

## **Wiltshire Council**

### **Cabinet**

**12 July 2022**

---

**Subject: UK Shared Prosperity Fund Investment Plan**

**Cabinet Member: Cllr Richard Clewer – Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing**

**Key Decision: Key**

---

#### **Executive Summary**

In April 2022 Government published its UK Shared Prosperity Fund (“UKSPF”) prospectus, requesting Local Authorities prepare Investment Plans to set out how they will invest allocations.

The government indicated its allocation of £5.7m UKSPF to Wiltshire Council on the basis of submission of a coherent Investment Plan describing investments and local actions made in support of the government’s Levelling-Up agenda for the 2022-2025 period.

Guidance published by government encourages Local Authorities to align local outcomes with their Levelling-Up missions, to consider how actions will improve the principal Levelling-Up objectives for productivity and well-being, and to prioritise interventions to achieve these objectives. The Economic Development service will author an Investment Plan for submission to DLUHC at the end of July 2022.

The UKSPF provides a menu of interventions and objectives that local areas are to prioritise local actions to deliver the Levelling Up Missions in the area. Wiltshire Council’s Business Plan sets out the Council’s vision and commitment for the area over coming years, and ably articulates its Levelling-Up agenda for Wiltshire. The Business Plan provides both an overall direction of travel, and provides some detail on actions to be taken.

Government has set out its priorities for UKSPF which should frame our investments thematically and provide context to help policymakers understand the attributes of proposed actions. The Investment Plan will set out how the Levelling-Up outcomes for improved Productivity and Well-Being will be achieved under the four objectives and three USKPF priority themes of; Community & Place, Supporting Local Business and People & Skills. An expenditure plan linked to outputs and results from the local delivery will be included.

The UKSPF Investment Plan must present a coherent package of Levelling-Up beneficial and impactful investments. Through a staged delivery process, this will ensure Council has acted responsibly in its leadership role on Levelling-Up.

**Proposal(s)**

**That Cabinet:**

- Considers the proposed priorities for the UKSPF Investment Plan and the process for identifying interventions.
- That Cabinet delegates authority for the Leader of the Council, Chief Executive and S151 Officer to finalise and submit the Investment Plan.
- That Cabinet delegates responsibility for the production of UKSPF Investment Plan, and implementation of the identified works within the Plan to the Corporate Director for Place.

**Reason for Proposal(s)**

To agree the priorities and a coherent approach to the UK Shared Prosperity Fund and authorise submission of the Investment Plan

**Terence Herbert**  
**Chief Executive**

## **Wiltshire Council**

### **Cabinet**

**12 July 2022**

---

**Subject: UK Shared Prosperity Fund Investment Plan**

**Cabinet Member: Cllr Richard Clewer – Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing**

**Key Decision: Key**

---

### **Purpose of Report**

The purpose of this report to:

- (i) Provide an outline of the rationale and priorities for UKSPF in Wiltshire
- (ii) Outline the steps and key features of the Wiltshire Council UKSPF Investment Plan

### **Relevance to the Council's Business Plan**

1. The UKSPF is intended by government to deliver local Levelling-Up actions, and these will be led by Wiltshire Council.
2. The Wiltshire Council Business Plan 2022-2031 sets out the Council's vision and commitment for the area over coming years, and ably articulates its Levelling-Up agenda for Wiltshire.
3. In devising and delivering its UKSPF Investment Plan, the Council will be able to take forward a number of aims of the Business Plan where the UKSPF prospectus indicates these are appropriate, relevant and eligible investments.
4. The delivery of the UKSPF programme helps meet the priorities of the Council's Business Plan 2022-32, including:
  - 4.1. Empowered People
  - 4.2. Resilient Society
  - 4.3. Thriving Economy
  - 4.4. Sustainable Environment

### **Background**

5. Wiltshire has been conditionally allocated £5.731m from the UKSPF from April 2022 to March 2025.
6. Use of the funding is subject to the agreement of an Investment Plan with Government. The Investment Plan will select from a menu of interventions that been provided to support local areas addressing specific challenges to their areas.

