



# UK Shared Prosperity Fund

Investment Plan Drafting Template

Version 2  
May 2022

### Your location

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

Select the lead authority

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

### Your details

Name: Charlie Richards

Email address: charlie.richards@fylde.gov.uk

Phone number: 01253 658520

Organisation name: Fylde Borough Council

### Local challenges and opportunities

In this section, we will ask you:

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

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

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

Fylde is situated on the Lancashire coast in NW England. Its immediate neighbours are Blackpool, Wyre and Preston. Fylde has a population of 81,400 (**Lancashire Insight, Census 2021**) and is a mixture of larger urban settlements and smaller rural ones. The nature of Fylde's location along the coast makes it an attractive place to live but also to visit. Tourism and the hospitality and retail sectors are therefore an important part of its economy. Other strengths of the borough are its heritage and cultural assets, including several historical buildings, for example, Lytham Windmill, Lytham Institute and Fylde Council Town Hall in St Annes, as well as Listed buildings in Kirkham, and the presence of significant employers in the aerospace and advanced manufacturing sectors, which means that Fylde's resident population are highly skilled and have higher than the UK average wages. However, Fylde also has a number of challenges, which are outlined below:

**Challenge:** How to increase footfall and visitor numbers to the Fylde coast.

Fylde has experienced a dual reduction in work trips and visitor numbers since 2019. The reduction in work trips is primarily due to Covid and the rise in remote working. Between June 2019 and June 2020, there was a reduction in just over 400,000 work trips into (and within) the borough of Fylde from the wider Lancashire region. Whilst this figure will have reduced as returning to the office has increased, numbers will remain significant which in turn influences the economies of the towns within Fylde. (**Source: Lancashire Independent Economic Review – Economic Geography and the Future of Towns 2021, p16**)

Pre-pandemic, Lancashire was attracting over 67m visitors a year, generating £4.41bn in economic impact, however, the tourism industry has seen a 70% reduction since the start of the pandemic. This equates to a loss of 47.37m visits, 53.33m visitor days and £2.8bn in economic value. In 2018, there were 3.3m visitors to the Fylde Coast with an economic value of £263.5m. In 2020, this figure dropped to 1.2m, with a consequent drop in economic value to £111.9m (**Source: Marketing Lancashire annual tourism report - STEAM 2020**). These figures demonstrate the importance of the visitor economy to Fylde but also the challenge it faces in encouraging visitors (both day and staying) not

only to return, but also in attracting new ones, as well as differentiating its offer from its immediate neighbour, Blackpool.

**Challenge:** How to increase the attractiveness of its town centres so that people want to visit and stay.

Investment in public realm has significantly reduced over the last decade due to the lack of available funding. The last major investment in St Annes town centre, for example, was approximately 20 years ago, and several stores, including JR Taylor (a longstanding retail anchor), have closed over the years. The increase in online shopping and the impact of Covid has also had a significant effect both on the retail and hospitality sectors (**Source: emerging St Annes Masterplan June 2022**)

One of Fylde's strengths is its heritage and conservation assets, some of which have fallen out of use over the years. However, there is little understanding regarding the viability of bringing them back into economic use / improving them due to a lack of funding to explore this issue. If these were to be brought back into use, they could increase the attractiveness of the town centres

**Challenge:** how to meet the differing needs of its resident population to reduce churn and improve quality of life

Although prosperous, the borough has a lower than average economically active population (71.7% compared with 76.5% in the NW, and 78.4% in GB) and a higher than average economically inactive population (28.3%, compared with 23.5% in the NW and 28.1% in GB. (**Source: Fylde NOMIS Labour Market Report, June 2022**). In part this is due to the Fylde's attractiveness as a place to retire to, 27.9% of its population are aged 65+ (**Source: Lancashire Insight, Census 2021**). Health and wellbeing issues, such as loneliness and social isolation due to poor transport connectivity or lack of family close by, can impact this age group, along with a greater reliance on public services.

At the other end of the spectrum, are those aged 15-24 who may not be in education, employment, or training (NEET) or are at risk of being NEET who account for 8.5% of the population (**Source: Lancashire Insight, Census 2021**). This group are also most likely to be found where there are concentrations of disadvantage, for example in St Annes, where one of the neighbourhoods in the town centre is amongst the 10 most deprived places in England (**Source: Fylde's Levelling Up Fund bid, July 2022**). As with the older population, health and wellbeing issues and a greater reliance on public services can impact this age group, but also the lack of economic opportunities, lack of skills (including life skills) and lack of facilities / attractions have an impact too.

Those aged between 25 and 64, equating to 45.4% of Fylde's population (**Source – Lancashire Insight, 2021 Census**), show the most churn as this age group move in and out of the Fylde at various points in time, due to changing jobs, family commitments and now also the cost of living. The challenge is how to encourage this cohort to stay rather than move in and out of the borough.

**Challenge:** a lack of knowledge of how best to support the third sector

As in other places, due to reducing local authority budgets there has been a growing reliance over the last decade on the voluntary, community and faith sectors to step in and deliver services to communities. Whilst Fylde has a strong voluntary, community, and faith sector, with well-established networks and relationships with partners across the public and private sectors, the challenge is to understand fully what services they already provide, and whether there are capacity issues and / or gaps (including skills) which require support

**Challenge:** how to make the transition to net zero

Climate change is here, and all places must reduce their carbon emissions by 2050. Fylde Council, as the local authority wants to lead by example but first it must understand its own position before it can share lessons learned and best practice. Funding is required in order to better understand Fylde Council's own carbon footprint and to develop and deliver an action plan that will embed positive changes around the carbon neutral agenda.

**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**

Local opportunities which Fylde intends to support include the following:

- to undertake much needed feasibility / baseline studies:
  - a) to gain an understanding of the true and full picture of the positive impact the community, voluntary and faith sector has on the Fylde economy and how best it can be supported to continue its important and vital work in Fylde's communities
  - b) to explore the costs and implications of bringing heritage and conservation assets, back into economic use, with a view to bringing forward a project proposition; and
  - c) to support Fylde Council to understand its carbon footprint, and lead by example in reducing its carbon emissions, to be in a better position to support its residents, communities and businesses to do the same
- to work with partners in town centres to increase shopping footfall and the retail offer; and encourage activity after 6pm for both residents and visitors alike
- to support the regeneration of Fylde's towns and villages through developing a Town Centre Programme, including the next phase of St Anne's regeneration (which specifically supports Levelling Up Fund project), which will increase pride in place
- to engage with partners on health & wellbeing issues in the community and assist residents with accessing support (*environment*)
- to deliver an events' programme that covers the coast and countryside (which will also improve access to these places), including investigating new opportunities and marketing and promoting events for both residents and day and staying visitors alike and which creates a complementary yet unique offer to its immediate neighbouring authority of Blackpool

There are opportunities for links between this Communities and Place investment priority and the People and Skills investment priority, through the potential to connect voluntary, community, and faith sector organisations with those who are economically inactive. There are also opportunities for links between the Communities and Place priority and the Supporting Local Business investment priority which may result from the economic opportunities offered.

