



People and Skills Priority UK Shared Prosperity Fund Programme Business Case Committee Version

Version 1.2 (Final)

VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
Final 1.0	12/01/2023	Issues to WLDC	G Callingham
Final 1.1	17/01/2023	Minor amendments	G Callingham
Final 1.2	19/01/2023	Minor financial amendments	S Staff/J Makinson-Sanders

DRAFT

DECISION PROCESS

Financial Services Review

FIN-REF	
Recommendation	
Comments	
Officer	
Date	

Project Sponsor Sign- Off

Decision	
Comments	
Date	

Management Team Sign Off

Decision	
Comments	
Date	
Attendees	

Committee Sign Off

Decision	
Comments	
Date	
Attendees	

CONTENTS

Executive summary.....	1
1 Strategic case.....	1
1.01 Introduction.....	1
1.02 Strategic context.....	1
1.03 Case for change	3
1.04 The proposed investment.....	3
1.05 Changes to projects	6
1.06 Key strategic risks.....	6
1.07 Conclusion.....	6
2 Economic case.....	7
2.01 Introduction.....	8
2.02 Approach to economic case.....	8
2.03 Economic benefits	8
2.04 Economic costs.....	11
2.05 Value for money assessment.....	12
2.06 Non-quantified benefits	12
2.07 Key economic risks	12
2.08 Conclusion.....	13
3 Commercial case.....	14
3.01 Introduction.....	14
3.02 Commercial deliverability	14
3.03 Procurement strategy.....	14
3.04 Wider considerations	15
3.05 Key commercial risks	15
3.06 Conclusion.....	16
4 Financial case	17
4.01 Introduction.....	17
4.02 Costs	17
4.03 Initial costs.....	18
4.04 Funding.....	18
4.05 Sensitivity analysis / contingency	18
4.06 Ongoing costs.....	19
4.07 Key financial risks	19
4.08 Wider financial implications.....	19
4.09 Conclusion.....	20
5 Management case	21
5.01 Introduction.....	21

5.02	Programme organisation and governance	21
5.03	Programme management	21
5.04	Stakeholder engagement and communication	22
5.05	Change control	22
5.06	Assurance.....	22
5.07	Benefits, monitoring and evaluation	23
5.08	Key management risks	23
5.09	Conclusion.....	24
References.....		43

APPENDICES

Appendix 1 – Theory of Change for UKSPF
Appendix 2 – Summary of Project Changes
Appendix 3 – Programme Risk Register
Appendix 4 – Benefit Calculations
Appendix 5 – DWF Law advice on subsidy control
Appendix 6 – Governance Diagram
Appendix 7 – Resource Plan
Appendix 8 – Terms of Reference Programme Board
Appendix 9 – Programme Plan
Appendix 10 – Stakeholder Register
Appendix 11 – Communication and Stakeholder Strategy
Appendix 12 – DLUHC reporting requirements

FIGURES

Figure 1 – Supporting local business – objectives, outputs, and outcomes
Figure 2 – Project Summary and Key Deliverables
Figure 3 – Key Outcomes and Outputs Project 3.1
Figure 4 – Key Outcomes and Outputs Project 3.2

TABLES

Table 1.1 – Key Strategic Risks and their management
Table 2.1 – Final Shortlisted Options, linked back to original proposals and UKSPF interventions
Table 2.2 – Linked Outcomes to Financial Measures
Table 2.3 – Assumptions made in calculating economic benefits
Table 2.4 – Linking Outcome to Financial Measure
Table 2.5 – Key Economic Cost Assumptions
Table 2.6 – Overall quantified benefits
Table 2.7 – Benefit Cost Ratio Calculation
Table 2.8 – Sensitivity Analysis on BCR
Table 2.9 – Key Economic Risks and their management
Table 3.1 – Procurement route
Table 3.2 – Commercial Risks
Table 4.1 – Projects Costs
Table 4.2 – Funding by source
Table 4.3 – Sensitivity Analysis
Table 4.4 – Approaches to limiting ongoing financial commitment while sustaining ongoing benefits
Table 4.5 – Key Financial Risks
Table 5.1 – Summary of key programme milestones
Table 5.2 – Key Management Risks

EXECUTIVE SUMMARY

This document sets out the Council's compliant business case for investment into the People and Skills investment priority as part of the UK Shared Prosperity Fund (UKSPF).

West Lindsey District Council (the Council) has secured £2.7m of UKSPF of which £0.4m is being used for the People and Skills 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 key strategic documents.

The strategic case for investment into the People and Skills 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 initial 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 local policy, priorities and matched to the UKSPF funding criteria. This led to the selection of 2 projects (both of which have various strands):

3.1 Supporting Training and Skills.

3.2 Skills for the Future.

The overall financial benefits of these project 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 **£4.152m** of measurable benefits against **£0.502m** cost (both in 2022/3 real terms). This included reductions for optimism bias and considering the impact of the Additionality Guide¹ to adjust for what benefits may have happened anyway or the project otherwise stopped from happening. This has led to an overall benefit to cost ratio of **8.28**, demonstrating a high value for money ratio, which would stay in the high threshold even if costs tripled or quantified benefits fell by three-quarters.

Additionally wider benefits have been identified that are harder to measure, such as the impact of higher skill employment on productivity and the reduction in unemployment related benefits.

Overall, this Economic Case demonstrates a direct link from problem identification, through option appraisal through to quantified benefits and leading to a very strong value for money solution.

Each project 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**

The finance case sets out how the projects are costed, profiled, and funded. Although grant allocations are still subject to bidding and commitment, the training they fund can be flexed to remain within any funding constraint, albeit at the potential cost of scaling back of outputs / outcomes. The Project submissions have considered how to balance the aims of generating long-term sustainable improvement for the region, within constrained time limited funding. Key financial risks have been identified and plans to treat or mitigate these have been developed. Overall, a sound financial footing for this programme has been demonstrated.

The Programme has a robust governance and assurance that complies with the Cabinet Office 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.

DRAFT

1 STRATEGIC CASE

1.01 INTRODUCTION

This chapter sets out the Council's strategic case for investment into the People and Skills priority as part of the UK Shared Prosperity Fund (UKSPF). 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.

