



UK Shared Prosperity Fund

Investment Plan Drafting Template

Version 2
May 2022

Your location

To be eligible for funding, you will need to be applying on behalf of a lead authority in one of the [delivery geographies](#).

Pendle

For Scotland and Wales only: Who else is this investment plan being submitted on behalf of? Select all that apply

Your details

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Organisation name: Pendle Borough Council

Local challenges and opportunities

In this section, we will ask you:

- If you've identified any challenges or opportunities, you intend to support
- Which of the UKSPF investment priorities these fall under

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

Pendle faces a number of key challenges which fall under the Communities and Place investment priority. Our latest research and evidence, insights from existing policy and strategies, as well as our stakeholder engagement, identifies the following:

Poor life outcomes

Pendle residents currently face poor life outcomes due to high deprivation, poor health and low social mobility. The Index of Multiple Deprivation (2019) shows that 40% of neighbourhoods in Pendle are in the top 20% most deprived in England, of which 32% are also in the top 10%.

Deprivation is particularly driven by poor living environment (68% of LSOAs), health (46% of LSOAs) and education and skills (42% of LSOAs). On the matter of health, life expectancy is below average for both men (79 versus 80 nationally) and women (82 versus 83 nationally). Pendle ranks as the 208th least socially mobile local authority out of 324, particularly during early and school years. Local stakeholders also highlighted high food bank usage across Pendle. Poor life outcome factors create challenges for families across the borough in accessing secure employment and improving their living standards, with young people being particularly inhibited by the lack of opportunities.

Cost of living crisis

Poor life outcomes are exacerbated by the cost of living crisis. Decreasing real earnings in the borough, with resident earnings reducing by 16% since 2016, restrict social mobility and increase deprivation. Consultations with stakeholders highlighted that rising inflation and high energy costs are growing local concerns.

Poor quality housing stock

Energy costs are worsened in Pendle where there is poor quality insulation of older terraced housing. This comprises 56% of housing compared to 24% nationally. The lack of housing choice also restricts the Borough's ability to attract and retain working-age residents.

High crime rates

High crime rates further impact upon the health and wellbeing of residents. Poor community safety and perceptions of place deter investment. With a higher crime rate than nationally (88 versus 72 per 1,000 people nationally), there is a need to reduce opportunities for criminal behaviour and create well-designed places where people feel safe.

Town Centre Vitality

Pendle ranks as the 28th most in need local authority for regeneration on the national Priority Places index used by government to assess the need for levelling up funding. This measure reflects the proportion of void commercial properties (5.7%) and dwellings which are long term vacant (1.9%) in the borough.

Our town centres play a vital role in supporting pride in place and capturing spend locally to support the economy. Key challenges such as declining footfall and spend as a result of disruptors such as the rise of e-commerce and changing spend patterns have been exacerbated by the pandemic. Our town centres need to diversify their offer to increase visitation, capture spend, and provide an enhanced place proposition to attract and retain residents, businesses and visitors. We have numerous heritage and cultural assets to support diversification, but these assets are at risk due to under-investment and market failures such as weak land and property values which deters investment.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

Through our review of the evidence, stakeholder engagement feedback, as well as reviews of our policies and strategies we have identified the following key opportunities:

Cultural heritage

There is an opportunity to create pride in place in Pendle by showcasing its deep cultural heritage. This is currently an under-appreciated asset in the borough, as shown by the lower proportion of residents engaging in artistic and cultural activities (26% versus 35% nationally). Improving the offer of town centres will encourage footfall, visitor spending and grow pride in place.

Natural assets

Increasing utilisation of Pendle's natural assets will improve the health and wellbeing of residents while contributing to a stronger sense of place. The Access to Health Assets and Hazards Index (AHAH, 2020) ranks Pendle's provision of blue and green spaces poorly, with ONS data suggesting there are fewer parks and gardens within a 1,000m radius (3.8 versus 4.4 nationally). However, consultees suggest there are significant natural assets in Pendle such as the Leeds and Liverpool canal corridor which, with improved access and investment, could enhance Pendle's leisure offer.

A healthier Pendle

Creating a healthier community in Pendle is a key opportunity identified in the Nelson Town Investment Plan. There is an opportunity for UKSPF spending to maximise opportunities such as the Nelson Town Deal's 'Healthy Town' and 'Connected Town'

projects through behavioural change and education more widely in Pendle. This will boost active travel opportunities, helping reduce carbon emissions and improving health prospects.

Quality of life

Despite the cost of living crisis in the UK, Pendle remains a relatively affordable location. The average house price is £113,000, 59% lower than the national, and Pendle's income-to-house price ratio is 5 compared to 10 in England. There is an opportunity to capitalise upon the potential a high quality of life offer within an affordable location, by marketing the offer to future residents, employers, businesses and investors.

Re-purposing under-utilised buildings for commercial use

There is an opportunity to help bring back vacant, under-utilised buildings back into economic use to meet commercial demand and create pride of place in town centres which suffer from dilapidated or disused buildings. Exemplars such as Brierfield Mills highlight the opportunity for new commercial spaces in Pendle which will help attract business interest and strengthen Pendle's position as a commercial location. This will drive investment in Pendle and help support the regeneration of town centres and create new uses for our high streets.

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

Pendle faces key challenges aligned to the Supporting Local Business investment priority. Our latest research and evidence, insights from existing policy and strategies, as well as our stakeholder engagement, identifies the following:

Loss of economic output and low productivity

Pendle has one of the highest levels of need for economic recovery on the government's Priority Places Index, ranking 21st most in need out of 368 authorities. As a result of the pandemic, Pendle lost an estimated £328m (-21.7%) in GVA between 2019 and 2020. All broad sectors lost economic output, with the most exposed sectors including manufacturing (-£213m or 36%), accommodation and food services (-£26m or 72%), and construction (-£22m or -24%). Businesses and sectors in the borough need support to recover, and to find new and innovative ways of producing output and increasing productivity to sustain long-term growth. Increasing productivity will support business competitiveness and access to higher wages and improved life chances.

Pendle's businesses are less productive compared to the national average. This is shown by Gross Value Added (GVA) per job filled which measures the economic output per job in an area. In 2020, GVA per job filled was £48,000 versus £58,000 nationally. Whilst this gap has been closing since 2016, Pendle's overall economic output (GVA) is projected by the UK Competitiveness Index to grow at the slowest rate (-1.05) of all local authorities over the next 20 years. Recent survey data from the British Chambers of Commerce Economic for Q2 (2022) found that 75% of firms have no plans to increase investment. This will restrict the development of innovative equipment and technology which is key to unlocking productivity in Pendle.