These opportunities will contribute to the delivery of Fylde's economic, environment and tourism priorities in its **Corporate Plan 2020/24** as well as the following themes from its **Economic Development Strategy 2012-2030**:

Theme 2 - investing in the long-term vitality and viability of its town centres

Theme 3 - supporting and increasing the value of the visitor economy, through marketing and promoting the attractions of Fylde nationally and internationally and developing key sites, such as "The Island" in St Annes

Theme 10 - supporting the development of Fylde's rural and urban environments and to be places where people desire to live, work and visit, and ensure an improving quality of life for all of its citizens

Theme 11 - working together with partners to ensure that the economic opportunities created by Government energy policy (now Net Zero and Heat and Buildings strategies) are maximised in the Fylde

They will also contribute to the achievement of **Fylde Council Coastal Strategy 2015 – 2032's vision** - "To create a unique, high quality visitor destination for residents and visitors, which is based on the conservation and enhancement of the natural landscape and heritage assets of the coastal area of the Borough of Fylde".

The opportunities also link to the following regional and national strategies:

**Lancashire Independent Economic Review – Economic Geography and the Future of Towns 2021.** This report recognises that some places (such as the Fylde) provide an offer that attracts day visitors, overnight stays and holidaymakers (p50) and sees an opportunity for such places to attract people who a) would otherwise go to cities b) would otherwise go abroad, by extending the seasonal offer and targeting the weekend breaks market (p52)

**25 Year Environmental Plan - "A Green Future: Our 25 Year Plan to Improve the Environment":**

- using and managing land sustainably (p32) by exploring ways in which the design of public realm activities can contribute to environmental improvements, leading to better places in which to live and work and a reduced environmental footprint (action, p34)

- enhancing beauty, heritage and engagement with the natural environment (Goal 6, p28); by making sure that there are high quality, accessible, natural spaces close to where people live and work, particularly in urban areas, and encouraging more people to spend time in them to benefit their health and wellbeing (action, p28)

#### **Net Zero Strategy – Build Back Greener**

- reducing greenhouse gas emissions in urban areas, and improving air quality, making them a more attractive space to spend time in
- public sector decarbonisation fund – to support local authorities to improve their energy efficiency and reduce their carbon footprint

#### **Levelling Up White Paper**

These opportunities clearly link to the Government’s levelling up objective: to restore a sense of community, local pride and belonging, especially in those places which they have been lost; the UKSPF overarching objective to build pride in place and increase life chances; and the following Levelling Up White Paper (Feb 2022) Missions:

Mission 9: By 2030, pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing

Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing

### **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**

Fylde’s economy is made up of a number of important sectors, including tourism, retail and hospitality (highlighted in the Communities and Place priority), aerospace and advanced manufacturing, professional, scientific and technical activities and rural sector (see challenge below for further detail on this sector).

The importance of manufacturing to Fylde cannot be overstated. Manufacturing employs 10,000 people (almost 25% of Fylde’s 40,650 strong workforce) in 175 businesses (5.1% of the business base) and contributed £787m GVA in 2020, one third of Fylde’s total. However, it is also a sector which has suffered significantly due to the Covid pandemic – with a loss of £189m from 2019 figures (£976m or 36.03% of Fylde’s total GVA).

Likewise, GVA in the accommodation and food services sector, which employs 3,500 people (just over 8.5% of the workforce) in 245 businesses (7.4% of the business base), has almost halved as a result of the pandemic from £88m (3.25% of Fylde’s total GVA) in 2019 to £47m (1.93%) in 2020.

There was, however, an increase in GVA in the professional, scientific and technical sector, which employs 7,000 people (just over 17% of Fylde’s total workforce) in 550 businesses (16.6% of the business base) from £200m (7.38%) in 2019 to £220m (9.04%) in 2020.

Overall Fylde’s total GVA has reduced from £2,708m in 2019 to £2,433m in 2020. Its GVA per filled job, however, is high - £62,101 (in 2020) - compared with Lancashire’s GVA per filled job - £48,950. Per GVA hour worked this equates to £38.62, compared with that for the whole of Lancashire which is £30.80. This reflects the nature of high skilled, high value-added employment within Fylde (**Lancashire Skills Hub Evidence Base, Microsoft Power BI, July 2022**).

It should also be noted that whilst agriculture by itself seems quite a small sector, forming only 1.7% of its GVA, the rural economy as a whole, which includes other sectors such as accommodation and food services, and also retail, plays a significant part in Fylde’s economy.

There were 3,325 active enterprises in the Fylde in 2021, the majority of whom are either micro businesses (88.9%), employing between 0 and 9 people, or small enterprises (9%) employing between 10 and 49 people (**Fylde NOMIS Labour Market Report, June 2022**). This represented an increase of 25 businesses since 2019.

In terms of Travel to Work, Fylde draws its workforce predominantly from the Fylde, and its immediate neighbours - Blackpool, Wyre and, to a lesser extent, Preston.

Fylde has a higher job density (ratio of total jobs to population aged 16-64) than average (0.92) compared with 0.82 in the North West and 0.84 in GB, due partly to the presence of major employers such as British Aerospace and Toshiba Westinghouse and also because the proportion of the workforce is smaller than previously. This in itself can be a challenge because it shows the tightness of the labour market, with 119 vacancies being posted in May 2022, compared with 92 in December 2019 (**Lancashire Skills Hub Evidence Base, Microsoft Power BI, July 2022**). Employers are also struggling to recruit the right people because there is a lack of people with suitable skills and a mismatch between those sectors needing staff and sectors where people want to work.

Fylde's workforce is highly skilled (39% are qualified to NVQ4 and above, compared with the NW average of 38.5% but lower than the GB average of 43.5%) and high earning (gross weekly pay was £612 compared with £578 in the NW and £613 in GB) (**Source: Fylde NOMIS Labour Market Report, June 2022**), again due to the presence of major employers in the aerospace and advanced manufacturing sectors.

