



UK Government

**LEVELLING  
— UP —**

# UK Shared Prosperity Fund Investment Plan

Submitted  
July 29<sup>th</sup>, 2022



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

## Your location

<b>In which region is the lead authority based?</b>
East Midlands
<b>Select the lead authority:</b>
South Kesteven District Council

## Local challenges and opportunities

### Communities and Place

<b>Are there any local challenges you face which fall under the Communities and Place investment priority?</b>
Yes
<b>Describe these challenges, give evidence where possible:</b>
<p>The District of South Kesteven is located in the southwestern corner of the County of Lincolnshire. It covers an area of 94,00 hectares (365 sq miles). Mid 2020 estimates put the population at 143,247 and makes it one of the largest in the county. Just over 1,400 households were on the council's housing register in 2019 and 90% of businesses are micro business (employing less than 10 people) . The economy of South Kesteven features a diverse mix of sectors and is made up of 5,920 businesses which combine to produce a GVA of c.£2.7bn a year, operating at a productivity level of £43,590 per worker.</p> <p>There are a number of challenges within the "Community and Place" investment priority (informed by missions 7, 8, 9 and 11). The main ones include:</p> <ul style="list-style-type: none"><li>• <b>Pockets of deprivation</b> – South Kesteven is ranked as the 234th least deprived district in England (out of 317) with pockets of stark deprivation (mainly within the Grantham area).</li><li>• <b>Adult physical activity</b> – physical activity amongst adults within the District tend to be lower than the county average (30.3% vs 31.6%).</li></ul> <p>For more information, please see Appendix A: South Kesteven: The Levelling Up Challenges and Options report.</p>
<b>Are there any local opportunities which fall under the Communities and Place investment priority that you intend to support?</b>
Yes
<b>(If yes) Describe these opportunities, give evidence where possible</b>

65% of the population live within the four main towns within the District. These are:
<ul style="list-style-type: none"><li>• <b>Grantham</b> – this is the main centre within the District and will see significant levels of new housing and employment growth, including a new sustainable urban extension to the south of the town.</li><li>• <b>Stamford</b> – this historic, rural market town on the southern edge of the District will see some new growth to support its role and connections to Peterborough and Cambridge.</li></ul>



- **Bourne** – a smaller market town with potential for some development and enhancements
- **Market Deeping** - a smaller market town with potential for some development and enhancements.

The other main opportunities include (see Appendix A for more context):

- **Placemaking** funding – UKSPF provide funding to improve overall pride of place and residents/businesses satisfaction.
- **Priority investment areas** – identification of key areas of intervention, which would stimulate further economic benefits and visual improvements to local communities and places (e.g. a suite of interventions covering the main high streets).
- **Commitment to improving the cultural offer** – as identified and detailed in the emerging Cultural Strategy.
- **Strong visitor website** – to be able to build on and improve: Discover South Lincolnshire - Grantham, Stamford, Deepings & Bourne (discoversouthkesteven.com).
- **Well connected** - good transport links with London an hour and Leeds 1hr 10mins away on a train.

## Supporting Local Business

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

Yes

### Describe these challenges, give evidence where possible:

There is a difference between those who live in District and those that work here, but this is an improving picture. In 2020, the median resident earnings for the SK District were £563.90. which is ranked middle of the range with other councils across England (ranked 124/309 councils). The Grantham Earlesfield and Grantham Harrowby wards are the most deprived, while Stamford St. Johns was the least deprived area in the district. Due to the differences within the District with those who live and work here, this section will focus -on the businesses and their employees (missions 1 and 2). With this in mind, the main challenges to support local businesses within the District include:

- **Lower than average paid workforce** - the median resident earnings for the South Kesteven District were £563.9 in 2021, which is lower than the national average of £589.80.
- **Out commuting** - According to the 2011 Census, South Kesteven had an inflow of 14,205 commuters, an outflow of 23,518 commuters and, therefore, a net outflow of 9,313 commuters. The top three inflows to South Kesteven were from the following neighbouring areas:
  - Peterborough - 2,682
  - North Kesteven - 2,247
  - South Holland - 1,303
- The top three outflows were to:
  - Peterborough - 7,791
  - Rutland - 2,301
  - North Kesteven - 1,501
- **Stagnant business base** – the growth of new enterprises within the District has been steadily decreasing over the last few years (750 births in 2015 dropping to 585 in 2020), while other areas have seen a steady increase since 2015.



