Communities and Place Priority UK Shared Prosperity Fund Programme Business Case Committee Version

Version 1.3 (Final)

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DECISION PROCESS

Financial Services Review

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EXECUTIVE SUMMARY

This document sets out the Council's business case for investment into the Communities and Place priority as part of the UK Shared Prosperity Fund (UKSPF) and the additional complementary funding provided through the Rural England Prosperity Fund (REPF). The REPF will be administered and monitored as part of the main UKSPF.

West Lindsey District Council (the Council) has secured £3.495m of UKSPF and REPF of which £1.750m is being used for the Communities and Place investment priority. The Council has used a robust methodology to select projects that align to the Theory of Change (appendix 1) and deliver the objectives within the Council's current and emerging Corporate Plan and other key strategic documents.

The strategic case for investment into the Communities and Place priority remains the same as previously approved by the concurrent meeting of the Prosperous Communities Committee and the Corporate Policy and Resources Committee on 7th July 2022.

Since the submission of the UKSPF Investment Plan, government have issued additional information setting out requirements and guidance to councils. The projects have been reviewed against this guidance and interventions developed ready for delivery to ensure compliance.

The projects were selected through a robust process, initially considering the challenges in the area and fit to both local policy, priorities and matched to the UKSPF funding criteria. With the later notification and allocation of REPF funding, a second Theory of Change and option appraisal process was undertaken. This looked to maximise the additional benefit this further funding could have on the area, particularly focusing on building on established approaches, but also considering priorities that were not possible to fund via the UKSPF. This led to the selection of the 6 projects (many of which themselves have various strands):

      1.1   Flagship Community Grants Programme.
      1.2   Supporting our Town, Village and Neighbourhood Centres.
      1.3   Safer Streets West Lindsey.
      1.4   Multi-year Signature Events Programme.
      1.5   West Lindsey Walking, Cycling and Wayfinding.
      1.6   Green Space Management and Community Project Development.

The overall financial benefits of these projects were estimated by linking specific benefit measures from the opportunities / challenges and expected outcomes from the Theory of Change. Using national statistics and published research findings coupled with local output estimates, prudent estimates were used demonstrating **£7.415m** of measurable benefits against **£2.911m** of costs (both in 2022/3 real terms). This included reductions for optimism bias and considering the impact of the Additionality Guide[1] to adjust for what benefits may have happened anyway or the project otherwise being stopped from happening. This led to an overall benefit to cost ratio of **3.12** demonstrating a high value for money ratio, which would stay in the high threshold even if costs increased by fifty percent or quantified benefits fell by a third.

Additionally, wider benefits have been identified that are harder to measure, such as improving digital connectivity, reducing social and physical isolation for some of the most isolated and improving a sense of identity and pride in place.

Each of the projects has a clear procurement route and delivery methodology to provide the most beneficial approach to maximise the impact of UKSPF interventions in West Lindsey.

Subsidy Control has been considered by the Council's external advisers DWF Law. They have confirmed that the projects are xxxxxxxxxx

This finance case sets out how each project within the Communities and Place theme are costed, profiled, and funded. Funding has been approved, fully covering the projected expenditure. Whilst no specific contingency is built into the expenditure profile, sufficient flexibility has been developed at the project and programme level to constrain expenditure, albeit at the risk of marginally reduced outputs / outcomes. Furthermore, projects have all considered how to balance the aims of generating long-term sustainable improvement for the region, with constrained time limited funding. Key financial risks have been identified and a plan to treat or mitigate these have been developed. Overall, this demonstrates a sound financial footing for the projects within the Communities and Place theme.

The Programme has a robust governance and assurance framework that complies with the Cabinet Offices assurance framework. The Programme will be overseen by the WLDC Portfolio Board, with the WLDC Programme Board dealing with the operational oversight and reporting on the UKSPF Investment Plan. Quarterly updates on expenditure will be given to the Corporate Policy and Resources Committee and with an annual update to the Prosperous Communities Committee on the progress of the programme.

1 STRATEGIC CASE

1.01 INTRODUCTION

This chapter sets out the Council's strategic case for investment into the Communities and Place priority as part of the UK Shared Prosperity Fund (UKSPF) and the additional complementary funding provided through the Rural England Prosperity Fund (REPF). It makes the case for change and demonstrates the programme's strategic fit.

1.02 STRATEGIC CONTEXT

This section outlines the Government's agenda for Levelling Up and its links to UKSPF and REPF.

Levelling Up

The UK Government is committed to levelling up across the whole of the United Kingdom. It sets out to:

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

Round 1 Levelling Up funding

It is recognised that West Lindsey is an area in need of additional support. As a first step toward this agenda the Council secured £10.275m Round 1 Levelling Up funding to support West Lindsey's major market town of Gainsborough.

'Thriving Gainsborough 2024' represents a single project comprising of aligned and coherent interventions. Each intervention is designed to address one or more elements of failure and provides inherent added value:

- Construction of a 4-screen cinema, two retail and one restaurant units in the town centre - (development of dilapidated site & new film facilities).
- Redesigning the use and streetscape of the Market Place with the aim of re-establishing the area as the town's thriving heart - (upgraded spaces and assets, where this links to local inclusive growth).
- The extension of the Townscape Heritage Initiative, involving the refurbishment of heritage buildings and wider shop fronts - (upgraded historical buildings).
- Creating a green public realm. The creation of a new pocket park along the riverside and undertaking improvements to the existing park - (delivery of new public spaces).
- The implementation of a wayfinding strategy - (enhanced townscape that is more accessible to residents, businesses and visitors).
- The refurbishment of the bus station - (enhanced townscape).
- Extending the live above the shop programme - (delivery of quality residential space).

UKSPF

The UKSPF is a central pillar of the UK Government's Levelling Up agenda and is a significant component of its support for places across the UK. The funding complements the funding the Council has received in Round 1.

The primary goal of the UKSPF is to build pride in place and increase life chances across the UK. This aligns with Levelling Up White Paper[2] missions, particularly Mission 9: 'By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.'

Underneath the overarching aim of building pride in place and increasing life chances, there are three UKSPF investment priorities: communities and place, supporting local business, and people and skills. There are detailed objectives associated with each of these priorities which are aligned to the relevant Levelling Up White Paper mission. Figure 1 shows the supporting Communities and Place investment priority, its

objectives, outputs, and outcomes, and how they link together to contribute to the fund's overarching objective. A chain of arrows shows the logic flow.

Figure 1: Supporting Communities and Place – objectives, outputs and outcomes

Investment Priority: Communities and Place

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

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

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

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

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

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

The UKSPF succeeds the old EU structural funds such as European Regional Development Fund (ERDF)/ European Social Fund (ESF). This means that all the provision previously funded through structural funds to support communities, businesses and skills will stop when the EU funding ends in March 2023.

The Council is allocated £2.700m of UKSPF of which £1.272m is being used for the Communities and Place investment priority. The funding will be used to benefit communities across the district with spend to be completed by March 2025.

REPF
In September 2022, the Government announced additional funding would be allocated to rural places across the UK in recognition of the specific challenges faced by rural areas. The REPF is top up funding to the UKSPF and an addendum to the UKSPF was approved by the Council and submitted to Government detailing the REPF proposals in November 2022.

The REPF is to support specific challenges in rural areas:

- Lower productivity rates.
- Poor connectivity.
- Poorer access to key services.

These are identified within the West Lindsey UK Shared Prosperity Fund Investment Plan (UKSPF) as important challenges for investment in 'Levelling Up' the District. The funding can be spent on the Communities and Place and Supporting Local Businesses priorities; People and Skills is specifically excluded from this funding.

The Council is allocated £795k of REPF of which £477k is being used for the Communities and Place programme. The funding will be used to provide capital grant funding to community groups to support amongst other things digital infrastructure and removing barriers to access service in rural areas.

West Lindsey District Council Corporate Plan 2019-2023
The Corporate Plan is the overarching strategic document setting the vision and objectives for WLDC. The Council's vision for the economy is to ensure that 'economic regeneration in West Lindsey is sustainable and benefits all our communities' and to improve public safety and the environment 'to create a safer, cleaner district in which to live, work and socialise'.

The Corporate Plan 2019-2023 is currently being refreshed and has been developed in parallel to the UK Shared Prosperity Fund Investment Plan. The emerging 2023-2027 Corporate Plan 'Our Place' theme focuses on economic regeneration, quality housing and ensuring clean, green and safe communities. This theme has been developed to align with the West Lindsey UKSPF Investment Plan, the Central Lincolnshire Local Plan, the Economic Recovery Plan, the Visitor Economy Strategy, the Local Industrial Strategy, the Environment Act 2021 and our Environment, Sustainability and Climate Change Strategy. Key targets are:

- Increased economic performance and higher Gross Value Added.
- A growing visitor economy.
- Job creation.
- Quality housing and improved housing standards.
- Better rural connectivity.
- Increased recycling rates.

1.03   CASE FOR CHANGE

The Council with its consultants Mutual Ventures has developed a Theory of Change (ToC) for both UKSPF and REPF, a summary can be found in appendix 1.

The ToC makes the case for change by illustrating how the Council's objectives can be met by identifying the challenges facing the District and finding interventions that would support the delivery of its objectives.

1.04   PROGRAMME INVESTMENT AND STRATEGIC ALIGNMENT

This section provides an overview of the projects within the programme and their strategic alignment to local and regional priorities. A summary of the projects and their key deliverables can be found in figure 2. A breakdown of the programme costs can be found in Table 3.1 of the Commercial Case.

Figure 2: Project Summary and Key Deliverables

Project name	Description	Total value	Key deliverables
Project 1.1 Flagship Community Grant Programme	Creation of a grant programme to support range of community-based activities, projects and programmes.	£1,332,490	Increased number of communities supported through access to: ▼ Equipment hire or purchase ▼ Feasibility work ▼ Capital works or expenditure ▼ Training or capacity building ▼ Improvements to community facilities ▼ Environmental improvements ▼ Revenue costs of delivering a project ▼ Third Party Match Funding ▼ Physical isolation and limited accessibility of services ▼ Social isolation and loneliness ▼ Support for a growing and ageing population ▼ Improved sustainability of community hubs ▼ Broadband and connectivity / digital isolation ▼ Access to cultural activities ▼ Activities for young people (removing barriers)
Project 1.2 Supporting our Town, Village and Neighbourhood Centres	Two part project: Part 1: Grant funding to support local leaders to develop community capacity for sustainable management of community spaces and infrastructure. Part 2: Welcome Back Fund rollout to large villages to strengthen social fabric and foster a sense of pride.	£190,000	Part 1 Grant Funding for: ▼ Project development ▼ Engagement ▼ Feasibility ▼ Consultancy Part 2 Grant Funding for improvements to retail, neighbourhood and community areas: ▼ Street Planting ▼ Park and green space Improvements ▼ Creation of seating areas

Project 1.3 Safer Streets West Lindsey	Three part project: Part 1: Shop Watch Part 2: Expansion of CCTV provision and monitoring Part 3: Re-lighting Street Lighting in areas of need	£251,182	▾ Part 1: Grow offer and widen geographical coverage for retailers. ▾ Part 2: Expansion of CCTV and increased monitoring in areas of identified need. ▾ Part 3: Options explored for full night streetlighting in areas of identified need.
Project 1.4 Multi Year Signature Events Programme	Two part project: Part 1: Trinity Arts, outreach and engagement Part 2: 'We are West Lindsey' Illuminate legacy programme	£260,650	▾ Part 1: Delivery of outreach arts, cultural and heritage activities. ▾ Part 2: Develop a multi year signature events programme building on 'Eventful District' concept to maximise reach and impact and engage underrepresented communities..
Project 1.5 West Lindsey Walking, Cycling and Wayfinding	Feasibility fund to develop delivery plans for walking and cycling interventions.	£60,000	Feasibility studies to support: ▾ Creation of new footpaths and cycle paths in areas of health need ▾ Upgrade existing footpaths and cycle paths in areas of health need
Project 1.6 Green Space Management and Community Project Development	Three part project: Part 1: Green Space Management and Developing Capacity Part 2: Green Space Volunteering Part 3: Woodland Management Plans	£197,600	▾ Part 1: Appointment of a Green Space Officer ▾ Part 2: Grant funding to support volunteering activity to be delivered by The Conservation Volunteers. ▾ Part 3: Woodland management plans for Mercer Wood, Pit Hills Plantation and Theaker Avenue Nature Area.

More detail on the projects and their strategic alignment can be found below.

Project 1.1 Flagship Community Grant Programme

The project sees the creation of a community grant programme to support a range of activities, projects and programmes that will deliver investment in capacity building and infrastructure support for local civil society and community groups.

Projects supported with funding will align to one or more of the following themes to help deliver the outcomes of the overall UKSPF and also the Council's own Corporate Plan priorities:

1. Arts and Culture.
2. Community Development.
3. Crime and Disorder.
4. Digital Connectivity.
5. Economic Development.
6. Education and Skills.
7. Environment.
8. Health and Wellbeing.
9. Heritage.
10. Regeneration.
11. Sport and Physical Activity.
12. Transport and Connectivity.

This project will provide a pathway approach enabling proposals and ideas to be reviewed and then signposted to apply for a grant under the most appropriate fund:

- Councillor Initiative Fund (small community grants).
- Community Action Fund (medium to large revenue grants).
- Community Facilities Fund (medium to large capital grants).
- Community Development Fund (small to medium feasibility and development grants).
- Digital Connectivity Fund (small grants to support digital connectivity in rural community spaces).
- Community Defibrillator Scheme (provision of new community defibrillators).

This project has also benefited from receiving additional funding through REPF. The allocation of capital funding from REPF will focus on identified challenges in our rural communities, including:

- Physical isolation and limited accessibility of services.
- Social isolation and loneliness.
- Growing and ageing population.
- Sustainability of community hubs.

- Broadband and connectivity / digital isolation.
- Access to cultural activities.
- Young people - barriers to accessing activities.

This approach supports the Council's strategic role as a community enabler, helping to directly fund or match fund projects that have a direct impact on local communities and residents. The Community Grant Programme continues and builds upon the Council's previous community grant schemes which have successfully delivered positive outcomes and secured additional investment into the district for many years. Projects funded through this work will help contribute towards the Council's Corporate Plan priorities and other key local and national strategies.

The key outputs and outcomes from the UKSPF and REPF Investment Plans are:

Figure 3: Key Outcomes and Outputs Project 1.1

Output Description	Output	Outcome Description	Outcome
Number of organisations receiving financial support other than grants (numerical value)	5	Improved engagement numbers (% increase)	30
Number of organisations receiving grants (numerical value)	250	Number of new or improved community facilities as a result of support (numerical value)	30
Number of organisations receiving non-financial support (numerical value)	30	New REPF: Increased perception of facilities and amenities %	40
Number of facilities supported/created (numerical value)	40		
Amount of green or blue space created or improved (m2)	50		
Number of Tourism, Culture or heritage assets created or improved (numerical value)	15		
Number of people attending training sessions (numerical value)	60		
New REPF: Number of organisations receiving grants (numerical value)	4		
New REPF: Number of facilities supported/created (numerical value)	20		
New REPF: Number of local events or activities supported	8		

Project 1.2 Supporting our Town, Village and Neighbourhood Centres
This project consists of two parts.

Part 1: Support for local place leaders to develop community capacity, to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure.

This project builds on the Neighbourhood Plans and is seeking to maximise Community Infrastructure Levy (CIL) opportunities and other funding streams. This will ensure local community organisations understand the needs of their town, village and neighbourhood centres and can work together to deliver sustainable improvements.

This will primarily be delivered through grant funding to organisations (with an adopted Neighbourhood Plan) to cover costs of project development, engagement, feasibility, and consultancy. This grant funding will be made available and promoted as a funding pathway within the UKSP Flagship Community Grants Programme. Direct commissioning of services/support by the Council will take place subject to demand and capacity.

Part 2: Welcome Back Fund roll out to next tier (large villages in adopted local plan) to boost the look and feel of their retail and neighbourhood/ community areas by investing in public realm improvements such as street planting, parks, green spaces, and seating areas to strengthen the social fabric and foster a sense of pride in place and belonging.
The project will support publicity campaigns and events that will boost footfall and encourage people to visit their community and neighbourhood centres and thereby supporting local community organisations. The following have been identified as potential locations:

- Bardney.
- Keelby.
- Nettleham.
- Saxiby.
- Cherry Willingham.
- Scotter.
- Welton.
- Dunholme.
- and other communities identified as 'at risk' or in priority need.

