

UK Shared Prosperity Fund  
Investment Plan Drafting Template

Version 2  
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**Your details**

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**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**

A major challenge facing Rochford District is that of nurturing connected and engaged communities, compounded by a high proportion of rural areas and more geographically isolated coastal communities. Indeed, Rochford District has a population of 85,600 but a relatively low density of population (424 people per sq. km) [reference:1]. According to an assessment of community need, the District perform worse than the national average in terms of access to civic assets, connectedness and active and engaged communities [reference:3]. The issue of community isolation is reinforced by Rochford attaining the highest score on the loneliness index of all local authorities in Essex (1.5 compared to 0.1 nationally). The same assessment also noted that Rochford had the lowest density of educational assets (1.5 compared with 3.3 nationally) and sport and leisure assets (0.9 compared with 2.9 nationally). The areas identified with the greatest community need are Hullbridge and Great Wakering.

Related to the challenge of connectedness is the higher percentage of older people (23%) within the District, (Essex average 20.5%). This percentage is expected to rise over the next 15 years to 25.45%, significantly higher than the predicted average for Essex (22.6%). The demographics of the District bring challenges not only of ensuring engagement but also highlight a need to be planning for increased localisation of activities, new transport solutions, and improved accessibility. Over the same period, the percentage of younger people (16.5%) will continue to decrease below the county average (17.9%) [reference:2]. Whilst the number of local jobs has risen by 9.6% over the last 5 years, the average salary in Rochford (£28.7k) is below the national average of £31.4k [reference:4]. The District therefore has the challenge of encouraging younger people to stay and work within the area, and also to encourage young entrepreneurs to move to the area. This requires an increased number of higher paid jobs to be available, and to create vibrant and dynamic local centres that meet leisure, work, and retail needs and facilities to support start-up companies. In turn the loss of economically active people from the area is a constraint to retaining facilities and encouraging new facilities as local earnings are 'leaked' elsewhere. It should also be noted that racial diversity is low within the Rochford District.

Strongly linked to these challenges are the current perceived limitations of the cultural and heritage offer available within Rochford. There is the potential to make much greater use of these assets to increase visitor numbers and footfall within the market towns of Rayleigh and Rochford and across the wider District. Rochford town in particular has struggled with increased vacancy rates, competition from online shopping, reduced footfall, the loss of banks and a limited range of retail offers often linked to 'top up' rather than main shop. Rochford town centre is a unique, historic centre with several shopping streets and a Market Square but there is a sense that the area is a little worn, with some building being poorly maintained in terms of building fabric, signs and shop windows and the quality and amount of street furniture, landscaping and signage needs improvement.<sup>5</sup> Seventy five percent of those who responded to a survey were tenants with limited ability to make major changes to the property. Local businesses on the high street when surveyed highlighted concerns about parking facilities, crime and reduced footfall. For residents the perception that being out after dark, both in their own neighbourhood or town centres was not safe, was a common concern, especially for older people.

Rayleigh town centre faces similar challenges and despite being more resilient to vacancies, has seen a loss of high street chains and a proliferation of similar uses. This in turn has contributed to a less diverse offer with which to attract shoppers.

Additionally, Rochford District Council face the challenge of achieving net zero by 2050 [reference: 6] and to meet even earlier deadlines for their own estate. Cutting carbon is not merely a challenge for public bodies but must engage all members of the community. A sustainability strategy is currently being prepared for stakeholder consultation.

These challenges were tested with a group of stakeholders [reference:7] (see section on stakeholder engagement and support for details). There was strong agreement on issues of low footfall, a sense of decline and a failure to create a place of community such as high street with a doctor's surgery, cinema, library, and banks as well cafes and shops. Stakeholders felt that local centres are looking shabby and that the predominance of cars within centres created a level of tension; either that of congestion and air quality, with this being highlighted in Rayleigh, or where businesses in Rochford town concerned there was not enough parking. Other stakeholders were concerned about accessibility. Stakeholders identified with the feeling of disconnection, noting that none of the district

towns are linked by integrated cycle paths, and many natural or coastal areas are currently only accessible by car. There were also major concerns that public transport was patchy and that taxis were expensive, an issue in particular for those in more isolated rural areas.

