



# UK Shared Prosperity Fund

Investment Plan Drafting Template

Version 2  
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Your location

East Hertfordshire

Your details

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East Hertfordshire 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**

The Halifax Quality of Life Survey (2020) announced that East Herts is the best place to live in the UK, thanks to school achievement, high life expectancy, excellent health and happiness scores, and high average earnings. The district also has a strong and distinct character, based on its popular market towns along with great access to parks and green spaces as well as larger conurbations such as London and Cambridge. For East Herts, Levelling Up is about continuing to invest in our success whilst also ensuring no one is left behind.

The challenges we face under the Communities and Place investment priority have been anticipated by three strands of existing cross-collaborative work in the district, as follows:

- The East Herts Cultural Strategy, adopted by Council in 2021
- The East Herts Climate Change Strategy, adopted by Council in July 2022
- Town Centre co-ordination and improvement which has been accelerated through covid recovery collaboration

#### The Cultural Strategy:

The district has a distinct cultural heritage reflecting its market towns and countryside, including its rural and agricultural landscape. The district is home to a number of cultural and creative industries, museums, heritage sites, arts centres, performance companies, sculpture and craft retail, individual craft makers and designers, giving residents a place to relax and enjoy a wonderful range of cultural activities. There are also over 120 parks and open spaces, providing valuable places for all people to play, exercise, meet one another, and hold public events and festivals.

The Cultural Strategy was the result of collaboration with various public and voluntary organisations in the district to understand the challenges and agree priorities for the future. We want to make East Herts a place where:



- truly extraordinary things happen throughout the district, all year round
- strong partnerships result in a resilient cultural infrastructure that offers our diverse communities a wide range of cultural opportunities
- residents along with the public, private and voluntary sectors support each other to encourage entrepreneurial and innovative cultural practitioners to invest, live and work in East Herts
- investment in arts and culture contributes to tangible gains in health and wellbeing outcomes, economic resilience and environmental sustainability
- sustainability is at the heart of our cultural infrastructure and activities
- our achievements are recognised far beyond our district's boundaries

The strategy can be found here: [East Herts Cultural Strategy 2021-2025 \(onwebcurl.com\)](https://www.onwebcurl.com)

### The Climate Change Strategy:

For the year 2020/21, the council's annual own net carbon emissions stood at 2,565 tonnes CO<sub>2</sub>e, while total district-wide net emissions stood at 630.5 kilo tonnes CO<sub>2</sub>e. Both figures are falling but there is clearly still much to do.

The Council has working on a wider sustainability agenda for some time (illustrated by the first priority within the Corporate Plan of "Sustainability at the Heart of Everything We do") however this work increased in profile at the Council meeting of 24th July 2019, where a Climate Change Declaration was unanimously agreed.

Consultation was undertaken with members of the public in early 2022 and the issues raised most frequently of areas of concern were:

- active, greener transport, including public transport, walking, cycling and promotion of low emission and e-vehicles
- domestic energy efficiency in both new and existing homes
- biodiversity and wildlife protection
- waste reduction and maximising recycling
- using planning policies to tackle climate change
- involving individuals and community groups



The climate change strategy sets out the approach we will take, working in partnership with other organisations to achieve the national target of net zero by 2030. The strategy can be found here: [East Herts Climate Change Strategy 2022 2026 - Appendix A greener east Herts ccs 2022 to 2026.pdf](#)

We also plan to work with key partners on the Harlow and Gilston Garden Town project to ensure the 10,000 new dwellings and new communities created are fully sustainable.

### Town Centres:

East Hertfordshire's five market towns of Hertford, Ware, Bishop's Stortford, Sawbridgeworth and Buntingford all have a distinct character, as do the other 100 villages and hamlets that make up the district.

Our high streets have not been immune to global changes in shopping behaviours and much of this was exposed through Covid. At the same time, we have seen an overall loss of commercial and retail space in our town and their centres due to housing developments/ needs.



The challenge is for our town and village centres to remain relevant as destinations and with overall offers which move away from traditional retail towards more social, leisure and hospitality.

That said our towns are in no way unviable with low vacancy levels. Through work which started with the Re-opening High Streets Safely fund and then the Welcome Back Fund, focusing on covid recovery, we have seen greater collaboration between all tiers of local government, the police and businesses. We want to build on this work to ensure all towns have a clear vision for improvement which is backed by local stakeholders with a set of deliverable actions which meet UKSPF interventions.

### Overall

In East Herts we had already begun working on joint activities which would align with the Levelling Up agenda. In most cases however no direct funding to any actions had been agreed. The UKSPF allows us to accelerate our vision by offering investment against key actions which will galvanise support across stakeholders and deliver the best outcomes for our communities.