This approach supports West Lindsey's over 40 adopted or in-development Neighbourhood Plans. Strong interest in Neighbourhood Plans is a tool and process for communities to set local priorities and future development plans. Many Neighbourhood Plans have identified opportunities for improvements to community and public realm spaces, supported with the planning processes wider community engagement and consultation. The provision of funding and consultancy support will enable communities to further develop these opportunities.

The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 4: Key Outcomes and Outputs Project 1.2

Output Description	Output	Outcome Description	Outcome
Number of organisations receiving non-financial support (numerical value)	20	Improved perception of facilities/amenities (% increase)	85
Number of organisations receiving grants (numerical value)	12	Increased users of facilities/amenities (% increase)	30
Number of neighbourhood improvements undertaken (numerical value)	12	Improved perception of facility/infrastructure project (% increase)	85
Number of facilities supported/created (numerical value)	12		
Number of local events or activities supported (numerical value)	20		

Project 1.3 Safer Streets West Lindsey
This is a three-part project:

Part 1: Shop Watch
Enhance existing and support new Shop Watch schemes in West Lindsey. This area of work will include equipment and technology to develop the Gainsborough Shop Watch and setup costs for new Shop Watch schemes in other towns.

Part 2: Expansion of CCTV provision and monitoring
Expansion of CCTV in areas of identified need and increase monitoring capacity within the service. Examples of expansion work could include:

- Industrial estates (e.g. located in Gainsborough, Market Rasen, Caistor and Saxilby).
- Areas impacted by crime, anti-social behaviour and fly tipping.
- Rural communities impacted by rural crime.

Part 3: Re-lighting Street Lighting in areas of need
Exploring options for County Council maintained streetlighting that operates part-night, to be returned to full night operation in areas of identified need. Example locations could include:

- Streets, roads or footpaths impacted by crime and anti-social behaviour.
- Locations identified as unsafe by partner agencies.

This approach supports the Council's Corporate Plan strategic aim to create a safer, cleaner district in which to live, work and socialise. The delivery of enhanced CCTV provision and other activities under this area of work will contribute towards wider partnership working and help tackle identified issues around safety and security. Ensuring places are safe will have a direct impact on the sense of safety for residents and businesses. Improved prevention and detection of crime will help residents feel safer in the district and contribute towards an increased quality of life.

The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 3 Key Outcomes and Outputs Project 1.3

Output Description	Output	Outcome Description	Outcome
Number of neighbourhood improvements undertaken (numerical value)	10	Improved perception of safety (% increase)	45
		Reduction in neighbourhood crime (% decrease)	13
		Increased footfall (% increase)	40
		Increased use of cycleways or paths (% increase)	20

Project 1.4 Multi Year Signature Events Programme
This is a two-part project:

Part 1: Trinity Arts: Outreach and engagement. Delivery of planned district wide outreach of arts, cultural and heritage activities' including investment in key equipment to support this function long term.

Part 2: 'We Are West Lindsey' Illuminate Legacy programme
Develop a multiyear signature events programme building on 'Eventful District' concept to maximise reach and impact and engage underrepresented communities.

This approach supports the Council's Cultural Strategy and its market towns and retail centres activities programme. The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 6: Key Outcomes and Outputs Project 1.4

Output Description	Output	Outcome Description	Outcome
Number of organisations receiving non-financial support (numerical value)	15	Improved engagement numbers (% increase)	30
Number of local events or activities supported (numerical value)	20	Number of community-led arts, cultural, heritage and creative programmes as a result of support (numerical value)	20
Number of volunteering opportunities supported (numerical value)	18	Jobs created (numerical value)	2
		Increased footfall (% increase)	15
		Increased visitor numbers (% increase)	10
		Improved perception of facilities/amenities (% increase)	85
		Improved perception of events (% increase)	85

Project 1.5 West Lindsey Walking, Cycling and Wayfinding

WLDC led feasibility fund to develop delivery plans (from concept to deliverable schemes) for walking and cycling interventions to:

- Support creation of new foot paths and cycle paths, particularly in areas of health need.
- Upgrade existing foot paths and cycle paths, particularly in areas of health need.

This approach supports the Council's Corporate Plan strategic aim to reduce health inequalities and promote wellbeing across the district through the promotion of healthy lifestyles. This area of work will set the foundation for future projects to improve and create new footpaths and cycle paths that will directly enable increased physical activity, social mobility and connectivity. In many cases the creation or improvement of footpaths also has a direct impact on the wider environment which will align to the Council's Sustainability, Climate Change and Environment Strategy.

This area of work will help support the future delivery of projects and priorities within transport related strategies. As an example, this includes the Gainsborough Transport Strategy 2022-2036 and emerging walking and cycling network plans. Other key strategic and policy documents that this area of work will align to include Neighbourhood Plans in individual communities and the Central Lincolnshire Local Plan.

The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 7: Key Outcomes and Outputs Project 1.5

Output Description	Output	Outcome Description	Outcome
Amount of public realm created or improved (m2)	1,000	Increased use of cycleways or paths (% increase)	30
Amount of green or blue space created or improved (m2)	1,000		
Amount of new or improved cycleways or paths (m2)	1,430		

Project 1.6 Green Space Management and Community Project Development
This is a three-part project:

Part 1: Green Space Management and Developing Capacity
The creation of a Green Space Officer post to provide a dedicated resource to lead on enhancing community green spaces across West Lindsey. The role will focus on enhancing WLDC owned green spaces to ensure they are well managed, open and accessible and help protect biodiversity. In addition, the role will provide support to community groups and parish/town councils that own green spaces, helping to provide knowledge and expertise on management, development and protection.

The Green Space Officer will play a crucial role in supporting community projects to develop and apply for funding from the UKSPF 1.1 Flagship Community Grants Programme.

Part 2: Green Space Volunteering
Enhanced grant funding to support volunteering activity and opportunities delivered by The Conservation Volunteers (TCV). The funding will complement existing funding arrangements between WLDC and TCV resulting in an increase of activities, projects and volunteering opportunities. This work will be enhanced on existing sites and extended to new green space locations within West Lindsey.

Part 3: Woodland Management Plans
The creation of woodland management plans for council owned green spaces will ensure a clear approach is taken to management, community engagement, biodiversity, and environmental protection. Plans will be created for Mercer Wood, Pit Hills Plantation and Theaker Avenue Nature Area.

This approach supports the Council's Sustainability, Climate Change and Environment Strategy. Ensuring green spaces are well managed and further enhanced will also contribute towards other key strategic aims such as health and wellbeing. This dedicated resource will also drive existing and emerging strategies and action plans such as the Gainsborough Green Infrastructure Strategy.
The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 8: Key Outcomes and Outputs Project 1.6

Output Description	Output	Outcome Description	Outcome
Amount of public realm created or improved (m2)	100	Jobs created (numerical value)	1
Number of neighbourhood improvements undertaken (numerical value)	2	Improved perception of facilities/amenities (% increase)	85
Amount of green or blue space created or improved (m2)	200	Increased visitor numbers (% increase)	5
Amount of green or blue space created or improved (m2)	40	Improved perceived/experienced accessibility (% increase)	85
		Increased users of facilities/amenities (% increase)	15
		Increased use of cycleways or paths (% increase)	11

1.05   CHANGES TO PROJECTS
Over the last few months, the UKSPF projects have been refined and where necessary changes made to the scope, funding profile and delivery methodology. This includes the incorporation of REPF into the Flagship Community Grant Programme to create a capital grant programme to support WLDC rural communities specifically in the areas of broadband and connectivity and dealing with accessibility of services. A summary of all changes to the projects can be found in appendix 2.

The UKSPF Investment Plan was submitted to Government in July 2022. The UKSPF required the Council to identify outputs and outcomes for each of the interventions it proposed. These outputs and outcomes form part of the Memorandum of Understanding the Council signed with DLUHC to secure the funding.

In July 2022 additional guidance was issued to Councils on specific areas of the fund. The outputs and outcomes provided by lead local authorities as part of the Investment Plan are indicative and DLUHC expect plans to be refined as delivery progresses. This reflected in the flexibility given to the process of refining outputs as part of the change control process for the fund, this can be found in the UKSPF Shared Prosperity Fund: reporting and performance management (3)[3]. DLUHC recognises that outcomes are more challenging to define and therefore lead authorities can continue to develop and amend these throughout delivery.

1.06   KEY STRATEGIC RISKS

The key strategic risks and how they will be managed are provided in table 1.1 below. These form part of the overall risk management process (described in the Management Case) and overall risk register (appendix 3).

Table 1.1 – Key Strategic Risks and their management

Key Strategic Risk and Potential Impact	Approach / Risk Treatment
The Supporting Local Business programme does not align with emerging Corporate Plan. Lack of coordination between strategies undermines basis for investment plan.	The Council's Corporate Plan 2019-2023 is currently being updated and redrafted. There is an opportunity to ensure that the challenges and goals identified through the Theory of Change process are reflected and strengthened in the new Corporate Plan.
Failure to agree changes in the output and outcomes with DLUHC. The Council will not meet the terms of the Investment Plan submitted to Government leading to a potential reduction in funding and reputational damage for the Council.	Engage with DLUHC, once in the delivery stage, and illustrate the need to change the intervention outputs and outcomes due to further guidance being issued following submission of the investment plan. Negotiate and agree revised targets showing how the Council will still deliver the objectives of UKSPF.

1.07   CONCLUSION

The Council has secured £3.495m of UKSPF and REPF of which £1.750m is being used for the Communities and Place investment priority. The Council has used a robust methodology to select projects that align to the Theory of Change and deliver the objectives within the Council's current and emerging Corporate Plan and key strategic documents.

Since the submission of the UK Shared Investment Fund Investment Plan, Government have issued additional information setting out requirements and guidance to councils. The projects will be review in the delivery stage and where necessary changes in expected outputs and outcomes will be agreed with DLUHC.

The strategic case for investment into the Communities and Place priority remains the same as previously approved by the concurrent meeting of the Prosperous Communities Committee and the Corporate Policy and Resources Committee on 7th July 2022.

2 ECONOMIC CASE

2.01   INTRODUCTION

The Economic Case sets out why this programme provides value for money. It demonstrates how the range of options was narrowed down to the preferred approach and the expected benefits and costs associated with this preferred approach. This section sets out the tools and techniques used to estimate these benefits and costs, and the assumptions underlying the calculated values. Additionally, some of the risks and non-financially attributable benefits are listed to provide a wider reflection of the objectives of the project and the impact it will have on the wider region.

2.02   APPROACH TO ECONOMIC CASE

Option appraisal

An initial series of workshops and discussion was used to develop a series of options for the UKSPF and to categorise these into the 3 themes (Communities and Place, Supporting Business and People and Skills), agreed previously as part of the UKSPF Investment Plan submission process. This was supplemented when an indicative REPF allocation was announced for the area; leading to a second exercise to determine the priorities for this further funding.

Table 2.1 sets out the overall projects considered resulting from the option appraisal, and sets out whether they are funded by UKSPF, REPF or a combination of both.

Table 2.1: Summary projects selected and funding source

Project	UKSPF	REPF
1.1 Flagship Community Grant Programme	✓	✓
1.2 Supporting our Town, Village and Neighbourhood Centres	✓	✗
1.3 Safer Streets West Lindsey	✓	✗
1.4 Multi-year Signature Events Programme	✓	✗
1.5 West Lindsey Walking, Cycling and Wayfinding	✓	✗
1.6 Green Space Management and Community Project Development	✓	✗

2.03   ECONOMIC BENEFITS

Economic benefits have been based upon local expected outputs (as detailed in the Theory of Change), converted to financial outputs through established models. The following approach has been used consistently in developing the benefits estimation:

- Limited to one broad measure per key area to avoid duplication (or removal of any overlapping figures).
- Implicit optimism bias included within figures, with greater allowance where national data is used (see below for further details).
- Where local baseline data was unavailable, no economic benefit has been calculated and any such expected benefits have been included in the non-monetised impact instead.

Table 2.2 below sets out the approach used for each category of benefit.

Table 2.2: Linking Outcomes to Financial Measures

Outcomes (from Theory of Change)	Financial Measure	Justification
New and improved community facilities that boost community engagement	Health and Wellbeing benefit from engagement in cultural activities	Research findings[4] quoted within the Government's Culture and Heritage Capital Evidence Bank
Increased provision, quality, impact, attendance and perception of local events	Economic benefit of volunteers	Hours multiplied by Heritage Lottery Fund valuation of volunteers[5]
	Health and Wellbeing benefit of people attending training sessions	Findings from June 2017 Government Office for Science commissioned research "What are the wider benefits of learning across the life course?"[6]
Develop community capacity to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure and boost the look/feel of retail areas	Gross Value Added (GVA) of jobs created / sustained	Recognised national practice / modelling approach.[7] Gross benefit measured as number of jobs created and/or sustained multiplied by the ratio of national employees employed within a specific industry to Gross Value Added nationally within that industry.
	GVA associated with capital expenditure	Recognised national practice / modelling approach. Gross benefit measured as scheme specific construction expenditure multiplied by the national ratio of construction Gross Value Added to construction turnover.
Reduced high street and neighbourhood crime, resulting in improved safety and perception of safety	Crime reduction / social cohesion	Local estimate derived by combining the latest (December 2021) crime figures from Lincolnshire[8] with the cost of crime from "The economic and social costs of crime - Second edition" - July 2018[9]
Increased use of cycleways and paths	Health benefits from additional walking / cycling Carbon savings from walking / cycling	HEAT Walking Cycling tool – Internationally accepted model developed on behalf of the World Health Organisation.[10]
Increased provision, quality, impact, use and perception of green spaces in communities	Carbon savings associated with trees planted	Combines research on the average amount of carbon captured per tree through their life combined with the current (November 2022) trading price for trading permission to create a tonne of CO_2 emissions in the UK via the UK ETS Futures Market.[11]
Wider sustainability and local supply chain benefits	Social value through procurement	Value added calculated as the minimum weight of social value with procurement for all goods and services procured by the Council via this programme

The key assumptions made for each of the financial measures used above and justification for those measures is included in table 2.3 below.

Table 2.3: Assumptions made in calculating economic benefits

Assumption	Value	Justification / Methodology
General		
Discount Factor	3.5%	Standard Green Book[12] rate
Base Year	2022/3	First year UKSPF funding is available for the overall programme
Gross Value Added – Capital Expenditure		
Total capital expenditure	(2022/3) £0.041m (2023/4) £0.452m (2024/5) £0.325m	Estimate of the capital elements of the works less expected inflation[13]
National construction turnover	£144,035m	Annual Business Survey 2019[14] – Section F – SIC 41 Column E
National construction Gross Value Added	£51,407m	Annual Business Survey 2019 – Section F – SIC 41 Column F
National employment is sector	498,000	Annual Business Survey 2019 – Section F – SIC 41 Column I
Gross Value Added – Council Jobs Created		
Gross Value Added per job in region	£49,386	ONS Data[15] - Subregional productivity: labour productivity indices by local authority district – Table B3 (2020 figure)
Estimated jobs created	(2023/4) 6 (2024/5) 6	4 FTEs in CCTV, 1 Support Officer and 1 Green Space Officer (benefits only considered during funding period)
Gross Value Added – Jobs Sustained		
Gross Value Added per job in region	£49,386	ONS Data - Subregional productivity: labour productivity indices by local authority district – Table B3 (2020 figure)
Estimated jobs sustained	(2023/4+) 5	Local estimate of impact of grant funding in sustaining organisations
Volunteers		
Hourly value of a volunteer: - Unskilled rate - Skilled rate	£10 £20	Heritage Lottery Fund guidance[16]
Number of hours of volunteering (pa) - Unskilled - Skilled	750 250	Local estimate blended across additional unpaid staff time, volunteers at events and community centres receiving grants via this programme (Assumed 10 years of benefits from 2023/4 onwards)
Procurements – Social Value		

Minimum Social Value Award in WLDC procurement activities	5%	From WLDC procurement guidance
Expenditure subject to SV considerations	(2022/3) £0.351m (2023/4) £0.818m (2024/5) £0.798m	Value of procured, direct award, framework spend and funding distributed with a grant funding agreement – this assumes any grants awarded will carry an equivalent requirement for the recipient to demonstrate social value
Additional walking / cycling health benefits		
Number of people walking more due to improvements	50 pa	Local estimate
Number of people cycling more due to improvements	30 pa	Local estimate
Average additional time spent walking per day	15 mins	Local estimate
Average additional time spent cycling per day	30 mins	Local estimate
Value of preventing a premature death	£60,000	Green book valuation of a 'Statistical Life Year'[17]
Health and Wellbeing benefit of people attending training sessions		
Value of benefits per learner	£928	Research summarised in Government Office for Science "What are the wider benefits of learning across the life course?" inflated to 2022/23 prices[18]
Additional unique learners pa	30	Local estimate based upon proposed courses (assumed benefit over 10 years)
Carbon Savings		
Value of carbon saved per tonne	75.17	Price on the UK ETS Futures market as at 01/12/2022[19]
Carbon saving per tree planted / preserved per year	25kg pa	International research / estimate[20]
Additional trees planted	(2024/5) 200	Local estimate aligned to project outputs / outcomes
Carbon savings from additional walking / cycling	2.3 tonnes pa	Estimate from HEAT tool based upon additional walking / cycling estimates provided above
Health & Wellbeing benefits from cultural engagement		
Health and wellbeing benefit per person engaging with cultural activities	£1,427.42	Research on behalf of DCMS by D.Fujiwara et al[21] referenced in the Government's Cultural and Heritage Evidence Bank – uprated for inflation
Number of additional people engaging in cultural activities	(2023/4) 7,000 (2024/5) 7,000	Local estimate based upon the events likely to be funded via this programme in upcoming year
Crime Reduction benefits		

Estimated reduction on overall crime rate	(2023/4) 0.25% (2024/5) 0.5%	Local estimate

All benefits were assessed to determine if and how much of these would have been achieved if the project did not go ahead. This follows the principals of the Additionality Guide[1] and ensures that naturally occurring increases are not calculated as part of the benefits for this project.