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 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).

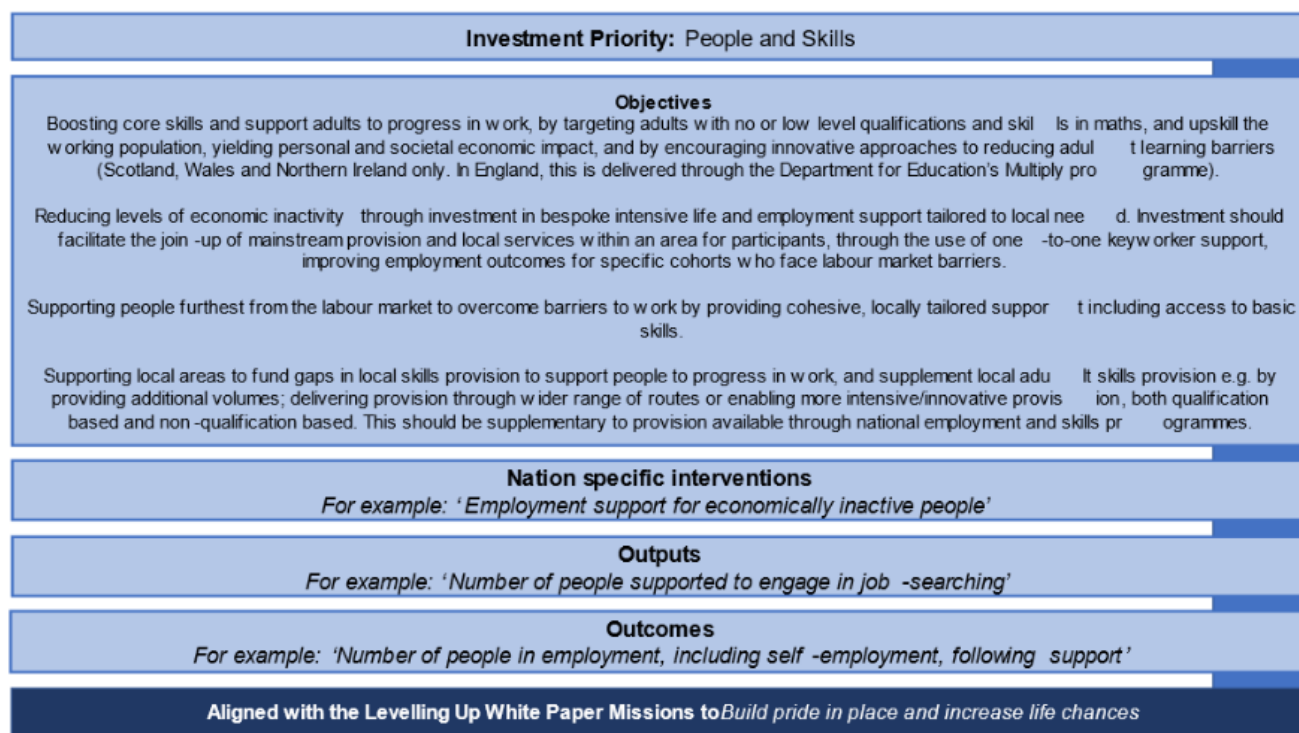
UKSPF

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. This 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 Paper² 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 People and Skills 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: People and Skills – objectives, outputs and outcomes



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 £2.7m of UKSPF of which £0.4m is being used for the People and Skills priority. The funding will be used to benefit businesses across the district with spend to be completed by March 2025.

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'.

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 our 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.

West Lindsey Employment and Skills Partnership

The programme will support the West Lindsey Employment and Skills Partnership Action Plan. The plan was developed with 12 training and education organisations, that work together to improve the skills and employment outcomes across the district.

1.03 CASE FOR CHANGE

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

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

1.04 THE PROPOSED INVESTMENT

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 3.1 Supporting our training and skills provision	Two part project to support the training and skills provision in the district. Part 1: Contribution towards existing funded critical delivery in the voluntary and community sector to address barriers to work for those further from the labour market. Part 2: Feasibility work to understand future skills needs	£158,000	<ul style="list-style-type: none"> ▼ Funding to existing organisations such as Careers Net (Community Learning in Partnership), MOVE: Move On, Volunteering and Employability (VCS) ▼ Feasibility Study to plan future spend/bids. ▼ Additional learners taking up education or training opportunities linked to employment
Project 3.2 Skills for the future	Development of projects to identify and address specific skills shortages (technical and vocational) within key employers/sectors with a focus on key growth sectors including Agri tech, care, manufacturing, defence, alternative energy and the visitor economy.	£250,000	<ul style="list-style-type: none"> ▼ Builds on WLDC Employment and Skills Actions Plan. ▼ Strengthens voluntary and community capacity to provide training in community a setting. ▼ Engagement with yearly years, primary schools to raise awareness of economy and opportunity. ▼ Grow capacity for Green Skills.

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

Project 3.1 Supporting our Training and Skills provision

This project has two parts which support the provision of training and skills in the district.

Part 1: Provides a financial contribution to existing providers funding critical delivery in the voluntary and community sector to address barriers to work for those furthest from the labour market.

The aim of the project is to help those furthest from the workplace and with longer term support needs to break down barriers that prevent them actively seeking employment. This can include things such as: homelessness, addiction, domestic abuse, disability, discrimination - age, race, religion etc. We know that often people with other multiple barriers struggle to engage with mainstream provision but may engage in learning through community/voluntary organisations – particularly in settings where people feel safe.

Current provision includes:

- Careers Net (Community Learning in Partnership) which has now been acquired by ACIS Housing and the Careers Net Programme will continue until March 2023.

- MOVE: Moving On, Volunteering and Employability (VCS) As this programme won't require top up funding before March 2023, this will be re-profiled spend to year 2023/24 (the above are currently funded by ESF until June 2023)
- Projects will complement rather than duplicate the programmes already being delivered with other core funding such as Multiply, Adult Education Budget, ESFA, DWP, Lottery etc

The key benefits of providing this additional funding will be:

- Reduction in pressure on providers and learners to achieve goals in a short space of time, due to EU funds stopping.
- Providers can offer more flexible learning provision in a time and space that suits individuals.
- More outreach provision into harder to reach communities
- Ability to support additional learners taking up education or training opportunities with a link into employment.

