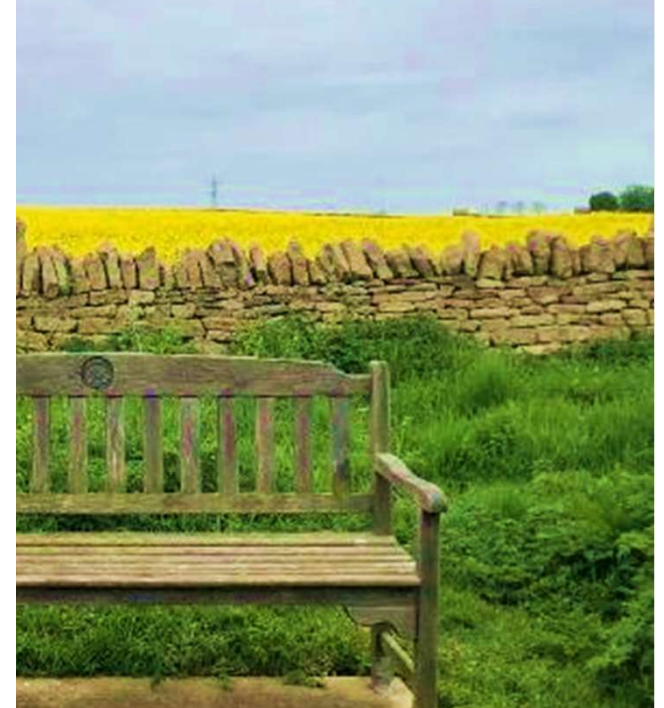
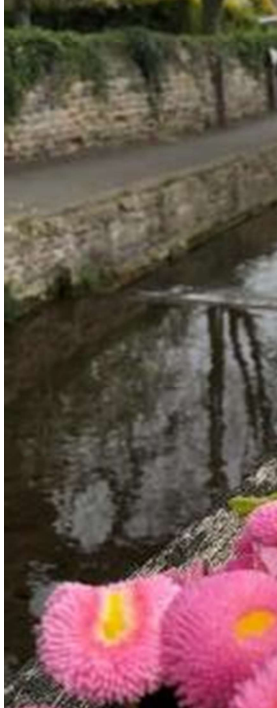
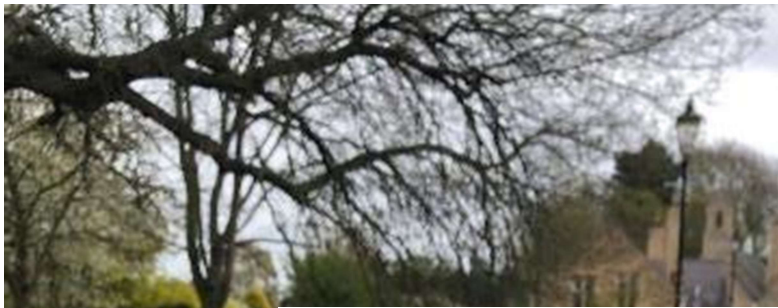


# The UK Shared Prosperity Fund Investment Plan

Draft



30<sup>th</sup> June 2022



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# 01 Executive Summary



# OVERVIEW OF THE INVESTMENT PLAN

## About the UK Shared Prosperity Fund

The UK Shared Prosperity Fund (UKSPF) is a central pillar of the UK government's Levelling Up agenda and a significant component of its support for places across the UK. It provides three years funding for local investment, with all areas of the UK receiving an allocation. West Lindsey District Council has received an allocation of £2.7 million.

## Objective of this document

This Investment Plan is a strategic document that sets out our priorities and vision as to what we want to achieve for residents, communities, and businesses in our District through the Shared Prosperity Fund investment. The Plan showcases a confident, considered proposal for investment across the three SPF investment priorities: Communities and place, Supporting local businesses, People and skills. We want to deliver tangible change for our residents and businesses, focusing on investment in community infrastructure, green spaces, visitor economy, business development and skills.

## System leadership and stakeholder engagement

Securing a prosperous future is a shared responsibility. As a district council, we will be focused on the areas where we can have the biggest effect, and we will continue to work closely with communities, businesses, and our partner organisations to do this together. As such, the Investment Plan has been developed through direct engagement with key partners and local stakeholders, including Lincolnshire County Council, neighbouring district councils, Greater Lincolnshire LEP, businesses and community groups. The many voices, wide ranging views and local expertise captured here have come together to make the most of this funding opportunity for West Lindsey.

## Links to the Corporate Plan

At the same time, we recognise that that the Shared Prosperity Fund is not a silver bullet and on its own will not address all the identified local challenges. The vision and ambition expressed in this Plan will help West Lindsey to thrive. However, this investment needs to be considered in a wider context of existing and future funding streams. The Corporate Plan – the Council's overarching strategic document – is being developed in parallel to this Investment Plan, ensuring we have a comprehensive vision and plans for interventions that fall beyond the scope of the Shared Prosperity Fund.



*This Plan shows how the Council, working with partners and local communities, can use the UK Shared Prosperity Fund to ensure that we are a place that stands out as an area where residents can have a good quality life, and where businesses and communities continue to thrive.*

# SUMMARY OF THE KEY CHALLENGES

Underneath the overarching aim of building pride in place and increasing life chances, there are three UKSPF investment priorities: Communities and place; Supporting local business; and People and skills. The key challenges identified across West Lindsey have been laid out below and grouped into the three priority areas:




COMMUNITIES AND PLACE

### Community

- ▼ Social isolation of people in rural areas
- ▼ Limited access to services, community infrastructure / assets for some communities
- ▼ Limited awareness of community events
- ▼ Fear of crime
- ▼ Lack of pride in place
- ▼ Lack of culture and leisure offer, particularly in rural areas
- ▼ Increasing needs of communities (cost of living, fuel poverty)

### Physical place

- ▼ Highly rural area with isolated fringe villages, digitally excluded areas and poor transport connectivity
- ▼ Pockets of severe deprivation
- ▼ Areas at risk, e.g. Scampton, Hemswell Cliff
- ▼ Low land value
- ▼ Lack of accessible green spaces




LOCAL BUSINESS

### Business landscape and resilience

- ▼ Majority micro businesses
- ▼ Lack of understanding how businesses can contribute to net zero
- ▼ Underdeveloped local social enterprise sector
- ▼ Visitor economy not fulfilling its potential
- ▼ Limited R&D investment (e.g. green technologies)

### Local business environment

- ▼ Existing local skills do not align with local business needs
- ▼ Difficulty with retaining / attracting skilled employees
- ▼ Narrow traditional economic base
- ▼ No network effect between businesses in the area
- ▼ Gaps in infrastructure (e.g. east to west transport links, fast broadband)



PEOPLE AND SKILLS

### Skills and development

- ▼ Low education and training provision levels, e.g. Gainsborough college
- ▼ Mismatch of vacancies and skills
- ▼ Low levels of adult learning and retraining
- ▼ Low retention of higher level of skills
- ▼ Lack of generational mobility
- ▼ Low levels of literacy and numeracy

### Personal effectiveness

- ▼ Poor personal confidence
- ▼ Low awareness of vacancies
- ▼ Young vulnerable people without support
- ▼ High levels of health inequality
- ▼ Impact of Covid on mental health

# OVERARCHING VISION

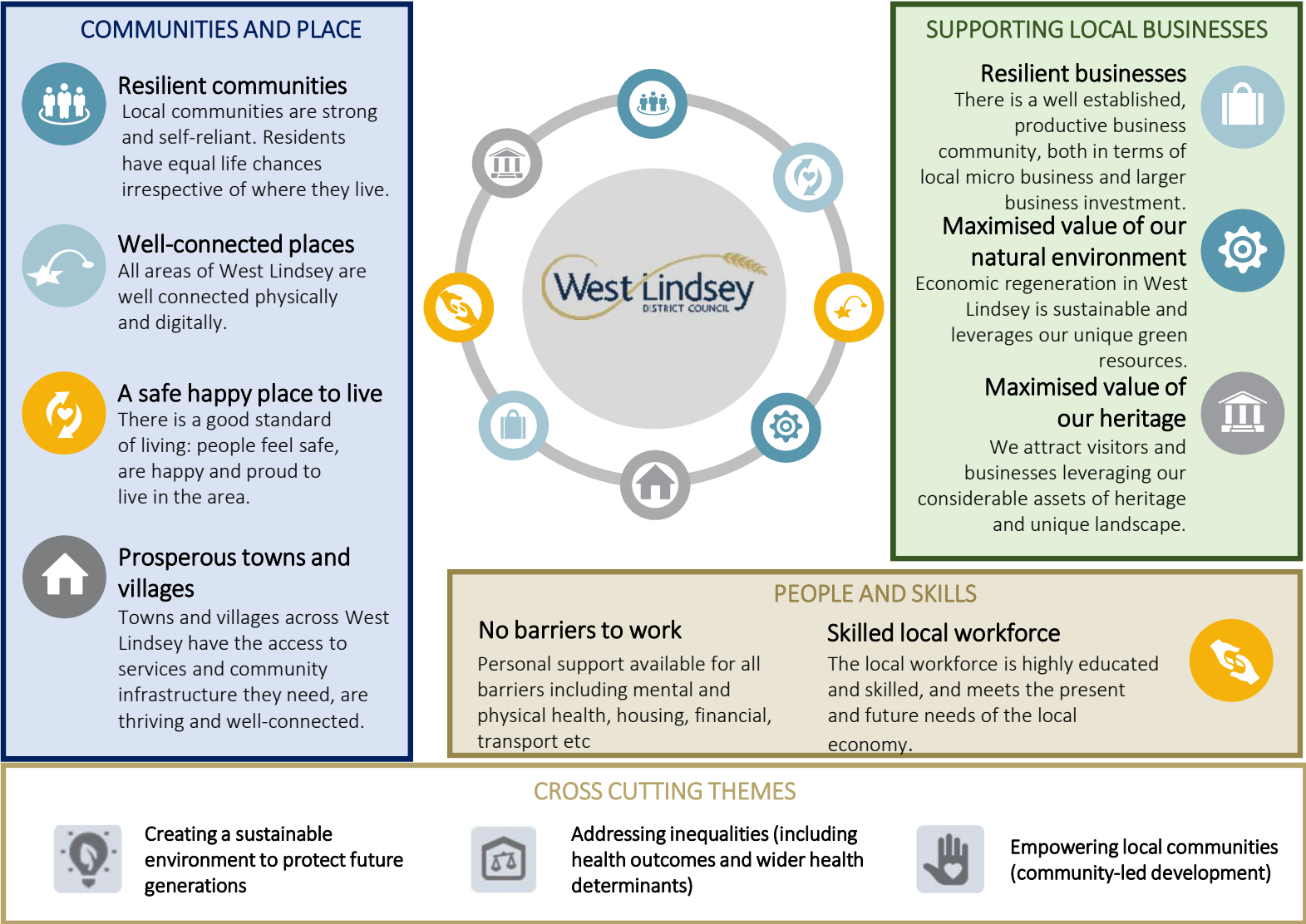
## WHAT WE WANT TO ACHIEVE

We are driven by our ambition to make West Lindsey a place where our residents can live the best lives they can. We want our businesses and economies to thrive and our environment to be managed in a sustainable way, ensuring that the district builds on its own local identity, heritage and natural assets.


This Plan shows how the Council, working with partners and local communities, can ensure that we are **a place that stands out as an area where residents can have a good quality life and where businesses and communities continue to thrive.**

While doing this, we will ensure that our natural environment is protected, social and health inequalities are reduced and local communities empowered to be more proactive and self-reliant.