However, there are a number of challenges Fylde faces in relation to its businesses. These include:

**Challenge:** How to improve targeted support to the local business base and identify where there is the greatest need / opportunity to develop or diversify the economic offer. To identify and engage with the pool of entrepreneurs that have developed and migrated to Fylde who are major investors, developers and employers in the SME sector.

To date there has been limited engagement with business support provision mostly delivered regionally or nationally. 6% (83) of 1380 Lancashire businesses supported by Boost Business Lancashire between 2019 and March 2022, were from Fylde, of which 59.7% (of the 6%) were related to business growth and start up support (**Boost Business Lancashire presentation, June 2022**).

The Covid pandemic provided an opportunity for local councils, including Fylde to administer business support grants to businesses which has created understanding, knowledge and direct engagement that UKSPF will help to build on, further enabling more pro-active and productive relationships.

**Challenge:** To gain a greater understanding of the rural economy, the business base, skills development needs and skills growth opportunities (i.e. green skills) in order to target interventions to enable the rural economy to prosper and grow.

This is due to the fact that Fylde's rural economy has not necessarily had the benefit of accessing mainstream or EU funding in the past. The focus for many local authorities has been on town centres, due to the decline of traditional shopping methods and the changing economic environment, however the rural economy has a great deal to offer the wider economy but also has its own unique challenges. This links directly to several corporate priorities.

**Challenge:** how to improve productivity as a result of lower-than-average number of economically active, those aged 16+ (71.7, December 2020 – December 2021) compared with NW region (76.5%) and Great Britain (78.4%) (**Fylde NOMIS Labour Market Profile, June 2022**).

This is due to the mixture of age profile, the percentage of the population aged 65+, the impact of Covid on employment, particularly in retail and hospitality, and businesses experiencing skills' gaps. It is also a result of developer preference to build residential rather than commercial, and a significant reliance on a handful of major employers that attract employees from outside of the Borough.

**Challenge:** How to narrow the gender pay gap between men and women in Fylde (also links to challenge re productivity)\_and to better understand what provision is currently available to women and girls to encourage access to STEM related subjects and career opportunities.

There are significant disparities in both weekly and hourly pay between men and women. The gross weekly pay for male full-time workers in the Fylde in 2021 was £661.40 (compared with £615.80 in the NW and £655.5 in GB), whereas for female full-time workers, gross weekly pay was £542.50 (compared with £529 in the NW and £558.1 in GB). Hourly pay for male full-time workers in the Fylde was £17.02 (compared with £15.33 in the NW and £16.26 in GB), compared with £15.38 for female full-time workers. This compares with £14.02 in the NW and £14.86 in GB. (**Source: Fylde NOMIS Labour Market Profile, June 2022**).

There is a significant lack of information available regarding career aspirations and opportunities in local STEM businesses which results in fewer women being engaged in STEM related employment and in turn contributes to the gender pay gap.

**Challenge:** how to combat declining employment and reducing value in its manufacturing base.

Fylde is identified along with Pendle and Ribble Valley as having a manufacturing base that is characterised as “high volume, high value, high specialisation”. This means it has a significant volume of employment concentrated within a small number of very large firms. However, the challenge is that this employment is in specialised industries and the overall employment group footprint is declining overall (-2%). A further challenge is that whilst it is high value in terms of GVA, jobs and productivity, there are starting to be some indications of reducing value.

**Challenge:** how to support businesses to transition to net zero and decarbonisation

This is due to the scale of the challenge, and cost of implementing the changes needed to get to net zero; alongside a lack of understanding by businesses of technologies / products available.

## 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**

UKSPF provides the following opportunities:

- greater engagement with businesses and regional business support, e.g. Boost Lancashire, to ensure a more targeted approach to Fylde’s business sectors, including town centre businesses, to help them plan for the future, grow their businesses, identify skills’ needs / gaps and to tackle the gender pay gap, and recruitment issues
- to further build on strong firm formation rates in the manufacturing sector which suggest a more positive outlook for start-ups and small business growth (**Lancashire Independent Economic Review – Future of Manufacturing 2021, p46**) through more targeted and tailored support for this sector, in order to improve their supply chains and productivity
- to support businesses to begin or increase the transition to net zero and decarbonisation, creating and safeguarding jobs, developing green skills, reducing their energy consumption and enter new markets
- to undertake a feasibility study to develop a greater understanding of the rural economy and its needs, with a view to being able to provide more tailored support going forward, including around the transition to net zero. This is particularly important as the National Farmers Union has set the agricultural industry a challenging target of becoming net zero by 2040 through improving farming’s productive ef-ficiency; improving land management and changing land use to capture more carbon; and boosting renewable energy and the wider bioeconomy, whilst at the same time not reducing its capacity to feed UK consumers with high quality, affordable British food. It also says that the UK must not achieve its climate change ambitions by exporting UK production, or agriculture’s greenhouse gas emissions, to other countries (**Achieving Net Zero, Farming 2040, NFU, September 2019**)

- to develop more partnership arrangements with major employers as well as local entrepreneurs that shape a lot of the economic activity in the Borough and remove the hesitation of engaging with the local authority
- to support and develop local business partnerships, networks and existing structures to lead on economic development initiatives

There are clear links between this objective and the People and Skills objective, particularly around the identification of skills' needs by businesses, and investment in skills and training.

The opportunities outlined above, and activities undertaken through Fylde's Investment Plan will contribute to the delivery of the following economic and environmental priorities of Fylde's **Corporate Plan 2020 / 2024** and the relevant themes of its **Economic Development Strategy 2012 - 2030**

- working with partners to attract new employment and create vibrant economic communities (*economic, Themes 8 and 9*)
- developing the Enterprise Zone through the Fylde Coast partnership attracting employment and new industry (*economic*)
- working with partners to implement carbon reduction policies and ensure that the economic opportunities created by Government's energy policy (now Net Zero and Heat and Buildings strategies) are maximised in the Fylde (*environment, Theme 11*)

The opportunities also link to the following regional and national strategies:

**Lancashire Independent Economic Review - Stronger & Greener: The future of manufacturing in Lancashire 2021**

- the maintenance of high value industry, managing declining volumes through additional job creation
- the maintenance of positive start-up rates, enabling greater job creation in smaller firms to increase high value activity outside of the larger businesses
- the continuation of driving frontier R&D related to globally significant specialisms while strengthening local and regional links
- enabling the re-skilling and transition to new career paths, while sharing best practice with wider industry
- deepening the local supply chain by articulating market requirements to local businesses (p46)
- reducing emissions in the manufacturing sector to achieve Net Zero. This will require fundamental changes in how manufacturing will operate in the future, driven either by sustainability targets or by competition as likeminded businesses adopt faster, smarter ways of working, including adopting a more circular economy (p48).