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- **Second year survival rates of new enterprises** – whilst the survival rates of newly born enterprises is around the regional and national average, there is a slight dip in performance (compared with the regional and national averages) in Year 2 (73.3% survival vs 74.4% regionally).
- **Over representation of certain business sectors** – By employment, South Kesteven's largest sectors are Manufacturing, Health, and Retail/Wholesale, with Professional and Scientific and Technical featuring as the largest sector based on the number of business units, followed by Construction. However, the latter two sectors only account for 10% of the district's total jobs compared to 50% for Manufacturing, Health and Retail/Wholesale.

Please see Appendix A for more information.

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

Yes

**Describe these opportunities, give evidence where possible:**

Over 90% of South Kesteven's businesses are micro businesses (employing less than 10 people), with 0.2% being large companies. This presents opportunities to support these local, small businesses which are likely to require more tailored support than the big national companies (see Appendix A for more context). The other main opportunities include:

- **Tailored business support provision** – opportunity to work and shape the Growth Hub offer.
- **Innovation support** – to provide support for local businesses to innovate and increase their competitiveness in the market to build on the improving productivity and GVA growth that the District has recently been experiencing. This is especially apparent as GVA growth in South Kesteven has been strong since the turn of the decade, outstripping national and regional growth rates. South Kesteven had a GVA of £2,659m in 2015, the latest year for which figures are available from the ONS. Growth in South Kesteven's GVA, from 2010-2015, was 22.1% and across this same period GVA growth for the UK stood at 17.8% and 17.3% at the regional level. Furthermore, Productivity too has increased at nearly double the regional and national growth rates, bringing it back on par with the regional average. South Kesteven's productivity (Gross Value Added - GVA produced per job) was £43,590 in 2015, slightly lower than the regional average. Between 2010 and 2015, productivity in South Kesteven grew by 24.1% (to almost level with the regional average) compared to an improvement of 12.6% across the East Midlands and 11.1% across the UK. The SK Intelligence Report recommended that businesses continue investing in innovation and diversification to ensure they can endure challenging economic trends and maximise opportunities that might arise.
- **Generic support and membership** – provide opportunity for networking and support through external partnerships and forums, such as the FSB and Chamber of Commerce.
- **Commitment to being carbon neutral** - The ambition is for the Council to be reduce the organisation's carbon footprint by at least 30% by 2030, and to be become net zero as soon as viable before 2050. Therefore, there is political support for low/no carbon initiatives.

**Local Challenges and Opportunities: People and Skills**

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



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Yes

**Describe these challenges, give evidence where possible:**

The total population projections show South Kesteven is expected to grow by +9%, on basic growth assumptions. The data shows a great shift in age bands over the next 20 years in which there will be a larger number in the 65+ age categories in South Kesteven, whilst the working age population (16-64) either remains static or shows a slight decline (as per the 30-64 age category). Due to the differences with those who live and work in the District, this section will focus on the residents (missions 1, 6, 7 and 8). With this in mind, the main challenges for the “People and Skills” investment priority are (see Appendix A for more information):

- **Low unemployment rates** – 77.3% of all residents (16-64) are employed – which is higher than the national average of 79.4%. Delivering schemes focusing on getting people back into work will have a smaller target audience.
- **Youth Out-migration** - With the development of Higher Education (HE) across the district, South Kesteven residents should be able to access a wider range of HE courses locally and ensure NVQ level 4 attainment equals or exceeds the national average. By supporting and encouraging this, increased uptake of higher education across the district should facilitate both a lower migration of young people away as well as supporting local businesses and other organisations to access these courses and upskill their workforce.

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

Yes

**Describe these opportunities, give evidence where possible.**

Life expectancy for men in the District (80.1 years) is around two years higher than the regional (78.5) and national averages (78.7). Women are also on average are likely to live a year longer if they live in the District (at 83.9 years) than the regional (82.3) and national average (82.6). Furthermore, the inequality in life expectancy is much lower than the regional and national average and within the top 20% and 40% for men and women respectively (men is 5.0 compared with regional 9.2 and England is 9.7 with woman being 4.7 compared with 7.6 regional and 7.9 for England). However, life expectancy for men is 5.9 years lower and for women 6 years lower in the most deprived areas of the district than in the least deprived area. The main opportunities include (see Appendix A for more context):