### **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**

#### Cultural Strategy:

A number of actions have been identified through the Cultural Strategy Delivery Group, as follows:

- map out the current landscape of cultural assets and activities across the district
- Support development of a cultural offer which takes on board the changing population profile and ensures a widening range of activities that meet the needs of all our residents
- Embed arts and culture within new neighbourhoods and garden towns in the district, creating cultural opportunities for residents
- Support the development of affordable cultural opportunities for East Herts residents especially the over 50s and 12-24 year old young people
- Promote opportunities to access Community Grants supporting the development of cultural activities in areas of relative deprivation
- Support the development of local, cultural opportunities, working with local community groups and village halls, to minimise the cost of and/or the need to travel to participate in cultural activities. Including dementia friendly cinema screenings
- Work with colleagues from Community Safety to engage with residents and communities to safeguard people, property and individuals
- Support initiatives to promote a high quality Night time Economy in East Herts, for example, by supporting the use of the Police's Community Voice engagement tool

The best means of supporting these projects will be to invite grant applications from local organisations best placed to deliver them, with monitoring of evidence and data against relevant UKSPF indicators and interventions.

#### Climate change:

The strategy which was adopted on 27 July 2022 has 3 strategic aims:

- making changes to the council's own premises and the services we deliver
- using our regulatory powers to promote action by others
- influencing and encouraging others to do things

Delivery against the last two aims will meet Levelling Up priorities. For “using our regulatory powers” the council’s own emissions only account for around 0.4% of emissions across the whole district. Thus, everyone living in, working in or visiting East Herts has an important role to play in helping as part of a collective effort to achieve carbon neutrality across the district as a whole. We will use our regulatory powers to promote action by others. This includes our planning powers and duties regarding the development of new homes and commercial buildings as well as conversion or extension of existing buildings; our duties regarding the licensing of the taxi trade, in particular the setting of standards for vehicles that are used as taxis in the district and our environmental health powers regarding standards in the private housing sector.

With regards to involving and influencing everyone, a key strand of our efforts to reduce carbon emissions across East Herts is based on influencing, encouraging and making it as easy as possible for our residents and businesses to take action that will enhance sustainability. We recognise that community groups are ideally placed to ‘spread the word’ and act as credible communicators throughout their networks. Over the lifetime of this strategy, we anticipate new ideas and groups emerging and we see the East Herts Environmental and Climate Forum as the ideal way to marshal a joint effort across the district which is far greater than the sum of its parts.

The best means of supporting these projects will be to produce a commissioning framework which outlines what climate change and UKSPF objectives are being prioritised. A procurement process will then follow to ensure the outcomes are met.

Within Harlow and Gilston Garden Town we are also keen on maximising modal shift and sustainable transport.

#### Town Centres:

During the covid crisis, we took the opportunity to support stakeholders in two of our five towns to conduct baseline surveys of residents and businesses, identifying joint positive and negative characteristics and views on how they would like to see their town centre evolve. The approach used the method outlined in the LGA’s “revitalising town centres’ toolkit (based on the work of the High Streets Taskforce). We want to continue developing the improvement plans for Hertford and Ware and replicate the process in the towns of Sawbridgeworth and Buntingford, as well as extend this offer to our smaller villages. We want to ensure every town has an action plan where local stakeholders agree the priorities and are involved in governance and delivery. Please note our largest town, Bishop’s Stortford, already has a joint action plan in place through its multi-agency, Shaping Stortford group.

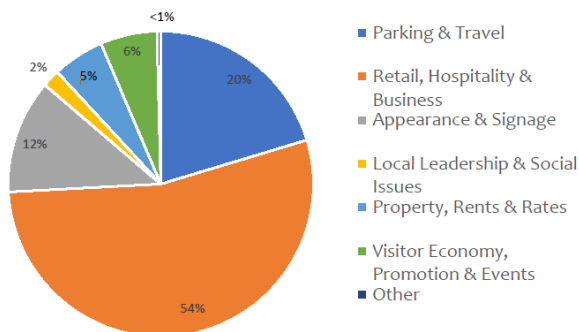
Priorities for our town centres include the following:

#### *Improving appearance, accessibility and activity of streetscape and public realm*

There are opportunities and a desire in both Hertford and Ware to make it easier and more appealing to get into and around the town centres. The evidence for such opportunities comes from the review of existing urban design assessments for each town centre, the 2022 stakeholder surveys showing a need to better match parking and travel options to customer needs; the experience and extension of experimental traffic orders and outdoor seating licenses during and beyond the pandemic; evolving sustainable travel plans for the towns; new footfall monitoring technology used by East Herts Council and proposals for new edge of town housing developments in some of the towns.