## WHAT DOES GOOD LOOK LIKE? KEY OUTCOMES ACROSS THE THREE INVESTMENT PRIORITIES

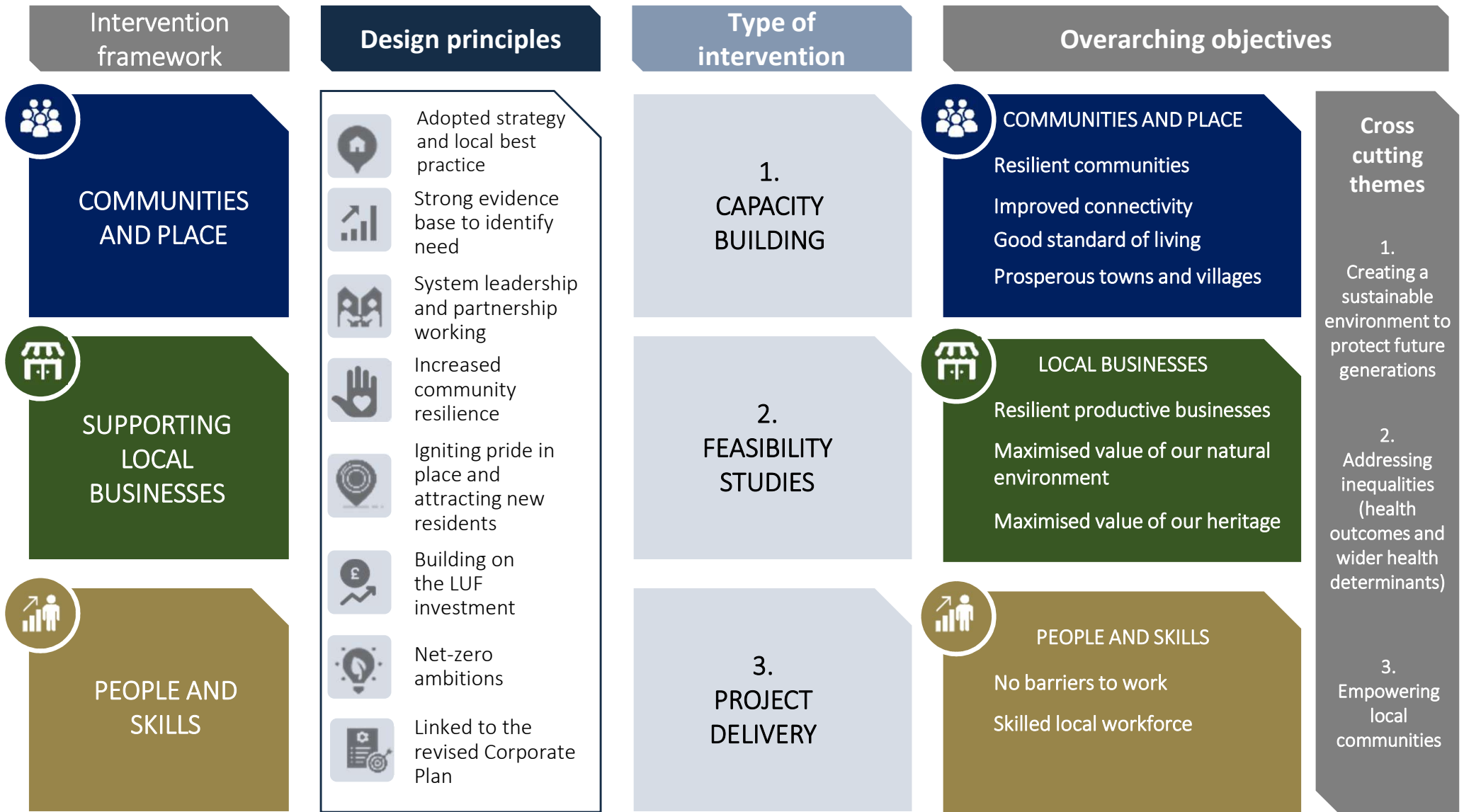


# THEORY OF CHANGE FRAMEWORK

	AREA OF NEED <i>What are the problems we are trying to solve?</i>	INTERVENTIONS <i>What do we do to address the problem?</i>	INTERVENTION AIMS <i>What are the intended aims?</i>	OUTCOMES <i>What are some of the outcomes of the interventions?</i>	LONG TERM IMPACT <i>What is the long term change that we contribute towards?</i>
Communities and Place	<p><b>Low levels of social capital:</b> An index on community, trust and belonging (2019) ranked West Lindsey 292th out of 324.</p> <p><b>Social isolation and loneliness:</b> over 12% of adults in West Lindsey said they felt lonely 'often' or 'always', (national average 7.2%).</p> <p><b>Rising crime</b> in areas across WL, with violence related crimes and anti-social behavior being a particular issue.</p> <p><b>Limited accessibility of services:</b> accessibility of key services by public transport or walking is lower than on average in Lincolnshire.</p> <p>Green Infrastructure Study for Central Lincolnshire (2011) identified significant <b>deficiencies of accessible natural greenspace.</b></p>	<p><b>1.1</b> Flagship Community Grants Programme</p> <p><b>1.2</b> Supporting our Town, Village and Neighborhood Centers</p> <p><b>1.3</b> Safer Streets West Lindsey</p> <p><b>1.4.</b> Multi Year Signature Events Programme</p> <p><b>1.5</b> West Lindsey Walking Cycling and Wayfinding improvements</p> <p><b>1.6</b> Green space management and community project development</p>	<p><b>1.1</b> A community grant programme that will support existing community initiatives and activities and align with other community funding programmes.</p> <p><b>1.2</b> Develop community capacity to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure an boost the look/feel of retail areas.</p> <p><b>1.3</b> Widen support for retailers and estates impacted by crime, increase CCTV provision and use and street lighting.</p> <p><b>1.4.</b> Delivery of planned district wide outreach of arts, cultural and heritage activities and a build a multi year events WL events programme.</p> <p><b>1.5</b> Support the creation of new foot and cycle paths and up grade existing ones.</p> <p><b>1.6</b> Employee a Green Space Officer who will develop an approach to green space development and management.</p>	<p><b>1.1</b> New and improved community facilities that boost community engagement.</p> <p><b>1.2</b> Increased number of people using community facilities by improving both the facilities themselves and their perception within the community.</p> <p><b>1.3</b> Reduced high street and neighbourhood crime, resulting in improved safety and perception of safety.</p> <p><b>1.4.</b> Increased provision, quality, impact, attendance and perception of local events.</p> <p><b>1.5</b> Increased use of cycleways and paths.</p> <p><b>1.6</b> Increased provision, quality, impact, use and perception of green spaces in communities.</p>	<p><u>Communities and Place</u> Safe, well connected areas, with a strong sense of community and pride in place</p> 
Local Businesses	<p>The majority of the businesses are <b>micro businesses</b> (90%).</p> <p><b>Relatively low level of new job postings:</b> April 2021 the number of unique job postings was 15% lower than in 2016.</p> <p><b>The vibrancy of the district's economy:</b> ranked to 263 out of 324.</p> <p>The <b>visitor economy shrank</b> as a result of Covid.</p>	<p><b>2.1.</b> Flagship West Lindsey Business Support Programme</p> <p><b>2.2.</b> Maximising the Visitor Offer</p> <p><b>2.3.</b> Growing Innovation</p> <p><b>2.4.</b> Supporting West Lindsey Markets and Retail Centers</p>	<p><b>2.1.</b> LCC Core Growth Hub offer, tailored advice and guidance linked to local village and retails centers and the visitor economy Programme and a grant scheme for business led sustainability improvements.</p> <p><b>2.2.</b> Increased visitor accommodation, development of local attractions, increased communication and coordination between key stakeholders and activities.</p> <p><b>2.3.</b> Supporting the development of a growth corridor around the A15 and supporting agritech business.</p> <p><b>2.4.</b> Supporting and expanding the delivery of the West Lindsey Market Action Plan.</p>	<p><b>2.1.</b> Increased provision, quality and impact of local businesses resulting in greater levels of sustainable businesses and local employment.</p> <p><b>2.2</b> Increased number of people visiting and spending money in West Lindsey.</p> <p><b>2.3</b> Increased provision and quality of new businesses and products, increasing local knowledge and reduced emissions.</p> <p><b>2.4</b> Increased number of people visiting and spending money at WL markets, creating more sustainable local markets and businesses.</p>	<p><u>Supporting local businesses</u> A strong, stable, diverse and self sustainable business environment</p> <p><u>People and Skills</u> A happy, healthy, productive workforce that is educated, trained and employed in the area</p>
People and Skills	<p><b>Increasing number of people who are economically inactive:</b> at 32.5%, it is significantly higher than the national average (21.5%).</p> <p><b>Educational attainment rates are an area of relative weakness</b> Traditional labour market structure, with manufacturing being one of the most prominent employment.</p>	<p><b>3.1.</b> Local skills programme</p> <p><b>3.2.</b> Skills for the Future</p>	<p><b>3.1.</b> Contribution of support for existing funded critical delivery in the voluntary and community sector to address barriers to work for those further from the labour market and work to understand future needs and feasibility.</p> <p><b>3.2.</b> Improved skills and employment mobility in response to specific needs of local employers</p>	<p><b>3.1.</b> Increased number of people in employment, and increased number of people with employable skills.</p> <p><b>3.2.</b> Increased number of people receiving training and education, resulting in closing the local skills gap and increased local employment.</p>	

Please note this is not a complete list of outcomes that will be achieved

# INVESTMENT PLAN FRAMEWORK



**Cross cutting themes**

1. Creating a sustainable environment to protect future generations
2. Addressing inequalities (health outcomes and wider health determinants)
3. Empowering local communities



# INVESTMENT PLAN – FINANCIAL STRATEGY

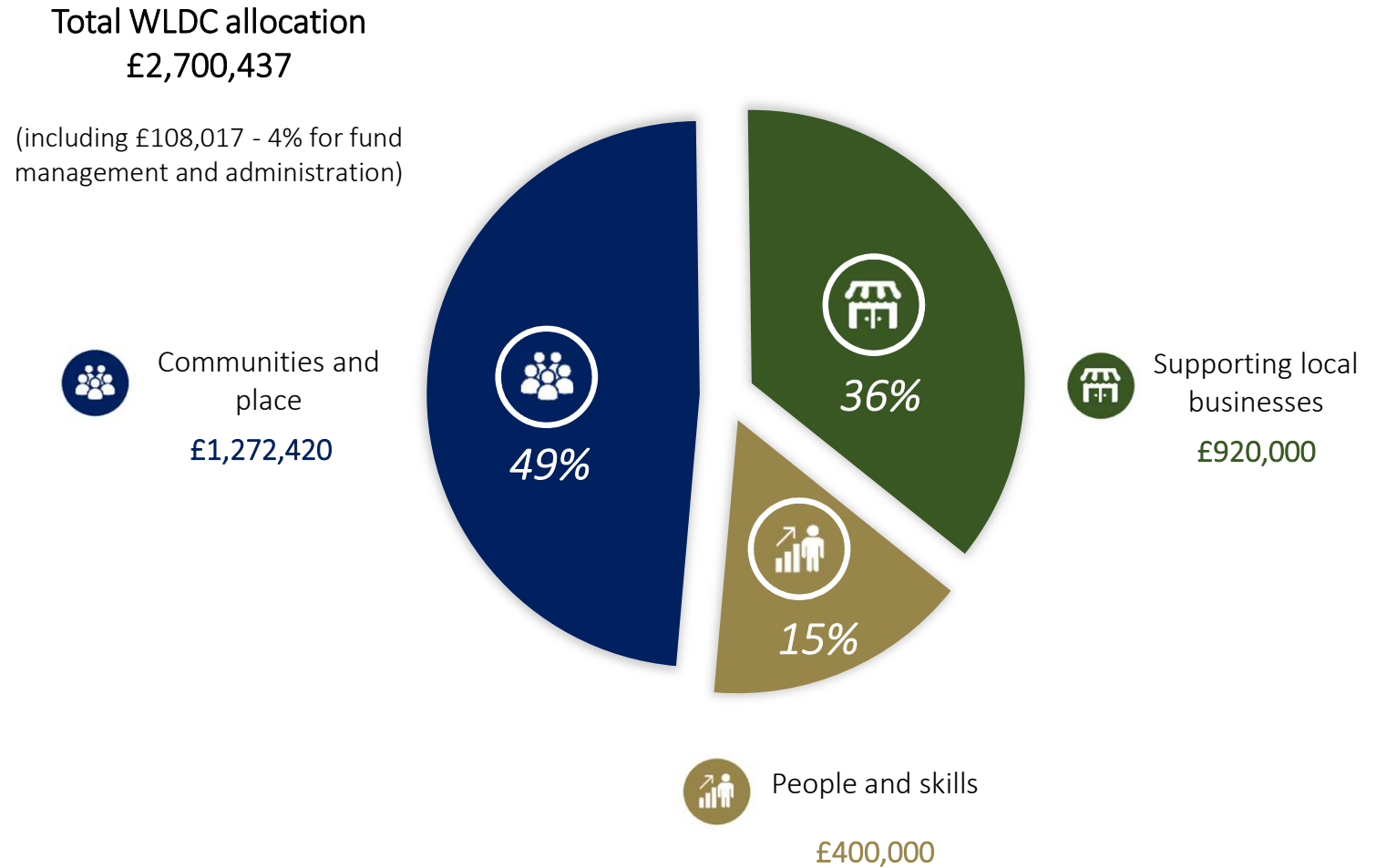
## HOW WE PROPOSE TO SPEND THE WLDC ALLOCATION

This chart details our proposed budget under each of the UK SPF investment priorities. This allocation is based on a detailed intervention scoping exercise, which ensures that the proposed expenditure profiles are accurate and deliverable. The proposed allocation responds to specific local challenges and priorities that have been identified.

**We want to prioritise investment in our communities, to ensure that West Lindsey is a safe, happy place to live for our residents.**

Therefore, 49% of the total funding available (nearly £1.3m) is allocated to the Communities and place investment priority.

Expenditure profile per investment priority over 3 years





## 02 Investment Plan development approach

# INTRODUCTION TO SHARED PROSPERITY FUND



## ABOUT THE UKSPF PROGRAMME

- ▼ £2.6 bn of new funding for local investment distributed via a funding formula, not a competition
- ▼ Part of a suite of complementary Levelling Up Funding, succeeds the EU structural funds
- ▼ Can support interventions that run from 1 April 2022 to March 2025

## THREE INVESTMENT PRIORITIES

Enables places to build their own package of investments based on local needs in the three investment priority areas:



Communities and place



Supporting local businesses



People and skills

*‘Places will be empowered to identify and build on their own strengths and needs at a local level, focused on pride in place and increasing life chances’.*

*THE UKSPF Prospectus*

## WLDC FUNDING ALLOCATION

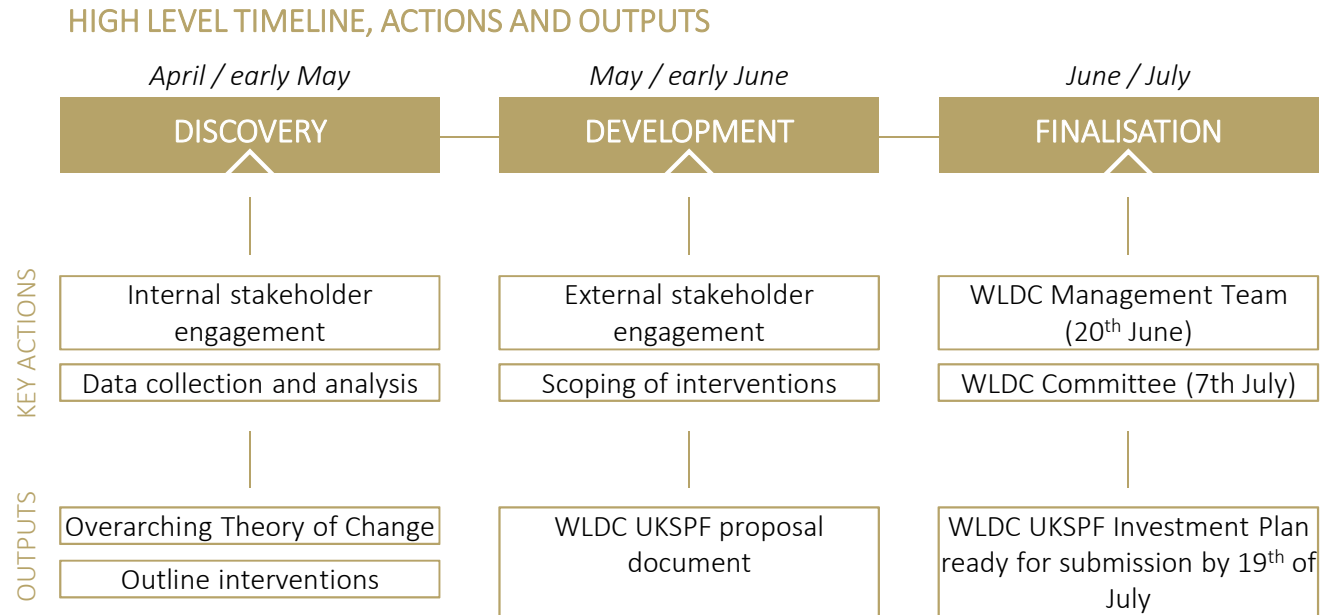
	2022/23	2023/24	2024/25	Total
UK SPF allocation	£327,723	£655,446	£1,717,268	£2,700,437
Including minimal capital spend (% of total allocation)	£32,772 10%	£85,208 13%	£343,454 20%	£461,434

# INVESTMENT PLAN DEVELOPMENT APPROACH – PHASE 1. SUBMISSION TO UK GOVERNMENT FOR SIGN-OFF

## ROBUST PROCESS TO INFORM THE DEVELOPMENT OF INVESTMENT PLAN

West Lindsey District Council has ambitious plans to support the inclusive growth and regeneration of our communities. The success of our **Levelling Up Fund** bid has demonstrated our ability to secure government support and the learning from the LUF process informs our approach to the UKSPF.

The development of the UKSPF Investment Plan is aligned with the refresh and re-work of the Council’s **Corporate Plan** – work scheduled throughout 2022 for adoption in 2023.



## KEY PILLARS OF OUR APPROACH – INVESTMENT PLAN DEVELOPMENT



### Strong evidence-base

Revisit and re-confirm our understanding of the challenges facing our people, businesses and places – what are the problems we are trying to solve?



### Collaboration at heart

Engage with our staff teams, our elected members and our partners who have excellent knowledge and understanding of local issues



### System leadership

Focus our efforts to understand opportunities for working with our partners on a shared and common goal



### District-wide focus

Consider options for interventions district wide and ensure that the benefits of regeneration are felt across our communities

# INVESTMENT PLAN DEVELOPMENT APPROACH – PHASE 2. BUSINESS CASE DEVELOPMENT FOR INTERNAL SIGN-OFF

## FURTHER DEVELOPMENT OF THE INVESTMENT PLAN AND INTERVENTIONS

In order to maximise the impact of the UKSPF on our communities, we aim to develop best in class approach to mobilisation, delivery and oversight of the interventions.

We will continue to develop the Investment Plan following the submission to the government, seeking to further confirm our assumptions and develop a robust process of assurance.