Reliance on vulnerable sectors

A further risk to productivity and economic output in Pendle is the reliance on vulnerable sectors such as manufacturing, retail and the public sector. Whilst these make up a third of Pendle's business base (29%), they generate over two-thirds of Pendle's employment (64%). These sectors are at risk from economic shocks including high inflation, supply chain delays, Covid-19 restrictions, and the threat of future public austerity measures. The loss of £213m or 36% in GVA from the manufacturing sector between 2019 and 2020 highlights its vulnerability. This was particularly concentrated in the sub sector of manufacture of metals, electrical products and machinery which reported a loss of £156m or 45%. This can be attributed to the disproportionate impact of the pandemic on the civil aerospace sector in Pendle, a significant local employer.

The most recent British Chambers of Commerce Economic Survey for Q2, 2022 revealed that retail and manufacturing sectors report some of the highest expected price rises due to inflation, raw material costs and utility bills (78% and 77%). To overcome this vulnerability there is a need to build the resilience and capacity of these sectors to withstand future economic changes and shocks and equip workers and businesses with the skills and capabilities to grow or adapt.

Business and enterprise

Since 2016, Pendle's business base has grown at a slower rate than the national average (11% versus 14% nationally). Business Demography (2021) data shows that Pendle has historically had low entrepreneurship with 6 business births per 1,000 working aged people compared to 7 in Lancashire and 10 in England. Despite this, since 2020, there has been an increase in business incorporations rising from 349 in 2019 to 734 in 2021, with a 66% increase in self-employment. Whilst reduced permanent employment opportunities due to the pandemic may be a contributing factor to this trend, there is a need to support growing entrepreneurialism in the borough. Consultations with local business stakeholders suggested businesses tend to focus on maintaining rather than growing, with many struggling to enter global markets due to paperwork and technical know-how to import and export goods and services. Developing technical aptitude and knowledge in these areas will allow businesses in Pendle to scale-up their activity, improve productivity, enter new markets and improve their longer-term prospects.

Decarbonising Pendle's businesses

As the UK seeks to achieve Net Zero by 2050, there is a need to support carbon intensive industries to switch to renewable and cleaner energy particularly in light of the rising cost of gas and oil. Whilst CO₂ emissions in Pendle are largely driven by domestic emissions, industry comprises 22% of total CO₂. Due to the continued reliance on industrial sectors in northern towns such as Pendle, sectors will need to be supported in undertaking the steps or innovation needed to decarbonise in order to support the sustainability of the sector and prevent the risk of jobs or business closure.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

Through our review of the evidence, stakeholder engagement feedback, as well as reviews of our policies and strategies we have identified the following key opportunities:

Building on Key Sector Strengths and Opportunities

Investing in key sectors and those which will emerge in the future will open up Pendle's economy, create investment in business and jobs, and protect the borough's resilience towards sectoral shifts. Data from Innovate UK (2022) highlights that Pendle has received funding in manufacturing, digital technology and clean growth since 2004. This accounted

for 4% of total Innovate UK projects funded in Lancashire over this time period, which is which is under-represented in relation to the borough's share of Lancashire's business base (5%).

With the UK Government's emphasis on net zero and digital technology, there is further opportunity to grow and attract investment in innovative sectors. Assets such as advanced manufacturing in Barnoldswick show that future proofing this sector to accommodate decarbonisation and digital technology, such as data storage and cloud transfer, will offer highly skilled, highly paid jobs and drive productivity gains. With Lancashire forecasted by the Local Government Association to have the highest concentration of low carbon jobs at 1 in every 13 jobs, Pendle can capitalise on the already established resources within the borough and wider county.

Furthermore, there is opportunity to develop the visitor economy by supporting local arts, heritage and culture to attract further business investment and have positive supply chain effects locally and county-wide. Encouraging internationalisation of Pendle's business base will develop the borough's brand on a larger scale and secure future interest and opportunity to attract visitors via business and tourism.

Improve entrepreneurialism

Improving the entrepreneurial ecosystem in Pendle will maximise benefits of the growing levels of self-employment. Self-employment in Pendle currently exceeds the national average and has grown by 66% since 2016. Despite this, there are low business births with 6 per 1,000 working aged people compared to 10 nationally. Supporting entrepreneurialism could increase opportunities for high quality local employment and improve Pendle's image as a place to live, work and invest. Investing in research and development will improve and develop the goods and services provided by businesses. At the same time, providing technical support on business management and scaling-up activity, will help businesses in Pendle access new, global markets and maintain the entrepreneurial momentum occurring in the borough.

Business support to enter new markets

To support business resilience and growth, a supportive business environment which includes a comprehensive business support offer will facilitate knowledge exchange, networks and access to new markets. Stakeholder engagement revealed that many businesses focus on maintaining rather than growing their business, partially due to the complexity of entering global markets and the administrative barriers associated with imports and exports. Existing programmes such as those provided by the Lancashire Business Growth Hub 'Boost' show that there is appetite amongst Pendle businesses to receive support and enter new markets with a clear opportunity to continue this provision and encourage further business activity.

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)

(If yes) Describe these challenges, give evidence where possible

Pendle faces a number of key challenges which fall under the People and Skills investment priority. Our latest research and evidence, insights from existing policy and strategies, as well as our stakeholder engagement, identifies the following:

Lack of job opportunities

There is a relative lack of job opportunities in Pendle with a job density of 0.72 jobs per working aged resident compared to 0.88 in England. With fewer jobs available locally residents commute outwards to secure work, with an outflow of 4,500 commuters every

day according to the 2011 Census. This restricts Pendle's ability to attract and retain people in the borough.

Barriers to entering and sustaining labour market and skills support

Pendle experiences a higher rate of economic inactivity (70% versus 82% nationally) and unemployment (5.7% versus 4.8% nationally). Whilst the proportion of young people at risk of becoming NEET is below the UK average (6% versus 10% nationally), stakeholder consultations expressed concerns that there would be a post-ESIF gap in NEET provision and support. To improve peoples' entry into the labour market and skills support, consultations highlighted that addressing this challenge required a multi-faceted response as there are a number of barriers which prevent this from being addressed. This includes low confidence, poor health, language barriers, alcohol and substance misuse, housing insecurity and the cost of living crisis. With these daily challenges, residents are unlikely to have the time, energy, or resource to seek training opportunities to enter employment or sustain secure employment as they try to grapple with these imminent threats.

High skills deficit

Reduced access to job opportunities in Pendle is further challenged by the lagging qualifications of its residents with fewer people educated to level 4+ (30% versus 41% nationally). By contrast, a high proportion possess no qualifications (13% versus 8% nationally). This impacts on productivity, business competitiveness and household income as it limits the type, level and pay of jobs available in Pendle and deters business investment.

Skills mismatch amongst the employed population

There is also a strong need to improve the skills proficiency of employed residents in Pendle to address its emerging skills gap (13% versus 14% nationally) and low levels of in-work training (32% versus 40% nationally). This is of vital importance in Pendle as there is currently an average 50% probability of jobs being at risk of automation and skills shortage in the emerging sectors of digital and low carbon. Stakeholders suggest that part of this challenge is due to limited alignment between local education providers and the needs of employers. Thus, to avoid the threat of future employment instability, training opportunities are required for both those trying to enter the workforce and those already within.