Part 2: Work will commence on an 'Understanding future needs' feasibility study. The initial work in 2023 will focus on learning from previous ESF funded programmes, developing priorities, understanding scope to maximize value of UKSPF and what is required in post ESF world to re-assess and prepare for interventions to commence delivery 1st April 2025. There is the potential for a central Lincolnshire or wider collaboration.

The project will gain a more thorough understanding of the future skills needs within a range of sectors via a training needs analysis. The Council will engage local employers with small pilot projects to raise awareness of their careers, employment opportunities and training programmes. This will be linked to support schemes with employers to provide work placements and work experience.

The key benefits will be:

- Residents will better understand the local employment landscape and the opportunities to train.
- Create local jobs for local people
- Reduced travel costs for local people
- Reduced recruitment costs for local businesses.
- Increased spend within the local economy

This approach supports the Council's WLDC Corporate Plan and the West Lindsey Employment and Skills Partnership Action Plan that provides the delivery focus for local partners in terms of the resources and activities required to collectively achieve the Vision. It identifies a series of deliverable individual projects, and sets out subordinate activities, together with associated costs, resources, timescales, deliverables, and who is responsible for each, linking back to the objectives in the Corporate Plan.

Crucially, there is an explicit understanding that, in order to achieve real sustainable economic growth for West Lindsey, the Employment and Skills Action Plan requires a dedicated delivery partnership, which needs to be led by a combination of private, public and community organisations. This is fully supported and facilitated by West Lindsey District Council via a named officer, as well as other relevant public sector stakeholders such as the Greater Lincolnshire Local Enterprise Partnership (GLLEP)

It is also intended that the very process of forging new relations and working closely together to make a difference and deliver beneficial local outcomes, will in itself lead to new learning, insight and joint initiatives, and provide a useful platform and legacy for future action.

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

Figure 3 Key Outcomes and Outputs Project 3.1

Output Description	Output	Outcome Description	Outcome
--------------------	--------	---------------------	---------

Number of socially excluded people accessing support (numerical value)	70	Number of active or sustained participants in community groups as a result of support (numerical value)	8
Number of people supported to engage in job-searching (numerical value)	66	Number of people reporting increased employability through development of interpersonal skills funded by UKSPF (numerical value)	41
Number of people receiving support to gain employment (numerical value)	56	Number of people engaged in job-searching following support (numerical value)	66
		Number of people in employment, including self-employment, following support (numerical value)	56
		Number of people sustaining employment for 6 months (numerical value)	50
		Number of people with basic skills (English, maths, digital and ESOL) (numerical value)	66

Project 3.2 Skills for the future

This project sees the continued support of mainstream provision and delivery of desired skills and employment mobility in response to specific needs of local employers.

The project will identify and address specific skills shortages (technical and vocational) within key employers/sectors in the area with a focus on key growth sectors including agri tech, care, manufacturing, defence, alternative energy, visitor economy.

The scope of delivery will align with feasibility work in project 3.1 Part 2 and will build on the work being undertaken by the West Lindsey Employment & Skills Partnership.

The key benefits of the project will see the:

- Development of a more coordinated, forward-looking curriculum offer that matches the needs of local employers.
- Strengthening the voluntary and community sector capacity to deliver where mainstream provision falls short or is less accessible
- Growth in capacity for green skills
- Provision of training in community settings
- Engagement of early years, primary schools in awareness raising of economy and opportunity
- Long term sustainable options for further education across District

This approach supports the Council's WLDC Corporate Plan and the West Lindsey Employment and Skills Partnership Action Plan, as outlined above.

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

Figure 4 Key Outcomes and Outputs Project 3.2

Output Description	Output	Outcome Description	Outcome
Number of people receiving support to gain a vocational licence (numerical value)	123	Number of people in education/training (numerical value)	17
		Number of economically active individuals engaged in mainstream skills education and training (numerical value)	61
		Number of people in employment, including self-employment, following support (numerical value)	67

1.05 CHANGES TO PROJECTS

Over the last few months, the UKSPF People and Skills projects have been refined and where necessary changes made to the scope, funding profile and delivery methodology. 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 People and Skills 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 any 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, 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 £2.7m of UKSPF of which £0.4m is being used for the People and Skills 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 DLUH.

The strategic case for investment into the People and Skills 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 project 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 (Community and Place, Supporting Local Business and People and Skills). This process and the options taken forward were agreed as part of the Investment Plan submission process.

Table 2.1 lists the original options considered for a project, the UKSPF related intervention and the projects developed around this.

Table 2.1: Final Shortlisted Options, linked back to original proposals and UKSPF interventions

Short-listed Option	UKSPF linked intervention	Project Name
Scaling up Sure Staff Recruitment and developing skills offer	E33: Employment support for economically inactive people	3.1 Supporting Training and Skills
Targeted skills development programmes aligned with the local labour market needs: all-age skills offer, small business skills development Ensuring stability and diversity of college provision	E38: Support for local areas to fund local skills needs	3.2 Skills for the Future

The above options were taken forward as the preferred projects.

2.03 ECONOMIC BENEFITS

Economic benefits have been based upon local expected outputs (as detailed in the Theory of Change) and 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 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
Increased number of people in employment, and increased number of people with employable skills.	Gross Value Added (GVA) – People entering and sustaining employment FTEs via Local Skills Programme	GVA is a nationally accepted statistically backed assessment of the value to the wider economy of additional employment
	Wellbeing benefits from education / skill training	National research undertaken and published on behalf of the Government showing the economic wellbeing benefit of training and further education – this is excluded from the GVA calculation as that is purely looking at the economic benefit from employment.
Increased number of people receiving training and education, resulting in closing the local skills gap and increased local employment.	Gross Value Added for People in employment after attending Skills for Future Programme	GVA is a nationally accepted statistically backed assessment of the value to the wider economy of additional employment
	Wellbeing benefits from education / skill training	National research undertaken and published on behalf of the Government showing the economic wellbeing benefit of training and further education – this is excluded from the GVA calculation as that is purely looking at the economic benefit from employment.