- **Improve people's life chances to succeed** – chance to refine, influence and shape the Employment and Skills training provision to better suit and place our residents to succeed.
- **Skilled residents** – there are low levels of the population with no qualifications (21.6% vs regional average of 24.7%) and higher levels of residents with degree qualifications (25.6% vs 23.6 regionally) . Comparing this data against employment by occupation, South Kesteven has a growing population of managers, directors, senior officials and professional occupations which are contributing to a higher qualified resident talent pool.
- **Digital skills** – need to encourage additional digital skills within the District to build on the current level of high educated residents. South Kesteven shows strong attainment levels at NVQ 2 & 3, but continued dialogue with Further Education providers needs to ensure the subject areas and qualifications match the labour market needs for skilled professions and businesses.
- **Multiply funding** – the current allocation for Multiply funding at the County provides a refreshed basis to work with education and training providers for bespoke training schemes within the District.



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## Interventions

### Interventions: Communities and Place

<b>Does your investment plan meet the Communities and Place investment priority?</b>
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Yes
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<b>What are the outcomes you want to deliver under this investment priority? Select all that apply.</b>
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Outcome	Tick if applicable
<b>Jobs created</b>	✓
<b>Jobs safeguarded</b>	✓
<b>Increased footfall</b>	✓
<b>Increased visitor numbers</b>	✓
<b>Reduced vacancy rates</b>	✓
Greenhouse gas reductions	
Improved perceived/experienced accessibility	
Improved perception of facilities/amenities	
Increased number of properties better protected from flooding and coastal erosion	
<b>Increased users of facilities / amenities</b>	✓
<b>Improved perception of facility/infrastructure project</b>	✓
<b>Increased use of cycleways or paths</b>	✓
Increase in Biodiversity	
Increased affordability of events/entry	
<b>Improved perception of safety</b>	✓
<b>Reduction in neighbourhood crime</b>	✓
<b>Improved engagement numbers</b>	✓
<b>Improved perception of events</b>	✓
<b>Increased number of web searches for a place</b>	✓
Volunteering numbers as a result of support	
<b>Number of community-led arts, cultural, heritage and creative programmes as a result of support</b>	✓
Increased take up of energy efficiency measures	
<b>Increased number of projects arising from funded feasibility studies</b>	✓
Number of premises with improved digital connectivity	
None of the above	

<b>Select the interventions you intend to use which meet this priority. You can select as many as you like.</b>
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E1	Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.
E2	Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could cover capital spend and running costs.
E3	Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into



	wider public spaces.
E4	Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.
E5	Design and management of the built and landscaped environment to 'design out crime'.
E6	Support for local arts, cultural, heritage and creative activities.
E7	Support for active travel enhancements in the local area.
E8	Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.
E9	Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.
E10	Funding for local sports facilities, tournaments, teams and leagues; to bring people together.
E12	Investment in community engagement schemes to support community involvement in decision making in local regeneration.
E13	Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.
E14	Funding to support relevant feasibility studies.
E15	Investment and support for digital infrastructure for local community facilities.

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

No

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

Yes

**Describe these projects, including their proposed locations and how they fall under this investment priority.:.**

As part of the wider consultation work being undertaken with providers, partners and stakeholders on the local challenges and opportunities, various projects and initiatives were also brought forward as solutions to address these. Although these have not been ratified by the emerging LPG group, these have helped to shape the priority interventions and the weighting given to them.

These projects/initiatives have a formal process to go through before forming part of the delivery plan (see section on governance). However, for illustrative purposes and to set the scene as to how this investment plan could be delivered, we have detailed the potential investment activities below. These will be subject to the governance arrangements and subsidy considerations (as detailed later in the form). In this instance, there is one priority project which has been identified:

- **Community safety** – specific issue that has been identified which can be delivered through a mobile CCTV system. This will involve a £50k capital expenditure in year 1 to buy the equipment and then allowance of £15k a year running cost. There may be more community safety initiatives that emerge (from the areas of work below), but this is specifically targeting a known issue, which has been well received through the consultation. This would need to be confirmed and ratified by the LPG. Furthermore through our targeted consultation, there are a number of umbrella projects/initiatives that have emerged as key areas of work to progress. These are subject to a further competition, commissioning or procuring (pending LPG approval) and includes:
- **Village, parish and community-based improvements** – a £1m funding pot for villages, parishes and community groups to bid to deliver locally based schemes



that meet the missions and interventions for this investment priority (as detailed above).