There was a strong sense that many residents identified more strongly with Southend for leisure and culture than the local Rochford towns and that London commuting workers spent a greater amount of leisure or cultural time in the city. As one stakeholder noted "we haven't persuaded them to be proud of where their house is". Despite having a network of heritage assets and strong local history, there is a lack of coherence between the District's heritage and cultural offer and there is a sense that many residents experience a cultural deficit. The assets that do exist provide only a limited range of cultural and arts outreach activities and the heritage assets could be the focus for much more activity, but it is not something they are currently able to do. This could help create a much stronger sense of place for local residents, and at the same time draw in more visitors.

From these challenges two intervention areas were identified:

**Intervention E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.**

and

**Intervention E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.**

Footnotes: Evidence of challenges

<sup>1</sup> ONS, Census 2021

<sup>2</sup> Joint Strategic Needs Assessment 2019, Rochford Local Authority Profile, Essex County Council

<sup>3</sup> 'Left behind' areas in Essex: Understanding the extent to which Essex is 'left behind' and the drivers that contribute towards this, Essex County Council and OSCI  
<https://data.essex.gov.uk/dataset/2yqdg/assessing-the-strength-of-communities-in-essex-the-essex-community-needs-index-20203>

<sup>4</sup> Rochford: Emsi Q1 2022 Data Set, 2022

<sup>5</sup> Rochford Town Centre Health Check, Rochford District Council . 22 March 2019

<sup>6</sup> Net Zero Strategy: Build Back Greener, UK Government, 2021,  
<https://www.gov.uk/government/publications/net-zero-strategy>

<sup>7</sup> Rochford Stakeholder Consultation – UKSPF, 13.7.22

## **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**

As part of the consultation process with stakeholders, several challenges were considered and opportunities identified. These are noted below and provide an outline of some of the priority areas that are likely to be considered as the basis for future grant calls

**Intervention E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.**

### **Putting people at the centre of the town**

- Rayleigh high street / Rochford Market Square – improving public realm to encourage footfall and evening trade.
- Pedestrianisation or improved balance between people and cars - some parking could be retained in evenings, e.g. West Street, while creating more pedestrian/events space
- Supporting attractive rural settings – opportunities for more rural diversification and accommodation
- Creating a hot desking/hybrid enterprise centre that is flexible and affordable in town centre to drive footfall
- Develop local markets and work with town and parish councils
- Develop the community feel to a place e.g. apps like 'Go Jauntly' which map local walking routes – other authorities have commissioned heritage walks

- Trial 'Beat the Street', street tag, community and businesses – successful in Basildon, Colchester and Tendring
- Commission street art and involve community and collaboration within installations
- Create entry level opportunities for older adults to find out what is in the community and offer exercise at the same time
- Reclaim green place

**Intervention E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.**

- Improve and develop existing heritage sites both in towns and surrounding areas for events and anchor institutions – e.g Rayleigh Windmill, Old House, South Street area, Bellingham Lane area as community space. Similarly identify key social spaces and support them e.g WI Hall Rochford (needs illumination), Mill Hall, etc.
- Create collaborative heritage spaces to tackle social issues and support tourism and sense of place  
(2 current examples St Mary church, Little Wakering; New Museum space in Rochford)
- Use arts and culture volunteering to reduce isolation and loneliness
- Reintroduce art trails and support community heritage
- Bring the district together by linking key heritage and cultural sites through transport (cycling, walking, public)
- Promotion of heritage throughout RDC - perhaps web/app based to encourage visitors from within/outside the district
- Combat loneliness through volunteering opportunities
- Create spaces for creators from arts and the community
- Link with youth groups and make provision local to Rochford
- Voluntary sector support to hold events to engage the community e.g. Trust Links run events locally including fayres, children and family orientated
- Better use of open spaces for events – community/sense of personal space

Building Community and intervention E4 was identified as the most important of the three interventions considered.

**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**

The majority of the 3700 businesses [reference:8] operating in Rochford District are SMEs and sole traders and they employ around 24,000 people. The District's top three industries in 2021 were Restaurants and Mobile Food Service Activities, Primary Education, and General Secondary Education and yet the highest levels of GVA were being generated in Rochford by construction, wholesale and retail and manufacturing companies. [reference:4] There is a sense that many top growth companies leave the district to go to neighbouring areas to "chase the growth" (stakeholder comment 13.7.22). Providing these companies with the environment that supports growth and furthermore that encourages young entrepreneurs to move to Rochford is important.