7. The Investment Plan will set out the local outcomes based on Wiltshire Council's Business Plan which aligns with government's Levelling-Up agenda. The Plan will identify which interventions, alongside a plan and budget for delivery against each, will be prioritised with the aim of taking forward the local Levelling-Up agenda.
8. The Investment Plan must be supported by a local partnership which includes Voluntary and Community sector organisations (VCS), public sector organisations, private businesses, business support organisations and MPs. In this initial stage, the Wiltshire Public Services Board will oversee and sponsor the Plan.
9. The UKSPF is intended to support the UK government's wider commitment to level up all parts of the UK by delivering on each of the levelling up objectives:
  - 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
10. The UKSPF has identified 3 investment priorities:
  - Community and Place
  - Supporting Local Business
  - People and Skills
11. These themes relate to a number of Missions, with the overarching mission for this fund being: Levelling Up White Paper 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.
12. This paper sets out the main considerations for the Investment Plan for approval and agreement, including the prioritisation of outcomes, the delivery scenarios, the proposed partnership governance and the deliverability considerations.

## **Main Considerations for the Council**

### The UKSPF Investment Plan

13. The Council is required to submit a coherent and logical UKSPF Investment Plan, which amongst other things will establish the vision for UKSPF based on achieving a set of outcomes which are based on missions in Business Plan. The outcomes will come from across the four Business Plan themes for empowering people, enabling vibrant communities, supporting a thriving economy and leading on climate change challenges, as all relate to the objectives of the UKSPF.
14. The UKSPF investment plan will be constrained, both by the financial limits which will necessitate prioritising outcomes, but also as government has explicitly

targeted towards delivering its Levelling-Up Missions 1, 2, 6, 7, 8 and 9. This means that UKSPF could not be used to invest in broadband or mobile communications infrastructure or higher level skills more widely even if that was the most beneficial and impactful activity the Council could suggest to level-up remote rural settlements

### Developing Outcomes

15. To determine the local UKSPF outcomes, officers have considered input from the Business Plan, as it articulates the Council's aims over the next decade and aligns with the Levelling Up Missions. The scope and local allocation of UKSPF will not deliver the entirety of the aims, so the Investment Plan must prioritise which outcomes will be prioritised using UKSPF funds.
16. To determine which outcomes should be prioritised, officers have considered the local evidence of need and opportunity, and how this relates to the objectives of the UKSPF.
17. Officers have then considered further evidence regarding the types of programme needed that can respond to the local evidence and UKSPF objectives. The Swindon and Wiltshire Local Economic Assessment highlights a number of things which are relevant to the UKSPF and which should be highly influential to the Investment Plan. These are included at Appendix A.

### Visions and scenarios

18. Given the need to prioritise outcomes, this report articulates the direction of travel for UKSPF for agreement in order to finalise an Investment Plan which aligns with the Business Plan, responds to evidence and follows the local priorities and desired outcomes.
19. In order to help decision-makers to envisage and agree the programme, a small number of scenarios were designed to help the process of prioritisation. These were assessed by stakeholders including with the Public Service Board on 15<sup>th</sup> June.
20. The scenarios involved setting out the differently scoped programme of activities which could be funded by UKSPF. The four scenarios described were:
  - Levelling-Up Neighbourhoods Focus
  - Helping people left behind in Wiltshire
  - Local Programme for Growth
  - Town Centre focused programme
21. The scenarios exercise considered different geographies, sectors, priorities and emphasis that show UKSPF as a versatile fund that could play a different various roles for Levelling-Up, but that without agreement investing UKSPF would be dependent on the ongoing and competing priorities the Council has to deal with daily, and there would be little coherence.
22. Stakeholders reflected that each scenario had its merits and that a blend from across the four examples was most likely to meet the wide-ranging priorities in Business Plan. There was also a steer towards balancing more immediate measures that will have an effect in the next 18 months as the business and

consumers face high inflation, cost pressures and potentially recession, with more strategic interventions which will take longer to take effect and return investment to the wider economy.