**25 Year Environmental Plan - "A Green Future: Our 25 Year Plan to improve the Environment:**

- using and managing land sustainably (p32), by encouraging businesses and farmers to use resources from nature more sustainably and efficiently
- boosting productivity, by enhancing our natural capital (p18)

**Government's Net Zero Strategy – Building Back Greener**

- encouraging resource efficiency (p130) by supporting the development of the circular economy, keeping products and materials in circulation longer and retaining and creating new value at a much reduced environmental impact
- supporting the take up of energy efficiency measures (p131)
- supporting farmers to reduce emissions, for example, from livestock, agricultural soils and farm machinery and to deliver a range of environmental outcomes (p171)

**Levelling Up White Paper**

These opportunities clearly link to the Government's levelling up objective: to restore a sense of community, local pride and belonging, especially in those places which they have been lost; the UKSPF overarching objective to build pride in place and increase life chances; and the following Levelling Up White Paper (Feb 2022) Missions:

Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing

Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.

**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 2021, there were 12,000 people identified as economically inactive which equates to about 28% of Fylde's working age population, those aged 16-64. This compares with 6,400 in 2019, or about 14% of the working age population (**Fylde NOMIS Labour Market Report, June 2022**). Of these, 9,800 of are identified as not wanting a job and this reflects the fact that there is a high percentage of (early) retired people as well as those who are financially secure that do not require employment but this leaves a further 2,200 who are wanting a job but are currently not in employment. 1,330 of these (the number of those claiming benefits in May 2022) will likely be involved in DWP programmes, meaning that 870 people are likely not engaged with government programmes and are therefore further from the labour market, and need support to find employment. It also does not take into account those within the "do not want a job" cohort, who may actually be seeking jobs to supplement their income in retirement.

As stated previously in the Supporting Local Business objective, Fylde's workforce is highly skilled (39% are qualified to NVQ4 and above, compared with the NW average of 38.5% but lower than the GB average of 43.5%).

Employers are already struggling to recruit to vacancies because of a mismatch between the people with the right skills and the sectors they want to work in. The need for higher level skills is expected to experience the biggest growth in Fylde's Travel-To-Work Area in NVQ3+ by 0.76% and NVQ4+ by 0.94% between 2018 and 2028 (**Lancashire Skills Hub, Skills Evidence Base, Microsoft Power BI, July 2022**). A shortage of qualified individuals was identified as a challenge in the **Lancashire Local Skills Improvement Plan, March 2022 (p4)**

**Challenge:** How to prevent or reverse the "youth drain"

This is due to the population profile along with limited opportunity for the 16 to 18 age group to have an alternative to further education such as apprenticeships, trades or on the job learning / education. The area is desirable because of the good educational institutions from the age of 3 or 4 but offers nothing from 16 onwards, the 'youth drain' starts at this age.

**Challenge:** how to identify and support those who are NEET (Not in Employment, Education or Training) or at risk of becoming NEET

On the surface, the number of those who are known as NEET in Fylde – 26, for 2020/21, compared with 18 in 2018/19 and 28 in 2019/20 (**Young People NEET 2021, Lancashire County Council, January 2022**). This issue with the figures in the presentation is that they relate solely to 16–17-year-olds, and only those who were known to the County Council as the education authority. Those who were not known to the County Council, or those aged 18-24 who are also classed as NEET. Instead, the 18–24-year-olds are counted within the economically inactive numbers, which as noted above forms a high percentage of the population. The number of NEETs is known to be increasing particularly from the pockets of deprivation that exist in Fylde, which is due to a lack of access to additional support and funding which is often based on the indices of deprivation and does not pick up the specific geographic pockets of deprivation that exist in Fylde. Increased number of NEETs is linked to post pandemic workplace and opportunities the impact is being felt

particularly in coastal, tourism and rural economies. Therefore, it is important to be able to identify those who are NEET, or are at risk of becoming NEET, and to provide relevant and tailored support to enable them to access long term and sustainable employment.

**Challenge:** how to support those who are economically inactive and, or, hard to reach, and / or with more complex needs

There are several areas with a considerable proportion of less affluent individuals who find it more challenging to get structured support because there are fewer people in similar circumstances. These people often have significant health (physical or mental) issues, and lack confidence or the skills to access employment, or training. Often, they require tailored one-to-one support for some time to get them back on the employment ladder, which is not readily available.

**Challenge:** how to encourage the take up of vocational (including green) skills.

The good education available across the Fylde is predominantly or even exclusively in more traditional academic or non-vocational subjects. Trade or apprenticeships in modern vocational skills needs to be developed including in green skills

This is due to the track record of successful non-vocational subjects across educational institutions in Fylde, the loss of youth / younger generation and limited non-vocational opportunities, and the limited engagement to date with businesses in Fylde to discuss the potential for investing in these types of skills for the future.

**Challenge:** lack of state funded education provision for 16-18-year olds in Fylde

There is currently no state funded educational provision for those aged 16 to 18 in Fylde. This means that students have to travel to neighbouring Blackpool or Preston to study for A-levels.

**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**

UKSPF offers the following opportunities:

- to continue to work with those who are economically inactive, particularly the NEET / at risk of NEET cohort, to support them into paid work
- to bridge the gender pay gap (as outlined in Supporting Local Business section) through employment support, and skills' progression
- to work with businesses to identify skills' needs (through business engagement under the Supporting Local Business objective) and subsequently supporting them to access skills' support via the most appropriate route (including training opportunities under this priority in 2024/25)
- to increase the level of training, particularly vocational training (including apprenticeships), taken up by businesses to support their workforce to develop new skills or refresh existing ones
- to work with partners to facilitate the development of a business case for sixth form state funded educational provision in Fylde

The opportunities outlined above, and activities undertaken through Fylde's Investment Plan will contribute to the delivery of the following economic and environmental priorities of Fylde's **Corporate Plan 2020 / 2024** and the relevant themes of its **Economic Development Strategy 2012 - 2030**

- working with partners to attract new employment and create vibrant economic communities (*economic*) and providing opportunities for Fylde's workforce to improve and enhance their skill levels to meet the demands and needs of a changing economy which is fit for the 21<sup>st</sup> century (*Theme 8*)

- engaging with partners on health & wellbeing issues in the community and assisting residents with accessing support (*environment*)

The opportunities also link to the following regional and national strategies through:

#### **Lancashire Independent Economic Review – A New Prosperity 2021**

- encouraging investment in skills, which is arguably one of the most important priorities for the country in order to level up - creating places attractive to higher productivity businesses and increasing social mobility and individual opportunity for residents (p26).
- stimulating demand by employers for a more highly qualified – and productive – workforce. Whilst businesses may lack access to skilled workers, they may also not have business models which effectively utilise a skilled workforce (p27).