Whilst over 1 million sq. feet of new high-quality employment space is being delivered at the Airport Business Park, sited alongside London Southend Airport: [reference:7], start-up businesses, CICs and SMEs need cheaper and more flexible local workspaces. There is also evidence that landlords can be inflexible with leases, and these frequently do not meet the needs of smaller companies. Rochford and Southend Councils have collaborated over a new 'Launchpad' facility at the Airport Business Park but it is not currently known how affordable or accessible it will be. For those based at home or hotdesking the District does have limitations on broadband use, operating in many places at a much lower average than the national speed.

For businesses based in high streets and town centres, stakeholders [reference:7] identified some key cultural issues that are limiting some retailers adopting new ideas; such as opening when

events are happening, developing a digital presence, and variable opening hours. Town centre areas are also suffering from reduced footfall, traffic congestion and an aging aesthetic, issues which are affecting local businesses and have been noted in Community and Place. To survive, centres will need to incorporate new features and functions and it will be important to engage existing shops and local businesses to help shape this change.

To overcome these challenges one intervention was selected

**E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks**

Footnotes: Evidence of challenges<sup>8</sup> Rochford District Economic Growth Strategy, 2022-2025, published June 2022

**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**

As part of the consultation process with stakeholders, several challenges were considered and opportunities identified. These are noted below and provide an outline of some of the areas that are likely to be considered as the basis for future grant calls

**E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks**

- Training businesses and community sector about the benefits of digital rather than just online selling, especially important for the local retail community
- Creating incubation sites to get micro/small business moving up. Hot desking environment similar to the Hive in Southend.
- Creating a mixed community of established businesses and small entrepreneurs at the new Business Park with the opportunities for peer to peer learning
- Using networks to develop low carbon business opportunities and exchange ideas

**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**

In assessing local challenges and the potential for utilising the People and Skills Investment Priority two areas of research were undertaken.

Additionally, Rochford District Council have reviewed all directly delivered ESF projects currently operating within the District to identify if any local or voluntary groups are currently at risk of losing local funding. Seven programmes are offering a variety of ESF skills offerings and all are delivered by out of area providers. On this basis there would be no provision possible for skills funding in the years 2022-23 and 2023-24. Having considered these two findings Rochford District Council have not selected People and Skills as a priority under this current round of UKSPF funding.

**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**

N/A

**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	<input checked="" type="checkbox"/>
Jobs safeguarded	<input type="checkbox"/>
Increased footfall	<input checked="" type="checkbox"/>
Increased visitor numbers	<input checked="" type="checkbox"/>
Reduced vacancy rates	<input checked="" type="checkbox"/>
Greenhouse gas reductions	<input type="checkbox"/>
Improved perceived/experienced accessibility	<input type="checkbox"/>
Improved perception of facilities/amenities	<input checked="" type="checkbox"/>
Increased number of properties better protected from flooding and coastal erosion	<input type="checkbox"/>
Increased users of facilities / amenities	<input type="checkbox"/>
Improved perception of facility/infrastructure project	<input type="checkbox"/>
Increased use of cycleways or paths	<input type="checkbox"/>
Increase in Biodiversity	<input type="checkbox"/>
Increased affordability of events/entry	<input type="checkbox"/>
Improved perception of safety	<input type="checkbox"/>
Reduction in neighbourhood crime	<input type="checkbox"/>
Improved engagement numbers	<input type="checkbox"/>
Improved perception of events	<input type="checkbox"/>
Increased number of web searches for a place	<input type="checkbox"/>
Volunteering numbers as a result of support	<input type="checkbox"/>
Number of community-led arts, cultural, heritage and creative programmes as a result of support	<input type="checkbox"/>
Increased take up of energy efficiency measures	<input type="checkbox"/>
Increased number of projects arising from funded feasibility studies	<input type="checkbox"/>
Number of premises with improved digital connectivity	<input type="checkbox"/>
None of the above	<input type="checkbox"/>

**SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE COMMUNITIES AND PLACE 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.*

Intervention E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.

Intervention E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.

**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**

Not required

**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

**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
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**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 COMMUNITIES AND PLACE INVESTMENT PRIORITY?**

**Describe these projects, including how they fall under the Communities and Place investment priority and the location of the proposed project.**

No projects have yet been identified. Rochford District Council will be working with interested community, business and other stakeholder groups to provide an outline of the priorities, interventions, outcomes and outputs that have been selected during August- September 2022 and offer guidance on project development. This timeline has been provided to stakeholders.

<b>Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?</b>	
All bids must also consider how they will deliver in line with subsidy control as <a href="#">set out in the guidance</a> .	
Yes	No
<b>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.</b>	
A detailed assessment will be undertaken when projects have been identified and it will form part of any grant awarding process.	