23. In conclusion, stakeholders felt that an approach which combined a number of aspects from each of the scenarios would be more equitable to businesses and residents and strike the right balance between dealing with immediate challenges and structural issues.

### Competing Priorities

24. Officers have considered the balance between longer-term investments made for Levelling-Up which respond to the need to improve social, physical, financial and institutional capital with more immediate and near-term measures that tackle cost pressures and oncoming recession.
25. It is also clear that the current 'cost of living' issues are critical to economic growth, and this will be a relevant concern for UKSPF prioritisation where no other interventions are apparent, but the need is urgent. However, all investments will need to show how they contribute to the UKSPF outcomes, so that they are working towards the shared aims on Levelling-Up in the county.
26. The government's Levelling-Up agenda is underpinned by a theory of change which relies on UKSPF and other funds to improve the main drivers of economic growth and social outcomes, including personal well-being. The main drivers are described as *six capitals*: physical, intangible, human, financial, social and institutional capital. The theory is that by improving these at a local and regional level, in myriad ways, spatial and other disparities will be overcome and places will be *the best that they can be*.
27. In Wiltshire, we should seek to balance the competing priorities that have been illustrated by the scenarios as strategic Levelling-Up needs of people and places, with more immediate concerns on poverty, deprivation and financial hardship.

### Business Plan and Outcomes

28. The UKSPF Investment Plan should strive for measurable Outcomes which can demonstrate achievement of Business Plan aims and UKSPF objectives. Analysis shows the Business Plan aims most aligned with UKSPF are:
- We have the right skills to prosper
  - We have vibrant, well-connected communities
29. These Business Plan missions are most relevant in terms of a read across to the UKSPF objectives and Levelling-Up missions. To a lesser extent the Business Plan mission for *We are on the path to carbon neutral (net zero)* is relevant to UKSPF and it is possible for other outcomes, particularly *We ensure decisions are evidence-based* given that the Levelling-Up agenda is partly about empowering communities.

### Priority Activities for UKSPF In Wiltshire

58. The Investment Plan will set out our portfolio of proposed activities which will deliver interventions that create outputs, and taken together achieve the local outcomes.

59. There are three UKSPF priority themes - Community & Place, Supporting Local Business and People & Skills - which guide the emphasis and approach of the programme. There is no mandate from government to spend against each theme, with instruction for UKSPF to respond to local needs. A balanced programme based on diverse outcomes would require activities from each of the UKSPF Priority Themes.
60. A spend plan linked to outputs and results from the local delivery will be included in the Investment Plan, (see below for more detail) but typically outputs will be technical, looking at what is realistic in terms of the funds inputted and the types of measures that UKSPF has set out in guidance. Government has devised templates to capture this information, which will be available for the final sign-off of the Investment Plan.
61. When determining outputs, the Council should contract projects and delivery bodies to count both the mandated UKSPF outputs and any metrics which contribute to the Business Plan performance indicators.
62. Whilst there is an ongoing process of development to determine and confirm the desired Outcomes from UKSPF, a draft plan of activities is set out below .

Outcome flowing from Business Plan	Activity name	Activity description and rationale for intervention
<b>Community &amp; Place</b>		
Residents are helped to maximise their income and reduce the [energy] cost of running their homes – reducing the number of people in fuel poverty in Wiltshire.	<i>Tackling fuel poverty</i>	Expand existing Wiltshire Warm & Safe programme, increase capacity to do more, increase capital grants for energy efficiency and local renewables. Link to green skills and construction skills to ensure deliverable and growth oriented.
Communities have been empowered to act in their local area [for Levelling-Up]	<i>Levelling-Up Community Fund</i>	Create delegated funds for neighbourhoods with significant deprivation (or using other proxies), and set-up community panels to make small grants that deliver Levelling-Up objectives for well-being and productivity in neighbourhoods. Designed to increase community participation, working together, local responsibility and activism, improving civic pride, participation and social inclusion.
<b>Supporting Local Business</b>		
There has been growth of business activity in the health and life sciences, defence technologies, cyber industries, military, research and development and advanced manufacturing sectors.	<i>Manufacturing fit for future</i>	Help for local and smaller manufacturers, ranging from low value food and drink firms to high potential life sciences start-ups. Advice would be wide ranging, including investment-readiness, innovation and R&D capable, and are moving towards net-zero processes and production. The aim would be for a strong, resilient and productive local manufacturing base, able to grow in transition from Single Market.
[Private sector] investment has been attracted into Wiltshire's communities.	<i>Invest in Wiltshire</i>	Supporting inward investment and foreign-direct investment in the area, alongside existing employers. Focusing on appropriate premises, perhaps including workforce planning, action on energy and resource efficiency, and linking to wider help through Swindon and Wiltshire Growth Hub.