#### **Lancashire Independent Economic Review - Stronger & Greener: The future of manufacturing in Lancashire 2021**

- enabling the re-skilling and transition to new career paths, while sharing best practice with wider industry

#### **Government’s Net Zero Strategy – Building Back Greener**

- encouraging investment in green skills, and green job creation

#### **Levelling Up White Paper**

These opportunities clearly link to the Government’s levelling up objective: to restore a sense of community, local pride and belonging, especially in those places which they have been lost; the UKSPF overarching objective to build pride in place and increase life chances; and the following Levelling Up White Paper (Feb 2022) Missions:

Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.

Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.

Mission 6: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.

### 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.**

<b>Outcome (links to interventions in brackets for information)</b>	<b>Tick if applicable</b>
Jobs created	
Jobs safeguarded	
Increased footfall (E1, E6 and E8)	√
Increased visitor numbers (E1, E6 and E8)	√
Reduced vacancy rates (Links to E1)	
Greenhouse gas reductions (Links to E1)	
Improved perceived/experienced accessibility	
Improved perception of facilities/amenities	
Increased number of properties better protected from flooding and coastal erosion	
Increased users of facilities / amenities	
Improved perception of facility/infrastructure project	
Increased use of cycleways or paths	
Increase in Biodiversity	
Increased affordability of events/entry	
Improved perception of safety	
Reduction in neighbourhood crime	
Improved engagement numbers (E9 only)	√
Improved perception of events	
Increased number of web searches for a place	
Volunteering numbers as a result of support (E9)	√
Number of community-led arts, cultural, heritage and creative programmes as a result of support	
Increased take up of energy efficiency measures	
Increased number of projects arising from funded feasibility studies (E14)	√
Number of premises with improved digital connectivity	
None of the above	

**SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE COMMUNITIES AND PLACE INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.**

**Intervention**

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

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

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

E14 – Relevant feasibility studies

E11 - Investment in capacity building and infrastructure support for local civil society and community groups. – links to Community Fund potentially and social action projects under E9


**DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE COMMUNITIES AND PLACE LIST?**

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

N/A

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

N/A

**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 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.**

**Levelling Up Fund (LUF) project.**

The Levelling Up Fund proposal is a major project for Fylde Borough Council which will kickstart delivery of the St Anne's-on-the-Sea Masterplan by transforming public realm and connectivity from the station gateway to the Promenade, integrating the town centre and seafront and providing a continuous, high-quality experience for residents and visitors alike.

Alongside £12m investment in the sea wall, the bid provides the foundations for the renewal of St Anne's offer as a high-quality family seaside resort and Fylde Coast's 'retreat', by encouraging new investment in the refreshed town centre, and the opportunity to create an extended family offer at the Island site and along the seafront.

The request for funding forms one part of the proposal and will act as match funding to support the capital works and delivery of the events' programme for St Annes Square.

It falls under the Communities and Place investment priority because of its focus on public realm and town centre regeneration (E1) which in turn will increase footfall and greater visitor numbers and improve perception of amenities and accessibility of the area.

The project will be located in St Annes, one of Fylde borough's larger towns.

**Community Projects Scheme Enhancement**

The council has a well-established and successful Community Projects Fund that was created by Local Strategic Partnership (LSP). The fund has been operated by Fylde Council since the LSP was disbanded after second homes funding was no longer available to finance all the possible projects / interventions. The fund has always been significantly short of monies to deliver community projects delivered by community groups since the LSP was disbanded.

There are established governance arrangements for the Community Projects Fund with input from local partners. Potential grants have had to be limited because of the funding restriction – only Fylde Council provides an allocated budget each year. The Community Projects Fund has delivered or contributed to, a vast array of community projects that have objectives and delivered outcomes consistent with those in the UKSPF. The fund represents an ideal vehicle for quick delivery of UKSPF outcomes through community partners. It is proposed to expand the fund for each year of the UKSPF after a review of the criteria, evaluation and application limits.

**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.**

The allocation would be used to enhance and improve public open space and the public realm and as such it could not cause a distortion in or harm to competition, trade or investment. It will not be used to fund any commercial or business enterprises,

The improvement results will benefit all users of the areas concerned and neighbouring areas, including economic actors, but that benefit will not be in terms of an improved environment and will not favour certain economic actors over others.

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

<b>Outcome (links to interventions in brackets for information)</b>	<b>Tick if applicable</b>
Jobs created (E30)	√
Jobs safeguarded (E29)	
Increased footfall	
Increased visitor numbers	
Reduced vacancy rates	
Greenhouse gas reductions	
Number of new businesses created (E23)	√
Improved perception of markets	
Increased business sustainability	
Increased number of businesses supported (E30)	√
Increased amount of investment	
Improved perception of attractions	
Number of businesses introducing new products to the firm	
Number of organisations engaged in new knowledge transfer activity	
Number of premises with improved digital connectivity	
Number of businesses adopting new to the firm technologies or processes (E29)	√
Number of new to market products	
Number of R&D active businesses	
Increased number of innovation active SMEs	
Number of businesses adopting new or improved products or services	
Increased number of innovation plans developed	

Number of early stage firms which increase their revenue following support	
Number of businesses engaged in new markets	
Number of businesses increasing their export capability	
Increased amount of low or zero carbon energy infrastructure installed	
Number of businesses with improved productivity	√
Increased number of projects arising from funded feasibility studies (E31)	√
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.*

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

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

E31 – Support relevant feasibility studies


**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.**

--

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

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

Yes

No

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

As above

--

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

<b>Describe these projects, including how they fall under the Supporting Local Business investment priority and the location of the proposed project.</b>	
<b>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 <a href="#">set out in the guidance</a>.</b>	
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>	
N/A – as above	

<b>WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.</b>	
<b>Outcome (link to interventions in brackets for information)</b>	<b>Tick if applicable</b>
Number of economically inactive individuals in receipt of benefits they are entitled to following support (E33)	√
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills (E33)	√
Increased proportion of participants with basic skills (English, maths, digital and ESOL) (E33)	√
Number of people in supported employment [and] number of people engaging with mainstream healthcare services (E33)	√
Number of people sustaining engagement with keyworker support and additional services (E33)	√
Number of people engaged in job-searching following support (E33)	√
Number of people in employment, including self-employment, following support (E33)	√
Number of people sustaining employment for 6 months (E33)	√
Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	
Number of people in education/training (E38)	√
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 (E38)	√
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.*

E33 - Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths\* and ESOL) support where there are local provision gaps. This provision can include project promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence).