<b>WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.</b>	
<b>Outcome</b>	<b>Tick if applicable</b>
Jobs created	<input checked="" type="checkbox"/>
Jobs safeguarded	<input type="checkbox"/>
Increased footfall	<input type="checkbox"/>
Increased visitor numbers	<input type="checkbox"/>
Reduced vacancy rates	<input type="checkbox"/>
Greenhouse gas reductions	<input type="checkbox"/>
Number of new businesses created	<input checked="" type="checkbox"/>
Improved perception of markets	<input type="checkbox"/>
Increased business sustainability	<input type="checkbox"/>
Increased number of businesses supported	<input type="checkbox"/>
Increased amount of investment	<input type="checkbox"/>
Improved perception of attractions	<input type="checkbox"/>
Number of businesses introducing new products to the firm	<input type="checkbox"/>
Number of organisations engaged in new knowledge transfer activity	<input type="checkbox"/>
Number of premises with improved digital connectivity	<input type="checkbox"/>
Number of businesses adopting new to the firm technologies or processes	<input checked="" type="checkbox"/>
Number of new to market products	<input type="checkbox"/>
Number of R&D active businesses	<input type="checkbox"/>
Increased number of innovation active SMEs	<input type="checkbox"/>
Number of businesses adopting new or improved products or services	<input type="checkbox"/>
Increased number of innovation plans developed	<input type="checkbox"/>
Number of early stage firms which increase their revenue following support	<input type="checkbox"/>
Number of businesses engaged in new markets	<input type="checkbox"/>
Number of businesses engaged in new markets	<input type="checkbox"/>
Number of businesses increasing their export capability	<input type="checkbox"/>
Increased amount of low or zero carbon energy infrastructure installed	<input type="checkbox"/>
Number of businesses with improved productivity	<input type="checkbox"/>
Increased number of projects arising from funded feasibility studies	<input type="checkbox"/>
Increased number of properties better protected from flooding and coastal erosion	<input type="checkbox"/>
None of the above	<input type="checkbox"/>



**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.*

E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks


**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**

Not Required

**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
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**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.**

No projects have yet been identified. Rochford District Council will be working with interested community, business and other stakeholder groups to provide an outline of the priorities, interventions, outcomes and outputs that have been selected during August- September 2022 and offer guidance on project development. This timeline has been provided to stakeholders.

**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.**

A detailed assessment will be undertaken when projects have been identified and it will form part of any grant awarding process.

**WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.**

<b>Outcome</b>	<b>Tick if applicable</b>
Number of economically inactive individuals in receipt of benefits they are entitled to following support	
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	
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)	
<b>Multiply only</b> - Increased number of adults achieving maths qualifications up to, and including, Level 2.	

<b>Multiply only</b> - 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.**

<b>Intervention</b> <i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>
N/A

**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**

Not Required
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**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
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**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
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**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
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**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.**

All ESF projects providing current support in Rochford District were identified and reviewed as part of the development of this investment plan. Seven ESF funded programmes were being delivered in Rochford at the point of review. The programmes identified are being delivered by out of area providers, most of which were private companies or consortia. Therefore, there is no voluntary provision at risk that can be funded in 2022-23 or 2023-24.

**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

**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

**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.**

N/A

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

N/A

**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.**

N/A

<p><b>Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?</b>  <b>All bids must also consider how they will deliver in line with subsidy control as <a href="#">set out in the guidance</a>.</b></p>	
Yes	No
<p><b>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.</b></p>	
<p>N/A</p>	

<p><b>SCOTLAND, WALES &amp; NORTHERN IRELAND ONLY</b></p>	
<p><b>HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?</b></p>	
Yes	No
<p><b>Describe the projects, including how they fall under the People and Skills investment priority and the location of the proposed project.</b></p>	
<p>N/A</p>	
<p><b>Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?</b>  <b>All bids must also consider how they will deliver in line with subsidy control as <a href="#">set out in the guidance</a>.</b></p>	
Yes	No
<p><b>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.</b></p>	
<p>N/A</p>	

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.

<p><b>STAKEHOLDER ENGAGEMENT AND SUPPORT</b></p> <p><b>Have you engaged with any of the following as part of your investment plan? Select all that apply.</b></p>
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Public sector organisations - yes	Private sector organisations - yes	Civil society organisations - yes
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**Describe how you have engaged with any of these organisations. Give examples where possible.**

Rochford District Council engages regularly with residents, business, community groups and public stakeholders. This can be through one-to-one meetings with council staff, consultations, public meetings and surveys. Recent engagement work was reviewed, and key challenges and opportunities were drawn from a number of council strategies and the research reports which underpin these. This evidence is presented and referenced in the 'Challenges and Opportunities' sections within this Investment Plan.