Exposure to economic shocks

Addressing Pendle's skills profile is key as lower skilled workers are more exposed to the risk of redundancy and more likely to remain unemployed for longer. This makes Pendle vulnerable to economic shocks, particularly as most employment is within sectors impacted by the UK's exit from the European Union and Covid-19, namely manufacturing, retail, and the public sector (64% of total employment).

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)

(If yes) Describe these opportunities, give evidence where possible

Through our review of the evidence, stakeholder engagement feedback, as well as reviews of our policies and strategies we have identified the following key opportunities:

Invest in skills infrastructure

Existing initiatives delivered in Pendle including YES Hub in Nelson, the Skills for Work Initiative and 'Escalate' model provide examples of the benefits to be gained from investing in skills infrastructure. With ESIF coming to an end, a gap will emerge in Pendle's skills infrastructure with many programmes reliant on this funding, including the delivery of the Escalate model. There is, therefore, an opportunity to continue the

successful work taking place in Pendle. This provides a chance for those unemployed and economically inactive, young people and those with lower level qualifications who are vulnerable to redundancy to access training opportunities not otherwise available and meet future labour requirements. Widening these provisions to meet need and maintaining skills infrastructure will strengthen Pendle's labour market.

Leading further education providers

Pendle is part of the wider Lancashire region which is home to leading further education providers and higher education institutions, these can equip students with the higher-level skills required and raise aspirations for future high quality jobs whilst supporting the roll-out of T-Levels. Supporting the skills attainment of students will improve job prospects and provide the technical aptitude required for future employment, particularly in identified growth sectors such as digital and low carbon.

Facilitating technology adoption

Facilitating technological adoption will enable residents and employers to access improved digital skills and green technology. By 2050, the Local Government Association estimates that 1 in every 13 working aged people in Lancashire will work in low carbon roles. This will create opportunities for higher skilled, better paid jobs across the region including in Pendle. However, The Lancashire Local Skills and Improvement Plan (2022) currently identifies digital skills and green technology as future skills shortages in Pendle which needs to be addressed.

Collaboration between education providers and employers to address skills shortages

Increasing engagement with employers will help improve access to the labour market and develop the skills required for entry. Programmes such as the Enterprise Adviser Network and Careers Hub help connect educational institutions with employers to support entry into the labour market, reducing chances of inactivity and NEETs, and raise awareness of employment opportunities. Increasing interactions between education providers and employers will ensure that future entrants into the labour market are meeting the demands of the current and future employers.

Harnessing population growth

Improving the job prospects of residents in Pendle and investing in future skills will improve investment in the borough and job prospects. This will create an opportunity to harness the population growth in Pendle by retaining and attracting young and working age residents. By 2043, Pendle's population will have grown by 4% compared to 10% in England. Despite this, those of working-age (16-64) will remain the same (compared to 4% growth nationally). However, by improving the housing, jobs, culture and leisure offer, there is potential for Pendle to grow its working age population by attracting and retaining higher skilled workers.

Interventions

In this section, we will ask you about:

- Interventions you've chosen for each year of funding
- Outcomes you want to deliver
- Any interventions that are not listed here
- How these interventions fall under the UKSPF investment priorities, and your rationale for them
- Interventions not included in our list will be assessed before being approved, where you will need to show a clear rationale, how the intervention is value for money, what

outcomes it will deliver and how you will monitor and evaluate the intervention. This may include a theory of change or logic chain.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY? SELECT ALL THAT APPLY.	
Outcome	Tick if applicable
Jobs created	
Jobs safeguarded	
Increased footfall	
Increased visitor numbers	
Reduced vacancy rates	
Greenhouse gas reductions	
Improved perceived/experienced accessibility	
Improved perception of facilities/amenities	✓
Increased number of properties better protected from flooding and coastal erosion	
Increased users of facilities / amenities	
Improved perception of facility/infrastructure project	
Increased use of cycleways or paths	
Increase in Biodiversity	
Increased affordability of events/entry	
Improved perception of safety	
Reduction in neighbourhood crime	
Improved engagement numbers	✓
Improved perception of events	
Increased number of web searches for a place	
Volunteering numbers as a result of support	✓
Number of community-led arts, cultural, heritage and creative programmes as a result of support	✓
Increased take up of energy efficiency measures	✓
Increased number of projects arising from funded feasibility studies	
Number of premises with improved digital connectivity	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE COMMUNITIES AND PLACE INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.
Intervention
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>
E1: Improvements to town centres & high streets
E6: Local arts, cultural, heritage & creative activities
E9: Impactful volunteering and/or social action projects
E13: Community measures to reduce the cost of living

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE COMMUNITIES AND PLACE LIST?
State the name of each of these additional interventions and a brief description of each of these
N/A
Explain how each intervention meets the Communities and Place investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

N/A	
<p>Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity? All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.</p>	
Yes	No
<p>Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.</p>	
N/A	

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?	
<p>Describe these projects, including how they fall under the Communities and Place investment priority and the location of the proposed project.</p>	
N/A	
<p>Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity? All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.</p>	
Yes	No
<p>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.</p>	
N/A	

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.	
Outcome	Tick if applicable
Jobs created	✓
Jobs safeguarded	✓
Increased footfall	
Increased visitor numbers	
Reduced vacancy rates	
Greenhouse gas reductions	✓
Number of new businesses created	✓
Improved perception of markets	
Increased business sustainability	
Increased number of businesses supported	
Increased amount of investment	
Improved perception of attractions	
Number of businesses introducing new products to the firm	
Number of organisations engaged in new knowledge transfer activity	
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 increasing their export capability	
Increased amount of low or zero carbon energy infrastructure installed	
Number of businesses with improved productivity	✓
Increased number of projects arising from funded feasibility studies	
Increased number of properties better protected from flooding and coastal erosion	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E19: Investment in research and development at the local level

E23: Strengthening local entrepreneurial ecosystems

E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE SUPPORTING LOCAL BUSINESS LIST?

State the name of each of these additional interventions and a brief description of each of these

N/A

Explain how each intervention meets the Supporting Local Business investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

N/A

Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes

No

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

N/A

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

Describe these projects, including how they fall under the Supporting Local Business investment priority and the location of the proposed project.

Five projects have been identified to date for delivery under the Supporting Local Business investment priority. Each of these projects will be delivered across Lancashire:

SCAN Digital

The Supply Chain Digital Demonstrator will work with SME manufacturers throughout Lancashire to ensure they adopt a digital approach to Supply Chain Management (SCM) that meets Industry 4.0 technologies and principles. The project will provide technology and vendor agnostic expert advice to SMEs looking to digitise their supply chain management and go paperless. This project responds to the 'E23: Strengthening local entrepreneurial ecosystems' intervention. It will increase the

number of businesses receiving non-financial support, support local events and activities, increase people attending training, increase jobs created and safeguarded through adaption, and improve business sustainability. Through its digital focus, it will also align with support local business through increasing the number of businesses engaging in new knowledge transfer, adopting new to firm technologies, and increasing number of R&D active businesses.