<p>Further Education [and other Training] providers are addressing the skills gaps and supporting our industries [particularly on green skills].</p>	<p><i>Green Skills for net zero economy</i></p>	<p>The LEA points to the critical growth from ‘green’ goods and services, but new skills are required, and many need to be reskilled if the area is to benefit from the growth. It appears that Green-skills fit for a decarbonised economy should be the focus of both pre-recruitment and employee skills support.</p>
<p>Rural businesses have workspaces and business units situated in rural communities.</p>	<p><i>The right business environment</i></p>	<p>Identifying suitable employment land and sites to bring forward for development in rural areas, so that rurally-based businesses have the right buildings, infrastructure and services to prosper in business and create employment close to rural settlements. This should also include making business locations net zero (buildings and travel).</p>
<p><b>People &amp; Skills</b></p>		
<p>Disadvantaged residents are supported to improve their confidence, knowledge and skills for learning and employment opportunities.</p> <p>More adults with learning difficulties were helped to develop the [employability] skills they need to live independently</p>	<p><i>Promoting Social Inclusion</i></p>	<p>A service that wraps-around people most in need of help to move from being inactive or long-term unemployed to being more employable and resilient. With help on basic skills (including part-delivery of the Multiply scheme), help on physical and mental health, and with moving to post-addiction, poor health, ex-offending or resettlement, and towards healthy-lives and financial inclusion.</p>
<p>More adults with learning difficulties were helped to develop the [employability] skills they need to live independently</p> <p>Schools, colleges and businesses work together to increase opportunities for young people.</p>	<p><i>Sustaining Work</i></p>	<p>Scheme to help businesses recruit people who have been workless or inactive and need help as new employees. The aims would include building confidence of employers to recruit more widely from the community, help with costs of traineeships, work trials or internships, and extending the support to existing employees with aim of better mental health throughout the working population. There could be a focus on local sectors which are struggling with recruitment, such as health, education, social care, hospitality and other larger employers</p>

<p>Local businesses have been supported and spend in the local economy has increased.</p> <p>There has been growth of business activity in the health and life sciences, defence technologies, cyber industries, military, research and development and advanced manufacturing sectors.</p>	<p><i>Start-up and Entrepreneurialism</i></p>	<p>The local economy benefits from new vibrant start-up businesses in terms of investment in capital, assets and infrastructure, but for some people commencing self-employment is a transformative route towards a regular income and financial stability. As the economy changes, fostering entrepreneurialism is required for new employment, and new services – often digital-based. Start-up support might follow a thematic approach with people ‘left-behind’ and who may be more at disadvantaged in labour market given more intensive support.</p>
---	---	--