## BUSINESS CASE DEVELOPMENT

We will use the best practice ‘five case’ model for each of the three investment themes to further develop the Investment Plan above and beyond what is expected for the government approval:

01. STRATEGIC CASE	02. ECONOMIC CASE	03. COMMERCIAL CASE	04. FINANCIAL CASE	05. MANAGEMENT CASE
Review the case for change, building upon the work to define the challenge and the ‘Theory of Change’	Analyse value for money, including wider social and environmental effects	Address the deliverability, including partnership models and procurement strategy	Establish how the fund is invested and opportunities to secure match funding and private investment	Set out how the investment plan will be overseen and managed

## KEY PILLARS OF OUR APPROACH – INVESTMENT PLAN IMPLEMENTATION



### Future-proof Council operating model

Revisit the Council’s long term operating model, ensuring we are ready to commission and direct services that could be delivered by a range of partners



### Partnership delivery

Consider any gaps in our existing partnerships, do they have the reach, capacity and capability to step up and step in to deliver what is needed



### Long term sustainability

Ensure the interventions increase community resilience, empower communities and do not create dependency on Council funding



### Monitoring and evaluation

Further develop our approach to the monitoring and evaluation of outputs and outcomes

# STAKEHOLDER ENGAGEMENT

## APPROACH TO STAKEHOLDER ENGAGEMENT

Across the district we are fortunate to benefit from having a range of partners and stakeholders that can inform the development of our priorities and interventions as well as support the delivery of the Investment Plan.

We want to bring together an understanding of partners and stakeholders, ensure they are able to input into the UKSPF process and consider any gaps in capacity and capability to deliver.

This includes an extensive harvesting of intervention ideas through a dialogue with local public services, third sector organisations, local leaders and businesses.

## KEY STAKEHOLDERS TO BE ENGAGED

- ▼ Council Members
- ▼ WLDC Management Team and officers
- ▼ Sir Edward Leigh, MP
- ▼ Gainsborough Town Council
- ▼ Wider Town and Parish Councils
- ▼ Lincolnshire County Council
- ▼ Greater Lincolnshire LEP
- ▼ Lincolnshire Police
- ▼ Local Access Steering Group
- ▼ Visit Lincoln
- ▼ Place Board
- ▼ Federation of Small Businesses
- ▼ Chamber of Commerce
- ▼ University of Lincoln
- ▼ Gainsborough College (Lincoln College Group)
- ▼ Employment and Skills Partnership
- ▼ Health and Wellbeing partners





### 03 Analysis of needs and opportunities



## Differences in level of need across the district

West Lindsey is one of the largest districts in England and one of the most rural in Lincolnshire (yet access to green space in certain areas of the district remains limited). The district is characterised by pockets with high levels of deprivation and high levels of affluence.

One measure that best demonstrates this difference in standards of living is the percentage of children living in poverty within the district. This ranges from 7.3% in Nettleham to 28.2% in Gainsborough South-West [10]. Similarly, figures for households living in fuel poverty tell the same story, with a range from between 8.8% to 16.5% for the same wards [10].

## Physical isolation

The rural nature of the district exacerbates accessibility issues and makes it more difficult to provide adequate public transport across the district. It may be challenging for some residents to move between areas without the use of private transport. Department for Transport journey Time Statistics show that only 27% of West Lindsey residents are able to access further education via public transport or on foot (compared to the Lincolnshire average of 65%) and only 69% able to access food stores (versus 80%) [3].

## Social isolation

It is not only physical connectivity that is an issue within West Lindsey. There is a lack of community connection, with the Grant Thornton Sustainable Growth Index on community, trust and belonging (2019) ranking West Lindsey 292th out of 324 LAs [1].

Additionally, West Lindsey as a Local Authority reported higher levels of loneliness experienced by residents over the course of the pandemic. 12.6% of people from West Lindsey reported that they “often or always” felt loneliness, compared to the regional average of 7.83% and the national average of 7.26% (2021). The national data shows that levels of loneliness are even higher for young people and the unemployed [21].

## Community safety

Crime is returning to pre-pandemic levels in West Lindsey. Following the end of pandemic lockdowns, there has been a steady increase in shoplifting incidents and a spate of more serious burglaries, causing extensive loss and damage to local businesses and communities. In April 2022, 401 crimes were reported in central Gainsborough. This is a 60% increase in crimes reported in Gainsborough since November 2021 [22].







# COMMUNITIES AND PLACE – OPPORTUNITIES

By creating safe, physically and socially connected areas, West Lindsey can become a district with a strong sense of community and pride in place. This will be done by empowering local communities, building social cohesion and connectivity, ensuring more equitable access to services, leisure and culture, and enhancing community safety.

There is an opportunity to support communities to become more connected to the places that they live and work in. Targeted investment can be a catalyst of a place-based self-identity and pride, which can be instrumental in people’s choosing of a location to live and to raise a family. This directly supports WLDC core objective of housing-led economic growth. This can be done by enhancing capacity of local community organisations, but also by supporting and funding local events and groups that allow people to engage more in a fun, safe and impactful way with their communities.

The Illuminate event which took place in Gainsborough in November 2021 is an excellent example. Centered on local historical events it not only brought residents together and provided a leisure and culture experience but also taught people more about the history of their area. Consideration will be given into scaling and replicating events like this across the district.

Part of addressing the lack of connection with area is tackling the issue of isolation. Residents are reliant on private transport to travel within West Lindsey, particularly if they live outside of the towns. As such there will be a focus on developing feasibility studies for walking and cycling routes, which will support the modal transport shift and improve health outcomes.

As demonstrated by the recent devolution agenda, there is a growing understanding and appreciation that local leaders have an expert knowledge of local needs and the best ways to address them. Investment and support for local projects, delivered by local organisations will give communities a voice and help to address community specific problems by creating a model of taking responsibility for fixing local issues with local solutions.

It is also important to identify areas that need additional and specific support, on top of the general district-wide support. This can be in the form of dedicated funding and supporting programmes for towns, villages and communities that are identified as “at risk” to ensure a more equal provision of community infrastructure across the district.



## WHAT DOES GOOD LOOK LIKE?



Well-connected places



A safe happy place to live



Resilient communities



Prosperous towns and villages



# COMMUNITIES AND PLACE – SUMMARY OF KEY NEEDS AND OPPORTUNITIES

## KEY NEEDS TO ADDRESS

- ▼ **Growing and ageing population:** The ONS forecast that the population of West Lindsey will grow to 105,700 by 2041; an increase of 9% from 2020. The number of people aged 84+ is projected to nearly triple over the next 20 years. These demographic changes will increase the demand for accessible amenities and infrastructure.
- ▼ **Pockets of deprivation:** There are great differences in affluence levels across the district, e.g. parts of the Gainsborough South-West ward sit in the 0.1% most deprived, while a neighbourhood in Nettleham is amongst the 2% least deprived areas in the country [6]. This affects all aspects of people's lives and is visible through a number of indicators (variance in children poverty, fuel poverty, etc.).
- ▼ **Low levels of social capital:** as evidenced by the Grant Thornton Sustainable Growth Index on community, trust and belonging (2019) ranking West Lindsey 292th out of 324 LAs [1].
- ▼ **Social isolation and loneliness:** The ONS Opinions and Lifestyle survey (2021) found that over 12% of adults in West Lindsey said they felt lonely 'often' or 'always', much higher number than the average across Britain (7.2%). Younger people were 3-5 times more likely to experience loneliness than those aged 75 years or over [16].
- ▼ **Community safety and crime:** Crime is returning to pre-pandemic levels. In April 2022 401 crimes were reported in central Gainsborough. This is a 60% increase since November 2021 [22]. Over the same period, crime reported in Caistor increased by 38%, Market Rasen - 35%.
- ▼ **Increasing fuel poverty:** 14.4% of West Lindsey households are living in fuel poverty (in 2020, nearly 2 p.p. increase over 2 years). The age and quality of housing in Gainsborough and in the rural areas and the scale of off-grid fuel dependency across the district, contribute to the issue [18].
- ▼ **Limited accessibility of services:** Department for Transport Journey time statistics [3] show that accessibility of key services (such as further education of food stores) by public transport or walking is lower than on average in Lincolnshire. Climate Strategy Consultation (2020) also highlighted the need for improved, green public transport solutions [15].

## KEY OPPORTUNITIES TO LEVERAGE AND BUILD ON

- ▼ **Developing a strong affinity with a place:** Targeted investment can be a catalyst of a place-based self-identity and pride, which can be instrumental in people's choosing of a location to live and to raise a family. This directly supports WLDC core objective of housing-led economic growth.
- ▼ **Maximising the value and opportunities created by our heritage, culture and natural assets,** e.g. RAF Heritage, the Lincolnshire Wolds, historic villages in close proximity to the City of Lincoln or the Trinity Art Centre.
- ▼ **Building on the £10.2 Levelling Up Fund investment** for 'Thriving Gainsborough 2024'. It will address the acute deprivation experienced across several wards in Gainsborough, with the benefits felt across the district. Together with additional SPF investment, it can act as a catalyst for clean economic growth, attracting private investment and providing all residents with employment and training opportunities.
- ▼ **Leveraging successful programme of WLDC community grants** (including Councilor Initiative Fund, Match Funding Grant and core funding grants). This provides a well tested platform with established governance and oversight processes, which – with necessary tweaks and further improvements – could be used to distribute some SPF funding to communities that would most benefit from support.
- ▼ **Further expanding and promoting district-wide events programme** building on existing strong portfolio of activities identified in the Cultural Research Report in June 2021, with a potential to improve the reach, expand the audience, align the outcomes and add value to our existing cultural activity.
- ▼ **System leadership and partnership work to address health inequalities:** Working with partners from across the system, we are developing an ambitious agenda for improving health and wellbeing in Lincolnshire. The importance of the wider determinants are recognised through the ongoing development of an Integrated Care System (ICS) in Lincolnshire and WLDC Communities Team are already engaged in grass roots activities. Investment through SPF can further support these efforts.
- ▼ **Leveraging neighbourhood planning (and maximising Community Infrastructure Levy)** and other measures to empower communities to have a say in the future of the places where they live and work and helping to shape development in local areas. Focus on community-led identification of needs and investment priorities is one of the key design principles underpinning the SPF Investment Plan, with communities empowered to identify and build on their own strengths and needs at a local level.



# SUPPORTING LOCAL BUSINESSES – NEEDS



## Local business landscape

As the economy begins to recover from the impact of Covid there has been an increase in the number of businesses within the district, growing in 2021 by over 70 business to 3,800 [13].

The majority of local businesses are micro businesses, employing between 0-9 people (90%), 305 small businesses, 60 medium businesses and only five large businesses (employing more than 250 people), in the area [13].

However, despite the dominance of micro businesses, enterprises in West Lindsey have a higher three year survival rate (60.3%) when compared to the regional (58.7%) and national average (53.4%) (as of 2017) indicating that there is a degree of business sustainability in the district [2].

Gross Value Add (GVA), the measure for productivity, for West Lindsey

has been steadily increasing over the course of several decades, reaching £1, 564B in 2019 (latest available figure), an increase of £100 mil from the previous year [14], showing an increase in economic activity in West Lindsey. While the latest figures are not yet available there is likely to have been a negative impact of Covid on GVA for 2020.

The industries employing the most people in West Lindsey are Manufacturing, Wholesale and Retail and Human Health and Social Work Activities (2020) [5].

## Difficulty in recruiting

The Lincolnshire Chamber of Commerce has found that 80% of manufacturing firms (the biggest employment sector in the district) are finding it difficult to recruit staff [12]. Additionally, smaller firms are finding it difficult to attract staff due to the pressure of competing with bigger firms over increasing wages [12].



## Impact of recent global events

The latest results for Q1 of 2022 show that there has been a 22% drop in the number of businesses in distress in Lincolnshire, compared to the previous year [11].

This indicates that businesses are starting to recover after the severe local and national impact of COVID. However, experts warn that these figures do not significantly take into account the war in Ukraine and the resulting increase in energy prices and the general rising cost of living across the UK, which are both likely to have a negative impact on consumer spending and business confidence [11].

While it is unclear how the conflict in Ukraine will develop and the long term impact, following the significant stress that local business have been facing the past two years, it is more important than ever to create resilient local businesses.



# SUPPORTING LOCAL BUSINESSES – OPPORTUNITIES

The council will support the development of a strong, stable and self-sustainable business environment.

This will be done by engaging businesses in new markets, providing social enterprises with assistance to help them be ‘business ready’ and developing a strong local business network that is supported by the council.

West Lindsey’s local business environment provides various opportunities for expansion, both in terms of the natural environment of West Lindsey, but also as a result of the make-up of existing local industries and businesses, and the changing national demand following Brexit, Covid and the conflict in Ukraine.

The beautiful natural environment, local historical sites and various market towns creates opportunities for further development of the Visitor Economy. The council, having a comprehensive understanding of the unique characteristics of the local area, plays a key role in leveraging the physical landscape and the diverse and extensive local heritage sites to create a unique and attractive visitor destination.

This opportunity also includes developing a more comprehensive and wider reaching network of local business and organisations that cater to visitors to create a cohesive visitor experience, including West Lindsey’s strong retail and hospitality sector. This will help to not only attract more visitors into West Lindsey but also increase the amount that visitors spend when they are in the area.

This will improve income for local businesses, and in the long run increase employment and attract new businesses into West Lindsey.

The natural environment of West Lindsey lends itself to not only local business opportunities within the visitor economy but also within the agriculture and manufacturing industry. Growing these industries will be a big focus for the area and by establishing West Lindsey as a hub for businesses within these sectors the council can help cement the district as an industry leader. This can be done through investment and funding, business support and a relevantly trained local workforce, helping the area to attract more industry specific businesses.

Finally, there is an opportunity to utilise green spaces to contribute to increasing West Lindsey’s renewable energy production and simultaneously its commitment to fighting climate change. This can be done by creating new sources of clean energy and actively protecting bio-diversity.



Resilient businesses



Maximised value of our natural environment



Maximised value of our heritage

## WHAT DOES GOOD LOOK LIKE?





# SUPPORTING LOCAL BUSINESSES – SUMMARY OF KEY NEEDS AND OPPORTUNITIES



## KEY NEEDS TO ADDRESS

- ▼ **Local business landscape dominated by micro businesses:** The majority of local businesses are micro businesses, employing between 0-9 people (90%) [13]. This is not necessarily a disadvantage - business confidence as surveyed by the Lincolnshire Chamber of Commerce remains high and the three year business survival rate in West Lindsey is higher when compared to the regional and national average. However, it has a big impact on what business support is needed. In addition, micro and small enterprises often struggle with understanding their role in net zero / sustainability agenda.
- ▼ **Difficulty in recruitment:** The Lincolnshire Chamber of Commerce has found that 80% of manufacturing firms (the biggest employment sector in the district) are finding it difficult to recruit staff [12].
- ▼ **Relatively low level of new job postings:** According to EMSI data published by Greater Lincolnshire LEP, in April 2021 the number of unique job postings was 15% lower than on average in 2016. This is in stark contrast to all the neighbouring districts, which recorded higher numbers of job postings in comparison to 2016 (East Lindsey – 73% higher, North Lincolnshire – 26% higher, North Kesteven – 16% higher, North East Lincolnshire – 4% higher) [19].
- ▼ **Low job density:** At 0.61, West Lindsey has the lowest job density across all 11 Great Lincolnshire LEP local authorities (average 0,78). It is also much lower than average in England (0.88). This indicates a low number of jobs in the area per resident population aged 16-64 [20].