## **Ware**

Respondents' Priorities for Ware Town Centre

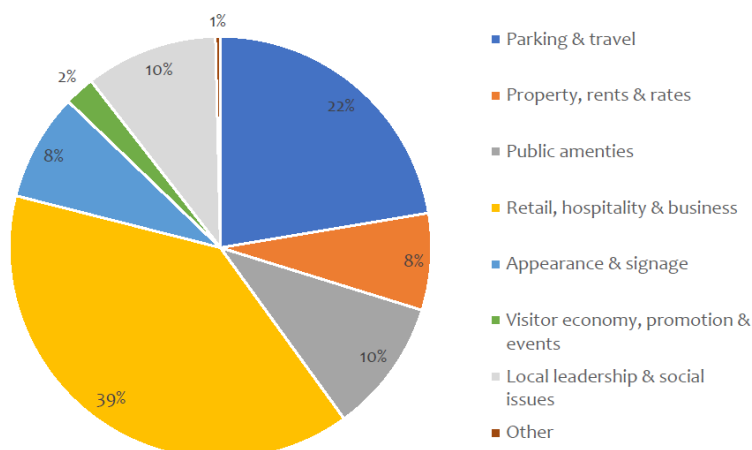


### *Sustaining and diversifying the mix of town centre businesses and services*

There is a strong desire amongst stakeholders and a series of opportunities to sustain and diversify the mix of town centre businesses and services in each of the East Herts towns. The evidence for such opportunities comes from the 2022 surveys where this issue topped stakeholder priorities benchmarking and analysis of the existing business mix in each town; varying vacancy rates in each of the towns; existing analysis in the Local Plan, evidence of impacts of changing use class policies at the national level; related Levelling Up policies such proposed High Street Rental Auctions; experience of the business impacts of experimental traffic orders and outdoor seating licenses; new footfall monitoring technology used by East Herts Council; proposals for new edge of town housing developments that will lead to increased footfall in some of the towns.

## **Hertford**

Users|Town Centre Priorities by Category



### *Campaigns promoting the offer of East Herts town centres to residents and visitors*

There are opportunities for developing and delivering campaigns promoting the culture /heritage /leisure/visitor offer of the town centres to residents and visitors. The evidence for such opportunities comes from the 2022 stakeholder surveys especially in Ware where events were cited as a priority by 28% of businesses, including the already acknowledged value heritage and leisure as a motivation for visits alongside varying perceptions of the visitor experience and appeal to tourists. Part of this also involves community safety and ensuring a viable night time economy, with our largest town (Bishop's Stortford) eager to obtain purple flag status.

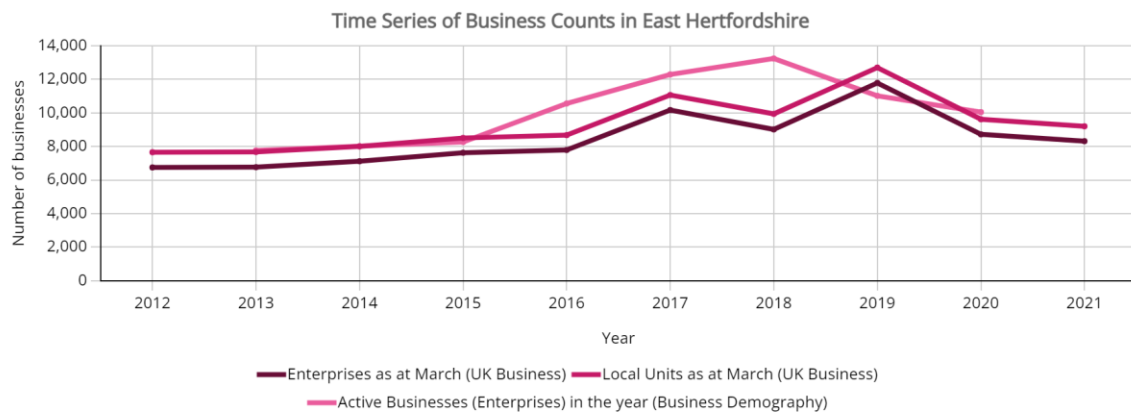
*Increasing community engagement from improved local coordination and communication*

There are varying opportunities in the towns to enable increased community engagement from improved local coordination and communication through the formation and operation of town centre partnerships. The evidence for such opportunities comes from the 2022 stakeholder surveys indicating variable levels of civic pride and faith in partnerships across the towns; Ware already functions effectively with the Town Council taking the lead and local stakeholders providing positive input where required. Hertford has a more mixed approach with various groups looking at specific issues (development, nighttime economy). Bishop's Stortford has a long-standing partnership group called Shaping Stortford which has set a vision for the town centre. In our smaller towns of Buntingford and Sawbridgeworth, the Town Councils tend to take the lead. In June 2002 the High Streets Task Force assessed that *"in 59% of places visited by our experts, long-term investment plans were compromised by the absence of, or poor quality of, local networks and partnerships."* We want to ensure all our local towns have strong governance arrangements in place.

**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 district has just over 8300 enterprises and has seen steady growth since 2013/14. However, this number is down from its pre-pandemic peak of 12,000 with a series of closures 2020.



Although covid has undoubtedly made an impact on the number of businesses in the district there had been fluctuations beforehand. We are aware that several hundred businesses are registered to just a few single addresses in Hertford and Sawbridgeworth for people often working in the 'gig' economy and operating outside of the district (e.g., Deliveroo drivers). These addresses in the district, often simple business registration and post box services, had a tendency to cause overall fluctuations in business numbers. However, continuing to grow the number of businesses in the district to pre-pandemic levels is a major local challenge for East Hertfordshire.