\*via Multiply.

E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that cannot be met through mainstream funding.


**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 – as above

<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>	
Yes	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>	
<p>Not applicable</p>	

<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>	
<p>No</p>	
<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>No, however, it is expected that skills needs will be identified through engagement with businesses under the Supporting Local Business priority, and some funding has therefore provisionally been allocated for this in 2024/25.</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>	
<p>Yes</p>	
<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></p>	
<p><b>HAVE YOU IDENTIFIED A LOCAL VOLUNTARY PROVISION AT RISK AS PART OF YOUR PEOPLE AND SKILLS INVESTMENT PRIORITIES?</b></p>	
Yes	No
<p><b>(If Yes) Describe the local voluntary provision at risk and your rationale for supporting it.</b></p>	
<p>Pan-Lancashire project recommended to proceed to deliver UKSPF Interventions, subject to agreement by Fylde's UKSPF Local Partnership Group.</p>	

**Selnet / Active Lancashire:**

The projects funded under the European and Structural Investment Fund (ESIF) programme will cease operational activity at the end of March 2023 for the Selnet projects and September 2023 for the Active Lancashire projects. The projects will formally conclude in December 2023 at the end of the ESIF national programme. As a result, the provision at risk includes:

- intensive support and mentoring activity that focuses on the individual needs and aspirations of beneficiaries with some of the highest levels of needs and complexities
- twelve VCSE organisations funded to create packages of support for beneficiaries
- enabling disadvantaged people to make positive steps to access help to provide their basic needs, improve wellbeing and progress on a route to employment
- resources invested in local VCSE partners to delivery support tackling the root causes of poverty, promoting social inclusion, and driving local jobs and growth.

Active Lancashire and Selnet, who currently run these projects have no further resources to support to their beneficiaries. There is the opportunity to continue the provision described above through the Step Change project (outline below), albeit at a smaller scale due to reduced funding availability.

**Selnet / Lancashire Colleges**

The two projects are currently funded until 31 March 2023 only, with the last date for new participants (so that there is time to support them before end March) being December 2022. The projects provide personalised and intensive support for young people who are NEET/at risk of becoming NEET from aged 15 to 19 (24 for those with an EHCP) with referrals coming from schools, LAs, JCP and others who work with young people in the Lancashire area.

The provision is additional to that which is available through mainstream funding, and therefore adds significant value for the young people involved.

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

Selnet / Active Lancashire

Project Name	Project outline reference	Project ID	Project outline
Age of opportunity	Lanc / 1 / 1	10281630	Working with People 50+ with Low or No Skills
Changing Futures	Lanc / 2 / 3	10292821	Disadvantaged Groups
Project Name	Project outline reference	Project ID	Project outline
More Positive Together	1	2021/1	Working with people furthest from the labour market
MPT Steps	3	2021/3	Support individuals to access or re access the job market as a result of the Covid 19 Pandemic.

Selnet / Lancashire Colleges

ESFA-15056 / ESF 5079 "Supporting NEETs – Lancashire LEP

MOU reference is 19S17C01879 'Working with Younger People (NEETS)'

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

2022-2023

2023-2024

2024-2025

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

**Step Change (Selnet / Active Lancashire):**

The project will address the challenges of economic inactivity (young people and older adults); tackling the root causes of poverty; long term and generational unemployment; exclusion for the most socially excluded residents with multiple and complex needs by providing tailored one to one mentoring and support (via an agreed progression plan) to move individuals towards economic activity, e.g. getting a job, starting a business; starting training. The support can last from 3-12 months plus, including during the first month of their employment if required.

The beneficiaries include those with physical and mental health conditions; low or no skills and qualifications; a need to re-skill due to changing career path; circumstances compounded by the Covid-19 pandemic; those recently made redundant; carers looking to return to work; not finished formal education; experienced exclusion due to inequalities; long term unemployed; ex-offenders and those suffering domestic violence.

The project will be located in Fylde, however, the project may also operate across different boroughs in Lancashire, as this is the appropriate spatial level and provides better value for money.

The project will link with Multiply where appropriate and relevant.

**Supporting young people who are NEET / at risk (Selnet / Lancashire Colleges)**

The project will provide tailored and personalised support to young people who are NEET or identified as being at risk of becoming NEET aged 15-19 (24 for young people with an EHCP Plan), who have either multiple and complex needs requiring greater support or more specific barriers which need only short-term support.

Actions will range from key worker support and mentoring, confidence building, mental health, and wellbeing support to employability and transferable skills support, and will be delivered by a well-established partnership of different organisations, for example local partners may include AFC Fylde Community Foundation, Blackpool and the Fylde College, YMCA, etc.

**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.**

The recipients of this support are those who are economically inactive, have complex barriers to employment and are considered the furthest from the labour market, including NEETs (or at risk of becoming NEET). Therefore, it is not considered that any of the interventions provided to potential recipients will be considered a subsidy.

**SCOTLAND, WALES & NORTHERN IRELAND ONLY**

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

Yes

No

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

**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.**

### Approach to delivery and governance

In this section, we will ask you about:

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

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

### **STAKEHOLDER ENGAGEMENT AND SUPPORT**

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

Public sector organisations

Private sector organisations

Civil society organisations

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

Fylde Borough Council has engaged with each of these stakeholders to invite them to be part of the Local Partnership Body. Initial engagement was via email / telephone and the Partnership held its first meeting on 21st July 2022. The aim was to bring together a balanced and broad spread of organisations / stakeholders who could provide advice and guidance on strategic fit and deliverability of the Investment Plan.

**Public Sector:**

Leader & Deputy Leader Fylde Borough Council  
 Chairman of the Town Centre Working Groups (Fylde Councillor)  
 Jobcentre / DWP  
 Public Health  
 Police  
 Blackpool & Fylde College

Growth Lancashire

**Private Sector:**

Economic Prosperity Board for Fylde  
St Annes Enterprise Partnership  
Lytham Business Partnership  
Kirkham Business Group  
Federation of Small Businesses  
BAE  
Fox's Biscuits

**Civil Society:**

VCFSE Blackpool, Fylde and Wyre  
YMCA  
AFC Fylde community Foundation

In addition to engaging with the Local Partnership Group members detailed above, individual discussions have also taken place with providers on a local level, i.e. JCP and DWP, and internal colleagues within Fylde Borough Council involved in local partnership activities.