The following factored elements were considered for each benefit:

- Leakage – benefits going to people outside the target area (e.g., health benefits from people coming from overseas participating in leisure activities generated by a scheme).
- Displacement – benefits lost because individuals swap from another activity which would also have provided similar benefits (e.g., when a job created is taken by someone already in full time employment and their previous role is not re-filled).
- Substitution – benefits lost because companies change their decisions because of the scheme (e.g., they don't repair a building themselves, because they can get a grant to support it).
- Economic Multiplier – the wider supply chain and regional impact of the benefit (e.g., construction work having a beneficial impact on the local supply chain).
- Deadweight – what would happen even if the project didn't go ahead (e.g., general rises in commercial or house prices).

Each benefit was assessed by the project to estimate the likely impact of each factor, using the reference cases set out in the Additionality Guide and HCA Additionality Guide[22] as starting points, supplemented with local knowledge and sector specific research. Appendix 4 sets out for each benefit the values used for each factor and the reasoning behind this.

The gross benefits multiplied by the Additionality Guide factors gives an overall net impact, per benefit. These are then discounted to get a single Net Present Value of the benefits, using a discount rate of 3.5% and a base year of 2022/23, as per the assumptions within table 2.3 above. Discounting is used to reflect the fact that a benefit today should be valued higher than the same benefit in the future. Table 2.4 below sets out the gross benefits calculated, the adjustment for 'Additionality Factors' explained in detail in Appendix 4, and adjustment for the discount factor, to get to a Net Present Value in 2022/3 terms for the benefits.

Table 2.4: Overall Quantified Costs

Benefit	Gross Impact (£m)	Additional Guide Impact (£m)	Less: Discount (£m)	NPV of Benefit (£m)
Gross Value Added – Capital Expenditure	0.292	0.091	(0.017)	0.366
Gross Value Added – Council Jobs Created	0.593	(0.193)	(0.020)	0.380
Gross Value Added – Jobs Sustained	2.469	(1.329)	(0.192)	0.948
Volunteers	0.125	(0.061)	(0.011)	0.053
Procurements – Social Value	0.098	(0.056)	(0.002)	0.040
Additional walking / cycling health benefits	0.019	(0.007)	(0.002)	0.009
Health and Wellbeing benefit of people attending training sessions	0.278	(0.136)	(0.024)	0.119

Carbon Savings	0.012	0.000	(0.004)	0.008
Health & Wellbeing benefits from cultural engagement	19.984	(15.488)	(0.226)	4.271
Crime Reduction benefits	3.206	(1.726)	(0.260)	1.221
TOTAL BENEFITS	27.077	(18.904)	(0.758)	**(A) 7.415**

2.04   ECONOMIC COSTS

Economic costs have been developed aligned to Green Book guidance. Table 2.5 presents the key factors applying to the conversion of financial case costs to economic case.

Table 2.5: Key Economic Cost Assumptions

Area	Assumption	Justification
Baseline Year	2022/23	First year of expenditure
Discount rate	3.5%	Standard Green Book rate
Inflation: 2023/4 2024/5	7.4% 0.6%	Office for Budgetary Responsibility November 2022 Outlook – estimate for CPI[23]
Optimism Bias	41%	Overall allowance to project the relatively early stage of scheme development. Although this is applied to the cost element it is intended as likely to be manifested across cost and benefits. This value is taken as the Upper Limit for outsourcing projects[24] – chosen due to the high proportion of revenue expenditure making comparison with construction contracts less appropriate

Table 2.6 below summarises the calculation of the economic cost used in the value for money assessment below.

Table 2.6: Overall quantified costs

Calculation Steps	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	TOTAL (£m)
Costs – Finance Case	0.361	0.978	0.953	2.292
Less: contingency within costs	0.000	0.000	0.000	0.000
Less: Inflation contained within costs	0.000	(0.067)	(0.071)	(0.138)
Sub-total: Costs less contingency & inflation	0.361	0.911	0.882	2.154
Add: Optimism bias	0.148	0.373	0.362	0.883
Sub-total: Total costs undiscounted	0.509	1.284	1.244	3.037
Discount factor	1.000	0.966	0.934	
TOTAL DISCOUNTED COST	0.509	1.241	1.161	**(B) 2.911**

2.05   VALUE FOR MONEY ASSESSMENT

Table 2.7 presents the overall Benefit / Cost Ratio (BCR). This has been calculated by dividing the total monetised benefits by the total monetised costs (both discounted to 2022/3 prices).

Table 2.7: Benefit Cost Ratio calculation

Measure	Value (2022/3 prices)
Total discounted benefits **(A)**	7.415
Total discounted costs (**B**)	2.911
Benefit Cost Ratio (A/B)	**3.12**

The project has an overall **BCR** of **3.12**; putting it in the High category of value for money.

Sensitivity analysis has been undertaken to determine how much costs could increase or benefits could fall, while remaining in the high category (at BCR of 2). The summary is presented in Table 2.8.

Table 2.8: Sensitivity analysis on BCR

Sensitivity	Change to estimate (£m)	Percentage Change
Maximum cost change (with no change to benefits)	1.328	55.8%
Maximum benefit change (with no change in costs)	(2.655)	(35.8%)

The overall BCR has been calculated in a manner consistent with Green Book and DLUHC appraisal guidance, using costs and benefits with inherent optimism bias built into estimates. On top of this there are several non-monetised benefits of the scheme, such as wider benefits of digital inclusion and helping combat the physical and social isolation of some of the most isolated. If these could be quantified, they would further enhance the BCR.

Even without some of the wider harder to quantify benefits, sensitivity stress testing shows overall costs could rise by a half again or benefits fall by over a third and the scheme would still deliver a high category of Value for Money via the calculated BCR.

2.06   NON-QUANTIFIED BENEFITS

There are several benefits that have not been measured, as baselines do not exist and/or research does not allow prudent estimates of the monetary value of those benefits to be captured.

A lot of the interventions will be focused specifically on social and physical isolation, especially amongst the younger and older populations, where this isolation is most acute. Accessing cultural activities may have a greater than expected benefit for these groups compared with national research and studies. Additionally, there is a focus on improving digital connectivity. Whilst a recent report[25] suggests that each £1 invested in supporting those without basic digital skills leads to a £9.48 benefit, there is less baseline data or research findings into the benefits of investing into the provision of additional connectivity.

Furthermore, it is expected that this package of investment will improve the place-based self-identity and pride within communities. This is more intangible in nature and harder to measure in a monetised way.

2.07   KEY ECONOMIC RISKS

The key economic risks and how they will be managed are provided in table 2.9 below. These form part of the overall risk management process (described in the Management Case) and overall risk register (Appendix 3).

Table 2.9: Key Economic Risks and their management

Key Economic Risk and Potential Impact	Approach / Risk Treatment
Insufficient demand for grants as offered – leading to the expected level of benefits being delayed or reduced.	Specific engagement with local suppliers and advertisement of grants will maximise uptake. Ongoing monitoring of applications and approvals; there will be the opportunity to change the area of coverage, grant criteria or reallocate funding if there is insufficient interest in the market.
Several of the projects are developing plans and feasibility studies to attract future investment (such as the West Lindsey Walking, Cycling and Wayfinding scheme and elements of the Green Space Management and Community Project Development). There is the risk that these investments do not lead to feasible solutions being developed and therefore do not deliver on the benefits projected.	Benefits have been estimated prudently and a large optimism bias element applied consistent with the early stages of project development. Feasibility is needed in these areas and in some cases investment may prove unfeasible. However, as much work as possible will be carried out in advance to seek to develop the most promising opportunities, to maximise the possibility of choosing the most viable options.
Inflation reduces the overall benefits that can be achieved with the funding, as costs are higher than originally planned for the levels of interventions required.	A reasonable expectation for level of inflation has been built in, with a suitable deflater for costs and benefits based upon latest OBR's inflation estimates. A sizeable optimism bias figure has been used in the overall benefit cost calculation too.

All the key economic risks have mitigation approaches applied and will be monitored throughout the implementation and delivery periods.

2.08   CONCLUSION

The projects were selected through a robust process, initially considering the challenges in the area and fit to both local policy, priorities and matched to the UKSPF funding criteria. With the later notification and allocation of REPF funding, a second Theory of Change and option appraisal process was undertaken, looking to maximise the additional benefit this further funding could have on the area, particularly focusing on building on established approaches, but also considering priorities that were not possible to fund via the UKSPF. This led to the selection of 6 projects (many of which themselves have various strands):

1.1   Flagship Community Grant Programme.
1.2   Supporting our Town, Village and Neighbourhood Centres.
1.3   Safer Streets West Lindsey.
1.4   Multi-year Signature Events Programme.
1.5   West Lindsey Walking, Cycling and Wayfinding.
1.6   Green Space Management and Community Project Development.

The overall financial benefits of these projects were estimated by linking specific benefit measures from the opportunities / challenges and expected outcomes from the Theory of Change. Using national statistics and published research findings coupled with local output estimates, prudent estimates were used demonstrating **£7.415m** of measurable benefits against **£2.911m** cost (both in 2022/3 real terms). This included reductions for optimism bias and considering the impact of the Additionality Guide to adjust for what benefits may have happened anyway or the project otherwise stopped from happening. This led to an overall benefit to cost ratio of **3.12** demonstrating a high value for money ratio, which would stay in the high threshold even if costs increased by fifty percent or quantified benefits fell by a third.

Additionally, wider benefits have been identified that are harder to measure, such as improving digital connectivity, reducing social and physical isolation for some of the most isolated and improving sense of identity and pride in place.

This section demonstrates the direct link from problem identification, through option appraisal through to quantified benefits and leading to a very strong value for money solution.

3 COMMERCIAL CASE

3.01 INTRODUCTION

The purpose the commercial case is to outline the procurement and contracting implications of the preferred option and ensure that a well-structured deal between the Council and the grant recipients or

service providers can be delivered. As part of this process the Council will assess how best social value can be secured during the contract phase.

3.02 COMMERCIAL DELIVERABILITY

The Communities and Place priority will be helping communities and residents through a mixture of grant funding and Council led initiatives. Several projects involve working with partner organisations such as third sector organisations, Parish Councils and The Conservation Volunteers (TVC).

Organisational structure

Project 1.1 Flagship Community Grant Programme will be delivered by the Council's Communities Team which has existing resources already delivering this type of work. The grant funding work delivered by the Council is well established and has been subject to regular audit for quality control purposes. Grant funding work within the council is also linked to other teams for cross-service coordination. The full range of procurement routes will be open to officers when delivering the funding programme and supporting projects and initiatives. The Council will directly purchase items such as defibrillators.

Project 1.2 Supporting our Town, Village and Neighbourhood Centres will be delivered via a grant programme by the Council's Growth and Regeneration Team.

Project 1.3 Safer Streets West Lindsey. This three-part project will see a range of procurement methods. Part 1, the Shop Watch expansion will have equipment bought directly by the Council.   Part 2, the expansion of the CCTV network will be via a direct award to the existing CCTV provider with staffing provided by the Council. Part 3 will see streetlighting review work undertaken directly by the Council's Communities Team working with partner agencies and may include some procured support work.

Project 1.4 Multi Year Signature Events Programme xxxxxx

Project 1.5 West Lindsey Walking, Cycling and Wayfinding will look to commission specialists to produce delivery plans for multiple sites.

Project 1.6 Green Space Management and Community Project Development will look to appoint a new Green Space Officer. TCV existing contract will be extended for 2 years to deliver this work. The Council will commission the Woodland Management Plans externally.

Key Contractual Arrangements

The Flagship Community Grant Programme will require community groups to apply for funding on a first come first served basis. The community groups will be required to enter into a funding agreement with the Council to secure financial support. Existing grant management and decision-making processes used for Council community grants will be used. This includes the use of a Community Grants Panel.

Project 1.3 Safer Streets West Lindsey and Project 1.6 Green Space Management and Community Project Development will see existing grant agreements or contracts extended. The Council is satisfied that this arrangement meets procurement guidelines.

3.03 PROCUREMENT STRATEGY

The programme will undertake procurement of goods and services following Government guidance[26] and its own contract and procurement procedure rules. Procurement routes reflect the Council's understanding of local markets, existing frameworks and desire to drive local growth and employment through the use of local supply chains.

Summarised below are the main procurement routes for the projects within the programme. The value £ column reflects the cost of the service being procured rather than whole project cost.

Table 3.1: Procurement route

Project name	Value £	Procurement Route
1.1 Flagship Community Grant Programme	702,499 612,000 8,000 4,000 26,000	Capital Grant Funding Agreements Revenue Grant Funding Agreements Framework for grant management system Direct award grant evaluation work Direct Purchase
1.2 Supporting our Town, Village and Neighbourhood Centres	60,000 130,000	Revenue via Grant Funding Agreement Capital via Grant Funding Agreement
1.3 Safer Streets West Lindsey	74,370 10,000 160,000 5,000 2,000	Capital direct award to existing CCTV provider Framework for radio equipment Recruit staff Direct award review work Direct purchase
1.4 Multi Year Signature Events Programme	xx	xxxx
1.5 West Lindsey Walking, Cycling and Wayfinding	60,000	Formal Tenders (Request For Quotation) for site assessment and delivery plans.
1.6 Green Space Management and Community Project Development	100,242 90,000 7,358	Recruit Green Space Officer Revenue Grant Funding Agreement Framework for woodland management plans

3.04   WIDER CONSIDERATIONS

Subsidy Control
The Council will have regard to the new Subsidy Control Act 2022 which came into force on 4th January 2023. The business case has been reviewed by DWF Law and they have confirmed ….. XX. A full copy of their advice can be found in appendix 5.

Public Sector Equality Duty
The Council has a public sector equality duty under the Equality Act 2010, this is enshrined in its Equality Strategy 2020-2024. In line with the Equality Impact Assessment: government grants minimum standards[27]; West Lindsey District Council will complete a detailed Equality Impact Assessment (EqIA) for the projects included in this programme.

The EqIA for this programme is live document that will be updated as the investment plan progresses to ensure latest best practice is applied. Updated versions of the EqIA will be required prior to the Flagship Community Grant Programme being launched.

Data Protection
The Council has a duty under the Data Protection Act 2018 to ensure that any personal data obtained in connection with UKSPF activities is handled in compliance with the Act. Any personal data obtained through the Community and Place activity will be managed in line with West Lindsey District Council's Enterprising Communities Privacy Notice.[28]

Data is likely to be collected in relation to assisting and supporting business for such areas as business grants funding, to manage tourism, deliver projects and to process any enquiries.

Data may be shared with external partners or consultants, employed, or contracted by the Council to assist in the delivery of its services and projects; and internal department such as finance to process grant payments.

The Council's Data Protection Officer will ensure that process respects the persons rights and follows the law.

3.05 KEY COMMERCIAL RISKS

The key commercial risks associated with specific projects within the programme are highlighted below in table 3.2. The full risk register can be found in appendix 3.