East Herts has for many years been a favoured destination of people looking to move residence out of London, often to start families. Many of these people continue to work for organisations based in London although daily commuting is less popular following the pandemic and the advent of home working. This is reflected in the residential weekly wage of £763 against the Average local job of £630. This brings benefits to the district but does risk an over reliance on our residents commuting for work, re-enforcing the need for a sustainable local economy.



The district has strong business start-up rates. Our business demography is dominated by small and micro sized companies. The most dominant sectors are professional, scientific and technical followed by construction however within these categories there are no obvious dominant areas or industries. This diversity adds to the resilience of the local economy in periods of low growth.

Enterprises by Employment Size Band as at March 2021					
Area	Micro Enterprises (0 to 9 employees)	Small Enterprises (10 to 49 employees)	Medium-sized Enterprises (50 to 249 employees)	Large Enterprises (250+ employees)	Total Enterprises
Broxbourne	4,005	295	45	20	4,370
Dacorum	7,430	555	115	40	8,140
East Hertfordshire	7,585	590	120	20	8,315
Hertsmere	7,045	520	100	30	7,700
North Hertfordshire	5,815	540	105	15	6,475
St Albans	8,160	580	105	35	8,880
Stevenage	2,900	250	45	10	3,215
Three Rivers	4,965	340	55	25	5,385
Watford	4,735	385	80	35	5,235
Welwyn Hatfield	4,655	395	75	35	5,160
Hertfordshire	57,305	4,460	845	260	62,870

Source: ONS, UK Business; activity, size and location. To view and download this data, click on the cloud icon on the right-->

Source: ONS, UK Business; activity, size and location. To view or download this data, click on the grid icon to the right -->

Count of Local Units by Broad Industry Group	
Industry Group	East Hertfordshire
Agriculture, forestry & fishing (A)	235
Mining, quarrying & utilities (B,D and E)	85
Manufacturing (C)	410
Construction (F)	1,275
Motor trades (Part G)	260
Wholesale (Part G)	350
Retail (Part G)	885
Transport & storage (inc postal) (H)	235
Accommodation & food services (I)	485
Information & communication (J)	635

Source: ONS, UK Business; activity, size and location, March 2021. To download this data, click on the cloud icon.

Count of Local Units by Broad Industry Group	
Industry Group	East Hertfordshire
Financial & insurance (K)	195
Property (L)	385
Professional, scientific & technical (M)	1,695
Business administration & support services (N)	915
Public administration & defence (O)	55
Education (P)	225
Health (Q)	325
Arts, entertainment, recreation & other services (R,S,T and U)	545
<b>Total Local Units</b>	<b>9,200</b>

Source: ONS, UK Business; activity, size and location, March 2021. To download this data, click on the cloud icon.

Alongside our first major challenge of continuing to provide general business support for start-up is the need to accommodate “second stage growth”. Due to the popularity of the area and loss of employment area to housing, there is virtually no spare vacant capacity or liquidity in the commercial property market. Furthermore, much of our stock is outdated and requires new investment to ensure compliance with environmental standards. We will look to encourage owners to make better use of, upgrade and to expand the commercial stock of space to accommodate these companies locally and thereby retain the wealth and prosperity.

**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**

There are opportunities to address challenges within East Herts through increasing the number of businesses using the Hertfordshire Local Enterprise's Growth Hub services (1312 over the most recent 3 years), with a corresponding up-lift in jobs safeguarded and created. Increasing the number of participants on start-up programmes would bring benefits through engaging with more clients (200+ p.a.) and creating more businesses per year (currently circa 50).

Hertfordshire Growth Hub's mission is to deliver growth across Hertfordshire – by making it easier to support and grow a business, creating a sustainable and inclusive local economy. This free at access and impartial service acts as a gateway to other broader and more detailed business support provision. The core service provides for a face-to-face and online/telephone based advisory support alongside an online information service. Additional funding would enable delivery of an enhanced offer to SMEs in East Hertfordshire.

The Growth Hub has a track record of delivery in our area, supporting (on average per annum) 1624 businesses and creating or safeguarding 140 jobs and has historically been funded via EU and UK Government sources.

We also wish to support the Local Enterprise's Start-up/Get Enterprising countywide programme. This provides free at access start-up and early-stage business support, acting as a gateway to other broader and more detailed business service provision.

Over the past five years, 5,279 individuals across the county received support, 304 jobs were created or safeguarded, and 1,365 new businesses were started and supported.

Creative & Screen Industries is one of the fastest growing sectors in Hertfordshire and in the wider south-east. Just over half of the new studio space being planned and delivered in London and the south-east is coming to Hertfordshire, confirming its pre-eminence in the UK film and TV world. If all the studio floorspace being planned for Hertfordshire is delivered, then in time the area of sound stages in Hertfordshire will exceed that of Hollywood.

In order to support this growth and exploit the opportunities it brings to the benefit of the wider Hertfordshire economy; it has been proposed that all Hertfordshire districts/boroughs would benefit from creating a film office service for Hertfordshire. This has been supported by the Hertfordshire Growth Board sector panel and East Herts Council.

Alongside these countywide schemes we also have a strong track record of in-house delivery for business support.