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 ⁴ rate
Base Year	2022/3	First year UKSPF funding is available for the overall programme
Gross Value Added (GVA)		
People entering and sustaining employment via Local Skills Programme (FTEs)	(2024/5+) 50	Local estimate, aligned to overall output and outcome targets for the intervention (see management case)
People in employment after attending Skills for Future Programme (FTEs)	(2024/5+) 41	Local estimate, aligned to overall output and outcome targets for the intervention (see management case)
Gross Value Added per job in region	£49,386	ONS Data ⁵ - Subregional productivity: labour productivity indices by local authority district – Table B3 (2020 figure)

Wellbeing improvements from training / Adult Education		
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 ⁶
Number of people gaining education / skills via Local Skills Programme	(2024/5+) 56	Local estimate, aligned to overall output and outcome targets for the intervention (see management case)
Number of people gaining education / skills via Skills for the Future Programme	(2024/5+) 123	Local estimate, aligned to overall output and outcome targets for the intervention (see management case)

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 not considered part of the benefits for this project.

The following factors 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 Guide⁷ 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 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 benefits

Benefit	Net Impact (£m)	Additional Guide Impact (£m)	Less: Discount (£m)	NPV of Benefit (£m)
GVA - People in employment after attending Skills for Future Programme (FTEs)	20.248	(16.831)	(0.671)	2.746

GVA – People entering and sustaining employment via Local Skills Programme (FTEs)	24.693	(23.443)	(0.246)	1.004
Wellbeing benefits – Local Skills Programme	0.260	(0.116)	(0.018)	0.126
Wellbeing benefits – Skills for the Future Programme	0.571	(0.255)	(0.040)	0.276
TOTAL BENEFITS	45.772	(40.645)	(0.976)	(A) 4.152

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 a net present cost.

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 ⁸
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 ⁹ – 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	0.000	0.089	0.319	0.408
Less: contingency within costs	0.000	0.000	0.000	0.000
Less: Inflation contained within costs	0.000	(0.006)	(0.024)	(0.030)
Sub-total: Costs less contingency & inflation	0.000	0.083	0.295	0.378
Add: Optimism bias	0.000	0.034	0.121	0.155
Sub-total: Total costs undiscounted	0.000	0.117	0.416	0.533
Discount factor	1.000	0.966	0.933	
TOTAL DISCOUNTED COST	0.000	0.113	0.389	(B) 0.502

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)	4.152
Total discounted costs (B)	0.502
Benefit Cost Ratio (A/B)	8.28

The project has an overall **BCR** of **8.28**; 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)	1.574	314%
Maximum benefit change (with no change in costs)	(3.149)	(75.8%)

The overall BCR has been calculated in a manner consistent with Green Book and DLUHC appraisal guidance, using costs and benefits with optimism bias built into estimates. On top of this there are several non-monetised benefits of the scheme, particularly around reduced unemployment and increased productivity levels. 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 triple or benefits fall by over three-quarters and the scheme would still deliver a high category of Value for Money via the calculated BCR.

2.06 NON-QUANTIFIED BENEFITS

Alongside the benefits calculated above, there are other benefits anticipated from the projects, but where the baseline doesn't exist, or the outcomes are difficult to project or measure in advance.

A higher skilled population is likely to have wider financial benefits to the area¹⁰. This may attract higher skilled organisations into the region and increase productivity¹¹, salaries and employment within the region. This productivity rise is difficult to predict and if quantified, may include some double counting with the already measured Gross Value Added calculation.

Increased skills may reduce unemployment, and this in turn may reduce costs of benefits for both Central and Local Government (job seekers allowance, Council Tax Benefit etc.). The expected impact of this at a regional level is hard to project, so for prudence it is not quantified.

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	<p>Specific engagement with local suppliers and advertisement of grants will maximise uptake. Funding is set aside for identifying skill gaps in advance and this evidence will encourage local training organisations to develop tailored packages to meet these needs.</p> <p>Ongoing monitoring of applications and approvals; there will be the opportunity to change area of coverage or specific training needs to be met if there is insufficient interest in the market.</p>
Monitoring and evaluation of the people supported is not currently captured to the level required for UKSPF monitoring requirements	<p>Develop additional monitoring capacity and requirements, using expertise developed via the Levelling Up projects.</p> <p>Ensure sufficient requirements in any Grant Funding Arrangements for training providers to support data gathering.</p>
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 deflator for costs and benefits based upon latest OBR's inflation estimates.

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 local policy, priorities and matched to the UKSPF funding criteria. This led to the selection of 2 projects (both of which have various strands):

3.1 Supporting Training and Skills.

3.2 Skills for the Future.

The overall financial benefits of these project 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 **£4.152m** of measurable benefits against **£0.502m** 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 **8.28** demonstrating a high value for money ratio, which would stay in the high threshold even if costs tripled or quantified benefits fell by three-quarters.

Additionally wider benefits have been identified that are harder to measure, such as the impact of skill employment on productivity and reduction in employment and thus unemployment related benefits.

Overall, this Economic Case 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 People and Skills priority will help residents and local businesses through a mixture of contract awards for the provision of training, procurement of services and grants.

Organisational structure

Project 3.1 Supporting training and skills provision through:

Part 1 will require direct awards to existing providers. The funding will only be released as a last resort and will be utilised as gap funding once all other funding is secured. This will assure the Council that the project can be delivered. A small grant will be available for materials to support organisations providing training. The existing grant process will be adapted and delivered by the Growth and Communities Team.

Part 2 of the project will see the feasibility work procured via a tender process. Funding will be available to the Employment and Skills partnership to provide workshop session, with grants available for pilot projects.

Project 3.2 Skills for the Future will see the Council procure one provider to manage this programme.
Key Contractual Arrangements

Project 3.1 The Council will look to where possible, directly fund organisations as a continuation/extension to an existing project. If this is not possible then it will utilise the Council's grant funding process/funding panel to do this.

Project 3.2 The successful provider may then choose to tender/commission other providers to deliver "specialist sector" training, for example. The standard council procurement processes will be used to set out the key elements of the agreement to ensure that all legal requirements are met.