The second phase of more direct consultation on the Investment Plan was undertaken on the 13<sup>th</sup> July at the offices of Rochford Parish Council where a face to face consultation workshop was held. The session was led by Daniel Goodman, Team Leader, Strategic Planning and Economic Development . 15 stakeholders were invited, with 8 attending on the day. The attendees provided a cross section of business membership groups, community members, arts and cultural groups and residents. In addition, 5 council officers with expertise in the area of arts and culture, economic development, community safety and local partnerships were also present. The workshop was facilitated by external consultants and through discussion, challenges, opportunities, and interventions were considered. These were captured during the 1 hour session and attendees were asked to finally prioritise the importance of interventions selected and to identify which they felt were most urgent. The results of the desk research and workshops outcomes were combined to form the basis of the intervention, outputs and outcomes selection.

Examples of stakeholders engaged at the workshop are: a representative of the three local business chambers, Trust Links, a mental health charity; Active Essex; a local resident engaged in heritage issues, The Citizens Advice Bureau; Cultural Engine, a local arts and heritage organisation; and RRAVS (Rayleigh Rochford and District Association for Voluntary Services). Organisations engaged but unable to attend the workshop include Megacentre, a local charitable trust; local NHS bodies; Rayleigh Museum; Rochford Town Team, a voluntary heritage organisation concerned with improving access to heritage within Rochford; and Visit Essex, an organisation concerned with promoting tourism across the county of Essex.

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

The Council will continue to work in partnership with a wide range of stakeholders across the project, including an ongoing advisory partnership board that will comprise representatives from the Council, business community, voluntary and community sector, heritage and arts organisations, public health and wider wellbeing bodies, MPs, parish and town councils and police and crime bodies. This partnership board has draft terms of reference and will have an oversight function with respect to project selection. Representatives will include but will not be limited to those organisations invited to the stakeholder workshop described above. The partnership board will be inclusive by design and membership will be extended to other appropriate bodies identified throughout the project.

As the 'Accountable Body' for UKSPF the Council will maintain oversight of funding and regular reports will be submitted to the Council's Executive to ensure accountability and effective decision-making across the programme.




**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.**

<b>Intervention</b>	<b>Tick if applicable</b>
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks	yes

**Describe any interventions not included in this list?**

N/A

**Who are the places you intend to collaborate with?**



The Council has been engaged in a process with all local authorities in Essex to consider areas for collaboration and coordination across all three UKSPF themes. This process was led by local authority colleagues in Basildon Council. We have agreed to work together where the benefits to each local authority area are greater through collaboration and we have agreed to share learning and best practice in the development, delivery and implementation of projects.

We will explore potential collaboration on skills and business support provision with local authorities that are covered by the Business Essex, Southend and Thurrock Growth Hub, focusing on the Association of South Essex Local Authorities (ASELA) authorities in South Essex. Our investment will be closely aligned with, and add value to, the current Growth Hub offer and be designed to support the needs of each local area. We will keep open the option of co-commissioning elements of provision with other authorities in Essex using processes designed to select the provider capable of delivering the most impactful, high quality service.

Outcomes and outputs would remain lead council-specific and any business support would be designed to support the needs of each local 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>	
N/A	

**Describe any interventions not included in this list?**

N/A

**Who are the places you intend to collaborate with?**

N/A

**PUBLIC SECTOR EQUALITY DUTY**

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

The Council is committed to ensuring equality and diversity both within its workforce and in our service delivery. We have acknowledged the importance of addressing this particular agenda,

recognised the value it has on its services, and in particular, have developed our approach in line with the requirements of the Equality Standard for Local Government and in accordance with the Equality Act 2010. Within the councils Inclusion & Equality Policy 2018-21<sup>1</sup> it is noted that all Council services, staff and elected Members will adhere to the Council's Equality Policy and will work to ensure that equalities are embedded in everything that they do. The council has engaged with a wide range of stakeholders to try and ensure a diverse range of views have been considered when developing the UKSPF Investment Plan.