We want to encourage and nurture small businesses to bring growth, wealth and investment to the area. Our "new premises grant", offering support for businesses looking to expand or set up in new premises in the district was launched in October 2021 and ceased earlier due to the funding running out much sooner than expected. It was highly successful, with 51 businesses accessing support (totalling close to £200,000) in just 6 months.



The Launchpad 2 project is a 3 year ERDF match funded business support and grant scheme, delivered by East Herts Council

	<p>through a contract with Deyton Bell. The scheme provides advice, support and match funded finance for businesses in specific sectors including bioscience, airport maintenance, repair and operations and social enterprise. So far 16 businesses have accessed support for developing new products and services. This scheme comes to an end in summer 2023 when the ERDF match funding expires.</p> <p>The UKSPF will enable us to continue both schemes, business growth and leveraging additional investment</p>
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**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**

At this stage we have not identified any local challenges under this investment priority. However, we are aware that some residents, especially in the more rural communities, struggle with digital skills and digital access. We will be considering this challenge in the run up to the final year of the UKSPF.

**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**

In conjunction with our partners on the Hertfordshire and Essex Digital Innovation Zone, we will be considering the implementation of a digital skills programme for delivery in 2024/25. The DIZ is an informal partnership between different local authorities, further education sector and private sector in Hertfordshire in Essex. It has a successful track record of joining up digital activities across the sub-region. More details can be found here:

[DIZ – The Digital Innovation Zone](#)

## 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.

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

AND:

Increased amount of low or zero carbon energy infrastructure installed	<b>X</b>
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**SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE COMMUNITIES AND PLACE 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>
E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.
E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could cover capital spend and running costs.
E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces
E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer
E6: Support for local arts, cultural, heritage and creative activities.
E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area
E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.?
E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.
E11: Investment in capacity building and infrastructure support for local civil society and community groups.
E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration
E13 Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.
E29 Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity

<b>DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE COMMUNITIES AND PLACE LIST?</b>	
<b>State the name of each of these additional interventions and a brief description of each of these</b>	
No.	
<b>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.</b>	
N/A	
<b>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 <a href="#">set out in the guidance</a>.</b>	
No	
<b>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.</b>	
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.**

Yes.

There are a series of “enabling” activities and projects which we need to deliver in 2022/23 to facilitate delivery of major interventions in years 2023/24 and 2024/25.

Cultural Strategy:

- An asset mapping exercise which allows us to capture, quantify and review existing cultural assets across the district. This will require an initial build and then on-going maintenance throughout the lifetime of the UKSPF. Completion of this action then unlocks delivery of further actions within the Cultural Strategy. This project will begin in the Autumn of 2022.
- Design of an expanded East Herts community grants programme to deliver cultural strategy objectives that align with the above indicators and interventions. This will enable UKSPF resources to reach a variety of different organisations in the district to enable delivery of key outcomes. The grants programme will be launched in the Autumn of 2022 with delivery focused in the years of 2023/24 and 2024/25

Climate Change Strategy:

- Production of a Local Cycling and Walking Infrastructure Plan. This is an essential piece of work to inform sustainable travel actions across the district and enable many of the green travel interventions listed in the district. We also intend to submit a bid to the Levelling Up Fund in 2023 focusing on a wider cycling route, joining up Stansted Airport to Bishop’s Stortford, Rye House and Hertford
- Introduction of “community influencers”, working with local climate change interest groups, to encourage behaviour change
- Commissioning framework based on the strategy – delivery from 1 April 2023
- Contribution towards a joint sustainable travel officer within the Harlow and Gilston Garden Town project

Town Centres:

- Further development of town centre actions plans. Hertford, Ware and Bishop’s Stortford have these in place and an offer will be made to the other towns and any villages that wish to develop them. It will be a requirement of accessing town centre funding that a joint action plan which is owned by local partners is in place.
- Grant programme to enable town centre improvement – delivery from 1 April 2023 [or delivery programme based on priorities]
- HUQ footfall monitoring systems. We currently have this software in place, paid for by the Welcome Back Fund. It allows us to accurately track footfall in different areas and will be used to evidence the impact of any projects both for town centres and the cultural strategy,
- Perception surveys. Undertaking these will allow us to monitor the impact of any actions in town centres and the climate change strategy.

**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](#).**

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.**

All work undertaken in this section will be procured in accordance with the Council's normal procurement protocols. Where the extension of an existing contract is deemed legal, we reserve the right to use the extension to enable continuity of service. No funds will be allocated for existing activity – all grant applications have to be for new projects and activities that meet UKSPF outcomes

**WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.**

<b>Outcome</b>	<b>Tick if applicable</b>
Jobs created	X
Jobs safeguarded	X
Increased footfall	
Increased visitor numbers	
Reduced vacancy rates	
Greenhouse gas reductions	
Number of new businesses created	X
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	X
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	X
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	X
Increased number of innovation plans developed	
Number of early stage firms which increase their revenue following support	
Number of businesses engaged in new markets	
Number of businesses engaged in new markets	
Number of businesses increasing their export capability	
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: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.