Table 3.2: Commercial Risks

Key Commercial Risk and Potential Impact	Approach / Risk Treatment
Grant receiving organisation fail to deliver on outputs and outcomes in the funding agreement. The Council cannot demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC	Most outputs and outcomes will be delivered via the SLA/Contract for project 1.3/1.6 which will identify a contractual obligation to deliver programme outputs/outcomes. Although it is unlikely, business grant beneficiaries (1.1) will be formally contracted to deliver outputs/outcomes (given the size of grant award), they will be obliged to report on any outputs/outcomes accrued via a grant contract reporting obligation.
Grant receiving organisation fail to comply with grant conditions (such as monitoring). Council cannot demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC.	Any organisation will be obliged to enforce compliance with grant reporting obligations (with 'mitigating factors' loop incorporated for legitimate non-compliance).
Insufficient financial resources available to fund interventions through to completion. Grant recipients fail to deliver the scheme they are contracted to do as part of the grant agreement. The Council is unable to demonstrate VfM, outputs and outcomes.	1) Develop a contractually binding grant agreement - with requirement for early notification if the recipient organisation considers itself unlikely to be able to deliver and the recipient's suggestions on how to rectify 2) WLDC to consider any amendments required in light of notifications in terms of impact on budget and overall outcomes through its monitoring and governance processes 3) Consider all available options to resolve - whether this is an increased contribution from the recipient, transferring budget that is yet to be allocated, seeking further alternative funding or relaxing outputs or outcomes to be delivered - if this leads to a material reduction in overall outcomes, write to Government to explain change and reasoning.
Lack of interest from communities to apply for grant funding. Council cannot demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC.	Marketing and engagement work to ensure awareness and deliver pipeline of projects and applications.
Fraud Risk, risk that grant schemes could be abused by fraudulent claims leading to reputational damage to the council and reduced realisation of the expected outputs and outcomes.	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 Guidance for General Grants. Minimum Requirement Seven: Risk, Controls and Assurance.

3.06 CONCLUSION

Each of the projects has a clear procurement route and delivery methodology to provide the most beneficial approach to maximise the impact of UKSPF interventions in West Lindsey.

DWF Law have confirmed that the projects are xxxxxxxxx

4 FINANCIAL CASE

4.01 INTRODUCTION
The purpose of the Financial Case is to demonstrate that the proposal is financially viable during the development phase and in the long-term. Additionally, key sensitivities and financial risks will be considered as well as the suitability of contingencies or alternative plans for cost containment.

4.02 COSTS
Costs for this project are separated and analysed in two sections; looking firstly at the affordability of the initial development, and secondly that the scheme is financially sustainable once complete.

4.03 INITIAL COSTS
Table 4.1 sets out the main sources of expenditure within each project, the best estimate of these costs and how the split of costs between capital and revenue expenditure, and across financial years.

Table 4.1: Project costs

Project No.	Expenditure Category	2022/23 Forecast Expenditure (£000's)	2023/24 Forecast Expenditure (£000's)	2024/25 Forecast Expenditure (£000's)	TOTAL Expenditure (£000's)
	Capital				
1.1	Flagship Community Grant (Capital)	0	112	113	225
1.1	Digital connectivity for community facilities (REPF)	0	20	20	40
1.1	Flagship Community Grant (REPF)	0	219	219	438
1.2	Grant for improvements to neighbourhood areas	0	60	0	60
1.3	CCTV Expansions	0	74	0	74
1.3	Shop Watch Radio System	10	0	0	10
1.4	Events Equipment Purchases	31	0	0	31
	TOTAL Capital	**41**	**486**	**351**	**878**
	Revenue				
1.1	Flagship Community Grant (Rev)	0	140	139	279
1.1	WLDC Grant Awards	258	0	0	258
1.1	Programme Management, Engagement and Evaluation	0	9	9	18
1.1	Project Development Support	0	15	15	30
1.1	Community Defibrillator Scheme	15	15	15	45
1.2	Grants for community led events	0	30	0	30
1.2	Community Capacity Support	0	0	100	100
1.3	CCTV Staffing	0	80	80	160

1.3	Streetlight Review Work	0	5	0	5
1.3	Shop Watch Equipment	0	2	0	2
1.4	Events Programming	46	50	83	179
1.4	Support Officer	0	25	25	50
1.5	Delivery plans for walking / cycling interventions	0	20	40	60
1.6	Green Space Officer	0	49	51	100
1.6	Green Space Management	0	45	45	90
1.6	Woodland Management Plans	0	7	0	7
	TOTAL Revenue	**319**	**492**	**602**	**1,414**
	TOTAL Projected Expenditure	**361**	**978**	**953**	**2,292**

4.04   FUNDING

Table 4.2 sets out the various sources of funding for this theme. All funding sources are approved, subject to any final negotiation on Government funding, planned profile spend and outputs and outcomes to be achieved.

Table 4.2: Funding by source

Project Number	Funding Source	Expected Funding (£000's)	Status / Certainty
	Capital	0	
All but 1.5	UK Shared Prosperity Fund	401	Indicative Approval
1.1	Rural England Prosperity Fund	477	Indicative Approval
	TOTAL Capital Funding	**878**	
All	UK Shared Prosperity Fund	872	Indicative Approval
1.1	WLDC Current Grant Funding Programme	258	Approved
1.1	Councillor Initiative Fund	72	Approved
1.3	CCTV 24/7 monitoring staffing pilot budget	80	Approved
1.4	WLDC budget contribution to events	26	Approved
1.6	Core VCS Grant Funding	60	Approved
1.6	WLDC Green Space Officer Post Funding	46	Approved
	TOTAL Revenue Funding	**1,414**	
	TOTAL Funding	**2,292**	

Additionally, the Flagship Grant Programme bidding process will allow organisations to propose a contribution to any proposals, increasing the additionality and overall scale of interventions proposed. Any such amounts will be in addition to the figures above, these are excluded as the value cannot be reliably estimated at this time.

4.05 SENSITIVITY ANALYSIS / CONTINGENCY

Within this programme, projects have been designed with the ability to flex the outputs and levels of intervention as the basis of constraining expenditure. Table 4.3 summarises how each project will keep within its funding limit.

Table 4.3: Sensitivity Analysis

Project	Approach to containing cost
1.1 Flagship Community Grant Programme 1.2 Supporting our Town, Village and Neighbourhood Centres	Funding will be allocated via grant funding agreements (capping the maximum funding available from the Council). Bidders will be liable for any costs of provision exceeding expectations.
1.3 Safer Streets West Lindsey	There are two major elements of expenditure – firstly, a CCTV expansion, which will be purchased from an existing framework. The breadth of coverage can be flexed to ensure containing costs within budget as necessary. The other element is for employing additional staff to cover monitoring the CCTV 24/7. This is based upon specific job evaluated posts, so the staffing cost is fixed.
1.4 Multi-year Signature Events Programme	There are two elements to this – an equipment purchase, which is for a variety of elements of external PA equipment. Should the cost of these rise, then different makes and models can be considered or de-prioritising one or more specific items. The events will be negotiated with external artists and producers and the timetable and content is flexible. The scope of the programme can therefore be flexed with budget available.
1.5 West Lindsey Walking, Cycling and Wayfinding	Several site assessments are being undertaken. The locations and order can be prioritised to remain within the overall budget.
1.6 Green Space Management and Community Project Development	Most of this funding is for recruiting to a post, based upon a fixed salary.

Whilst it would be standard practice to include an element of contingency and sensitivity analysis on the figures provided, WLDC are able to effectively manage their contributions in each project to the value of funding available. Additionally, WLDC can flex funding between projects (including across themes) by up to 20% of Government funding, without the need for further Government agreement (and beyond that subject to negotiation).

Therefore, there is no reason in this instance to make a specific contingency allowance or measure sensitivity to price changes, as there are multiple ways to constrain cost and mitigate any changes within the overall allocation.

4.06 ONGOING COSTS

One of the key aims of the overall programme is to embed sustainable change, however, this needs to be balanced with the practicalities of time limited funding. Steps have been taken to spend in areas that will have lasting benefits, but where there are no ongoing financial commitments created. Table 4.4 sets out how these requirements will be achieved.

Table 4.4: Approaches to limiting ongoing financial commitment while sustaining ongoing benefits

Project	Limiting ongoing financial commitment from WLDC	Ongoing benefits
1.1 Flagship Community Grant Programme	Specific, time and value constrained funding agreements with grant recipients	Grants will be assessed with a series of criteria, including the ability to generate long-term benefits and be self-sustaining. If grant funded projects are successful are there is a desire to continue, then support will be given to organisations to find alternative long-term funding solutions.
1.2 Supporting our Town, Village and Neighbourhood Centres	Specific, time and value constrained funding agreements with grant recipients	Campaigns will be designed to increase footfall in multiple neighbourhoods and commercial centres. It is expected that this can create a vitreous circle, where word of mouth spreads, which helps sustain growth in footfall organically after the initial campaigns.
1.3 Safer Streets West Lindsey	One off capital investment in additional CCTV equipment	Once purchased the CCTV equipment will be maintained alongside the wider network, with a negligible impact on overall maintenance costs.
1.4 Multi-year Signature Events Programme	Funding is for bespoke one-off events	Successful events can be considered being added to future programmes. With evidence of attendance numbers, it will be easier to seek external funding / sponsorship for future events, as well as considering leveraging existing WLDC budgets.
1.5 West Lindsey Walking, Cycling and Wayfinding	Funding is for specific site assessments, with no ongoing need for further expenditure	It is expected that some / all feasibility / site assessments can form the basis of further funding bids and provide the evidence to support these. These feasibility studies are often excluded from the funding criteria for capital investment sources.
1.6 Green Space Management and Community Project Development	One-off development of plans Fixed term contract for new posts	The plans, once developed, will be valid for many years and help to shape ongoing work without further investment, alongside the additional short-term staffing requirement to develop these.

4.07   KEY FINANCIAL RISKS

The key financial risks and their mitigations are sets out in table 4.5. The full risk register is presented as appendix 3.

Table 4.5: Key Financial Risks

Key Financial Risk and Potential Impact	Approach / Risk Treatment
Cost inflation running at higher levels than anticipated when original bid was submitted means that less overall interventions can be afforded.	A strong assessment process for bids will ensure those maximising value to the area will be taken forward. As highlighted in Table 13, mechanisms in each project can limit budget overruns, albeit with a potential reduction in overall outcomes.
Delays to awards or lack of progress by organisations receiving grant funding leads to slippage of expenditure	Grant funding agreements will make it clear that slippage beyond 2024/5 will not be eligible for funding.
Success of pilot projects (e.g. increased CCTV) place ongoing demands for WLDC funding	Communication that projects are pilots and for those projects with fixed-term staff contracts, additional funding will be required to sustain those positions. The pilots should produce evidence, which can then inform conversations with other stakeholders (local LEP, Police, Crime and Drug partnerships) for seeking longer-term sustainable funding.

4.08   WIDER FINANCIAL IMPLICATIONS

If there is a demonstratable reduction in crime through the expansion of the CCTV network and monitoring, then conversations could be had with the Police about the savings they are making on responding to that crime and alternative priorities for the area.

Development of feasibility of walking and cycling routes and green space management may support use of any current of future S106 fees on local priorities.

As highlighted in the funding section above, the application process for grants may generate additional match funding from some bidders, which would create additionality in the overall programme.

4.09   CONCLUSION

This finance case sets out how each project within the Communities and Place theme are costed, profiled and funded. Funding has been approved fully covering the projected expenditure. Whilst no specific contingency is built into the expenditure profile, sufficient flexibility has been developed at the project and programme level to constrain expenditure, albeit at the risk of marginally reduced outputs / outcomes. Furthermore, projects have all considered how to balance the aims of generating long-term sustainable improvement for the region, with constrained time limited funding. Key financial risks have been identified and plans to treat or mitigate these have been developed.

Overall, this demonstrates a sound financial footing for the projects within the Communities and Place theme.

5 MANAGEMENT CASE

5.01 INTRODUCTION

The purpose of this management case is to demonstrate that robust arrangements are in place for the successful delivery of the programme and its constituent projects. The chapter covers the delivery, monitoring and evaluation of the UKSPF programme including feedback into the Council's strategic planning cycle. The REPF will be administered and monitored as part of the UKSPF process.

5.02 PROGRAMME ORGANISATION AND GOVERNANCE

There are three levels of internal UKSPF programme governance, appendix 6 provides a diagram showing the hierarchy of governance in detail. The main roles are summarised below:

WLDC Portfolio Board: The Portfolio Board has strategic responsibility and accountability for all major programmes. It meets every eight weeks and will receive an update on progress against contracted milestones at every meeting. The Portfolio Board is chaired by The Director Change Management, ICT and Regulatory Services.

West Lindsey SPF Programme Board: The Board has been established to provide operational oversight of the UKSPF investment, monitoring the overall plan, risks, and ensuring synergies between component projects. It will meet quarterly and will be chaired by the programme sponsor, the Director of Planning and Regeneration and Communities, and report to the Portfolio Board.

SPF Core Team / Project Management: Each of the three investment priorities will have a Project Core Team, led by a dedicated Project Manager. Project Managers will have responsibility for the day-to-day delivery and management of the project. They will report progress and issues to the SPF Programme Board. This governance structure will be underpinned by WLDC assurance procedures. A resource plan to support the delivery of the programme can be found in appendix 7.

The Terms of Reference for the West Lindsey SPF Programme Board can be found in appendix 8. The main roles and responsible officers are:

Director of Planning and Regeneration, and Communities (Chair): Programme Sponsor accountable for the overall success of the programme
Programme Manager UK Shared Prosperity Fund: Programme Lead responsible for the day-to-day management of the programme and programme team
Communities Manager: Project Lead responsible for the day-to-day management and delivery of the Community and Place business case

5.03 PROGRAMME MANAGEMENT

This section details, in broad terms details, the actions that will be required to ensure successful delivery of the programme in accordance with best practice. A more detailed programme can be found in appendix 9.

The table 5.1 below sets out an indicative timetable for the delivery of the Community and Place projects within an overall programme.

Table 5.1: Summary of key programme milestones

Action	Date
Business Case Approved by Prosperous Communities Committee	9th Feb 2023
Business Case Approval by Corporate Policy and Resources Committee	9th Feb 2023
Project 1.1 Flagship Community Grant Programme	Dec 2022 – March 2025

Project 1.2. Part 1 Support for local place leaders to develop community capacity to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure	April 2023 – March 2025
Project 1.2 Part 2 Welcome Back Fund roll out to next tier (large villages in adopted local plan)	Nov 2022 -
Project 1.3 Part 1 Shop watch	March 2023 – Dec 2023
Project 1.3 Part 2 CCTV Expansion	Feb 2023 – Aug 2023
Project 1.3 Part 3 Street Lighting	Jul 2023 – Oct 2023
Project 1.4 Multi Year Signature Events Programme	Jan 2023 – Mar 2023
Project 1.5 West Lindsey Walking, Cycling and Wayfinding	Jun 2023 – March 2024
Project 1.6 Part 1 Green Space Management and Developing Capacity	Apr 2023
Project 1.6 Part 3 Woodland Management Plans	Jul 2023 – Oct 2023
Deadline for Grant Applications	28th Feb 2025
Programme Closes	31st March 2025

5.04   STAKEHOLDER ENGAGEMENT AND COMMUNICATION

The UKSPF and REPF have been developed in conjunction with key partners and stakeholders. Appendix 10 provides a list of key stakeholders of the whole UKSPF programme and their role or interest in this programme. The Communities and Place programme has specific stakeholders representing a wide range of communities. To support the delivery of this programme a Community & Voluntary Sector Partnership will be established to provide an important forum for sharing information, supporting priority setting and enabling the effective delivery of UKSPF Communities & Place activity across the district. This new partnership would operate in a similar fashion to the existing Employment & Skills Partnership which will provide important input into the UKSPF People & Skills area of work.

The Council will continue to engage with its extensive network of stakeholders and key partners to help shape proposals as the projects develop. To facilitate this the Council has developed a Communications and Stakeholder Strategy (appendix 11). The strategy will include the development of the Council's UKSPF website and directing any enquiries to Communities email inbox. The UK SPF Programme Board will be responsible for the stakeholder management for the programme.

5.05   CHANGE CONTROL

As the projects develop the programme will be monitored and updated by the UKSPF Programme Manager. A robust Change Control mechanism will be instigated in line with the Council's existing procedures. Any change requests will be fully costed and the implications on the programme fully understood. The request will be reviewed at an appropriate level based on the programme governance arrangements agreed with the Programme Sponsor.