Business decarbonisation and net zero

This project seeks to provide business support for net zero transition and decarbonisation through different support levels:

- Showcase – helping businesses understand low carbon technologies than can be retrofitted
- Understand – baseline carbon emission audit to help businesses move to net zero
- In-company technology scoping, research and implementation – supporting businesses with greatest carbon footprint to evaluate and make recommendations of main areas for decarbonisation
- Behaviour change, education and future skills development – indicators of future cost benefit analysis/return on investment from the installation for new technologies for 100 companies

It is directly aligned to intervention 'E29: Supporting decarbonisation & improving the natural environment whilst growing the local economy.' This project will achieve various outputs relevant to the intervention, including increasing number of businesses receiving non-financial support, reducing greenhouse gas, increasing amount of low or zero carbon energy infrastructure installed, developing more decarbonisation plans, and increasing number of businesses adopting new to firm technologies or processes.

New Low Carbon Technology

Through collaboration with the East Lancashire Chamber of Commerce (via the RedCAT Initiative) and AMRC North West, the project will support companies to develop and commercialise new products, their scale and attract new customers. It will drive new technology development and secure new low carbon manufacturing for Lancashire communities. This falls under intervention 'E29: Supporting decarbonisation & improving the natural environment whilst growing the local economy.' This will create new jobs whilst safeguarding jobs currently in manufacturing whilst also leveraging private sector investment and increasing number of businesses receiving non-financial support. In doing so, there will be an increase in businesses engaged in new markets, developing new to market products and new products to the firm.

Boost, Lancashire's Business Growth Hub

This project will seek to retain the Growth Hub Plus beyond 2023 which provides generic business support, bootcamps for new starts and mentoring for established businesses. It will also offer boost animators which will encourage more Boost conversations to happen locally and working with support providers to create a strong visible presence in each of the areas. This project is being delivered as part of the 'E23: Strengthening local entrepreneurial ecosystems' intervention. In doing so, it will achieve 100 additional 'new to Boost' engagements per full year, per opt in local authority leading to more jobs created and safeguarded, new businesses, increased business sustainability, more businesses adopting new to firm technologies, and increasing the amount of investment in businesses.

International trade support

Providing international trade support for businesses will work with local businesses to identify their import/export opportunities, provide training on this, access to events, access to inward and outward trade missions, advisory support and limited independent reviews where available. This project will support intervention 'E23: Strengthening local entrepreneurial ecosystems.' It will achieve this through increasing the number of businesses engaging in new markets, increasing private sector investment and supporting businesses to grow their overseas trading.

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

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes	No
<p>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.</p>	
<p>We do not consider there to be a subsidy in these projects or to the organisations which will deliver them.</p> <p>Our assessment considered the 5 Steps within the online Guidance on the UK's international subsidy control commitments. We believe that our Supporting Local Business Interventions will not constitute a subsidy to a delivery partner, based on Step 1.</p> <p>In Step 1 of that guidance there are three tests for determining whether an intervention is a subsidy. All of these tests must be met for a measure to be a subsidy.</p> <p>Only 1 of the three tests is met and therefore we do not consider there to be a subsidy.</p> <ol style="list-style-type: none"> 1. Is given by a public authority – Yes 2. Makes a contribution to an enterprise, conferring an economic advantage that is not available on market terms – we do not believe this will be the case 3. Affects International Trade – No <p>The ultimate recipient of any support under this theme would be to individual business themselves, and this could confer an economic advantage.</p> <p>We would require delivery partners to follow the procedural requirements for subsidy control, ensuring that recipients remain within the boundary of small amounts of financial assistance.</p>	

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.	
Outcome	Tick if applicable
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	
Increased proportion of participants with basic skills (English, maths, digital and ESOL)	
Number of people in supported employment [and] number of people engaging with mainstream healthcare services	
Number of people sustaining engagement with keyworker support and additional services	
Number of people engaged in job-searching following support	✓
Number of people in employment, including self-employment, following support	
Number of people sustaining employment for 6 months	
Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	
Number of people in education/training	
Increased number of people with basic skills (English, maths, digital and ESOL)	✓
Fewer people facing structural barriers into employment and into skills provision	✓
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	
Number of people gaining a qualification or completing a course following support	
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)	
Multiply only - Increased number of adults achieving maths qualifications up to, and including, Level 2.	
Multiply only - Increased number of adults participating in maths qualifications and courses up to, and including, Level 2.	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE PEOPLE AND SKILLS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E33: Employment support for economically inactive people

E34: Courses including basic, life & career skills

E35: Enrichment & volunteering activities

E37: Tailored support for the employed to access courses

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE PEOPLE AND SKILLS LIST?

State the name of each of these additional interventions and a brief description of each of these

N/A

Explain how each intervention meets the People and Skills investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

N/A

Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes

No

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

N/A

ENGLAND ONLY: People and Skills interventions can only be used in 2022-2023 and 2023-2024 if you have identified a local voluntary and community provision, previously supported by the European Social Fund, at risk of closure. If you have not identified a

suitable provision, you will not be able to select interventions for 2022-2023 and 2023-2024 and your investment plan will not be approved.

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS for 2024-2025 WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

Yes

Describe the projects for 2024-25, including how they fall under the People and Skills investment priority and the location of the proposed project.

To date, there is one specific project that has been identified for inclusion in the plan. This is a Lancashire-wide project which will be delivered in 2024-2025 under the People and Skills investment priority. In addition to these, further projects will be procured to meet the objectives of the invention themes.

Supporting young people who are NEET or at risk of becoming NEET

This will be directed towards those aged 15-19, or up to 24 for those with an EHCP Plan. Support will be personalised according to individual need and barriers and respond to their interests and aspirations. The programme will, however, include key worker support and mentoring, employability and transferable skills, confidence building and other wrap-around support. It will provide a range of skills support, particularly around English, maths and digital skills, and provide work experience or volunteering opportunities, careers information and preparation, pre-employment training, sector specific skills, and support to overcome specific barriers such as childcare. In doing so, it will align with 'E33: Employment support for economically inactive people.' This will increase number of economically inactive engaging with key worker support services, helping socially excluded access support, access to basic skills, more people engaging in job searches, and helping people gained employment, work experience and vocational license.

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

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes

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.

Our assessment will be to consider the 5 Steps within the online Guidance on the UK's international subsidy control commitments. At the present time we believe that our People and Skills Interventions will not constitute a subsidy to a delivery partner, based on Step 1.

In Step 1 of that guidance there are three tests for determining whether an intervention is a subsidy. All of these tests must be met for a measure to be a subsidy.