E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.

E26: Support for growing the local social economy, including community businesses, cooperatives and social enterprises.

E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.

**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**

No

**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](#).**

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.**

Yes.

We intend to support the delivery of a number of countywide schemes through the Hertfordshire Local Enterprise Partnership. We also plan to deliver two grant schemes through East Herts Council.

Hertfordshire Local Enterprise Partnership schemes:

- The Herts Growth Hub: In order to enable this service to continue to deliver services at scale and impact, East Herts Council will be co-commissioning this service alongside the 9 other Hertfordshire authorities and the Hertfordshire Local Enterprise Partnership, leveraging our investment of £30k in 2023/24 and 2024/25 against a combined investment of £1.13m.
- Herts Start up/Get Enterprising: The UKSPF support would enable us to recruit additional advisers and deliver additional training/webinar sessions offering both generic and specialist business advice targeted at social enterprises and focused on themes such as sustainability, rural and sector support. Together with events, webinars and information,



this would enable us to deliver an enhanced local support service maintaining similar output activities. In order to enable this service to continue to deliver services at scale and impact, East Herts Council will be co-commissioning this service alongside the 9 other Hertfordshire authorities and the Hertfordshire Local Enterprise Partnership, leveraging our investment of £30k in 2023/24 against a combined investment of £600k

- The Herts Film Office: to provide a one-stop-shop service for a variety of film and TV-related activities across the county. Working closely with Creative England, the Film Office's activities could include the following services that would benefit the district including promoting film locations and providing the support and interface for those offering and wanting to use locations and promoting and lobbying Hertfordshire as 'film friendly' and the 'home of UK film' to help secure future investment

**Local business support delivered through East Herts Council:**

- Design of a grant scheme similar to that of the previous "new premises" grant delivered. This will focus on businesses that wish to move from residential settings to commercial premises or wish to expand existing premises. The previous scheme was highly successful, and a similar format will be followed however there will be a requirement for match funding this time around for the applicant. The proposal is for this to be delivered from 2022/23 onwards.
- Design of a facilitated grant scheme similar to that the current Launchpad 2 programme. This will focus on supporting businesses with developing new services or products and bringing them to market, or for existing businesses to enter new markets (taking advantage of Brexit opportunities). This would be a match funding requirement for this and a maximum intervention rate of 50%. The proposal is for this to be delivered over years 2 and 3, when the current Launchpad 2 scheme finishes.

**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.**

The Herts LEP has confirmed that they have addressed subsidy control and its predecessor State Aid when procuring the services and in particular the business support offers, the main approach being to apply De Minimis.

We are satisfied with the assurances provided by the LEP. We will continue to monitor these assumptions over the life of the grant funding.

For our local grant programme, we will ensure any organisations receiving financial support do not exceed State Aid levels.

**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.**

**Intervention**

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


**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**

No

**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
<p><b>Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's 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>
No
<p><b>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.</b></p>
N/A

<p><b>ENGLAND ONLY:</b> 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.</p>			
<p><b>HAVE YOU ALREADY IDENTIFIED ANY PROJECTS for 2024-2025 WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?</b></p>			
Yes			
<p><b>Describe the projects for 2024-25, including how they fall under the People and Skills investment priority and the location of the proposed project.</b></p>			
<p>We intend to deliver a digital skills programme, in conjunction with partners on the Hertfordshire and Essex Digital Innovation Zone.</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>			
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>			
N/A			
<p><b>HAVE YOU IDENTIFIED A LOCAL VOLUNTARY PROVISION AT RISK AS PART OF YOUR PEOPLE AND SKILLS INVESTMENT PRIORITIES?</b></p>			
No			
<p><b>(If Yes) Describe the local voluntary provision at risk and your rationale for supporting it.</b></p>			
No			
<p><b>Provide the European Social Fund Project Names and Project References for this voluntary and community provision at risk.</b></p>			
<p><b>What year do you intend to fund these projects? Select all that apply.</b></p>			
<table border="1"> <tr> <td>2022-2023</td> <td>2023-2024</td> <td>2024-2025</td> </tr> </table>	2022-2023	2023-2024	2024-2025
2022-2023	2023-2024	2024-2025	
<p><b>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.</b></p>			
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></p>			

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

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

East Herts no longer has a Local Strategic Partnership, the last meeting of such a group taking place in 2016. Therefore, we needed to start afresh with bringing partners back together, especially in a post Covid context where stakeholder engagement has focused on specific issues or topics as opposed to strategic challenges and opportunities facing the district.

We therefore organised a face-to-face event, held at Fletcher's Lea Conference Centre in Ware, on 23 June.



49 individuals from different organisations joined us for the half day event to discuss UKSPF priorities, led by the Leader of the Council (*left*)

The event focused on stakeholder workshops around the themes of the cultural strategy, climate change strategy, town centres and business support and generated lots of ideas to help inform the investment plan

The event was a success with lots of positive feedback from stakeholders regarding the transparency of priority setting and the opportunity to input into priorities. Although we do not see a need to re-introduce a Local Strategic Partnership there was a strong appetite from stakeholders for a regular event to take place to review progress towards Levelling Up and UKSPF priorities in

the district. We will therefore have an annual engagement event, open to all partners in the district to oversee delivery at a strategic level.