## KEY OPPORTUNITIES TO LEVERAGE AND BUILD ON

- ▼ **The comparative advantages of rural areas, notwithstanding challenges they are facing, represent significant opportunities for West Lindsey:**
  - ▼ **Business advantage:** Opportunities for agriculture, farming and related manufacturing (part of the Food Valley), local supply chains, as evidenced by proposals to develop a Food Enterprise Zone at Hemswell Cliff. This is aligned with the government's aim of introducing Food Enterprise Zones to attract investment, and to encourage closer ties between food and farming businesses to boost the domestic food and farming sector.
  - ▼ **Green tech and sustainability:** Opportunities for development of sources of renewable energy, solar energy generation (including solar farms), biodiversity.
  - ▼ **Visitor destination:** Responding to tourism and post-Covid trends (e.g. agrotourism) to further stimulate the growth and development of the visitor economy. West Lindsey Visitor Economy Strategy was developed in 2022 to support this. It includes a comprehensive action plan that will allow the district to become a more prosperous visitor destination.
- ▼ **A strong food, hospitality and retails sector,** with organisations willing to work in partnership with the Council (e.g. Marshalls Yard, Global Berry).
- ▼ Maximising potential of the **Food Enterprise Zone** – extending the learning and developing the 'what's next' for the UK Food Valley and the role of West Lindsey
- ▼ **Leveraging the Lincolnshire Showground,** both as an important asset attracting large numbers of visitors and infrastructure for local businesses and third sector organisations (e.g. project Lincolnshire Lives).
- ▼ **Decommissioning of RAF Scampton** by end of 2022 provides an opportunity to protect, promote and enhance the heritage assets. RAF Scampton also provides an opportunity for cross governmental department conversations including the District Council to unlock its potential to contribute to leveling up the area.
- ▼ **Extensive experience and track record of providing business support programmes,** both in partnership with other organisations (including Lincs County Council) and independently. Some of these programmes can be scaled up and replicated through funding from the SPF.



## Labour participation and deprivation

While West Lindsey is above the national average on the IMD deprivation score, the level of deprivation differs significantly across the district. This is clearly demonstrated by the difference in life expectancy between wards. Life expectancy is 7.8 years lower for men and 8.2 years lower for women in the most deprived areas of West Lindsey than in the least deprived areas [4]. This is in part due to the differing level of employment, provision of education and training and availability of jobs.

Of West Lindsey's working age population 73.6% are economically active (2021), an average which is below both the regional (77.6%) and national average (78.4). The employment rank "Measures the proportion of the working age population in an area involuntarily excluded from the labour market", for which West Lindsey ranks 96<sup>th</sup> out of 317 [6].

## Skills and education

In West Lindsey there is a mismatch between business workforce demand and labour provision due in part to an ageing workforce, recruitment challenges (post covid particularly for small businesses), difficulties with succession planning, and a perceived lack of appropriate skills and training available locally [8]. As of 2020 West Lindsey is below the regional and national average for number of residents with NVQ1 qualifications and above [5]. Additionally, residents are above average for people with no qualification when compared to the region and country. West Lindsey also ranks 178<sup>th</sup> (out of 317 Local Authorities) for Education, Skills & Training, which "Measures the lack of attainment and skills in the local population" [6].

In terms of education, West Lindsey sits at 55% attainment (5 or more GCSEs) which is below the regional and national average. However, it is above the regional and national average for GCSE achievement (5A\*-C) [7]. There are also low literacy and numeracy levels and few opportunities for personal development and generation mobility.



# PEOPLE AND SKILLS – OPPORTUNITIES



A happy, healthy and productive workforce that is educated, trained and employed in the area, ultimately improving life chances and increasing local employment.

Hand in hand with the councils priority of growing the local economy and establishing West Lindsey as a hub for local enterprise, is its goal of upskilling and creating greater levels of employment within the local workforce by better matching the provision of skills with the demand for labour.

Whilst West Lindsey does have a lower rate of unemployment than both the region and the country, it also experiences a higher youth unemployment rate at 10% compared to the regional average of 8.1% and the national average of 9.3% (as of May 2020) [10]. While high levels of youth unemployment have a negative impact on both the local area as well as the young individuals themselves this does create an opportunity for the provision of targeted skills development.

This can be done in partnership with local academic institutions such as Gainsborough college. By developing skills training programme that help address local needs,

it may also prepare young people for jobs that may be in demand in the future. For example, as the agricultural industry is becoming a focus of funding within West Lindsey and Lincolnshire more widely, ensuring that there are sufficient farming and other related programmes that young people in the area can benefit from.

Additionally, leveraging the West Lindsey Employment and Skills partnership to help provide on the job training for local residents that would also be beneficial to local employers.

However, following the end of the European Social Fund (ESF) contracts to the Greater Lincolnshire LEP following Brexit, further analysis will need to be undertaken to understand where skills and education funding needs to be allocated to address this gap. This work will be driven by the Employment and Skills Partnership seeking to re-assess the action plan.

## WHAT DOES GOOD LOOK LIKE?



Skilled local workforce



No barriers to work



# PEOPLE AND SKILLS – SUMMARY OF KEY NEEDS AND OPPORTUNITIES

## KEY NEEDS TO ADDRESS

- ▼ **Educational attainment rates** are an area of significant weakness for the district, with the gap between the skills profile of the district and the national average continuing to widen year on year at level 3 qualification level and above. In 2020, 53.4% of the population held a level 3 qualification (equivalent to A Level) compared to 61.4% nationally (level 4 – 30.3% and 43.1% respectively).
- ▼ **Unsustainable education structure** in parts of the district – with some provision not seen as an option for our community and many students leaving district for their learning at age 11 and never returning
- ▼ **Increasing number of people who are economically inactive:** at 32.5%, it is significantly higher than the national average (21.5%). A percentage of people in this group who don't want a job is (currently 80%) is also increasing.
- ▼ **Traditional labour market structure**, with manufacturing being one of the most prominent employers.

## KEY OPPORTUNITIES TO LEVERAGE AND BUILD ON

- ▼ **West Lindsey Employment and Skills Partnership:** made up of 12 organisation's that work together voluntarily to improve skills and employment outcomes across the district. It will be critical to developing an understanding of what skills support is required after the European Social Fund delivery ends. It will continue to work together to define the key needs to be addressed through SPF, refresh its action plan, develop and deliver a range of employment and skills activities to support employers and residents within the district.
- ▼ **Building on successful apprenticeships programmes:** both local (Made in Gainsborough - Engineering Apprenticeship Programme) and central government schemes (KickStart Scheme in West Lindsey has resulted in youth unemployment falling back to pre-pandemic levels.
- ▼ **Supporting labour market shift to high-value high-productivity manufacturing** and becoming a catalyst for job creation in professional, scientific and technical activities, that are under-represented in West Lindsey when compared with national figures.
- ▼ Engaging whole family in learning opportunities, connecting businesses with learning and focusing on aspirations raising through **family learning**.



# KEY STRUCTURAL CHALLENGES IN WEST LINDSEY

The needs and opportunities outlined in the previous pages are aligned with the priority areas and intervention framework developed by UK government as part of the UK Shared Prosperity Fund. However, it is important to recognise that there are other key structural challenges within West Lindsey that its residents face. While they are largely beyond the reach of the UKSPF, it is vital to address them to improve life chances.

These challenges – as listed below – require coordination with, and significant input from, central government and other public sector partners. They cannot be the sole responsibility of West Lindsey District Council to address. In line with our system leadership principle, we will focus our efforts to understand opportunities for working with our partners on designing a holistic, system-wide approach to mitigate these barriers.

Without these structural challenges being alleviated, the initiatives proposed under the Shared Prosperity Fund risk being less impactful or sustainable, and our aspirations for levelling up may not be achievable.

## KEY STRUCTURAL CHALLENGES IN WEST LINDSEY:



Education and skills (from Early Years right through to University and work place skills)



Accessibility and connectivity (walking, cycling, public transport – particularly bus service and network)



Health (in particular access to and sustainability of the local Secondary Care provision, but also the related challenge of accessibility of Primary Care in some locations)



# ANALYSIS OF NEEDS - DATA SOURCES AND REFERENCES

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- [3] [Area Profiles- West Lindsey: Accessibility, 2017, Lincolnshire Research Observatory](#)
- [4] West Lindsey District Health Profile 2016, Public Health England
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- [6] IoD, 2019 Interactive Dashboard- Local Authority Focus, West Lindsey 2019, Ministry of Housing, Communities & Local Government
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- [9] Average Monthly House Prices by property type for Lincolnshire and districts, 2022, Lincolnshire County Council
- [10] [State of the District, 2020 Report, West Lindsey District Council](#)
- [11] [Warning of 'calm before the storm' for Lincolnshire business as financial distress plateaus, 2022, Gareth Rusling, Lincolnshire Chamber of Commerce](#)
- [12] [Quarterly Recruitment Outlook, Q1 2022, Lincolnshire Chamber of Commerce](#)
- [13] LGA Peer Challenge- Updated Positioning Statement January 2022, West Lindsey District Council
- [14] GVA by Local Authority 1998-2019, West Lindsey, Greater Lincolnshire Local Enterprise Partnership
- [15] West Lindsey District Council, Climate Strategy Survey Results and Analysis, August 2020 <https://www.west-lindsey.gov.uk/sites/default/files/2022-02/Climate%20Strategy%20Survey%20Results%20and%20Analysis%206%20July%202020%20to%2028%20August%202020.pdf>
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- [20] Great Lincolnshire LEP, Local Skills Report 2021 Annex B Indicator Workbook <https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/evidence-base/>
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- [22] Crime Statistics by Postcode, Crimes Reported in April, <https://www.crime-statistics.co.uk/postcode/DN21>
- [23] Crime Map, Lincolnshire Police, <https://www.lincs.police.uk/area/your-area/lincolnshire/west-lindsey/caistor/news/crime-map>
- [24] West Lindsey District Council, Cultural Research Report June 2021
- [25] Investing In Agriculture, 2022, Hargreaves Lansdown, <https://www.hl.co.uk/news/articles/Investing-in-agriculture-good-for-growing-returns>



04  
Overview of the  
investment  
proposals

## LINKS TO CORPORATE PLAN

The UK SPF investment needs to be considered in a wider context of existing and future funding streams. The Corporate Plan – the Council’s overarching strategic document – is being developed in parallel to this Investment Plan, ensuring we have a comprehensive vision for the District and plans for interventions that fall beyond the scope of the Shared Prosperity Plan.

Complementary interventions that are not aligned with the UKSPF investment priorities or would be difficult to deliver within the Fund’s timescale will be considered within the Corporate Plan update.

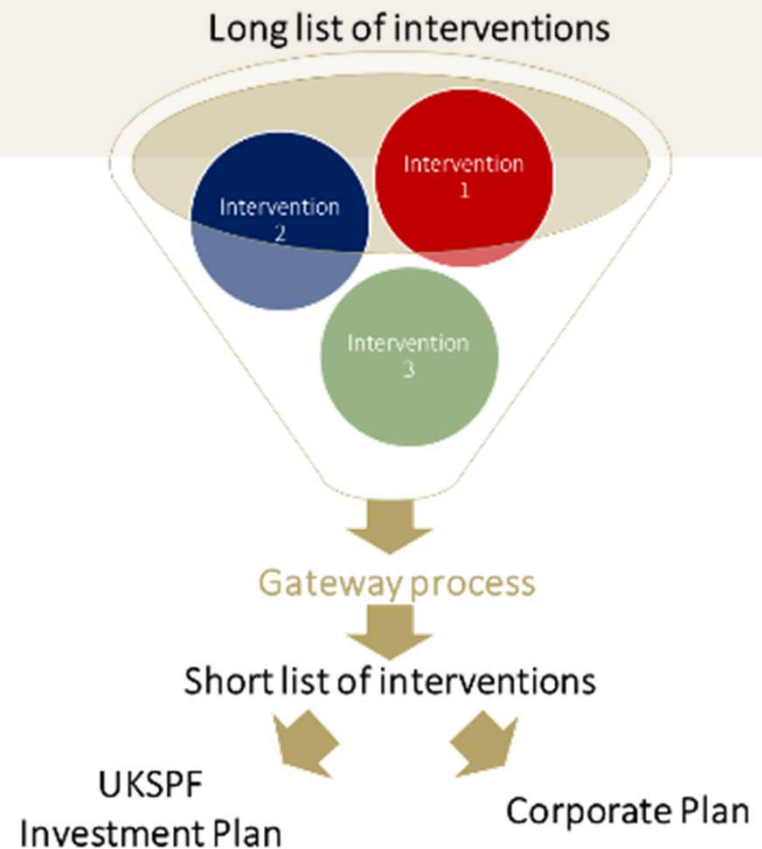
### Gateway process

#### 1. Alignment with the UKSPF investment priorities

- Communities and place
- Supporting local businesses
- People and skills

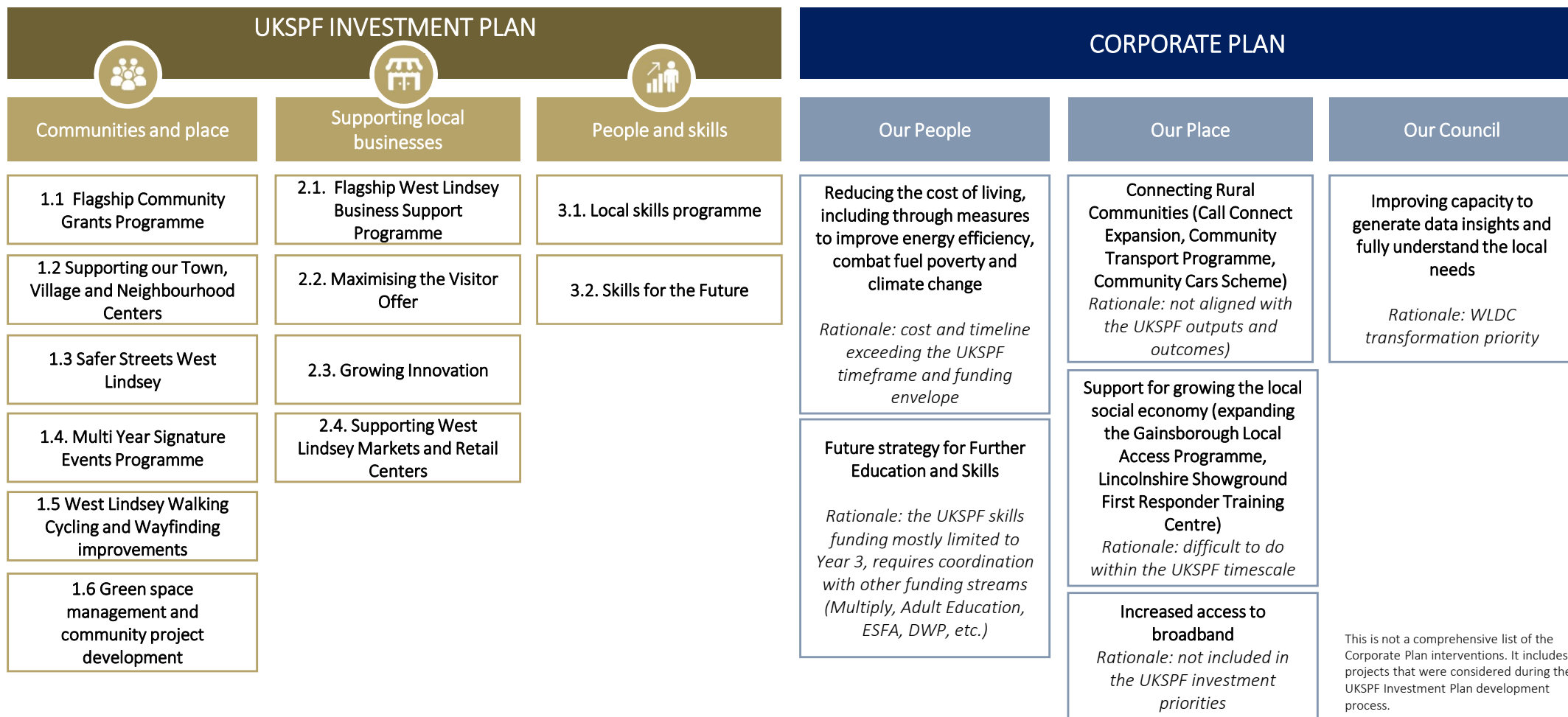
#### 2. Alignment with the UKSPF framework (interventions, outputs, outcomes)