Only 1 of the three tests is met and therefore we do not consider that any of the interventions under the People and Skills theme would not constitute a subsidy.

1. Is given by a public authority – Yes
2. Makes a contribution to an enterprise, conferring an economic advantage that is not available on market terms – we do not believe this will be the case
3. Affects International Trade – No

The online guidance states that support to individuals through the social security system is not a subsidy and neither is support given to publicly funded healthcare or school-age education. These could be the types of individuals to receive support under this theme and as such, would not constitute a subsidy, nor confer an economic advantage.

The procedural requirements on small amounts of financial assistance would not be applicable.

HAVE YOU IDENTIFIED A LOCAL VOLUNTARY PROVISION AT RISK AS PART OF YOUR PEOPLE AND SKILLS INVESTMENT PRIORITIES?

Yes

No

(If Yes) Describe the local voluntary provision at risk and your rationale for supporting it.

Active Lancashire is a not-for-profit organisation which currently delivers two ESF-funded projects throughout Lancashire, More Positive Together and MPT Steps. Selnet is a social enterprise network which currently delivers the ESF-funded Building Better Opportunities programme in Lancashire. Active Lancashire and Selnet meet the terms as set out in the UKSPF guidance as voluntary organisations.

Active Lancashire and Selnet are seeking to merge their ESF-funded activity to deliver the 'Step Change' project which will be part funded by Pendle's USKPF allocation. Step Change will be a collaborative project supported by Active Lancashire and Selnet's delivery networks including Lancashire colleges, housing organisations, local authorities and VCFS partners.

Step Change responds to the people and skills challenges that Pendle currently faces, including barriers to the labour market which includes a relatively high proportion of individuals who are economically inactive and with multiple complex support needs, identified skills gaps and shortages, and limited opportunities for work. Consultations reiterated that barriers to labour market entry are not just about possessing the relevant skills but also being able to overcome barriers to training and employment including substance misuse, homelessness and re-offending. With its connections to organisations such as DWP, Step Change will deliver joined-up support that addresses people's basic needs and enable residents to realise their goals.

The Step Change project will also respond to the significant demographic threat ahead of the borough and the need to retain working-aged people to meet current and future labour supply needs. It will help to facilitate a responsive skills supply, equipping people with the confidence and relevant qualifications to meet employer demand, and help people engage in job searching. The loss of provision of More Positive Together, MPT Steps and Building Better Opportunities would reduce the opportunity for people to access training on basic skills and support in accessing jobs, contributing to a widening skills gap and failing to address the needs of Pendle's residents and economy. The ESF funding end date for current provision of the More Positive Together and MPT Steps projects is December 2023, however active delivery will cease by September 2023 to enable outcome-based funding to be claimed. The ESF-funding end date for Building Better Opportunities is June 2023, and the project will stop engaging with new participants in January 2023.

Provide the European Social Fund Project Names and Project References for this voluntary and community provision at risk.

More Positive Together: ESF-19S17P01623

MPT Steps: ESF-19S21P04465

Building Better Opportunities: ESF-19S17C01879

What year do you intend to fund these projects? Select all that apply.

2022-2023

2023-2024

2024-2025

Describe the projects for 2022-2023 and 2023-2024, including how they fall under the People and Skills investment priority and the location of the proposed project.

Step Change will engage with people in Pendle and across Lancashire who are economically inactive, or at risk of becoming economically inactive, and provides employment support. The project provides a single service for receiving job-searching support and access to basic skills required to gain employment. It helps meet the needs of job seekers by ensuring that they can acquire the employment support and skills required to compete effectively in the labour market. It also meets the needs of employers by improving the potential pool of labour supply in the borough and ensure that job seekers are equipped with the relevant skills required.

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

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes 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.

We have not yet determined the final projects to receive support. As we do, we will consider each project and whether there will be a subsidy.

Our assessment will be to consider the 5 Steps within the online Guidance on the UK's international subsidy control commitments.

Where it might be considered that there will be a subsidy, in line with the 5 stages, and this falls outside of the boundary of the small amounts of financial assistance, we will consider the Subsidy Control principles, including completion of the template at annex 2 of the guidance.

Where provision is deemed to be a core charitable activities, this would not be a subsidy, as per the Charities Act.

In addition, the online guidance states that support to individuals through the social security system is not a subsidy and neither is support given to publicly funded healthcare or school-age education. These could be the types of individuals to receive support under this theme and as such, would not constitute a subsidy.

SCOTLAND, WALES & NORTHERN IRELAND ONLY

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

Yes No

Describe the projects, including how they fall under the People and Skills investment priority and the location of the proposed project.

N/A

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

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes 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.

N/A

Approach to delivery and governance

In this section, we will ask you about:

- Structures you have in place to support delivery
- Support you have from stakeholders and the local community
- How you've engaged with MPs as part of your investment plan
- Opportunities you have identified to work with other places

Places need to show how MPs that cover the lead local authority have been engaged on the investment plan and whether they support it. More detail on the role of MPs can be found here.

STAKEHOLDER ENGAGEMENT AND SUPPORT

Have you engaged with any of the following as part of your investment plan? Select all that apply.

Public sector organisations

Private sector organisations

Civil society organisations

Describe how you have engaged with any of these organisations. Give examples where possible.

One-to-one strategic consultations

Initially, Pendle Borough Council identified a small selection of local stakeholders of strategic importance who were invited to one-to-one discussions to understand the scope for UKSPF spending in Pendle. This included representatives from Lancashire's Business Growth Hub, Skills Hub, Local Enterprise Partnership and County Council, local skills providers, the local MP and the CEO of Pendle Borough Council.

Focus group sessions

Following this, relevant stakeholders were invited to attend virtual focus group sessions focused on each of the three UKSPF priorities. Stakeholders were presented with the following information:

- The objectives of UKSPF according to DLUHC guidance
- Emerging UKSPF needs and opportunities in Pendle identified by a review of local data and policy
- Potential interventions according to the assessment of needs and opportunities
- Potential critical success factors which would underpin the scoring of proposals

Each item presented was followed by a discussion to gather insights from the perspective of the groups. A total of 48 participants attended across the 3 focus group sessions.

Participants were invited by Pendle Borough Council to attend any session which was of relevance to them. Participants included representatives from Pendle Borough Council, Lancashire County Council, local businesses, charities and non-profit organisations, HEI, FEI representatives and skills providers. For those who could not attend the focus groups, one-to-one interviews were held.

Concept forms

Local stakeholders across public, private and civil society organisations were also given the opportunity to share details of potential UKSPF projects to be delivered in Pendle via an online concept form. The form was advertised and promoted by Pendle Borough Council via its website and by email to known stakeholder groups. It remained live for four weeks. As part of this process, respondents were asked to provide details on the following:

- Potential projects which could be funded through UKSPF
- Which UKSPF priority themes and interventions they aligned with
- Local strategic fit, need and opportunity

- Performance against critical success factors
- Estimated total and yearly spend, as well as proportion which will be capital or revenue
- Estimated outputs and outcomes

A total of 66 responses were received. Analysis of information shared provided a view of the scope of potential projects to be delivered locally through UKSPF funding to provide insight on demand and supply for a pipeline of interventions.