3.03 PROCUREMENT STRATEGY

The programme will undertake procurement of goods and services following Government guidance¹² 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
Project 3.1 Supporting our training and skills provision	-	See below
Part 1: Contribution of support for existing funded voluntary and community sector Materials	100,000 £7,000	Direct Award to organisations for management and training provision Grant Funding Agreement
Part 2 Feasibility Study Feasibility and Research Work	£20,000	Formal Tender through a Request to Quote (RFQ).

Workshop sessions Pilot Project Grants	£5,000 £26,000	via Employment and Skills Partnership Grant Funding Agreement
Project 3.2 Skills for the Future Grants Management of grant process Marketing	£220,000 £28,000 £2,000	Grant Funding Agreement Formal Tenders (RFQ) for management of grant process. Direct spend by Council

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 standards¹³, 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.

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 People and Skills activity will be managed in line with West Lindsey District Council's Enterprising Communities Privacy Notice.¹⁴

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 3.1 and 3.2 which will identify a contractual obligation to deliver programme outputs/outcomes.
Grant receiving organisation fail to comply with grant conditions (such as monitoring). Council cannot	The organisation contracted to deliver 3.2 will be obliged to enforce compliance with grant reporting

demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC.	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.	<p>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</p> <p>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</p> <p>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.</p>
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 xxxxxxxxxx

4 FINANCIAL CASE

4.01 INTRODUCTION

The purpose of the Financial Case is to demonstrate that the proposal is viable both in terms of the construction 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	0	0	0	0
	Revenue				
3.1	Supporting training and skills provision – Management Fees	0	10	10	20
3.1	Supporting training and skills – training costs (inc. staffing)	0	40	40	80
3.1	Supporting training and skills – materials	0	3.5	3.5	7
3.1	Supporting training and skills – Feasibility and research	0	20	0	20
3.1	Supporting training and skills – Workshop costs	0	2.5	2.5	5
3.1	Supporting training and skills – pilot projects	0	13	13	26
3.2	Skills for the future – grants	0	0	220	220
3.2	Skills for the future – management	0	89	319	28
3.2	Skills for the future – marketing	0	0	2	2
	TOTAL Revenue	0	89	319	408
	TOTAL Projected Expenditure	0	89	319	408

4.04 FUNDING

This vast majority of funding for the People and Skills theme is from the UK Shared Prosperity Fund. This is supplemented by a contribution from the Council's Employment and Skills budget, as shown in table 4.2.

Table 4.2: Funding by source

Project Number	Funding Source	Expected Funding (£000's)	Status / Certainty
	Capital	0	
	Revenue		
Both	UK Shared Prosperity Fund	400	Indicative Approval
3.1	WLDC Employment and Skills Budget	8	Fully approved
	TOTAL Revenue Funding	408	
	TOTAL Funding	408	

Additionally, the Skills for the Future grant process will allow bidders 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 at the current stage 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
3.1 Supporting Training and Skills	There are two elements to this: i) Expanding existing provision – this will be via grant funding agreements and effectively cap the additional funding provided ii) New provision – feasibility work will be tendered with the majority of the remaining funding allocated via grant funding agreements for pilot projects – these will cap at funding available and timing will allow flexing this budget to adjust for any change from the expected tender price for the feasibility work
3.2 Skills for the Future	The grant programme management and evaluation will be subject to competitive tender. All remaining 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.

There is also the opportunity, in line with the Governance and decision-making processes highlighted in the Management Case, to adjust funding between projects and between themes as required.

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. Therefore, there is no reason in this instance to make a contingency allowance or measure sensitivity to price changes.

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
3.1 Supporting Training and Skills 3.2 Skills for the Future	Specific, time and value constrained funding agreements with grant recipients	Pilots will be assessed and options for sustaining the most successful will be considered. This will include seeking external accreditation (and potential funding) + prioritisation of the Council's internal employment and skills budgets, plus whether interest can be generated for corporate sponsorship / external funding or other means of making the scheme self-financing

4.07 KEY FINANCIAL RISKS

The key financial risks and their mitigations are sets out in table 4.5.

Table 4.5: Key Financial Risks

Key Financial Risk and Potential Impact	Approach / Risk Treatment
Cost inflation means that each bid to the grant schemes is for greater amounts than planned for the outcomes delivered	A strong assessment process for bids will ensure those maximising value to the area will be taken forward. If cost inflation erodes the overall benefits that can be achieved for the funding available, then this may have to be accepted to stay within the funding envelope.
Lack of demand by training providers to offer pilots / new areas of provision for the expected subsidy being offered	There is already established set of providers and provision, so the areas of need and appetite to provide are well known locally. The grants criteria are sufficiently flexible to allow innovation to be proposed by training providers and allocations (within the overall funding envelope) to be set to maximise outcomes.

The wider risk management approach is considered in the Management Case and the full risk register is contained in appendix 3.

4.08 WIDER FINANCIAL IMPLICATIONS

A higher skilled population is likely to have wider financial benefits to the area. This may attract higher skilled organisations into the region and increase productivity, salaries and employment within the region. This may have an impact on increasing total Council Tax receipts and reducing benefits, including Council operated ones such as Housing Benefit.

4.09 CONCLUSION

This finance case sets out how the projects are costed, profiled and funded. Although grant allocations are subject to bidding and commitment, the training they fund can be flexed to remain within any funding constraint, albeit at the potential cost of scaling back of outputs / outcomes. 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 plan to treat or mitigate these have been developed. Overall, this demonstrates a sound financial footing for this programme.

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.

5.02 PROGRAMME ORGANISATION AND GOVERNANCE

There are three levels of internal UKSFP 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. The Programme Board will also provide an interface with the Place Board which will ensure that stakeholders are engaged in the programme.

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 Steering 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
- **Senior Project Officer: Employment and Skills:** Project Lead responsible for the day-to-day management and delivery of the People and Skills 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 People and Skills projects within an overall programme.