 <p>A screenshot of a Facebook post by Julie Marson MP. The post text reads: "Good to catch up with Council Leader, Linda Haysey, and Chief Executive, Richard Cassidy, at East Herts Council in Hertford today to discuss ongoing local priorities." Below the text is a photograph of two women sitting on a pink sofa. The woman on the left is wearing a yellow jacket, and the woman on the right is wearing a blue floral top. The post shows 4 comments and interaction buttons for Like, Comment, and Share.</p>	<p>Further engagement discussions took place as follows:</p> <ul style="list-style-type: none"><li>• Town Council Clerks &amp; Chief Executives meeting – 9 June</li><li>• Town and Parish Council annual conference – 22 June</li><li>• Cultural Strategy delivery group – 15 June</li><li>• MP briefings – various dates (see left)</li></ul> <p>There have also been a series of bi-lateral conversations with local organisations including the East Herts &amp; Broxbourne Council for Voluntary Services and Citizens Advice Service.</p> <p>On top of that a series of countywide and sub-regional conversations with the Local Enterprise Partnership, Innovation Corridor, Harlow and Gilston Garden Town and Digital Innovation Zone</p>
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**Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up**

An annual gathering of East Herts stakeholders, following on from the initial meeting on 23 June, will be the forum in which progress on the previous year is shared and priorities for the next 12 months are agreed. Attendees from this year included:

- 4 town councils
- 13 parish councils
- The Council for Voluntary Services
- The Citizens Advice Service
- Age UK Herts
- Wodson Park Trust
- The Bishop's Stortford Business Improvement District

This forum will be gathered on annual basis to review UKSPF priorities and progress towards meeting outcomes. The Cultural Strategy Group also has a delivery group composed of:

- Southern Maltings
- Courtyard Arts
- Southmill Arts
- Herts Visual Arts
- Herts Regional College
- Mudlarks
- Centre for Wellbeing
- Age UK Herts

This group will oversee criteria for the grant programme within the Communities and Place investment priority.

The climate change strategy will be delivered through the East Herts Environmental and Climate Forum which is a multi-agency group including:

- East Herts Sustainability Forum
- Hertford climate group
- Bishop's Stortford climate change group
- Hertfordshire Sustainability Forum

The Environment and Climate Change forum will oversee agreement of the commissioning framework for the Communities and Place investment priority.

Current groups involved with delivery of town centre improvements include:

- Shaping Stortford (Hertfordshire County Council, East Herts Council, Bishop's Stortford Town Council, Bishop's Stortford Business Improvement District, private sector, Herts constabulary)
- Bishops Stortford Chamber of Commerce
- Buntingford Chamber of Commerce
- Hertford Hub (representing Hertford businesses)
- Ware Town Centre Steering Group (Ware Town Council, Herts Constabulary, private sector, East Herts Council, Hertfordshire County Council)

The town centre groups will be responsible for implementing their local improvement plans and overseeing any investment of UKSPF monies.

With regards to the Local Business investment priority, this will be delivered through the Hertfordshire Local Enterprise Partnership. This has a board in place to oversee delivery and the Leader of East Herts Council is represented on the board.

For our local business grant schemes, these will be overseen by East Herts Council's Executive Committee.

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

Yes

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

No

**(If Yes) Who are the MPs that are not supportive and outline their reasons why.**

N/A

## PROJECT SELECTION

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

Yes

**(If Yes) Describe your approach to selecting projects, and why you intend to do it this way.**

The majority of projects will be delivered through either a grant scheme or commissioning / procurement framework as outlined above. All schemes will adhere to the Council procurement and grant giving regulations

A small number of other projects will be commissioned directly with existing providers and existing contracts (e.g., LEP activities)

**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.**

<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>	
E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.	
E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.	

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

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

Delivery of the climate change activities will involve working with other places within the county of Hertfordshire, likely to include all districts and the County Council. We will also be working with our Harlow and Gilston Garden Town Partners (Harlow Council, Epping Forest Council, Essex and Hertfordshire County Councils) on joint sustainable travel activities.

**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>	
E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally	
E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.	
E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.	
E26: Support for growing the local social economy, including community businesses, cooperatives and social enterprises.	

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

N/A

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



We intend to collaborate with Hertfordshire LEP and Hertfordshire County Council on projects that will run across the 7 districts and boroughs of Broxbourne, East Hertfordshire, Hertsmere, Stevenage, Watford and Welwyn Hatfield

As supporters of the Hertfordshire Growth Board, made up of the County Council (HCC), the 10 district and borough councils and Hertfordshire Local Enterprise Partnership, East Herts is committed to working together to continue joint successes and creating opportunities for businesses and residents.

**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>	

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

N/A

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

The Hertfordshire and Essex Digital Innovation Zone

**PUBLIC SECTOR EQUALITY DUTY**

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

Yes.