Local Partnership Group

Finally, responding to UKSPF requirements, a Local Partnership Group was formed by Pendle Borough Council. This includes local stakeholders including representatives from Pendle Borough Council, Lancashire County Council, the NHS, local college and educational providers, Chambers of Commerce, DWP, and Pendle Leisure Trust.

Two Local Partnership Group meetings were held. The first meeting was held online. Attendees were presented with key needs and opportunities for the Investment Plan to address and analysis of information shared via the concept form to provide a supply side view on what could be delivered under UKSPF in Pendle. Through discussion, the group agreed interventions and considered the allocation of spend by year, capital and revenue and investment priority.

The second Local Partnership Group meeting was held in-person. Attendees were presented with and discussed example scenarios of projects which could be delivered under UKSPF in Pendle and what this would mean for the allocation of by year, capital and revenue and intervention, as well as the expected outputs and outcomes for each intervention theme. Pendle Borough Council also outlined the intention to develop a detailed delivery plan and set out next steps.

Following these sessions, the Local Partnership Group recommended interventions and a suggested profile of spend, outputs and outcomes to Pendle Borough Council.

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

Local Partnership Group

Composition of the Local Partnership Group is wide and representative in nature, consisting of many of the groups on the suggested list in the UKSPF prospectus. It should be noted that some representatives who we have approached have not engaged back with us, including the Police. Multiple businesses have also declined due to other time commitments. We have however left space for these within our formal arrangements should this change.

A Terms of Reference has been drawn up for the Local Partnership Group:

Additional advisory panels have taken the form of focus groups on each of the thematic themes of the UKSPF. These have allowed us to consult and engage with a wider spectrum of individuals and organisations, without necessarily inviting them all to join the Partnership Group.

The feedback from the focus groups has been used to identify the case for intervention in Pendle and this evidence of need was shared with the Local Partnership Group.

Confirm all MPs covering your lead local authority have been invited to join the local partnership group.

Yes	No
Are there MPs who are not supportive of your investment plan?	
Yes	No
(If Yes) Who are the MPs that are not supportive and outline their reasons why.	

PROJECT SELECTION	
Are you intending to select projects in any way other than by competition for funding?	
Yes	No
(If Yes) Describe your approach to selecting projects, and why you intend to do it this way.	
<p>Pendle Borough Council intend to select projects by a mixture of competition and direct award.</p> <p>Some projects have already been identified as ones we would like to support. These are listed under previous sections which ask about projects already selected under the Supporting Local Business and People and Skills priorities.</p> <p>We intend to direct award to these projects, including some where UKSPF will replace or extend provision of existing ESIF projects operating across Lancashire and which would otherwise be at risk of not delivering support continuously until 2024/25. This would cause inefficiencies in restarting the projects once Pendle's UKSPF allocation is received. Early selection of these projects will also help the Lancashire local authorities to collaborate in funding these projects.</p> <p>Lancashire County Council and Pendle Council each respectively issued a public call for proposals and from this process several projects intended to deliver at a county wide level, have been shortlisted for support following further engagement. These were felt to have a strategic fit for Pendle. Some of the Pendle local proposals are still being considered. Where these directly meet our aims and objectives we may consider a direct award but otherwise will consider competition.</p> <p>The rationale in each case is ultimately to deliver value for money. Proposals for direct awards will be scrutinised in each respective case and a full business case required, including provision of a service level agreement with the council.</p> <p>The projects selected to date are:</p> <ul style="list-style-type: none"> - Supply Chain Digital Demonstrator – This is a new project identified through the County and local call for proposals. It is outlined to begin in 2022/23. It will be designed based on lessons from an existing ESIF project called RADAR which will end in June 2023. - Business Decarbonisation and Net Zero – This project was also identified through the County and local call for proposals. It is based on the ESIF funded Chamber Low Carbon project which ends in June 2023. In 2022/23 the delivery organisation intend to deliver the new project scaled by half to account for the Chamber Low Carbon delivery slowing. - New Low Carbon Technology Development – This project was identified through the County and local call for proposals. The project will be designed based on an existing project funded to November 2022 by Getting Building Fund and Community Renewal Fund. UKSPF spending will be scaled down in 2022/23. - Boost, Lancashire's Business Growth Hub – This project was identified through the County and local call for proposals. Under ESIF spending, the Boost project is due to complete in December 2023. UKSPF spend is sought from 2023/24 to ensure delivery can continue as ESIF availability runs out. 	

- International Trade Support – This is a new project to be funded from 2022/23. It was identified through the County and local call for proposals and is to be delivered by a specialist provider of the support.
- Supporting Young People who are NEET or at risk of becoming NEET – This project was identified through the County call for proposals in partnership with districts and will be supported from 2024/25 once ESIF has ended to ensure continuous provision of support to this group.

Pendle Borough Council will use part of the 4% administration allocation to seek specialist legal advice on the procurement route of UKSPF spending in Pendle and subsidy control.

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

Which interventions do you intend to collaborate on? Select all that apply.

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
E1: Improvements to town centres & high streets	
E2: Community & neighbourhood infrastructure projects	
E3: Creation of and improvements to local green spaces	
E4: Enhancing existing cultural, historic & heritage institutions offer	
E5: Built & landscaped environment to 'design out crime'	
E6: Local arts, cultural, heritage & creative activities	
E7: Support for active travel enhancements	
E8: Campaigns to encourage visits and exploring of local area	
E9: Impactful volunteering and/or social action projects	
E10: Local sports facilities, tournaments, teams & leagues	
E11: Capacity building & infrastructure support local groups	
E12: Community engagement schemes, local regeneration	
E13: Community measures to reduce the cost of living	
E14: Relevant feasibility studies	
E15: Investment and support for digital connectivity for local community facilities	
Describe any interventions not included in this list?	
N/A	
Who are the places you intend to collaborate with?	
N/A	

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

Which interventions do you intend to collaborate on? Select all that apply.

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
E16: Open markets & town centre retail & service sector	
E17: Development & promotion of visitor economy	
E18: Supporting Made Smarter Adoption	

E19: Investment in research and development at the local level	
E20: Research and development grants supporting the development of innovative products and services	
E21: Development of innovation infrastructure at the local level	
E22: Enterprise infrastructure & employment / innovation sites	
E23: Strengthening local entrepreneurial ecosystems	✓
E24: Training hubs, business support offers, incubators	
E25: Grants to help places bid for and host international business events and conferences that support wider local growth sectors	
E26: Growing the local social economy	
E27: Develop angel investor networks	
E28: Export Grants to grow overseas trading etc.	
E29: Supporting decarbonisation whilst growing the local economy	✓
E30: Business support measures to drive employment growth	
E31: Funding to support relevant feasibility studies	
E32: Investment in resilience infrastructure and nature based solutions that protect local businesses and community areas from natural hazards including flooding and coastal erosion	
Describe any interventions not included in this list?	
N/A	
Who are the places you intend to collaborate with?	
Pendle Borough Council intends to collaborate with delivery partners across the Lancashire Local Enterprise Partnership area.	