## Implementation

63. Council will submit the Investment Plan to Government before the end of July, and it is expected that a 'go ahead' will be given by mid-September 2022.
64. A programme of activity will only commence after this signal from Government which will reduce any current financial risk to zero.
65. Implementation of UKSPF will be managed locally, with Council services drawn together by Economic Development to ensure UKSPF investments complement other initiatives and provide additional benefits. The Council will rise to the challenge of weaving UKSPF with Levelling-Up funds and other public schemes, such as Local Skills Partnerships, UKRI and Growth Hub and work within the ongoing context of the government's funding simplification review.
66. From October 2022, Council officers will commence the investments by making a number of calls for projects, as well as considering commissions and partnership actions. The *de facto* route to market is for grants awarded to contracted delivery bodies. However, the Council is able to commission itself to deliver the work, and perhaps in doing so build and lead a delivery partnership. The Council will also be able to procure services where it is appropriate for a profit to be derived from delivering services.
67. A grant-aided project would be required to make a claim showing expenditure and performance to receive grant funds, usually paid in arrears and covering all pre-agreed costs as set out in a contract offered by the Council. A procured service would be required to demonstrate performance, but would not need to show expenditure. The financial and reputational risks for the delivery body are therefore different and this will need to be considered as plans are implemented through calls, commissions and tenders.
68. The plans could also include delegating funds to neighbourhoods in order for the neighbourhoods to benefit from Levelling-Up – as set out in the first scenario – by providing funds that encourage community activism and collective actions on measures that improve well-being and / or Productivity. These funds would be managed differently as they would be primarily responsible for performance of interventions in target neighbourhoods. Design could be either:
  - for the neighbourhood group to determine which measures are to be financially supported and the Council awarding grants and contracts to each delivery organisation, or
  - for the Council to openly select a body to hold delegated funds and award contracts to delivery organisations as determined by neighbourhoods.
69. In each of these routes to market there will be advantages both for Council in terms of efficiency and effectiveness, and for the delivery organisation in terms of financial risk, cost pressures and cost recovery. It is clear from experience of EU Structural Funds that helping people furthest from the labour market requires full costs to be recovered, rather than payment by results, since there is a lot of lead-in and unregulated learning work which does not lead directly to outputs, such as progressing into work. The cohorts of people who are inactive,

are by definition, more difficult and more costly to help back into social and financial inclusion.

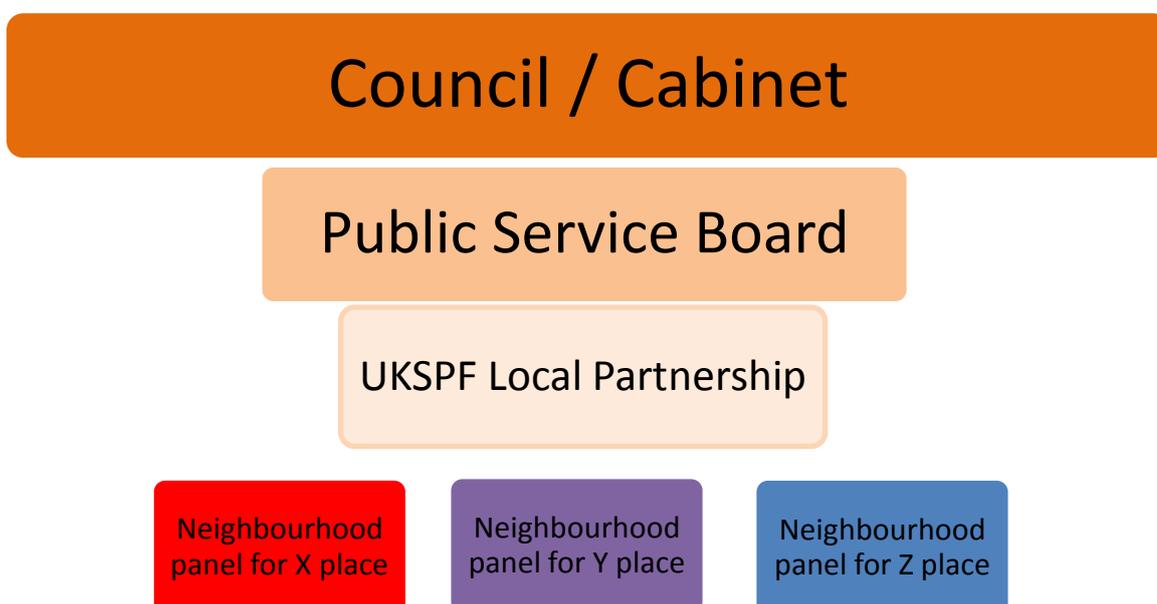
70. The process for selecting and deciding which delivery organisation are awarded contracts will be part of the overall governance package for UKSPF.