In line with the Public Sector Equality Duty, East Herts Council whilst exercising all their functions, demonstrates giving due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

The Cultural Strategy has been designed specifically to address challenges around engagement and inclusivity. Delivery of UKSPF objectives that align with the strategy will by definition, address challenges around diversity and inclusion.

All other activities will be monitored in terms of the take up from groups or individuals with protected characteristics.

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

Once our Investment Plan has been signed off, we will undertake an Equalities Impact Assessment to understand any disproportionate impact we are having on residents and any gaps in data in arriving at that understanding.

The Impact Assessment will be used to refine and adjust delivery accordingly.

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

Yes

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

- Capacity of staff to administer grant schemes and undertake financial monitoring
- Capacity of local groups to deliver projects (weighted towards years 2 & 3)
- Changes in market/ inflation which may effect costs of delivery for different projects

The Council has a corporate risk relating to resources, that includes staff resources. This was created to reflect the cumulative impact of continuing Covid impacts and more recent challenges around the cost-of-living crisis. This is somewhat mitigated by us using partners and other organisations to deliver a number of the projects and outcomes. We will also add delivery of the UKSPF as a corporate project, which will ensure that progress is monitored.

The above does add a different risk in relation to partners and other organisation's ability to deliver (both in terms of capacity and maintaining the targeted focus), including Hertfordshire LEP. We will mitigate this through agreements on what is to be delivered, regular progress reporting and monitoring meetings.

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

Yes

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

No key fraud risks, as a lot of the activity is similar (in terms of principle) to activity that we already carry out. Therefore, we expect that our extensive current fraud controls will be sufficient.

The exception to this could be the projects delivered through Hertfordshire LEP. Hertfordshire LEP have experience of similar activity which would help to mitigate the risk.

East Herts is part of a Shared Anti-Fraud Service with 6 other local authorities (SIAS). If any risks from the above are identified cases will be referred to SIAS for investigation

## 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.

<b>TEAM RESOURCE</b>	
<b>How many people (FTE) will be put in place to work with UKSPF funding?</b>	
<p>Given we have many of the structures in place there is little need to bring in new staff. However, we are likely to appoint a part time member of staff to oversee the additional work around grant administration, focusing on years 2 and 3. In total the following will be working on the programme:</p> <ul style="list-style-type: none"><li>• Economic Development Officer – 0.4 FTE (please note this individual is a shared appointment with North Herts and therefore will be undertaking parallel work in that district, creating some efficiencies in the process)</li><li>• Economic Contracts Officer – 0.1 FTE in 2022/23 rising to 0.8 FTE from 2023/24 onwards</li><li>• Projects Officer (Community Wellbeing) – 0.2 FTE</li><li>• Policy and Projects Officer (Environmental Sustainability) – 0.2 FTE</li><li>• Overall lead – Head of Service, 0.1 FTE</li></ul> <p>In total this means we will have 1.0 FTE in year one, rising to 1.7 FTE in years 2 and 3.</p>	
<b>Describe what role these people will have, including any seniority and experience.</b>	
<ul style="list-style-type: none"><li>• Economic Development Officer – overall project management</li><li>• Economic Contracts Officer – day to day monitoring of schemes, returns and monitoring</li><li>• Policy and Projects Officer – commissioning of climate change work</li><li>• Overall lead – sponsor for the work</li></ul>	

- 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.

<b>CAPACITY AND CAPABILITY</b>	
<b>How would you describe your team's current experience of delivering funding and managing growth funds?</b>	
Very experienced	
<b>How would you describe your team's current capability to manage funding for procurement?</b>	

Strong capability		
<b>How would you describe your team's current capability to manage funding for procurement?</b>		
Strong capability		
<b>How would you describe your team's current capacity to manage funding for subsidies?</b>		
Strong 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

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

Strong 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.**

No challenges aside from the 4% administrative charge not fully covering costs of administering the scheme

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

An upwards review of the 4%

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

Strong 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.**

No challenges aside from the 4% administrative charge not fully covering costs of administering the scheme

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

An upwards review of the 4%

### **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

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

Strong capability

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

An upwards review of the 4%

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

An upwards review of the 4%		
<b>How would you describe your team's current capacity to manage funding for Supporting Local Business interventions?</b>		
Strong capability		
<b>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.</b>		
An upwards review of the 4%		
<b>Describe what further support would help address these challenges.</b>		
An upwards review of the 4%		

<b>PEOPLE AND SKILLS CAPACITY AND CAPABILITY</b>		
<b>Does your local authority have any previous experience of delivering the People and Skills interventions you have select?</b>		
Yes	No	
<b>How would you describe your team's current capacity to manage funding for People and Skills interventions?</b>		
Strong capability	Some capability	Limited capability
<b>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.</b>		
N/A		
<b>Describe what further support would help address these challenges.</b>		
N/A		
<b>How would you describe your team's current capacity to manage funding for People and Skills interventions?</b>		
Strong capability	Some capability	Limited capability
<b>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.</b>		
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%?

	No
<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

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

- Yes

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

- Yes

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

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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