- **High Street Improvements** – there are four main town centres within the District which will be able to bid into a £500,000 pot to deliver high street physical improvements.
- **Cultural, arts and heritage-based initiatives** – there is £250,000 available for providers, building owners and community groups to bid for cultural, arts and heritage initiatives. This will be subject to a competitive process, with specific criteria to meet.
- **SK place marketing, promotion and events** – this will be a specific pot of money (£250,000) for the Council to allocate for initiatives such as updating the Discover SK website, shop local app, market review, events and other visitor economy activities. This may involve some others to deliver or undertake the work, but will be largely led by the Council.
- **Feasibility work** - £270,000 has been set aside for feasibility work. This is for community and place-based schemes which need feasibility funding to work up into capital projects ready to access further funding. This will be focused on community, place, culture, environment and wellbeing initiatives/projects. This will be subject to a competitive process. Early consultation has identified options such as Grantham Meres Leisure Centre, Grantham BID feasibility, rural economy framework, priority investment areas review, council asset visioning review, heritage asset review and green streets delivery strategy

**Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?**

No

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

South Kesteven District Council is aware that it should not make any contributions to an enterprise that would cause an economic advantage or affect international trade (as detailed in the government guidance above). Whilst the details and commissioning/procuring of these projects has yet to be completed, it allows the opportunity to ensure that this subsidy issue will be a key criterion to meet when determining the preferred investment activity.

This is a part of the Council's legal and financial regulations and will apply to all awards of funding, even if these are awarded outside of the normal procurement process (such as a direct award).

Therefore, the District Council is confident that no subsidies will be awarded as part of delivering this investment plan. This will also be included within the governance section, as the Local Partnership Group will be tasked with overseeing this.

**Interventions: Supporting Local Businesses**

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

Yes

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

Outcome

Tick if applicable



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

<b>Select the interventions you intend to use which meet this priority. Select all that apply.</b>	
E16	Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.
E17	Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.
E18	Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions including artificial intelligence; robotics and autonomous systems; additive manufacturing; industrial internet of things; virtual reality; data analytics. The support is proven to leverage high levels of private investment into technologies that drive growth, productivity, efficiency and resilience in manufacturing.
E19	Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.
E20	Research and development grants supporting the development of innovative products and services.



E22	Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places.
E23	Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.
E24	Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.
E26	Support for growing the local social economy, including community businesses, cooperatives and social enterprises.
E29	Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity.
E30	Business support measures to drive employment growth, particularly in areas of higher unemployment.
E31	Funding to support relevant feasibility studies.

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

No

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

Yes

**Describe these projects, including their proposed locations and how they fall under this investment priority.:**

As part of the wider consultation work being undertaken with providers, partners and stakeholders on the local challenges and opportunities, various projects and initiatives were also brought forward as solutions to address these. Although these have not been ratified by the emerging LPG group, these have helped to shape the priority interventions and the weighting given to them.

These projects/initiatives have a formal process to go through before forming part of the delivery plan (see section on governance). However, for illustrative purposes and to set the scene as to how this investment plan could be delivered, we have detailed the potential investment activities below. These will be subject to the governance arrangements and subsidy considerations (as detailed later in the form). In this instance, there is one priority project which has been identified:

- **Business Engagement Officer** – a new role to be created to support businesses within the main towns/high streets (outside of Grantham where there is an existing post). This role will be a key link between the businesses within these areas, the business support to be provided and the grants available (see below). This will be a full-time post for a three-year period. This is subject to the LPG ratifying this a priority allocation.

Furthermore, through our targeted consultation, there are a number of umbrella projects/initiatives that have emerged as key areas of work to progress. These are subject to a further competition, commissioning or procuring and include:



- **Business Support** – £710,000 has been set aside to provide general business support. There will be tailored business support to start-up & small businesses, and will include sector focused support for manufacturing and expansion. There will also be some allocation for supporting existing and new partnerships & forums (including memberships) and seeking to address some key workplace skills and health & wellbeing issues across the District. This will be largely commissioned/procured and could be subject to collaborative working.
- **Business Grants** – there is money set aside for a grant scheme which could focus on local carbon, innovation, research & development and to support growth potential. The allocation towards this grant scheme is £200,000, spread over years 2 and 3, allowing time in year 1 to set the scheme up.
- **Feasibility work** - £170,000 has been set aside for feasibility work. This is focused on identifying and delivering enterprise hubs. This pot will be managed and allocated internally.

**Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?**

No

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

South Kesteven District Council is aware that it should not make any contributions to an enterprise that would cause an economic advantage or affect international trade (as detailed in the government guidance above). Whilst the details and commissioning/procuring of these projects has yet to be completed, it allows the opportunity to ensure that this subsidy issue will be a key criterion to meet when determining the preferred investment activity. This is a part of the Council's legal and financial regulations and will apply to all awards of funding, even if these are awarded outside of the normal procurement process (such as a direct award).

Therefore, the District Council is confident that no subsidies will be awarded as part of delivering this investment plan. This will also be included within the governance section, as the Local Partnership Group will be tasked with overseeing this.

### Interventions People and Skills

<b>What are the outcomes you want to deliver under this investment priority? Select all that apply.</b>	
<b>Outcome</b>	<b>Tick if applicable</b>
Number of economically inactive individuals in receipt of benefits they are entitled to following support	
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	
<b>Increased proportion of participants with basic skills (English, maths, digital and ESOL)</b>	✓
<b>Number of people in supported employment [and] number of people engaging with mainstream healthcare services</b>	✓
Number of people sustaining engagement with keyworker support and additional services	
<b>Number of people engaged in job-searching following support</b>	✓
<b>Number of people in employment, including self-employment, following support</b>	✓
<b>Number of people sustaining employment for 6 months</b>	✓



<b>Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance</b>	
<b>Number of people in education/training</b>	✓
<b>Increased number of people with basic skills (English, maths, digital and ESOL)</b>	✓
<b>Fewer people facing structural barriers into employment and into skills provision</b>	✓
Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace	
Fewer people facing structural barriers into employment and into skills provision	
<b>Number of people gaining a qualification or completing a course following support</b>	✓
Number of people gaining qualifications, licences, and skills	
Number of economically active individuals engaged in mainstream skills education, and training.	
Number of people engaged in life skills support following interventions	
Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	
<b>Multiply only - Increased number of adults achieving maths qualifications up to, and including, Level 2.</b>	
<b>Multiply only - Increased number of adults participating in maths qualifications and courses up to, and including, Level 2.</b>	
<b>None of the above</b>	

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

E33	Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps. This provision can include project promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence).
E34	Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. **where not being met through Department for Work and Pensions provision.
E36	Intervention to increase levels of digital inclusion, with a focus on essential digital skills, communicating the benefits of getting (safely) online, and in-



	community support to provide users with the confidence and trust to stay online.
E37	Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses. This includes supporting the retention of groups who are likely to leave the labour market early.
E38	Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that are not being met through other provision.
E41	Funding to support local digital skills.

<b>Do you plan to use any interventions not included on this list?</b>
No
<b>Have you already identified any projects for 2024-2025 which fall under the People and Skills investment priority?</b>
No
<b>Have you identified a local voluntary and community provision at risk as part of this intervention?</b>
No

## Approach to Delivery and Governance

### Stakeholder Engagement and Support

<b>Have you engaged with any of the following as part of your investment plan? Select all that apply.</b>
Public sector organisations      Private sector organisations      Civil society organisations
<b>If so, describe how you have engaged with these organisations. Give examples where possible. :</b>
To kick start the consultation and engagement process, an internal officer group met to come up with a series of suggested local interventions and activities. On 18 May 2022, SKDC Cabinet took the work of the internal officer group and mapped out the UKSPF interventions against the Council's Corporate Plan to decide which meaningful local activities, based on need, should be considered for inclusion in the Investment Plan. This resulted in over 40 suggested interventions and activities relating to both the communities and place, and support local businesses priorities.  On 8 June 2022, several of the districts, business support practitioners and representatives were consulted on the proposed local businesses priority (consultee list shown in Appendix B). Unanimous support for the suggested proposals was received. Whilst no additional requests were made at the session, the group were encouraged to submit any further ideas. To date, Business Lincolnshire Growth Hub have requested £201,941.81 to achieve economy of scale and buy-in to an existing business support provision to provide a solution for business support post EU funding for two years, commencing 1 April 2023.



Further Member engagement has taken place throughout June 2022, including four locality-based virtual sessions (Bourne, Grantham, Stamford and The Deepings) on 4 and 7 July with local ward councillors and representatives from the respective town council and Charter Trustees.