### Governance

71. Governance is intended to be blended into existing Council structures.

72. The Investment Plan has been sponsored by Wiltshire Public Services Board, which will provide input from senior officers in partner organisations such as fire, police, NHS, DWP, Army, the Local Enterprise Partnership and the VCS. Strategic direction and ratification will continue to be provided by Council leadership. Local MPs will also be requested to comment on the plan and its fit with the government's wider Levelling-Up agenda.

73. A draft schematic showing the governance arrangements might follow along these lines but await technical guidance expected in July 22:



74. Guidance states that a UKSPF Local Partnership is required, though the amount of business it does will be limited by the UKSPF allocation. It is felt that with a small number of additional members, the Public Service Board could constitute a UKSPF Local Partnership. It is likely that it would need to meet separately, or as an adjunct to the Public Service Board, with a separate or amended terms of reference.

75. Given the demands of selecting delivery bodies following an application process or invitation to tender, it is likely that the UKSPF Local Partnership members will want to set up a smaller decision panel constituted with people who have the time and expertise to scrutinise a technical appraisal.

76. Spending decisions would be taken on a reading of a technical appraisal of full application, alongside consideration of deliverability, design of scheme, strategic fit of scheme with wider UKSPF and Levelling-Up agenda, contribution to UKSPF outcomes and other important considerations, including Public Sector Equality Duty.

77. Furthermore, if the Council is minded to set-up neighbourhood funds for Levelling-Up in a small number of places, the decision-making panels and governance structure would sit within the overall structure so that management, performance, reporting and evaluation remained part of UKSPF programme in Wiltshire.

78. The Economic Development service will ensure UKSPF is a compliant and well-managed programme and provide management of UKSPF funds, performing project development, contractual, compliance, monitoring and reporting functions. This will involve:

- taking forward the agreed decisions of the Local Partnership on selecting applications
- providing a secretariat for the Local Partnership and other UKSPF structures
- leading operational actions with services; eg; legal, communications and finance
- publicising the funds and providing technical assistance to potential applicants#
- promoting schemes, driving delivery into partnerships and embedding referral routes
- providing assurance, compliance, monitoring and expenditure claim processes
- reporting to government, Public Service Board and sharing data on performance

79. Finance colleagues will need to recognise UKSPF and ring-fence these funds whilst working with Economic Development colleagues to ensure payment of grant and reporting to government.

80. The UKSPF allows up to 4% of the local allocation as a resource for lead local authorities to support the compliant and effective operation of the programme. These funds, amounting to just under £230k should be used to support the team required to run the programme. In turn this will underpin delivery across other programmes, such as Wiltshire Towns Programme, Future High Streets Fund, and other funding which becomes available, such as the anticipated Defra funded programme. It will also support the Multiply programme, which will run alongside UKSPF providing a range of numeracy skills support for those without basic maths.

#### Delivery plan - Expenditure and Programming

81. In its UKSPF prospectus, the government profiled the local expenditure of UKSPF in Wiltshire as:

Year 1 - 2022-23	Year 2 - 2023-24	Year 3 - 2024-25
15%	27%	58%
£859,722	£1,547,500	£3,324,260