5.06   ASSURANCE

This programme will follow the Government's UKSPF guidance: assurance and risk guidance (5).[29]

In accordance with the Cabinet Officer Government Functional Standards[30], the assurance for each DLUHC programme provides three separate and defined levels of assurance, referred to as the three lines of defence.

First Line of Defence
The first line of defence is provided by the lead local authority and is the responsibility of the Chief Finance Officer as they act at an operational management level within the lead local authority in receipt of the funding (via a Section 31 Grant). The Chief Finance Officer is therefore responsible for the delivery of HMG investment, with propriety, regularity, and value for money.

Reporting carried out by lead local authorities to DLUHC will be used to secure evidence of the first line of defence. The Chief Finance Officer will be required to provide written confirmation that they have undertaken all the necessary checks, to ensure that the lead local authority and the programme specific project(s) have in place the processes to ensure proper administration of its financial affairs with regard to the funding programme, and these are in active use. The current timetable for providing information can be found in appendix 12.

Second Line of Defence
The second line of defence is independent of the first line activity and oversee the management of the risk to ensure that the first line has been appropriately constructed and is delivering as intended.

Reflecting the devolved nature of the fund, the second line of defence is the wider Local Government Accountability Framework which scrutinises local authority activity. This sits within Government's commitment to continue to improve wider Local Government transparency and reporting, DLUHC's specific UKSPF performance reporting and departmental intelligence of Local Government.

DLUHC co-ordinates work across Government departments that brings different analysis together on a common basis to understand the overall fiscal position of local authorities, and particular risks and opportunities. This will support and manage any risk emerging in the delivery of the UKSPF.

Local Government audit also plays a vital role in providing local authorities with accurate and reliable financial information to plan and manage their services and finances effectively. Local audit also ensures local authority financial arrangements, including whether value for money is being achieved, are transparent to the taxpayer, and facilitates assurance for the public sector.

Third Line of Defence
The third line of defence should be undertaken by independent audit or an independent body to secure an 'objective opinion on the effectiveness of governance, risk management and internal controls.'[31] This is inclusive of the second and first lines of defence.

In respect of this assurance framework, The Government Internal Audit Agency (GIAA) will provide independent risk-based assurance over the design and operation of controls within the arrangements for the UKSPF – as operated within DLUHC – and if required, other Government departments.

To support this the council have engaged Assurance Lincolnshire to review the governance and reporting arrangements for the Levelling Up Programme. Learning from the LUF audit will be fed into the UKSPF and an early review by Assurance Lincolnshire will be conducted into the governance and assurance framework for the UKSPF will be programmed in for 2023.

The scope and timing of this independent assurance will be discussed and agreed with the DLUHC Audit and Risk Assurance Committee, the Accounting Officer and the respective Senior Responsible Officers (SROs).

5.07   BENEFITS, MONITORING AND EVALUATION
The Council will as a minimum monitor spend, outputs and outcomes against agreed indicators to be submitted to Government to assist programme-level evaluation. Each project will undergo a process evaluation to demonstrate the effectiveness of delivery this process. The UKSPF process will be monitored in tandem with the Levelling Up Round 1 regime.

The Government is developing a full UKSPF Monitoring and Evaluation Strategy (M&E) to understand the impact of the UKSPF. Impact evaluation will be supported by an external evaluation expert.

5.08   KEY MANAGEMENT RISKS
The key management risks and their mitigations are sets out in table 5.2. A full risk register for the UKSPF and REPF programme has been developed and can be found in appendix 3. The Council's

robust, internal governance procedures will be fully applied to ensure that risks and opportunities are properly considered by the Programme Board.

Table 5.2: Key Management Risks

Key Management Risk and Potential Impact	Approach / Risk Treatment
Unable to collect data to baseline and monitor interventions. The Council does not currently collect information to allow the measurement of several outputs and outcomes. The Council will fail to report against the submitted investment plan.	The Council will need to invest into a range of solutions from surveys to purchase of data sets such as footfall. The Council will negotiate with DLUCH to remove or replace output or outcome.
Failure to recruit to key roles leading to lack of resource to deliver projects in a timely manner and meeting the requirements of the submitted Investment Plan.	Several projects require the recruitment of a staff member or the procurement of a third-party organisation. The Council will ensure the opportunity is widely promoted and develop an attractive proposal. Where this is unsuccessful alternative delivery options will be considered.

5.09   CONCLUSION

The Programme has a robust governance and assurance framework that complies with the Cabinet Offices assurance framework. The Programme will be overseen by the WLDC Portfolio Board, with the WLDC Programme Board dealing with the operational oversight and reporting on the UKSPF Investment Plan. Quarterly financial updates will be given to the Corporate Policy and Resources Committee and an annual update to the Prosperous Communities Committee on the progress of the programme.

APPENDIX 1 - THEORY OF CHANGE FOR UKSPF AND REPF

Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a programme or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur.

Reference: What is Theory of Change? - Theory of Change Community

Communities and Place

AREA OF NEED	INTERVENTIONS	INTERVENTION AIMS	KEY OUTCOMES
Low levels of social capital: An index on community, trust and belonging (2019) ranked West Lindsey 292th out of 324. **Social isolation and loneliness:** over 12% of adults in West Lindsey said they felt lonely 'often' or 'always', (national average 7.2%). **Rising crime** in areas across WL, with violence related crimes and anti-social behavior being a particular issue. **Limited accessibility of services:** accessibility of key services by public transport or walking is lower than on average in Lincolnshire. Green Infrastructure Study for Central Lincolnshire (2011) identified significant deficiencies of accessible natural greenspace.	1.1 Flagship Community Grants Programme	1.1 A community grant programme that will support existing community initiatives and activities and align with other community funding programmes	1.1 New and improved community facilities that boost community engagement.
	1.2 Supporting our Town, Village and Neighbourhood Centers	1.2 Develop community capacity to plan for the sustainable management of community spaces, deliver investment & improvements in community infrastructure an boost the look/feel of retail areas.	1.2 Increased number of people using community facilities by improving both the facilities themselves and their perception within the community.
	1.3 Safer Streets West Lindsey	1.3 Widen support for retailers and estates impacted by crime, increase CCTV provision and use and street lighting	1.3 Reduced high street and neighbourhood crime, resulting in improved safety and perception of safety
	1.4 Multi Year Signature Events Programme	1.4. Delivery of planned district wide outreach of arts, cultural and heritage activities and a build a multi year events WL events programme.	1.4 Increased provision, quality, impact, attendance and perception of local events
	1.5 West Lindsey Walking Cycling and Wayfinding improvements	1.5 Support the creation of new foot and cycle paths and grade existing ones.	1.5 Increased use of cycleways and paths.
	1.6 Green space management and community project development	1.6 Employee a Green Space Officer who will develop an approach to green space development and management	1.6 Increased provision, quality, impact, use and perception of green spaces in communities.

Theory of Change – Rural Businesses

Challenges	Interventions	Opportunities	Outputs	Outcomes
Physical isolation and limited accessibility of services		**Community Services:** • Opportunity to address all challenges through a coordinated approach to improve capacity and capability of community organisations. • Support community organisations to increase reach into hard to reach areas without existing provision. • Develop new community facilities in areas currently without them. • Develop capacity and sustainability of existing Council subsidised services and transfer to community ownership for greater sustainability. • Combined transformation capital funding and business support (business plans etc.) for community organisations to build capacity and sustainability. • Investment in green agenda/ energy saving infrastructure projects e.g. solar, heat pumps, new boilers and heating systems, energy saving lights etc. • Investment in new revenue streams for community organisations. Develop new trading or income generating activities to improve sustainability and financial viability. • Reduce the 'post-code lottery' of community provision. **Digital Connectivity:** • Capital investment in digital infrastructure for community organisations and hubs targeted at improving digital inclusion and access to online services.	• **Increased number of organisations receiving grants.** • **Increased number of facilities supported, created, or installed.** • **Increased number of local events or activities supported.** *Community Services:* • *New and improved community facilities that boost community engagement.* • *Increased provision, quality, impact, attendance and perception of local events.* • *Improved community capacity to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure and boost the look/feel of areas.* *Digital Connectivity:* • *Increased number of people using online services.* • *Increased use of community hubs and facilities.*	• Increased perception of facilities and amenities. • Improved engagement numbers. • *Improved accessibility of services including introducing services in new areas.* • *Improved social capital.* • *Improved capacity/ financial sustainability of organisations providing community hub functions.* • *Increased engagement in community events and activities.* • *Increased number of volunteering, education, employment, and training opportunities.* • *Increased opportunities for young people.* • *Reduced levels of crime.* • *Reduced levels of isolation.* • *Improved sustainability of services and strengthening of local supply chains.*
Social isolation and loneliness				
Growing and ageing population	• **Intervention 2.1: capital grant funding for investment and support for digital infrastructure for local communities' facilities.** • **Intervention 2.8: capital grant funding for impactful volunteering and social action projects to develop social and human capital in local places.**			
Sustainability of community hubs	*Links to UKSPF Investment Plan:* *Project 1.1. Flagship Community Grant Programme. E11: Investment in capacity building and infrastructure support for local civil society and community groups.*			
Broadband and connectivity/ digital isolation				
Access to cultural activities				
Young people – barriers to accessing activities				

APPENDIX 2 – SUMMARY OF PROJECT CHANGES

This document summaries changes to projects from the submitted UKSPF investment plan. Projects may have been changed for several reasons namely:

- Changes in scope as the project is refined
- Availability of funding i.e. REPF and match funding
- Changes in spend profile to enable delivery of projects
- Changes to output and outcome figures with the inclusion of REPF
- Changes to output and outcome figures following the publication of government guidance

Each project is considered against the criteria above and a summary of any changes shown.

1.1 Flagship Community Grant Programme

Scope
The scope of the project has expanded to included £477,490 of REPF captial funding to provide grants to rural communities experiencing challenges in:

- Physical isolocation and limited accessibility of services
- Social isolation and loneliness
- Growing and ageing population
- Sustainability of community hubs
- Broadband and connectivity / digital isolation
- Access to cultural activities
- Young people - barriers to accessing activities

Finance

The total funding available for this project has increased (c. £550k) for several reasons:

- REPF funding allocated to support grants to support digital infrastructure (£40k)
- REPF funding allocated to Community Facilities Fund grant awards (£438k)
- Agreement of WLDC to include funding from the Councillors' Initiative Fund as additional match funding (£72k)

Original Allocation

	2022	2023	2024	Grand Total
Match - Revenue	258,000	0	0	258,000
REPF - Capital	0	0	0	0
UKSPF - Capital	25,000	25,000	175,000	225,000
UKSPF - Revenue	25,000	25,000	250,000	300,000
Grand Total	308,000	50,000	425,000	783,000

Revised Allocation

	2022	2023	2024	Grand Total
Match - Revenue	258,000	36,000	36,000	330,000
REPF - Capital	0	238,745	238,745	477,490
UKSPF - Capital	0	112,500	112,500	225,000
UKSPF - Revenue	15,000	142,500	142,500	300,000
Grand Total	273,000	529,745	529,745	1,332,490

Change

	2022	2023	2024	Grand Total
Match - Revenue	0	36,000	36,000	72,000
REPF - Capital	0	238,745	238,745	477,490
UKSPF - Capital	(25,000)	87,500	(62,500)	0
UKSPF - Revenue	(10,000)	117,500	(107,500)	0
Grand Total	**(35,000)**	**479,745**	**104,745**	**549,490**

Outputs and Outcomes

There are no changes to the outputs and outcomes related to the submitted UKSPF. There are additional REPF outputs and outcomes summarised below:

Output Description	Outputs
New REPF: Number of organisations receiving grants (numerical value)	40
New REPF: Number of facilities supported/created (numerical value)	20
New REPF: Number of local events or activities supported	8

Outcome description	Outcomes
New REPF: Increased perception of facilities and amenities %	30

1.2 Supporting our Town, Village and Neighbourhood Centres

Scope

The scope of the project has refined as follows:

Part 1: Clarification on delivery mechanism to support local place leaders to develop community capacity will be through grant funding to organisations.

Part 2: Welcome Back Fund roll out to the next tier has been refined. Middle Rasen has been removed from potential locations as it is not classed as a neighbourhood or commercial centre.

Finance

This project's budget has remainded the same but has been reprofiled. For efficiency the three aspects of the overall project are now intended to be constrained within singles years – the capital grants for improvements to community centres are all intended to take place in 2023, whereas the capacity for community support will be deferred to 2024. This takes account of the later than originally planned award notification for UKSPF.

Original Allocation

	2022	2023	2024	Grand Total
UKSPF - Capital	20,000	20,000	20,000	60,000
UKSPF - Revenue	30,000	40,000	60,000	130,000
Grand Total	50,000	60,000	80,000	190,000

Revised Allocation

	2022	2023	2024	Grand Total
UKSPF - Capital	0	60,000	0	60,000
UKSPF - Revenue	0	30,000	100,000	130,000
Grand Total	0	90,000	100,000	190,000

Change

	2022	2023	2024	Grand Total
UKSPF - Capital	(20,000)	40,000	(20,000)	0
UKSPF - Revenue	(30,000)	(10,000)	40,000	0
Grand Total	(50,000)	30,000	20,000	0

Outputs and Outcomes

There are several changes to the outputs and outcomes related to the submitted UKSPF. Those outputs and outcomes that are reduced or removed are shown below:

Output Description	Outputs	Revised Outputs	Comments on Outputs
Number of organisations receiving grants (numerical value)	12	8	Part 2 - revised based on only 8 identified areas
Number of neighbourhood improvements undertaken (numerical value)	12	8	Part 2 - revised based on only 8 identified areas
Number of facilities supported/created (numerical value)	12	0	Removed as it duplicates other measures.
Number of local events or activities supported (numerical value)	20	16	Part 2 - revised based on 2 events per area

Outcome description	Outcomes	Revised Outcomes	Comments
Improved perception of facilities/amenities (% increase)	85	80	Part 2 - Revised to realistic target
Increased users of facilities/amenities (% increase)	30	0	Unable to create a measure for this outcome on village public realm areas and no baseline exists
Improved perception of facility/infrastructure project (% increase)	85	80	Part 1 - Revised to realistic target

Scope Change

Part 3 Expansion of CCTV provision and monitoring. The project has been refined and sees a reduction in potential locations for CCTV cameras.

Finance

The main financial changes from the original submission is a result of a refinement of the particular elements of this project. The key changes to the profiling are:

- Clarification that the CCTV equipment required can be treated as capital expenditure
- The WLDC mach funding to support the pilot for 24/7 for CCTV monitoring has been allocated in full for 2023/4 (rather than split between 2023/4 and 2024/5) - this can be deferred as necessary to support UKSPF expenditure as necessary
- Confirmation that the Shop Watch radio system can be procured in 2022/3 (rather than 2023/4 as originally planned)

Original Allocation

	2022	2023	2024	Grand Total
Match - Revenue	0	46,557	33,255	79,812
UKSPF - Capital	0	12,500	12,500	25,000
UKSPF - Revenue	0	46,557	99,813	146,370
Grand Total	0	105,614	145,568	251,182

Revised Allocation

	2022	2023	2024	Grand Total
Match - Revenue	0	80,000	0	80,000
UKSPF - Capital	10,000	74,370	0	84,370
UKSPF - Revenue	0	7,000	80,000	87,000
Grand Total	10,000	161,370	80,000	251,370

Change

	2022	2023	2024	Grand Total
Match - Revenue	0	33,443	(33,255)	188
UKSPF - Capital	10,000	61,870	(12,500)	59,370
UKSPF - Revenue	0	(39,557)	(19,813)	(59,370)
Grand Total	10,000	55,756	(65,568)	188

Outputs and Outcomes

There are two changes to the outcomes related to the submitted UKSPF. There are no changes to the outputs. Those outcomes that are removed are shown below:

Outcome description	Outcomes	Revised Outcomes	Comments
Increased footfall (% increase)	40	0	This outcome is not applicable against this project. It is not possible to identify the impact of this intervention on a standalone basis
Increased use of cycleways or paths (% increase)	20	0	This outcome is not applicable against this project. It is not possible to identify the impact of this intervention on a standalone basis

1.4 Multi Year Signature Events Programme

Scope Change

There is no change in the project scope.

Finance

This project has a reduction of £60,500 in the match funding available – this was originally intended to be WLDC community arts budgets, but rather than co-fund projects they have been used to sustain existing sucessful events such as the pantomime. This clear split will help to demonstrate the value added from the new funding available. Furthermore, the later than expected notification of award of UKSPF has lead to some 2022/3 expenditure being deferred to later years.