Engagement has taken place with the voluntary and community sector umbrella groups who have been provided with an overview of the UKSPF, an overview of the proposed local intervention headers and an ask if they would like to partner or put forward suggestions to add to the Investment Plan. The Investment Plan summary sheet has been used to explain the work being done as part of the consultation (see Appendix C).

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

Full Council approval was secured on 25 July 2022 to undertake the necessary consultation and engagement in order to prepare and submit the Investment Plan.

Once the investment plan has been submitted, the Council is committed to setting up a formal LPG to steer the investment plan into its delivery phase.

The LPG will include the voluntary sector, local business representative groups, Local Enterprise Partnership, organisations, colleges, universities and skills practitioners, employment experts from JobCentre Plus/Department for Work & Pensions, primary care and public health practitioners, Police and Fire Services, rural representatives. As the programme develops the Council will reserve the right to extend its LPG membership to ensure that the expertise of appropriate partners and representative groups can be harnessed in order to maximise impact.

On a case-by-case basis representatives from the LPG partner agencies will be invited to participate and advise as part of the delivery development and decision-making process, to ensure that the appropriate delivery approaches are selected (such as developing the thematic application criteria for open competition and being involved in the assessment and recommendation process). Involvement will be determined based upon sectoral, strategic and technical expertise and will be focused at the investment priority themes to ensure that those participating can add particular value rather than simple information exchanges, which can be addressed through the correspondence and engagement sessions.

Please see appendix D for governance structure chart.

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

Yes

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

No

**Project Selection**

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

No



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## Working with other places: Communities and Place

Which interventions do you intend to collaborate on? Select all that apply.	
Intervention	Tick if applicable
<b>E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs</b>	✓
<b>E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects</b>	✓
<b>E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.</b>	✓
<b>E5: Design and management of the built and landscaped environment to 'design out crime'.</b>	✓
<b>E6: Support for local arts, cultural, heritage and creative activities</b>	✓
<b>E7: Support for active travel enhancements in the local area.</b>	✓
<b>E8: Funding for the development and promotion of wider campaigns which encourage people to visit the local area</b>	✓
<b>E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.</b>	✓
<b>E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.</b>	✓
<b>E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration.</b>	✓
<b>E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.</b>	✓
<b>E14: Funding to support relevant feasibility studies.</b>	✓
<b>E15: Investment and support for digital infrastructure for local community facilities</b>	✓
<b>Describe any interventions not included in this list?</b>	
None	
<b>Which places do you intend to collaborate with?:</b>	
<p>The UKSPPF prospectus encourages lead local authorities to explore opportunities for joint working. Economic Growth Officers from the district and boroughs across Lincolnshire have been working closely together to explore the opportunities for joint working. These discussions will continue in the next few months, as we work up the detailed delivery plan, alongside the formal setting up of the LPG and its governance arrangements.</p> <p>No formal arrangements will be entered into without further sign off/necessary process being followed at each local authority. South Kesteven is advocating that a sum is kept aside in year 3 for joint working with neighbouring authorities to create a programme for employment and skills training. This will likely be a procurement process that is developed in collaboration and provides a service to people within targeted geographies and in areas of priority need. This will be developed alongside the assessment of the impact of the current ESF programmes concluding in 2023/24. This includes considering whether a new approach (with partners) can be adopted which builds on the successes and weaknesses of the old ESF programme coupled with our known local challenges and opportunities in mind.</p>	



## Working with other places: Supporting Local Businesses

<b>Do you intend to work with other places on any of the interventions which fall under the Supporting Local Business investment priority?</b>	
Yes	
<b>Which interventions do you intend to collaborate on? Select all that apply.</b>	
<b>Intervention</b>	<b>Tick if applicable</b>
E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.	✓
E17: Funding for the development and promotion of the visitor economy	✓
E18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions including artificial intelligence.	✓
E19: Increasing investment in research and development at the local level.	✓
E20: Research and development grants supporting the development of innovative products and services.	✓
E22: Investing in enterprise infrastructure and employment/innovation site development projects.	✓
E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.	✓
E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise	✓
E26: Support for growing the local social economy, including community businesses, cooperatives and social enterprises.	✓
E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy.	✓
E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.	✓
E31: Funding to support relevant feasibility studies.	✓
<b>Describe any interventions not included in this list?</b>	
None	
<b>Which places do you intend to collaborate with?:</b>	
<p>The UKSPPF prospectus encourages lead local authorities to explore opportunities for joint working. Economic Growth Officers from the district and boroughs across Lincolnshire have been working closely together to explore the opportunities for joint working. These discussions will continue in the next few months, as we work up the detailed delivery plan, alongside the formal setting up of the LPG and its governance arrangements.</p> <p>No formal arrangements will be entered into without further sign off/necessary process being followed at each local authority. South Kesteven is advocating that a sum is kept aside in year 3 for joint working with neighbouring authorities to create a programme for employment and skills training. This will likely be a procurement process that is developed in collaboration and provides a service to people within targeted geographies and in areas of priority need. This will be developed alongside the assessment of the impact of the current ESF programmes concluding in 2023/24. This includes considering whether a new approach (with partners) can be adopted which builds on the successes and weaknesses</p>	