Table 5.1: Summary of key programme milestones

Action	Date
Business Case Approved by Prosperous Communities Committee	9 th February 2023
Business Case Approval by Corporate Policy and Resources Committee	9 th February 2023
Project 3.1 Local Skills Programme Part 1. Contribution to existing delivery.	April 2023 - April 2024

Project 3.1 Local Skills Programme Part 2 Understanding future needs and feasibility	Jan 2023 - Aug 2023
Project 3.2 Skills for the future	Jan 2024 - March 2025
Last Grants issued	31 st December 2024
Programme Closes	31 st March 2025

5.04 STAKEHOLDER ENGAGEMENT AND COMMUNICATION

The UKSPF has 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 People and Skills programme has specific stakeholders representing a wide range of training providers and employers through the West Lindsey Employment and Skills Partnership. The Partnership provides an important forum for sharing information, supporting priority setting and enabling the effective delivery of UK SPF employment and skills activity across the district. To support the delivery of this programme a Voluntary and Community Sector Consortium/Local Partnership Board will be established.

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 a new skills email inbox, skills@west-lindsey.gov.uk. The UKSPF 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).¹⁵

In accordance with the Cabinet Officer Government Functional Standards¹⁶; 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.'¹⁷ 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 from organisations to baseline and monitor interventions. The Council and its partners may not 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 ensure that reporting requirements are written into any tender process or grant agreement. The Council will negotiate with DLUH to remove or replace output or outcome.
Failure to allocate funding by 31 st March 2025. The Government claw back underspend at the end of the programme, leaving the Council with a potential shortfall in funding.	Sense check project plans and grant applications to ensure that projects can be delivered to time and to budget. Close grant application period Q3 2024/25 with last grant fund allocation being made in Dec 2024

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

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](#)

PEOPLE AND SKILLS

AREA OF NEED	INTERVENTIONS	INTERVENTION AIMS	KEY OUTCOMES
<p>Increasing number of people who are economically inactive: at 32.5%, it is significantly higher than the national average (21.5%). Educational attainment rates are an area of relative weakness. Traditional labour market structure, with manufacturing being one of the most prominent employment.</p>	3.1. Local skills programme	3.1. Contribution of support for existing funded critical delivery in the voluntary and community sector to address barriers to work for those further from the labour market and work to understand future needs and feasibility.	3.1. Increased number of people in employment, and increased number of people with employable skills.
	3.2. Skills for the Future	3.2. Improved skills and employment mobility in response to specific needs of local employers.	3.2. Increased number of people receiving training and education, resulting in closing the local skills gap and increased local employment.

APPENDIX 2 – SUMMARY OF PROJECT CHANGES

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.

3.1 Supporting our training and skills provision

Scope

The scope of the project has been refined with reference to the Employment and Skills Community Grant (BGU) removed as the programme has now finished.

Finance

This project's budget original overall budget has decreased by £22,000, due to a reduction revenue match funding over the 3 years. There was an intention to lever additional cross-Lincolnshire funding, but progress hasn't been as fast as originally planned leading to a revised programme, which is sustainable without this funding (albeit expandable should if additional funding becomes available).

There has also been a reprofiling towards the end of the 3-year programme, in part reflecting the delay to confirmation of UKSPF funding.

Original Budget

	2022	2023	2024	Grand Total
Match - Revenue	10,000	10,000	10,000	30,000
UKSPF - Revenue	50,000	100,000	0	150,000
Grand Total	60,000	110,000	10,000	180,000

Revised Budget

	2022	2023	2024	Grand Total
Match - Revenue	0	8,000	0	8,000
UKSPF - Revenue	0	81,000	69,000	150,000
Grand Total	0	89,000	69,000	158,000

Change

	2022	2023	2024	Grand Total
Match - Revenue	(10,000)	(2,000)	(10,000)	(22,000)
UKSPF - Revenue	(50,000)	(19,000)	69,000	0
Grand Total	(60,000)	(21,000)	59,000	(22,000)

Outputs and Outcomes

There are no changes to the outputs related to the submitted UKSPF. There are several changes to the outcomes, they are reduced or removed and are shown below:

Outcomes	Existing	Revised	Comment
Number of people engaged in job-searching following support (numerical value)	66	56	More realistic figure
Number of people in employment, including self-employment, following support (numerical value)	56	44	More realistic figure
Number of people sustaining employment for 6 months (numerical value)	50	0	Can't be measured with interventions being delivered by external partners
Number of people with basic skills (English, maths, digital and ESOL) (numerical value)	66	0	WLDC can't assume that this is the need for learners

3.2 Skills for the Future

Scope

The scope of the project has changed to remove reference to Family Learning as this is not normally delivered through adult provision but through schools and children's centres.

Finance

This project's budget has remained unaltered between the outline programme and this business case.

	2022	2023	2024	Grand Total
UKSPF - Revenue	0	0	250,000	250,000
Grand Total	0	0	250,000	250,000

Outputs and Outcomes

There are no changes to the outputs submitted to the UKSPF. There is one reduction to an output shown below:

Outcome description	Outcomes	Revised Outcomes	Comments
Number of people in employment, including self-employment, following support (numerical value)	67	41	Difficult to measure accurately as learners are likely to leave the area to gain employment

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 for People in employment after attending Skills for Future Programme		
Leakage	10%	Low leakage – people gaining the skills will reside in the region and it is likely that any employment will also be retained within the region
Displacement	25%	Some displacement – people entering employment may displace others from the region who also went for a post. However, it is likely that those displaced will continue to apply for other jobs.
Substitution	0%	No substitution - this programme is primarily focussed on people developing skills to get into work, therefore it very unlikely it will reduce investment in skills training from employers
Multiplier	1	No wider benefit considered as the Gross Value Added element already considers the impact the employment has on the wider economy
Deadweight	75%	Significant deadweight – skills and training are an important, but not only factor in supporting people into employment. A significant reduction is considered appropriate as some individuals may have entered employment without the training support, or taken up other lower paid alternatives.
GVA – People entering and sustaining employment via Local Skills Programme (FTEs)		
Leakage	10%	Low leakage – people gaining the skills will reside in the region and it is likely that any employment will also be retained within the region
Displacement	25%	Some displacement – people entering or retaining employment may displace others from the region may have otherwise filled a position
Substitution	25%	Some substitution – the availability of external training may have a negative impact on training provision employers would have otherwise funded for their employees
Multiplier	1	No wider benefit considered as the Gross Value Added element already considers the impact the employment has on the wider economy
Deadweight	90%	Very significant deadweight – training provision is just one element of sustaining employment
Wellbeing benefits – Local Skills Programme		
Leakage	10%	Low leakage – the vast majority of the benefits from training will remain within the region
Displacement	10%	Low displacement – some people receiving the training may have sought alternative education / learning opportunities without this support being available
Substitution	10%	Low substitution – some investment in alternative training provision may be scaled back by employers as unnecessary due to the existence of this training
Multiplier	1	The benefit calculation figure used already considers any wider benefits by additional visitor nights
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Wellbeing benefits – Skills for the Future Programme		
Leakage	10%	Low leakage – the vast majority of the benefits from training will remain within the region