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

Which interventions do you intend to collaborate on? Select all that apply.

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
E33: Employment support for economically inactive people	✓
E34: Courses including basic, life & career skills	
E35: Enrichment & volunteering activities	
E36: Increase levels of digital inclusion, essential digital skills	
E37: Tailored support for the employed to access courses	
E38: Local areas to fund local skills needs	
E39: Green skills courses	
Describe any interventions not included in this list?	
N/A	
Who are the places you intend to collaborate with?	
Pendle Borough Council intends to collaborate with delivery partners across the Lancashire Local Enterprise Partnership area.	

PUBLIC SECTOR EQUALITY DUTY

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

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Yes. Equality is already considered at all levels of the organisation and is embedded within the Pendle Council Equal Opportunities Policy and its equality objectives. This duty to equality of opportunity is being considered as part of our UKSPF investment plan activities.

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

We have developed an Equality Assessment for our UKSPF programme and this will be embedded within the management of our UKSPF programme. Its requirements are to be adhered to by delivery partners we may work with and checks will be undertaken by the programme manager to ensure this is so.

RISKS

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

Yes	No
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(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

Pendle Borough Council have developed a risk mitigation schedule that allows members of the team to be fully aware of the risks and mitigation process. A summary of the risks and mitigation actions are provided below.

- **Procurement/Awarding of funding and Subsidy Control measures** – Procedures on the correct route to allocate funding need to be considered in order to meet legal requirements and local policies. Subsidy control requirements need to be taken into consideration also to meet legal requirements. To ensure correct procedures are followed Pendle Council will source specialist legal advice.
- **Lack of interest /take up in the funding** - A call out for potential delivery partners was made to ascertain interest. This included direct email to organisations involved in existing programmes in Pendle. Some community, business and skills organisations not already delivering in Pendle but who had the potential to support our needs, were included in this direct messaging, both from the council and via consultants supporting our Investment Plan. A call out was made via council social media and via a press release. The Expression of Interest process has demonstrated strong demand, and through the LPG we will keep partners engaged in order to receive good quality applications that are capable of delivering the outputs.
- **Funding might not meet local need** - In developing an Investment Plan an evidence base was put together to identify challenges in Pendle. Focus Groups were held to inform local needs and identify gaps in provision. Proposals received which then matched scheme criteria and met our identified needs were considered. This process is designed to ensure that support goes to where needs are greatest.
- **Possible duplication of schemes from multiple organisations bidding for funding** - The Local Partnership Group will carefully consider each proposal to ensure that there is no duplication across projects.
- **Poor delivery impacting on activity, outcomes and impact** - An experienced project delivery team will be able to identify any red flags which will impact delivery and outputs early. Robust programme management processes and procedures are being created for the regular monitoring of projects.
- **Insufficient funding to cover all the local needs identified** - the Local Partnership Group will prioritise projects they feel meet the greatest need, against what is affordable within the funding allocation, and which meet the criteria of the scheme.

- **Projects will not be procured properly** - public sector procurement policies and those of Pendle Borough Council will be followed to ensure fairness in procurement
- **Projects will not meet Subsidy Control regulations** - external support is to be sought from a Subsidy Control specialist
- **Fraud – funding claims are submitted but outputs have not been achieved** - programme monitoring procedures to be set-up to ensure compliance.
- **Fraud – fake or unscrupulous organisations seek funding under false pretence** - Officers should consider the potential for fraud when procuring services and throughout the programme. Any suspicions should be immediately reported to a line manager.
- **All procurement should be undertaken in line with proper procurement rules and practices** - the council has financial regulations in place to mitigate against fraud. Our fraud policy and procedures to follow.
- **Lack of skilled and experienced staff to deliver the programme** - the recruitment market continues to be challenging. Existing members of staff are in place to support but may lack the high-level experience of managing such a programme. There will be competition for their time with other parts of their job. Successful recruitment is important. As funding has been devolved to district level for UKSPF, should each authority need to recruit a programme manager with the 4% available for administration, this would create significant competition in the jobs market for similarly skilled and experienced individuals. An early advertisement of the post would help to mitigate against this.
- **Pendle Council needs to contribute to administration funds** - plans should proceed for the creation of the post but appointment should not be made until the Investment Plan, including this element of it, is approved by government.
- **Significant rates of inflation** - Delivery partners could be asked to consider inflation as part of any project plan and to identify their own inflationary risks as part of the scheme to be delivered. The council could review these responses and choose not to contract with an organisation if it was felt that inflationary risks would put the delivery of a scheme at risk. It is difficult to mitigate against Inflation. If the service cannot be delivered in full there could be provision for clawback and reallocation to another project or delivery partner.
- **Delivery partner unable to successfully deliver a scheme** - Should a delivery partner enter administration or insolvency etc resulting in 'company failure' and inability to operate. There could be provision for clawback and reallocation to another project or delivery partner. A due diligence review from a council accountant into the business health, could form part of the procurement process.
- **Delay in the Investment Plan being approved** - Should the Investment Plan take longer to approve than the two months indicated in the UKSPF Prospectus, this would have an impact on the ability to deliver programmes in year one due to reduced timescales. Should the Council deem this acceptable, they could procure at risk.

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

Yes

No

(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

Fraud could be an issue for any programme but the council does have a fraud policy and financial regulations in place to mitigate against this. Procedures will be followed to ensure risk is kept low.

Capacity and capability

In this section, we will ask you about:

- The capacity and capability of your team to manage funding
- The resources you have in place for work related to UKSPF

Your answers here will help us know how to support you with delivery. They will not affect the amount of funding you will get.

Answer as honestly as possible.

TEAM RESOURCE

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

One Full Time programme manager is proposed to be funded through UKSPF and employed by Pendle Council. Plus, three existing employees of Pendle Borough Council will assist on a part time basis.

The three existing Officers would assist with administration of the UKSPF but it is not their full time role and their time will be given depending on need of the programme. This group will include:

- 1x Head of Planning, Economic Development and Regulatory Services will be responsible for the programme overall
- 1x Principal Economic Development Officer who will provide any additional assistance
- 1x Tourism and Economic Development Officer who will assist as required, within a portion of his time.

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

The proposed programme manager to be recruited via UKSPF funds will manage the programme day to day including setting up of administration systems, procurement of services, project monitoring and communication with delivery organisations.