All council staff are provided with training in equality and diversity matters and further information is made publicly available on the council website: <https://www.rochford.gov.uk/council-and-democracy/equalities-and-diversity>

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

The importance of supporting the priorities and aims of the council's equality and diversity duties will play a major role in the framing of intervention calls for projects. The council's own equality and diversity policy and its objectives will be highlighted as required reading for all potential project developers. Also, the council will proactively seek to promote the call for projects to organisations and through communication channels that represent protected groups. It is envisaged that as part of the project evaluation the way in which organisations approach equality and diversity, both in terms of their own staff, collaboration and consultation with others and the communication routes used to promote the opportunities they are offering will be considered as an important element of the project assessment. Part of the regular updates from projects, whilst looking to make this simple and easy to undertake will reflect feedback on the nine 'protected groups' identified by the Equality Act 2010. This will form part of the reporting to the partnership group.

For any direct council delivery or projects it is a requirement of Rochford District Council's Corporate Inclusion & Equality Policy 2018-21<sup>1</sup>, that equalities will be included, as appropriate, within procurement arrangements.

**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.**

Availability of resources:

The Council does not currently have available resources to support the long-term administration of the UKSPF delivery, therefore an additional part time role will be created and funded through the 4% allocation.

Difficulty and delays in recruiting to the UKSPF administrator post:

The job description will be created in August 2022 and the Council will go through the process of creating the post while waiting for a response from Government on this Investment Plan in October 2022. While the recruitment is being finalised, the Council will work with consultants so that the programme can be put in place from October 2022. Training and support will be provided to the UKSPF administrator if required. In the interim, existing staff will continue to support the project as far as is possible within resource constraints to ensure that the success of the project is not undermined by late recruitment of this administrator.

Change in staff:

<sup>1</sup> Corporate Inclusion and Equality Policy 2018-21,  
[https://www.rochford.gov.uk/sites/default/files/E%26D\\_RDCDraftCorporateEqualityPolicy201821.pdf](https://www.rochford.gov.uk/sites/default/files/E%26D_RDCDraftCorporateEqualityPolicy201821.pdf)

Several members of staff have been involved in the production of the investment plan, from officer to director level. If staff changes were to happen, familiarity with the programme will be retained within the organisations and therefore momentum can be maintained. The Council plans to set up structures for delivering UKSPF from August onwards and therefore, staff changes are unlikely to impact on capacity to start delivery in October. From October onwards, several teams and members of staff will be involved in the programme, sharing knowledge and expertise thereby lowering any risks linked to potential staff changes. Furthermore, the Council's strategic partnership with Brentwood Council allows greater contingency by allowing staff from both authorities to gain familiarity with respective programmes and to act on behalf of both authorities on at least an interim basis should any member of staff involved in the programme leave during its delivery

Lack of take up to the grant programmes:

Due to the existence of partnerships in our area and the consultation undertaken, the Council have gained a great interest and support in the interventions selected. The risks of poor take up on the grant programme are therefore considered low. However, in order to minimise the risks further, the Council will continue to engage with local stakeholders and the wider community, provide briefing sessions and provide enough support to organisations so that they feel confident to apply. As a contingency, the Council intends to engage as wide a range of stakeholders and as be as proactive as needed in its call for projects to ensure suitability and diversity in take up.

Not meeting outputs and outcomes:

The Council has set outputs and outcomes that it believes to be realistic and achievable. Only projects that can demonstrate the ability to measure and meet those targets will be selected. To ensure that projects remain on target, the Council will request regular highlight report updates from grant recipients or project managers where projects are directly managed by the Council. Project closure and lesson learnt reports will also be required, which will highlight any issues that future projects can avoid. Furthermore, the Council will seek to select a variety of projects that span the range of outputs and outcomes to be achieved against the interventions to ensure greater resilience in output achievability and spreading of risk.

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

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

The risk of fraud is taken very seriously by the Council and is a risk at various levels:

1. Internally

The Council has a published Anti-Fraud and Corruption Policy which sets out the ways in which it will prevent and tackle fraud from both external sources and internal sources. The Council's internal audit service is delivered by Basildon Council, which has its own counter fraud team. Staff across the authority also have expertise in detecting and preventing fraud, and experience in managing fraud risk in the context of grant funding. The Council will put in place appropriate measures to prevent fraud from internal sources including to establish appropriate governance structures for management of funding, requiring Executive sign-off for use of funds and keeping robust records of all funding. Staff at the Council have been trained in conflicts of interests and would be required to declare any actual or perceived conflict of interest during the operation of the programme. The Council also has a Code of Conduct for Members & Officers that sets out the rules governing the behaviour of its Members and Officers.