82. The prospectus sets out a few constraints on expenditure, including:
- Capital spend accounting for a minimum of 10% for year 1, raising to 20% for year 3.
  - A bar on skills-based initiatives until year 3, albeit with one major exception.
83. UKSPF investments will need to provide new benefit and no overlap with existing provision, particularly that provided under the ESIF programme. For this reason, government is not expecting any UKSPF expenditure on skills provision in years 1 and 2, as some European Social Fund (ESF) projects will be delivering services up until mid-2023, such as Get Ahead skills programme for people under-25 led by Wiltshire College.
84. However, the government has pointed out that where ESF provision ends in year 1, and there is an extant project led by voluntary or community sector organisation, which itself could deliver interventions that contribute towards local outcomes for Levelling-Up, UKSPF Investment Plans should explicitly set out the rationale for expenditure on skills provision, to enable UKSPF expenditure in year 1 and 2. In Wiltshire, the Building Bridges project has been funded by The National Lottery and ESF since 2017, operated by a wide and diverse partnership, and led by Community First is in the category.
85. The Building Bridges project provides a multi-agency service, including teams from both Wiltshire Council and Swindon Borough Council, which wraps-around people most distant from labour market, usually with multiple barriers to gaining employment, and helps them become more employable, leading to social and financial inclusion. Evidence shows delivery is concentrated in areas with identifiable levels of deprivation, though the partnership helps people scattered across the area and Building Bridges could play a significant role in helping people under the local Levelling-Up agenda. It is noted that the partnership and its services took a lengthy period to come together and this is thought to be among the reasons why government has signalled that these types of projects can draw on UKSPF in years 1 and 2. Starting another Building Bridges project in 2024 makes no sense to either the government or local Levelling-Up plans.
86. Building Bridges should be considered alongside the other extant programme - Warm and Safe - as early expenditure in year 1. Both schemes would need to 'reset' to refocus on new and specific UKSPF interventions, as well as review their capability of services to deliver outputs under UKSPF.
87. For example, Building Bridges could be offered a new UKSPF contract from Wiltshire Council to replace their ESF contract with The National Lottery. As this occurs, there is an opportunity to reset the performance and targets, as well as reduce paperwork by changing the monitoring regime from ESF to UKSPF.
88. For Warm & Safe, it is more likely that an additional contract to deliver more, perhaps looking for more energy efficiency and insulation measures, and other new facets of delivery, such as linking to construction sector to drive the green skills targets and contribute towards UKSPF outcomes.

89. In addition to the practical considerations, there ought to be some expenditure in year 1 between October 2022 and March 2023 to ensure a strong local performance.
90. Overall, there will be a mix of a few very relevant and existing schemes that are reset for UKSPF, alongside new schemes introduced into the area. The year-on-year profile will guide the speed and pace of new schemes coming on stream
91. Projects will run until March 2025 under current plans, though UKSPF is likely to continue as a vehicle for local economic development investment over a longer period.
92. Where possible UKSPF and Multiply numeracy scheme will work together on joint commissioning, such as where a skills programme under UKSPF might also be able to deliver Multiply funding as part of its offer.

### Costing the delivery plan

93. Expenditure will appear in an activity profile which will form part of the UKSPF Investment Plan submission. Plans will need to account for year-on-year expenditure profile, as well place some unit costs on outputs in order to show government what we think can be delivered in the area.
94. Costs for outputs will be calculated based on existing local delivery, including from the ESIF programme where some projects report on cost per output for measures such as 'jobs created' and 'entrepreneurs readied to start-up.' Government has stated it will consider robust and reasonable output profiles as satisfactory, acknowledging that decisions on delivery and contracting can be quite pervasive and important in shaping how an individual project performs on the ground.
95. From experience and emerging evidence, the costs of delivery in rural areas is higher than more concentrated urban populations, and typically, there are fewer organisations willing and able to provide services and interventions to rural communities and businesses. This will be reflected in our delivery profile.
96. The issue of costs is particularly apparent in skills interventions, and when working with inactive and hard-to-engage people, a scheme should be able to recover full costs as there will be a lot of work required with some individuals, and so a fixed unit cost of delivery, ie; set budget for each output, does not work and creates financial risk for the project delivery organisation.
97. Most importantly, the Delivery Plan will link interventions to outputs, and these lead to the UKSPF outcomes which have been agreed in advance. In that way there will be a coherent, affordable, well-managed and impactful UKSPF programme in Wiltshire.

### **Overview and Scrutiny Engagement**

98. Engagement with Overview and Scrutiny has not taken place given the timescale available to submit the Investment Plan. Further to submission, wider engagement will take place around the interventions and activities which may be prioritised.