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

Fylde Council has embedded strong financial procedures which support service and programme delivery across the council. In accordance with Section 151 of the Local Government Act 1972, the Section 151 Officer is responsible for the proper administration of the financial affairs of the Council. In discharging this duty, the S151 Officer has due regard to the relevant legislation and regulations including the Local Government Finance Act 1988 and those Accounts and Audit Regulations as are in force at the time. In addition, the Local Government Act 2003 sets out the requirements for local authorities to monitor their budgets, both for revenue and capital.

To discharge these functions the S151 Officer places reliance upon the Financial Procedure Rules within the council's constitution which set out the requirements of budget holders and senior managers across the council in this regard. The five-year Capital Programme (comprising several individual schemes) is part of the Budget and Policy Framework of the Council and is approved annually and at appropriate intervals as necessary in the year. Budget holder must monitor and report capital expenditure and income for all schemes within the approved capital programme and identify any variations against the approved level of expenditure. Monitoring and reporting are undertaken at intervals as specified by the S151 Officer. All budgets within the Council are owned by a named officer who is responsible for ensuring that budgeted levels of income and expenditure are accurate, and that any expected variances against budgeted levels are highlighted and reported.

To supplement ongoing day-to-day budget monitoring activities carried out by budget holders, Capital Programme monitoring reports are prepared monthly during the year. These reports are considered first by Management Team and are subsequently presented for information to each of the Council's programme committees of the council during the year.

The council is fully compliant with the requirements of the CIPFA Financial Management Code which provides guidance for good and sustainable financial management in local authorities.

With specific reference to the UKSPF monies, finance officers will directly support the nominated scheme managers in line with the above procedures to understand in detail scheme expenditure against the approved budget, to support reporting and to ensure proper financial governance of schemes within this funding stream. Monthly meetings will take place to discuss any issues that arise. All budget monitoring requirements will be met, there are adequate assurance systems in place which will ensure proper financial governance of these schemes and all governance and transparency matters will be properly addressed in line with any grant conditions.

Local Partnership Group

It is anticipated this Group will meet bi-annually to provide oversight to the processes being undertaken and to receive monitoring reports on progress against interventions and outcomes. Membership of this group includes representation from across the public, private and VCFSE sectors:

Leader of Fylde Council  
 Deputy Leader of the Council  
 Chairman of the Town Centre Working Groups  
 MP for Fylde  
 Economic Prosperity Board Representative for Fylde Council  
 Chair of St Annes Enterprise Partnership  
 Chair of Lytham Business Partnership  
 Chair of Kirkham Business Group  
 Community Sector (VCFSE)  
 Federation of Small Businesses  
 Job Centre/DWP representative  
 CCG/Public Health Representative for Fylde Council  
 Lancashire Police  
 Growth Lancashire  
 YMCA  
 Private sector representative from BAE  
 Private sector representative from Foxes Biscuits  
 Blackpool and Fylde College

**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.**

## **PROJECT SELECTION**

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

Yes

No

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

Projects will not be selected on a financial basis alone, there will be a thorough assessment of how each existing project will, and can, deliver against Fylde's UKSPF stated interventions and outcomes to ensure the successful delivery of Fylde's Investment Plan 2022-2025.

A pan-Lancashire approach has been made to Fylde Council, facilitated by Lancashire County Council and the Lancashire LEP's Lancashire Skills Hub from sixteen pan-Lancashire projects currently receiving financial support through European funding that will cease.

Fylde Council's Corporate Priorities 2020-2024 are aligned to several of the pan-Lancashire projects, which Elected Members have recommended in principle to take forward based on outline proposals of how they will deliver the Interventions within the Investment Plan. After approval by the Local Partnership Group, each of these pan-Lancashire projects is now required to provide further, detailed, and robust information before any project is commissioned.

In addition to the pan-Lancashire proposals, several local providers have expressed interest in working with the Partnership Group to support the delivery of the Investment Plan. To ensure these providers also have an opportunity to submit a project, where there are gaps in provision, a provider will need to demonstrate how their projects will deliver the interventions and outcomes in the




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

Not applicable

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

Numerous business support providers at regional level, via Boost and Growth Lancashire, e.g. Lancashire Chambers of Commerce, North West Aerospace Alliance, universities, etc. As appropriate.

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

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

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
E33	
E38	

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

Not applicable

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

Selnet and Active Lancashire, and Lancashire Colleges, enables projects at risk under People and Skills to deliver greater value for money through working in partnership with a number of local authorities.

--

**PUBLIC SECTOR EQUALITY DUTY**

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

Yes. Fylde Council recognises that as part of The Equality Act 2010, it must have due regard to the public sector equality duty (PSED). Fylde’s Investment Plan has had due regard to the three main aims of the public sector equality duty (PSED):

- the need to eliminate discrimination,
- advance equality of opportunity and
- foster good relations between different people.

Fylde’s Investment Plan has been designed to covers all geographical areas across the borough and incorporates priorities that will have benefit and impact across all sectors of the community. In particular those living and working in Fylde, those visiting for work, shopping or visiting the attractions, as well as the older population and, potentially, more vulnerable, and those who are the furthest from the workplace. The variety and scope of priorities included within the Investment Plan would address Fylde’s PSED:

- Public realm improvements and enhancements
- Town centre marketing and promotional activities
- Business engagement, collaboration and support
- Supporting the rural economy
- Engaging and understanding the community, voluntary and faith sectors and social enterprises operating within Fylde to target interventions
- Building capacity and skills of volunteers
- Supporting and engaging those individuals who are considered hard to reach, economically inactive and/or NEET (or at risk of becoming)
- Investigating ways to address the gender pay gap

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

Providers who wish to submit a project to support the delivery of the Investment Plan, will be reminded of the PSED specified within The Equality Act 2010 and they will be asked to demonstrate how they have considered The Equality Act 2010 in their submissions. This may be in the form of an Equality Impact Assessment or similar, which identifies what measures they have in place to ensure protected individuals (who have protected characteristics under the Equality Act 2010) are also able to access their services/support/provision without discrimination (i.e. digital considerations, accessibility, etc,)

**RISKS**

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

<b>Yes</b>	<b>No</b>
------------	-----------

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

The following risks and mitigation measures have been identified:

- **Risk:** That the Investment Plan is not signed off first time.  
**Mitigation measure:** work with Government to resubmit

- **Risk:** Projects do not come forward or are not able to deliver as agreed.  
**Mitigation measure:** ensure sufficient checks and balances are undertaken at the outset, engaging with colleagues as required (legal, finance, etc.), followed by regular monitoring of the position and developing a pipeline of projects which can begin if needed; continue to work closely with the Levelling Up Department for support and guidance when required.
- **Risk:** Ongoing management and delivery of the Investment Plan is more significant than foreseen:  
**Mitigation measure:** utilise the 4% to ensure sufficient resources are available to support the management and monitoring.
- **Risk:** Staff leave before the end of the programme and knowledge is lost.  
**Mitigation measure:** Ensure all team members are appropriately trained and understand how the UKSPF funding works and how the Investment Plan is proceeding. Ensure adequate systems are in place in terms of reporting, monitoring and recording of information.