The Head of Economic Development, Planning and Regulatory Services will be responsible overall for the programme, ensuring its success. This is a senior role within the council which reports directly to the Chief Executive Officer. An experienced manager with responsibility for economic development for the past 3 years.

The Principal Economic Development Officer will provide any additional assistance required but will have responsibility day to day as the council's economic development officer also. He is an experienced local government economic development officer with line management responsibilities and experience in managing internally funded business grant programmes.

The Tourism and Economic Development Officer will play a supporting role to provide any additional assistance required to the principal economic development officer, using a proportion of his time. This is an officer level post. The individual is an experienced tourism officer with project management and delivery experience.

- Strong capability: Has extensive experience and/or a proven track record of delivery in this area.
- Strong capacity: High degree of confidence that there is enough staffing/resource to manage funding in this area.
- Some capability: Has previous experience of delivery in this area.
- Some capacity: Confident that there is enough staffing/resource to manage funding in this area.
- Limited capability: Does not have previous experience and/or no track record of delivery in this area.
- Limited capacity: Limited confidence that there is enough staffing/resource to manage funding in this area. Additional resource may be needed to support delivery.

CAPACITY AND CAPABILITY		
How would you describe your team's current experience of delivering funding and managing growth funds?		
Very experienced	Some experience	No previous experience
How would you describe your team's current capability to manage funding for procurement?		
Strong capability	Some capability	Limited capability
How would you describe your team's current capacity to manage funding for procurement?		
Strong capability	Some capability	Limited capability
How would you describe your team's current capacity to manage funding for procurement?		
Strong capacity	Some capacity	Limited capacity
How would you describe your team's current capability to manage funding for subsidies?		
Strong capability	Some capability	Limited capability
How would you describe your team's current capacity to manage funding for subsidies?		
Strong capacity	Some capacity	Limited capacity

COMMUNITIES AND PLACE CAPACITY AND CAPABILITY		
Does your local authority have any previous experience of delivering the Communities and Place interventions you have select?		
Yes	No	
How would you describe your team's current capability to manage funding for Communities and Place interventions?		
Strong capability	Some capability	Limited capability
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.		
<p>Pendle has managed and delivered programmes before as an authority. However, the range and scope of projects to manage via European funding, which are now to be considered for UKSPF, is not something we have administered before as a council.</p> <p>Challenges include limited knowledge of delivering communities and place interventions within the team and limited experience in managing multi-faceted externally funded programmes. Whilst the council does have some relatively strong experience in delivering communities and place interventions, the team who will be managing UKSPF does not and will need to draw on the experience of others.</p> <p>We lack in-house capability regarding Subsidy Control. Advice would need to be procured externally.</p>		

There is at present a gap in the in-house capability regarding procurement of the programmes which will need to be funded through UKSPF. We will need to develop a procurement plan which is currently not in place.

Describe what further support would help address these challenges.

Additional staff resource is required and which could be funded through UKSPF, subject to the availability of experienced individuals in the labour market.

How would you describe your team's current capacity to manage funding for Communities and Place interventions?

Strong capability Some capability **Limited capability**

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.

There is no additional capacity within the team and any time given to UKSPF would take officers away from existing duties.

Describe what further support would help address these challenges.

Additional staff resource is required and which could be funded through UKSPF, subject to the availability of experienced individuals in the labour market.

SUPPORTING LOCAL BUSINESS CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the Supporting Local Business interventions you have select?

Yes **No**

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

Strong capability Some capability **Limited 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.

Pendle has managed and delivered programmes before as an authority. However, the range and scope of projects to manage via European funding, which are now to be considered for UKSPF, is not something we have administered before as a council.

Challenges include limited experience of managing external delivery organisations to deliver business support interventions on our behalf. Limited experience in managing multi-faceted externally funded programmes.

We lack in-house capability regarding Subsidy Control. Advice would need to be procured externally.

There is at present a gap in the in-house capability regarding procurement of the programmes which will need to be funded through UKSPF. We will need to develop a procurement plan which is currently not in place.

Describe what further support would help address these challenges.

Government funded human resource to provide the required support on subsidy control and procurement.

How would you describe your team's current capacity to manage funding for Supporting Local Business interventions?		
Strong capability	Some capability	Limited capability
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.		
There is no additional capacity within the team and any time given to UKSPF would take officers away from existing duties.		
Describe what further support would help address these challenges.		
Additional staff resource is required and which could be funded through UKSPF, subject to the availability of experienced individuals in the labour market.		

PEOPLE AND SKILLS CAPACITY AND CAPABILITY		
Does your local authority have any previous experience of delivering the People and Skills interventions you have select?		
Yes	No	
How would you describe your team's current capacity to manage funding for People and Skills interventions?		
Strong capability	Some capability	Limited 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.		
<p>Pendle has managed and delivered programmes before as an authority. However, the range and scope of projects to manage via European funding, which are now to be considered for UKSPF, is not something we have administered before as a council.</p> <p>Challenges include limited knowledge of delivering People and Skills interventions within the team and limited experience in managing multi-faceted externally funded programmes.</p> <p>We lack in-house capability regarding Subsidy Control. Advice would need to be procured externally.</p> <p>There is at present a gap in the in-house capability regarding procurement of the programmes which will need to be funded through UKSPF. We will need to develop a procurement plan which is currently not in place.</p>		
Describe what further support would help address these challenges.		
Additional staff resource is required and which could be funded through UKSPF, subject to the availability of experienced individuals in the labour market.		
How would you describe your team's current capacity to manage funding for People and Skills interventions?		
Strong capability	Some capability	Limited capability
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.		
There is no additional capacity within the team and any time given to UKSPF would take officers away from existing duties.		

Describe what further support would help address these challenges.

Additional staff resource is required and which could be funded through UKSPF, subject to the availability of experienced individuals in the labour market.

SUPPORT TO DELIVERY 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%?

Yes

No

(If Yes) Explain why you wish to use more than 4%.

The 4% needs to be available over the course of the programme and not taken as 4% of each individual years allocation. This is because of the unequal split of the funding year to year.

We request a more even split across the three years by drawing down more than 4% for administration in years 1 and 2 to pay for required staff resource and other externally sourced expertise. The significantly higher level of funding available in year 3 means that that there is enough funding in the final year. Overall, we would not wish to use more than 4%.

Approvals

Before submitting your investment plan, you should have approval from your:

- Chief Executive Officer
- Section 151 Officer
- Leader of your lead authority

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

- Yes
- No

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

- Yes
- No

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

- Yes
- No

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

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Additional documents

You will have received an email giving you access to a folder where you will need to upload supporting evidence to your investment plan. All applicants must complete and upload the following spreadsheet to the folder prior to submitting their investment plan:

- UKSPF Expenditure Profile spreadsheet
- UKSPF Indicative Deliverables spreadsheet

Your investment plan submission will be considered incomplete without the required documents.

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

- Yes
- No