Original Allocation

Sum of Org. Target	2022	2023	2024	Grand Total
Match - Revenue	30,000	30,000	30,000	90,000
UKSPF - Capital	31,464	0	0	31,464
UKSPF - Revenue	50,000	50,000	103,286	203,286
Grand Total	111,464	80,000	133,286	324,750

Revised Allocation

	2022	2023	2024	Grand Total
Match - Revenue	25,900	0	0	25,900
UKSPF - Capital	31,464	0	0	31,464
UKSPF - Revenue	20,500	75,000	107,786	203,286
Grand Total	77,864	75,000	107,786	260,650

Change

	2022	2023	2024	Grand Total
Match - Revenue	(4,100)	(30,000)	(30,000)	(64,100)
UKSPF - Capital	0	0	0	0
UKSPF - Revenue	(29,500)	25,000	4,500	0
Grand Total	**(33,600)**	**(5,000)**	**(25,500)**	**(64,100)**

Outputs and Outcomes

There are several changes to the outcomes related to the submitted UKSPF. There are no changes to the outputs Those outcomes that are removed or reduced are shown below:

Outcome description	Outcomes	Revised Outcomes	Comments
Jobs created (numerical value)	2	1	Reason?
Increased footfall (% increase)	15	0	Reason?
Increased visitor numbers (% increase)	10	0	Reason?
Improved perception of facilities/amenities (% increase)	85	0	Reason?

1.5 West Lindsey Walking, Cycling and Wayfinding

Scope Change

There is no change in the project scope.

Finance

Although the overall expenditure remains as the original submission, the deferral of 2022/3 expenditure into later years was needed due to delays in finalisation of the UKSPF award.

Original Allocation

	2022	2023	2024	Grand Total
UKSPF - Revenue	20,000	20,000	20,000	60,000
Grand Total	**20,000**	**20,000**	**20,000**	**60,000**

Revised Allocation

	2022	2023	2024	Grand Total
UKSPF - Revenue	0	20,000	40,000	60,000
Grand Total	**0**	**20,000**	**40,000**	**60,000**

Change

	2022	2023	2024	Grand Total
UKSPF - Revenue	(20,000)	0	20,000	0
Grand Total	**(20,000)**	**0**	**20,000**	**0**

Outputs and Outcomes

There are no changes to the outputs and outcomes related to the submitted UKSPF.

1.6 Green Space Management and Community Project Development

Scope

The scope of the project has been refined and expanded as follows:

Part1: Further refined to included appointment of Green Spaces Officer.

Part 2: Further refined to use the Conservation Volunteers to deliver grant scheme.

Part 3 Woodland Managment plans added to scope of work.

Finance

This project's overall budget increased from £137,600 to £197,600 due to an increase in match funding of £60,000 from the Conservation Volunteers. Additionally expenditure originally intended to take place in 2022/3 has been reprofiled into later years due to the later than anticipated confirmation of UKSPF award.

Original Allocation

	2022	2023	2024	Grand Total
Match - Revenue	13,150	23,100	10,050	46,300
UKSPF - Capital	0	0	45,000	45,000
UKSPF - Revenue	13,150	23,100	10,050	46,300
Grand Total	**26,300**	**46,200**	**65,100**	**137,600**

Revised Allocation

	2022	2023	2024	Grand Total
Match - Revenue	0	53,150	53,150	106,300
UKSPF - Capital	0	0	0	0
UKSPF - Revenue	0	48,819	42,481	91,300
Grand Total	**0**	**101,969**	**95,631**	**197,600**

Change

	2022	2023	2024	Grand Total
Match - Revenue	(13,150)	30,050	43,100	60,000
UKSPF - Capital	0	0	(45,000)	(45,000)
UKSPF - Revenue	(13,150)	25,719	32,431	45,000
Grand Total	**(26,300)**	**55,769**	**30,531**	**60,000**

Outputs and Outcomes

There has been an increase in one output related to amount of green or blue space created or improved. There are two outcomes removed related to the submitted UKSPF these are shown below:

Output Description	Outputs	Revised Outputs
Amount of green or blue space created or improved (m2)	40	200

Outcome description	Outcomes	Revised Outcomes	Comments
Increased users of facilities/amenities (% increase)	15	0	Unable to baseline
Increased use of cycleways or paths (% increase)	11	0	Unable to baseline

APPENDIX 3 – PROGRAMME RISK REGISTER

Insert Text Here

APPENDIX 4 – BENEFIT CALCULATIONS

Purpose

This appendix sets out the inputs used to derive the benefits presented in the Economic Case for the project.

Additionality Guide

All benefits were assessed to determine if and how much of these would have been achieved if the project did not go ahead. This follows the principals of the Additionality Guide and ensures that naturally occurring increases are removed before considering the benefits for this project. The formula used is as follows:

$$AI = [GI \times (1-L) \times (1-Dp) \times (1-S) \times M] - [GI^* \times (1-L^*) \times (1-Dp^*) \times (1-S^*) \times M^*]$$

Where:

AI = Net additional impact
GI = Gross impact
L = Leakage
Dp = Displacement
S = Substitution
M = Multiplier

* denotes reference case and hence deadweight

- Net additional impact – the final value of the benefit after the calculation
- Gross impact – the total benefit, the starting point before adjustments for this formula
- Leakage – benefits going to people outside the target area (e.g. health benefits from people coming from overseas participating in leisure activities generated by a scheme)
- Displacement – benefits lost because individuals swap from another activity which would also have provided similar benefits (e.g. when a job created is taken by someone already in full time employment and their previous role is not re-filled)
- Substitution – benefits lost because companies change their decisions because of the scheme (e.g. they don't repair a building themselves, because they can get a grant to support it)
- Economic Multiplier – the wider supply chain and regional impact of the benefit (e.g. construction work having a beneficial impact on the local supply chain)
- Deadweight – what would happen even if the project didn't go ahead (e.g. general rises in commercial or house prices) – this formula is often simplified to be a percentage of the overall benefits where a reference case is not directly calculated

The values for each of these components were considered on a benefit-by-benefit basis. The following table sets out the values used for each, per benefit.

Additionality Components per Quantified Benefit

Area / Measure	Value	Justification
Gross Value Added – Capital Expenditure		
Leakage	10%	Low leakage – the benefits will be focussed primarily within the region; procurement will emphasise desire for local supply chains
Displacement	25%	Some displacement – significant expenditure within UKSPF may mean other projects cannot proceed at same time due to a lack of local resources / capacity
Substitution	0%	No substitution, the nature of the high percentage of grant of overall costs demonstrates that projects supported would not otherwise proceed
Multiplier	2.7	HCA 2014 Additionality Guide research showed an average 2.7 multiplier for construction schemes (table 4.11) – this is appropriate as the input is only the capital elements of expenditure
Deadweight	28%	In line with City Challenge Regeneration schemes average (Table 3.3 of Additionality Guide)
Gross Value Added – Council Jobs Created		
Leakage	10%	Low leakage – people employed are likely to reside in the region
Displacement	25%	Some displacement – people recruited may leave from other posts within the region, however this is mitigated by those posts likely be re-advertised and filled
Substitution	0%	No substitution – the Council would not have the budget to recruit to these posts without the UKSPF being available
Multiplier	1	No wider benefit considered as the Gross Value Added element already considers the impact the employment has on the wider economy
Deadweight	0%	No deadweight – no benefits from recruitment would happen without this investment, as the Council would not have the funding to pursue these opportunities
Gross Value Added – Jobs Sustained		
Leakage	10%	Low leakage – people employed / retained through the grant funding made available are likely to reside in the region
Displacement	10%	Low displacement – people recruited / retained may leave from other posts or applied and fill other vacancies within the region, however this is mitigated by those posts likely be re-advertised and filled

Substitution	25%	Some substitution – some investment in areas receiving grant may have been funded directly by grant receiving organisations. This is mitigated by those organisations having that funding available for other uses.
Multiplier	1	No wider benefit considered as the Gross Value Added element already considers the impact the employment has on the wider economy
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Volunteers		
Leakage	10%	Low leakage – the vast majority of the volunteers and benefits from volunteering will remain within the region
Displacement	25%	Some displacement – some volunteers may choose to volunteer for events or other supported activities rather than volunteer elsewhere
Substitution	0%	No substitution – without volunteer support at the events, they would not happen – the involvement does not diminish the number of paid staff required
Multiplier	1	The wider impact of volunteering is intended to be captured in the composite rate used by the Heritage Lottery Fund
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Procurements – Social Value		
Leakage	0%	No leakage – the Social Value requirements require the impact to be local
Displacement	10%	Low displacement – a small element of displacement may take place e.g. an apprenticeship taken up may displace other employment or training likely to lead to a benefit, but this is not felt to be likely or significant
Substitution	10%	Low substitution - some investment in Social Value may have been undertaken by organisations even if not contractually mandated
Multiplier	1	A lack of evidence prevents a larger multiplier from being used; however it is likely that use of local suppliers is likely to lead to greater use of other supplier within the supply chain.
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Additional walking / cycling health benefits		
Leakage	10%	Low leakage – it is very likely that the health benefits from additional walking and cycling will be by local residents –

		however there may be a small proportion of this additional exercise being undertaken by tourists from outside the region
Displacement	10%	Low displacement – the figures estimated in the calculation is intended to be the net additional impact; this should already account for people using areas receiving improvements being offset by less walking / cycling elsewhere – a small displacement factor is contained for prudence
Substitution	0%	No substitution – the funding is not available within the Council to carry out the feasibility and development work for areas for walking / cycling improvements without the funding from this programme
Multiplier	1	The use of the value of a Statistical Life Year is intended to consider the wider benefits of increased life expectancy
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Health and Wellbeing benefit of people attending training sessions		
Leakage	10%	Low leakage – the vast majority of people attending training sessions will be from the region
Displacement	25%	Some displacement – some people may choose to attend training funded through this programme rather than undertake training elsewhere
Substitution	0%	No substitution – the programme is being developed in combination with stakeholders to avoid overlap
Multiplier	1	The research findings that calculated a benefit value for wellbeing included elements that may otherwise be factored into the multiplier
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Carbon Savings		
Leakage	0%	No leakage – the impact of CO2 is felt throughout the world regardless of the release point
Displacement	0%	No displacement – there is no reduction in any other CO2 reduction initiatives individuals will take due to the planting of trees and walking / cycling CO2 reductions
Substitution	0%	No substitution – no other CO2 reduction measures will be reduced by companies as a result of this programme
Multiplier	1	The price charged per tonne is meant to capture the wider impact of CO2 released – however many studies put the true cost anywhere up to 3-4 times the value used here

Deadweight	0%	No deadweight – none of the benefits for CO_2 saving would be achieved without this programme of works
Health & Wellbeing benefits from cultural engagement		
Leakage	10%	Low leakage – majority of people attending the events will be from within the region
Displacement	50%	Significant displacement – it is expected that many attendees would attend alternative cultural events if the funded events did not go ahead
Substitution	0%	No substitution – these events are in addition to other events put on by the Council, without this additional funding there would not be the budget to support
Multiplier	1	The research used calculated the wider benefits of cultural engagement – therefore all multiplier effects are contained within the calculated benefit per person
Deadweight	50%	Significant deadweight – many people will attend other cultural events in addition to those funded by this programme, so there is likely to be a dilution of benefits
Crime Reduction		
Leakage	10%	Low leakage – the majority of the benefit of reduced crime will be felt within the region – there may be a small benefit to tourists from outside the region
Displacement	25%	Some displacement – the addition of CCTV and better lighting may lead to some crime being displaced to areas not in receipt of the improvements
Substitution	10%	Low substitution – the need for a small level of investment in additional lighting and security measures by local businesses may be offset by this programme
Multiplier	1	The figures used in this calculation contain the wider benefits (such as time saved on prevention activities)
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)

The overall adjustment from considering additionality can be calculated by multiplying the impact of each component together (the impact is 100% less the value for each element other than the multiplier). So, for example the overall impact for Crime Reduction would be:

(100%-10%) * (100%-25%) * (100%-10%) *   1.0   * (100%-24%) = 46.2%
Leakage   Displacement Substitution Multiplier   Deadweight   TOTAL

This may result in an overall reduction from the gross benefit to the adjusted benefit (if the impact of the multiplier factor is lower than the other factors) or an increase (if the converse is true)

Overall additionality guide adjustment impact (percentage)

Benefit	Leakage	Displacement	Substitution	Multiplier	Deadweight	Overall ADJ
Gross Value Added – Capital Expenditure	10%	25%	0%	2.7	28%	131.2%
Gross Value Added – Council Jobs Created	10%	25%	0%	1	0%	67.5%
Gross Value Added – Jobs Sustained	10%	10%	25%	1	24%	46.2%
Volunteers	10%	25%	0%	1	24%	51.3%
Procurements – Social Value	0%	25%	25%	1	24%	42.8%
Additional walking / cycling health benefits	10%	10%	0%	1	24%	61.6%
Health and Wellbeing benefit of people attending training sessions	10%	25%	0%	1	24%	51.3%
Carbon Savings	0%	0%	0%	1	0%	100%
Health & Wellbeing benefits from cultural engagement	10%	50%	0%	1	50%	22.5%
Crime Reduction	10%	25%	10%	1	24%	46.2%

The additionality adjusted benefit can be calculated by taking the gross benefit, then multiplying by the overall adjustment figure calculated above. The table below shows the additionality adjusted benefit figure for each quantified benefit.

Impact of Additionality Guide adjustments to quantified benefits

Quantified Benefit	Gross Benefit (£m)	Change due to Additionality (£m)	Additionality Adjusted Benefit (£m)
Gross Value Added – Capital Expenditure	0.292	0.091	0.383
Gross Value Added – Council Jobs Created	0.593	(0.193)	0.400
Gross Value Added – Jobs Sustained	2.469	(1.329)	1.140
Volunteers	0.125	(0.061)	0.064
Procurements – Social Value	0.098	(0.056)	0.042
Additional walking / cycling health benefits	0.019	(0.007)	0.011
Health and Wellbeing benefit of people attending training sessions	0.278	(0.136)	0.143
Carbon Savings	0.012	0.000	0.012
Health & Wellbeing benefits from cultural engagement	19.984	(15.488)	4.496
Crime Reduction	3.206	(0.091)	1.480
TOTAL	**27.077**	**8.173**	**8.173**

APPENDIX 5 – DWF LAW ADVICEON SUBSIDY CONTROL

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APPENDIX 6 – GOVERNANCE DIAGRAM

Governance and Audit Committee

Assurance function via Assurance Lincolnshire

Corporate Policy and Resources Committee
Responsible for, amongst other functions, formulating the Policy Framework, the budget, and the Council's objectives and priorities.

Prosperous Communities Committee
Responsible for regeneration, housing and planning strategies which together form the council's approach to place shaping
The committee is the focus for forming partnerships with other local public, private, voluntary and community sector organisations to address local needs

Portfolio Board (bi-monthly)
Oversees key programmes of work and to ensure effective management of change;
Managing the councils' key assets-delivery projects and built estate to deliver WLDC's growth aspirations

WLDC Management Team meetings (when required)
Resourcing and oversight

Strategic accountability

Project Sponsor - SGS

UK Shared Prosperity Fund Programme Board (bi monthly)
Oversee UKSPF programme - progress, co-ordination, risks, issues.
Monitoring, assurance and reporting. Escalating risks and issues by exception

Delegation and operational oversight

Land Property and Growth Programme Board

Homes and Communities Programme Board

Communities and Place

Supporting Local Businesses

People and Skills

1.1 Flagship Community Grants Programme

1.4 Multi year signature events programme

2.1 Flagship West Lindsey business support programme

2.4 Supporting West Lindsey markets and retail centres

3.1 Local skills programme

1.2 Supporting our town, village and neighbourhood centres

1.5 West Lindsey walking, cycling and wayfinding improvements

2.2 Maximising the visitor offer

3.2 skills for the future

1.3 Safer streets West Lindsey

1.6 Green space management and community project development

2.3 Growing innovation

UK SPF programmes resources and Change Management Team & support services (Planning, Legal, Finance, Procurement etc.)