Risks and any mitigation required will be monitored throughout the lifetime of the Investment Plan, through their inclusion in the Council's risk register.

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

<b>Yes</b>	<b>No</b>
------------	-----------

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

This risk would be in relation to any of the project providers not delivering against interventions and outcomes. Before any contract is entered into with project providers or any payments are made, appropriate due diligence will be undertaken on each project and project provider. Fylde Council's monitoring and reporting processes will identify any projects that are at risk of defaulting on their agreement, not achieving their objectives or appear to be involved in fraudulent activities and/or not using the funding if not used for the purposes for which it was intended. Clawback of funding will be a condition of the offer letter which all project applicants will sign.

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?**

Circa 2 FTE (this would be from the permitted 4% administration allowance for dedicated resource working alongside several Fylde employees).

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

The Fylde Council Projects and Regeneration Service are an experienced multi-disciplinary service area, which includes officers with capital and revenue programme and project experience of delivery and management. In addition, there is knowledge and experience of European and domestic funding, heritage and conservation, place, employment and skills, private sector and business support interventions.

The wider Fylde Council team have a wealth of experience on programme and project management, including legal, accountancy, procurement and marketing.

A number of these individuals have been identified below. However, the allocation of the 4% for project administration/monitoring, additional resources will need to be secured to ensure sufficient capacity to deliver the UKSPF.

**Head of Service:** overall oversight and direction of the programme (PRINCE2 qualified, experienced in programme and project management in public & private sectors)

**Economic Development & Regeneration Manager:** overall management of the programme (PRINCE2, previous EU and domestic funding experience at programme & project level in both public & not-for-profit sectors and previous business-owner)

**Finance Officers & Section 151** - financial support in relation to funding submissions, reporting and monitoring to ensure outcomes are delivered

**Governance & Legal** – support regarding the legal requirements of the UKSPF, e.g. subsidy control, developing contracts and service level agreements with project sponsors and procurement advice, and decisions required through council and committee.

**Procurement Officer** – Advice and support when required.

**Communications Officers:** promoting Fylde’s UKSPF Investment Plan and projects, using all social communication channels – championing success.

**Chief Executive** – visible leadership, support and promotion of the difference partners will make through the UKSPF, dedicated time set aside to support the process.

- 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?**

<b>Very experienced</b>	Some experience	No previous experience
-------------------------	-----------------	------------------------

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

<b>Strong capability</b>	Some capability	Limited capability
--------------------------	-----------------	--------------------

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

Strong capacity	<b>Some capacity</b>	Limited capacity
-----------------	----------------------	------------------

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

Strong capability	<b>Some capability</b>	Limited capability
-------------------	------------------------	--------------------

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

Strong capacity	<b>Some capacity</b>	Limited capacity
-----------------	----------------------	------------------

#### COMMUNITIES AND PLACE CAPACITY AND CAPABILITY

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

<b>Yes</b>	No
------------	----

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

<b>Strong capability</b>	<b>Some capability</b>	<b>Limited capability</b>
<b>Describe the key capability challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.</b>		
<b>Describe what further support would help address these challenges.</b>		
<b>How would you describe your team's current capacity to manage funding for Communities and Place interventions?</b>		
<b>Strong capacity</b>	<b>Some capacity</b>	<b>Limited capacity</b>
<b>Describe the key capacity challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.</b>		
Without the 4% administration allowance it would provide the organisation with some capacity challenges in order to manage this new funding programme and interventions, although the knowledge and capability is available in-house, additional resource is required to enhance capacity and therefore support delivery as this is a new funding programme and new regime for Fylde Council.		
<b>Describe what further support would help address these challenges.</b>		

<b>SUPPORTING LOCAL BUSINESS CAPACITY AND CAPABILITY</b>		
<b>Does your local authority have any previous experience of delivering the Supporting Local Business interventions you have select?</b>		
<b>Yes</b>	<b>No</b>	
<b>How would you describe your team's current capability to manage funding for Supporting Local Business interventions?</b>		
<b>Strong capability</b>	<b>Some capability</b>	<b>Limited capability</b>
<b>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.</b>		
<b>Describe what further support would help address these challenges.</b>		

<b>How would you describe your team's current capacity to manage funding for Supporting Local Business interventions?</b>		
Strong capacity	Some capacity	<b>Limited capacity</b>
<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>		
<p>Without the 4% administration allowance it would provide the organisation with limited capacity challenges in order to manage this new funding programme and interventions, although the knowledge and capability is available in-house, additional resource is required to support delivery as this is a new funding programme and new regime for Fylde Council.</p> <p>Fylde Council has a demonstrable track record of delivering funding to support businesses and the local economy, with covid-recovery funding being a recent example.</p>		
<b>Describe what further support would help address these challenges.</b>		
<p>The 4% administration allowance does allow Fylde Council to bring in the additional resources in required to address the challenges identified.</p>		

<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 capability 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>		
<b>Describe what further support would help address these challenges.</b>		
<b>How would you describe your team's current capacity to manage funding for People and Skills interventions?</b>		
Strong capacity	<b>Some capacity</b>	Limited capacity
<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>		
<p>Without the 4% administration allowance it would provide the organisation with capacity challenges in order to manage this new funding programme and interventions, although the knowledge and capability is available in-house, additional resource is required to support delivery as this is a new funding programme and new regime for Fylde Council.</p>		

<b>Describe what further support would help address these challenges.</b>
The 4% administration allowance does allow Fylde Council to bring in the additional resources it requires to address the challenges identified. To support the procurement and management of local project applications, it would be beneficial to have additional resource in the form of support and expertise to assist in devising and developing robust application processes, as although this capability and skills set is available within Fylde Council, capacity is the challenge.

<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%?	
<b>Yes</b>	<b>No</b>
<b>(If Yes) Explain why you wish to use more than 4%.</b>	

Approvals – to be completed by Fylde Council

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>
--

### 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