Displacement	10%	Low displacement - some people receiving the training may have sought alternative education / learning opportunities without this support being available
Substitution	10%	Some substitution - some investment in alternative training provision may be scaled back by employers as unnecessary due to the existence of this training
Multiplier	1	The value of a tonne of CO2 saved is very hard to quantify, but using a traded value gives a justifiable figure. Therefore no adjustment is made to this figure for any wider impact.
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)

The overall impact of the additionality adjustment 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 GVA from job creation due to Skills for the Future Programme would be:

$$(100\% - 10\%) * (100\% - 25\%) * (100\% - 0\%) * 1.0 * (100\% - 24\%) = 16.9\%$$

Leakage Displacement Substitution Multiplier Deadweight TOTAL

Overall additionality guide adjustment impact (percentage)

Benefit	Leakage	Displacement	Substitution	Multiplier	Deadweight	Overall ADJ
GVA – Skills for the Future	10%	25%	0%	1.0	75%	16.9%
GVA – Local Skills Programme	10%	25%	25%	1.0	90%	5.1%
Wellbeing – Local Skills Programme	10%	10%	10%	1.0	24%	55.4%
Wellbeing – Skills for the Future	10%	10%	10%	1.0	24%	55.4%

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 for People in employment after attending Skills for Future Programme	20.248	(16.831)	3.417
GVA – People entering and sustaining employment via Local Skills Programme (FTEs)	24.693	(23.443)	1.250
Wellbeing – Local Skills Programme	0.260	(0.116)	0.144
Wellbeing – Skills for the Future	0.571	(0.255)	0.316
TOTAL	45.772	(40.645)	5.127

APPENDIX 5 – DWF Law advice on Subsidy Control

Insert Text Here



APPENDIX 6 – GOVERNANCE DIAGRAM



APPENDIX 7 – RESOURCE PLAN

Programme Resource Plan				
<p>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 identified.</p>				
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	<ul style="list-style-type: none"> ▼ Overall Programme oversight ▼ Key stakeholder engagement ▼ Managing intervention interdependencies 	Senior Officer
Programme Manager	New role funded from 4% admin pot	1 FTE	<ul style="list-style-type: none"> ▼ 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	<ul style="list-style-type: none"> ▼ Data collection and analysis to support monitoring and evaluation ▼ Reporting on outputs and outcomes 	12
Individual project delivery and oversight				
<ul style="list-style-type: none"> ▼ Economic Growth Team Manager ▼ Enterprising Communities Manager ▼ Commercial Development Manager ▼ Economic Growth Team Leader ▼ Senior Project Officer: Employment & Skills ▼ Visitor Economy Officer ▼ Economic Growth Specialist 	Existing roles	11 FTEs Part time SPF roles	<ul style="list-style-type: none"> ▼ Responsibilities for designing and implementing individual projects that fall within their remit ▼ Coordination of stakeholders and delivery partners ▼ Collaboration with the Programme Manager to identify and manage delivery risks 	7-13

<div>▼ Community Engagement Officer</div> <div>▼ Senior Community Action Officer</div> <div>▼ Economic Growth Officer</div> <div>▼ Major Projects Officer</div>				
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	<div>▼ Developing our approach to Green Space Management and community project development</div> <div>▼ Supporting community groups</div>	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 Centres 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

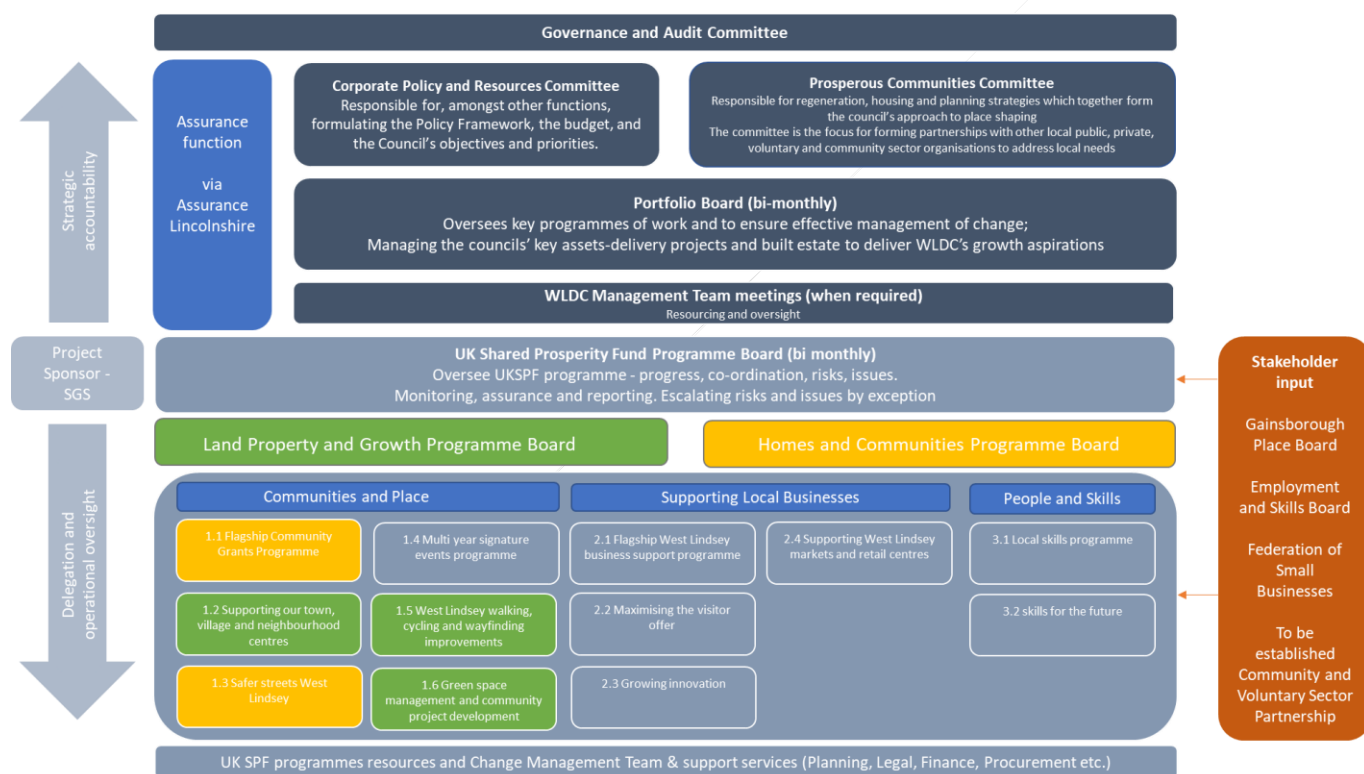
APPENDIX 8 – TERMS OF REFERENCE PROGRAMME BOARD