#### 3. Alignment with the UKSPF timescales and funding allocation



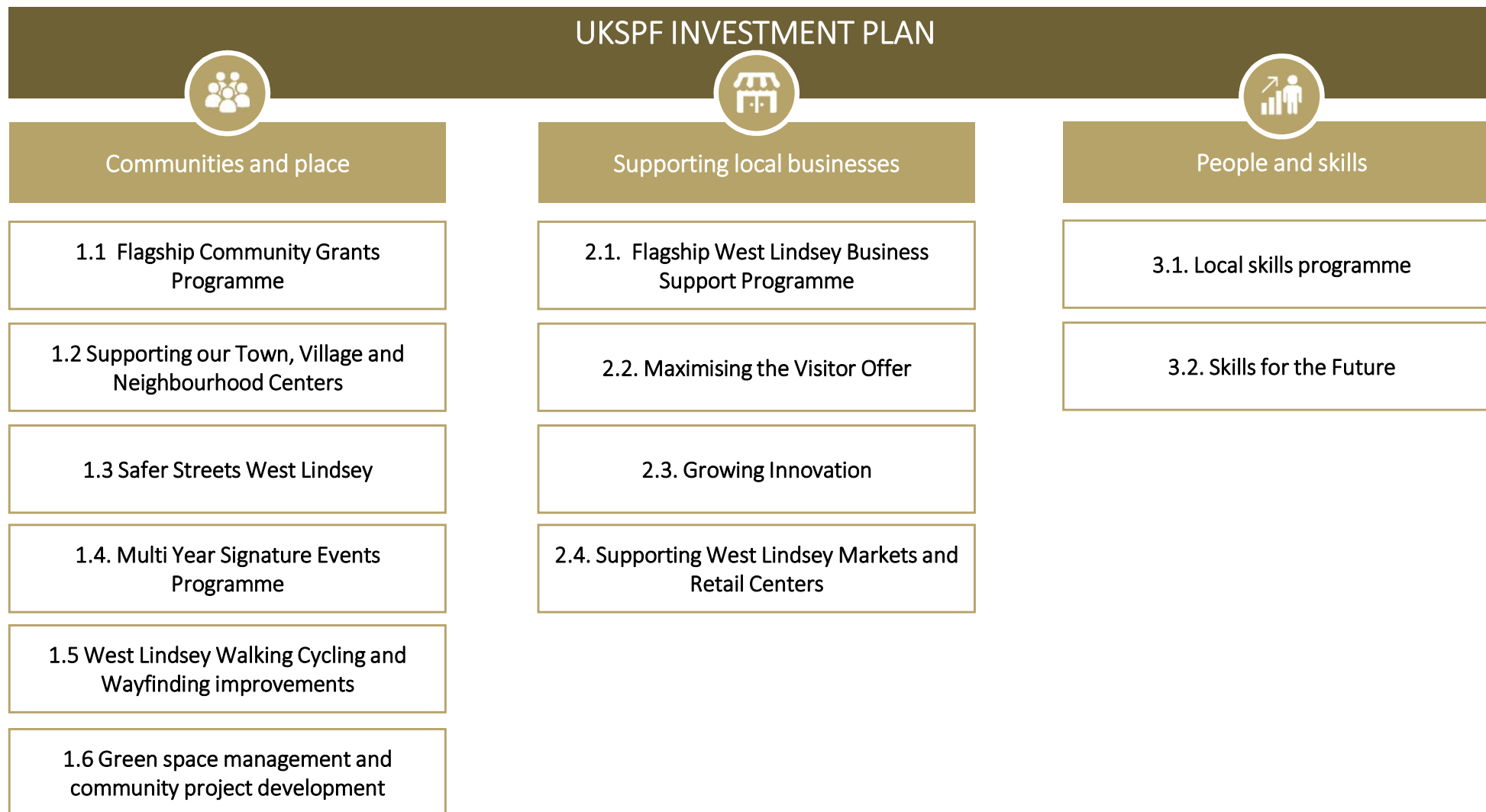
# OVERVIEW OF THE PROPOSED PROJECTS

We are developing a mix of revenue and capital interventions that represent the best solutions to tackle local issues identified above. The below graphic outlines the proposed scope of the UK SPF investment and interventions that were considered during the Investment Plan development process but will be included in the Corporate Plan.



# OVERVIEW OF THE PROPOSED PROJECTS

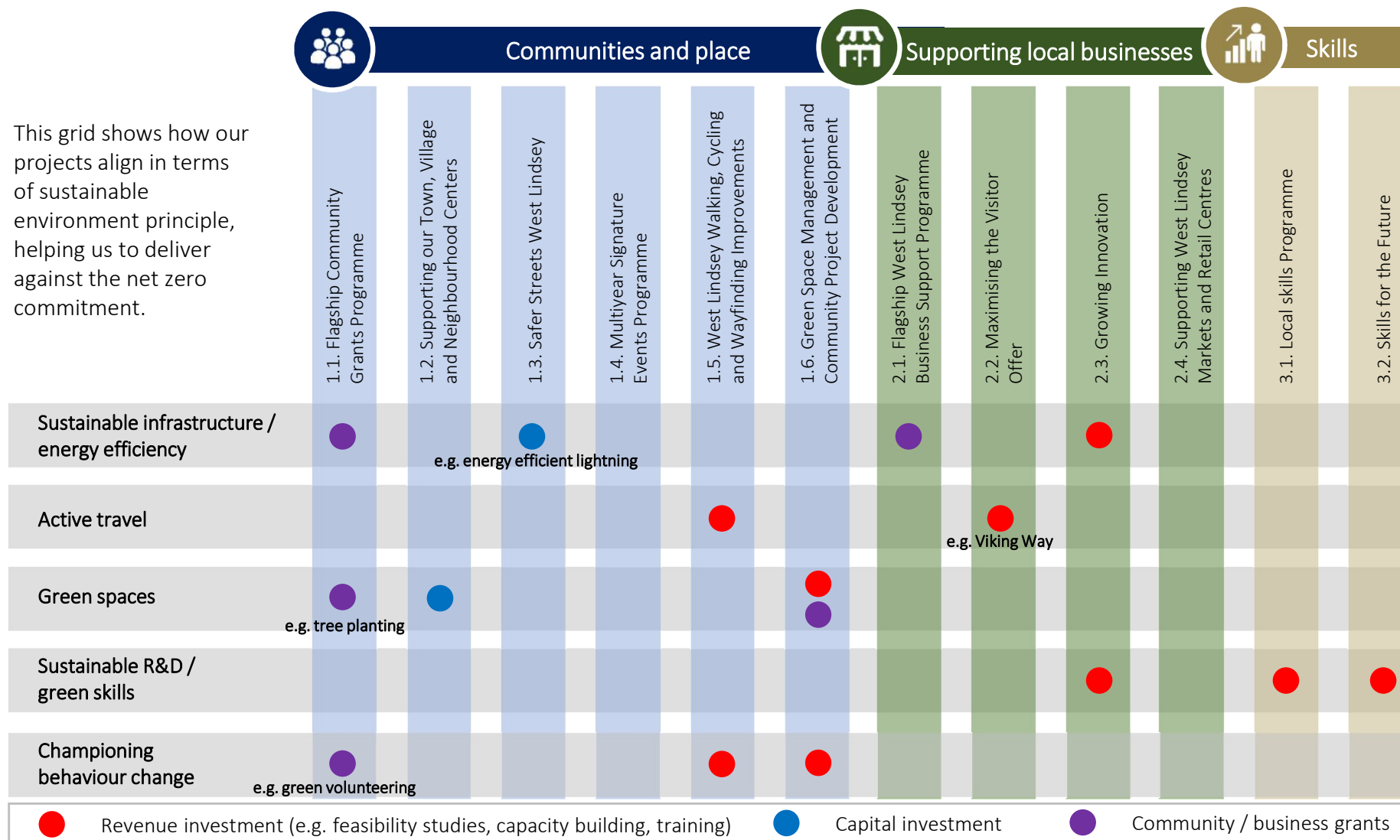
We are developing a mix of revenue and capital interventions that represent the best solutions to tackle local issues identified above. The below graphic outlines the proposed scope of the UK SPF investment.



# GOLDEN THREAD: SUSTAINABLE ENVIRONMENT

In our Investment Plan framework, we have identified three cross-cutting themes that underpin all the investment priorities:

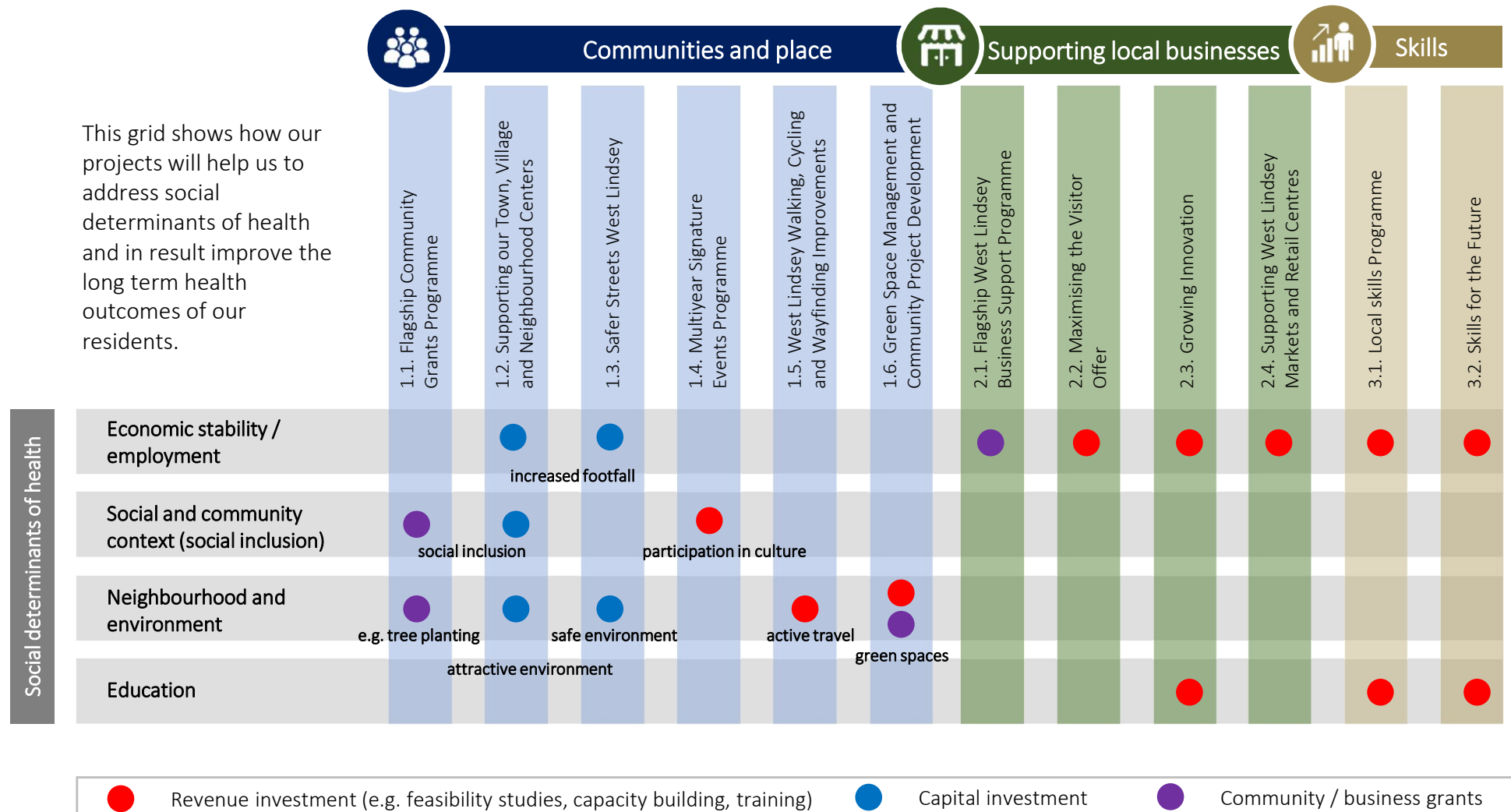
- ▼ **Creating a sustainable environment to protect future generations;**
- ▼ Addressing inequalities (health outcomes and wider health determinants);
- ▼ Empowering local communities.



# GOLDEN THREAD: HEALTH INEQUALITIES

In our Investment Plan framework, we have identified three cross-cutting themes that underpin all the investment priorities:

- ▼ Creating a sustainable environment to protect future generations;
- ▼ **Addressing inequalities (health outcomes and wider health determinants);**
- ▼ Empowering local communities.