Stakeholder input

Gainsborough Place Board

Employment and Skills Board

Federation of Small Businesses

To be established Community and Voluntary Sector Partnership

APPENDIX 7 – RESOURCE PLAN

Programme Resource Plan				
A capacity and capability assessment has been undertaken at a programme and 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 indentified.				
Role	**Role Status**	**FTE**	**Key responsibilities**	**Seniority**
Overall programme delivery and oversight				
Programme Sponsor (Director of Planning, Regeneration, and Communities)	Existing role	1 FTE Part time SPF role	▼ Overall Programme oversight ▼ Key stakeholder engagement ▼ Managing intervention interdependencies	Senior Officer
Programme Manager	New role funded from 4% admin pot	1 FTE	▼ Development/maintenance of Project Initiation Document and other project documents (risk logs, comms strategy etc.). ▼ Support with Programme delivery, stakeholder engagement and communication, monitoring and evaluation ▼ Reporting to the Programme Sponsor	11/12
Data lead	Existing role	1 FTE Part time SPF role	▼ Data collection and analysis to support monitoring and evaluation ▼ Reporting on outputs and outcomes	12
Individual project delivery and oversight				
▼ **Economic Growth Team Manager** ▼ **Enterprising Communities Manager**	Existing roles	11 FTEs Part time SPF roles	▼ Responsibilities for designing and implementing individual projects	7-13

|				
▼ **Commercial Development Manager** ▼ **Economic Growth Team Leader** ▼ **Senior Project Officer: Employment & Skills** ▼ **Vistor Economy Officer** ▼ **Economic Growth Specialist** ▼ **Community Engagement Officer** ▼ **Senior Community Action Officer** ▼ **Economic Growth Officer** ▼ **Major Projects Officer**			that fall within their remit ▼ Coordination of stakeholders and delivery partners ▼ Collaboration with the Programme Manager to identify and manage delivery risks	
Retail areas programme and support officer (Project 1.4. Multi Year Signature Events Programme)	New role Match funded	1 FTE	▼ Supporting market towns and retail centers activities programme	6
Green Spaces Officer (Project 1.6. Part 1 Green Space Management and Developing Capacity)	New role Match funded	1 FTE	▼ Developing our approach to Green Space Management and community project development ▼ Supporting community groups	Band 9c
Cultural Events and Marketing Officer (Project 2.4 Supporting our markets and retail centres)	Current Role Match Funding	1FTE	▼ Deliver publicity campaigns and events supporting footfall generation.	8
Town Centre Manager (Project 2.4 Supporting our markets and retail centres)	New role Match Funding	1FTE	▼ Provide retail support, advice and guidance to market traders and retailers.	TBC

APPENDIX 8 – TERMS OF REFERENCE PROGRAMME BOARD

The UKSPF Programme Board has accountability for and responsibility of setting and managing strategic direction (as informed by Portfolio Board/Management Team/Funders), providing oversight of the programme and associated projects, and working closely with both Land Property and Growth Board and Homes and Communities Board (where required) Portfolio Board, Management Team, and member Committees to ensure good governance.

The UKSPF Programme Board strives to achieve the following:

1. Delivery of Investment Plan programme and associated projects to support and ensure programme outputs and outcomes are delivered by 31st March 2025.
2. Approving project and resource expenditure/escalating as appropriate.
3. Provides a forum for more detailed discussion around projects, escalating to Portfolio Board where necessary.
4. Acts as a sounding board for new ideas, identification of new projects, provides a space for grants/funding bids to be discussed, and for work to be synergised and linked where appropriate.

The UKPSF Programme Board is embedded within the Council's programme management and governance structure as at out below.
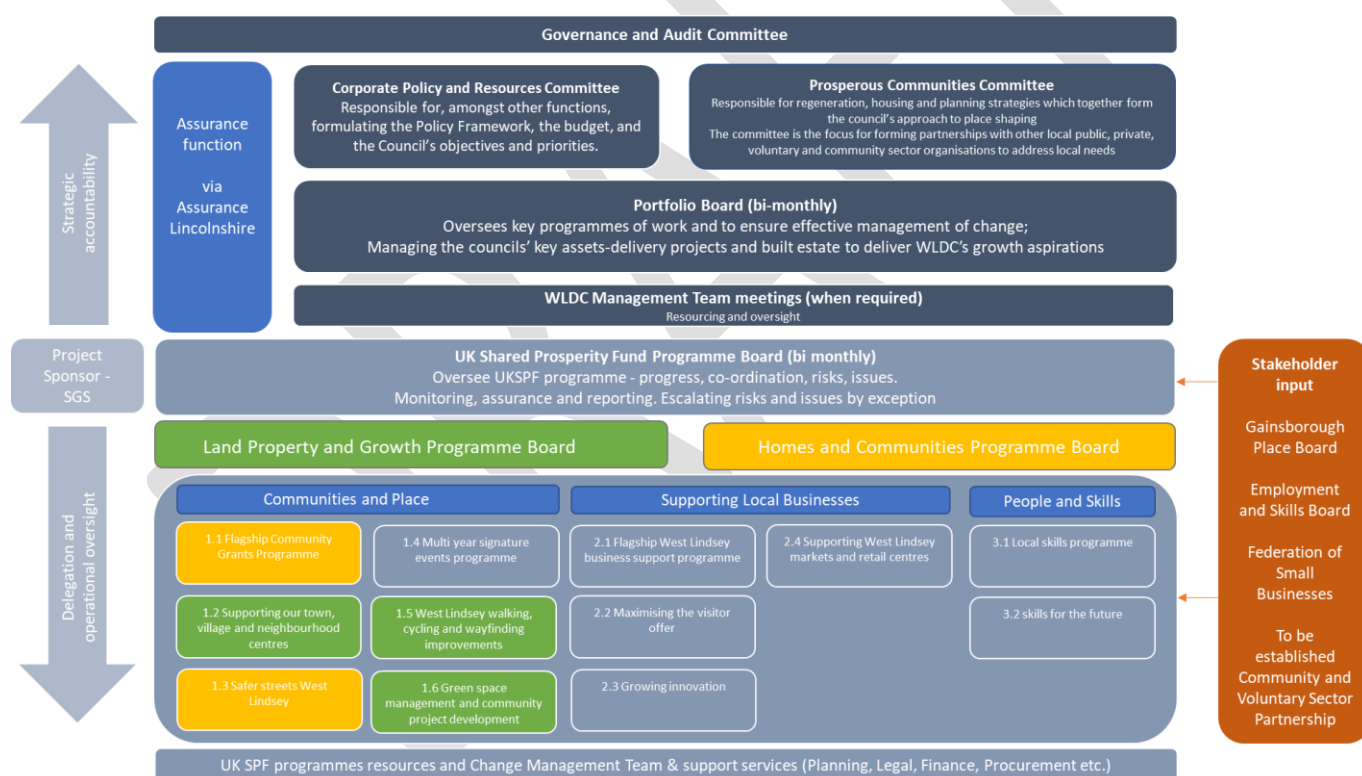
Each of the 12 interventions will have an appropriate project / working group responsible for delivery through a Project Delivery Plan. Where appropriate the project / working group will feed into Land Property and Growth / Homes and Communities Board for oversight and assurance. Some interventions will feed directly into the UKSPF Programme Board.

Risk Management

- The Programmes risk register is to be reviewed by the Programme Board on a six-monthly basis in accordance with the Council's Quality Assurance Strategy. Visibility of mitigating actions will be made

visible in bi-monthly Programme Update reports with oversight of actions due in the previous month and those due in the following month.

- The project working groups will be responsible for intervention level risk management and report to the board by exception.

Stakeholders

- The UK SPF Programme Board is responsible for Stakeholder Management for the programme.
- The Stakeholder Register will be reviewed at each Board meeting.
- Project working groups will be responsible for the day to day management of stakeholders ensuring that engaging with appropriate stakeholders for each intervention is in place.

Internal Health Checks

The Performance and Programme team will undertake internal health checks on the programme every six months. These health checks will focus on programme information, and programme minutes to ensure compliance with the Quality Management Strategy. Feedback will be given to the Programme Board on the outcome of the check and the schedule of them will be identified within the Quality Management Plan.

Membership of the Board and Roles

- **Director - Planning, Regeneration & Communities (Chair):** Programme Sponsor accountable for the overall success of the programme
- **Programme Manager: UK Shared Prosperity Fund** Programme Lead responsible for the day-to-day management of the programme and programme team
- **Enterprising Communities Manager:** Project Lead responsible for the day-to-day management and delivery of Communities and Place business case
- **Economic Growth Team Manager:** Project Lead responsible for the day-to-day management and delivery of the Supporting Local Businesses business case
- **Senior Project and Growth Officer: Employment and Skills:** Project Lead responsible for the day-to-day management and delivery of the People and Skills business case
- **Change and Projects Officer:** Subject matter expert of project management, project governance and quality assurance
- **Communications Manager/Senior Communications Officer**: Subject matter expert supporting the Comms element of the programme
- **Finance Business Partner:** Financial oversight of programme, management of project finances
- **Contract Manager:** Responsibility for management of programme and project related contracts
- **Economic Development Team Leader:** Subject matter expert in Growth and Heritage projects
- **Team Manager Property and Assets:** provision of expert advice on WLDC property related matters
- **Democratic Services and Elections Team Manager:** subject matter expert on Member Support, Engagement and Committee processes
- **Commercial Development Manager:** Chair of cultural working group, linking project dependencies and providing expertise on commercial matters
- **Director Corporate Services** responsibility for programme finances and sign off on reporting back to government
- **Major Projects Officer:** responsible for providing specific updates on and delivering key projects that support the wider programme delivery/dependent projects

Board Responsibilities

The Programme Sponsor will:

- be ultimately responsible for the delivery of the UK Shared Prosperity Fund Investment Plan

- ensure the Investment Plan remains focused on achieving its objectives

The Programme Lead(s) will:

- track progress and monitor the delivery plan for the programme and associated projects

- ensure that the required resources are available

- resolve any conflicts escalated by the project delivery teams

- be responsible for the communication plan

The Programme Board will:

- be accountable to the Portfolio Board for the delivery of the programme, within the specified time and resource boundaries
- review papers, attend meetings and complete assigned actions
- monitor the progress of the overall programme and associated projects
- manage any risks assigned to individual board members
- monitor the risk log for the programme and agree mitigation
- raise and resolve issues
- authorise financial commitments within the existing financial procedures
- monitor project benefits
- escalate any conflicts with other corporate programmes to the Sponsor
- facilitate change and champion the programme to internal/external stakeholders

Meetings

- The Programme Board meeting is to be chaired by the Director - Planning, Regeneration & Communities.
- Meetings will be arranged to meet bi-monthly. Special meetings may be called at any time at the discretion of the Chair.
- Agenda and papers will be circulated at least one calendar week prior to the meeting by the board administrator.
- Reports on progress will be submitted to the Portfolio Board and relevant committee meetings, as well as monthly progress meetings with BEIS, and quarterly reporting to Government.

Review

- The board's Terms of Reference will be reviewed on an annual basis, or as required.

APPENDIX 9 – PROGRAMME PLAN

Programme name:	UKSPF Community and Place			
Task ID		**Owner**	**Start date**	**End Date**
Work Steam 1: WLDC/Government Approvals				
1.01	Approval of REPF programme by Prosperous Communities Committee and Corporate Policy and Resources Committee	SGS	24/11/2022	24/11/2022
1.02	Government issue Grant determination letter for UKSPF and REPF Investment Plan	SGS	01/01/2023	31/01/2023
1.03	Business Case Approved by Prosperous Communities Committee	SGS	09/02/2023	09/02/2023
1.04	Business Case Approval by Corporate Policy and Resources Committee	SGS	09/02/2023	09/02/2023
1.05	Updates to Programme and Portfolio Board	SGS	11/04/2023	
1.06	Updates to Policy and Resources Committee	SGS		
1.07				
1.08				
Work Stream 2: Project 1.1 Flagship Community Grant Programme				
2.1	Establish initial funding programme pathways	Grant White	Dec-22	Dec-22
2.2	Create guidance notes and terms & conditions	Claire Morris	Jan-23	Jan-23
2.3	Create application process and forms	Claire Morris	Jan-23	Jan-23
2.4	Update grant funding agreements	Grant White	Jan-23	Feb-23
2.5	Create comms plans	Claire Morris	Jan-23	Feb-23
2.6	Monitoring & Evaluation framework	Claire Morris	Jan-23	Mar-23
2.7	Initiate Communities Board meetings	Grant White	Mar-23	Mar-23
2.8	Grants Panel preparation & training	Claire Morris	Feb-23	Mar-23
2.9	Purchase marketing materials	Claire Stockdale	Feb-23	May-23
2.10	Launch funding programme	Grant White	Feb-23	Mar-23
2.11	Launch event	Claire Morris	Mar-23	Jun-23
2.12	Awareness events	Claire Morris	Apr-23	Dec-24
2.13	Comms	Claire Morris	Feb-23	Dec-24
2.14	Delivery of funding programme	Grant White	Feb-23	Mar-25
2.15	Monitoring and evaluation	Claire Morris	Feb-23	Mar-25
Work Stream 3: Project 1.2 Supporting our Town, Village and Neighbourhood Centres				
Work Package 3.1: Project 1.2. Part 1 Support for local place leaders to develop community capacity to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure				
3.1	Develop Scheme Guidance	Grant White	Apr-23	Apr-23
3.2	Obtain approval for scheme guidance	Grant White	Apr-23	Apr-23
3.3	Create application form	Grant White	Apr-23	Apr-23
3.4	Draft grant agreement	Grant White	Apr-23	Apr-23
3.5	Initial contact with selected areas	Grant White	May-23	May-23
3.6	Circulate application form	Grant White	May-23	May-23
3.7	Review applications / issue offer letters / grant agreements	Grant White	May-23	Sep-24
3.8	Locations commence with procureing / delivery	Grant White	Jun-23	Mar-25

Work Package 3.2: Project 1.2 Part 2 Welcome Back Fund roll out to next tier (large villages in adopted local plan)					
3.9	Develop Scheme Guidance	WO/ CH	22-Nov	22-Dec
3.10	Obtain approval for scheme guidance	WO/ CH	23-Jan	23-Jan
3.11	Create application form	WO/ CH	23-Jan	23-Jan
3.12	Draft grant agreement	WO/ CH	23-Jan	23-Jan
3.13	Initial contact with selected areas	WO/ CH	23-Mar	23-Mar
3.14	Circulate application form	WO/ CH	23-Apr	23-Apr
3.15	Review applications / issue offer letters / grant agreements	WO/ CH	23-Jul	23-Jul
3.16	Locations commence with procureing / delivery	WO/ CH	23-Aug	23-Aug
3.17	Submit claim for final payment	WO/ CH	24-Feb	24-Feb
3.17	Process payment/ review evidence etc.	WO/ CH	24-Mar	24-Mar
Work Stream 4: Project 1.3 Safer Streets West Lindsey					
Work Package 4.3: Project 1.3 Part 1 Shop watch					
4.1	Purchase new radio equipment	Grant White	Mar-23	Mar-23
4.2	Identify interest and launch new schemes if appropriate	Grant White	Sep-23	Dec-23
Work Package 4.1: Project 1.3 Part 2 CCTV Expansion					
4.3	CCTV location identification	Grant White	Feb-23	Mar-23
4.4	CCTV site assessments	Grant White	Mar-23	May-23
4.4	System specifications and quotes	Grant White	May-23	Jul-23
4.5	Commission new installations	Grant White	Aug-23	Aug-23
Work Package 4.2: Project 1.3 Part 3 Street Lighting					
4.6	Commission impact survey and engagement	Grant White	Jul-23	Oct-23
Work Steam 5: Project 1.4 Multi Year Signature Events Programme					
5.1	Purchase Equipment	Jason Parker	Jan-23	Mar-23
5.2	Outline programme of annual events	Cultural working group	Jan-23	Mar-23
5.3	Recruitment support officer	CM/WO	Jan-23	Mar-23
Work Steam 6: Project 1.5 West Lindsey Walking, Cycling and Wayfinding					
6.1	Engagement with LCC and key partners	Grant White	Jun-23	Jul-23
6.2	Engagement with parish councils	Grant White	Jul-23	Aug-23
6.3	Identification of project/priority sites	Grant White	Aug-23	Oct-23
6.4	Commission site assessments and delivery plans	Grant White	Oct-23	Mar-24
Work Steam 7: Project 1.6 Green Space Management and Community Project Development					
Work Package 7.1: Project 1.6 Part 1 Green Space Management and Developing Capacity					
7.1	Prepare JD & PS	Grant White	Mar-23	Mar-23
7.2	Advertise job role	Grant White	Apr-23	May-23
7.3	Appoint	Grant White	Jun-23	Jun-23
Work Package 7.2: Project 1.6 Part 2 Green Space Volunteering					
7.4	Create enhance grant funding agreement with TCV	Grant White	Apr-23	Apr-23
Work Package 7.1: Project 1.6 Part 3 Woodland Management Plans					
7.5	Commission woodland management plans	Grant White	Jul-23	Oct-23