Any procedures proposed to be put in place for management of funding will be subject to review by the internal audit team with recommendations taken forward. Furthermore, the Council will fulfil any

external reporting and reconciliation requirements required by DLUHC to provide clarity over the compliant use of funding.

With respect to the payment of funding to recipients, the Council has an established internal process for the raising and paying of orders which is resilient to abuse by involving at least three different officers, with the final authorisation to be being required from a Director.

2. At Grant programme level:

Each grant recipient will be required to provide a detailed budget as part of their grant application. If approved, when claiming for the funding, they will be required to provide a transaction list showing what the funding has been spent on and they will be required to provide evidence of delivery as part of quarterly reports. This will help to check that the funding is being used on the approved activities. In addition to this, we will put in place spot checks to verify procurement information, verify that invoices and bank transactions match.

At contractual agreement, the grant recipient will be required to follow council procedures in order to set them up to be paid.

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?**

Rochford District Council and Brentwood Borough Council formed a strategic partnership in January 2022. Both Councils will combine their 4% allocation to create a new fixed-term UKSPF Administrator role to assist with day-to-day administration of UKSPF funds for both Brentwood and Rochford councils, including but not limited to project assessment, contracting, monitoring and evaluation and ongoing stakeholder engagement. The 0.8% FTE role will be employed by Brentwood Borough Council on grade Scale 6 SCP19-22. The salary will be c. £75,000 inclusive of onboarding fees. The UKSPF Administrator will report to the Director of Place.

The Council has some capacity and capability in-house to administer grant schemes, however, we recognise that we will need additional capacity. Our plan is to engage the services of consultants to assist us with creating grant schemes, including review of applications, running grant panels, monitoring financial claims and collating outputs and outcomes. We have not used all of the £20,000 one-off to create our investment plan, so will use the remaining funds to commission consultants.

The chosen consultants will be asked to work as part of our team. We will seek consultants with experience in setting up grant programmes, project management and knowledge of UKSPF including finance and outputs monitoring.

We anticipate that certain projects will be delivered by the Council directly. We will allocate staff time to develop, run, monitor and report back to the UKSPF Project Manager on these projects.

Staff time will be spent between August and October preparing for grant programmes. This cost will not be part of the 4% allocation but will require dedicated officer time.

We plan to work towards the following timeline so that projects are ready to run as soon as the funding is agreed.

- Open call for projects – August/September 2022
- Assessment of proposals received – End of September 2022
- Contracting of successful bidders – End of October 2022

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

The staff we will need to employ will need to have experience of administering large funding schemes. Tasks will include but are not limited to:

- Track all financial transactions and ensure payments are made in accordance with Council policies
- Work with project managers to collect data on outputs and outcomes
- Assist project managers in maintaining detailed paperwork
- Prepare reports on a 6-monthly basis and ad hoc when requested

The administrator will report to the Director of Place, who will have strategic oversight of the UKSPF programme for Brentwood and Rochford councils including responsibility for budget and for convening the local partnership group. The Director of Place has over 13 years of experience in planning, planning policy and economic development.

There will be direct project support provided by the following teams:

- Economic Development team
  - *Team Leader (Strategic Planning and Economic Development)* – with over three years' experience of managing an economic development service providing frontline business support services, leading on strategy development and budget management for economic development activities and holding overall corporate responsibility for a range of complex business support, tourism, skills and inward investment programmes
  - *Economic Development Officer* – with over 10 years' experience of providing frontline business support including planning and delivering a wide range of complex business support, tourism, skills and inward investment programmes, managing business events and operating grant programmes
- Communities & Health directorate, including an experienced Director and range of officers with experience of managing leisure and cultural services (including direct and commissioned support of Council-owned heritage and cultural assets and of managing and delivering direct capital investment in leisure and cultural assets), experience of managing external partnerships, and experience of delivering a range of community and voluntary sector grants and initiatives
- Environment directorate, including an experienced Director and range of officers with experience of managing public realm and open space services (including direct and commissioned support of Council-owned open spaces and other assets, and of managing and delivering direct capital investment in open spaces and other assets)

- Policy and Delivery directorate, including an experienced Director and range of officers with experience of managing programme design and delivery and delivering grant programmes

Across the organisations, there will be further support provided by experienced members of the following teams:

- Finance
- Audit
- Procurement
- Senior Leadership Team

Our teams have experience of delivering on multi-million pound projects.