## **Safeguarding Implications**

99. There are no safeguarding implications linked to the submission of the Investment Plan. Projects may arise which do require consideration and officers will ensure that appropriate consideration is given when entering into agreements.

## **Public Health Implications**

100. The Investment Plan contains a number of opportunities to increase the health of Wiltshire's population. The local economy is a known contributor to the wider determinants of health, and proposals linked to Wiltshire Warm and Safe are welcome.

101. The Public Health Team are engaged as part of the officer development team for the Investment Plan.

## **Procurement Implications**

102. From October 2022, Council officers will commence the investments by making a number of calls for projects, as well as considering commissions and partnership actions. The *de facto* route to market is for grants awarded to contracted delivery bodies. However, the Council is able to commission itself to deliver the work, and perhaps in doing so build and lead a delivery partnership. The Council will also be able to procure services where it is appropriate for a profit to be derived from delivering services.

103. The UKSPF is therefore likely to require exercises to be undertaken, but in advance of technical guidance detailed consideration cannot be undertaken. Procurement officers will be engaged in the technical design of scheme process.

## **Equalities Impact of the Proposal**

104. Funded projects may require Equality Impact Assessments. Officers will consider the equality implications locally and ensure that there are no negative impacts as projects come forward. This will be done throughout the life of the project delivery

## **Environmental and Climate Change Considerations**

105. The UKSPF Investment Plan is well aligned with the climate strategy and presents a number of opportunities to deliver on its aims and objectives. The inclusion of Wiltshire Warm and Safe presents an opportunity to increase capital grants for energy efficiency and local renewables, combined with addressing the need for green skills to support the transition to Net Zero.

106. The Climate Team are engaged as part of the officer development team for the Investment Plan.

## **Risks that may arise if the proposed decision and related work is not taken**

107. If the Council determines not to submit the investment Plan, Wiltshire will not be able to draw down £5.7M of UKSPF Funding.

**Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks**

108. There is a risk that technical guidance may alter the direction of the Investment Plan. This risk is shared jointly with DLUHC who are managing the timing of the process.
109. In addition to the above, projects coming forward under the UK Shared Prosperity Funding will require individual risk assessments.

**Financial Implications**

110. The UKSPF financial profile is set out above, comprising £5.7M of funding. In addition, the UKSPF allows up to 4% of the local allocation as a resource for lead local authorities to support the compliant and effective operation of the programme. These funds, amounting to just under £230k will be used to support the resources required to run the programme.

**Legal Implications**

111. Legal implications will need further consideration on receipt of technical guidance and a draft grant agreement that establishes the expectations on the Council.
112. Consideration will also be given to any delivery arrangements that the Council may need to enter into in delivering the Investment Plan.

**Workforce Implications**

113. There are existing resources within the Economic Development team with experience of delivering similar programmes who will support delivery of the Investment Plan. Should further resource be required, the UKSPF allows up to 4% of the local allocation as a resource for lead local authorities to support the compliant and effective operation of the programme.

**Options Considered**

114. Options considered include
- 114.1. Not entering into the Investment Plan process. It was considered that this would reduce investment into Wiltshire by £5.7M.
- 114.2. Prioritising other outcomes within the plan. The selected outcomes have been tested with an array of stakeholders across public, private and voluntary sectors to inform development of the plan.

## **Conclusions**

115. Having considered the above, it is recommended that Cabinet move to approve the direction of the UKSPF Investment Plan and delegate submission of the final draft to the Leader of the Council, Chief Executive and s151 officer, in accordance with the guidance.
116. It is noted that technical guidance is still awaited, and the Council will need to give further consideration to the technical delivery of the Investment Plan on receipt.

### **Parvis Khansari (Corporate Director - Place)**

---

Report Author: Victoria Moloney, Head of Economy and Regeneration,  
[victoria.moloney@wiltshire.gov.uk](mailto:victoria.moloney@wiltshire.gov.uk),

12 July 2022

## **Appendices**

Appendix 1: Local Economic Assessment Key Findings.