APPENDIX 10 – STAKEHOLDER REGISTER

Ref	Stakeholder	Category	Current Profile	Proposed Profile	Change?	Current Support	Proposed Support	Change?	Action Plan
1	WLDC Members	4. Governance	3. Inform	1. Manage	Yes	3. Neutral	5. Leading	Yes	Member engagement workshops - optional attendance. Use Member bulletin and reporting process to update
2	MP	2. Influencer	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Keep upto date with updates/latest news/photo opportunites - via SG-S
3	Town and Parish Councils	2. Influencer	3. Inform	3. Inform	No	3. Neutral	4. Supportive	Yes	Engage in project development and delivery
4	Funders - Government	4. Governance	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Bespoke progress reports/updates as required. Invite to tour of the town to update
5	Funders - WLDC	4. Governance	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Bespoke progress reports/updates as required. Invite to tour of the town to update
6	Business Owners	1. User	3. Inform	3. Inform	No	1. Uaware	4. Supportive	Yes	Opportunities for funding and wider programme engagement. Ebrief and taregtted messaging
7	Farming community	1. User	3. Inform	1. Manage	Yes	1. Uaware	4. Supportive	Yes	Potential targetted intervention. Ensure appropriate engagement with business representative organisations such as Lincolnshire Agricultural Society
8	WL Communities	1. User	4. Monitor	3. Inform	Yes	1. Uaware	4. Supportive	Yes	Positive messaging - opprtunity to engage in and benefit from programme delivery. Communities to shape local delivery priorties
9	Visitors	1. User	4. Monitor	3. Inform	Yes	1. Uaware	4. Supportive	Yes	Repeated key messages via online/mailshot - would like to direct everyone online to the most upto date information. Potential to attract new visitors or repeat visitors
10	Market Traders	1. User	3. Inform	3. Inform	No	1. Uaware	4. Supportive	Yes	West Lindsey Markets intervention - engage traders across district and from further a field
11	WLDC Colleagues - indirect	1. User	4. Monitor	3. Inform	Yes	3. Neutral	4. Supportive	Yes	Repeated key messages on Minerva, Corporate Update, MT emails
12	WLDC Colleagues - direct	2. Influencer	2. Satisfy	1. Manage	Yes	3. Neutral	4. Supportive	Yes	Regular update meetings
13	Insurers	3. Provider	4. Monitor	4. Monitor	No	1. Uaware	3. Neutral	Yes	Inform of work schedule
14	Procurement	3. Provider	4. Monitor	4. Monitor	No	3. Neutral	3. Neutral	No	Inform and engage when required
15	Legal	3. Provider	4. Monitor	4. Monitor	No	3. Neutral	3. Neutral	No	Inform and engage when required
16	Education and skills	1. User	4. Monitor	4. Monitor	No	1. Uaware	4. Supportive	Yes	Develop key proposals for future investment - key input into People and Skills
17	Contractors	3. Provider	3. Inform	3. Inform	No	3. Neutral	3. Neutral	No	Inform and engage when required
18	LCC	2. Influencer	3. Inform	1. Manage	Yes	3. Neutral	4. Supportive	Yes	Regular update meetings - particulalr focus on walking, cycling and wayfinding
19	Voluntary Sector	1. User	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Engagement of voluntary and community sector in programme delivery is key to success - development of voluntary and community sector board
20	Greater Lincolnshire Local Enterprise partnership	2. Influencer	3. Inform	3. Inform	No	4. Supportive	4. Supportive	No	Work collaboratively to develop business support programme and Ag Zone proposals - business engagement
21	University of Lincoln	2. Influencer	3. Inform	3. Inform	No	4. Supportive	4. Supportive	No	Maximise partnership opportunities for sector growth through positive stakeholder engagement
22	Destination Lincolnshire	2. Influencer	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Key stakeholder in engaing visitor / destination businesses and shaping delivery in this sector
23	Media	2. Influencer	2. Satisfy	1. Manage	Yes	4. Supportive	4. Supportive	No	Regular updates, radio interviews, regional and national. Invite to launch events. Comms Plan

APPENDIX 11 – COMMUNICATIONS AND STAKEHOLDER STRATEGY

Insert Text Here

APPENDIX 12 – DLUHC REPORTING REQUIREMENTS

The table below sets out the timeline for reporting. Quarterly reporting will only ask the questions detailed at 3.2. Lead local authorities should continue to collect the outputs and outcomes of their UKSPF spend as benefits continue to be delivered after the reporting period. How we would expect lead local authorities to provide outputs and outcomes that continue to materialise after 2025 will be set out in due course.

Reporting Periods	Report Due Date	Information Type
1 August to 31 December 2022	1 February 2023	Quarterly (summary report only)
1 January to 31 March 2023	1 May 2023	Sixth monthly
1 April to 30 June 2023	1 August 2023	Quarterly (summary report only)
1 July to 30 September 2023	1 November 2023	Sixth monthly
1 October to 31 December 2023	1 February 2024	Quarterly (summary report only)
1 January to 31 March 2024	1 May 2024	Sixth monthly
1 April to 30 June 2024	1 August 2024	Quarterly (summary report only)
1 July to 30 September 2024	1 November 2024	Sixth monthly
1 October to 31 December 2024	1 February 2025	Quarterly (summary report only)
1 January to 31 March 2025	1 May 2025	Sixth monthly and final reporting of the SR funding cycle

UK Shared Prosperity Fund: reporting and performance management (3) - GOV.UK (www.gov.uk)

West Lindsey
Community Grants

Match Funding Grant
Guidance Notes

"Grants to match and secure external funding for community projects in West Lindsey"

1. Introduction

Welcome to our guidance notes for the Match Funding Grant. As a Local Authority we recognise the role we can play in attracting funding into West Lindsey. Through this scheme we aim to provide that vital bit of funding that can help start or finish local community projects.

The main purpose of this scheme is to help secure or attract external funding either from other local organisations or from regional and national funding bodies. Local projects sometimes need that first bit of funding to help bring in more or need that final amount to meet total project costs and secure funding already achieved.

We run this scheme in a different way compared to typical grant funding schemes where you would go through an application and scoring process. We will treat potential projects as an investment opportunity and work directly with you and your other funders to make quick decisions and help secure the best possible amount of match or levered funding.

In these guidance notes you will find details of the criteria and eligibility for requesting match funding. We have also provided information about the typical process a match funding request will go through.

2. Contact details

We understand that most projects supported by this scheme will be larger in scale and may require additional advice and guidance. Our officers are available to discuss your project before submitting an application.

Project Support Consultation
You can contact us to arrange a consultation meeting with one of our officers. Our officers can liaise with you via telephone, virtual meeting or on the site of your project. We can then discuss your project in more detail and provide advice on:

• Project planning   • Finding match funding   • Project funding

• Quotes and procurement   • Volunteer involvement   • Evidencing need

You can contact us via telephone or e-mail.

Telephone: 01427 676676   E-mail: funding@west-lindsey.gov.uk

3. How to apply to this scheme

To request match funding we ask that you complete an application form. This form is available to download from our website or contact us for a copy.

The application form gives us some basic details about your organisation, project and other funding sources. We will review your request within 4 weeks of receiving it and contact you with any queries we have and to confirm a decision.

Where possible we will use application, scoring and review documents other funding bodies have for your project to reduce the amount of paperwork you need to complete.

4. Closing Dates for this scheme

This scheme is open to applications at any time and they will be reviewed within an average of 4 weeks when received.

Completed application forms should be returned by e-mail or post.

E-mail: funding@west-lindsey.gov.uk

Post: West Lindsey District Council
            Community Grants
            The Guildhall
            Marshall's Yard
            Gainsborough
            DN21 2NA

5. Grant amount available

The **maximum** grant available is: **£8,000**

The **minimum** grant available is **£500**

We will only fund up to **50% of the total project costs**

We may be able to consider requests for more than the maximum grant or for loan financing in exceptional circumstances. Please contact us to discuss in more detail.

6. Criteria for this scheme

Key Criteria

The following are the key criteria for this grant scheme:

- Your project must be for wider community benefit
- You must be able to secure all required funding to receive a grant
- All grants will be a one-off grant with no on-going funding support
- Your project must not contravene any of our core policies and procedures
- The project must be delivered within the district of West Lindsey

Positive outcomes and differences to the local community

The main aim of this scheme is to help support community projects. All applicants must provide information about the positive outcomes that will be delivered for local communities and people.

Here are some examples of outcomes your project could achieve:

- Improved accessibility to a local facility
- People's health and wellbeing is improved
- The local environment is improved or enhanced
- Local residents are engaged or better connected

Organisational Requirements

Any organisation receiving a match funding grant must have the following:

- Constitution or similar governing documents (excluding Parish/Town Councils)
- Bank account in the same name as the organisation
- Any additional supporting documents requested by us prior to making an offer
- Relevant policies/safeguards if the project involves children, young people or vulnerable adults

Freedom of Information Act

All grants that we make are subject to the Freedom of Information Act 2000 and any subsequent amendments. Therefore any information regarding a grant we award may be provided to any individuals or organisations requesting information under the requirement of this Act.

Grant Funding Agreement

If offered funding you must be able to sign our **'Grant Funding Agreement'** used with this scheme. A copy is available to view online at: www.west-lindsey.gov.uk/funding

7. What this grant can be spent on

✓ Equipment hire or purchase

✓ Capital works or expenditure

✓ Improvements to community facilities

✓ Revenue costs of delivering a project

✓ Feasibility work

✓ Training or capacity building

✓ Environmental improvements

✓ Third Party Match Funding

The above are examples and are not an exhaustive list of what the grant can cover.

8. What this grant CANNOT be spent on

✖ Anything illegal

✖ Support to lobbying or campaign groups

✖ Anything that will bring the Council into disrepute

✖ Anything party political, including supporting political organisations

✖ Anything contrary to the Council's financial regulations or Council policies

✖ Anything that an organisation or local authority has a statutory obligation to deliver

✖ Projects based/operating outside of West Lindsey unless they provide significant benefit to communities within West Lindsey

✖ Anything that has already been spent or committed before receiving a grant (known as retrospective funding)

The above are examples and are not an exhaustive list of what cannot be covered.

9. Eligible organisations

The following organisations can apply to this scheme:

✓ Registered charities

✓ Parish Councils

✓ Social Enterprises (e.g. CIC's)

✓ Faith or Belief groups/organisations*

✓ Constituted community groups

✓ Town Councils

✓ Schools or Academies*

* Projects delivered by these organisations must be for the wider community benefit and not to support normal school activity or to promote any faith or religion.

10. Monitoring and evaluation

Monitoring and evaluation is an important part of any grant funding scheme. It enables us as an organisation spending public funds to ensure a project is achieving best value and delivering results for the local community.

Organisations that receive funding are expected to have appropriate systems in place for monitoring and evaluating their projects and activities including obtaining user's views.

Using other funder's evaluation or through our own monitoring we will ensure selective monitoring of grants will be undertaken to:

- Approve that the project or activities have actually happened in the way described in the application and other requested documentation

- Collect feedback, including publicity, user comments, survey information etc.

- Highlight project successes and identify the outcomes and impacts the grant and the project have made

All successful projects will be required to complete an end of project evaluation form. This form gives us information about the outcomes of your project and the volunteer contributions made. We use this information to highlight the importance of funding community projects and the value of volunteers.

11. How we make funding decisions

We will check your completed application against our eligibility criteria and review your request using the following process:

Phase A – Initial Checklist
We check eligibility and that the application form has been completed correctly

Phase B – Scoring Matrix
We score your application against our set funding criteria for this grant scheme

Phase C – Panel Review
Our panel for this grant scheme make a final decision on whether to offer funding

Match funding requests above the maximum £8,000 will be considered by exception and will be presented to our Prosperous Communities Committee for a decision.

12. Grant scheme process

Step 1 - Submit completed application form
Download and complete the application form from our website. This form provides us with details about your organisation, project and sources of funding secured or being applied for.

Step 2 - Advanced information
We may contact you or your other funders to obtain further information about your project. A meeting may be arranged to discuss your project in more detail.

Step 3 - Application Scoring and Review
Based on the information you have provided we will review your match funding request and assess the benefits and risks of providing funding support.

Funding Declined
We will contact you to explain why we have decided not to offer match funding for your project. Depending on the reasons you may be able to request match funding again in the future. Where possible we will continue to offer advice and support to find other possible sources of funding for your project.

Step 4 - Conditional offer
If we decide to provide match funding we will make a conditional offer. This offer will detail the funding we are prepared to award along with any conditions attached. The conditional offer will be subject to you achieving all other sources of funding being applied for.

Secure all sources of funding
Before we pay any grant awarded your project must have secured all the necessary funding to begin. We will continue to support your project and help liaise or negotiate with other funders if required.

All sources of funding NOT secured
We will continue to offer advice and support and explore options to continue funding your project if your other funding sources are unsuccessful.

Step 5 - Funding secured and ready to go
Once your project has secured all the funding required we will complete a Grant Funding Agreement with yourself or one of your funders and begin paying the match funding grant.

Project monitoring and evaluation
Where possible we will work with your other funders so that you only have to complete a single process of project monitoring and evaluation.

The above flowchart is an example of a typical process. It may differ slightly depending on the nature of your project and any other impacting factors.

13. Updates to these Guidance Notes

These Guidance Notes were adopted on 26th October 2020. They will expire or be replaced with a new version on 1st April 2023 unless replaced sooner.

Updated versions of Guidance Notes will not apply to grants already made.
The document in use at the time of a grant being made will continue to be used.

END OF GUIDANCE NOTES

Support for your project and funding

The following organisations and sources of information can help you find funding and provide advice on delivering your project.

Run volunteer centres helping to recruit and train volunteers for a range of organisations. Provide advice and support to voluntary groups and charities on governance, management and funding.

Telephone: 01427 613470   Website: www.voluntarycentreservices.org.uk

Provide advice and support for village halls and community buildings. Deliver a wide range of services to support rural community action and development.

Telephone: 01529 302466   Website: www.communitylincs.com

Free online grant funding search tool. Use to search thousands of grant schemes for all types of community projects.

Website: www.lincolnshire.gov.uk/fundingportal

Phase A - Initial Checklist

Reference Number	
Applicant Name	
Project Title	
Grant Requested	

Yes	No	N/A	Project
			1. The project is within West Lindsey
			2. The project is for eligible costs from this grant scheme
			3. The organisation is eligible to apply to this grant scheme
			4. The project meets one or more Priority Corporate Themes
			5. The total grant requested is within this grant schemes range
			6. The total project costs being requested to fund are 50% or lower
			7. The applicant has clearly identified any sources of match funding
			8. The applicant has explained why this grant is needed to secure match
			9. The grant requested will impact on securing additional match funding

Yes	No	N/A	Application Form
			10. Project costs are realistic and calculates correctly
			11. Project funding is realistic and calculates correctly
			12. Information in the application form is clear and understandable
			13. The application form has been fully completed, signed and dated

Approved		**Declined**	

Name		Position	
Date		**Signature**	

Notes

Phase B – Scoring and Panel

Reference Number	
Applicant Name	
Project Title	
Grant Requested	

Scoring

1 – Does not meet criteria   2 – Poor ability to meet criteria   3 – Satisfactory ability to meet criteria
4 – Good ability to meet criteria   5 – Could do no more

Criteria 1 **Corporate Plan Theme**	Criteria 2 **Community Benefit**
The project will support or enhance one or more of our Corporate Plan Themes	The applicant has demonstrated how the project will benefit a community in West Lindsey and that specific outcomes will be achieved
Recommended Score	**Recommended Score**

Criteria 3 **Costs and Value**	Criteria 4 **Match Funding**
The applicant has demonstrated the project costs are reasonable and will offer good value for money	The applicant has identified and secured sufficient sources of funding to meet costs and deliver the project
Recommended Score	**Recommended Score**

Criteria 5 **Deliverability**	Criteria 6 **Local Priorities**
The applicant should be able to secure all necessary funding and begin the deliver the project within an appropriate timescale and on budget	Discretionary score based on local knowledge or known priority needs for the project (e.g. identified in a Neighbourhood Plan)
Recommended Score	**Recommended Score**

Total Score	0	**Recommend Approval**		**Recommend Decline**	

Approved Pass Mark 20 out of 30 (66%)

No.	Officer Scoring	Position	Date
1			
2			
3			
4			

Officer Comments

Panel

No.	Panel Member	Decision (Approve/Decline)	Date
1			
2			
3			
4			
5			
6			

Panel Comments

Approve		Decline		Defer	

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