On 25 January 2022, the Council formalised a strategic partnership with Brentwood Borough Council. We have recently restructured our Senior Leadership Team so that we have directors who manage staff from both councils.

This partnership builds in resilience and opportunities for cross-LA support. We will be working very closely with Brentwood council colleagues to support projects and co-commission where appropriate.

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

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

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

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

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

Strong capacity	Some capacity	Limited capacity
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#### 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
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**How would you describe your team's current capability to manage funding for Communities and Place interventions?**

Strong capability	Some capability	Limited capability
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**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.**

The Council has some existing staff with familiarity of delivering both capital and revenue projects involving both the high street and cultural assets. The Council has existing programmes within its own funding and funding received from Government (e.g. Covid-19 business grants) that required processes and procedures that are not dissimilar to those that will be required under the programme. Staff with experience of these previous programmes will be available to the UKSPF programme.

It is recognised that some staff available to the programme have limited experience of delivery of projects and that those that do are likely to have limited capacity to devote to the programme. This challenge will be mitigated by recruitment of the administrator who will have a role in ensuring compliance of project delivery, and through the cross-authority strategic partnership with Brentwood Council which will allow for access to a wider pool of staff with experience of delivery.

The Council further sits within strong local networks at both the Essex County and South Essex level, including the Association of South Essex Local Authorities (ASELA). It is a core purpose of these networks to share understanding, to collaborate to avoid duplication and misalignment, and to make investment go further. Working through these networks will allow for capability to be improved across the authority.

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

Support for the ongoing training of staff to improve their understanding and confidence to implement the UKSPF programme which may include funding or provision of training in-kind for such a purpose

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

Strong capability	Some capability	Limited capability
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**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.**

The Council has limited capacity within its staff base to devote to the programme when taking into account existing workloads and priorities. This challenge will be mitigated to some extent by requirement of the administrator who will manage administration of the programme on a day-to-day basis, and through the cross-authority strategic partnership with Brentwood Council which will allow for access to a wider pool of staff which will allow for efficiencies by avoiding unnecessary duplication and creating a greater resilience to staff unavailability.

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

The Council would wish to see a clear and proportionate approach to reporting, monitoring and compliance. The Council is receiving a relatively small amount of funding over the three years. It is therefore very important to simplify the management requirements.

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

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

The Council has existing staff with significant experience of working with local businesses to offer both financial and non-financial support, i.e. grants. The Council has an outreach to a large number of its businesses, including operating a business mailing list with over 2,000 subscribers (compared to an estimated c.3,500 enterprises in the District). The Council also works extensively with local business support agencies, such as the FSB and BEST Growth Hub, and operates its own sustainable business network, REBA. As a consequence, the Council has confidence in its ability to commission and provide support that meets the requirements of its businesses.

However, these staff have limited direct experience of managing programmes of this scale and may require support to implement a business support programme of this scale and complexity. This challenge will be mitigated by recruitment of the administrator who will have a role in ensuring compliance of project delivery, and through the cross-authority strategic partnership with Brentwood Council which will allow for access to a wider pool of staff with experience of delivery.

The Council also works in partnership with economic development teams across South Essex and Essex County to share knowledge and to collaborate on strategic projects that add value to the wider economy. Use of funding under this priority is likely to involve significant collaboration with other local authorities in this area which will allow for capability in resource to be shared across a wider geography.

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

As above in Communities and Place section

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

Strong capability	Some capability	Limited capability
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**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.**

The Council has limited capacity within its staff base to devote to the programme when taking into account existing workloads and priorities. This challenge will be mitigated to some extent by



requirement of the administrator who will manage administration of the programme on a day-to-day basis, and through the cross-authority strategic partnership with Brentwood Council which will allow for access to a wider pool of staff which will allow for efficiencies by avoiding unnecessary duplication and creating a greater resilience to staff unavailability.

The Council also works in partnership with economic development teams across South Essex and Essex County to share knowledge and to collaborate on strategic projects that add value to the wider economy. Use of funding under this priority is likely to involve significant collaboration with other local authorities in this area which will allow for capacity in resource to be shared across a wider geography.

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

As above in Communities and Place section

**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 capability 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.**

N/A

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

N/A

**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.**

N/A

<b>Describe what further support would help address these challenges.</b>
N/A

<b>SUPPORT TO DELIVERY UKSPF</b>	
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	<b>No</b>
<b>(If Yes) Explain why you wish to use more than 4%.</b>	
N/A	

**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

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

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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