of the old ESF programme coupled with our new local challenges and opportunities in mind

### Working with other places: People and Skills

<b>Do you intend to work with other places on any of the interventions which fall under the People and Skills investment priority?</b>	
Yes	
<b>Which interventions do you intend to collaborate on? Select all that apply.</b>	
<b>Intervention</b>	<b>Tick if applicable</b>
E33: Employment support for economically inactive people: Intensive and wrap-around one-to- one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps.	✓
E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications.	✓
E36: Intervention to increase levels of digital inclusion, with a focus on essential digital skills, communicating the benefits of getting (safely) online, and in- community support to provide users with the confidence and trust to stay online.	✓
E37: Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses.	✓
E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that cannot be met through mainstream funding.	✓
E41: Funding to support local digital skills.	✓
<b>Describe any interventions not included in this list.</b>	
None	
<b>Which places do you intend to collaborate with?:</b>	
<p>The UKSPF prospectus encourages lead local authorities to explore opportunities for joint working. Economic Growth Officers from the district and boroughs across Lincolnshire have been working closely together to explore the opportunities for joint working. These discussions will continue in the next few months, as we work up the detailed delivery plan, alongside the formal setting up of the LPG and its governance arrangements.</p> <p>No formal arrangements will be entered into without further sign off/necessary process being followed at each local authority. South Kesteven is advocating that a sum is kept aside in year 3 for joint working with neighbouring authorities to create a programme for employment and skills training. This will likely be a procurement process that is developed in collaboration and provides a service to people within targeted geographies and in areas of priority need. This will be developed alongside the assessment of the impact of the current ESF programmes concluding in 2023/24. This includes considering whether a new approach (with partners) can be adopted which builds on the successes and weaknesses of the old ESF programme coupled with our new local challenges and opportunities in</p>	



mind.

## Public Sector Equity Duty

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

Yes

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

Delegated authority for the submission of the Investment Plan was given by Full Council on Monday 25<sup>th</sup> July 2022 to the Leader and Deputy Leader of the Council as well as the Chief Executive and S151 Officer. The report taken to Full Council included a high-level Equality Impact Assessment and was referenced within the report.

As the component projects are as yet not fully formed, as part of the process of developing these fully, an Equality Impact Assessment for each project will be undertaken as outlined within the Full Council report presented on 25<sup>th</sup> July 2022.

## Risks

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

Yes

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

As with any capital project, programme of works and/or series of initiatives, there are inherent risks. However, the main risk is to not identify these risks at all. We need to consider mitigation measures, rank their likelihood and impact and to monitor them closely through a risk register. Therefore, there will be a full risk register prepared as part of the project/initiatives identification and will be reported regularly through the governance structure.

To give a flavour of the current risks being considered and how these will be assessed, please see Appendix F.

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

No

## Capacity and Capability

### Team Resource

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

6 FTE's

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



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Overall responsibility for the delivery and administration of the SKDC UKSPF programme will sit with the in-house Economic Development Team (InvestSK).

In total 6 full time posts work within the team and all will have responsibility for the successful delivery of the programme.

The Team is led by the Head of Economic Development who has 30 years' experience of working with external funding programmes at a local, regional and national level.

There are already 2 members of the team working on externally funded programmes (Future High Streets Fund and High Street Heritage Action Zone) and they will be joined by a UKSPF Programme Manager and project administrator.

Two further staff (FTE) are employed as a Business & Skills Officer and a Tourism and Visitor Economy Officer, clearly strong links exist between their current roles and the aspirations of the UKSPF Investment priorities and these two team members will be directly responsible for developing a number of the projects that sit within the overall investment programme.