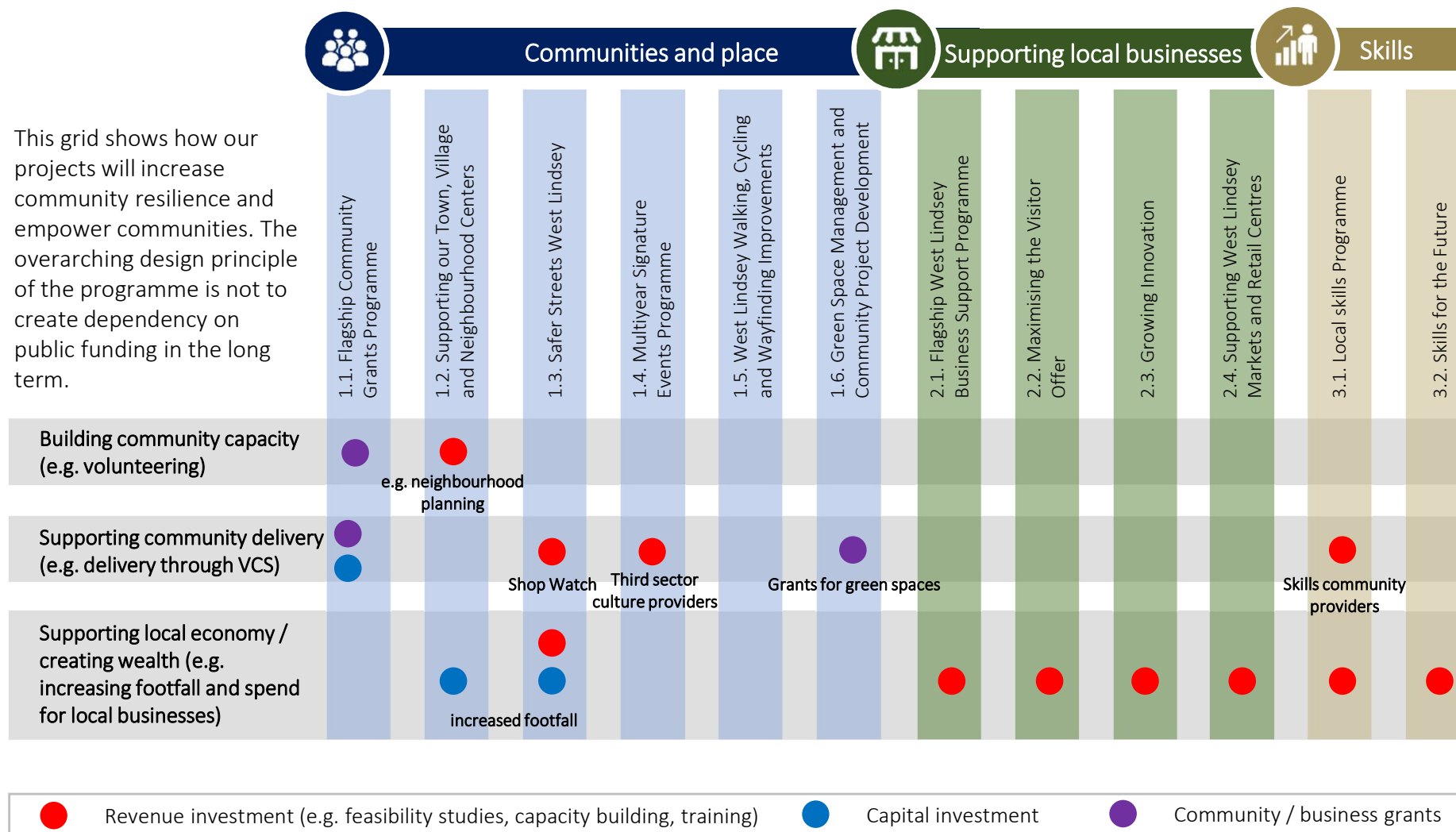




# GOLDEN THREAD: EMPOWERING COMMUNITIES

In our Investment Plan framework, we have identified three cross-cutting themes that underpin all the investment priorities:

- ▼ Creating a sustainable environment to protect future generations;
- ▼ Addressing inequalities (health outcomes and wider health determinants);
- ▼ Empowering local communities.



05  
Delivery



# PLACE BASED DELIVERY MODEL

## A COMMUNITY-LED APPROACH BASED ON LOCAL NEEDS

There are great differences in the characteristics and levels of need across the district. This means that ‘one size fits all’ approach does not work in West Lindsey. We will develop a place based delivery model for the delivery of the UKSPF Investment Plan, ensuring that every place across the district has an opportunity to benefit from the UKSPF investment.

In practice this means:



working with partners to determine the most appropriate scope and scale for each intervention



using local intelligence to help identify local needs and desired local outcomes



allowing communities to set and own their own agendas within the overarching district-wide framework

## THREE TIERS OF DELIVERY

Each intervention will be delivered through one of the below delivery models:



### District-wide interventions

Interventions delivered across the district or aimed at strengthening the WLDC delivery capacity and capability, which will benefit the whole district. Some of these interventions may be delivered with partners (e.g. county / other districts) across the wider geographic footprint.



### Community-led grant funding

Interventions open to all places and communities from across the district that will be able to propose projects that best address their local needs and bid for grant funding.



### Targeted interventions

Interventions targeted at communities identified as ‘at risk’ and specific places based on their characteristics (e.g. towns and village centres).



# DELIVERY PLAN: COMMUNITIES AND PLACE (I)



Project Link to intervention	Key activities	Indicative funding year			Place based delivery model
		22-23	23-24	24-25	
<b>1.1 Flagship Community Grants Programme</b>  SPF intervention: ▼ E11 - investment in capacity building and infrastructure support for local civil society and community groups.	<ul style="list-style-type: none"> <li>▼ Capacity, enabling and feasibility support</li> <li>▼ Small community grants</li> <li>▼ Social capital / volunteer support</li> <li>▼ Community growth and development</li> <li>▼ Championing impactful and sustainable volunteering (tree planting, litter, water course management)</li> <li>▼ Capital fund for project delivery</li> </ul>				Community led grant funding: district-wide access, funding prioritised depending on local need
<b>1.2 Supporting our Town, Village and Neighbourhood Centers</b>  SPF intervention: ▼ E2 – community infrastructure	<p><b>Part 1: Support for local place leaders</b> to develop community capacity to plan for and deliver investment in infrastructure.</p> <p><b>Part 2: Welcome Back Fund</b> roll out to next tier of towns, villages, neighborhoods and communities identified as ‘at risk’.</p>				Targeted intervention  Targeted intervention
<b>1.3 Safer Streets West Lindsey</b>  SPF intervention: ▼ E5 – designing out crime	<p><b>Part 1:</b> Shop Watch expansion</p> <p><b>Part 2:</b> Community re-lighting programme</p> <p><b>Part 3:</b> CCTV expansion programme to include priority retail, business and community enhanced coverage and monitoring</p>				Targeted intervention
<b>1.4. Multi Year Signature Events Programme</b>  SPF intervention: ▼ E6 – arts and culture	<p><b>Part 1:</b> Trinity Arts Community Outreach Programme</p> <p><b>Part 2:</b> ‘We Are West Lindsey’ The legacy of <i>Illuminate</i></p>				District-wide intervention



# DELIVERY PLAN: COMMUNITIES AND PLACE (II)



Project Link to intervention	Key activities	Indicative funding year			Place based delivery model
		22-23	23-24	24-25	
<b>1.5 West Lindsey Walking Cycling and Wayfinding improvements</b> SPF intervention: ▼ E7 – active travel	WLDC led feasibility and development fund to kickstart delivery plans for walking cycling and wayfinding interventions across the District				 Targeted intervention
<b>1.6 Green Space Management and community project development</b> SPF intervention: ▼ E3 – green spaces	<b>Part 1: Developing capacity</b> to understand, support and manage green spaces for community benefit  <b>Part 2: Grant funding</b> for schemes to support delivery (emerging ideas: Ashcroft Road Park, green links with Benjamin Adlard School, walking connectivity to Gainsborough Leisure Centre)				 District-wide intervention   Community led grant funding: district-wide access, funding prioritised depending on local need



# DELIVERY PLAN: SUPPORTING LOCAL BUSINESSES (I)

Project Link to intervention	Key activities	Indicative funding year			Place based delivery model
		22-23	23-24	24-25	
<b>2.1. Flagship West Lindsey Business Support Programme</b>  SPF interventions: ▼ E23 – local entrepreneurial ecosystems ▼ E24 – business growth support	<b>Part 1. Lincolnshire Growth Hub Core Offer</b> Support for core growth hub (in partnership with Lincolnshire authorities and LEP) access to trained business advisors and wider programme of specialist support			District-wide intervention  Delivered in partnership with LEP / LCC Growth Hub	
	<b>Part 2: West Lindsey tailored advice and guidance</b> linked to local town, village and neighborhood retail centers and the visitor economy				Targeted intervention
	<b>Part 3: Grant Scheme</b> – support implementation of business led sustainability and climate change improvements / productivity and rural growth.				Community led grant funding
<b>2.2. Maximising the Visitor Offer</b>  SPF intervention: ▼ E17 – development of visitor economy	<b>Part 1:</b> Improve and enhance the Visitor Product with a focus on increased accommodation provision and outdoor recreation			Targeted intervention	
	<b>Part 2:</b> Development of sustainable local attractions, trails and products			Targeted intervention	
	<b>Part 3:</b> Develop and maintain improved planning and communication between key stakeholders and partners (Partnership)			District-wide intervention	






# DELIVERY PLAN: SUPPORTING LOCAL BUSINESSES (II)



Project Link to intervention	Key activities	Indicative funding year			Place based delivery model
		22-23	23-24	24-25	
<b>2.3. Growing Innovation</b> SPF intervention: ▼ E19 – research and development	West Lindsey leading and supporting the development of a growth corridor around the A15 and supporting agritech business, research and innovation opportunities linked to the UK Food Valley building on experience of establishing the Central Lincolnshire Food Enterprise Zone				Targeted intervention Targeted intervention
<b>2.4. Supporting West Lindsey Markets and Retail Centers</b> SPF intervention: ▼ E16 – investment in markets	Supporting and expanding the delivery of the West Lindsey Markets Action Plan				Targeted intervention



# DELIVERY PLAN: PEOPLE AND SKILLS

Project Link to intervention	Key activities	Indicative funding year 22-23   23-24   24-25	Place based delivery model
<p><b>3.1. Local skills programme</b></p> <p>SPF intervention:</p> <ul style="list-style-type: none"> <li>▼ E33 - employment support for economically inactive people</li> </ul>	<p><b>Part 1: Contribution of support for existing funded critical delivery in the voluntary and community sector to address barriers to work for those further from the labour market.</b></p> <p>Taking into account other core funding including:</p> <ul style="list-style-type: none"> <li>▼ Multiply</li> <li>▼ Adult Education Budget</li> <li>▼ ESFA</li> <li>▼ DWP</li> <li>▼ National Lottery</li> </ul> <p><b>Part 2: Understanding future needs and feasibility</b> – engaging across Lincolnshire to develop a plan for the future</p>	<p>✓</p> <p></p> <p>✓</p>	<p> District-wide intervention</p> <p> District-wide intervention</p>
<p><b>3.2. Skills for the future</b></p> <p>SPF intervention:</p> <ul style="list-style-type: none"> <li>▼ E38 – support local areas to fund local skills needs</li> </ul>	<p><b>Skills for the future</b></p> <p>Aim: improved skills and employment mobility in response to specific needs of local employers</p> <ul style="list-style-type: none"> <li>▼ <b>Ambition and aspiration raising programme</b></li> <li>▼ <b>Community and Family Learning</b></li> <li>▼ <b>Building a local skills consortium</b> with key employers and anchor organisations in the area with a focus on key growth sectors including agri tech, manufacturing, defence, visitor economy.</li> </ul>	<p></p> <p>✓</p>	<p> District-wide intervention</p>



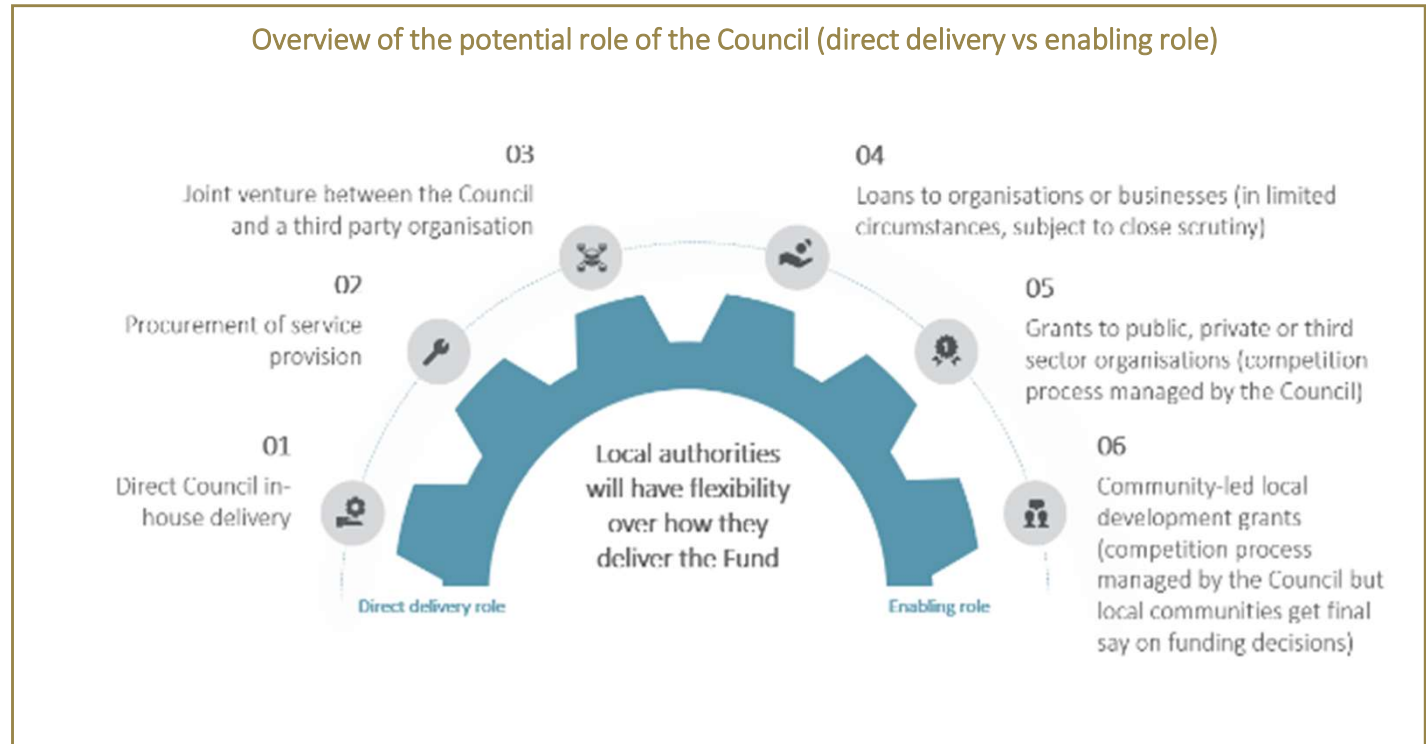
# ROLE OF THE COUNCIL (I)

## DELIVERY OPTIONS

The government provided local authorities with flexibility over how they deliver the Fund.

We have considered a full spectrum of delivery modes, ranging from in-house delivery to community-led grants (as presented on the graphic to the right).

We have then followed a structured process to assess which delivery mode was most appropriate for each individual project, taking into consideration the below criteria:



# 1

Council capacity and capability (including previous experience of delivering similar schemes and existing resources)

# 2

Community landscape (including capacity and capability to support the delivery)

# 3

Provider landscape (including whether there are local providers with track record of delivering similar schemes)

# 4

Long term sustainability (ensuring that the delivery mode doesn't create a long term dependency on public funding)

# 5

Financial viability (including initial costs and long term value for money)

# 6

Ease of implementation within the Programme timescales

# ROLE OF THE COUNCIL (II)

## MIX OF PREFERRED OPTIONS TO ENSURE THE INVESTMENT PLAN IS WELL BALANCED

### Delivery mode

### Example

#### Community and business grants

Grants scheme delivered through a competitive process managed by the Council will be the main delivery channel for WLDC SPF. This will build on our previous experience managing community and business grant schemes. We will work alongside communities across West Lindsey to support community led grant making.



Project 1.1 Flagship Community Grants Programme

#### Commissioned services

Where specific expertise can be best accessed from external providers, the Council will commission services from third parties. We will make sure that each SPF contract promotes use of sustainable, green and local supply chains



Project 1.7. Promoting Our Place: Lincolnshire Destination DMO will be contracted to support delivery; Project 3.1. Local skills programme: existing ESF providers to be contracted to continue delivery to ensure continuity in provision

#### In-house delivery

Some interventions will require an in-house delivery through dedicated officers, recognising that there is limited capacity and capability in the community and other modes of delivery (e.g. competitions for grant) might create barriers to participation in left behind communities.



Project 1.6 Green Space Management: Green Spaces Officer to build up community capacity before grant programme can be launched in year 3 of the Programme

#### Regional delivery

Business support interventions benefit from regional delivery, which enables us to achieve economies of scale and provide a tried, tested and impartial business support service. Greater Lincolnshire LEP is well positioned to continue delivering business support services across the region.