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 UKSPF 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 People and Skills				
Task ID		Owner	Start date	End Date
Work Stream 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 3.1 Local Skills Programme				
Work Package 2.1.1: Part 1. Contribution of support for existing funded critical delivery in the voluntary and community sector to address barriers to work for those further from the labour market.				
2.1	Agree route to funding for suppliers	Grant White	Apr-23	Apr-23
2.2	Develop guidance paperwork	Amanda Bouttell	May-23	May-23
2.3	Create application process and forms	Amanda Bouttell	May-23	May-23
2.4	Procurement Process implementation	Amanda Bouttell	Jun-23	Aug-23
2.5	Organise funding panel through Skills Partnership	Amanda Bouttell	Sep-23	Sep-23
2.6	Monitoring and Evaluation documents	Amanda Bouttell	Oct-23	Oct-23
2.7	Marketing activity and comms	Amanda Bouttell	Apr-23	Apr-24
Work Package 2.1.2 : Part 2 Understanding future needs and feasibility				
2.8	Agree route to funding for suppliers	Grant White	Jan-23	Jan-23
2.9	Agree delivery outcomes	GW/AB/JM-S	Jan-23	Jan-23
2.10	Develop guidance paperwork	Amanda Bouttell	Jan-23	Jan-23
2.11	Procurement Process implementation		Feb-23	Feb-23
2.12	Seek approval for delivery of project	Amanda Bouttell	Feb-23	Feb-23
2.13	Project delivery	Appointed Provider	Mar-23	Jun-23
2.14	Monitoring and evaluation reports	Amanda Bouttell	Aug-23	Aug-23
Workstream 3: Project 3.2 Skills for the future				
3.1	Agree route to funding for suppliers	Grant White	Jan-24	Jan-24
3.2	Develop guidance paperwork	Amanda Bouttell	Jan-24	Jan-24
3.3	Create application process and forms	Amanda Bouttell	Jan-24	Jan-24
3.4	Procurement implementation	Amanda Bouttell	Feb-24	Feb-24
3.5	Organise funding panel through Skills Partnership	Amanda Bouttell	Mar-24	Mar-24
3.6	Project delivery	Amanda Bouttell	Apr-24	Mar-25
3.7	Monitoring and Evaluation documents	Amanda Bouttell	Apr-24	Mar-25
3.8	Marketing activity and comms	Amanda Bouttell	Apr-24	Mar-25

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 opportunities - 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 targeted messaging
7	Farming community	1. User	3. Inform	1. Manage	Yes	1. Uaware	4. Supportive	Yes	Potential targeted 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 - opportunity to engage in and benefit from programme delivery. Communities to shape local delivery priorities
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 - particular 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 engaging 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

[UK Shared Prosperity Fund: reporting and performance management \(3\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-reporting-and-performance-management-3)

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

REFERENCES

- ¹https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/191511/Additionality_Guide_0.pdf
- ²https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1052706/Leveling_Up_WP_HRES.pdf
- ³ <https://www.gov.uk/guidance/uk-shared-prosperity-fund-reporting-and-performance-management-3>
- ⁴ <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government/the-green-book-2020>
- ⁵<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/datasets/subregionalproductivitylabourproductivityindicesbylocalauthoritydistrict>
- ⁶https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/635837/Skills_and_lifelong_learning_-_the_benefits_of_adult_learning_-_schuller_-_final.pdf (page 13)
- ⁷https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/378177/additionality_guide_2014_full.pdf
- ⁸ https://obr.uk/docs/dlm_uploads/CCS0822661240-002_SECURE_OBR_EFO_November_2022_WEB_ACCESSIBLE.pdf (table A1 - page 59)
- ⁹https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/191507/Optimism_bias.pdf (Table 1 - page 2)
- ¹⁰ <https://www.cipd.co.uk/knowledge/work/skills/skills-factsheet>
- ¹¹ <https://www.cbi.org.uk/media/5964/2020-11-reviving-regions.pdf>
- ¹² <https://www.gov.uk/guidance/uk-shared-prosperity-fund-procurement-8>
- ¹³ [Microsoft Word - 2016-10-04 Grant Standards Equality Impact Assessment.docx \(publishing.service.gov.uk\)](#)
- ¹⁴ [Enterprising Communities Privacy Notice | West Lindsey District Council \(west-lindsey.gov.uk\)](#)
- ¹⁵ <https://www.gov.uk/guidance/uk-shared-prosperity-fund-assurance-and-risk-5>
- ¹⁶ [Government Functional Standard GovS 015: Grants - GOV.UK \(www.gov.uk\)](#)
- ¹⁷ [Government Functional Standard - GovS 0015: Grants \(publishing.service.gov.uk\)](#)