The Head of Economic Development reports directly to the Strategic Director for Growth and Culture who in turn reports directly to the Chief Executive of the Council.

It is worth noting that the same team were responsible for the successful delivery of over £53m of Covid-19 Business Support funding to 3,000 business across South Kesteven and over £200k of Welcome Back Funding to support the successful re-opening of our High Streets.

## Team Experience and Capability

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

Very experienced

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

Some capability

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

Some capability

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

Limited capacity

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

Limited capability

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

Limited capacity

## Capacity and capability: Communities and Place

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



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Yes	<b>How would you describe your team's current capability to manage funding for Communities and Place interventions?</b>
Some capability	<b>Describe the key capability challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.:</b>
SKDC has a strong track record of delivering community-based interventions and has also for many years overseen an in-house communities fund for local ward councillors to recognise and support community groups at all levels.	It is always a challenge for local community groups to demonstrate capacity and capability to deliver individual programmes and in recognition of this SKDC have a community engagement team dedicated to supporting local groups to identify and access support and funding to build capacity and be best placed to deliver effective community-led programmes.
<b>Describe what further support would help address these challenges.</b>	
Continued support for SKDC to maintain an effective community engagement team able to dedicate the necessary time and resource in supporting the many and varied community groups across South Kesteven.	
Strong capacity	<b>How would you describe your team's current capacity to manage funding for Communities and Place interventions?</b>
SKDC has a proven track record of delivering community-based interventions and has also for many years overseen an in-house communities fund for local ward councillors to recognise and support community groups at all levels.	<b>Describe the key capacity challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.:</b>
It is always a challenge for local community groups to demonstrate capacity and capability to deliver individual programmes and in recognition of this SKDC have a community engagement team dedicated to supporting local groups to identify and access support and funding to build capacity and be best placed to deliver effective community-led programmes.	<b>Describe what further support would help address these challenges.:</b>
Continued support for SKDC to maintain an effective community engagement team able to dedicate the necessary time and resource in supporting the many and varied community groups across South Kesteven.	

### Capacity and capability: Support Local Business

<b>Does your local authority have any previous experience of delivering the Supporting Local Business interventions you have select?</b>
Yes
<b>How would you describe your team's current capability to manage funding for Supporting Local Business interventions?</b>
Strong capability



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

The only challenge we face in delivering local business interventions is ensuring the right support is available to businesses at the right time in their development cycle. The capability to meet this challenge is most definitely available locally be that directly through the core SKDC team and / or its many intermediary delivery partners throughout the District and wider.

**Describe what further support would help address these challenges.**

No further support is needed in order to address the identified challenge.

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

Strong capacity

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

None

**Describe what further support would help address these challenges.**

No further support is needed in order to address the identified challenge.

### Capacity and capability: People and Skills

**Does your local authority have any previous experience of delivering the People and Skills interventions you have select?**

Yes

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

Some capability

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

Capability challenges may exist across the District given the current skills offering available through the recognised skills delivery infrastructure. There are 2 Colleges of Further Education in the District located in Stamford and Grantham both of whom have notable experience in delivering externally funded projects to a wide-ranging audience. A break in funding and subsequent delivery of previous externally funded programmes is where a capability challenge could become evident.

**Describe what further support would help address these challenges.:**

The core team at SKDC and in particular the Business and Skills Officer will work with the existing delivery partners to identify any gaps in provision and how these could be addressed in line with the investment priorities and key themes arising from this Investment Plan.

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

Some capacity

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



Capability challenges may exist across the District given the current skills offering available through the recognised skills delivery infrastructure. There are 2 Colleges of Further Education in the District located in Stamford and Grantham both of whom have notable experience in delivering externally funded projects to a wide ranging audience. A break in funding and subsequent delivery of previous externally funded programmes is where a capability challenge could become evident.

**Describe what further support would help address these challenges.**

The core team at SKDC and in particular the Business and Skills Officer will work with the existing delivery partners to identify any gaps in provision and how these could be addressed in line with the investment priorities and key themes arising from this Investment Plan.

**Support to Deliver UKSPF**

All lead authorities can use up to 4% of their UKSPF allocation to support the delivery of their chosen interventions but by exception, lead authorities will be able to use more than 4%. Are you planning to use more than 4%?

No

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

N/A

**Approvals**

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

Yes

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

Yes

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

Yes

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

N/A

**Additional documents**

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

Yes



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