Project 2.1. Flagship West Lindsey Business Support Programme Part 1. Lincolnshire Growth Hub Core Offer: delivered by LEP on behalf of constituent local authorities; to be delivered over 2 years from April 2023 - March 2025, commencing post current ERDF provision

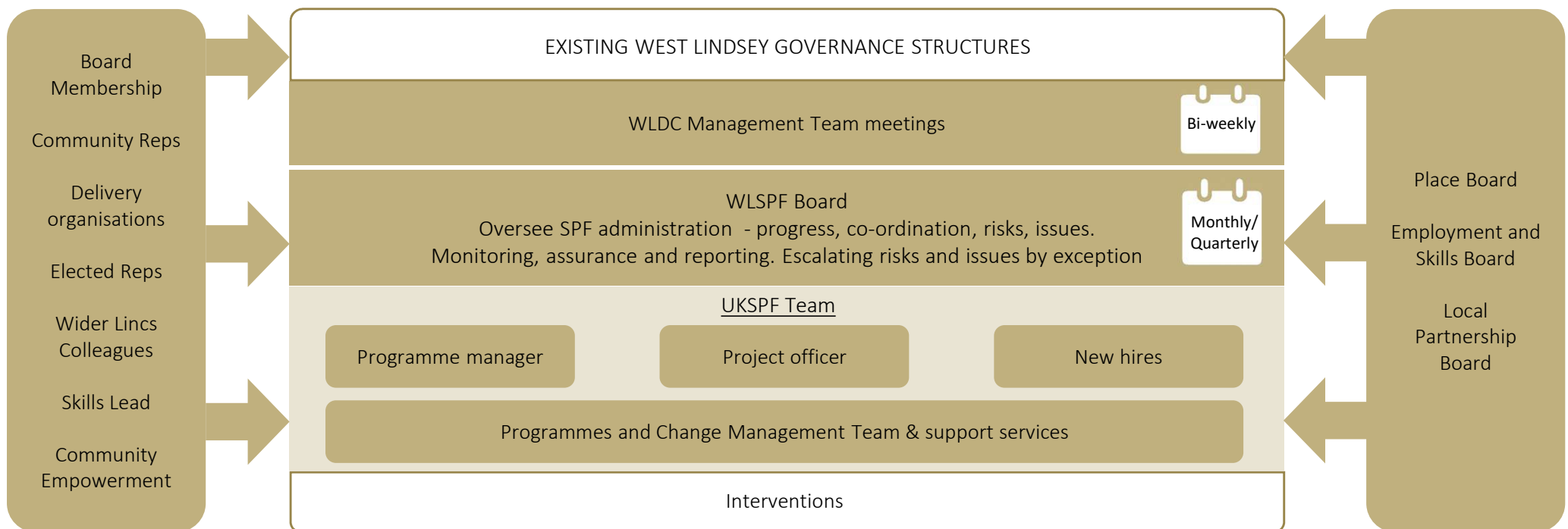
# GOVERNANCE

We are ambitious for **West Lindsey**, not just as a **place** but for its **people**. The UKSPF provides us with the opportunity to focus on our **social fabric** and to weave together our community in order to foster our shared sense of pride in where we work and where we live. As **stewards of our environment**, we will hardwire sustainability into our governance and the wider programme.

We will work in **partnership** with our communities to deliver the SPF in West Lindsey, developing a governance structure that puts **people at its core**. The SPF allows us to grow a culture of **inclusive and pragmatic governance** that values **outcomes** not outputs and seeks to build **long-term prosperity and resilience**.

We will seek to look at how we can structure our process in a different way to allow more **engagement from our communities**. It is right that we are ambitious and we seek to do things differently. There is an opportunity to **grow capacity within our communities** and deliver long-term benefits. We will use the SPF as a testing bed for **new ways of working** and supporting organisations. Through an innovative process, we will use our governance to provide fluid decision making and decisions that are made 'on the ground'. We, as a Council, can act using the **Place Board, our Local Partnership and our Employment and Skills Partnership** as the anchor for West Lindsey and beyond to support our chosen interventions and ensure we can deliver for our communities.

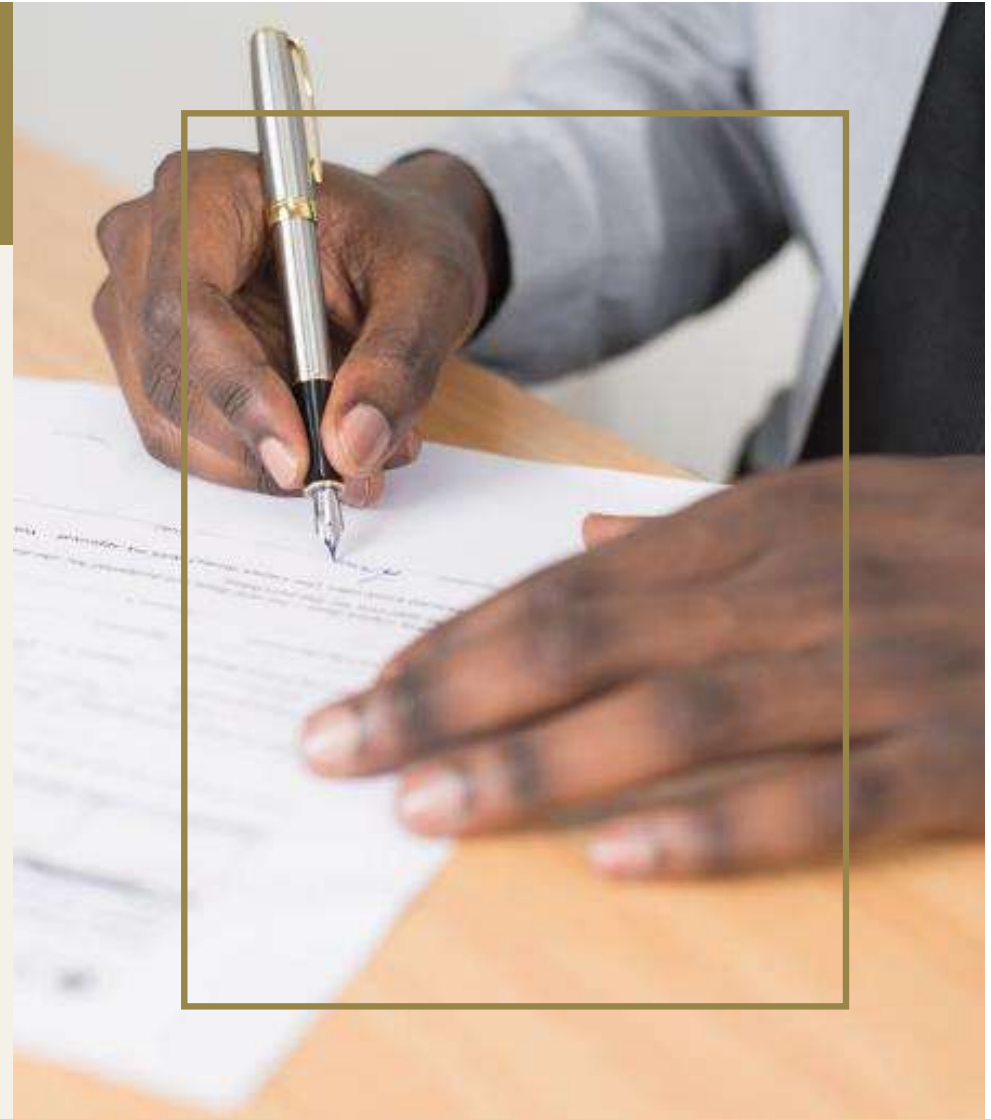
## Proposed Governance Structure



# GOVERNANCE STRUCTURES- Application Process

The following governance overview refers to the application process for grant funding, and as such is only relevant for Intervention 1.1 and 2.1 as outlined in the *Investment Plan's Appendix 1: Interventions*.

- We have introduced a two-stage assessment process for UKSPF in West Lindsey.
- In the first instance we are inviting interested organisations to submit an 'Expression of Interest' providing high level information on proposals, partnerships, proposed outcomes and budget. This will need to align to one of our three interventions 'Communities and Place, Supporting Local Businesses and People and Skills' and the wider UKSPF process.
- Organisations may be contacted by a member of the team to discuss their proposals in more detail. Once the Expression of Interest window has closed we will assess submissions and invite those that we feel have the most potential, and most closely meet our objectives, to develop a full bid.
- These bids will then be assessed against a series of agreed criteria in order to deliver our stated outcomes.



# CAPACITY AND CAPABILITY



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

We have undertaken a capacity and capability assessment to assess in-house resources required to mobilise and deliver the Programme and to identify gaps. This has resulted in the identification of a Programme Manager post required to coordinate and manage programme delivery, which has been included within costings (funded through the 4% fund management allocation). Recruitment to commence in Q2 FY22/23.

Capacity and capability assessment has also been undertaken at the individual project level. The majority of projects will leverage our existing experienced resources. Where gaps have been identified, new posts (to be partially match funded between UKSPF and the Council) have been included in the Investment Plan.

Role	New role?	FTE	Key responsibilities	Seniority
<b>Overall programme delivery and oversight</b>				
Programme Sponsor (Assistant Director of Planning and Regeneration)	Existing role	1 FTE Part time SPF role	<ul style="list-style-type: none"> <li>Overall Programme oversight</li> <li>Key stakeholder engagement</li> <li>Managing intervention interdependencies</li> </ul>	Senior Officer
Programme Manager	New role  funded from 4% admin pot	1 FTE	<ul style="list-style-type: none"> <li>Development/maintenance of Project Initiation Document and other project documents (risk logs, comms strategy etc.).</li> <li>Support with Programme delivery, stakeholder engagement and communication, monitoring and evaluation</li> <li>Reporting to the Programme Sponsor</li> </ul>	11/12
Data lead	Existing role	1 FTE Part time SPF role	<ul style="list-style-type: none"> <li>Data collection and analysis to support monitoring and evaluation</li> <li>Reporting on outputs and outcomes</li> </ul>	12
<b>Individual project delivery and oversight</b>				
<ul style="list-style-type: none"> <li>Commercial Development Manager</li> <li>Enterprising Communities Manager</li> <li>Senior Project Officer: Employment &amp; Skills</li> <li>Senior Growth Strategy &amp; Projects Officer (Visitor Economy)</li> <li>Senior Growth Strategy &amp; Projects Officer (Economic Policy)</li> </ul>	Existing roles	5 FTEs  Part time SPF roles	<ul style="list-style-type: none"> <li>Responsibilities for designing and implementing individual projects that fall within their remit</li> <li>Coordination of stakeholders and delivery partners</li> <li>Collaboration with the Programme Manager to identify and manage delivery risks</li> </ul>	11-13
Retail areas programme and support officer (Project 1.4. Multi Year Signature Events Programme)	New role Match funded	1 FTE	<ul style="list-style-type: none"> <li>Supporting market towns and retail centers activities programme</li> </ul>	6
Green Spaces Officer (Project 1.6. Green Space Management and Community Project Development)	New role Match funded	1 FTE	<ul style="list-style-type: none"> <li>Developing our approach to Green Space Management and community project development</li> <li>Supporting community groups</li> </ul>	Band 9c
West Lindsey Advisor (Project 2.1. Flagship West Lindsey Business Support Programme)	New role	1 FTE	<ul style="list-style-type: none"> <li>Provide West Lindsey tailored advice and guidance linked to local village and retail centers and the visitor economy</li> </ul>	

# RISK ANALYSIS (I)

## 1

### RISK REGISTER

It is important to understand the key risks that could affect delivery and contingency measures. Whilst a detailed risk register will be developed at the full business case stage, the table below identifies initial risks and mitigations. There are further operational risks within each project and these will be contained within the overall SPF Programme risk register.

## 2

### RISK MANAGEMENT AND MONITORING ARRANGEMENTS

Upon the WLDC SPF Programme mobilisation, a PID, project plan and stakeholder engagement strategy will be developed, with owners and tolerances for all deliverables agreed. Where risks are shared between the Council and a third party, these will be managed via the contract/grant funding management process. The Programme Board will monitor progress and risks on a fortnightly basis, with specific focus on high post-mitigation scores. Risks will be escalated by exception to the Management Team, Portfolio Board and finally the Prosperous Communities Committee.

Risk	Scope	Impact	Mitigation and comments
<b>Political and stakeholder support risk</b>	Programme level	Stakeholders (political, community, delivery partners etc.) support for interventions reduced over time resulting in delays in delivery and / or reputational risk for the Council.	<ul style="list-style-type: none"> <li>▼ Significant stakeholder consultation and engagement has been undertaken during the development of the Investment Plan, with all the key stakeholders supportive of the proposed Plan.</li> <li>▼ We will continue engagement with the MP and cabinet members throughout the duration of the Programme to ensure continued political support.</li> <li>▼ We will also ensure there is an open feedback loop with key stakeholders, they can feedback on issues and continue to shape the interventions. This will be achieved through the overarching SPF governance structures and ongoing communication activity.</li> <li>▼ Where formal consultation will be carried out (e.g. on the Community Grants), we will do 'you said, we did' exercise to inform stakeholders how their views inform the SPF Programme.</li> </ul>
<b>Resourcing risk</b>	Programme level	Lack of capacity and/or capabilities to deliver each intervention within timescales would lead to delays in the scheme implementation and / or benefits not being realized.	<ul style="list-style-type: none"> <li>▼ We have undertaken a capacity and capability assessment to assess in-house resources required to mobilise and deliver the Programme and to identify gaps. This has resulted in the identification of a post required to coordinate and manage programme delivery, which has been included within costings (funded through the 4% fund management allocation). Recruitment to commence in Q2 FY22/23 and consideration of skills needed to support the programme will be factored in. May need creative thinking around if this is one role or responsibilities that could be split out if recruitment is challenging within the timeframe.</li> <li>▼ Capacity and capability assessment has also been undertaken at the individual project level. The majority of projects will leverage the existing resources. If gaps in capacity and capability have been identified, new posts (to be match funded between UKSPF and the Council) have been included in the Investment Plan: <ul style="list-style-type: none"> <li>▼ Project 1.4. Multi Year Signature Events Programme: Creation of retail areas programme and support officer;</li> <li>▼ Project 1.6. Green Space Management and Community Project Development: Creation of Green Spaces Officer: this resource will support community groups, bringing in relevant knowledge and expertise when required.</li> </ul> </li> </ul>

# RISK ANALYSIS (II)

Risk	Scope	Impact	Mitigation and comments
<b>Delayed mobilisation</b>	Programme level	Mobilisation and delivery is delayed, resulting in risk that 2022-23 SPF allocation is not spent by the end of the financial year.	<ul style="list-style-type: none"> <li>▼ The proposed projects are building upon successful pilots and existing schemes, aiming to scale them up and replicate across the District. They leverage existing assurance and governance structures and incorporate lessons learned. This ensures the projects can be mobilised quickly and mitigates the overall delivery risk.</li> <li>▼ Key officers responsible for individual projects were involved at all stages of the Investment Plan development to ensure the necessary plans and resources are in place before the SPF Programme is mobilised.</li> <li>▼ Our Investment Plan assumes staged mobilisation of various projects over the next three years, ensuring there are no short term capacity bottlenecks. We have made realistic assumption on what can be delivered in 2022-23, given the delivery period will be limited to the second half of the year.</li> </ul>
<b>Delayed Investment Plan approval</b>	Programme level	Delays to government Investment Plan approval result in timescales being condensed.	<ul style="list-style-type: none"> <li>▼ In the period following the Investment Plan submission and before the anticipated approval (August-September) we are planning to develop full business case for the SPF Programme, preparing for mobilisation and implementation immediately after the approval notification is received.</li> <li>▼ Should the Investment Plan approval be delayed, we still intend to mobilise our in-house delivery team and governance structure, and commence delivery at our risk. The Project Sponsor will discuss already developed plans to invest Council match funds in particular projects, ahead of an anticipated approval notification.</li> </ul>
<b>Financial risk</b>	Programme level	Insufficient financial resources available to fund interventions through to completion.	<ul style="list-style-type: none"> <li>▼ To mitigate, we have added appropriate financial contingencies to each intervention.</li> <li>▼ Costings include the costs of additional posts required to deliver the Programme, including a dedicated Programme Manager, who will closely monitor spend and costs with third parties, e.g. grant agreements.</li> <li>▼ If there are cost overruns that cannot be contained (especially for capital interventions), decisions will have to be made to carry out value engineering or for the Council to allocate more match funding or prudentially borrow additional funds to fund any shortfall.</li> </ul>

# RISK ANALYSIS (III)

Risk	Scope	Impact	Mitigation and comments
<b>Community capacity risk</b>	Programme level, in particular Communities and place investment priority	Beneficiaries of the Fund have limited capacity and resilience, limiting the Programme’s impact on communities it is designed to support. The Programme does not enable or act as a catalyst. It creates or deepens dependency on public funding.	<ul style="list-style-type: none"> <li>▼ The WLDC SPF Programme has been designed specifically with objectives of increasing community resilience and empowering communities in mind (see golden thread – empowering communities on page xx for more detail). Our flagship grant programme is community-led, which means that we will expect places and communities from across the district to be able to propose projects that best address their local needs and bid for grant funding. This can only be done if communities have capacity and capability to define their needs and agree on priorities. To this end, we have included a number of projects aimed at building local capacity, particularly in the first year of the Programme, including:               <ul style="list-style-type: none"> <li>▼ Project 1.1. Flagship Community Grants Programme: Includes an element of capacity, enabling and feasibility support.</li> <li>▼ Project 1.2. Supporting our Town, Village and Neighborhood Centers: Includes support for local place leaders (e.g. through Town and Parish Councils) to develop community capacity to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure.</li> </ul> </li> </ul>
<b>Fraud risk</b>	1.1. Flagship Community Grants Programme 2.1. Flagship West Lindsey Business Support Programme	There is a risk that grant schemes – which will be the main SPF delivery channel in West Lindsey – could be abused by fraudulent claims. This would put the realization of expected outputs and outcomes at risk.	<ul style="list-style-type: none"> <li>▼ The Council will introduce a proportionate level of due diligence prior to any payments being made and periodically during duration of the programme. This will be in line with the mandatory due diligence checks required by the government in the <a href="#">Guidance for General Grants. Minimum Requirement Seven: Risk, Controls and Assurance</a>.</li> <li>▼ We will make sure all staff are aware of fraud risk and have access to appropriate training on how to mitigate and manage fraud.</li> <li>▼ Any party caught falsifying their records to gain grant money will face prosecution and any funding issued will be subject to claw back.</li> <li>▼ All grants will be managed via grant agreements with third parties, capping the level of funding to be allocated and making clear our expectations (timescales, quality, monitoring requirements).</li> <li>▼ The governments Grant Management and Counter Fraud digital assurance tool, Spotlight, will be used to check pre-payment and post-payment compliance.</li> <li>▼ We will develop a KPI framework which will be aligned with outputs and outcomes included in this Investment Plan.</li> <li>▼ Any identified cases of fraud will be reported to the Action Fraud Team for investigation and recourse.</li> <li>▼ Our ongoing management of agreements will be assured by the Prosperous Communities Committee and Portfolio Board.</li> </ul>



# RISK ANALYSIS (IV)

Risk	Scope	Impact	Mitigation and comments
<b>Benefits realisation risk</b>	Programme level	Gaps or flaws in Theory of Change mean that the long term outcomes do not materialise. Difficulties with identifying and measuring impact due to data availability or other issues.	<ul style="list-style-type: none"> <li>▼ Evidence-based Theory of Change was developed with support from external experts and validated with key local stakeholders, to ensure it correctly presents local issues, opportunities and expected benefits. We aimed to create space for key stakeholders to reflect on the assumptions behind the projects and realities of how things can pan out. We plan to maintain it as a living document throughout the duration of the Programme, using it as a way to record learning and early insights from the monitoring and evaluation process.</li> <li>▼ Budget for monitoring and evaluation experts that includes provision for new data collection where data gaps exist has been considered and covered within the 4% allocation for the Fund administration. We aim to focus on rapid feedback and formative evaluation undertaken early in the development of the Programme to inform the Council whether the objectives of the programme are likely to be fulfilled, identify potential barriers and facilitate the implementation.</li> <li>▼ We recognise that the target outputs and outcomes identified for the purpose of the Investment Plan submission may need to be modified when the government publishes detailed monitoring and evaluation (M&amp;E) guidance and as we continue to develop the Programme. The government is expected to publish details on M&amp;E approaches for the Fund and the final indicator definitions once the investment plans have been reviewed. In the absence of this critical information, we kept our assumptions on outputs and outcomes conservative, aiming to avoid overcommitting to generating benefits without a full understanding of what and how outputs will need to be measured.</li> </ul>

## 1

### EQUALITY CONSIDERATIONS AT THE INVESTMENT PLAN DESIGN STAGE

This Investment Plan is designed to support all residents to live the best lives they can and to help our businesses and economies to thrive. It includes a well-balanced portfolio of projects, including those that will be delivered equitably across the District as well as the interventions targeted at communities and places experiencing deprivation.

The key focus of the UKSPF investment will be to deliver equality of opportunity across the District. This aligns with our local equality policy, stimulating investment that maximises benefits for the most deprived areas and ensuring equitable outcomes for all, including those most at risk of experiencing discrimination, poverty and social exclusion.

**In particular, addressing inequalities in health outcomes and wider health determinants has been identified as the key cross cutting theme spanning all three investment areas, particularly as these inequalities have widened due to Covid-19.**

In West Lindsey's context, inequalities are largely correlated with limited access to opportunities, infrastructure or jobs. This is particularly acute for residents living in areas of severe deprivation or remote rural areas (often both). Reducing these inequalities is at the heart of our proposals – see more detail on the next page.

## 2

### EQUALITY CONSIDERATIONS AT THE INVESTMENT PLAN IMPLEMENTATION STAGE

In line with our equality policy and with the [Equality Impact Assessment: government grants minimum standards](#), West Lindsey District Council will complete a detailed Equality Impact Assessment ('EqIA') for the projects included in this Plan. This will be done at the Business Case development stage (following the government submission). The EqIA will consider the impact on:

- ▼ Our most vulnerable and deprived communities, including wards that are amongst the 10% most deprived in the country (Gainsborough) as well as remote rural communities;
- ▼ The 9 protected groups identified in the Equalities Act 2010, which will be assessed individually in the EqIA.

The EqIA for this Plan will be a live document which will be updated as the investment programme progresses to ensure latest best practice is applied. Updated versions will be required at agreed key milestones, including when the two flagship grant programmes (Community Grants and Business Grants) are launched. Equality impact will also be built into the monitoring and evaluation framework, with resulting changes requiring an updated EqIA.

Equality and diversity will also be considered when planning the implementation of individual projects. For instance, accessibility of our grant schemes will be considered and relevant actions proposed based on our previous experience of delivery of grant schemes. E.g. we anticipate that support may be needed from some businesses to access and complete applications. We will have members of the support team ready to provide such assistance on request.

# TACKLING INEQUALITY IN ACCESS

The key equality considerations taken into account at the Investment Plan design phase and summary of the evidence base supporting them:

## What are we proposing to do?

## Why is it important?



Access to  
community  
infrastructure

The Flagship Community Grants Programme will be **targeted at communities identified as 'at risk'**, ensuring those from more deprived and rural areas benefit from the investment. Evidence base on local needs and challenges will be used to identify projects to receive funding through a competitive process.



The Commission on the Social Determinants of Health chaired Professor Sir Michael Marmot determined that one of the key principles for tackling health inequalities should be to 'create and develop healthy and sustainable places and communities' [1]



Access to  
culture

The Multiyear Signature Events Programme will include delivery of district wide outreach of arts, cultural and heritage activities, designed to tackle **social and cultural exclusion** experienced by West Lindsey residents living in remote rural areas, particularly those experiencing poverty or from disadvantaged backgrounds..



Data gathered from over 15,000 UK respondents found that cultural engagement made the highest contribution to wellbeing in later life [2]. A study conducted within deprived London communities found that out of those engaged with the arts, 82% enjoyed greater wellbeing, 79% ate more healthily, and 77% engaged in more physical activity [3].



Access to  
green space

The Green Space Management project aims to address the **deficit of accessible, high quality green space**, helping to improve residents' physical and mental health and quality of life.



This aligns with Public Health England guidance, stating that disadvantaged groups gain a larger health benefit and have reduced socioeconomic-related inequalities in health when living in greener communities.



Access to  
active travel

**West Lindsey Walking, Cycling and Wayfinding** project will support creation of new foot paths and cycle paths, particularly in areas of health need.



Recent research confirms that better pathways can decrease inequalities. In deprived areas, paths near a high population density saw large increases in walking and cycling. In less deprived areas, there was a marked increase in the numbers of women and people with disabilities or long-term illnesses who walked or cycled [4].



Access to skills and  
employment

Our proposed skills and employability interventions will cover a whole spectrum of the skills scale, but with a particular focus on those furthest from the labour market, including **young people from deprived areas or vulnerable individuals with protected characteristics**. This will include **ambition and aspiration raising programme**, and the continuation of the Employment and Skills Community Grant, targeted at particular communities at risk.



Research by the Social Mobility Foundation on over 5000 UK adults found that those from lower socioeconomic backgrounds put themselves forward for 35% fewer roles after full-time education [5]. Factors that negatively impact those from lower socioeconomic backgrounds when searching for jobs include not being confident in writing a CV (15%) and not being able to travel outside of their local area for work (13%).

# EQUALITY – DATA SOURCES AND REFERENCES

- [1] Commission on the social determinants of health. Closing the gap in a generation: health equity through action on the social determinants of health – final report of the commission on social determinants of health. 2008. Geneva: World Health Organization. <https://www.who.int/publications/i/item/WHO-IER-CSDH-08.1>
- [2] Green M, Iparraguirre J, Davidson S, Rossall P, Zaidi A. A summary of age UK's index of wellbeing in later life. London: Age UK; 2017. <https://www.ageuk.org.uk/our-impact/policy-research/wellbeing-research/index-of-wellbeing/>
- [3] Renton A, Phillips G, Daykin N, Yu G, Taylor K, et al. Think of your art-eries: arts participation, behavioural cardiovascular risk factors and mental well-being in deprived communities in London. Pub Health. 2012;126(1):S57–64. <https://doi.org/10.1016/j.puhe.2012.05.025>
- [4] Le Gouais A, and others. A natural experimental study of new walking and cycling infrastructure across the United Kingdom: The Connect2 programme. Journal of Transport & Health 2021;20:100968, <https://www.sciencedirect.com/science/article/pii/S2214140520301729?via%3Dihub>
- [5] Totaljobs, Boosting opportunity in the workplace, Social Mobility Foundation [https://www.totaljobs.com/file/general/TJ\\_SMF\\_CAMPAIGN-Social-mobility-guide.pdf](https://www.totaljobs.com/file/general/TJ_SMF_CAMPAIGN-Social-mobility-guide.pdf)

## 06 Monitoring and evaluation



# MONITORING AND EVALUATION APPROACH (I)

## M&E approach

The interventions included in this Investment Plan have strong links to existing WLDC strategic plans (e.g. Neighbourhood Plans; Visitor Economy Strategy; Open Space and Green Infrastructure Strategy for Gainsborough, etc). In addition to this, the UKSPF will be closely linked to the refreshed Corporate Plan, ensuring the two documents create a coherent set of interventions that will realise positive impact aligned to our most pressing strategic objectives and priorities.

Given that several interventions involve the extension of existing projects (WLDC Community Grants, Lincolnshire Growth Hub), the impact of these interventions will also be captured by existing M&E frameworks.

As such, **our UKSPF monitoring and evaluation framework will form a part of the wider WLDC monitoring arrangements.** This alignment ensures that the SPF process and outcomes will be monitored as part of the corporate-wide reporting during and after the programme's completion.

Our intention is not to reinvent the wheel. **The proposed SPF M&E approach compliments and informs existing evaluation activity**, while enabling an ongoing assessment of the outputs and outcomes realised through UKSPF investment against the framework developed by UK Government.

## Governance and resourcing

Monitoring and evaluation will be overseen by the SPF Programme Board, where the Terms of Reference will include robust and regular scrutiny against the M&E framework, delivery plans and the Theory of Change.

Day-to-day monitoring will be delivered internally as part of the overarching programme management.

Impact evaluation will be supported by an external evaluation expert. This resource will be covered from the 4% of our allocation to successfully administer the Fund.



## Key M&E objectives:

- ▼ Operational monitoring of the delivery and identifying the actions needed to address any barriers before they arise;
- ▼ Assessing if the WLDC SPF interventions are successfully delivering the vision and outcomes as described in our Theory of Change;
- ▼ Periodic reporting feeding into to the various tiers of governance (the SPF Board, Management Team, members and Committees);
- ▼ Ongoing dissemination of findings to external audiences (UK Government, partner organisations, residents, businesses and interest groups).

# MONITORING AND EVALUATION APPROACH (II)



## ONGOING MONITORING AND PROCESS EVALUATION

Delivered internally across all SPF programmes leveraging the existing WLDC monitoring arrangements where relevant



## IMPACT EVALUATION

Delivered for the two flagship projects (1.1. Flagship Community Grant Programme and 2.1. Flagship West Lindsey Business Support Programme) in collaboration with deliver partners and support from external experts

### Scope and key research questions

This will form part of ongoing programme management and reporting, feeding into various tiers of governance. The key research questions include:

- ▼ Has each intervention been completed on time, to the required specification and within budget?
- ▼ Have we achieved the expected outputs and outcomes?
- ▼ How effective were the project management and governance arrangements?
- ▼ How well engaged were partners, stakeholders and the community in delivery?
- ▼ Lessons learnt: What were the critical success factors? What could have been done differently?

### Links to UK government monitoring and evaluation

- ▼ As required, we will monitor spend, outputs and outcomes against agreed indicators and submit this information to the UK government to assist with programme-level evaluation.
- ▼ In line with the process outlined in the Prospectus, we are prepared to submit formal reporting updates every six months, with qualitative updates on a more frequent basis and a more detailed submission on an annual basis. We expect that detailed scope and timescales for reporting will be set out in a Memorandum of Understanding signed once the Investment Plan is approved. We are committed to meet the UK government's reporting requirements.

We will be exploring the feasibility of impact evaluation in more detail at the business case stage. At this stage, we expect that a relatively small scale (proportionate to the funding allocation) impact evaluation could focus on exploring the below questions:

- ▼ Have the projects been effective in achieving the intended economic, social, health and environmental benefits for West Lindsey residents and businesses?
- ▼ Have the projects delivered progress towards the broader 'pride in place' focus of the UKSPF?
- ▼ Have the projects delivered clear value for money?

- ▼ Our evaluation approach will be informed by a national approach to evaluation of the Fund that will be published later this year.
- ▼ We are committed to cooperate with impact, or value for money evaluation activity (including data collection) undertaken by or on behalf of UK government.